

## MEMORANDUM

**To:** Eric Gertler, Acting Commissioner/President/CEO of the Empire State Development Corporation

**From:** Rossana Rosado, Secretary of State  
Richard Ball, Commissioner, Department of Agriculture & Markets  
Alicia Barton, President & CEO, NYS Energy Research and Development Authority  
RoAnn Destito, Commissioner, Office of General Services  
Matthew Driscoll, Executive Director, NYS Thruway Authority  
Erik Kulleseid, Commissioner, Office of Parks, Recreation and Historic Preservation  
Roberta Reardon, Commissioner, Department of Labor  
Michael Schmidt, Commissioner, Department of Taxation & Finance  
Brian Stratton, Director of Canals, NYS Canal Corporation  
RuthAnne Visnauskas, Commissioner, Homes and Community Renewal  
Senator Neil Breslin, 44<sup>th</sup> District  
Senator Anna Kaplan, 7<sup>th</sup> District  
Assemblywoman Donna Lupardo, 123<sup>rd</sup> District  
Assemblywoman Helene Weinstein, 41<sup>st</sup> District

**Subject:** Review of Progress for the 2019 Regional Economic Development Council Initiative

**Date:** December 18, 2019

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We are honored to serve as the Strategic Implementation Assessment Team (SIAT) for Governor Cuomo's Regional Economic Development Council (REDC) Initiative. In the past nine years, the REDC initiative has transformed how New York coordinates and invests in economic development. The REDC initiative has been enhanced with a fourth round of the \$100 million Downtown Revitalization Initiative.

In 2011, each Regional Council was charged with developing a 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, as well as updates that reflect priorities identified by many regions in Upstate Revitalization Initiative Plans, and in Western NY by the Buffalo Billion Plan.

In 2019, Regional Councils were asked to address state priorities that included working with local businesses and communities to identify childcare needs and develop potential solutions;

developing an economic and environmental justice strategy for the region; supporting the Workforce Development Initiative; tracking the progress of the strategic economic development plan and projects funded through the Consolidated Funding Application (CFA); and supporting community investment in placemaking and downtown revitalization.

Each region has a unique set of strategies to achieve greater economic prosperity and each has identified key regional industry clusters. Regional Councils were also asked to continue advancement of regional strategic economic development plans, and identification of projects that implement related strategies, including key industry clusters, regional business incubators, the regional Opportunity Agenda, veterans' participation in the workforce, and engagement of local government in the Regional Council process.

The Regional Councils again supported the Downtown Revitalization Initiative (DRI), a community planning process where one community in each region receives assistance to identify and develop the key ingredients needed for successful downtown revitalization. Regional Councils solicited interest in the program and chose one community each from among the many applicants. The ten DRI areas selected in 2019 include: Baldwin in the Town of Hempstead, Fulton, Hornell, Niagara Falls, Peekskill, Potsdam, Schenectady, Seneca Falls, Staten Island, and Utica. A local planning committee in each DRI will develop a vision, articulate a plan, and identify projects and other implementation steps with the help of \$10 million per DRI.

Annual reports were submitted by the Regional Councils and in November each presented its progress and plans to implement the region's economic development strategies. Each also reported on the status of DRI plans in the region. Regional Councils continue to build upon regional strengths, focusing on key and emerging industries as they seek new businesses and support incubators that can generate marketable ideas for the next generation of products. Regional Councils are also partnering with educational institutions, employers, and service providers to identify and train prospective employees and match them to jobs that are available in the region.

### **2019 Annual REDC Competition**

Our task was to evaluate all ten regions based on the competition criteria and Regional Council priorities as described in the 2019 REDC Guidebook. Criteria used to evaluate the Annual Reports included but was not limited to:

#### **Performance**

- Impact on job creation and retention
- Business growth and leverage of private sector investments
- Economic activity as a result of regional strategies

#### **Progress**

- Implementation of regional strategies
- Execution of strategies addressing emerging state and regional challenges and opportunities
- Advancement of prior round priority projects

### **Planning**

- Ability to take the next steps in growing the regional economy
- Collaboration with local governments

### **Projects**

- Identification of projects to advance state and regional priorities
- Identification of projects in the region that would revitalize downtowns

### **Participation**

- Engagement of the public and other stakeholders in the Regional Council process
- Regional unity and support of the progress report

### **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 will receive \$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 \$525 million in other state agency funds.

The Strategic Implementation Assessment Team has identified five regions that merit the designation as Top Performers and a share of \$100 million in ESD Capital Grants. Selection of the Top Performers continues to be 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, Central NY, Long Island, Mohawk Valley, and Southern Tier.**

- The **Capital Region Regional Economic Development Council (CRREDC)** is taking a variety of actions to retain, build, and train a workforce that is prepared for jobs that match the region's focus on life sciences, manufacturing, and computer programming. The Talent strategy for the region continues to be a cradle-to-career approach to workforce development that connects job-seekers and employers with higher education institutions. For example, Hudson Valley Community College's new Haas Center for Advanced Manufacturing Skills and the Albany College of Pharmacology's new Center for Bio-Manufacturing Education and Training are contributing to the creation of training-to-industry pipeline and advancing both the Talent and Next Tech regional strategies. Recent data shows that jobs in the University R&D sector grew by over sixteen percent. Innovate 518, an Innovation Hot Spot, promotes the Lift-Off strategy and the key cluster of R&D to Commercialization by connecting startups with resources available in the Capital Region, including sourcing \$500,000 of funding in 2018. The Capital Region is one of 47 US metro areas that spent more than \$1 billion on R&D last year. Since its initial plan was adopted, placemaking has been the priority for the CRREDC as reflected in its "Metro" strategy. Projects are underway in the Downtown Revitalization Initiative (DRI) communities of Glens Falls, Hudson, and Albany and investments in the Saratoga Performing Arts Center

will benefit Saratoga Springs and nearby communities. Schenectady was chosen as the DRI community for 2019.

- The **Central New York Regional Economic Development Council (CNYREDC)** continues to adhere to winning strategies from its Upstate Revitalization Initiative plan, as well as its original strategic economic investment plan. The region continues to support entrepreneurs in the tech sector and agriculture through programs and incubators including Genius NY, the Grow-NY Food Innovation and Agriculture Technology Business Challenge, and Syracuse Center of Excellence for Environmental and Energy Systems. Over the past year, investments in SyracuseCoE have allowed collaborators to secure more than \$17 million in additional funding to support industry-university collaborations. Career exploration programs starting no later than middle school are being advocated to encourage youth to consider agriculture as well as other career paths. CNYREDC continues to support projects and programs that are enablers of prosperity, such as scholarships and job training for underserved youth provided by anti-poverty initiatives like the Alliance For Economic Inclusion and Say Yes Syracuse, and pre-apprenticeship programs in agriculture and film. The region, in partnership with the Mohawk Valley, has demonstrated significant progress towards its goal of becoming a global hub for unmanned systems. Syracuse University also established an unmanned system policy institute. Central NY is positioning itself as a logistics hub, particularly for agribusiness, with upgrades to ports, airport, and a new USDA export office. The DRI strategic investment plan was completed for the City of Auburn and Fulton was selected as the DRI community for 2019.
- The **Long Island Regional Economic Development Council (LIREDC)** has a diverse approach to workforce development, with strong academic partnerships that support its focus on the commercialization of discovery. An artificial intelligence (AI) cluster has emerged, and Stony Brook University's new AI Institute for Discovery and Innovation will become a regional HUB. Long Island's workforce grew by nearly 12,000 jobs in the past year, with the region investing in training workers to fill jobs in biotech industries. To help maintain the workforce and combat the outmigration of young workers, the LIREDC supports place-making and is encouraging mixed-use development near transportation hubs and the transformation of former big box stores/malls to mixed-use places. The LIREDC is supporting mixed-use and affordable housing with funds for improved sewers in the 2018 DRI community of Central Islip and other downtown areas. Potential revitalization projects in Baldwin in the Town of Hempstead will be identified in Round Four of the DRI. The LIREDC recognizes the need to address a range of job opportunities, such as agritourism and jobs associated with offshore wind power. A new work group will seek opportunities to develop a supply chain to support the construction, installation and operation of offshore wind projects, while other regional leaders will work with labor to prepare the workforce for wind industry-related careers.
- The **Mohawk Valley Regional Economic Development Council (MVREDC)** is encouraging placemaking investments and daycare centers in downtowns to attract and retain a young and growing workforce. Providing transportation alternatives for the

workforce is on the front burner, including efforts to bring jobs closer to where people live, provide a more walkable environment with pedestrian trails and bike paths, develop sites on bus routes, invest in Centro stations, and invest in downtown centers. More than 500 market rate and affordable housing units are planned or under construction in community centers. The 2019 DRI community of Utica also proposed a people-centric placemaking approach to leverage DRI investments. The region is taking a holistic approach to economic development and workforce development. For example, to develop a workforce for food systems MVREDC stressed creating a network of colleges serving rural areas to identify pathways to age-related jobs and working with middle schools using mobile classrooms. The MVREDC is relating STEM to agriculture, has the only PTECH agriculture program in the state, and is working with local schools to realign local curricula to prepare students for future jobs, including those in agriculture. To address a recurring concern over the lack of workers appropriate for open jobs, colleges are providing credit for apprenticeship programs and offering micro credentials that support middle-skills jobs in advanced manufacturing. In 2017 more than 100 advanced manufacturing jobs were added with wages 28% higher than the regional average wage.

- The **Southern Tier Regional Economic Development Council (STREDC)** is clearly committed to the strategies in its winning Upstate Revitalization Initiative plan, making large investments into high profile anchor projects in Binghamton, Johnson City and Endicott and using the CFA process to support jobs in manufacturing and agriculture, the region's downtowns, and drivers of innovation. \$1.5 billion in private funds have been leveraged for projects throughout the region for a total investment of over \$1.8 billion and the creation/retention of more than 25,000 jobs. The STREDC seeks to make greater Binghamton a destination for talent and has broken a long trend of work force decline with an increase in both the numbers of people in the labor force and the number employed in 2018. It continues to strengthen its entrepreneurial ecosystem through innovation hot spots and business incubators. The region has experienced great growth in attracting venture capital funding, and it continues to have positive job growth in key sectors such as advanced manufacturing, transportation equipment manufacturing, food processing, and healthcare. In the past year, construction began on the new Lake Erie College of Osteopathic Medicine in Elmira. STREDC is working to increase its market share of the food and agriculture industry by addressing workforce and growing season challenges. This year it joined with two other regions to launch Grow-NY, a food and agricultural business competition to advance tech and innovation, receiving nearly 200 applications for prizes for new businesses. Hornell was selected as the region's fourth round DRI community.

Five regions should receive a share of \$50 million in ESD Capital Grants to help attract and grow business in their regions. The following regions are designated as Regional Awardees: **Finger Lakes, Mid-Hudson, New York City, North Country, and Western NY.**

- The **Finger Lakes Regional Economic Development Council (FLREDC)** is maintaining its momentum with its clear focus on reducing poverty, growing jobs, increasing regional

wealth, and driving private sector investment. The region also established new priority areas based on its current strengths and opportunities, such as growing incumbent firms, proactive outreach to targeted clusters, development of a regional brand, focusing on immediate and long-term talent needs, and investment in the urban core. Two new key industries were identified - Healthcare & Life Sciences and Software & Internet Technology - and support continues for the key cluster of Optics/Photonics/Imaging through industry attraction and the \$10 million Luminare NY accelerator program. Investments from the Upstate Revitalization Initiative like AIM Photonics and ROC the Riverway are facilitating an ecosystem of economic development and public-private partnerships, and Eastman Business Park is gaining vibrancy as a place to work, live, learn, and play. Through the DRI, the FLREDC is supporting placemaking efforts outside of Rochester, such as in the DRI community of Seneca Falls. Efforts to attract and retain young people to the region have been successful, in part due to the attraction of vital, dense, and culture-and entertainment-rich urban areas. The challenges of poverty and environmental justice are being addressed through a comprehensive approach led by the Rochester-Monroe Anti-Poverty Initiative which engages institutions large and small to work together on multiple issues, including education, healthcare, transit, child care and more.

- The **Mid-Hudson Regional Economic Development Council (MHREDC)** is building on its success by encouraging existing businesses to grow creating new jobs and an environment that brings in new businesses to the region. Several incubation programs are contributing to the future pipeline of talent as evidenced through the growth of regional cluster jobs which support the region's broader strategy of WORK and PLAY. MHREDC has adjusted its LIVE initiative to include retaining and attracting residents to the region, which is complemented by efforts to strengthen the region's identity as a premier tourist destination. Efforts have focused on increasing visitor spending and stimulating growth across related industries (food/beverage, accommodations, arts and recreation). Peekskill's selection as a DRI community will allow the city to link existing community assets and increase offerings in tourism, the arts, media, and light manufacturing. Regional strategies have evolved to include support for the manufacture of local products like grape juice and cider, and the expansion of the film and television production industry. MHREDC has developed strategies to address long-term unemployed in the healthcare field, recruiting people to re-enter the workforce through basic skills training. MHREDC also identified childcare projects targeted around extended hours for the hospitality industry and is currently working with corporate park owners and other major employers to identify locations for childcare facilities convenient to multiple employers.
- The **New York City Regional Economic Development Council (NYCREDC)** is focused on long-term planning to retain young people and support the economic growth of underserved populations and all neighborhoods across New York City. Priority projects receiving NYCREDC support must indicate long-term economic sustainability and projections for economic growth in terms of job creation, investment, and community benefits. Unemployment is at an all-time low of 4.2%, but it does not account for people

who stopped looking for jobs or who are underemployed. Multiple efforts target inclusion of various special populations in the workforce, such as high-risk court-involved youth, veterans, underemployed women, and low-income girls and women. City-wide pre-K for all 4-year-olds and care for 3-year-olds in high-need school districts helps parents return to the workforce, but gaps remain that the NYCREDC recommends for further study. There has been an influx of pharmaceutical, healthcare, and bio-IT companies to the region, and NYCREDC supports both new projects in its key cluster of Life Sciences, as well as upgrades and expansion of previously supported life sciences projects like the BioLabs@NYU Langone incubator which provides startups with collaborative space, research equipment, and business support. Support is also provided for small and mid-size local manufacturers and artisans at the Greenpoint Manufacturing and Design Center where average salaries are \$51,000. To connect youth to tech jobs, the NYCREDC described an approach that would begin preparing students early in the education process, train teachers to overcome their own technology skill gaps, and expand use of community colleges.

- The **North Country Regional Economic Development Council (NCREDC)** identified several priorities for 2019, including building a regional identity, encouraging wise use of outdoor recreational assets, addressing the impacts of extreme weather on the tourism and agriculture industry, unlocking the economic potential of Fort Drum soldiers transitioning out of the Army, and seeking reliable cellular service. It is working successfully to implement a 2018 goal of hosting international sporting events, supported by investments in lodging and tourism facilities, such as the \$17 million Saranac Lake Resort, a children's museum in Potsdam, the region's 2019 DRI community. The NCREDC continues support for the Transportation Equipment cluster, working with Canadian and Norwegian industries that have invested in projects like a second Norsk Titanium facility that will open early in 2020. Fostering relationships with Canadian industries have bolstered job growth, exports, and diversified the types of manufacturing in the region. Agriculture is an important sector of the regional economy and is being supported by investment in high-tech year-round food production, such as expanded greenhouse space and robotic technology at Agbotics. The region's young adult population remained steady, but labor force numbers are dropped 3.6 percent from 2016-2017. To tackle that issue the NCREDC is taking multi-faceted approaches which include co-working facilities and business incubators to aid small businesses and attract entrepreneurs to the region, job training for low-income residents, new programs at regional colleges, and identification of solutions to childcare issues.
- The **Western NY Regional Economic Development Council (WNYREDC)** continues its focus on creating job opportunities and building the quality of life that will attract and retain young adults. With unemployment at the lowest since 1990, the region is faced with the challenge of ensuring employers have access to talent to fill job openings and grow businesses. Programs that showcase training in the region include the Alfred State College Burgard Advanced Manufacturing Program that prepares high school students for a career in advanced manufacturing, Gerard Place on Buffalo's East Side where students receive both vocational and life skills training, and Buffalo Manufacturing Works in the Northland

Corridor which has secured more than \$1 million in federal funding through global partnership models with NASA, MTC of the UK, NAMIC in Singapore, and others. REDC has made the East Side Corridor a priority to improve quality of life in Buffalo. WNYREDC has invested both CFA projects and Buffalo Billion funds in multiple projects to help provide housing, infrastructure, and assets to help build the community. Investments in smart growth have resulted in brownfield remediation, preservation of agricultural land and expansion of cropland; and protection of waterfront. WNYREDC is implementing a strategy to increase tourism and extend visitor stays, supporting tourism projects like the Aquarium of Niagara and the National Comedy Center in Jamestown. DRI funds for 2019 invested in the Niagara Fall's Bridge District will build on recent state investments in the aquarium and train station, as well as commitments to remove the parkway along the along the Niagara Gorge Corridor.

### **Conclusion**

In each of the regions, the Assessment Team was impressed by the continued dedication of the Regional Council members and their selection of strategic and realistic projects. We were also impressed by the work group volunteers, 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 Regional Economic Development Council

## 2019 Annual Report Assessment

### I. Performance

#### a. Impact on job creation and retention

##### Strengths

- The unemployment rate has seen a slight decrease, down from 4.9 percent to 4.2 percent.
- From 2017-2018, employment increased in key sectors including Advanced Manufacturing (1.7 percent); Food and Agriculture (0.7 percent); and Life Sciences (6.2 percent).
- Since 2011, average annual wages have increased more than 18 percent.

##### Weaknesses

- Employment in Life Sciences positions are down 38 percent since 2011.
- Changes in private sector employment and the unemployment rate of veterans, which were reported last year, were not provided.

#### b. Business growth and leverage of private sector investments

##### Strengths

- The North Country has created jobs and increased investment in the Transportation Equipment cluster by partnering with Canadian and Norwegian industries that have in turn invested in multiple projects in the North Country. For example, a second Norsk Titanium facility will open early in 2020, one segment of the \$1 billion the company will invest in Plattsburgh over the next ten years.
- State CFA awards of \$248 million have leveraged more than \$1.1 billion in private and public funds since 2011.

##### Weaknesses

- None noted.

#### c. Economic activity as a result of regional strategies

##### Strengths

- In Tupper Lake, where NCREDC investments have been made in water supply distribution, hotels, and an outdoor stage, existing businesses reported a 40 percent increase in sales and 5 new businesses have opened in the past year.
- The North Country Transformational Community Tourism Loan Fund has leveraged state funding with an additional \$12 million in funding, to provide loans on properties so they can remain public lodging facilities and to preserve public access to waterfront areas.
- Tourism spending saw increases in the Adirondack (4.8 percent) and 1,000 Islands (3.8 percent) regions, with overall tourism spending at more than \$2 billion in 2018.

##### Weaknesses

- None noted.

## II. Progress

### a. Implementation of regional strategies

#### Strengths

- The value-added agriculture sector is growing thanks to hydroponics, robotic technology, and milk products.
- Increasing tourism is an NCREDC strategy. In June the first portion of NYS DEC's new equestrian campground opened to the public. This is the first portion of a \$19M project to transform the former Frontier Town amusement park into recreational activity space for the Adirondack region.
- Annual wages in the Advanced Manufacturing sector are \$63,421 and are relatively high compared to the average annual salary for all industries of \$43,617. The NCREDC is seeking to expand this sector which currently makes up only 2.6 percent of regional employment and lists several new or expanded programs such as the Jefferson Community College program that opened spring 2019 and the JCC program to transition soldiers to advanced manufacturing.
- One NCREDC strategy is increasing global sports events. The Adirondack North Country Sports Council has been hosting sporting events with athletes from across the country in order to prepare for the 2023 Winter Universiade in Lake Placid.

#### Weaknesses

- None noted.

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

#### Strengths

- The NCREDC formed an Environmental Justice Work Group that began looking at EJ issues and solutions in the region. It identified an apprenticeship approach taken by the Saint Regis Mohawk Tribe as an example from which to learn.
- The NCREDC catalogued workforce development programs and identified 22 different new or expanded programs, including multiple partnerships with SUNY schools, apprenticeships in manufacturing, and exposure to careers in aviation and technology.
- Key issues in workforce transportation were identified, and challenges in addressing those issues were described. Existing county efforts were described, but the need for solutions is still great.

#### Weaknesses

- Though the number of jobs in the life sciences sector increased by 35, and the sector's average annual wages exceed those of other key sectors, the NCREDC did not address the sector in its implementation section nor support any priority projects that would further grow the sector.

### c. Advancement of prior round priority projects

#### Strengths

- Seventy percent of NCREDC priority projects and 85 percent of all CFA projects are complete or on schedule.
- The Adirondack Health Medical Fitness Center opened in 2019 with services targeted to high-level athletes.

- The North Country Redevelopment Fund is helping improve Massena’s downtown by funding transformation of the old Slavin building commercial space and market-rate housing, while NCREDC grant funds are helping transform Old Snell Hall in Potsdam into a mixed-use complex.

Weaknesses

- None noted.

### III. Planning

**a. Ability to take the next steps in growing the regional economy**

Strengths

- Fostering relationships with Canadian industries have bolstered job growth, exports, and diversified the types of manufacturing in the region.
- Two summits were held in 2019 to gain understanding of the scope of childcare issues and to lay the groundwork for a more comprehensive plan to provide childcare and build the skills of the childcare workforce.

Weaknesses

- Adequate and reliable cell phone coverage continues to be an issue, especially along connector routes between destinations.
- The labor force participation rate continues to decline, which the NCREDC suggests is a result of the aging population.
- Though the regional poverty rate was not provided, the NCREDC report indicated that over 32 percent of children ages birth to six years live at or below the poverty level.

**b. Collaboration with local governments**

Strengths

- A survey of community leaders by the Placemaking Work Group identified challenges relating to basic infrastructure, reinforced by requests by NCREDC for water and sewer projects this year.
- CFA projects advanced in Clayton, including a downtown infrastructure project began and a riverwalk that connects the shopping district with parks and the waterfront was completed.

Weaknesses

- None noted.

### IV. Projects

**a. Identification of projects to advance state and regional priorities**

Strengths

- To address childcare, NCREDC support an application seeking to increase childcare availability by 18 slots in Lewis County at the Hand in Hand Early Childhood Center.
- A key regional strategy is advancing high-tech year-round food production. This year NCREDC supported an application for infrastructure improvements to a 180-acre future agricultural manufacturing park in Jefferson County.

- The new priorities relating to regional identity and enhancing the use of North Country’s outdoors are reflected in support for projects like a hotel in Lake Placid and ski cabins in Lewis County marketed to cross-country skiers and travelers.
- In continued support for growth in manufacturing, the NCREDC supported projects like the e modernization at MetalCraft Marine, phased redevelopment of the former Pfizer Rouses Point manufacturing site, and expansion of an aluminum manufacturing business.

Weaknesses

- None of the proposed priority projects address inadequate broadband or cell phone access, an issue raised by the NCREDC. Prior priority projects supported broadband investment in Hamilton County.

**b. Identification of projects in the region that would revitalize downtowns needs**

Strengths

- Several co-working facilities are opening to support small businesses and attract entrepreneurs to the region. The NCREDC is supporting funding of a multi-tenant small business incubator and co-working space in a former manufacturing facility in Lowville. Redevelopment of Midtown Plaza in Canton will address blight and provide for an entrepreneurship center, commercial space, and residential units.
- Two projects identified in the Saranac Lake Downtown Revitalization Plan will get additional funding through the CFA: a children’s museum sponsored by Play ADK and Pendragon Theater.

Weakness

- None noted.

**V. Participation**

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

Strengths

- The NCREDC held town halls and focus groups across the region.
- The Upstate Capital Association, an organization that seeks to bridge the gap between entrepreneurs and investors, held a conference in the North Country in September 2019.

Weaknesses

- None noted.

**b. Regional unity and support of the progress report**

Strengths

- Priority projects supported for funding are in every county this year but Hamilton County. The county has received funding in the past, and a recent veteran-owned priority project opened in Inlet.

Weaknesses

- None noted.

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded	Recusal
91987	North Country	Arts	Arts ACFIP	Repurposing 56 Woodruff	Pendragon Theatre	67.04	15	82.04	\$145,000	Awarded	Cali Brooks
90529	North Country	Arts	Arts ACFIP	Henderson Harbor Performing Arts Association Open Air Stage	Henderson Harbor Performing Arts Association	26.67	20	46.67	\$0	Not-Awarded	
93719	North Country	Arts	Arts WFP OYRS	Workforce Training and Development Programs	Adirondack Historical Association dba Adirondack Experience	71.85	20	91.85	\$37,100	Awarded	Cali Brooks
91643	North Country	Arts	Arts WFP OYRS	Workforce Training and Development Programs	The Natural History Museum of the dba The Wild Center	67.56	20	87.56	\$30,000	Awarded	Stephanie Ratcliffe
93136	North Country	Arts	Arts WIP MYC	Workforce Expansion	Orchestra Association of Northern New York dba The Orchestra of Northern New York	56.30	15	71.30	\$18,750	Awarded	
94174	North Country	Arts	Arts WIP MYC	Workforce Expansion	Traditional Arts in Upstate New York	49.88	20	69.88	\$18,750	Awarded	
90166	North Country	Arts	Arts WIP MYC	Workforce Expansion	Historic Saranac Lake	54.81	15	69.81	\$19,900	Awarded	Cali Brooks
93558	North Country	Arts	Arts WIP MYC	Administrator	Upper Jay Art Center	50.37	15	65.37	\$0	Not-Awarded	
94202	North Country	Arts	Arts WIP MYC	Workforce Investment	Adirondack Lakes Center for the Arts	42.67	20	62.67	\$0	Not-Awarded	
91987	North Country	Arts	Arts WIP MYC	56 Woodruff 2019	Pendragon Theatre	41.48	15	56.48	\$0	Not-Awarded	Cali Brooks
91794	North Country	Arts	Arts WIP MYC	Marketing and Development Director	St Lawrence County Historical Assn	39.51	15	54.51	\$0	Not-Awarded	Zvi Szafran
94772	North Country	Arts	Arts WIP OYRS	Workforce Expansion	Lake Placid Sinfonietta	47.41	15	62.41	\$12,500	Awarded	Cali Brooks, James McKenna
91222	North Country	Arts	Arts WIP OYRS	Associate Director Round 2	The Depot Theatre	42.96	15	57.96	\$0	Not-Awarded	
93348	North Country	DEC	DEC CSC C	Climate Smart Communities Certification Actions	City of Plattsburgh	63	20	83	\$30,000	Awarded	John Zielinski, Colin Read
90004	North Country	DEC	DEC CSC I	Drinking Water Infrastructure Resiliency	Town of Black Brook	54	15	69	\$760,000	Awarded	
93271	North Country	DEC	DEC CSC I	Culvert Upgrades	Village of Canton	44	15	59	\$43,300	Awarded	
90031	North Country	DEC	DEC CSC I	Municipal building backup generator	Village of Canton	36	20	56	\$0	Not-Awarded	
94924	North Country	DEC	DEC EPG	Town of Crown Point Nutrient Reduction Study	Town of Crown Point	75	15	90	\$30,000	Awarded	
89867	North Country	DEC	DEC EPG	Town of Hermon Wastewater Treatment Plant Disinfection Study	Town of Hermon	75	15	90	\$24,000	Awarded	
91886	North Country	DEC	DEC EPG	Village of Theresa Wastewater Treatment Plant Disinfection Study	Village of Theresa	70	15	85	\$30,000	Awarded	James Wright
92016	North Country	DEC	DEC EPG	Town of Clayton Hamlet of Depauville Wastewater Treatment Plant Disinfection Study	Town of Clayton	70	15	85	\$30,000	Awarded	James Wright
95038	North Country	DEC	DEC EPG	Wadhams Wastewater Treatment System Phosphorus Reduction Study	Town of Westport	70	15	85	\$30,000	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded	Recusal
90364	North Country	DEC	DEC EPG	Town of DeKalb Wastewater Treatment Plant Disinfection Study	Town of DeKalb	70	15	85	\$22,500	Awarded	James Wright
89999	North Country	DEC	DEC EPG	Village of Constableville Wastewater Treatment Plant Disinfection Study	Village of Constableville	70	15	85	\$20,833	Awarded	
90480	North Country	DEC	DEC EPG	Town of Wilna Wastewater Treatment Plant Disinfection Study	Town of Wilna	70	15	85	\$20,833	Awarded	
91168	North Country	DEC	DEC EPG	Village of Lyons Falls Wastewater Treatment Plant Disinfection Study	Village of Lyons Falls	70	15	85	\$20,833	Awarded	James Wright
90656	North Country	DEC	DEC EPG	Village of Champlain Wastewater Treatment Facility Disinfection Study	Village of Champlain	70	15	85	\$20,750	Awarded	
90240	North Country	DEC	DEC EPG	Town of Clifton Newton Falls Wastewater Treatment Plant Disinfection Study	Town of Clifton	70	15	85	\$20,000	Awarded	James Wright
93673	North Country	DEC	DEC EPG	Town of Croghan Wastewater Treatment Facility Disinfection Study	Town of Croghan	70	15	85	\$12,000	Awarded	
90852	North Country	DEC	DEC EPG	Village of Castorland Wastewater Treatment Facility Disinfection Study	Village of Castorland	70	15	85	\$10,750	Awarded	
94030	North Country	DEC	DEC EPG	Village of Rouses Point Collection System Improvement Study	Village of Rouses Point	65	15	80	\$24,000	Awarded	
90345	North Country	DEC	DEC EPG	Village of Brownville EPG	Village of Brownville	27	20	47	\$0	Not-Awarded	
92022	North Country	DEC	DEC EPG	Inflow and Infiltration 2019	City of Ogdensburg	27	20	47	\$0	Not-Awarded	James Wright
92168	North Country	DEC	DEC EPG	Port Leydon II Study	BCA Architects and Engineers	32	15	47	\$0	Not-Awarded	
89821	North Country	DEC	DEC EPG	Town of LeRay Sewer District 1 II	Town of LeRay	27	15	42	\$0	Not-Awarded	James Wright
91862	North Country	DEC	DEC EPG	Sanitary Sewer Disinfection	Town of Indian Lake	27	15	42	\$0	Not-Awarded	
92666	North Country	DEC	DEC EPG	City of Watertown WPCP SDPM Phase 2	GHD Consulting Services, Inc.	27	15	42	\$0	Not-Awarded	Joseph Butler Jr.
93234	North Country	DEC	DEC EPG	Sewer Feasibility Study2	Town of Chester	26	15	41	\$0	Not-Awarded	
92237	North Country	DEC	DEC EPG	Village of Cape Vincent II Study	BCA Architects and Engineers	22	15	37	\$0	Not-Awarded	
93272	North Country	DEC	DEC NPS	Essex County Tin Pan Alley Green Infrastructure Feasibility Study	Essex County Soil and Water Conservation District	80	20	100	\$30,000	Awarded	
94543	North Country	DEC	DEC NPS	Town of Willsboro Reber Road Culvert Replacement Study	Town of Willsboro	60	15	75	\$26,800	Awarded	
90709	North Country	DEC	DEC NPS	Essex County Overlook Green Infrastructure Feasibility Study	Essex County Soil and Water Conservation District	52	15	67	\$11,350	Awarded	
92863	North Country	DEC	DEC NPS	Town of Keene Culvert Replacement Study	Town of Keene	45	15	60	\$27,500	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded	Recusal
92312	North Country	DEC	DEC NPS	Franklin County Salmon River Culvert Assessment Study	Franklin County Soil and Water Conservation District	32	20	52	\$28,786	Awarded	
94545	North Country	DEC	DEC NPS	Franklin County Streambank Stabilization Study	Franklin County Soil and Water Conservation District	32	15	47	\$16,698	Awarded	
92594	North Country	DEC	DEC NPS	Essex County Aquatic Passage Project	Essex County Soil and Water Conservation District	27	15	42	\$0	Not-Awarded	
93507	North Country	DEC	DEC WQIP ACR	Jay Mountain Road Aquatic Connectivity Restoration	The Nature Conservancy	78	15	93	\$93,224	Awarded	
93784	North Country	DEC	DEC WQIP ACR	Ausable Drive Aquatic Connectivity Restoration	The Nature Conservancy	48	15	63	\$84,810	Awarded	
94135	North Country	DEC	DEC WQIP MS4	Jefferson County Stormwater Coalition Vacuum Truck	Jefferson County	61	15	76	\$0	Not-Awarded	Scott Gray, Joseph Butler Jr.
90795	North Country	DEC	DEC WQIP NPS	Essex County Moriah Culvert Replacement Program	Essex County Soil and Water Conservation District	60	15	75	\$249,375	Awarded	
92037	North Country	DEC	DEC WQIP NPS	Implementing the East Branch Ausable River Restoration Program: Project 13	Town of Keene	52	15	67	\$0	Not-Awarded	
93677	North Country	DEC	DEC WQIP NPS	Wells Hill Culvert	Town of Lewis	48	15	63	\$0	Not-Awarded	
93207	North Country	DEC	DEC WQIP NPS	Schroon River Habitat and Bank Stabilization	Essex County Soil and Water Conservation District	40	20	60	\$0	Not-Awarded	
93478	North Country	DEC	DEC WQIP NPS	Mirror Lake Water Quality Protection Project	Village of lake Placid	45	15	60	\$0	Not-Awarded	James McKenna
90520	North Country	DEC	DEC WQIP NPS	Franklin County Erosion and Sediment Control 2020	Franklin County Soil and Water Conservation District	40	15	55	\$0	Not-Awarded	
92678	North Country	DEC	DEC WQIP NPS	Osborne Park Shoreline Stabilization Project	Village of Speculator	20	15	35	\$0	Not-Awarded	
91712	North Country	DEC	DEC WQIP Salt	St. Lawrence County Highway Department Salt Storage	St. Lawrence County	42	15	57	\$400,000	Awarded	Joseph Lightfoot
91908	North Country	DEC	DEC WQIP Salt	Town of Champion Salt Storage	Town of Champion	37	15	52	\$150,000	Awarded	
93025	North Country	DEC	DEC WQIP Salt	Village of Lake Placid Salt Storage	Village of Lake Placid	34	15	49	\$225,000	Awarded	James McKenna
93703	North Country	DEC	DEC WQIP Salt	Salt Storage Facility	Town of Clinton	32	15	47	\$0	Not-Awarded	
91118	North Country	DEC	DEC WQIP Salt	Salt Storage Shed	Brasher Falls	28	15	43	\$0	Not-Awarded	
93831	North Country	DEC	DEC WQIP SWP	St. Lawrence River Land Acquisition for Source Water Protection	Thousand Islands Land Trust	70	15	85	\$819,305	Awarded	
94625	North Country	DEC	DEC WQIP SWP	Lake of the Isles Land Acquisition for Source Water Protection	Thousand Islands Land Trust	70	15	85	\$408,400	Awarded	
92019	North Country	DEC	DEC WQIP WWT CSO/SSO	Town of Ticonderoga Combined Sewer Overflow Abatement	Town of Ticonderoga	62	20	82	\$5,000,000	Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded	Recusal
91368	North Country	DEC	DEC WQIP WWT CSO/SSO	Village of Waddington Wastewater Collection and Treatment Facilities Improvements	Village of Waddington	56	15	71	\$0	Not-Awarded	
91421	North Country	DEC	DEC WQIP WWT CSO/SSO	Wastewater Collection and Treatment Facilities Improvements Project 2019	Village of Clayton	56	15	71	\$0	Not-Awarded	Kylie Peck, James Wright
92004	North Country	DEC	DEC WQIP WWT CSO/SSO	City of Plattsburgh's Commemoration Footbridge CSO 002 Improvements	City of Plattsburgh	52	15	67	\$0	Not-Awarded	John Zielinski, Colin Read
93793	North Country	DEC	DEC WQIP WWT DIS	Village of Philadelphia Wastewater Treatment Plant Disinfection	Village of Philadelphia	72	15	87	\$625,680	Awarded	
91529	North Country	DEC	DEC WQIP WWT DIS	Village of Chateaugay Wastewater Treatment Plant Disinfection	Village of Chateaugay	64	20	84	\$1,000,000	Awarded	
94360	North Country	DEC	DEC WQIP WWT DIS	Speculator Wasterwater Treatment Facility Improvements Phase II	Village of Speculator	64	15	79	\$0	Not-Awarded	
89814	North Country	DEC	DEC WQIP WWT DIS	Wastwater Treatment Plant Improvements Phase II	Village of Lowville	62	15	77	\$0	Not-Awarded	
91172	North Country	DEC	DEC WQIP WWT DIS	Wastewater Treatment Plant 2019	Town of Chazy	62	15	77	\$0	Not-Awarded	
91295	North Country	DEC	DEC WQIP WWT DIS	Copenhagen Disinfection	Barton and Loguidice	62	15	77	\$0	Not-Awarded	
91676	North Country	DEC	DEC WQIP WWT DIS	Peru Wastewater Treatment Plant Effluent Disinfection	Town of Peru	62	15	77	\$0	Not-Awarded	
93294	North Country	DEC	DEC WQIP WWT GEN	Town of Alexandria Hamlet of Redwood Wastewater Collection and Treatment Facilities Improvements	Town of Alexandria	27	15	42	\$0	Not-Awarded	
93832	North Country	DEC	DEC WQIP WWT GEN	Village of Philadelphia Collection System Improvements	BCA Architects and Engineers	27	15	42	\$0	Not-Awarded	
92077	North Country	DOS	DOS BOA	City of Ogdensburg BOA Pre-Development Project	City of Ogdensburg	60.5	20	80.5	\$178,200	Awarded	
91680	North Country	DOS	DOS LGE	Creating Smart Communities Through Connected Lighting	Village of West Carthage	62	15	77	\$291,220	Awarded	
95101	North Country	DOS	DOS LGE	Consolidated Solid Waste and Recycling Implementation	Hamilton County	53	15	68	\$217,735	Awarded	Bill Farber, Dan Wilt
94922	North Country	DOS	DOS LGE	Intermunicipal Snowmobile Trail Services	Hamilton County	49.6667	15	64.6667	\$0	Not-Awarded	Bill Farber, Dan Wilt
92826	North Country	DOS	DOS LGE	Purchase of Spray Injection Patching System	City of Watertown	47.6667	15	62.6667	\$0	Not-Awarded	Kylie Peck, Joseph Butler Jr.
92763	North Country	DOS	DOS LGE	Shared Police Facility	Village of West Carthage	37.3333	20	57.3333	\$0	Not-Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded	Recusal
91866	North Country	DOS	DOS LWRP	Newcomb Historical Museum & Center	Town of Newcomb	74	15	89	\$1,151,281	Awarded	James McKenna
92203	North Country	DOS	DOS LWRP	Miner Street Trail Connector and Willow Island Park Enhancements	Town of Canton	69	20	89	\$529,739	Awarded	Zvi Szafran
91653	North Country	DOS	DOS LWRP	Harborside Master Plan	City of Plattsburgh	67.5	20	87.5	\$109,965	Awarded	John Zielinski, Colin Read
92483	North Country	DOS	DOS LWRP	Club Street Revitalization	Town of Cape Vincent	67	20	87	\$843,750	Awarded	
93292	North Country	DOS	DOS LWRP	City of Watertown Local Waterfront Revitalization Program	City of Watertown	66	20	86	\$42,500	Awarded	Kylie Peck, Joseph Butler Jr.
92749	North Country	DOS	DOS LWRP	Village of Gouverneur LWRP	BCA Architects and Engineers	70	15	85	\$0	Not-Awarded	
92046	North Country	DOS	DOS LWRP	Implementing the Ausable River WMP: Resilience, Monitoring, and Restoration	Town of Keene	68	15	83	\$0	Not-Awarded	
94276	North Country	DOS	DOS LWRP	Adirondack Hamlets to Huts Project Phase 3	Adirondack Hamlets to Huts, Inc.	69	10	79	\$0	Not-Awarded	Bill Farber, Dan Wilt, James McKenna
89629	North Country	DOS	DOS LWRP	New Village of Sackets Harbor Madison Barracks Fencing	Village of Sackets Harbor	54	10	64	\$0	Not-Awarded	
90916	North Country	ESD	ESD Grants	Dual Development / Lake Placid Hotel	Dual Development, LLC	64	20	84	\$3,000,000	Awarded	James McKenna
94532	North Country	ESD	ESD Grants	ERS Investors, Former Pfizer Plant Redevelopment Rouses Point	ERS Investors, Inc.	63	20	83	\$700,000	Awarded	
90872	North Country	ESD	ESD Grants	EZ Stak - Watertown Plant Expansion	EZ STAK	59	20	79	\$1,240,000	Awarded	
94651	North Country	ESD	ESD Grants	Midtown Plaza Redevelopment	SUNY Canton	57	20	77	\$1,322,000	Awarded	Zvi Szafran
94893	North Country	ESD	ESD Grants	Play ADK 2019	Play ADK	57	20	77	\$1,000,000	Awarded	
91870	North Country	ESD	ESD Grants	Thousand Island Ag Park Infrastructure Project	T.I. Ag Park, LLC	56	20	76	\$500,000	Awarded	
91352	North Country	ESD	ESD Grants	Hand in Hand Early Childhood Center Expansion	Hand In Hand Early Childhood Center	55	20	75	\$67,000	Awarded	
91454	North Country	ESD	ESD Grants	Ward Lumber - Cooperative Purchase	Ward Lumber Worker Cooperative, Inc.	51	20	71	\$250,000	Awarded	Angela Smith
90236	North Country	ESD	ESD Grants	Osceola Ski & Sport Resort - Ski Cabins	Osceola Ski Sport Resort, LLC	50	20	70	\$35,000	Awarded	
93689	North Country	ESD	ESD Grants	MetalCraft - Press Brake Installation	MetalCraft Marine	50	20	70	\$23,000	Awarded	
89814	North Country	ESD	ESD Grants	Wastewater Treatment Plant Improvements Phase II	Village of Lowville	50	15	65	\$1,600,000	Awarded	
93487	North Country	ESD	ESD Grants	Goco - Creamery Capital 2019	GoCo Ventures, LLC	50	15	65	\$97,000	Awarded	Tim Currier
90887	North Country	ESD	ESD Grants	Potsdam Rt. 56 Water and Sewer Districts	Town of Potsdam	46	15	61	\$0	Not-Awarded	
89442	North Country	ESD	ESD Grants	Village of Sackets Harbor New Intake	VILLAGE OF SACKETS HARBOR	45	15	60	\$0	Not-Awarded	James Wright

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded	Recusal
90586	North Country	ESD	ESD Grants	Massena Mall Water Park Project	St Lawrence Centre Mall	44	15	59	\$0	Not-Awarded	
92054	North Country	ESD	ESD Grants	Arconic - Water Chiller, Quench Improvement	Arconic Inc. Massena NY	48	10	58	\$0	Not-Awarded	Tim Currier
93909	North Country	ESD	ESD Grants	Adirondack Health Hospital Renovations 2020	Adirondack Health	48	10	58	\$0	Not-Awarded	
92126	North Country	ESD	ESD Grants	Champlain Plastics 2019	Champlain Plastics Inc	42	15	57	\$0	Not-Awarded	
92303	North Country	ESD	ESD Grants	Ticonderoga Golf Course Facility Reconstruction	Ticonderoga Golf Corporation	45	10	55	\$0	Not-Awarded	
90186	North Country	ESD	ESD Grants	Samaritan Keep Home Renovation	Samaritan Keep Nursing Home	38	15	53	\$0	Not-Awarded	
92396	North Country	ESD	ESD Grants	Current Applications - Building Expansion	Current Applications	36	15	51	\$0	Not-Awarded	
94279	North Country	ESD	ESD Grants	Hamilton County - Indian Lake Lodge	Hamilton County	36	15	51	\$0	Not-Awarded	
92379	North Country	ESD	ESD Grants	Dare To Dream Community Center Building Project	Double Play Community Center	32	15	47	\$0	Not-Awarded	
94544	North Country	ESD	ESD Grants	WIC - Roof and Drainage, Infrastructure Upgrades	Watertown Industrial Center LDC	32	10	42	\$0	Not-Awarded	James Wright
90486	North Country	ESD	ESD Grants	Town of LeRay Johnson Road	Town of LeRay	31	10	41	\$0	Not-Awarded	
90463	North Country	ESD	ESD Grants	Heuvelton Sewer Corridor and Treatment Plant	Village of Heuvelton	24	10	34	\$0	Not-Awarded	Kylie Peck, James Wright
92958	North Country	ESD	ESD MNY	1000 Islands Seaway Region Tourism Marketing Initiative	Thousand Islands Regional Tourism Development Corporation	72	20	92	\$120,000	Awarded	
94497	North Country	ESD	ESD MNY	Diversity Initiative Programming & Marketing	Adirondack Experience	64	20	84	\$129,945	Awarded	James McKenna, Cali Brooks
89563	North Country	ESD	ESD MNY	Empire State Winter Games	LPEC Quality Destination, Inc.	64	15	79	\$100,000	Awarded	James McKenna
92303	North Country	ESD	ESD MNY	Ticonderoga Golf Course Facility Reconstruction	Ticonderoga Golf Corporation	64	10	74	\$250,000	Awarded	
91863	North Country	ESD	ESD MNY	Regional Tourism Marketing Plan	Town of Indian Lake	64	10	74	\$90,000	Awarded	James McKenna
92660	North Country	ESD	ESD MNY	Get Outside: Four-Season Destination Tourism Marketing Strategy	The Wild Center: Natural History Museum of the Adirondacks	50	20	70	\$366,300	Awarded	James McKenna, Stephanie Ratcliffe
92938	North Country	ESD	ESD MNY	Bassmater & Family Fishing Events Series	St Lawrence County Chamber of Commerce	50	20	70	\$297,452	Awarded	
91430	North Country	ESD	ESD MNY	Campaign Video	The Fort Ticonderoga Association	56	10	66	\$0	Not-Awarded	James McKenna
91987	North Country	ESD	ESD MNY	56 Woodruff 2019	Pendragon Theatre	48	15	63	\$0	Not-Awarded	Cali Brooks
94911	North Country	ESD	ESD MNY	Promote Winter Tourism	Ski Areas of New York, Inc.	42	10	52	\$0	Not-Awarded	James McKenna
94265	North Country	ESD	ESD MNY	Fourth Coast Outdoor Adventure Camp	Town of Massena	32	10	42	\$0	Not-Awarded	Tim Currier, Zvi Szafran
94696	North Country	ESD	ESD MNY	Wilmington Whiskey Festival	Wilmington Historical Society	32	10	42	\$0	Not-Awarded	Cali Brooks

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded	Recusal
94448	North Country	ESD	ESD MNY	?The Ale Trail? Craft Brew Adventure Along the Great Lakes Seaway Trail	Great Lakes Seaway Trail, Inc.	25	15	40	\$0	Not-Awarded	
94892	North Country	ESD	ESD MNY	Development of a children's museum and family resource center in the Tri-Lakes Region	Play ADK	22	15	37	\$0	Not-Awarded	
93328	North Country	ESD	ESD SPFS	Arconic Business Park Planning Study	St Lawrence County IDA LDC	50	20	70	\$90,000	Awarded	Tim Currier
93293	North Country	ESD	ESD SPFS	Village of Massena - The START Center Feasibility Study	Village of Massena	50	20	70	\$15,000	Awarded	Tim Currier
92080	North Country	ESD	ESD SPFS	Lockwood Arena Feasibility Study and Building Conditions Assessment	City of Ogdensburg	36	20	56	\$0	Not-Awarded	
92376	North Country	ESD	ESD SPFS	Imperial Industrial Park - HVAC Feasibility Study	Clinton County	29	20	49	\$0	Not-Awarded	David Champagne
91462	North Country	HCR	HCR CDBG PF	Village of Massena Accessibility Improvements	Village of Massena	75	15	90	\$300,000	Awarded	James Wright, Tim Currier, Kylie Peck
91284	North Country	HCR	HCR CDBG PF	Town of Moriah Town Hall Accessibility Project	Town of Moriah	69	15	84	\$299,850	Awarded	
91350	North Country	HCR	HCR CDBG PI	Saranac Lake Sewer Project	Village of Saranac Lake	59	15	74	\$930,000	Awarded	
91199	North Country	HCR	HCR CDBG PI	Town of Moriah - Port Henry Sewer and Water Main Replacement	Town of Moriah	53	20	73	\$750,000	Awarded	
91640	North Country	HCR	HCR CDBG PI	Village of Gouverneur Dorwin Street Upgrades	Village of Gouverneur	51	15	66	\$750,000	Awarded	James Wright
91288	North Country	HCR	HCR CDBG PI	Minerva Water Main Replacement Project - Town Shed Road	Town of Minerva	29	15	44	\$0	Not-Awarded	
89544	North Country	HCR	HCR CDBGCP	South Lewis Schools ReUse Plan	Lewis County	38	20	58	\$0	Not-Awarded	Larry Dolhof
93212	North Country	HCR	HCR CDBGME	Town of Massena Microenterprise Fund	Town of Massena	61	20	81	\$200,000	Awarded	Tim Currier
94057	North Country	HCR	HCR CDBGME	2020 Franklin County Microenterprise Grant Program	Franklin County	54	20	74	\$0	Not-Awarded	
91425	North Country	HCR	HCR NYMS	Malone Technical Assistance Project	Franklin County Local Development Corporation	66	20	86	\$20,000	Awarded	
93787	North Country	HCR	HCR NYMS	Downtown Ticonderoga Vision Project and Feasibility Study	Ticonderoga Revitalization Alliance, Inc.	60	15	75	\$20,000	Awarded	
91213	North Country	HCR	HCR NYMS	2019 Potsdam Main Street Revitalization Project	Village of Potsdam	56	15	71	\$0	Not-Awarded	
93486	North Country	HCR	HCR NYMS	Creamery Manufacturing and Distribution - NYMS	Village of Massena	48	20	68	\$0	Not-Awarded	Tim Currier
93290	North Country	HCR	HCR NYMS	Revitalization of 221-233 State Street	Neighbors of Watertown, Inc.	52	15	67	\$0	Not-Awarded	Joseph Butler Jr.

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded	Recusal
93069	North Country	HCR	HCR NYMS	Main Street Anchor Revitalization	Village of Gouverneur	18	15	33	\$0	Not-Awarded	
91170	North Country	HCR	HCR NYMS	Heuvelton Technical Assistance Project 2019	Village of Heuvelton	20	10	30	\$0	Not-Awarded	
93256	North Country	NYSERDA	NYSERDA CICC	The River Building	MCM Development Malone LLC	1	20	21	\$0	Not-Awarded	
92432	North Country	Parks	OPRHP HP D	Rehabilitation of Eagle Island Great Camp Phase II	Eagle Island, Inc.	58	10	68	\$600,000	Awarded	
92170	North Country	Parks	OPRHP HP D	A Fortified Future Restoring Fort Ticonderogas Historic Walls	The Fort Ticonderoga Association	52	15	67	\$0	Not-Awarded	
90333	North Country	Parks	OPRHP HP D	Lewis County Historical Society Headquarters Rehabilitation	Lewis County Historical Society	50.5	15	65.5	\$0	Not-Awarded	Larry Dolhof
90544	North Country	Parks	OPRHP HP D	Essex County Agricultural Center Building Renovation 2019	Essex County Government Center	40.5	15	55.5	\$0	Not-Awarded	
91214	North Country	Parks	OPRHP HP D	2019 Potsdam Public Museum Window Renovation Project	Village of Potsdam	40.5	15	55.5	\$0	Not-Awarded	
92055	North Country	Parks	OPRHP HP P	McNaughton Cottage	Open Space Institute	62.5	20	82.5	\$0	Not-Awarded	
54445	North Country	Parks	OPRHP PKS A	Lyme TREC Center	Town of Lyme	57.375	15	72.375	\$261,351	Awarded	
93699	North Country	Parks	OPRHP PKS A	Essex Quarry Conservation and Trail Project	Champlain Area Trails	56.375	15	71.375	\$0	Not-Awarded	
92893	North Country	Parks	OPRHP PKS D	Thompson Park Stone Feature Upgrades	City of Watertown	41.88	20	61.88	\$131,000	Awarded	Kylie Peck, Joseph Butler Jr.
92229	North Country	Parks	OPRHP PKS D	Town of Dannemora Chazy Lake Beach Project	Town of Dannemora	47.31	10	57.31	\$93,750	Awarded	
94098	North Country	Parks	OPRHP PKS D	State Street Trail Connector	Village of Canton	41.55	15	56.55	\$0	Not-Awarded	Zvi Szafran
92170	North Country	Parks	OPRHP PKS D	A Fortified Future Restoring Fort Ticonderogas Historic Walls	The Fort Ticonderoga Association	30.375	15	45.375	\$0	Not-Awarded	
92478	North Country	Parks	OPRHP PKS D	Natural Bridge	Town of Wilna	22.915	10	32.915	\$0	Not-Awarded	
93302	North Country	Parks	OPRHP PKS D	Construction of Ice Rink Building	Town of Cape Vincent	17.5	10	27.5	\$0	Not-Awarded	
92305	North Country	Parks	OPRHP PKS P	Developing the Akwesasne Art Park/Art Gallery	Saint Regis Mohawk Tribe	54.35	20	74.35	\$0	Not-Awarded	James Lazore
74017	North Country	Parks	OPRHP RTP D	Tractor for grooming and trail maintenance	St Lawrence County Snowmobile Association Inc	49.5	15	64.5	\$0	Not-Awarded	
89157	North Country	Parks	OPRHP RTP D	Grant for Snow Grooming Equipment	Mountain Lions SnowSled Club Inc	47.625	15	62.625	\$0	Not-Awarded	
91901	North Country	Parks	OPRHP RTP MS	Snowmobile Trail Groomer Purchase	Brantingham Snowmobile Club, Inc.	44.75	20	64.75	\$218,408	Awarded	
89632	North Country	Parks	OPRHP RTP MS	Valley Snow Travelers Inc 2019 Groomer Update	Valley Snow Travelers of Lewis County Inc	44.25	15	59.25	\$0	Not-Awarded	Larry Dolhof
92480	North Country	Parks	OPRHP RTP MS	Groomer	Osceola Snowmobile Association Inc	33.75	15	48.75	\$0	Not-Awarded	

CFA #	Region	Agency	Program	Project Name	Business Name	Agency Score	REDC Score	Total Score	Award	Awarded / Not-Awarded	Recusal
92379	North Country	Parks	OPRHP RTP NMD	Dare To Dream Community Center Building Project	Double Play Community Center	36.75	15	51.75	\$0	Not-Awarded	

# 2019 Program Legend

Agency	Abbreviation	Program Name
Arts	Arts ACPIP	Arts & Cultural Facilities Improvement Program - Mid-Size Capital Project Fund
Arts	Arts AIA	Arts and Cultural Initiatives - Arts Impact Awards
Arts	Arts WFP MYC	Arts and Cultural Initiatives - Workforce Programs Multi-Year Contracts
Arts	Arts WFP OYRS	Arts and Cultural Initiatives - Workforce Programs One Year Renewal Support
Arts	Arts WIP MYC	Arts and Cultural Initiatives - Workforce Investment Program Multi-Year Contracts
Arts	Arts WIP OYRS	Arts and Cultural Initiatives - Workforce Investment Program One Year Renewal Support
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 NPS	Non-Agricultural Nonpoint Source Planning Grant Program
DEC	DEC WQIP ACR	Water Quality Improvement Project - Aquatic Connectivity 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 Salt	Water Quality Improvement Program - Salt Storage
DEC	DEC WQIP SWP	Water Quality Improvement Program - Land Acquisition for Source Water Protection
DEC	DEC WQIP WWT CSO/SSO	Water Quality Improvement Program - Wastewater Treatment Improvement 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 - Wastewater Treatment Improvement General Wastewater Improvements, secondary priority
DEC	DEC WQIP WWT IOS	Water Quality Improvement Program - Wastewater Treatment Improvement Inadequate On-Site Septic Systems
DEC	DEC WQIP WWT NIT	Water Quality Improvement Program - Wastewater Treatment Improvement Nitrogen Abatement Projects for Shellfishing Waters
DEC	DEC WQIP WWT WAT	Water Quality Improvement Program - Wastewater Treatment Improvement Watershed Plan Implementation
DOS	DOS BOA	Brownfield Opportunity Area Program
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 UCR	Local Waterfront Revitalization Program - Updating LWRP to Address Climate Change and Resiliency
EFC	EFC GIGP	Green Innovation Grant Program
ESD	ESD Grants	Empire State Development Grant Program
ESD	ESD MNY	Market New York
ESD	ESD SPFS	Strategic Planning and Feasibility Studies
HCR	HCR CDBG PF	Community Development Block Grant - Public Facilities
HCR	HCR CDBG PI	Community Development Block Grant - Public Infrastructure
HCR	HCR CDBGCP	Community Development Block Grant - Community Planning
HCR	HCR CDBGME	Community Development Block Grant - Microenterprise
HCR	HCR NYMS	New York Main Street
NYSERDA	NYSERDA CICC	Commercial and Industrial Carbon Challenge
NYSERDA	NYSERDA NZEED	Net Zero Energy for Economic Development
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 MS	Parks - Recreational Trails Program Motorized Single Use
OPRHP	OPRHP RTP NM	Parks - Recreational Trails Program Non-Motorized
OPRHP	OPRHP RTP NMD	Parks - Recreational Trails Program Non-Motorized Diverse
OPRHP	OPRHP RTP NMS	Parks - Recreational Trails Program Non-Motorized Single Use