

2016 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.

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.

2016 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 2016 for up to \$175 million in capital funds and \$70 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; 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 2016 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.*

In 2016, the Regional Councils competed against each other to be designated as a "Top Performer".

The 2016 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, and Parks, Recreation and Historic Preservation Commissioner Rose Harvey. Due to the unprecedented commitment of state funds to economic development in the 2016 State Budget, the SIAT was expanded to include an additional member that was appointed by the Legislature, Hon. Donna Lupardo, State Assembly District 123. The SIAT reviewed each region's Progress Report based on established criteria. Members of all REDC's traveled to Albany and presented a summary of their 2016 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 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 \$40 million in funding consisting of \$25 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 \$510 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 2016 REDC initiative was launched on April 29 and the CFA opened for applications on May 2 and closed on July 29. All details about CFA resources were made available online via the 2016 CFA Resources Available Document, the New York State Register and the Grants Gateway. When the portal closed on July 29, 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 3, the REDCs submitted their final 2016 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 Thursday, December 8, 2016, the Governor announced that 950 projects totaling \$716.9 million had been awarded through Round Six of the Regional Economic Development Council initiative. Top Performer awards were given to the Mid-Hudson, Capital Region, Mohawk Valley, Finger Lakes, and New York City regions in adherence to the competition guidelines detailed above.

STATE OF NEW YORK
DEPARTMENT OF STATE

ONE COMMERCE PLAZA
99 WASHINGTON AVENUE
ALBANY, NY 12231-0001
WWW.DOS.NY.GOV

ANDREW M. CUOMO
GOVERNOR

ROSSANA ROSADO
SECRETARY OF STATE

MEMORANDUM

December 8, 2016

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

From: Rossana Rosado, Secretary of State
RoAnn Destito, Commissioner, Office of General Services
Matthew Driscoll, Commissioner, Department of Transportation
Rose Harvey, Commissioner, Office of Parks, Recreation & Historic Preservation
Roberta Reardon, Commissioner, Department of Labor
Sabrina Ty, President and CEO of the Environmental Facilities Corporation
Assemblywoman Donna Lupardo, of the 123rd District

Subject: Review of Progress for the 2016 Regional Economic Development Council Initiative

We are honored to serve as the Strategic Implementation Assessment Team (SIAT) for Governor Cuomo's Regional Economic Development Council (REDC). In the past six years, the REDC initiative has made serious progress in job creation and the growth of new industries across New York State. This year, the REDC initiative has been enhanced by the \$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. These include strategies to focus on developing certain industry clusters; global marketing and export strategies; help people in distressed Opportunity Areas to overcome barriers to entry into the workforce; promote veterans' participation in the workforce; and regional sustainable growth strategies. In many of the regions, strategies have been further refined in response to the Upstate Revitalization Initiative and Western NY's Buffalo Billion Plan.

The REDC program redesigned the relationship between 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 2016, in addition to updating their Strategic Economic Development Plans, the regions identified communities 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. Each Regional Council solicited interest in the program from communities in the region; considered how interested communities met the DRI criteria and any other local criteria; nominated one downtown to receive a DRI award; and received certification by the state of the one downtown that the Regional Council deemed best positioned to take advantage of the DRI.



This November, the Regional Councils came to Albany to present their progress, talk about plans to implement their economic development strategies in 2016-2017, and to report on the status of the DRI plans. Their oral presentations complemented the regional progress reports submitted by the Regional Councils in October. We listened to those presentations and have the responsibility of assessing the progress of the ten Regional Councils.

2016 Annual REDC Competition

Our task was to evaluate all ten regions based on the competition and Regional Council priorities as described in the 2016 REDC Guidebook. We focused on the following areas:

- Support for the Downtown Revitalization Plan and identification of initial projects to implement it
- Implementation of strategies through the project pipeline
- Training of the workforce for today and tomorrow
- Continued advancement of state priorities and regional strategic economic development plans, and identification of projects that implement related strategies, including:
 - The regional economic cluster plan
 - The region's global marketing and export plan
 - The regional Opportunity Agenda
 - Regional hot spots and business incubators
 - SUNY, CUNY, and community college plans
 - Veterans' participation in the workforce
 - Local government engagement in the Regional Council process
- Measuring the performance and progress of the strategic plan and consolidated funding application (CFA) projects

Awards

All ten regions competed for up to \$175 million in capital funds and \$70 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 implement projects identified through the Downtown Revitalization Initiative, and projects from all ten regions submitted through the CFA were eligible for over \$510 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 \$25 million each in ESD Capital Grants. This was a difficult challenge, as the regions are taking a variety of approaches to very different challenges and opportunities, and are all making progress implementing their strategic plans. However, after careful consideration we selected as Top Performers the following regions: **Capital Region, Finger Lakes, Mid-Hudson, Mohawk Valley, and New York City.**

The **Capital Region Regional Economic Development Council (CREDC)** embraces the Capital 20.20 Plan it created last year. Key priorities integrated into the 2011 strategic plan include *Next Tech* - investments in innovative technology and advanced industries, such as health care, clean energy, advanced analytics, and cybersecurity; *Lift-Off* - focusing on the cluster of research and development and commercialization; *Gateway* - investments in port infrastructure, waterways, rail, and ground transport; *Talent* - a cradle-to-career approach to workforce development that connects job-seekers and employers with higher education institutions; and *Metro* - projects that address concentrated urban poverty in support of the Opportunity Agenda. Many ongoing projects support

more than one component of the CRREDC's plan, like the Park South Neighborhood revitalization in Albany, which is leveraging support from the City of Albany, Albany Medical Center, and neighborhood stakeholders to produce \$250 million in new investment, while addressing concentrated urban poverty. The CREDC also identified many projects to continue to grow its commercialization of research and development, and has been supporting construction at SUNY Albany of the Emerging Technology and Entrepreneurship Complex. Downtown revitalization projects were identified for the DRI community of Glens Falls, as well as Troy, Albany, and Schenectady. Glens Falls, the CREDC's DRI selection, imagines possible DRI projects ranging from mixed-use development, façade improvements, and pedestrian trails, to a Science, Technology, Engineering and Math (STEAM) kids' museum and indoor farmers market.

The Finger Lakes Regional Economic Development Council's (FLREDC) momentum is being fueled by a region united around a focused plan to grow jobs, increase regional wealth, drive private sector investment, and reduce poverty. FLREDC focused on three industry clusters: Optics, Photonics, and Imaging; Agriculture and Food Production; and Next Generation Manufacturing and Technology. A comprehensive partnership of private companies, local colleges and universities, federal sources, and state entities support the Optics, Photonics, and Imaging cluster. Apprentice programs at community colleges provide support services to at-risk students and apprenticeships in the OPI area for technicians. The FLREDC significantly refocused its economic development efforts on reducing regional poverty by requiring each proposed priority project to describe how it will address poverty. The City of Geneva was selected as the DRI community because its vision is strongly aligned with the FLREDC goals to grow jobs, increase private sector investment, and reduce poverty. The FLREDC supports the Rochester Monroe Anti-Poverty Initiative (RMAPI) dual generational action plan which is focused on adult mentoring; early childhood supports; and systems integration of social supports. Opportunities for employment are growing in the agricultural and food processing sector, with worker training, expanding food production and processing, growing downtown food and beverage clusters across the region, and waste to energy recycling.

The Mid-Hudson Regional Economic Development Council (MHREDC) continued to refine its economic development strategy to best leverage the region's unique assets (e.g., its proximity to New York City, highly educated workforce, and scenic beauty) and opportunities. Its LIVE, WORK, and PLAY strategies provide a clear road map for choosing projects to invest in and workforce initiatives to support, and industries in the LIVE and PLAY clusters showed growth in employment and the number of establishments. Stakeholders in the region are working together to identify means to address workforce development needs, including workers for which English is a second language and individuals targeted by the regional Opportunity Agenda program. Almost all of the proposed Priority Projects support workforce training. Commitment to downtown revitalization is evident in MHREDC funding recommendations, as half of the proposed Priority Projects are located in urban centers like Poughkeepsie, Kingston, New Rochelle, Yonkers, and Middletown. Chosen by the MHREDC as the DRI community, Middletown hopes to continue its success in adaptive reuse and expand academic partnerships. Many projects meet multiple objectives. For example, the proposed Poughkeepsie Landing Waterfront Redevelopment Project would help revitalize a distressed community identified as part of the Regional Opportunity Agenda, and provide public access and amenities along the Hudson River. Thanks to the intensive efforts to involve stakeholders and inform the public, the region had many consolidated funding applications for which to offer its support.

The **Mohawk Valley Regional Economic Development Council (MVREDC)** focuses heavily on creating vibrant, diverse, creative, innovative and safe communities. They believe that this may be the most important building block upon which to build a culture of innovation and opportunity. MVREDC is taking an ecosystem approach, investing in the people and the places that make the economy work and leveraging its core strengths in manufacturing, tourism, and agriculture. Nearly 40% of proposed Priority Projects and more than 55% of CFA applications are for downtown projects across the region. Oneonta, the DRI community, will invest in a Craft Food and Beverage Innovation District to enhance Oneonta's appeal to the next generation of employees and employers. Throughout the progress report, they discuss how doors are opened to refugees and hard to place workers for entry level advancement opportunities, as evidenced by the Mohawk Valley Resource Center for Refugees' partnership with food processors in the region. Four out of the top ten firms hiring refugees in the region are food processing and agribusiness supply chain companies, accounting for more than 500 new placements since 2009 and 90 in 2015 alone. The MVREDC industry cluster is Internet Technology (IT) and Cybersecurity. The region has been focusing on increasing the number of patents coming out of their research and development institutions. The Commercialization Academy at the Griffiss Institute is turning Air Force Research Laboratory (AFRL) technologies into commercial products and businesses, providing a continuous source of new businesses and products to support the economy.

The **New York City Regional Economic Development Council (NYCREDC)** strategic plan and project priorities are designed to help the state make investments and policy decisions that effectively address fiscal and economic challenges facing the city, such as increased competition for investment, persistent poverty, rising household costs, and reduced federal funding to address aging infrastructure and housing stock. NYCREDC has consistently prioritized projects that support their strategic plan strategies to improve quality of life, invest in the future, and foster innovation. Through the strength of the community's commitment to planning, Jamaica earned designation as the region's DRI community. This long-dormant community is addressing the needs of the local population through expanded educational, workforce development, employment and entrepreneurial opportunities. A shift in the regional economic cluster plan to Life Sciences will leverage investments in basic research and incubator facilities in a sector primed for growth. NYCREDC recognized the necessity to develop innovative long-term partnerships to accommodate the type of skills and work-based learning programs that are required to create most quality jobs. For example, the Classrooms to Career Project was successfully completed with collaboration from seven high schools; employers in IT, healthcare, engineering, energy utilities and advertising; and CUNY colleges that provide mentoring, internship and post program support to students.

Five regions should receive awards of up to \$10 million each in ESD Capital Grants to help attract and grow business in their regions: **Central New York, Long Island, North Country, Southern Tier, and Western New York.**

The **Central New York Regional Economic Development Council (CNYREDC)** added the three pillars of economic growth (Invest in Key Growth Drivers; Build an Inclusive Economy; and Develop Enablers of Prosperity) contained in its winning Upstate Revitalization Initiative plan to the strategic goals identified in 2011. A neighborhood within the City of Oswego was designated the DRI community in recognition of its many assets, such as a scenic waterfront location, compact and walkable downtown, rich cultural history, and strong anchor institutions. Many downtown revitalization projects are identified in other community centers, such as Cortland, Auburn, and Syracuse. Progress has been made on innovation corridor projects in downtown Syracuse, which includes raising capital and creating jobs at Clean Tech Center and expanding services at Tech Garden. The CNYREDC targeted industry cluster of Data to Decisions includes precision

medicine, thermal and electronic controls, cybersecurity and information assurance, and unmanned aerial systems which saw tangible progress in 2015-2016 through project U-SAFE and planning for NUSTAR and Unmanned Aircraft System Traffic Management (UTM). The ongoing Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC) cluster group provides a variety of networking, capacity building, and reporting activities to assist 64 firms employing 6,300 individuals in the D2D cluster. The strong contribution of agriculture to the regional economy was also addressed. Overlap with other regions in agribusiness proposals was recognized by the CNYREDC, which formed an interregional group to assure projects are mutually reinforcing.

The Long Island Regional Economic Development Council (LIREDC) continues support of the strategies identified in its strategic plan. It is maintaining its momentum in the biotechnology sector through ongoing projects like the Broad Hollow Bioscience Park and Ronkonkoma Hub, nine projects supported for priority project funding this year, as well as others being advanced through other funding sources. The LIREDC supported workforce development initiatives like eMINDSET at Stony Brook University, expected to boost enrollment in engineering and applied science by 700% and to help the region meet the expected demand for engineers in increasingly complex and entrepreneurial-minded endeavors. LIREDC developed five sector advisory groups (health care, manufacturing, information technology, agriculture, and retail/hospitality/tourism) to identify skills gaps and unmet labor needs; assemble a database of existing degree and training programs in the region; and then propose a program to address identified needs. Through its Opportunity Agenda, LIREDC continues to support Wyandanch Rising infrastructure improvements and programs that target hard-to-place workers. LIREDC recognizes the need for improved infrastructure as a foundational element for downtown revitalization, and its selection of Westbury as the DRI will allow the community to plan how to capitalize on improvements to the Long Island Rail Road. To support a new Foodie Long Island cluster, local agencies will partner to establish a proposed Nassau County Food Production Incubator to support fledgling new food producers.

The North Country Regional Economic Development Council (NCREDC) identified a diverse set of strategies to deliver a continuous series of "firecrackers" through the tailored targeting of key communities described in the progress report. Plattsburgh, selected as the region's DRI community, is showing strong continuing growth as heart of region's Transportation Equipment & Aerospace Cluster, including the current development of Norsk Titanium, major expansion of capabilities at Plattsburgh International Airport, and construction of a new Institute for Advanced Manufacturing. Watertown retained Fort Drum as NYS's largest single site employer, meeting housing needs and creating energy independence. In Clayton, ripple effects from investment in the 1000 Islands Harbor Hotel illustrate the payoff in investing in new accommodations for many distressed tourism communities across the region. The region's tourism fund used \$1.12M of state dollars to leverage \$8.67M of private investment. Tupper Lake boosted visitation and spending with a multi-phase investment in the Wild Center "Wild Walk" and new businesses downtown. Several proposed Priority Projects link tourism to downtown revitalization as a driver for private investment, such as the Downtown Campus Revitalization of Clarkson University in Potsdam. The NCREDC is working hard to be a successful member of the global community as well, attracting foreign direct investment in more than 20 companies, growing exports, enhancing global logistics, and forming new international partnership agreements.

The Southern Tier Regional Economic Development Council (STREDC) maintained its focus on picking priority projects that address one or more of the four 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). For example, Binghamton University purchased and installed the NECCES Battery Dry Room at the Center of Excellence to create a testing facility for new materials and devices related to the energy storage industry. The creation of GLASE (Greenhouse Lighting and Systems Engineering) allowed for more affordable LED crop lighting for New York growers, increasing

local crop production and the availability of year-round fresh vegetables. Downtown Elmira, selected as the region's DRI community, has strong links between its proposed downtown revitalization strategies and the STREDC emphasis on entrepreneurship, advanced manufacturing, and the innovation culture. STREDC supports several different programs/training options to appeal to various demographics, such as impoverished residents, veterans, people without formal education or English language skills, and people with sustained and severe vision loss. The STREDC also provides numerous examples of collaboration between employers and educational institutions to offer training for jobs skills of various levels and experience. There are signs of economic improvement in the region – increases in manufacturing wages; increasing numbers of 30-34 year olds migrating into the region; and growth in employment in food manufacturing.

The **Western NY Regional Economic Development Council (WNYREDC)** presents “A Strategy for Prosperity” that encompasses 10 strategies, including implementation of smart growth principles like downtown investment, neighborhood revitalization, brownfield redevelopment, and water resource protection. One smart growth project is accelerating the redevelopment of a long-vacant, major brownfield site, Bethlehem Steel. WNYREDC focuses on seven industry sectors, which helps drive investment decisions. The region experienced job growth in several sectors such as agriculture, bi-national logistics, professional services, and tourism. Its targeted cluster of Materials and Manufacturing has seen an increase in total wages, and total job count and firm count have decreased in the past few years. Buffalo has been a focus of investment, but other communities are benefiting from ESD Capital Funds and other state investments. For example, parkways are being rethought in Niagara Falls; riverfront access restored; and downtown areas revitalized. In addition, recent investments in adaptive reuse projects, complete streets, tourism, and the waterfront positioned Jamestown as the community most ready to benefit from DRI funding. Job training and engagement of hard-to-place workers is a regional priority (Prepare our Workforce), and includes efforts for unskilled workers, construction trades, and high tech/bio tech workers. As part of its Opportunity Agenda, the WNYREDC is taking steps to ensure that education, transportation and support services are growing so that economic prosperity is reaching all segments of the population.

Conclusion

In each of the regions, the Strategic Implementation Assessment Team was impressed by the continued dedication of the Regional Council members, work group volunteers, their selection of strategic and realistic projects, and staff of the Regional Empire State Development offices who serve the Regional Councils. We continue to believe that the REDC process is a recipe for success, bringing together the key ingredients of economic development, academic advancement of new ideas and products, and development of a workforce across all age groups and socioeconomic strata. While we may only recommend five regions as top performers, we believe all of the regions are winners.

We extend our thanks and our congratulations to all Region Council members for the outstanding work they are doing to strengthen New York's economy.

North Country REDC

2016 Progress Report Assessment

Section I. Performance

Impact on job creation and retention

Strengths

- The average annual employment in the region increased slightly for 2015.
- The average percent annual unemployment continued on a downward trend for 2015.
- The tourism-related projects funded through the REDC initiative have led to the creation of more than 500 new jobs in the hospitality and leisure sectors, which accounts for nearly one third of new private sector job growth in the region. In the tourism sector, there was an increase of 2.6 percent in employment and an 11.5 percent increase in annual wages since 2012.

Weaknesses

- No narrative was provided with the job creation data.

Business growth and leverage of private sector investments

Strengths

- \$1.12M from the NCREDC's Transformational Community Tourism fund, established in 2012 by the DANC with an Empire State Development award, has leveraged over \$8.67 million in private investment for hospitality and tourism projects and created 22 jobs while retaining 70 more.

Weaknesses

- There was a lack of information about the makeup of new establishments by industry sector.

Section II. Progress

Implementation of strategies in the 5-year regional strategic economic development plan

Strengths

- The region showed continued progress in the Transportation Equipment and Aerospace Cluster, particularly in Plattsburgh, which attracted new foreign direct investment that contributed to manufacturing growth.
- It appears several projects were completed over the past year which resulted in job retention (i.e. the Alcoa aluminum production facility in Massena) and job expansion (i.e. the SpencerARL facility in Plattsburgh). Four new cluster-related companies were also recruited.
- A focus on community development in the area of hospitality in places such as Clayton and Tupper Lake led to an increase in tourism and the generation of new businesses and local enterprises.
- Curran Renewables, an REDC grant recipient, leveraged the investment and is now selling 30 percent of the pellets produced in the North Country to Canada.

Weaknesses

- Little progress was described regarding implementation of the Clean Energy agenda.

Execution of strategies in annual plan updates that address emerging state and regional challenges and opportunities

Strengths

- The NCREDC continues its involvement in Global NY, working to attract foreign direct investment and increase exports.
- The Opportunity Agenda was advanced through four projects that increased training and employment opportunities for low income and hard-to-place residents.
- While the NY Rising project contract has not been executed (2015 award), the NCREDC recognized related funds will be needed for Ausable River resiliency projects and supported the 2016 CFA application.
- An example of regional collaboration, business and education partners were consulted during the planning stages of the Institute of Advanced Manufacturing (IAM) at Clinton Community College (SUNY 2020 project) to curricula will meet regional transportation, aerospace, and manufacturing needs.

Weaknesses

- It is unclear whether activities related to the innovation Hot Spot at Clarkson University occurred during the reporting period.

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

Strengths

- The North Country Regional Workforce Plan, prepared by the region's three Workforce Development Boards (WDBs), was accepted by the NYS Department of Labor. The WDBs are part of the NCREDC workforce development work group.
- Multiple program initiatives to recruit and retain youth for workforce are underway, although it is unclear whether those initiatives were started during the reporting period.
- Several companies in Plattsburgh used REDC investments to create a manufacturing job training program for low- to moderate-income workers.
- New York Air Brake sponsored a workshop on becoming an MWBE or veteran-owned business.
- The Hire-A-Vet program held in Watertown and Plattsburgh in October 2015 connected skilled veterans with area manufacturers.

Weaknesses

- None noted.

Advancement and completion of prior round Priority Projects

Strengths

- There are clear descriptions of progress made in the projects that are included and how they link with regional and state priorities. 14 out of 56 Priority Projects, or 25 percent, have been completed over the past five years. For 2015, 11 out of 14 Priority Projects are currently in progress.
- Twenty out of a total of 402 CFA projects were cancelled or declined, including only 3 from 2015.
- Two priority projects funded in previous rounds, the Thousand Islands Clayton Harbor Hotel (2011 award) and the Wild Walk in Tupper Lake (2013 & 2014 Awards), continue to bring significant economic benefits and tourism to the region.

Weaknesses

- The progress report does not include a summary of the priority project statistics, as requested in the Regional Council Guidebook.
- Twelve projects awarded in 2015 are listed as having concerns, which may be a precursor to termination.

Section III. Planning

Quality of the Progress Report

Strengths

- The report clearly outlines how a community-based model works well for the region, and how they are trying to replicate successes in tourism and the regional manufacturing cluster throughout the region.
- The challenges facing the region are clearly outlined and strategies to address these short-comings are included.
- The report focused well on identified clusters, particularly tourism. State priorities are connected to their industry clusters; for example, workforce training strategies connected well with advanced manufacturing particularly with assisting veterans.

Weaknesses

- Many of the implementation items are open-ended, and specific actions for 2016 are not clear.

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

Strengths

- The Higher Education & Research Development Consortium (HEARD) continues to implement and coordinate collaborative projects and research among the colleges and universities in region.
- The NCREDC is using regional colleges and universities in to meet its workforce development priorities. Career pathway trainings and credentialed programs have been developed to support priority industries such as advanced manufacturing, agriculture, and tourism.

Weaknesses

- None noted.

Collaboration with local governments in advancing opportunities for improved efficiency

Strengths

- The progress report states that local government leaders are working to share services and collaborate on projects with shared benefits.
- The Community Development & Local Government Work Group collaborated with the Tourism Development Work Group to develop a list of tourism priority projects and identify data and strategies to increase investment.

Weaknesses

- Local government leaders identified infrastructure development—including water, wastewater and broadband—as critical to economic growth; however, the report does not list any 2016 CFA applications for the Local Government Efficiency Program.

Ability to take the next steps in growing the regional economy

Strengths

- The NCREDC has an active pipeline process to identify future projects for implementation and potential funding assistance.
- While there is a lack of basic infrastructure and connection in some smaller communities which impedes economic growth, the NCREDC is supporting priority projects and other funding applications to improve infrastructure.
- NAMTrans, a coalition of the region's transportation equipment and aerospace companies, proposes to pursue a cross-border collaborative agreement with Aero Montreal, an aerospace industry association in Quebec.
- New York Air Brake R&D Expansion opened new test lab/product development facility which will enhance global competitiveness for foreign sales of train control and braking systems, as well as the Opportunity Agenda through its partnership with Jefferson Rehabilitation Center in Watertown, which will provide employment to developmentally disabled individuals in Jefferson County.

Weaknesses

- The region has difficulties attracting and retaining a qualified workforce.
- The NCREDC is proposing a number of new projects without identifying the projected costs or capital investments sought.

Development of regional metrics to measure success

Strengths

- The report includes unique data points like donations to community foundations, new farms, expansion of airports, and number of new breweries.

Weaknesses

- The 2016 progress report does not include information on the three tier performance measure that has been used over the past five years to assess how well the Council was attaining its vision.

Section IV. Projects

Solicitation and development of projects that advance the regional economic cluster

Regional Cluster

- The region chose the Transportation Equipment and Advanced Materials Cluster in 2015.

Strengths

- Two proposed Priority Projects are related to the regional cluster. If completed, they would create 50 jobs, retain 92 jobs, and result in 32 construction jobs.
- LC Drives expansion plan, related to the manufacturing of electric motors, builds on a Phase I project funded in 2015.
- Hi-Lite Global Group, a leading company in runway marking and maintenance, proposes to establish a new global headquarters and training academy adjacent to the Watertown International Airport which will attract airfield services and safety managers from around the world for instruction on airfield safety, maintenance, and management.

Weaknesses

- Only one Priority Project in each of the cluster areas is proposed.

Identification of projects to advance State and regional priorities.

Strengths

- Twenty-seven projects are proposed in the category of downtown revitalization, NY Rising (1 project), Global NY (8 projects), Opportunity Agenda (8 projects), and Veterans (7 projects).
- Tourism continues to be a key regional priority that is supported through a variety of priority projects, including a proposed boutique hotel in Tupper Lake.
- Future proposed projects include investments into downtown revitalization, infrastructure, business expansion and the development of a children's museum, park trails, and hotel renovations which will further contribute to tourism and community development.
- Jeffords Steel will expand its fabrication and manufacturing facility to allow for greater capacity, higher levels of output, and the creation of sustainable employment opportunities.

Weaknesses

- The sources of proposed investment, other than the requested ESD Capital Grants, is not provided.
- Clean Energy and Agriculture are regional priorities, but there is only one project for each sector in the proposed plans.

Advancement of projects and activities to meet workforce development needs

Strengths

- The Workforce Development Boards seek to broaden training programs and develop business-led partnerships to address workforce needs.
- Several Priority Projects focus on training and employment of veterans in the region, such as the Jefferson Community College utility worker training for veterans.
- The Shipley Center for Innovation, a Clarkson University Hot Spot, requested funding to identify, vet, and launch 50 more projects/start-ups.

Weaknesses

- None noted.

Identification of projects in the region that would revitalize downtowns

Strengths

- Plattsburgh was selected as the Downtown Revitalization Initiative community. It has laid the groundwork for a revitalizations plan that will contribute to meeting the region's vision and strategies.
- Several priority projects focused on downtown revitalization are linked with tourism as a driver for private investment. These include the Forever Wild Beverage Production Facility in Lake Placid, the Woods Inn Expansion in Inlet, and the Tupper Lake Crossroads Hotel in Tupper Lake.
- The Revitalize Elizabethtown - Downtown Wastewater Treatment Upgrades project, which will serve the hospital, a nursing home, country offices, and other downtown businesses, will help to sustain the downtown as well as attract new economic investment.

Weaknesses

- Some of the downtown revitalization projects deal with wastewater systems, and while these would provide construction/indirect jobs, there is a weak connection made to economic development.

Section V. Participation

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

Strengths

- Several of the work groups engaged in outreach.
- The NCREDC used social media to its advantage, they are the only region with a dedicated blog and their number of Facebook page likes doubled from 2015.
- The Public Participation Work Group hosted seven outreach meeting with intermediaries, for example banks, who could alert applicants who might not previously have been aware of the benefits available to them through the CFA process.

Weaknesses

- None noted.

Regional unity and support of the Progress Report and Downtown Revitalization Plan

Strengths

- The region's 14 work groups and committees were wide-ranging and inclusive, with approximately 150 people from all seven counties participating.

Weaknesses

- None noted.

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
64664	North Country	Arts	Arts CHPG I	Proffesional Arts Educators Development	BluSeed Studios	48	15	63.00	\$54,500	Awarded
67801	North Country	Arts	Arts CHPG I	International Maple Hall of Fame	American Maple Museum	1	5	6.00	\$0	Not-Awarded
66638	North Country	Arts	Arts CHPG P	The Strand Center for the Arts - Cultural Mapping	The Strand Center for the Arts	69	20	89.00	\$49,500	Awarded
67766	North Country	Arts	Arts CHPG P	Saranac Lake Arts Master Plan	Village of Saranac Lake	73	15	88.00	\$49,500	Awarded
65926	North Country	Arts	Arts CHPG P	Planning for Annual Native American Art Fair	Adirondack Museum	70	15	85.00	\$49,500	Awarded
68557	North Country	Arts	Arts CHPG P	ONNY Marketing Plan	The Orchestra of Northern New York	43	5	48.00	\$0	Not-Awarded
64279	North Country	Arts	Arts CHPG P	Beginning A Second Century	Lake Placid Sinfonietta	41	0	41.00	\$0	Not-Awarded
67519	North Country	Arts	Arts CHPG P	Attracting and Welcoming Visitors from Outside the Region	Lake Placid Association for Music Drama and Art	33	5	38.00	\$0	Not-Awarded
66467	North Country	Arts	Arts WIP	Administrative Workforce Expansion	Lakes to Locks Passage	57	5	62.00	\$42,000	Awarded
68683	North Country	Arts	Arts WIP	Administrative Workforce Expansion	Depot Theatre Inc	51	0	51.00	\$0	Not-Awarded
65450	North Country	Arts	Arts WIP	Administrative Workforce Expansion	North Country Childrens Museum	19	20	39.00	\$0	Not-Awarded
67448	North Country	Arts	Arts WIP	Artistic Workforce Expansion	Upper Jay Art Center	36	0	36.00	\$0	Not-Awarded
63406	North Country	Arts	Arts WIP	Administrative Workforce Expansion	St Lawrence International Film Festival	20	15	35.00	\$0	Not-Awarded
56746	North Country	Arts	Arts WIP	Administrative Workforce Expansion	St Lawrence County Historical Association	35	0	35.00	\$0	Not-Awarded
65598	North Country	Arts	Arts WIP	Administrative Workforce Expansion	Whallonsburg Civic Association Inc	1	15	16.00	\$0	Not-Awarded
66678	North Country	DEC	DEC CSC I	Reconstruction/Stabilization of Maple City Trail and Seawall	City of Ogdensburg	30	20	50.00	\$0	Not-Awarded
67964	North Country	DEC	DEC EPG	Village of Gouverneur Village Wide Inflow and Infiltration Study	Village of Gouverneur	75	15	90.00	\$100,000	Awarded
63670	North Country	DEC	DEC EPG	Wastewater Collection System Study	Town of Crown Point	75	15	90.00	\$64,000	Awarded
67917	North Country	DEC	DEC EPG	Saranac Lake Engineering Planning Grant	Village of Saranac Lake	75	15	90.00	\$30,000	Awarded
64119	North Country	DEC	DEC EPG	Disinfection for Sewage Treatment Collection System Planning	Town of St Armand	80	10	90.00	\$19,200	Awarded
63590	North Country	DEC	DEC EPG	Town of Westport Engineering Planning Grant Project	Town of Westport	64	10	74.00	\$100,000	Awarded
65480	North Country	DEC	DEC EPG	Town of Redwood Sewer District	Town of Alexandria	47	15	62.00	\$30,000	Awarded
65479	North Country	DEC	DEC EPG	Village of Waddington Sewer District	Village of Waddington	42	15	57.00	\$30,000	Awarded
66216	North Country	DEC	DEC EPG	Engineering Planning Grant Disinfection Project	Town of Chazy	47	10	57.00	\$6,800	Awarded
66667	North Country	DEC	DEC EPG	Town of Ausable Engineering Planning Grant	Town of Ausable	47	10	57.00	\$0	Not-Awarded
65927	North Country	DEC	DEC EPG	Decentralized Wastewater Treatment to Protect Lake Champlain	Town of Willsboro	46	10	56.00	\$0	Not-Awarded
67918	North Country	DEC	DEC EPG	Sewer System Engineering Planning Grant	Town of Brasher	32	15	47.00	\$0	Not-Awarded
66219	North Country	DEC	DEC EPG	Decentralized Treatment System for Sustainability	Town of Wilmington	31	15	46.00	\$0	Not-Awarded
66403	North Country	DEC	DEC EPG	LaFargeville Wastewater Treatment Plant Disinfection Study	Town of Orleans	32	10	42.00	\$0	Not-Awarded
66169	North Country	DEC	DEC EPG	Comprehensive Wastewater Evaluation Study	Village of Evans Mills	27	15	42.00	\$0	Not-Awarded
65522	North Country	DEC	DEC EPG	Town of Pamela Sewer System Evaluation	Town of Pamela	32	10	42.00	\$0	Not-Awarded
63615	North Country	DEC	DEC EPG	Town of Chesterfield Engineering Planning Grant Project	Town of Chesterfield	37	5	42.00	\$0	Not-Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
66165	North Country	DEC	DEC EPG	Sewer District No. 2 Extension	Town of Champion	21	10	31.00	\$0	Not-Awarded
63614	North Country	DEC	DEC WQIP AHR	Water Quality Improvement and Hydroseeding in Franklin County	Franklin County Soil and Water Conservation District	26	5	31.00	\$0	Not-Awarded
67101	North Country	DEC	DEC WQIP NPS	Mirror Lake Dr. Mt. Whitney Road Drainage Improvements	Town of North Elba	43	20	63.00	\$420,000	Awarded
66375	North Country	DEC	DEC WQIP NPS	Vacuum Truck	Essex County	45	15	60.00	\$0	Not-Awarded
66273	North Country	DEC	DEC WQIP NPS	Green Main St Retrofit Phase II	Village of Lake Placid	43	15	58.00	\$0	Not-Awarded
65296	North Country	DEC	DEC WQIP NPS	Town of Dannemora Salt Storage Facility	Town of Dannemora	43	15	58.00	\$0	Not-Awarded
66305	North Country	DEC	DEC WQIP NPS	Town of Ausable Salt Storage Facility	Town of Ausable	41	15	56.00	\$0	Not-Awarded
63525	North Country	DEC	DEC WQIP NPS	Town of Willsboro Salt Shed	Town of Willsboro	43	10	53.00	\$0	Not-Awarded
65286	North Country	DEC	DEC WQIP NPS	Town of Black Brook Salt Storage Facility	Town of Black Brook	36	15	51.00	\$0	Not-Awarded
63379	North Country	DEC	DEC WQIP NPS	Town of Saranac Salt Storage Facility	Town of Saranac	36	15	51.00	\$0	Not-Awarded
64102	North Country	DEC	DEC WQIP NPS	Bellmont Dredging	Town of Belmont	33	15	48.00	\$0	Not-Awarded
64722	North Country	DEC	DEC WQIP NPS	St Lawrence County Highway Department Russell Outpost Project	St. Lawrence County	31	15	46.00	\$0	Not-Awarded
63309	North Country	DEC	DEC WQIP NPS	Village of Dannemora Salt Storage Facility	Village of Dannemora	41	5	46.00	\$0	Not-Awarded
63373	North Country	DEC	DEC WQIP NPS	Town of Clinton Salt Storage Facility	Town of Clinton	31	5	36.00	\$0	Not-Awarded
66190	North Country	DEC	DEC WQIP NPSGL	Village of Sackets Harbor Water Treatment Plant Seawall	Village of Sackets Harbor	38	15	53.00	\$267,000	Awarded
64826	North Country	DEC	DEC WQIP WT1	Groundwater Discharge to protect the Lake Champlain Basin	Town of Westport	73	15	88.00	\$0	Not-Awarded
64238	North Country	DEC	DEC WQIP WT1	Village of Deferiet Wastewater Collection and Treatment Facilities Improvements	Village of Deferiet	21	10	31.00	\$0	Not-Awarded
63585	North Country	DEC	DEC WQIP WTID	Wastewater Treatment Plant Disinfection Project	Town of St. Armand	71	20	91.00	\$642,913	Awarded
67917	North Country	DEC	DEC WQIP WTID	Saranac Lake Water Pollution Control Plant Disinfection Project	Village of Saranac Lake	73	15	88.00	\$2,500,000	Awarded
64094	North Country	DEC	DEC WQIP WTID	Carthage Joint Water Pollution Control Facility Disinfection Upgrade	Village of Carthage	63	15	78.00	\$2,500,000	Awarded
67426	North Country	DOL	DOL EET	LC Drives Expansion	LC Drives	45	20	65.00	\$0	Not-Awarded
66706	North Country	DOL	DOL EET	St Lawrence NYSARC Partnerships for Progress	St. Lawrence NYSARC	53.19	10	63.19	\$0	Not-Awarded
66706	North Country	DOL	DOL NHT	St Lawrence NYSARC Partnerships for Progress	St. Lawrence NYSARC	59	10	69.00	\$55,800	Awarded
64538	North Country	DOL	DOL SPT	Utility Worker Training for Veterans	Jefferson Community College	66.15	10	76.15	\$97,407	Awarded
66706	North Country	DOL	DOL SPT	St Lawrence NYSARC Partnerships for Progress	St. Lawrence NYSARC	59.93	10	69.93	\$0	Not-Awarded
66706	North Country	DOL	DOL UWT	St Lawrence NYSARC Partnerships for Progress	St. Lawrence NYSARC	56.42	10	66.42	\$0	Not-Awarded
65271	North Country	DOS	DOS LGE	Town of Lorraine and Town of Ellisburg Joint Water Distribution System	Town of Lorraine	40.67	10	50.67	\$0	Not-Awarded
65944	North Country	DOS	DOS LGE P	Gouverneur Hydroelectric Upgrade and Expansion Feasibility Study	Village of Gouverneur	52	10	62.00	\$25,000	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
63711	North Country	DOS	DOS LWRP	Downtown Revitalization and Resiliency in the North Country	Clinton County	70.38	20	90.38	\$1,430,000	Awarded
68366	North Country	DOS	DOS LWRP	Oswegatchie Blueway Trail Signage Master Plan and Implementation	City of Ogdensburg	64.17	20	84.17	\$50,000	Awarded
66392	North Country	DOS	DOS LWRP	Watertown Downtown Revitalization Plan	City of Watertown	63.48	20	83.48	\$50,000	Awarded
67948	North Country	DOS	DOS LWRP	Riverside Renaissance	Town of Canton	66.93	15	81.93	\$231,274	Awarded
66904	North Country	DOS	DOS LWRP	Sackets Harbor Waterfront Improvements	Village of Sackets Harbor	60.38	20	80.38	\$134,000	Awarded
64102	North Country	DOS	DOS LWRP	Mountain View and Indian Lakes Dredging Engineering Report	Town of Bellmont	64.86	15	79.86	\$39,500	Awarded
66338	North Country	DOS	DOS LWRP	Local Waterfront Revitalization Program and Water Street Park Enhancements	Village of Massena	62.79	15	77.79	\$292,887	Awarded
67207	North Country	DOS	DOS LWRP	Downtown-Riverfront Parks Connection Feasibility Study	City of Watertown	66.24	10	76.24	\$30,000	Awarded
66678	North Country	DOS	DOS LWRP	Cleaner, Greener Ogdensburg	City of Ogdensburg	55.89	20	75.89	\$0	Not-Awarded
66676	North Country	DOS	DOS LWRP	Ogdensburg Parks, Trails, and Open Space Plan	City of Ogdensburg	57.27	15	72.27	\$0	Not-Awarded
66223	North Country	DOS	DOS LWRP	Essex County Municipal Waterfront Improvements 2016	Essex County	62.1	10	72.10	\$0	Not-Awarded
64699	North Country	DOS	DOS LWRP	Chateaugay Lake Watershed Revitalization Plan Update	Franklin County	55.89	10	65.89	\$0	Not-Awarded
67517	North Country	DOS	DOS LWRP	Village of Dexter Bridge Replacement	Jefferson County	49.34	10	59.34	\$0	Not-Awarded
68114	North Country	DOS	DOS LWRP CC	Local Waterfront Revitalization Program Update	Town of Cape Vincent	64.17	10	74.17	\$20,000	Awarded
65925	North Country	EFC	EFC GIGP	Southwick Beach Green Retrofit	Southwick Beach State Park	46	15	61.00	\$1,380,000	Awarded
66273	North Country	EFC	EFC GIGP	Green Main Street Retrofit	Village of Lake Placid	40	15	55.00	\$0	Not-Awarded
64058	North Country	EFC	EFC GIGP	Watertown Green Improvements	City of Watertown	39	15	54.00	\$0	Not-Awarded
63231	North Country	EFC	EFC GIGP	Campus Green Revitalization	Jefferson Community College	40	10	50.00	\$0	Not-Awarded
64412	North Country	EFC	EFC GIGP	Public Safety Building Green Infrastructure	Lewis County	24	15	39.00	\$0	Not-Awarded
67844	North Country	EFC	EFC GIGP	Village Commons Parking Lot Green Retrofit	Village of Lowville	25	5	30.00	\$0	Not-Awarded
64884	North Country	ESD	ESD BIHSP HS	North Country Innovation Hot Spot	Shipley Center for Innovation at Clarkson University	73.6	20	93.60	\$250,000	Awarded
67781	North Country	ESD	ESD Grants	Hi-Lite Airfield Services	HiLite Global Group, LLC	66	20	86.00	\$1,275,000	Awarded
68434	North Country	ESD	ESD Grants	Business Development	Hemo Medica, LLC	65	20	85.00	\$1,555,000	Awarded
66869	North Country	ESD	ESD Grants	Lincoln Building Revitalization	Doolittle Hall, LLC	65	20	85.00	\$450,000	Awarded
66459	North Country	ESD	ESD Grants	Jeffords Steel Expansion	Jeffords Steel and Specialty Company, Inc.	63	20	83.00	\$300,000	Awarded
67715	North Country	ESD	ESD Grants	Extrusion Line Addition	SSF Production, LLC	63	20	83.00	\$275,000	Awarded
65495	North Country	ESD	ESD Grants	Maple Hill Infrastructure	Village of Canton	63	20	83.00	\$235,000	Awarded
64155	North Country	ESD	ESD Grants	Woods Inn Expansion	Woods Inn, LLC	59	20	79.00	\$174,000	Awarded
67717	North Country	ESD	ESD Grants	Brewery Expansion	Ausable Brewing Company, LLC	56	20	76.00	\$43,000	Awarded
63600	North Country	ESD	ESD Grants	Elizabethtown Sewer Project	Town of Elizabethtown	55	20	75.00	\$500,000	Awarded
66919	North Country	ESD	ESD Grants	Omniafiltra Capital	Omniafiltra, LLC	55	20	75.00	\$70,000	Awarded
67264	North Country	ESD	ESD Grants	Building Expansion	Zehr's Flowers and Landscaping	54	20	74.00	\$54,000	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
65877	North Country	ESD	ESD Grants	UV Flatbed Printer	Jefferson Rehabilitation Center	53	20	73.00	\$17,000	Awarded
65477	North Country	ESD	ESD Grants	Sewer District Construction	Town of Alexandria	52	20	72.00	\$500,000	Awarded
67091	North Country	ESD	ESD Grants	Lewis County Commerce Park Phase I	Lewis County Industrial Development Agency	52	20	72.00	\$135,000	Awarded
64872	North Country	ESD	ESD Grants	Forever Wild Beverage Capital	Forever Wild Beverage Company	52	20	72.00	\$18,000	Awarded
68666	North Country	ESD	ESD Grants	CEI Greenhouses	Confluent Energies, Inc.	56	15	71.00	\$1,220,000	Awarded
66678	North Country	ESD	ESD Grants	Renovations for a Walkable City	City of Ogdensburg	51	20	71.00	\$250,000	Awarded
67951	North Country	ESD	ESD Grants	Tupper Lake Crossroads Hotel	Tupper Lake Crossroads, LLC	50	20	70.00	\$2,000,000	Awarded
67426	North Country	ESD	ESD Grants	Phase II Expansion	LCDrives Corp.	50	20	70.00	\$500,000	Awarded
65450	North Country	ESD	ESD Grants	Interactive Exhibit Development	North Country Children's Museum	50	20	70.00	\$120,000	Awarded
68386	North Country	ESD	ESD Grants	Technology Upgrades	Champlain Plastics, Inc.	65	5	70.00	\$110,000	Awarded
67056	North Country	ESD	ESD Grants	Veterans Center Expansion Phase II	North Country Veterans Association, Inc.	50	20	70.00	\$100,000	Awarded
67356	North Country	ESD	ESD Grants	Lab Equipment	Lowville Producers Dairy Cooperative, Inc.	50	20	70.00	\$48,000	Awarded
64917	North Country	ESD	ESD Grants	Cascade Ski Center	Cascade Ski Center, LLC	50	20	70.00	\$40,000	Awarded
67160	North Country	ESD	ESD Grants	Fort Ticonderoga Water Project	The Fort Ticonderoga Association	50	20	70.00	\$11,000	Awarded
66905	North Country	ESD	ESD Grants	Clarkson Innovators Colony	Clarkson University	45	20	65.00	\$0	Not-Awarded
67814	North Country	ESD	ESD Grants	Adirondack Art and Design Exhibition	Adirondack Historical Association	45	20	65.00	\$0	Not-Awarded
64941	North Country	ESD	ESD Grants	Village of Tupper Lake Municipal Heating System	The Village of Tupper Lake	45	20	65.00	\$0	Not-Awarded
66728	North Country	ESD	ESD Grants	Boondocks Event Center	Boondocks of Lyons Falls	44	20	64.00	\$0	Not-Awarded
66727	North Country	ESD	ESD Grants	Events Center Expansion	Boondocks of Lyons Falls	43	20	63.00	\$0	Not-Awarded
64117	North Country	ESD	ESD Grants	Events Center	Ogdensburg Bridge and Port Authority	50	10	60.00	\$0	Not-Awarded
67676	North Country	ESD	ESD Grants	Mercy Heights	COR Arsenal Street Company, LLC	41	15	56.00	\$0	Not-Awarded
65459	North Country	ESD	ESD Grants	Route 12 Water District	Town of Orleans	40	15	55.00	\$0	Not-Awarded
66247	North Country	ESD	ESD Grants	ReEnergy Lyonsdale Capital Project	Lyonsdale Biomass LLC	35	15	50.00	\$0	Not-Awarded
68366	North Country	ESD	ESD Grants	Oswegatchie Blueway Trail Signage Master Plan and Implementation	City of Ogdensburg	29	20	49.00	\$0	Not-Awarded
68181	North Country	ESD	ESD Grants	Visitor Parking Access	The Wild Center	33	15	48.00	\$0	Not-Awarded
67358	North Country	ESD	ESD Grants	Sterile Compounding Outsourcing Facility	SterRx, LLC	40	5	45.00	\$0	Not-Awarded
67194	North Country	ESD	ESD Grants	Downtown Parking Study	City of Plattsburgh	34	10	44.00	\$0	Not-Awarded
67672	North Country	ESD	ESD Grants	Property Acquisition and Improvement	Aries Chemical, Inc.	33	10	43.00	\$0	Not-Awarded
68473	North Country	ESD	ESD Grants	Building Improvements	Fun Xcape	29	10	39.00	\$0	Not-Awarded
67966	North Country	ESD	ESD Grants	Adirondack Retreat Center	Homeward Bound Adirondacks	24	15	39.00	\$0	Not-Awarded
68164	North Country	ESD	ESD Grants	Blueway Fund	St. Lawrence County Industrial Development Agency (IDA)	29	10	39.00	\$0	Not-Awarded
64917	North Country	ESD	ESD MNY	Ski Center Adaptations for a Changing Climate	Cascade Ski Center, LLC	61	20	81.00	\$42,000	Awarded
67727	North Country	ESD	ESD MNY	New Markets for The Wild Center and The North Country Phase 3	The Wild Center	65	15	80.00	\$300,000	Awarded
65322	North Country	ESD	ESD MNY	Cycle Adirondacks 2017	Wildlife Conservation Society	65	15	80.00	\$75,000	Awarded
67654	North Country	ESD	ESD MNY	Ironman 70.3	LPEC Quality Destination, Inc.	60	15	75.00	\$50,000	Awarded
66255	North Country	ESD	ESD MNY	Trekonderoga 2017	Star Trek Original Series Set Tour	60	15	75.00	\$26,000	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
67203	North Country	ESD	ESD MNY	2017 World Snowshoe Federation Championships Special Event	Village of Saranac Lake	67	5	72.00	\$75,000	Awarded
67813	North Country	ESD	ESD MNY	Fall Festival Special Event	Adirondack Museum	61	10	71.00	\$125,000	Awarded
67873	North Country	ESD	ESD MNY	Great Lakes Seaway Trail - Ale Trail	Great Lakes Seaway Trail	49	20	69.00	\$0	Not-Awarded
65770	North Country	ESD	ESD MNY	Seagle Music Colony: Marketing to New Audiences	Seagle Music Colony	54	15	69.00	\$0	Not-Awarded
68366	North Country	ESD	ESD MNY	Oswegatchie Blueway Trail Signage Master Plan	City of Ogdensburg	48	20	68.00	\$0	Not-Awarded
67698	North Country	ESD	ESD MNY	Gateway Center Marketing Installation	Thousand Islands Regional Tourism Development Corporation	56	10	66.00	\$0	Not-Awarded
63406	North Country	ESD	ESD MNY	St. Lawrence International Film Festival	St Lawrence International Film Festival	49	15	64.00	\$0	Not-Awarded
68357	North Country	ESD	ESD MNY	Market New York Grant	Ski Areas of New York, Inc.	55	5	60.00	\$0	Not-Awarded
67627	North Country	ESD	ESD MNY	Regional Tourism Air Service Marketing	Thousand Islands Regional Tourism Development Corporation	55	5	60.00	\$0	Not-Awarded
67836	North Country	ESD	ESD MNY	Market NY	Ogdensburg Bridge and Port Authority	48	5	53.00	\$0	Not-Awarded
67966	North Country	ESD	ESD MNY	HBADK Retreat Center	Homeward Bound Adirondacks	35	15	50.00	\$0	Not-Awarded
68473	North Country	ESD	ESD MNY	Empsall's by the River	Fun Xcape	37	10	47.00	\$0	Not-Awarded
66706	North Country	ESD	ESD MNY	St Lawrence NYSARC Partnerships for Progress	St Lawrence NYSARC	28	10	38.00	\$0	Not-Awarded
67882	North Country	ESD	ESD MNY	Market National Age Group Speed Skating Competition	Adirondack Speed Skating Club	32	5	37.00	\$0	Not-Awarded
67801	North Country	ESD	ESD MNY	International Maple Hall of Fame	American Maple Museum	29	5	34.00	\$0	Not-Awarded
67194	North Country	ESD	ESD SPFS	Downtown Parking Study	City of Plattsburgh	70	10	80.00	\$20,000	Awarded
66392	North Country	ESD	ESD SPFS	Downtown Revitalization Plan	City of Watertown	56	20	76.00	\$0	Not-Awarded
67207	North Country	ESD	ESD SPFS	Downtown-Riverfront Parks Connection Feasibility Study	City of Watertown	51	10	61.00	\$0	Not-Awarded
67201	North Country	ESD	ESD SPFS	Economic Modeling of Agritourism Destinations in the Adirondacks Phase 1	Franklin County Industrial Development Agency (IDA)	35	15	50.00	\$0	Not-Awarded
68366	North Country	ESD	ESD SPFS	Oswegatchie Blueway Trail Signage Master Plan	City of Ogdensburg	29	20	49.00	\$0	Not-Awarded
67199	North Country	ESD	ESD SPFS	The Wild Centers Campus Master Plan Phase 1	Franklin County Industrial Development Agency (IDA)	29	20	49.00	\$0	Not-Awarded
66676	North Country	ESD	ESD SPFS	Ogdensburg Parks, Trails, and Open Space Plan	City of Ogdensburg	34	15	49.00	\$0	Not-Awarded
65529	North Country	HCR	HCR CDBGME	Village of Canton Microenterprise Program	Village of Canton	58	20	78.00	\$200,000	Awarded
66885	North Country	HCR	HCR CDBGME	Franklin County Microenterprise Program	Franklin County	53	5	58.00	\$0	Not-Awarded
64342	North Country	HCR	HCR CDBGPIPF	Town of Crown Point Main Street Sewer Project	Town of Crown Point	62	15	77.00	\$597,414	Awarded
63588	North Country	HCR	HCR CDBGPIPF	Town of Moriah Lamos Lane Wastewater Improvements	Town of Moriah	63	10	73.00	\$600,000	Awarded
65273	North Country	HCR	HCR CDBGPIPF	City of Plattsburgh Lake View Towers Elevator	City of Plattsburgh	56	10	66.00	\$300,000	Awarded
63386	North Country	HCR	HCR CDBGPIPF	Village of Potsdam Water Pollution Control Facility Improvement Project	Village of Potsdam	41	20	61.00	\$750,000	Awarded
64281	North Country	HCR	HCR CDBGPIPF	Town of Minerva Senior Meal Site	Town of Minerva	50	10	60.00	\$300,000	Awarded
68041	North Country	HCR	HCR CDBGPIPF	Town of Lewis Water System Improvements	Town of Lewis	36	5	41.00	\$0	Not-Awarded
67200	North Country	HCR	HCR NYMS	Lincoln Building Revitalization Phase II	City of Watertown	70	20	90.00	\$500,000	Awarded

CFA #	Region	Agency	Program Name	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded
64173	North Country	HCR	HCR NYMS	Tupper Lake Main Street Program	Village of Tupper Lake	53	20	73.00	\$0	Not-Awarded
64466	North Country	HCR	HCR NYMS	Renovation of 27 Broadway	Saranac Lake Local Development Corporation	51	20	71.00	\$0	Not-Awarded
66318	North Country	HCR	HCR NYMS	Massena Theater Renovation	Massena Business Development Corporation for a Greater Massena	24	15	39.00	\$0	Not-Awarded
66127	North Country	Parks	OPRHP HP A	Acquisition of Eagle Island Camp	Friends of Eagle Island, Inc.	54.00	10	64.00	\$0	Not-Awarded
66192	North Country	Parks	OPRHP HP A	FLP Land Acquisition	Fort La Presentation Association	35.50	15	50.50	\$0	Not-Awarded
65657	North Country	Parks	OPRHP HP D	Preservation and Restoration of Eagle Island Camp	Friends of Eagle Island, Inc.	57.00	15	72.00	\$498,825	Awarded
67215	North Country	Parks	OPRHP HP D	Pavilion Restoration and Adaptive Reuse	The Fort Ticonderoga Association	52.00	15	67.00	\$500,000	Awarded
66782	North Country	Parks	OPRHP HP D	General Walter Martin Mansion	Lewis County Historical Society	38.50	10	48.50	\$0	Not-Awarded
64374	North Country	Parks	OPRHP HP D	Restoration of Ticonderoga Central School Auditorium	Ticonderoga Central School District	34.00	10	44.00	\$0	Not-Awarded
68662	North Country	Parks	OPRHP HP D	Stone Mills Union Church Restoration	Northern New York Agricultural Historical Society	28.00	15	43.00	\$0	Not-Awarded
65977	North Country	Parks	OPRHP HP D	Paint Preserve Accessibility	Kent-Delord House Museum	27.50	10	37.50	\$0	Not-Awarded
66108	North Country	Parks	OPRHP HP D	Tibbetts Point Lighthouse repairs	Town of Cape Vincent	22.00	15	37.00	\$0	Not-Awarded
68081	North Country	Parks	OPRHP HP D	Wellesley Hotel Restoration Phase I	Thousand Island Park Foundation	25.00	10	35.00	\$0	Not-Awarded
66192	North Country	Parks	OPRHP PKS A	FLP Land Acquisition	Fort La Presentation Association	45.00	15	60.00	\$0	Not-Awarded
65281	North Country	Parks	OPRHP PKS D	Keeseville Waterfront Park	Adirondack Architectural Heritage	54.50	15	69.50	\$281,000	Awarded
63586	North Country	Parks	OPRHP PKS D	Facility Development for Florence Hathaway Recreation Park	Town of Willsboro	49.90	10	59.90	\$0	Not-Awarded
64889	North Country	Parks	OPRHP PKS D	Bringing Back our World Class Horse Show	Town of North Elba	37.25	15	52.25	\$0	Not-Awarded
66108	North Country	Parks	OPRHP PKS D	Tibbetts Point Lighthouse repairs	Town of Cape Vincent	36.75	15	51.75	\$0	Not-Awarded
65806	North Country	Parks	OPRHP PKS D	Deferiet Playground Renovation 2016	Village of Deferiet	40.50	10	50.50	\$0	Not-Awarded
66676	North Country	Parks	OPRHP PKS D	Maple City Trail Extension	City of Ogdensburg	33.80	15	48.80	\$0	Not-Awarded
66809	North Country	Parks	OPRHP PKS D	LaFontaine Recreational Park Project Phase 2	Village of Dannemora	36.25	10	46.25	\$0	Not-Awarded
67692	North Country	Parks	OPRHP PKS D	Getman Park Upgrades	Village of West Carthage	22.40	5	27.40	\$0	Not-Awarded
64738	North Country	Parks	OPRHP PKS P	Sissy Danforth Rivergate Trail	Thousand Islands Land Trust	55.38	15	70.38	\$41,750	Awarded
65202	North Country	Parks	OPRHP PKS P	Town of Wilna Black River Waterfront Recreation Park	Town of Wilna	53.80	15	68.80	\$75,000	Awarded
67001	North Country	Parks	OPRHP PKS P	Millers Riverfront Park Project	County of Lewis	49.33	10	59.33	\$0	Not-Awarded
66764	North Country	Parks	OPRHP PKS P	Town of Louisville St. Lawrence River Campground	Town of Louisville	44.94	10	54.94	\$0	Not-Awarded

2016 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 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 NPSGL	Water Quality Improvement Program - Non-agricultural Nonpoint Source Abatement and Control - Great Lakes
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 SPT	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
DOS	DOS LWRP CC	Local Waterfront Revitalization Program - Climate Change
EFC	EFC GIGP	Green Innovation Grant Program
ESD	ESD BIHSP HS	Business Incubator and Innovation Hot Spot Program - Hot Spot
ESD	ESD BIHSP I	Business Incubator and Innovation Hot Spot Program - Incubator
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 CDBGPIPF	Community Development Block Grant - Public Infrastructure & Public Facilities
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)