

destination



“It can be done...
and we’re doing it!”

- Franklin D. Roosevelt, Lake Placid, September 1929





**North Country
Regional Economic
Development Council**

61 Area Development Drive
Plattsburgh, NY 12901
October 2, 2017

Howard Zemsky, President
Empire State Development Corp.
633 Third Avenue
New York, New York 10017

Dear President Zemsky:

Many paths. One destination. That has been the underlying story of the journey we have been on these past seven years, grasping with enthusiasm and determination the opportunity afforded to us by Governor Cuomo to identify our region's own economic development priorities and strategies.

The overarching destination has been economic success for our people and for our communities, following pathways we have identified for each of several key sectors of opportunity. And each and every year, the North Country REDC has been pleased to report real progress toward our destination, accelerated through the funding of "building block" projects in all areas of our vast and unique region.

And now our destination is straight ahead, with an array of CFA projects and particularly Priority Projects which are the strongest we have presented in three years. They have been fostered in part by an especially strong program of outreach this year, but also by the confidence and support generated by our collective projects and investments of the past. From advanced manufacturing to tourism development to the revitalization of community centers, this year's projects are not only poised to advance our overall journey toward its destination, but will specifically reinforce and leverage the Governor's other major strategic investments in the North Country — DRI, upstate airport developments, Global New York, SUNY 2020, the Innovation Hot Spot, Norsk Titanium and more.

This is the year to tie everything together and take the largest step forward we can. With your support and that of the Governor's, truly transformative developments are underway in the North Country and the NCREDC's projects for 2018 will ensure that we take the fullest advantage of these historic investments while making our greatest advance yet toward our shared DESTINATION.

Onward and upward!

Sincerely

A handwritten signature in blue ink, appearing to read "Tony Collins".

Tony Collins
Co-Chair

A handwritten signature in blue ink, appearing to read "Garry Douglas".

Garry Douglas
Co-Chair

MetalCraft Marine, Cape Vincent, NY





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vision



The North Country Will Lead the Economic Renaissance of New York State's Small Cities and Rural Communities

WE WILL...

- ▶ Energize our communities by building on growth in the aerospace, transit equipment, defense, biotech, energy, and manufacturing industries
- ▶ Leverage our gateway to Canada, the nation's largest trading partner, to lead the state in global investment
- ▶ Attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state
- ▶ Invest in community development infrastructure that expands opportunities and capacity
- ▶ Innovate effective rural healthcare and education delivery networks
- ▶ Elevate global recognition of the region as one of the special places on the planet to visit, live, work and study
- ▶ Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment
- ▶ Invest in agriculture as we help feed the region and the world
- ▶ Create the greenest energy economy in the state

Executive summary

Henry Miller once said:

“Destination is never a place but a new way of seeing things.”

Seven years ago, Governor Cuomo challenged the North Country to see itself differently. First, to see ourselves as a united region that, through collaboration and sharing, could reach economic destinations not previously attainable. And then—together and in unprecedented partnership with the state—to identify those economic places we wanted to go, including:

DESTINATION...

A place one wants to go!

- ▶ A DESTINATION for 21st-century tourism, with the accommodations and attractions that can sustain the North Country’s special tourism economy for generations to come;
- ▶ A DESTINATION for international commerce and foreign direct investment, maximizing our special Canadian connection with growing links around the world;
- ▶ A DESTINATION for employers engaged in Advanced Manufacturing, with the programs and tools to both prepare and attract a ready workforce;
- ▶ A DESTINATION for millennials and others attracted by vibrant, quality downtowns throughout the North Country;
- ▶ A DESTINATION for renewable energy development and those investing in it;
- ▶ A DESTINATION for manufacturers engaged in transportation equipment and aerospace;
- ▶ A DESTINATION for sustained investment in our nation’s defense through Fort Drum.

A DESTINATION FOR SUCCESS!

We are proud of our steady journey of progress over the last seven years. And we are excited at our accelerating arrival at many of the ambitious economic destinations we committed ourselves to, even as we chart new destinations for all of our key sectors of opportunity.

This year's Consolidated Funding Application (CFA) submissions represent the best array of projects we have seen in three years, demonstrating the results of a strong and determined outreach across the North Country, as well as the time that has been taken to generate confidence and commitment in the state's most rural region. From this exceptionally strong and diverse array of submissions which touch on every one of our priorities, we have selected a Priority Project list that crisscrosses the North Country with projects of all sizes—each with significant strategic impact on our key economic destinations:

- ▶ Destination tourism projects from Snow Ridge Resort in Lewis County to the Lake St. Lawrence Resort project in St. Lawrence County; new hotels in Blue Mountain Lake and at Plattsburgh International Airport; and further development of the Adirondack Public Observatory in Tupper Lake.
 - ▶ Advanced manufacturing support ranging from opportunities to upgrade equipment and competitiveness at companies such as International Paper, Bionique, General Composites, Current Applications, Carpe Insectae; to crucial wastewater treatment enhancements at Lowville's plant that supports Kraft-Heinz Foods.
 - ▶ Continued upgrades to the North Country's airports, which serve as economic magnets, including proposed developments at Watertown International.
 - ▶ Further advances in our burgeoning agritourism and food/beverage sector through projects like War Canoe Distillery and expansion of the Busted Grapes Winery.
 - ▶ Strengthening our unique status as an international gateway with Canada through an innovative new partnership between the Ogdensburg Bridge & Port Authority and Clarkson University.
- As we approach our ambitious economic destinations through the CFA process, we also continue to make extraordinary progress toward those destinations through Governor Andrew Cuomo's other investment programs and opportunities:
- ▶ We have taken our region's Transportation Equipment & Aerospace Cluster to new strategic heights with the successful launch of Norsk Titanium, welcomed other new companies to the cluster, helped

to foster growth at several existing manufacturers, and completed the long-anticipated launch of NAMTrans (the North American Center of Excellence for Transportation Equipment) as an innovative support system for the 50-company cluster across the North Country.

- ▶ We have maximized the future attractiveness and economic impact of our downtowns through the selection of Watertown and Plattsburgh with exciting plans for revitalization through the Downtown Revitalization Initiative (DRI), along with steady and effective investments in other community centers throughout the region.
- ▶ We have supported new and existing employers and strengthened access to quality employment for all of our residents through a strong region-wide collaboration of education,

training, and research partners—our Higher Education and Research Development (HEARD) Consortium made advances on several levels in Science, Technology, Engineering & Math (STEM) skills; and inaugurated new facilities and programs dedicated to technical training, including the newly-opened Institute for Advanced Manufacturing at Clinton Community College.

- ▶ We have made continuing advances in our innovative and unique approaches to international economic partnership with Canada and the attraction of foreign direct investment, resulting in increases in Canadian and other foreign investment here, growth in cross-border travel and spending, new and important international economic agreements between the North Country and key Canadian partner organizations, and global recognition by fDi Magazine.

- ▶ We are advancing our airports as crucial transportation gateways, with important projects implemented at Watertown, Ogdensburg, Massena, Saranac Lake, and Plattsburgh; including the significant progress now under way at Plattsburgh International—one of the airports targeted under the Governor’s Upstate Airport Economic Development & Revitalization Competition—which is already attracting private investment and job creation.
- ▶ We are successfully using our North Country Innovation Hot Spot at Clarkson to foster cutting-edge entrepreneurial development in partnership with all areas of the region.
- ▶ We continue to foster and facilitate several major renewable energy projects—some completed and some now in the pipeline—including major new wind farms and solar

developments, and pending transmission projects that will take our growing base of clean energy to new markets and allow further investment in energy generation.

DESTINATION NORTH COUNTRY. A continuing journey with many paths, but one overarching destination: economic progress for our people and our communities. It's a journey that we are now determined never to end because there will always be new opportunities to go even further and new challenges to overcome collaboratively. However, with the strategic investments sought this year, our initial destinations are now well within view.



progress

STATE OF THE REGION

STATUS OF PAST PRIORITY PROJECTS

**STATUS OF ALL PAST PROJECTS
AWARDED CFA FUNDING**

State of the region

GENERAL ECONOMIC INDICATORS

Value of Regional Exports

Travel and tourism, distribution, and back-office services are the three largest industry clusters in the North Country. In 2016, the Travel and Tourism Cluster was the largest in employee count with over 17,000 jobs, followed by 4,320 jobs in front office, and 3,987 jobs in distribution. From 2011 to 2016, employment in transportation equipment grew by 67 percent, IT grew by 35 percent, and back office employment increased by 24 percent. Industry clusters with growing Location Quotient (LQ) values were distribution (7 percent increase), food processing (5 percent), and communications and media services (3 percent).

Establishments, Employment, and Wages

In 2016, the North Country was home to 10,325 establishments, a 1 percent decrease since 2010. Total employment over the past six years remained steady at 150,599 with total annual wages exceeding \$6.1 billion. The region's annual average wage grew by 11 percent to \$40,759. Meanwhile, New York State saw a 10 percent increase in employment during the same six-year time frame, with an annual average wage that grew 13 percent to \$67,941. The region's unemployment rate for 2016 was 6 percent—a decrease of 3.6 percentage points from 9.6 percent in 2010. During the same time frame, the state unemployment rate decreased by 3.8 percentage points from 8.6 to 4.8 percent.

Public and Private Sector Indicators

The North Country was home to 9,335 private sector firms in 2016—a decrease of 3 percent from 2010—and 990 public sector firms, which grew by 18 percent. This increase is due primarily to a 2014 change in NAICS reporting requirements for local development corporations. There were 106,770 private jobs in the North Country, a 1 percent increase from 2010, while the number of public jobs contracted by 4 percent to 43,829 positions. Statewide, private employment grew by 13 percent, and public employment decreased by 4 percent. Total annual wages exceeded \$3.9 billion in the private sector and \$2.1 billion in the public sector, bringing total

annual wages to just over \$6.1 billion. The region’s annual average wage in the private sector was \$37,032 in 2016, the public sector was \$49,838, bringing the region’s average annual wage to \$40,759, a growth of 11 percent.

Gross Domestic Product

In 2015, the region’s gross domestic product (GDP) exceeded \$18.6 billion and accounted for 1.4 percent of the state’s GDP of \$1.3 trillion.

EMPLOYMENT IN TRANSPORTATION EQUIPMENT GREW BY 67%

Estimated Visitor Spending

Between 2011 and 2015, visitor spending in the North Country grew by 7 percent to exceed \$1 billion annually. During the same time period, visitor spending statewide increased by 17 percent to more than \$63 billion.

Annual Visitor Spending		
YEAR	NORTH COUNTRY	NEW YORK STATE
2010	\$977,752,521	\$49,774,984,479
2011	\$1,020,869,263	\$53,910,138,407
2012	\$1,056,356,868	\$57,256,991,823
2013	\$1,065,680,540	\$59,245,086,095
2014	\$1,101,315,282	\$62,454,974,191
2015	\$1,093,516,049	\$63,076,313,132
Change	12%	27%
Trend	▲	▲

Residents Lacking Health Insurance

Compared to the state as a whole, there are fewer people in the North Country who lack health insurance, a number that has declined by 1.4 percent since 2015. In 2015, 8.5 percent of the region’s population was not insured.

Residents Lacking Health Insurance		
YEAR	NORTH COUNTRY	NEW YORK STATE
2012	9.9%	11.3%
2013	10.1%	11.1%
2014	9.3%	10.6%
2015	8.5%	9.7%
Change	-1.4%	-1.6%
Trend	▼	▼

Resident Poverty Status

In 2015, the overall poverty rate for the North Country was 16.4 percent, an increase of 1.1 percent since 2011. The poverty rate for persons between the ages of 18 and 64 years in the North Country grew from 8.8 percent to 9.9 percent during the same time frame. The region's poverty rates for persons younger than the age of 18, and older than 65, remained steady (5.3 percent and 1.2 percent, respectively). Compared to New York State, the North Country consistently has had fewer senior citizens living in poverty since 2011.

Migration from region

In 2015, 92 percent of the North Country's residents stayed in the area compared to the year before, while 5 percent moved out of the area, an increase of 1 percent from the previous year.

Annual Resident Poverty Status

NORTH COUNTRY					NEW YORK STATE				
Year	Overall	<18	18-64	65+	Year	Overall	<18	18-64	65+
2011	15.2	5.0	8.8	1.4	2011	14.5	4.6	8.3	1.5
2012	15.7	5.2	9.2	1.3	2012	14.9	4.7	8.6	1.5
2013	16.2	5.4	9.5	1.3	2013	15.3	4.8	8.9	1.5
2014	16.2	5.2	9.8	1.3	2014	15.6	4.9	9.1	1.6
2015	16.4	5.3	9.9	1.3	2015	15.7	4.9	9.2	1.6
Change	1.1	0.3	1.1	-0.2	Change	1.2	0.2	0.9	0.1
Trend	▲		▲		Trend	▲		▲	

Annual Migration from Region

	NORTH COUNTRY			NEW YORK STATE		
	2014	2015	Change	2014	2015	Change
Stayed in Region	92%	92%	-	98%	98%	-
Left the State	4%	5%	▲	2%	2%	-

Commute Times

In 2015, there were 171,734 residents employed in the North Country. Ninety-five percent of these employees worked and lived in the region (a decrease of 1 percent from the previous year), with a mean average commute time of 19.7 minutes, which remained unchanged from the year before.

Commute Times				
NORTH COUNTRY	2014	2015	CHANGE	TREND
Residents employed	174,617	171,734	-2%	▼
Residents who live and work in same region	166,804	163,274	-3,530	▼
Percentage who live and work in same region	96%	96%	-1%	▼
Mean travel time to work (in minutes)	20.2	20.2	-0.6	-
Median travel time to work (in minutes)	15.0	15.0	0.0	-

KEY REGIONAL INDICATORS

Transportation Equipment

Transportation equipment manufacturing stands out as a significant asset to the region’s economy. Boasting an addition of 445 jobs from 2011 to 2016, the industry’s shift share analysis has a Competitive Effect of 334; this highlights exceptional local growth in comparison to national trends. Additionally, the average wage for the Transportation Equipment Sector is \$67,534, 65.7 percent higher than the average annual wage in the North Country.

Travel and Tourism

By 2016, the total number of annual visitors to the North Country grew to more than 12.3 million, a 15 percent increase since 2011, which yielded an economic impact of more than \$143 million in tourism-generated taxes. Visitors to the region’s state parks grew to more than 1.7 million during the same time frame. Additionally, the region has experienced significant growth in Airbnb activity in the Adirondack Park over the past three years.

From June 1, 2014, through May 31, 2017, the number of Airbnb hosts in the area more than tripled, and the number of guest arrivals more than quadrupled, from 12,400 to 52,400.

Private Sector Employment

For the 12-month period ending July 2017, the private sector job count in the North Country rose by 1,400, or 1.2 percent, to 115,000. The greatest gains were in

trade, transportation, and utilities (+600); educational and health services (+500); and other services (+300).

Defense Payroll and Contracts

Fort Drum's military and civilian payroll in 2016 totaled \$979 million, a decline of 16 percent since 2010, while contracts with surrounding businesses were \$36.2 million, a decrease of 2 percent during the same time frame. The decline in both figures is due primarily to the deactivation of the Fort's 3rd Brigade after more than a decade of service in the global war on terrorism. In spite of this decline, payroll at the base is anticipated to increase as Fort Drum announced this summer that it will fill 90 civilian positions on post. The additional employees enable the Fort to excel in its mission of training and deploying the Army's light infantry, and sustain its reputation as a community of excellence.

Assistance to Manufacturing Firms

Since 2010, CITEC Business Solutions—a company that serves as the North Country's Regional Technology Development Center—has helped 313 North Country manufacturing firms improve business productivity that has achieved an impact in excess of \$102 million and 1,432 jobs.

Education and Training Opportunities

Since Round 1 of the Regional Economic Development Council competition in 2011, the North Country's Workforce Investment Boards provided job training assistance to 5,315 low-income persons or displaced workers.

By 2016, the number of North Country residents 25 years and older with college degrees grew by 9 percent to 92,673, which accounts for 32 percent of the region's population age group.

Assistance to Entrepreneurs

From 2010 to 2016, Clarkson University's Business Incubator Program provided technical assistance to 139 businesses, yielding 264 new jobs.

Our Connection to Canada

In 2016, more than 597,000 trucks entered the United States through the North Country's border crossings with Canada, an increase of 8 percent since 2010. The number of trains entering from Canada also grew by 10 percent, but the number of train passengers and personal vehicle passengers crossing the border declined by 1 percent and 8 percent, respectively. The decline in total number of passengers entering the United States through the North Country was likely tied to the weakening of Canadian currency compared to the U.S. dollar during that period. From January to May 2017, bridge operators report that the number of personal vehicles crossing the border increased 2.9 percent.

Sales tax receipts in Clinton County, which along with many other communities in the

North Country is a shopping destination for Canadians, were up 7.8 percent in 2016.

Creating the Greenest Energy Economy

Between 2011 and 2016, the New York State Energy Research and Development Authority (NYSERDA) facilitated the construction of 1,584 renewable energy installations for residential, industrial, and commercial uses throughout the region. In 2015 alone, NYSERDA completed 557 projects in the North Country, a five-fold increase in assistance compared to 104 projects in 2010.

Agricultural Production

One-fifth of all milk cows in the state are located in the North Country, and the region accounts for 16 percent of the volume of milk produced in New York. In 2016, North Country dairy farms produced more than 2 million gallons of milk, an increase of 15 percent over 2010. Last year, Jefferson, Lewis, and St. Lawrence Counties ranked as 3 of the top-10 milk producers in the Northeast Milk

Market Order Area, which extends from northern New Hampshire to the southern border of Maryland. Between 2010 and

2016, employment among agriculture, hunting, and fishing firms grew by 23 percent to 477 jobs.



Miner Farm, Chazy, NY

Status of past priority projects

PROGRESS ON PRIORITY PROJECTS SINCE 2011

Since 2011, 77 businesses and organizations throughout the North Country have been awarded priority project funding from Empire State Development (ESD). The Regional Council is pleased to report that 81 percent of these projects are complete or on schedule, while only 8 percent are delayed. Specifically, 1 percent of all priority projects are progressing more slowly than anticipated, 4 percent have concerns that need to be resolved, and 3

percent have contracts that have not yet been executed. To date, 12 percent of the region's awards were either cancelled or declined by the recipient.

Strand Center Theatre,
Plattsburgh, NY

PROGRESS ON PRIORITY PROJECTS IN 2016

Last year in Round 6, 22 ESD priority projects were awarded in the North Country—the largest number awarded to the region in any given year. Of last year’s projects, 82 percent (18) are on schedule, 9 percent (2) have contracts that have not yet been executed, and 9 percent (2) were cancelled or declined. This achievement outperforms the aggregated status of priority projects from all funding rounds.

- ▶ Due to accelerated visitation numbers since the construction of the Wild Walk (CFAs 2012 and 2013), the Wild Center in Tupper Lake welcomed its one-millionth visitor this July.
- ▶ The \$35 million restoration of the historic Hotel Saranac (CFA 2013) is nearing completion, and the hotel began accepting reservations in August.
- ▶ On July 1, the Adirondack Experience in Blue Mountain Lake held the grand opening of its “Life in the Adirondacks” exhibit (CFA 2013). At 19,000 square feet, this is the most ambitious exhibit in the museum’s history.

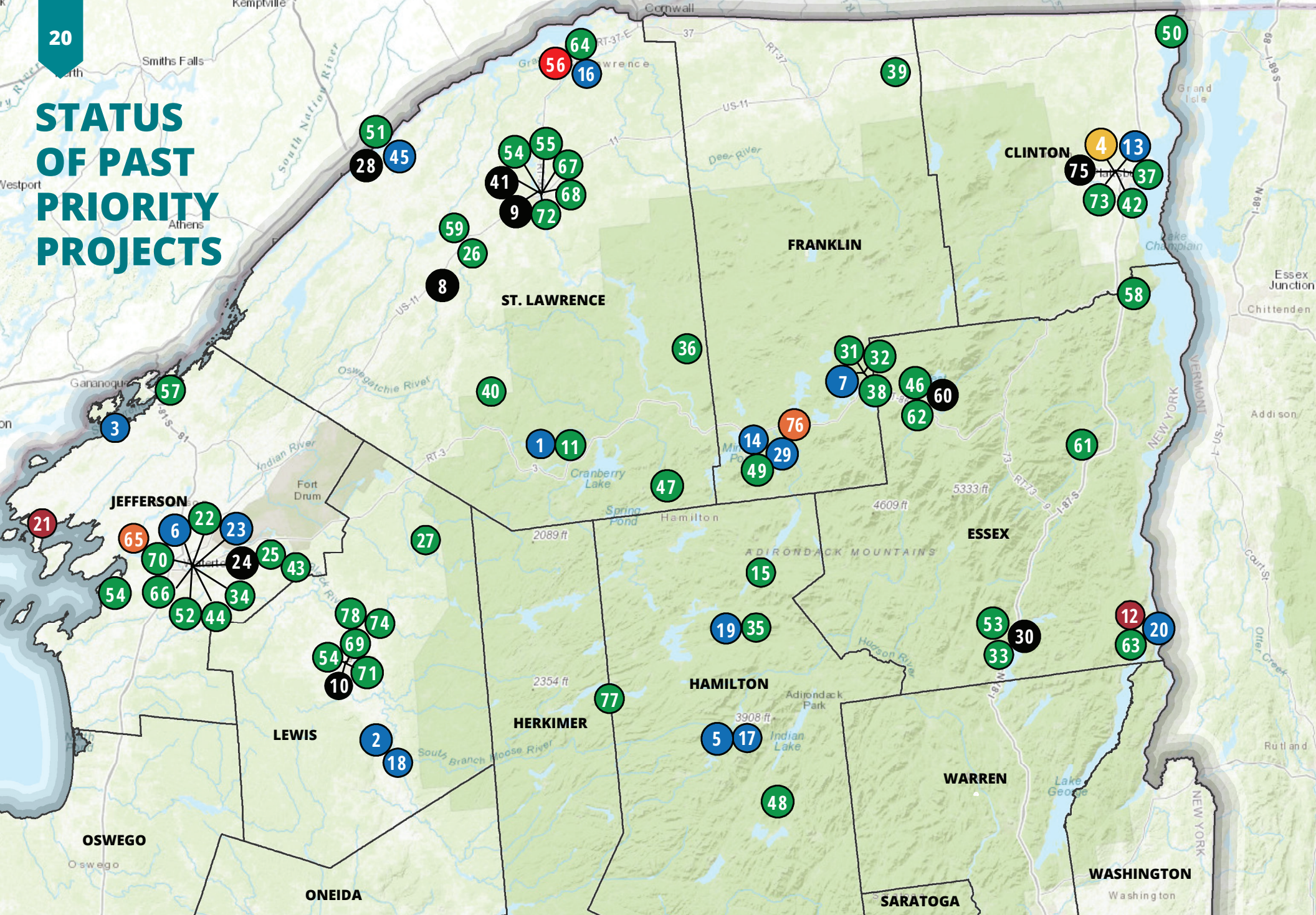
- ▶ The expansion of Plattsburgh International Airport and the construction of its international passenger clearance center (CFA 2013) are nearing completion and are expected to be operational in 2018.
- ▶ Over the past year, the region’s Transformational Tourism Community Loan Fund (CFA 2012) provided financing to three business ventures to assist with the acquisition of visitor accommodations or venues, including the Snow Ridge Ski Lodge in Turin, the Town House Lodge in Lake Placid, and the Hotel Whiteface in Wilmington.

- ▶ The North Country Value-Added Agriculture Loan Fund (CFA 2013) committed financial assistance in 2017 to Ausable Brewing, a start-up microbrewery in Keeseville, and to Forever Wild, a Lake Placid-based small business that produces handcrafted tonics.
- ▶ This year the North Country Regional Revitalization Fund (CFA 2014) closed on three community projects located in Sackets Harbor, Lyons Falls, and Watertown. The fund also committed support to projects in Newton Falls, Malone, Massena, and Watertown. Total commitments to date exceed \$3.2 million.

PRIORITY PROJECT STATUS

Color	Status	R1	R2	R3	R4	R5	R6	R6%	All Rounds	
Blue	Complete	6	8	1	0	1	0	0%	16	21%
Green	On Schedule	1	4	8	5	10	18	82%	46	60%
Yellow	Progressing Slowly	1	0	0	0	0	0	0%	1	1%
Orange	No Contract	0	0	0	0	0	2	9%	2	3%
Red	Has Concerns	0	2	0	0	1	0	0%	3	4%
Black	Cancelled or Declined	3	1	2	1	0	2	9%	9	12%
Total		11	15	11	6	12	22	100%	77	100%

STATUS OF PAST PRIORITY PROJECTS



- Project complete
- Project on schedule
- Project progressing slower than expected
- Project contract not yet executed
- Project concerns need to be resolved
- Project cancelled or funding declined

Map #	CFA #	ROUND 1: Project Name & Location	Project Status
1	2281	Newton Falls Rail Rehabilitation Phase I Blue Newton Falls, NY	Blue
2	4270	Lyons Falls Mill Site Redevelopment Lyons Falls, NY	Blue
3	5206	Krog & Hart Hotel Clayton, NY	Blue
4	6097	Bombardier Facility Expansion Plattsburgh, NY	Yellow
5	7353	Hamilton County Broadband Hamilton County	Blue
6	7679	Community Rental Housing Program Watertown, NY	Blue
7	7703	Enhancing Biosciences in New York Saranac Lake, NY	Blue
8	8114	Mobile Poultry Processing Unit De Kalb Junction, NY	Black
9	8466	C Speed Advanced Technology Manufacturing Center Potsdam, NY	Black
10	8467	Kraft Fill Line Green Lowville, NY	Black
11	21168	Newton Falls Rail Rehabilitation Phase II Newton Falls, NY	Green

Map #	CFA #	ROUND 2: Project Name & Location	Project Status
12	13749	Adirondack Meat Company Expansion Ticonderoga, NY	Red
13	16129	Strand Theater Restoration Plattsburgh, NY	Blue
14	16692	Wild Walk Tupper Lake, NY	Blue
15	16948	Long Lake Next Generation Broadband Long Lake, NY	Green
16	17133	Wood Fire Combustion Productivity Improvements Massena, NY	Blue
17	17926	Hamilton County Broadband Phase II Hamilton County	Blue
18	18042	Lyons Falls Mill Site Redevelopment II Lyons Falls, NY	Blue
19	18361	Adirondack Museum Wood Pellet Boiler System Blue Mountain Lake, NY	Blue
20	18501	International Paper Natural Gas Energy Conversion Ticonderoga, NY	Blue
21	18877	Cape Vincent Willow Energy Cape Vincent, NY	Red
22	18908	COR Mercy Redevelopment Watertown, NY	Green
23	19019	Creekwood Phase II Watertown, NY	Blue
24	19418	Current Applications Expansion Project Watertown, NY	Black
25	39987	DANC Community Tourism Transformation Fund Region wide	Green
26	19821	North Country Food Hub Canton, NY	Green
27		North Country Infrastructure Fund Region wide	Green

Map #	CFA #	ROUND 3: Project Name & Location	Project Status
28	27135	Port of Ogdensburg Agribusiness Capacity Building Ogdensburg, NY	Black
29	28134	Wild Walk Phase II Tupper Lake, NY	Blue
30	29111	Inn on Schroon Lake Schroon Lake, NY	Black
31	29506	Bionique Testing Laboratories Expansion at Lake Clear Facility Saranac Lake, NY	Green
32	30367	Lake Flower Lodging Resort Hotel Construction Saranac Lake, NY	Green
33	30924	Seagle Music Colony Centennial and Campus Improvements Schroon Lake, NY	Green
34	30954	Mercy Health Center Redevelopment Watertown, NY	Green
35	31010	Adirondack Museum Renovations and Upgrades Blue Mountain Lake, NY	Green
36	31553	Value Added Agriculture Program Region wide	Green
37	31776	Plattsburgh International Airport Terminal Expansion & FIS Facility Plattsburgh, NY	Green
38	32225	Hotel Saranac Historic Hotel Renovations Saranac Lake, NY	Green

Map #	CFA #	ROUND 4: Project Name & Location	Project Status
39	39016	Agrimark Manufacturing Facility Modernization Chateaugay, NY	Green
40	39536	North Country Regional Revitalization Fund Region wide	Green
41	40001	Building Renovation for Regional Arts and Interactive Learning Revitalization Potsdam, NY	Black
42	41150	Twinstare Cyber Security Unit Morrisonville, NY	Green
43	41487	Carthage Joint Wastewater Treatment Facility Improvement Carthage, NY	Green
44	42503	North American Tapes Machinery Purchase for Business Expansion Watertown, NY	Green

Map #	CFA #	ROUND 5: Project Name & Location	Project Status
45	50423	OBPA Ogdensburg Airport Expansion Ogdensburg, NY	Blue
46	53500	Adirondack Health Medical Fitness Center Lake Placid, NY	Green
47	54450	North Country Transformational Community Tourism Revolving Loan Fund Phase II Region wide	Green
48	54678	Lake Pleasant Lodge Expansion Speculator, NY	Orange
49	54793	Village of Tupper Lake Water Supply Distribution Improvement Tupper Lake, NY	Green
50	55204	Belcam Inc., Private Label and Export Development Rouses Point, NY	Green
51	55476	Hoosier Magnetics Kiln Replacement & Dust Collection System Upgrade Ogdensburg, NY	Green
52	55913	Watertown Industrial Center LDC New Building D Watertown, NY	Green
53	56896	Schroon Lake Hotel Construction 959 Route 9, Schroon Lake, NY 12870	Orange
54	57069	Agbotic North Country Value Added Covered Agriculture Sackets Harbor, NY	Green
54	57069	Agbotic North Country Value Added Covered Agriculture Lowville, NY	Green
54	57069	Agbotic North Country Value Added Covered Agriculture Potsdam, NY	Green
55	57353	LC Drives Manufacturing the Next Generation of Electric Motos & Generators Potsdam, NY	Green
56	57417	Seaway Timber Harvesting Inc., New Manufacturing Facility Massena, NY	Red

Map #	CFA #	ROUND 6: Project Name & Location	Project Status
57	65477	Alexandria Sewer District Construction Alexandria, NY	Green
58	67717	Ausable Brewing Company Expansion Keeseville, NY	Green
59	65495	Canton Maple Hill Infrastructure Canton, NY	Green
60	64917	Cascade Ski Center Lake Placid, NY	Black
61	63600	Elizabethtown Sewer Project Elizabethtown, NY	Green
62	64872	Forever Wild Beverage Capital Lake Placid, NY	Green
63	67160	Fort Ticonderoga Water Project Ticonderoga, NY	Green
64	68434	HemoMedica Business Development Massena, NY	Green
65	67781	Hi-Lite Airfield Services Dexter, NY	Orange
66	65877	Jefferson Rehabilitation Center UV Flatbed Printer Watertown, NY	Green
67	66459	Jeffords Steel Expansion Potsdam, NY	Green
68	67426	LC Drive Phase II Expansion Potsdam, NY	Green
69	67091	Lewis County Commerce Park Phase I Lowville, NY	Green
70	66869	Lincoln Building Revitalization Watertown, NY	Green
71	67356	Lowville Producers Dairy Cooperative Lab Equipment Lowville, NY	Green
72	65450	North Country Children's Museum Interactive Exhibit Development Potsdam, NY	Green
73	67056	North Country Veterans Center Expansion Phase II Plattsburgh, NY	Green
74	66919	Omniafiltra Capital Beaver Falls, NY	Green
75	67715	SSF Production Extrusion Line Addition Plattsburgh, NY	Black
76	67951	Tupper Lake Crossroads Hotel Tupper Lake, NY	Orange
77	64155	Woods Inn Expansion Inlet, NY	Green
78	67264	Zehr's Flowers and Landscaping Building Expansion Castorland, NY	Green

LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

To date, the \$82.2 million in priority project funding awarded by ESD to the North Country leveraged over \$470.1 million, which achieved an overall ratio of \$5.70 for every \$1 awarded in ESD funds. A table detailing number of projects, award amounts, and funds leveraged in the region for each funding year is below. Projects that were cancelled or declined are not included in these calculations.

Leveraged Investment of ESD Capital Grants Awarded to Priority Projects

YEAR	ROUND	ACTIVE CFA TOTAL	TOTAL COST	AWARD AMOUNT	LEVERAGE RATIO
2011	R1	8	\$142,132,444	\$21,474,000	1:6.6
2012	R2	14	\$55,805,029	\$14,738,306	1:3.8
2013	R3	9	\$99,413,900	\$16,310,000	1:6.1
2014	R4	5	\$45,145,489	\$8,920,000	1:5.1
2015	R5	12	\$83,727,146	\$13,353,000	1:6.3
2016	R6	20	\$43,876,946	\$7,430,000	1:6
Total		68	\$470,100,954	\$82,225,306	1:5.7



1000 Islands Harbor Hotel, Clayton, NY

Status of all past projects awarded CFA funding

PROGRESS ON 2016 CFA PROJECTS

- ▶ **Ausable Brewing Company, LLC** in Keeseville has started construction of an expansion to their brewery with the help of Empire State Development funding. They will be purchasing equipment and adding a larger brew system to significantly increase beer production capacity.
- ▶ **The Wild Center** in Tupper Lake conducted a study and created a guidebook using ESD Market New York funding to help tourism and hospitality businesses attract millennials to the Adirondacks. The findings were presented at the annual Empire State Tourism Conference in Lake Placid in 2017.
- ▶ The **Adirondack Experience** in Blue Mountain Lake is utilizing ESD Arts CHPG P funding to plan a Native American Art Fair to be held in August 2018. A steering committee made up of museum staff and representatives, the Abnaki liaison to the State of New York and the Akwesasne Cultural Center's director have begun the planning process. As part of the planning process, a First People's Fund workshop is tentatively scheduled for November 2017. The final plan will be completed by the end of 2017.
- ▶ **Jefferson Rehabilitation Center**, located in Watertown, purchased a new UV flatbed silkscreen printer with Empire State Development CFA funding. The new machine improved both production capability and quality at their Production Unlimited facility. The center provides employment and training for people with developmental disabilities.

▶ **Lowville Producers Dairy Cooperative, Inc.** purchased lab equipment that measures milk quality and enables more efficient milk testing with assistance from Empire State Development funding. The project supports the expansion of the Kraft-Heinz plant in Lowville.

▶ **North Country Children’s Museum** utilized CFA funding from Empire State Development to help revitalize an unoccupied building in Potsdam’s historic downtown district. The project established a permanent cultural and educational center for the organization.

▶ **Lake View Towers** provides affordable living options for seniors in Plattsburgh. The City of Plattsburgh is in the process of purchasing two new elevators for the building with the help of CFA funding from ESD SPFS. The entire elevator system will be modernized and upgraded as a result of the project.

AGGREGATE STATUS OF ALL CFA PROJECTS

Of CFAs awarded in the North Country, 86 percent (411 projects) are complete or on schedule as planned, 6 percent (31) are progressing slowly or have concerns, and 8 percent (39) do not have a contract, or were cancelled or declined.

Color	Status	R1	R2	R3	R4	R5	R6	Total	% Projects
Blue	Complete	58	58	40	32	9	0	197	41%
Green	On Schedule	8	20	30	30	65	61	214	45%
Yellow	Progressing Slowly	1	2	1	1	0	0	5	1%
Orange	No Contract	0	0	0	3	6	17	26	5%
Red	Has Concerns	0	3	0	0	1	0	4	1%
Black	Cancelled or Declined	9	6	7	6	3	4	35	7%
Total		76	89	78	72	84	82	481	100%

LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS

Excluding projects that were cancelled or declined, or that received Industrial Revenue Bonds, the state invested more than \$199.5 million in 445 projects throughout the North Country, projects which leveraged over \$932.1 million and achieved a leverage ratio of \$4.70 of investment for every \$1 awarded by New York.

ROUND	NUMBER OF CFAS	AWARD AMOUNT	TOTAL COST	RATIO
1	66	\$47,754,141	\$232,743,658	1:4.9
2	83	\$31,127,269	\$120,791,322	1:3.9
3	71	\$36,049,710	\$177,391,141	1:4.9
4	66	\$23,542,645	\$80,882,676	1:3.4
5	81	\$34,562,031	\$178,559,988	1:5.2
6	78	\$26,512,520	\$141,797,311	1:5.3
Total	445	\$199,548,316	\$932,166,096	1:4.7

JOB CREATION

Since its inception, the Regional Council process has yielded an employment impact of 8,385 positions in the North Country. All funding in six rounds retained 4,241 jobs, created 2,294 new positions, and employed 1,850 persons during the design and construction phases of these projects.

ROUND	JOBS RETAINED	JOBS CREATED	TEMPORARY JOBS	TOTAL
1	889	595	120	1,604
2	751	114	377	1,242
3	439	321	366	1,126
4	990	203	306	1,499
5	768	516	423	1,707
6	404	545	258	1,207
Total	4,241	2,294	1,850	8,385

implementation agenda

**IMPLEMENTATION OF
2017 STATE PRIORITIES**

**IMPLEMENTATION
OF KEY REGIONAL
PRIORITIES**

**PROPOSED PRIORITY
PROJECTS**

Implementation of 2017 state priorities

LIFE SCIENCES

Home to the world-renowned Trudeau Institute, a global leader in biomedical research, and a number of growing companies in the field, the North Country is ahead of the curve in advancing the Life Sciences Cluster. Leveraging the region's extensive academic institutions, the North Country has a highly integrated network of education and economic development in the life sciences.

Academic Programs

- ▶ **High School:** Throughout the region, the most popular programs offered by the Board of Cooperative Educational Services (BOCES) are those that focus on entry- and higher-level positions in healthcare professions.
- ▶ **North Country Community College:** An associate's degree in health sciences provides foundational coursework that prepares students to transfer into four-year programs in life-science-related fields including

medical imaging/radiography, medical imaging/ultrasound, medical technology, and medical biotechnology.

- ▶ **St. Lawrence University:** Four-year programs of study directly related to health sciences include biology, chemistry, biochemistry, neuroscience, biology-physics, conservation biology, and environmental studies.
- ▶ **Clarkson University:** Nationally-ranked PhD programs train

researchers in health science fields including biology, biomolecular science, and biomolecular engineering. The University has a robust partnership with Trudeau Institute, which includes collaboration activities to commercialize new technology; shared resources, faculty and researchers in immuno-engineering and biotechnology; and a semester-based program at the Institute for students to take classes and pursue rigorous research in biotechnology and health science.

- ▶ **The Miner Institute** in Chazy is affiliated with SUNY Plattsburgh and conducts agricultural research and offers an academic concentration in dairy management.
- ▶ Many of the **educational institutions** in the region have a rich array of pipeline programs in the Life Sciences Cluster, from the National Science Foundation-sponsored Research Experience for Undergraduates (REU) to internships

in relevant companies, including Bionique and the Trudeau Institute.

- ▶ **These programs recently received national recognition:** Forbes Magazine ranked Clarkson's STEM program 21st nationally; the Princeton Review ranked St. Lawrence University 17th in the country for its science lab facilities; US News and World Report ranked SUNY Canton 23rd, SUNY Potsdam 95th, and Paul Smith's 31st among its Regional Colleges/Universities North.

Facilities

The North Country has an abundance of space ready for development in the Life Sciences Cluster. Four specific locations illustrate the opportunities:

- ▶ The **Trudeau Institute** encompasses 42 acres in Saranac Lake. Facilities include approximately 90,000 square feet of research and support space and 18 on- and off-campus buildings, including housing for faculty and

postdoctoral fellows. In partnership with Clarkson University, the expanding Trudeau Research Network performs research in the areas of infectious disease and provides scientific services and analyses through its contract research organization. Partnership activities have encompassed other New York State institutions outside the North Country and have extended the impact of the Trudeau Institute. The research facility also has lab/office suite space available with access to ABSL, ABSL2 & ABSL3 laboratory levels.

- ▶ The **Northstar Technology Center** in Chazy is a former pharmaceutical facility that is now being redeveloped. It measures 386,060 square feet, with 270,017 square feet of research and development space, and 29 research labs, including 17,722 square feet of wet lab space.
- ▶ The **Harrietstown Business Park** in Saranac Lake already hosts Bionique Testing Laboratories, a local company with worldwide reach. The business

park is adjacent to the Saranac Lake airport with direct connections to Boston. It is close to the Trudeau Institute and easily accessible to major educational institutions in the North Country.

- ▶ **Clarkson University's Shipley Center for Innovation** manages a business incubator in Peyton Hall, one of its former laboratory facilities. Peyton Hall has four wet labs ready for industry use and development, which are approximately 1,200 square feet each. In addition, Clarkson has a number of facilities available for contract use or partnership with industry, including a wide range of analytical chemistry facilities, labs for prosthetics, balance, and occupational therapy, and a zebrafish facility.

Life Sciences Business Development

- ▶ **SterRx**, a 2012 pharmaceutical manufacturing start-up in Plattsburgh, secured a major new contract that will create 60–80 jobs over the next year.
- ▶ **Midway International Logistics** (Watertown) provides warehousing and fulfillment services for a Montreal-based company that extracts high quality antibodies from poultry eggs. Midway then ships these antibodies across the Northeast for use in the biomedical, biotech, and pharmaceutical industries, and in academic research laboratories.
- ▶ **Hemo Medica** (Massena) will create a new pharmaceutical business, purchasing new equipment and a vacant building, upgrading it to a current Good Manufacturing Practices (cGMP) production plant in order to bring new treatments for anemia to market.

2017 Proposed Project

LAB EQUIPMENT UPGRADES

Applicant:

Bionique Testing Laboratories

Bionique specializes in mycoplasma testing of cell lines, vaccines, and other medical products. The project will update existing equipment and add new machines at the Saranac Lake operation. This project supports the Council's strategy to create a Life Sciences Cluster in the Tri-Lakes region of the Adirondacks.

WORKFORCE DEVELOPMENT

Development of the future workforce of the North Country remains a priority. In collaboration with workforce development boards, economic development agencies, educators at all levels, labor organizations, and businesses, the Workforce Development Work Group developed strategies to recruit, retain, and develop a strong workforce. Events and discussions focused on introducing youth to potential career paths, maximizing the impact of the North Country STEM Hub, and incumbent worker training. Highlights from the past year include the following:

- ▶ In July 2017, Clinton Community College launched the Institute for Advanced Manufacturing, made possible through a SUNY 2020 Grant in partnership with Clarkson University and SUNY Plattsburgh.
- ▶ Two regional conferences focused on developing strategies to address the middle-level skills gap.
- ▶ Multiple STEM-focused youth career events were held across the region, including Workforce 2020, Gateways, Career Jam, Career Connect, the annual Manufacturing Day, and Summer STEM camps.
- ▶ MYGPSforSUCCESS.com—a five-year collaboration between BOCES, Workforce Development Boards (WDBs), Jefferson County Economic Development, and WPBS—which features 16 national career clusters, was completed.
- ▶ A new Agriculture Academy was developed through a partnership between Cornell Cooperative Extension of St. Lawrence County and St. Lawrence-Lewis BOCES.
- ▶ A third Pathways in Technology Early College High School (P-TECH), serving Franklin County, opened for the 2016–17 school year.
- ▶ Lt. Governor Kathy Hochul welcomed a capacity audience for ADK PTECH's Town Hall meeting with candidates for local, state, and congressional government positions.
- ▶ The Workforce Development Boards developed a regional apprenticeship policy and coordinated a new apprenticeship class with the International Brotherhood of Electrical Workers (IBEW).

North Country Workforce Development Survey

The North Country's Workforce Work Group surveyed industries and educational institutions in the region to identify skills gaps and the programmatic availability of workforce training opportunities in high schools, community colleges, and universities. The group identified occupations and surveyed businesses within the strategic North Country sectors: transportation, manufacturing, agriculture, and hospitality. With their findings, the group mapped training opportunities within the region.

Observations

- ▶ Employers throughout the North Country often require a small number of employees to fill a need. This supports the need for apprenticeships, on-the-job training, and online training programs.

- ▶ Not all training opportunities are available within all areas or within a realistic commute.
- ▶ Companies are looking for specific training for incumbent workers, either to reinforce present skills or to expand skills and knowledge.
- ▶ Employers are not familiar with training programs and opportunities already offered in the area.
- ▶ Employers throughout the North Country are looking for, and are concerned about, recruiting and retaining skilled workers.
- ▶ The most common observations from all employers focused on the need for professional skills (formally known as soft skills) for entry-level applicants.
- ▶ Employers are projecting a need for middle-skill-level positions.

Challenges

- ▶ In-house and external training opportunities need to be connected.
- ▶ Currently most elementary and high school programs are not incorporating project-based and problem-solving learning techniques in everyday teaching methods.
- ▶ Federal and state budget cuts have limited available training funds.
- ▶ Hosting interns and co-ops requires planning and takes significant work on the part of participating businesses.
- ▶ Employers often cannot complete the apprenticeship training outlines over the required number of years and provide the formalized training requirements. The NYS Department of Labor (DOL) needs to be more engaged in educating employers in order to develop more apprenticeship programs.

- ▶ When required qualifications were reviewed, most companies wanted three to five years of experience.
- ▶ A challenge for employers is retaining and attracting people from outside the area due to the difficulty of often having to offer lower wages than offered in other parts of the country.

Strategies

- ▶ Promote and collaborate with training providers such as CITEC, the Workforce Development Institute (WDI), and colleges and universities to provide core or foundational skills training.
 - ▶ Create opportunities for multiple employers to offer training collectively.
 - ▶ Provide meaningful career exploration opportunities for students to prepare them for in-demand careers.
 - ▶ Create career pathways by partnering high schools, community colleges, colleges, and universities.
- ▶ Support and promote Science, Technology, Engineering & Math (STEM) education and 21st-century skill sets in preschool through high school curricula through project-based learning.
 - ▶ Workforce Development Boards (WDBs), WDI, CITEC, and economic development boards should collaborate on efforts to promote training opportunities.
 - ▶ Employers should provide opportunities for their employees to obtain updated skills. This includes offering apprenticeships.
 - ▶ Employers should expand intern and co-op opportunities for students to develop skills and to gain experience.



ADK P-TECH, Peru, NY

Institute for Advanced Manufacturing,
Plattsburgh, NY



PROJECT PIPELINE IMPLEMENTATION

The North Country Regional Economic Development Council (NCREDC) has an active pipeline process to identify projects for future implementation and potential funding assistance. The Pipeline Committee collects information about projects and initiatives in various stages of development that may be critical to the future economy of the region.

In addition to maintaining its robust partnerships with the North Country Alliance and county industrial development agencies, the council held outreach meetings in each of the seven counties of the region during 2017 with the goal of building a strong pipeline for this and future years. Working with county economic development agencies, small groups of viable potential project applicants were identified. The discussion-style events included an overview of the CFA process and comments by former applicants. The goal of the sessions was to help potential applicants better understand

the process, prepare fundable applications, and identify resources that can provide assistance with the process.

More than 40 businesses and developers participated in the meetings and as a result, 15 submitted CFAs this year and 6 plan to submit CFAs next year.

▶ **PIPELINE PROJECTS IDENTIFIED TO DATE:** 126

▶ **PIPELINE PROJECTS SUCCESSFULLY APPROVED FOR CFA AWARDS:** 38

Partners:

- ▶ North Country Alliance, a regional organization of more than 45 members including private businesses and economic development agencies
- ▶ Industrial Development Agencies from all seven counties in the region

REGIONAL CLUSTER PLANS

Two years ago, the North Country coalesced around its diverse, dynamic Transportation Equipment & Aerospace (TE&A) Cluster as a top opportunity for fostering regional growth in advanced manufacturing, with the goal of working collaboratively to maximize the cluster's productivity and expansion through various support strategies, and also to tap the power of the cluster to attract additional companies and investments.

With expansions and the arrival of several new cluster companies over the last two years, the North Country now hosts 50 TE&A companies. More than 8,100 people are employed directly and indirectly by the transportation equipment, aerospace, and advanced materials industries in the region. From Bombardier and Volvo (Nova Bus and Prevost) in Plattsburgh to Hi-Lite Airfield Services in Watertown, existing companies are investing and modernizing, positioning themselves for global competitiveness and growth. And from Norsk Titanium to

emerging ventures being incubated through our Innovation Hot Spot at Clarkson University, the North Country is becoming globally recognized as a rapidly emerging hub for innovation and technology in the TE&A sector.

As the North Country enters the third phase of a 20-year strategy that previously developed the region's role in rail and road equipment, Norsk Titanium has become a centerpiece for the region's advancing TE&A Cluster and its claim to a globally important role in aerospace. Thanks for this advancement is due to Governor Andrew Cuomo, who in recognizing the potential of our TE&A Cluster, also supported creation of the new Institute for Advanced Manufacturing (IAM) at Clinton Community College, where classes began in the fall 2017 semester. The \$12.7 million project provides flexible support of regional manufacturing, with an emphasis on the TE&A Cluster and featuring creative partnerships with Clarkson and others.

Significantly, the cluster continues to feature a diverse presence in every one of the region's seven counties, with new players and innovations across the North Country. With continued focus and state partnership, the next two years will be extraordinary, from the full completion of the Norsk Titanium project and the attraction of several new companies that are now actively in the pipeline, to engagement in emerging technologies such as electric buses.

2017 Proposed Projects

EQUIPMENT UPGRADES

Applicant: **MetalCraft Marine**

New equipment for the production of boats at Metalcraft Marine in Cape Vincent. This project will bring previously outsourced activity back to the Jefferson County operation, improving efficiency, productivity, and quality control.

REGIONAL HOT SPOTS

The North Country's Innovation Hot Spot has been involved in the creation of 39 new companies. In addition to the start-ups, 13 companies have expanded or added new products, thanks to the help of the North Country's Hot Spot program. These companies have created 70 new jobs and retained 14. Most recently they have heightened focus on high school students to expand the critical mass of

projects and engage a larger portion of the regional population.

In the 2016–17 fiscal year, the Hot Spot has facilitated 106 entrepreneurship projects. Part of this success is due to a new partnership formed in Saratoga Springs. In March 2017, the Hot Spot launched “SPARK Saratoga” in conjunction with Saratoga Economic Development

Corporation, resulting in 17 projects as of July 2017. The Damon Hall Advanced Manufacturing Incubator/Accelerator was launched in March 2017 and after renovations to a building that was vacant for 22 years, now has 22,000 square feet of new space available for startup companies. One advanced manufacturing company, LC Drives, is already operating in the space.

OPPORTUNITY AGENDA

In 2016, the Regional Council invested more than \$2.25 million in eight Opportunity Agenda (OA) projects, six of which were designated as priority projects. In addition to being identified as regionally significant, five of these projects will promote veterans' participation in the workforce, and three of the projects will

advance downtown revitalization. Seven of the eight OA projects are on schedule and will provide job opportunities to residents in economically distressed communities. Round 6 award amounts span from \$17,000 to more than \$1.2 million, and are directed to four of the seven counties that represent the North Country. Of these

funds totaling \$1.84 million, 82 percent are invested in projects located in St. Lawrence County, which is consistently challenged by one of the highest unemployment rates in the state outside of New York City. A table detailing last year's Opportunity Agenda awards and their current status follows:

Status of Opportunity Agenda (OA) Projects Funded in the North Country in 2016

CFA #	PRIORITY PROJECT	COUNTY	APPLICANT	PROJECT	DESCRIPTION	AGENCY	AWARD	INITIATIVE	STATUS
65877	Yes	Jefferson	Jefferson Rehabilitation Center	UV Flatbed Printer	Jefferson Rehabilitation Center will purchase a UV flatbed printer to replace its current silkscreen technology, providing more production capability and better quality. This new technology will allow Production Unlimited to create many new promotional and personal products for customers on expanded media other than vinyl.	ESD Grants	\$17,000	OA/Vet	Green
66919	Yes	Lewis	Omniafiltra, LLC	Omniafiltra Capital	Omniafiltra will launch a 2017 Capital Investment Program to replace and upgrade aging equipment to improve productivity and reduce energy expense. New equipment purchases will include a hydraulic slice control, lathe, saturator gas dryer, paper machine rolls, and VF drives for existing paper machines.	ESD Grants	\$70,000	OA/Vet	Green
67264	Yes	Lewis	Zehr's Flowers and Landscaping	Building Expansion	Zehr's Flowers and Landscaping will construct a new facility to house its expanding garden and commercial landscaping center.	ESD Grants	\$54,000	OA/Vet	Green
68666		St. Lawrence	Confluent Energies, Inc.	CEI Greenhouses	CEI will establish 40 acres of greenhouses in Ogdensburg to grow leafy green vegetables using a hydroponic system. The produce will be sold to the market reachable by truck within 24 hours of the facilities.	ESD Grants	\$1,220,000	OA/Vet/GNY	Green
66459	Yes	St. Lawrence	Jeffords Steel and Specialty Company, Inc.	Jeffords Steel Expansion	Jeffords Steel will expand its fabrication and manufacturing facility in Potsdam. The new space will allow for greater capacity, higher levels of output, and creation of sustainable employment opportunities for the area.	ESD Grants	\$300,000	OA/Vet/ Downtown	Green
65450	Yes	St. Lawrence	North Country Children's Museum	Interactive Exhibit Development	North Country Children's Museum will revitalize an unoccupied building in Potsdam's historic downtown district to establish a permanent cultural and educational center for the organization.	ESD Grants	\$120,000	OA/ Downtown	Green
65529		St. Lawrence	Village of Canton	Village of Canton Microenterprise Program	Funds will be used to assist in the establishment of a Microenterprise Program.	HCR CDBG ME	\$200,000	OA/ Downtown	Green
67715	Yes	Clinton	SSF Production, LLC	Extrusion Line Addition	SSF Productions, LLC will add an extrusion line to its manufacturing facility in order to meet market demands for production of acoustic ceiling tiles.	ESD Grants	\$275,000	OA/Vet/GNY	Black
TOTAL INVESTMENT							\$2,256,000		

Throughout the region, other activities advanced to remove barriers that impede North Country residents in their journey out of poverty into active employment:

- ▶ The St. Lawrence County Community Development Program, in conjunction with SeaComm Credit Union, held workshops to help community members build personal finance skills.
- ▶ The Watertown Urban Mission, Community Action Planning Council, and Volunteer Transportation Center—with funding through Watertown Empire State Poverty Reduction Initiative—offered a new program called, “Getting Ahead in a Just Gettin’ by World,” to help participants chart their own paths out of poverty.
- ▶ Partners in Transition, a new agency hosted at OneWorkSource in Plattsburgh, is working in partnership with ACCES-VR and the Office for People with Developmental Disabilities to provide work-readiness training, job development, and mentorship to people with disabilities.
- ▶ The St. Lawrence County Community Development Program’s Head Start program converted four classrooms to full-day schedules. The program is also assisting families with the expense of childcare.
- ▶ North Country Community College and Paul Smith’s College announced an agreement that will allow NCCC graduates with associate’s degrees to finish their bachelor’s degrees at a discounted tuition rate, thus reducing the financial barrier to earning a four-year degree.
- ▶ The Watertown Empire State Poverty Reduction Initiative increased funding for the Watertown Urban Mission’s Wheels to Work program, which helps cover auto maintenance and repair costs for underprivileged workers.
- ▶ The Franklin County Plattsburgh Commuter Service—a partnership of Franklin County, NYSDOT, and the Association of Senior Citizens in Franklin County—provides workers with daily round-trip transportation to Plattsburgh-area manufacturers, connecting unemployed individuals in Franklin County with jobs.
- ▶ Watertown will receive approximately \$435,000 to upgrade and enhance the city’s bus and paratransit services through the NYS Public Transportation Modernization and Enhancement program.
- ▶ A new Jefferson Community College Connector Route provides daily bus service for students and residents from seven Lewis County communities to the college and greater Watertown area.

Progress

In March 2017, the Region's unemployment rate was 6.7 percent which was 30 basis points below the March 2016 rate of 7.0 percent. Similarly, in November 2016, the region's unemployment rate was 5.6 percent, or 40 basis points lower than a year before. (The North Country economy is seasonally cyclical with typical 300-basis-point swings between summer and winter.)

These unemployment rate decreases correlate to increases in annual wages. Between 2015 and 2016 the average private sector wage in the North Country grew 3.03 percent. Sectors targeted by the NCREDC saw even higher wage growth.

VETERANS' PARTICIPATION IN THE WORKFORCE

Fort Drum drives the regional economy in many ways and the 300 soldiers that transition out of military service each month demand important programs

to assist in integrating them into our workforce. Our educational and economic development agencies are focused on the programs which are summarized here.

PROGRAM	HOST	DESCRIPTION
Soldier for Life/ Transition Assistance Program	Fort Drum	Career planning, educational assistance, training, and more
Job Fairs	Workforce Development Boards	Regular and recurring events at the Fort or at an employer
Job Placement Case Services	USO-Fort Drum	National nonprofit agency
Boots to Business Entrepreneurship	Small Business Development Center	Two-day training class
Skill Specific Training	Educational institutions and WDBs	Solar and other renewable energy; manufacturing production technician
Business Internships	Private businesses	Business partners with Soldier For Life program

LOCAL GOVERNMENT ENGAGEMENT

Local governments continue to be key partners for the North Country Regional Economic Development Council (NCREDC). Our region's distributed population and small-town lifestyle make the leadership of our towns, villages, counties, and small cities integral to community and economic development. Local government officials are very knowledgeable and connected to the area's community and business leaders

because they are friends and neighbors.

In 2017 the NCREDC engaged local governments through both work groups and public forums. Each work group includes many local officials, and attendees at the public forums held in each of the seven counties included many from town, village, city, and county government. Additionally, each county held Project Pipeline meetings that, in

total, generated 86 attendees, 14 of whom had local government affiliations. In support of a new strategy designed to attract international sporting events to the region, several elected officials and community leaders participated in trips to Almaty, Kazakhstan, and Taipei, Taiwan, as part of a mission to secure international sporting events for the region.



DOWNTOWN REVITALIZATION INITIATIVE

Plattsburgh Downtown Revitalization Initiative (DRI) Progress

Working with state agencies and the North Country Regional Economic Development Council, the City of Plattsburgh, NCREDC's first Downtown Revitalization Initiative community, has built a strategic investment plan that identifies catalytic downtown projects consistent with the initiative's goals.

The City of Plattsburgh's projects, identified and prioritized through a public planning process include:

- ▶ **Durkee Street Mixed-Use Development:** Redevelop the centrally-located Durkee Street parking lot, increase residential and commercial activity, return the site to the tax rolls, and better connect the historic downtown with the waterfront. Development of the site will be accomplished through a public-private partnership, and

may include approximately 45 residential units and almost 47,000 square feet of commercial space that will complement the character of downtown Plattsburgh.

- ▶ **Food Incubator:** Create a small, "pop-up" or temporary kitchen and retail space connected to the resources and business expertise of the North Country Food Co-Op. The incubator will support new or growing prepared food businesses downtown.
- ▶ **Shared Commercial Kitchen:** Create a commercial kitchen space to support Plattsburgh's small food businesses and professionals to cook, process, and package food and bakery products.
- ▶ **Enhance Riverfront Amenities:** Improve riverfront access at key points to strengthen the connection to downtown, increase recreational opportunities, and highlight Plattsburgh's natural assets.

Improvements will include the creation of a continuous Riverfront Walk, upgrades to MacDonough Park, creation of a new overlook, and a kayak launch.

- ▶ **Dock Street Waterfront District:** A request for proposals will be issued to invite developers to propose new uses for the Dock Street Waterfront District that will connect residents and visitors to the waterfront with the city's historic core.
- ▶ **Downtown Streetscape Improvements:** Improve the downtown streetscape and pedestrian experience with investments to five key streets and walkable areas, development of protected pedestrian and bike access on Veteran's Memorial Bridge, which connects downtown Plattsburgh to neighborhoods, and transformation of an underutilized open space into a downtown park.

- ▶ **Fund for Downtown Residential, Retail and Hotel Improvements:** Provide a grant fund to incentivize downtown development and rehabilitation. Grants will be targeted at upper floor residential and commercial/hotel development, façade improvements, retail space redevelopment, and small business support.
- ▶ **Advance the Art & Innovation Studio:** Develop an Art & Innovation Studio at the Strand Cultural Center. Provide the physical space for students, creative entrepreneurs, and other community members. Install equipment and software that will encourage experimentation and support educational programming.
- ▶ **Marketing, Branding & Signage Strategy:** Targeted downtown marketing will strengthen Downtown Plattsburgh's identity and visibility, and improved wayfinding and signage will draw attention to historic and cultural assets, as well as visitor amenities.

- ▶ **Strand Center Capital Improvements, Marketing & Branding:** Fund capital improvements at the Strand Center Theatre, and support strategic marketing and advertising efforts. The Strand Center Theatre attracts visitors to downtown Plattsburgh with live performances. Completing restoration of the historic theater and support for marketing will increase the number of annual visitors.

Support for DRI Plans Across the Region

The North Country's focus on engaging communities in downtown revitalization has resulted in many projects throughout the region. In 2016, the design of Saranac River Trail Greenway - Blue Trails Extension was completed, a project which will connect downtown Plattsburgh with the SUNY Plattsburgh campus. Also designed in 2016, a bandshell and site improvements for Flanders Performance Park in Tupper Lake to create event space on Raquette Pond. In the Village of Canton, the Grasse River Heritage Area

Development Corporation completed the Willow Island Sculpture Park in the fall of 2016. The Village of Canton has since initiated its Riverside Renaissance project to create a whitewater kayak park pedestrian walkway. In addition to these investments, 19 downtown projects worth over \$8 million were funded in the 2016 CFA round.

2017 Proposed Projects

27 BROADWAY RENOVATIONS

Applicant: Chicota Inc.

Restoration of a derelict building to create a "food vacation" destination in downtown Saranac Lake

Round VI Downtown Revitalization Projects

BUSINESS NAME	PROJECT NAME	AWARD
Village of Potsdam	Water Pollution Control Facility Improvement Project	\$750,000
Town of Elizabethtown	Revitalize Elizabethtown	\$500,000
Clinton County	Regional Waterfront Program 2016: Downtown Revitalization and Resiliency in the North Country	\$1,430,000
Central Adirondack Partnership	Woods Inn Development Expansion	\$174,000
Town of Crown Point	Basic Infrastructure for a Sustainable Main Street	\$597,414
Forever Wild Beverage Co.	Value-Added Equipment Purchase	\$18,000
Adirondack Architectural Heritage (AARCH)	Keeseville Waterfront Park	\$281,000
North Country Children's Museum	Interactive Exhibit Development	\$120,000
Village of Canton	Village of Canton Municipal Infrastructure Extension Maple Hill	\$235,000
Village of Canton	Canton Microenterprise	\$200,000
City of Watertown	Watertown Downtown Revitalization Plan	\$50,000
Jeffords Steel and Engineering Company	JSE Potsdam Facility Expansion	\$300,000
Purcell Construction	Lincoln Building Revitalization Project	\$450,000
Town of North Elba	Mirror Lake Drive/Mt. Whitney Road Drainage Improvements	\$420,000
LC Drives	LC Drives Expansion	\$500,000
Village of Saranac Lake	Saranac Lake Arts Master Plan	\$49,500
Tupper Lake Crossroads LLC	Tupper Lake Crossroads Hotel	\$2,000,000
City of Ogdensburg	Oswegatchie Blueway Trail Signage Master Plan	\$50,000

Implementation of key regional priorities

TOURISM

Strategy

Develop and implement tools to attract private hospitality investment, which will drive demand to revitalize and diversify communities and create a climate that will allow entrepreneurs to flourish.

The North Country is leveraging tourism to revitalize its communities and create the fastest growing export sector in the region. Progress has been made on many fronts with this strategy in the last year, in many cases attracting state resources that then leverage private investment. In other instances, the state recognized a need that clearly fits with the strategy and paves the way for future action. Many of the projects have provided new visitor facilities or attractions that enhance communities and lay the foundation for private investment in lodging and visitor-

oriented retail facilities. Highlights of regional tourism priorities follow:

- ▶ In January, the state announced a \$32 million investment to transform the former North Hudson theme park known as Frontier Town into a visitor's center and recreation hub, and to spark more private investment in the venture. The development, which will function as a "Gateway to the Adirondacks," will include recreational facilities and other visitor attractions. A Request for Proposals to

develop the site has been issued and developers will have the opportunity to illustrate their vision for the site. One local business, Paradox Brewery, has announced a \$2.7 million production facility investment at the site, which will create 22 new jobs.

- ▶ Up to \$20 million will be invested in major upgrades to two key winter visitor attractions: Whiteface Mountain and Gore Mountain ski resorts. This investment, announced by the Governor in January, represents the first major upgrade at both facilities in 30 years. At Whiteface, one of the longest zip lines in North America will be built and the longest mountain coaster in the United States will be installed along with an expansion of dining and parking facilities.
- ▶ More than \$1.4 million in improvements were completed in July by the New York Power Authority at Island View Park, a recreation and boating facility in the Village of Waddington on the St. Lawrence River.

The new facilities significantly enhance Waddington's visitor offerings and provide many more opportunities for the community to host events that will attract visitors.

- ▶ The Minna Anthony Common Nature Center on Wellesley Island in the 1000 Islands has received \$200,000 in private funding toward a \$1.62 million renovation, and additional private funding is pending.
- ▶ The state announced last October that a new North Country Welcome Center will be built in the 1000 Islands, operating year round and including regional historical information and interactive tourism kiosks.
- ▶ In Massena's Robert Moses State Park, the Eugene L. Nicandri Nature Center opened in May, featuring year-round indoor and outdoor facilities. Educational exhibits focus on the ecology of the St. Lawrence River and feature live animals and in-water displays.

- ▶ The state's support of the craft beverage and local foods industries is encouraging on-going private investments in new enterprises. St. Lawrence Spirits opened a distillery, farm-to-table restaurant, and inn on the site of a vacant waterfront estate near Clayton. Whitecaps Winery opened on the shore of Lake Ontario's Chaumont Bay. Cape Vincent Brewing Company opened in a renovated building in downtown Cape Vincent. With help from the Restore NY program, renovations are under way to turn a vacant Crown Point property into War Canoe Spirits. Murray's Fools Distillery will soon be opening a tasting room in Altona.

With a Market NY grant, the Wild Center in Tupper Lake conducted an extensive study focused on and titled, "Marketing the Adirondacks to Millennials." Working with others in the regional tourism and hospitality industry, the center created a guidebook outlining the specifics of attracting the millennial generation to



Snow Ridge Resort, Turin, NY

2017 Proposed Projects

TUBING CENTER AND ICE RINK

Applicant: Snow Ridge Resort LLC

Upgrades to the ski learning center, creation of a tubing center and ice rink, and purchase of a trail groomer at the Snow Ridge Resort in Turin.

WINERY EXPANSION

Applicant: Busted Grapes

Construction of an events and tasting barn, and purchase of bottling equipment to increase production capacity at the Busted Grapes Winery in Black River.

LAKE ST. LAWRENCE RESORT EVENT CENTER

Applicant: GoCo Ventures LLC Ventures LLC

Phase one of a new riverfront development with an event center, luxury cabins, boats, bikes, paddle boards, and infrastructure for future improvements in Massena.

ADIRONDACK PUBLIC OBSERVATORY ASTRO-SCIENCE CENTER, PHASE 3

Applicant: Adirondack Public Observatory

Architectural and engineering design work for construction of an Astro-Science Center on the site of the Adirondack Public Observatory in Tupper Lake.

WAR CANOE SPIRITS DISTILLERY

Applicant: War Canoe Spirits LLC

Development of a vacant historic sawmill in Crown Point for the manufacture of liquors and hard ciders by the distillery, with plans for an on-site tasting room, retail store, and event space.

the region. The simple, easy-to-read and follow guide explains how to use social and traditional media to attract this target group, what millennials are looking for, and how they find their travel information. The findings were presented at the annual Empire State Tourism Conference in Lake Placid in early 2017. Several hospitality-related businesses have already implemented some of the strategies in the guidebook:

- ▶ With millennials, it's all about the traveling "experience" and the ability to share that experience. To more accurately reflect its identity today and to reach this new generation of tourists, the Adirondack Museum changed its name to Adirondack Experience, The Museum on Blue Mountain Lake, and launched a refreshed marketing campaign and a new exhibit. "Life in the Adirondacks" is a 19,000-square-foot interactive experience that serves as every visitor's starting point. The exhibit combines the latest digital

technology with real, hands-on experiences to deliver the kind of shareable museum experience that today's visitors are seeking.

- ▶ The Wild Center in Tupper Lake debuted a new feature this summer that is the first of its kind in the world. iForest is an immersive art installation, designed to provide visitors with a novel way of experiencing nature. Twenty-four hidden speakers are arranged around a 1,000-foot loop in the woods, with each speaker playing specific segments of music created specifically for this space in the Adirondack forest.

Lodging Task Force

Lodging is the single largest factor in expanding and sustaining a successful tourism industry. Visitors spend the most money on lodging and it is the aspect of their trip that most will secure first. Since the start of the Regional Council process, the North Country has made a priority of putting tools in place to attract the

modern lodging infrastructure that is key to moving the region's tourism industry forward. The region has leveraged several state awards to attract private lodging investment.

In 2015, Empire State Development augmented the NCREDC's Transformational Community Tourism Revolving Loan Fund with \$3 million. The fund was created in 2012 to provide low-interest loans targeted at hospitality and tourism investment. Administered by the Development Authority of the North Country, \$197,000 was committed over the last year, leveraging \$1.96 million in private investment for the purchase and rehabilitation of three hotels in Lake Placid and Wilmington.

This year the Regional Council created a Lodging Task Force to examine issues surrounding the attraction of high-quality lodging. The task force was comprised of tourism industry professionals, lodging owners, and economic developers. The goal of the group was to create a model for successful lodging development that

can be replicated to drive sustainable private sector investment. The group also was tasked with identifying local, regional, state, and federal incentives that could be used to update the regional lodging stock.

The group did an in-depth investigation on lodging Return on Investment (ROI) in the region, relying on the expertise of lodging owners, and analyzed potential methods of making ROI more attractive through incentives.

A significant portion of the task force's work was a step-by-step examination of the process involved in securing the 1000 Islands Harbor Hotel project in Clayton. This project could serve as a

model for communities with similar circumstances and the detailed process was documented from beginning to end, including key partnerships and local government activities and action items.

As a result of their work, the Lodging Task Force made the following recommendations to the North Country Regional Council:

- ▶ Make changes to current financial incentives, including a waiver to the current 40 percent cap on the Transformational Community Tourism Revolving Loan Fund.
- ▶ Conduct a lodging feasibility and

market analysis study to provide better information to potential investors.

- ▶ Focus on a small number of communities to collaboratively and comprehensively work toward a transformational lodging investment.
- ▶ Provide additional support to assist potential investors in maximizing the local, state, and federal programs currently available.
- ▶ Develop two Strategic Destination Plans, one for the 1000 Islands and one for the Adirondacks, and develop a marketing and sales program to solicit lodging investment.



HOTEL SARANAC, SARANAC LAKE, NY



Adirondack Experience, Blue Mountain Lake, NY

2017 Proposed Projects

BLUE MOUNTAIN LAKE DESTINATION LODGING

Applicant: Schroon Realty LLC

The Adirondack Experience in Blue Mountain Lake is undergoing a major renovation, restoration, expansion, and rebranding. Construction of an Adirondack-style hotel in the Village will help the museum attract new visitors and bring new customers to other businesses in the area.

PLATTSBURGH INTERNATIONAL AIRPORT HOTEL

Applicant: Prime Plattsburgh Hotel, LLC

An 80-room hotel adjacent to Plattsburgh International Airport will support the recently completed expansion of the passenger terminal and addition of U.S. Customs services for international travelers. This private-sector project will enhance the public investment made at the airport.

NORTH CREEK-INDIAN LAKE HUT-TO-HUT CIRCUIT LODGING

Applicant: Adirondack Hamlets to Huts, Inc.

Small communities in the Adirondack Park are utilizing the Hut-to-Hut concept to encourage multiple-day visits to the region. Two new additions to the route at King's Flow and Indian Lake are proposed this year. Other Hut-to-Hut lodges on the North Creek-Indian Lake circuit have received support through the CFA process in the past.



Plattsburgh International Airport,
Plattsburgh, NY

GLOBAL SPORTS

New Strategy

Strengthen the North Country's global sports brand by attracting international sporting events that will stimulate private investment and job growth and spark the refurbishment of sports and hospitality facilities.

Lake Placid was selected to host the 2019 International Children's Winter Games

Olympic heritage and global sporting competition are the cornerstones of the region's identity. The North Country's Olympic facilities and other sporting assets attract international sporting events that bring the world's elite athletes to compete and train in the region. In the Upstate Revitalization Initiative (URI) strategy, the council outlined a plan to use these assets to attract a third Olympic Winter Games. In the course of the examination of a potential bid, it became clear that there are a number of other international sporting competitions that are within more immediate reach and which could serve as a catalyst for sports tourism development and address the infrastructure needs required for ongoing economic gain. Because of the significant potential that these events offer and the significant interest generated in the region on the part of the international sports community, the North Country Regional Council added a regional strategy specifically addressing this opportunity.

Although this is a new strategy, key progress has been made already:

- ▶ Lake Placid was selected in July to host the 2019 International Children's Winter Games, which are recognized by the International Olympic Committee and attract athletes between the ages of 12 and 15 and their families. The event is expected to attract thousands of athletes, volunteers, coaches, and family members from at least 50 cities around the world. This is the first time it will be hosted on U.S. soil. The multi-sport event will provide an opportunity for the region to strengthen its global sports brand and position it to host other international sporting events.
- ▶ Lake Placid was chosen in July 2017 to host the 2021 Bobsled and Skeleton World Championships, beating out St. Moritz, Switzerland, for the honor of hosting the competition. This will be the last world championship race

before the Beijing Olympic Winter Games and as such, will be closely observed by the world.

- ▶ Lake Placid and the Olympic Regional Development Authority (ORDA) are actively exploring the possibility of submitting a bid to host the 2021 Special Olympics World Winter Games. A committee of the Special Olympics will make a pre-site visit to the region in September 2017.
- ▶ The North Country will be submitting a bid to host the 2023 International University Sports Federation's (FISU) Winter Universiade. The event attracts over 2,500 university-level athletes from more than 600 universities around the globe for a dozen competition days, and garners worldwide media attention. A delegation of North Country representatives traveled to Almaty, Kazakhstan, to scout the 2017 event and meet with FISU officials

to talk about the bid process and requirements for hosting an event. In June, FISU representatives visited the sporting venues in Lake Placid. In August, a group of regional representatives traveled to Taipei, Taiwan, to make a presentation to the FISU executive committee, introducing the committee's global members to the Lake Placid region, its history as an international sports destination, and its outstanding potential as a Winter Universiade site. The North Country's interest in hosting the Universiade has already attracted major-market media interest, with the FISU visit covered by the Washington Post and New York Times, as well as international media. Hosting these games will have a significant long-term economic impact on the region, confirming Lake Placid's brand as a global sports destination and bolstering the region's reputation as a sports tourism destination for recreational and competitive athletes. There is an academic component to

the games, which will be supported by the 11 North Country higher education institutions and the Wild Center in Tupper Lake.

- ▶ In the spring, construction began on a new, 41,000-square-foot, state-of-the-art sports fitness center adjacent to the Olympic Training Center in Lake Placid. The Adirondack Health facility will offer emergency care, primary care, and sports medicine. Its developers envision high levels of collaboration between the sports fitness and Olympic Training Centers, with opportunities for beneficial research in the areas of exercise physiology and physiological testing that will help improve athletic performance. The purpose of siting this facility in such close proximity to the Olympic Training Center is to provide state-of-the-art performance enhancement and physical rehabilitation services, as recognized by the U.S. Olympic Committee.

MANUFACTURING

Strategies

Expand the North Country's role as an international Center of Excellence for Transportation and Aerospace Production.

Focus on business retention and expansion for existing large manufacturers to ensure their long-term viability.

Leverage the North Country's unique relationship with Canada, from tourism to direct foreign investment, to grow as a center for international business and enterprise.

Results don't lie. In the North Country's case, results validate the region's complementary strategies to focus on the Transportation Equipment Manufacturing Cluster and to leverage the area's proximity to Canada as a means of attracting foreign direct investment (FDI). Of more than 30 North Country manufacturers experiencing growth and innovation this past year, 22 are foreign owned, and 16 of those are Canadian. The remaining six are German, Norwegian, and Swedish. Further evidence of the North Country's success is that Plattsburgh was recognized by fDi Magazine as being among the Top 10 Micropolitan "Cities of the Future" in North and South America. The city ranked #2 for Economic Potential, and #3 for FDI strategy.

At the same time the North Country attracts FDI, the region also continues to expand into the global marketplace with several companies—both foreign and domestic—that are undertaking projects

to increase production capacity and grow their exports. Those projects are highlighted further below.

Transportation Equipment Cluster

A key factor in the growth of the Transportation Equipment Manufacturing Cluster has been the formation of the North American Center of Excellence for Transportation Equipment (NAMTrans), which was developed as a platform for collaboration among the region's cluster companies and institutions, and for guiding cluster support activities. NAMTrans signed an historic Partnership Agreement in 2017 with Aero Montreal, the Aerospace Cluster organization in Quebec. This step continues the momentum of strategic exchanges begun under an earlier agreement with the Quebec Ground Transportation Cluster. In July 2017, NAMTrans secured Rural Development funding through the U.S. Department of Agriculture to hire a full-

time professional director for NAMTrans and to begin several support programs related to workforce development, talent recruitment, and supply chains. Clarkson University's Center for Advanced Materials Processing is also supportive of this cluster, doing research and development work for several of the region's transportation equipment manufacturers.

- ▶ A key success story in this sector is the Norwegian company, **Norsk Titanium**. The company makes titanium parts for the aerospace industry and will create more than 400 new jobs over the next five years. To date, Norsk has hired 40 people and is already operating three production lines in temporary quarters while it constructs its new facility in Plattsburgh. Already in 2017, the company announced it would increase production capacity at the Plattsburgh plant by 60 percent above what was originally projected with the addition of 12 new machines.
- ▶ **Nova Bus** announced a collaborative agreement with ABB, an international leader in energy and automation, to deliver electric bus charging technology in North America. The technology will be used at Nova's Plattsburgh assembly facility. A demo e-bus and the charging infrastructure will be traveling across the United States this fall to demonstrate how electrification of urban transit systems can be achieved. ABB's fast-charging system can charge a bus in three-to-four minutes.
- ▶ **Prevost Car**, a subsidiary of Volvo Group that manufactures premium passenger coaches in Plattsburgh, was awarded a contract with Greyhound Lines in 2017 for up to 360 motor coaches. This is the largest contract the Plattsburgh facility has ever received.
- ▶ In Watertown, a new test lab at German-owned **New York Air Brake (NYAB)** is now complete and fully operational. NYAB produces braking and train control systems, and is the largest manufacturer of air brakes in the world.
- ▶ **Knowlton Technologies** (Watertown), which produces automotive and aircraft components among other advanced materials, added an additional 30 jobs over the past year to support growth in sales and production. The company now employs 150 people and is still hiring.
- ▶ **Stature Electric** (Watertown) is wrapping up a \$3 million project to install a new value-added production line, with most of the equipment already operational. The company designs and manufactures motors for motion-control products in the commercial, industrial, transportation, aerospace, and defense markets. The new line will improve the company's global competitiveness and retain its 55-job facility in Watertown.

- ▶ **LC Drives, LLC**, the recipient of two CFA awards, moved its operation into Clarkson University's Damon Hall Advanced Manufacturing Incubator/ Accelerator in Potsdam. The company has created eight new jobs and expects to bring one of its innovatively designed electric motors to full production by the end of 2017. The company's motors will advance the use of hybrid engine technology in public transit buses.
- ▶ **B3CG**, a wiring harness manufacturer and supplier to Nova Bus and Prevost Car, moved into a larger facility in 2017 and will add nearly 100 jobs over the next five years.

- ▶ **Imeco**, another wiring harness and cable supplier to this sector, also moved into a larger facility to accommodate growth, and has created additional jobs.
- ▶ **Plastitel**, a thermoplastic manufacturer and Nova Bus/Prevost supplier, completed a 5,000-square-foot addition to its original 15,000-square-foot facility in late 2016, allowing it to double production capacity.
- ▶ **Prelco**, a START-UP NY company and specialty glass manufacturer for the transportation industry, opened a new plant in Rouses Point, creating six jobs.
- ▶ **B3CG, Imeco, Plastitel, and Prelco** all are Canadian-owned companies, continuing the momentum of foreign direct investment growth in this sector since the implementation of the North Country's regional strategy.

Additional Job Creation Highlights in the Manufacturing Sector

- ▶ **Kingston Pharma** expanded operations in Massena and added 25 new jobs.
- ▶ Canadian-owned **North American Tapes**, a 2014 priority project, has filled 11 of the projected 15 jobs associated with its CFA-funded project. The equipment expected to double their production capacity is slated for delivery and installation in September 2017.
- ▶ **BlastBoss, Inc.**, a cross-border shipping and warehousing operation, acquired the former Corning warehouse in Ogdensburg and created five new jobs.
- ▶ Plattsburgh-based **Northern Culinary**, a leading high-end food manufacturer, invested in capital upgrades and doubled employment to more than 100 over the last year.

Plattsburgh was recognized by fDi Magazine as being among the Top 10 Micropolitan "Cities of the Future" in North and South America. And ranked...

#2
for
Economic
Potential

- ▶ **Current Applications, Inc.**, (Watertown) continues to grow steadily, adding 5 jobs in the last year, bringing total employment up to 57. The company produces custom electric motors for use in a variety of applications, including power tools, welders, pumps, winches, and other high-performance custom commercial applications. In 2016, the company acquired a Pennsylvania-based manufacturer of specialized transfer pumps for the chemical industry, and then moved that value-added production to its Watertown facility.
- ▶ Another German company, **Schluter Systems** of Plattsburgh, built a new 45,000-square-foot manufacturing facility to produce thin-set mortar for use with its tile and stone installation system, and is now constructing a 213,300-square-foot expansion to an existing warehouse. The new manufacturing operation currently employs 399 people and the warehouse will add an additional 22 jobs when complete.
- ▶ **MTL Cool**, a Canadian manufacturer of point-of-sale coolers and freezers, opened a warehouse and distribution facility in Plattsburgh in 2016 in order to better reach its U.S. client base, creating four new jobs, with plans to add more as the business grows. The company's clients include Dannon, Safeway, General Mills, Unilever, and Kroger.
- ▶ The **Jefferson Rehabilitation Center's (JRC)** subsidiary, Production Unlimited, which also assembles train brake repair kits for New York Air Brake, has completed its move into a larger facility and the installation of its new substrate printer, funded by a 2016 CFA award. JRC provides a unique opportunity for the developmentally disabled, disabled veterans, and others to become productive members of the economy. JRC has added one of the two new jobs to be created by this project.
- ▶ **New York Power Tools, Inc.**, a subsidiary of Jean-Claude Cayer Enterprises LTD in Limoges, Ontario, moved its power tools distribution facility into the Massena Industrial Park and created two new jobs. **Swift Optical, LLC**, another Canadian-owned company in Massena, added two jobs as it continued renovations and improvements to its U.S. eyeglass distribution facility.
- ▶ Two Ottawa-based companies, **Canexsys Networks, Inc.**, and **Flexus Electronics**, have begun operations in the Ogdensburg Commerce Park. Canexsys, which produces high-speed internet components, currently employs 15 people with a projected total of 25. Flexus Electronics produces wiring harnesses, cables, and electro-mechanical assemblies for the telecommunications, transportation, and medical equipment industries. To date, the company has filled 6 of 15 anticipated jobs.

More Jobs on the Way

- ▶ German-based **Roth Industries** has completed the construction portion of its \$6.9 million expansion project—a 27,000-square-foot addition to its Watertown facility. The company is now installing the process support equipment in preparation for the arrival of a new blow molder in mid-October 2017. The new line should be operational by late December, supporting the anticipated creation of 13 new jobs.
- ▶ **Jeffords Steel and Engineering Company**, a 2016 CFA awardee, has completed necessary architectural and engineering work and is now preparing to construct a 7,200-square-foot addition to its structural steel fabrication facility in Potsdam. The project will add 10 new jobs.
- ▶ **Curran Renewable Energy, LLC**, worked with the NYS Pollution Prevention Institute to assess potential new uses and markets for

its kiln wood ash (a byproduct of its production process). The results will guide the company in marketing this kiln wood ash, an endeavor which the company anticipates will create three new jobs.

- ▶ **Titan Mining Corporation** is a privately held Canadian company which acquired the former St. Lawrence Zinc mine, a previously producing and fully permitted zinc mine in Balmat in late 2016. Titan plans to restart production at the facility this fall under the new name, Empire State Mines. The company will hire 120 employees to start, and anticipates hiring a total of 170 over the next 18 months.
- ▶ **Aries Chemical** (Beaver Falls) is in the preliminary stage of facility expansion to allow for new business growth and potential staffing increases in the future. Aries is in the business of specialty chemical sales and installation of processing systems.



2017 Proposed Projects

MACHINERY & EQUIPMENT UPGRADES

Applicant: General Composites Inc.

Purchase and installation of injection molding equipment at General Composites in Willsboro.

INTERNATIONAL PAPER COMPETITIVE OPTIMIZATION PHASE 1

Applicant: International Paper-Ticonderoga Mill

Purchase of new machinery and equipment to optimize operations for competitiveness. International Paper will modify its super heater, install a new power boiler feed-water heater, in addition to energy improvements and other upgrades throughout the plant.

MACHINERY & EQUIPMENT UPGRADES

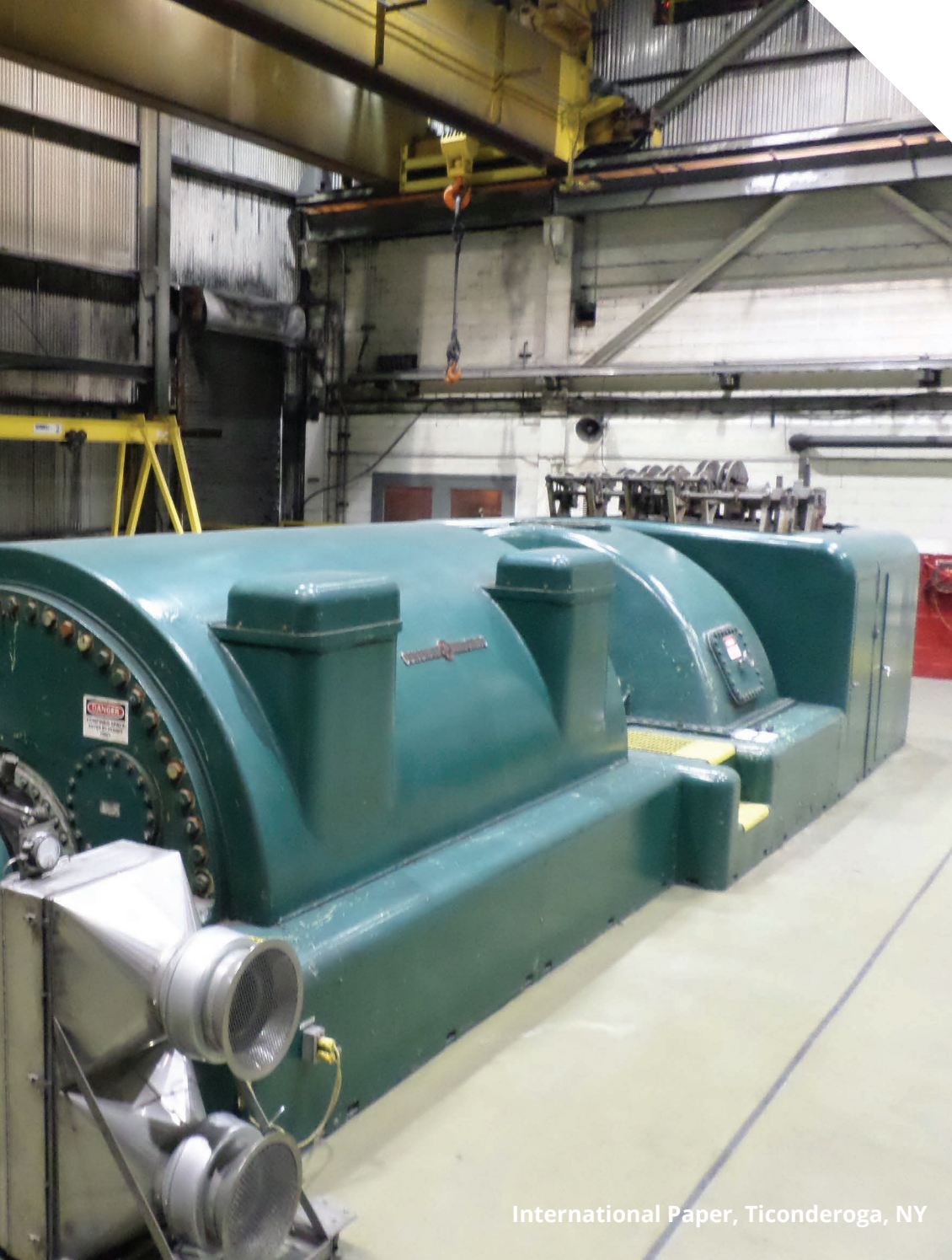
Applicant: Current Applications, Inc.

Purchase and installation of a new digital balancing machine and CNC grinder for use in the company's manufacturing facility in Watertown.

MACHINERY & EQUIPMENT UPGRADES

Applicant: Carpe Insectae LLC

Purchase of new machinery and equipment in order to increase productivity for this Saranac Lake-based manufacturer of all-natural insect repellent.



International Paper, Ticonderoga, NY

TRANSPORTATION INFRASTRUCTURE

Strategy

Optimize the North Country's transportation infrastructure as a vital supporting asset for future economic development.

Significant improvements were made to the region's transportation infrastructure over the last year that will help advance other regional strategies, particularly tourism and manufacturing. In order to drive the economy forward, we need to be able to quickly and efficiently get people into our region and move goods out of our region. Construction and expansion at airports across the region has already shown a positive impact, with enplanements increasing and more options being offered for travelers. To successfully capitalize on our unique "Canadian Connection," critical border crossing improvements at the two busiest portals in the region have eased wait times and streamlined the process for those entering the United States, facilitating cross-border commerce and visitation.

Airports

- ▶ **Plattsburgh International Airport**
This facility was a Round 2 Upstate Airport Economic Development and Revitalization Competition winner—\$38 million in funding from New York State and \$4 million in private capital will augment a nearly complete \$55 million terminal expansion that increased the size of the building from 35,300 to 130,000 square feet; added state-of-the-industry security; increased customer check-in, luggage, and gate capacity; and will incorporate customs clearance capability for commercial flights. The project includes new construction, as well as the renovation of existing facilities, addition of access for a new hotel, parking lot refurbishment, and the addition of vehicle-charging stations. Enplanements increased 29 percent at the airport with an average of 85 percent of passengers coming from Canada.

▶ **Ogdensburg International Airport (Priority Project)**

A \$2.9 million passenger terminal expansion project added 3,600 square feet to the existing 7,200-square-foot building. Renovations included a new ticket counter, departure lounge improvements, and a new baggage handling system. The project received funding from Empire State Development. These improvements significantly increased enplanement numbers and qualify the airport for additional funding through the federal Airport Improvement Program.

▶ **Watertown International Airport**

A \$3.5 million airport improvement runway extension project was completed in 2016. Additionally, a New York State Aviation Grant funded a 2,000-square-foot addition to the terminal building to streamline TSA screening. Approximately \$500,000 of security improvements are currently under way, including the addition of

access control system components, cameras, and employee vetting equipment. The return of regional jets to year-round service has increased enplanements in 2017 and further growth is expected in 2018.

▶ **Malone-Dufort Airport, Adirondack Airport at Lake Clear, Lake Placid Airport, and Potsdam's Damon Field**

were also awarded funds by the FAA through the Airport Improvement Program in 2017.

▶ A direct connection between **Wheeler-Sack Army Airfield** and **Fort Drum** is ahead of schedule and the \$7.65 million project is expected to be completed in 2018. Known as the Fort Drum Overpass Project, the construction of the overpass will improve Fort Drum's military value and help to protect it from base realignment or closure by addressing a known vulnerability. The direct connection between the garrison and

Wheeler-Sack Army Airfield, which are currently separated by NYS Route 26, will enhance security, reduce soldier personnel needs at the gates, and eliminate a major impediment to troop mobility and deployment.

Border Crossings

The North Country's three border crossings with Canada distinguish it from all other regions in the state and are indicative of the importance of this international relationship to cross-border business and tourism. Last year the region's three international bridges experienced a 5.04 percent increase in border-crossing traffic.

▶ Ground was broken in August on a \$214 million project to improve border crossing facilities at the Wellesley Island crossing in Jefferson County. The work will allow for better traffic control and more efficient processing of visitors. Additionally,

the federal government is expected to establish a contract for the second phase of the project in 2018, which will include the addition of new, non-commercial inspection lanes and associated facilities, parking areas, and a new administration building.

- ▶ At the Champlain/Lacolle/I-87 border crossing, Canada is spending \$49 million to expand the number of northbound primary inspection lanes, build and refurbish facilities, and improve approach lanes. Traffic flow into the United States at Champlain was greatly improved when \$107 million was invested in the southbound crossing facility. North Country representatives have long advocated for a reciprocal investment in the crossing by the Canadian government. This new project will help reduce crossing times when entering Canada at Lacolle.
- ▶ The North Country Chamber of Commerce and its global North Country partners actively and successfully

advocated for Congressional approval in December 2016 of the U.S.-Canada Pre-Clearance Agreement, and are now working with Canadian partners on final approval this fall by the Canadian Parliament. Among other specific North Country impacts, this will clear the way for anticipated construction of Canadian border crossing operations in Massena on the U.S. side of the border, enhancing flow and efficiency, and will allow both countries to look at small, rural, low-traffic border crossings (of which the North Country has several) for opportunities for both to operate in a single facility on one side of the border, thus reducing personnel and costs, and helping to avoid future efforts to close some of these border crossings. It will also clear the way for U.S. Customs & Border Protection to pre-clear New York-bound Amtrak passengers at Central Station in Montreal, eliminating long stops at the border and enhancing passenger services between New York and Montreal.

2017 Proposed Projects

OBPA-CLARKSON BRIDGE PARTNERSHIP

Applicant: Ogdensburg Bridge and Port Authority

Hundreds of thousands of vehicles cross the Ogdensburg-Prescott International Bridge, which connects Canada and the United States, each year. The Ogdensburg Bridge and Port Authority is proposing a Priority Project that would, in partnership with Clarkson University, utilize innovative technology solutions to monitor the structure, save on maintenance costs, and extend the lifespan of the bridge.

VALUE-ADDED AGRICULTURE

Strategy

Maintain, establish, and expand storage, processing, and distribution systems in the region to promote the sales of value-added agricultural products that are sold locally and globally.

Across the North Country, agriculture continues to be a backbone of the economy and a driving force for change. Our agricultural economy is incredibly diverse, with small farms, huge dairy farms, and young entrepreneurs generating niche products and innovative solutions to increase food production.

The NCREDC continues to focus on three key strategies to promote agriculture in the region: advancing high-tech, year-round food production; expanding value-added food production; and fostering a new generation of farms and agribusinesses through education and training.

Highlights of progress include:

- ▶ The **Drive for 25 Farm to School** project is focused on bringing food from local farms directly to school districts to feed the region's students. Sixteen schools in Jefferson and St. Lawrence Counties initiated this effort, giving the counties' 21,000

students access to fresh local food. The program will be a model for future expansion.

- ▶ Food Hub projects are occurring around the region. The **Hub on the Hill** in Essex is a collaborative effort to bring shared processing resources to small farmers in the Adirondack region. St Lawrence County Cornell Cooperative Extension has created a community kitchen that is used to train and educate new producers. In Jefferson County, Cornell Cooperative Extension has hired a local food specialist and is using a \$1.64 million New York State grant to initiate analysis of markets and niche products for Food Hub activities in Jefferson, Lewis, St. Lawrence, and Oneida Counties. In Franklin County, a private Community Supported Agriculture (CSA) Cooperative is at full capacity and is seeking financing to expand its operations and customer base.

- ▶ Innovative controlled environment agriculture is gaining ground in the North Country. Two greenhouse vegetable production projects are in process, both having been approved for past CFA funding. Agbotic, Inc. has an operational 15,000-square-foot greenhouse in Sackets Harbor, and **Confluent Energy** is in the preliminary development stages of a large-scale greenhouse production facility in Ogdensburg.
- ▶ **Cornell Cooperative Extension of Jefferson County** has continued its partnership with the Cornell Small Farms Program's Northeast Beginning Farmers Project with a focus on veterans and active duty soldiers interested in agricultural careers. Veterans and active duty soldiers receive hands-on training to start their own farms, work in agribusiness, or work on an existing farm. Weekly outreach over the last year has built awareness of agricultural opportunities and has generated interest in this new program.
- ▶ **Kraft-Heinz** (Lowville) has filled 70 of the 125 projected new FTE jobs associated with its multi-million-dollar expansion, which includes the addition of a new equipment line to produce string cheese. Several of the Kraft-Heinz positions were filled by workers who had been dislocated by the closure of Climax Manufacturing in 2016. In turn, the Lowville Producers Dairy Cooperative installed new laboratory equipment to improve its capacity for testing Kraft-Heinz's milk supply, resulting in the addition of three employees. This significant private investment of over \$100 million will allow North Country dairy farms to continue to grow and expand the base of the region's economy.
- ▶ Value-added production is happening all over the North Country in small artisanal businesses. These entrepreneurs are producing goat cheese, mushrooms, grass-fed beef, craft beer, value-added maple products, etc., to generate more revenue and diversify the agricultural base of the region.
- ▶ **Midway International Logistics** is an agricultural import/export fulfillment center and USDA Inspection Station capitalizing on the proximity of its Watertown location to the Canadian border. The company is currently running an average of 50 trucks per week through its facility and has added three jobs in the last year, bringing total employment to five full-time and four part-time employees.
- ▶ The region's agricultural sector is also playing a role in the life sciences. **Midway International Logistics** also serves as a warehousing and fulfillment center for antibodies extracted from poultry eggs for use in biotech, biomedical, pharmaceuticals, and academic research.
- ▶ **PreProcess Inc.**, located just south of Watertown, is one of six companies across the state to be awarded licenses for research on industrial

hemp and its use in medical and other commercial applications. The company hopes to have a hemp processing and manufacturing facility up and running in three to five years.

- ▶ **Parker's Real Maple**, a maple producer in Canton that was recently featured on Shark Tank, has already employed eight people and projects a major expansion of its plant.
- ▶ **Aviagen North America**, a German-owned hatchery facility, completed a \$5 million renovation of a previously vacant facility, and is fully operational, now employing 45 people—exceeding its original projection of 40 new jobs. The hi-tech Watertown facility hatches poultry breeding stock, which it ships into Canada and around the world.

2017 Proposed Projects

WASTEWATER TREATMENT PLANT IMPROVEMENTS

Applicant: Village of Lowville

Kraft-Heinz is the village's largest employer and utilizes much of the milk produced in the area to produce cheese products. The company recently expanded its operation, and the village is finding it a challenge to serve Kraft-Heinz's needs with an aging wastewater treatment system that was already experiencing difficulty. The Council has designated the Lowville Wastewater Treatment Plant Improvement submission as a Priority Project.



BROADBAND

Strategy

Expand affordable broadband and cellular access throughout the North Country region.

Broadband access is generally available in the population centers of the region and significant progress is being made in expanding “last mile” service to more remote areas. Despite the existing network and progress, broadband availability still remains an impediment for many less-populated sections of the region because some rural area residents either do not have an affordable broadband option or do not have broadband access at all. Additionally, many communities, especially in the Adirondacks, have limited or no cellular service; this creates difficulty in attracting both tourists and year-round residents.

Closing the digital divide has been a critical priority in the region and a major focus of the NCREDC since the inception of this process. A significant effort has been made to improve both the fiber optic “middle mile” circuits and redundancy in the region and to deliver “last-mile” service in some of the most rural reaches of the region.

The NCREDC has supported 15 different broadband-related projects which have resulted in 2,181 additional miles of fiber that is closing the digital divide. These projects reached 249 municipalities and benefitted 12,391 households.

Recently, over \$10.3 million has been invested by New York State to complete projects throughout the region:

- ▶ In November 2016, Charter Communications (now Spectrum) improved its network to bring service to 420 households in the towns of Jay and Wilmington.
- ▶ In December 2016, the Development Authority of the North Country (DANC) constructed a fiber optic public emergency network to provide high-speed broadband services to 21 public emergency locations across the region, including 911 centers, public emergency locations, critical public emergency communications towers,

and 20 municipal buildings that support public emergency operations.

- ▶ In August 2017, Westelcom announced expanded capacity to 10GB ultra-high-speed broadband in Watertown, Clayton, Alexandria Bay, Malone, and Plattsburgh.
- ▶ Mohawk Networks, LLC, has partnered with DANC and Lewis County to provide service in areas of Lewis County that have limited internet opportunity. The project will include installation of Mohawk Networks technology on county-owned radio towers and the installation of new towers to utilize an over-the-air transmission technology. The project was awarded a \$6.4 million grant through Governor Cuomo's "Broadband for All" initiative.
- ▶ Since early 2016, Slic Network Solutions has installed 40 miles of fiber optic communication lines in Essex, Franklin, Hamilton, and St. Lawrence Counties, making 100MB-and-faster broadband available to over 800 households and businesses.
- ▶ Upgrading an existing footprint, Slic Network Solutions partnered with the Village of Massena to make gigabit (1000 MB) services available to more than 200 businesses, making Massena the first "giga-village" in the North Country.
- ▶ In June 2017, the DANC upgraded its core backbone network to 40 terabits per second, which greatly increases available bandwidth throughout the North Country.
- ▶ DANC also completed construction of fiber optic cable from Blue Mountain Lake to Old Forge, providing broadband service in portions of Hamilton County.
- ▶ Over the course of 2018, an additional \$11.2 million in state funding will leverage projects that connect 4,813 households, 206 businesses, and 53 community anchor institutions.



Mt. Morris Towers

CLEAN ENERGY

Strategy

Increase renewable energy generation, distribution, storage capacity, and clean energy jobs, and reduce community and business costs through energy efficiency improvements.

Solar and wind projects and renewable energy educational programs dominated the region's clean energy focus over the last year. Solar power installations are projected to save money in energy costs for North Country facilities and generate construction jobs. Seven wind projects are currently proposed across the region. Multiple educational resources have been made available to communities working on renewable energy projects.

Solar

- ▶ Four North Country communities (Lewis County, the towns of Franklin and Plattsburgh, and the Village of Canton) have achieved Clean Energy Community designations in the past year.
- ▶ Three large solarize campaigns (Ogdensburg, Adirondack Coast, and Tri-Lakes) have resulted in 40 projects totaling 336 kilowatts, to date.
- ▶ A 2 MW solar farm is being spearheaded by Lewis County with a signed power purchase agreement with Greenskies that includes guaranteed savings of \$2.86 million over 20 years for Lewis County and its municipal hospital. The solar array is expected to meet about half the electricity needs of the county and Lewis County General Hospital, and the project is being aided by a NYSERDA program.
- ▶ A project containing four 2 MW solar arrays in the northern Clinton County town of Mooers will connect to the NYSEG grid, with electricity generated being sold at an anticipated 10 percent discount to customers enrolled in the Community Solar Program. This represents a total investment of \$17.4 million in the Clinton County economy and will create over 100 construction jobs.

Wind

- ▶ Bull Run Energy LLC, a subsidiary of Invenergy, is currently finalizing an Article 10 application for the installation of 150 25 MW series wind turbine generators on 30,000 acres in northern Clinton County.
- ▶ In 2017, NYSERDA's Clean Energy Standard awarded funding to the Number Three Wind Farm in the towns of Denmark, Harrisburg, and Lowville (Lewis County) for its 106 MW project.
- ▶ Additional Lewis County wind projects that have progressed toward completion include the Copenhagen Wind Farm (79 MW) and the Deer River Wind Farm (80 MW).
- ▶ In Jefferson County, two wind farms are in progress: Horse Creek Wind Farm (205 MW) and the Galloo Island Wind Farm (110 MW).

- ▶ In St. Lawrence County, one wind farm is in progress—the North Ridge Wind Farm (100 MW).
- ▶ Upgrades to the distribution system are key to delivering green energy. The Vermont Green Line (VGL) Project, currently in Article 7 review, will yield critical distribution capacity for the North Country system. VGL is a 60-mile-long HVDC electricity line that will provide improvements to the transmission/distribution system for locally generated renewable energy and open up new markets for that energy. The project anticipates the creation of up to two permanent full-time jobs, each with an annual salary of approximately \$100,000; as well as an estimated 49 construction jobs, projected to result in a \$9.9 million construction payroll over three years of construction. Total investment in the project is projected to be over \$175 million.

Education

- ▶ The Adirondack North Country Association launched its Energy Circuit Rider (ECR) program, funded through a NYSERDA Cleaner Greener Communities grant. Four Energy Circuit Riders are currently working with more than 40 communities on clean energy and energy efficiency projects ranging from solar arrays and biomass pellet boilers to LED lighting and wastewater treatment facility efficiency upgrades. The field agent model, with ECRs interacting directly with municipalities on site, has been well received and is positioning the energy program as a reliable resource for planning, financing, and implementing energy improvement projects that can reduce utility costs and contribute to emergency planning efforts throughout the North Country.

- ▶ The Adirondack Park Agency (APA) has implemented a Clean Energy Task Force to better understand areas where APA jurisdiction applies to renewable energy systems and what systems and elements thereof might require new or adapted language within the regulatory framework of the Adirondack Park. The goal of these efforts is to maintain the integrity of the Agency Act while encouraging development in the clean/renewable energy arena.
- ▶ The Adirondack North Country Association (ANCA) will hold its sixth annual Cleaner Greener Energy Economy Conference in Glens Falls in October. It will be the third year in a row that the conference has taken a dual-REDC approach. For the last two years the conference has been held jointly by the North Country and Mohawk Valley Regional Development Councils and held in Utica. This year's conference is a joint effort of the North Country and Capital District Regional Planning Commission (CDRPC).



Proposed priority projects

PROJECT DESCRIPTIONS

CFA Number: 75328

Project Name:

Wastewater Treatment Plant Improvements

Applicant: Village of Lowville

Location: Lowville, Lewis County

Total Project Cost: \$16,382,230

Funding Recommended: \$3,276,446

Projected Number of Construction Jobs: 70

Description: The Village of Lowville will make upgrades to its Waste Water Treatment Plant (WWTP) to accommodate significant increase in demand generated by Kraft-Heinz's new string cheese production line. The WWTP improvements will help maintain sanitary sewer capacity for village residents and businesses alike.

Vision Addressed: Invest in agriculture as we feed the world; Energize our communities by building on growth in the aerospace, transit equipment, defense, biotech, energy, and manufacturing industries; and Invest in community development infrastructure that expands opportunities and capacity.



CFA Number: 76524

Project Name:

International Paper Competitive Optimization Phase 1

Applicant: International Paper Ticonderoga Mill

Location: Ticonderoga, Essex County

Total Project Cost: \$8,586,000

Funding Recommended: \$1,718,000

Projected Number of Construction Jobs: 25

Projected Number of Jobs Retained: 620

Description: International Paper (IP) will invest in new machinery and equipment to optimize operations for competitiveness. IP will modify its super heater, install a new power boiler feed-water heater, make energy improvements to the turbine steam-path and various paper machines, upgrade digester controls and make improvements to the generator/acid purification system.

Vision Addressed: Energize our communities by building on growth in the aerospace, transit equipment, defense, biotech, energy, and manufacturing industries; and Create the greenest energy economy in the state.

Agenda: Veterans



CFA Number: 75080

Project Name:
Machinery & Equipment Upgrades

Applicant: General Composites

Location: Willsboro, Essex County

Total Project Cost: \$465,000

Funding Recommended: \$93,000

Projected Number of Jobs Created: 6

Projected Number of Jobs Retained: 31

Description: General Composites (GCI) will invest in equipment modernization technology, known as Hybrid Molding, to hold a competitive advantage in the global market. GCI will be one of the few composite companies in the US utilizing the Hybrid Molding technology.

Vision Addressed: Energize our communities by building on growth in the aerospace, transit equipment, defense, biotech, energy, and manufacturing industries.

Agenda(s): Regional Cluster, Opportunity Agenda, Workforce Training, Global and Veterans

CFA Number: 76558

Project Name:
Machinery & Equipment Upgrades

Applicant: Current Applications

Location: Watertown, Jefferson County

Total Project Cost: \$118,530

Funding Recommended: \$23,700

Projected Number of Jobs Created: 5

Projected Number of Jobs Retained: 54

Description: Current Applications will purchase and install a new digital balancing machine and CNC grinder for use in their manufacturing facility. The new equipment will increase the company's productivity, efficiency and global competitiveness. Moreover, it will bring operations currently outsourced to China back to New York.

Vision Addressed: Energize our communities by building on growth in the aerospace, transit equipment, defense, biotech, energy, and manufacturing industries.

Agenda(s): Opportunity Agenda, Workforce Training, Global and Veterans

CFA Number: 76686

Project Name:
Equipment Upgrades

Applicant: MetalCraft Marine

Location: Cape Vincent, Jefferson County

Total Project Cost: \$190,000

Funding Recommended: \$38,000

Projected Number of Jobs Retained: 13

Description: MetalCraft Marine plans to purchase a new overhead crane and press brake to expand operations. The company will also purchase and install an electric vacuum lifter.

Vision Addressed: Energize our communities by building on growth in the aerospace, transit equipment, defense, biotech, energy, and manufacturing industries.

Agenda(s): Regional Cluster and Global



CFA Number: 76287

Project Name:

Lab Equipment Upgrades

Applicant: Bionique Testing Laboratories

Location: Saranac Lake, Franklin County

Total Project Cost: \$1,500,000

Funding Recommended: \$300,000

Projected Number of Jobs Retained: 21

Description: Bionique Testing Laboratories will upgrade existing bio testing equipment and related technologies to improve efficiency, quality, and answer growing demand for mycoplasma testing.

Vision Addressed: Energize our communities by building on growth in the aerospace, transit equipment, defense, biotech, energy, and manufacturing industries

Agenda: Life Sciences

CFA Number: 75651

Project Name:

Machinery & Equipment Upgrades

Applicant: Carpe Insectae, LLC

Location: Saranac Lake, Franklin County

Total Project Cost: \$69,400

Funding Recommended: \$13,880

Projected Number of Jobs Created: 3

Projected Number of Jobs Retained: 3

Description: Carpe Insectae, a manufacturer of all-natural insect repellent, will purchase new machinery and equipment in order to increase productivity. The company currently exports 50% of its product to Canada and projects an uptick in future demand.

Vision Addressed: Energize our communities by building on growth in the aerospace, transit equipment, defense, biotech, energy, and manufacturing industries; and Leverage our gateway to Canada, the nation's largest trading partner, to lead the state in global investment.

Agenda(s): Opportunity Agenda, Workforce Training, Global, Veterans and Downtown Revitalization

CFA Number: 76815

Project Name:

Plattsburgh International Airport Hotel

Applicant: Prime Plattsburgh Hotel, LLC

Location: Plattsburgh, Clinton County

Total Project Cost: \$11,700,000

Funding Recommended: \$2,000,000

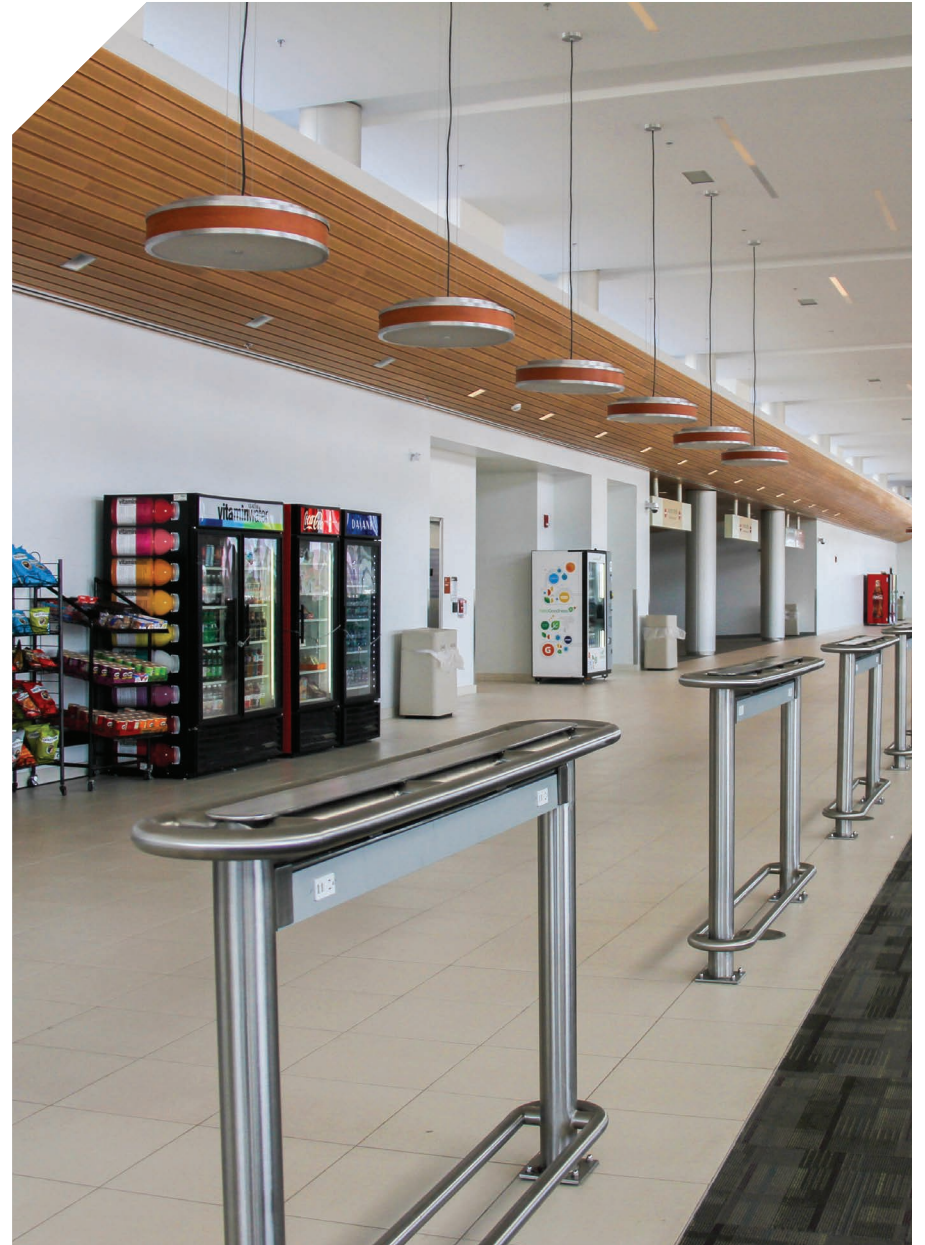
Projected Number of Jobs Created: 30 (Y1)/138 over 5-yrs

Projected Number of Construction Jobs: 80

Description: As part of Plattsburgh's Upstate Airport Economic Revitalization initiative master plan, Prime Plattsburgh Hotel, LLC will construct a new 80-room hotel on the grounds of Plattsburgh International Airport (PBG). The hotel will provide travelers with a convenient and full-service option when flying in and out of PBG.

Vision Addressed: Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment; and Elevate global recognition of the region as one of the special places on the planet to visit, live, work and study.

Agenda(s): Opportunity Agenda and Workforce Training



CFA Number: 75511

Project Name:

Business Complex at Watertown International Airport - Infrastructure

Applicant: Jefferson County IDA

Location: Dexter, Jefferson County

Total Project Cost: \$6,264,000

Funding Recommended: \$1,252,800

Projected Number of Construction Jobs: 50

Description: JCIDA will install electric, gas, water, wastewater and roadway infrastructure at the Watertown International Airport's Business Complex in order to prepare the site for future development.

Vision Addressed: Invest in community development infrastructure that expands opportunities and capacity.

CFA Number: 76097

Project Name:

Watertown Airport Sewer Connection

Applicant: Town of Hounsfield

Location: Hounsfield, Jefferson County

Total Project Cost: \$7,313,000

Funding Recommended: \$1,462,600

Projected Number of Construction Jobs: 20

Description: The Town of Hounsfield will extend the sanitary sewer line (along the Route 12F corridor) to the Watertown International Airport's Business Complex to ready the site for development.

Vision Addressed: Invest in community development infrastructure that expands opportunities and capacity.



CFA Number: 72931

Project Name:
Tubing Center and Ice Rink

Applicant: Snow Ridge Resort, LLC

Location: Turin, Lewis County

Total Project Cost: \$220,000

Funding Recommended: \$44,000

Projected Number of Jobs Created: 7 (seasonal)

Projected Number of Jobs Retained: 3 (seasonal)

Projected Number of Construction Jobs: 2

Description: Snow Ridge Resort will make capital improvements at its Ski Learning Center by adding a tubing center and skating rink. A small groomer will also be purchased to help maintain new and existing portions of the resort.

Vision Addressed: Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment.

Agenda(s): Opportunity Agenda, Workforce Training and Veterans

CFA Number: 75867

Project Name:
Winery Expansion

Applicant: Busted Grapes, LLC

Location: Black River, Jefferson County

Total Project Cost: \$95,000

Funding Recommended: \$19,000

Projected Number of Jobs Created: 1

Projected Number of Construction Jobs: 4

Description: Busted Grapes will construct a tasting and event barn to expand visitor amenities along with purchasing bottling equipment to increase production capacity to meet demand and enter larger markets.

Vision Addressed: Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment; and Attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state.

CFA Number: 77204

Project Name:
Lake St. Lawrence Resort Event Center

Applicant: GoCo Ventures, LLC

Location: Louisville, St. Lawrence County

Total Project Cost: \$6,600,000

Funding Recommended: \$1,320,000

Projected Number of Jobs Created: 17

Projected Number of Construction Jobs: 30

Description: GoCo Ventures would establish a new affordable 64-room lodging resort on Lake St. Lawrence. Amenities would include a guest center, conference center, commercial kitchen, docks, fishing pier and ferry launch.

Vision Addressed: Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment; and Attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state.

CFA Number: 74708

Project Name:

OBPA-Clarkson Bridge Partnership

Applicant: Ogdensburg Bridge and Port Authority

Location: Ogdensburg, St. Lawrence County

Total Project Cost: \$282,208

Funding Recommended: \$56,442

Description: Ogdensburg Bridge and Port Authority (OBPA) will continue its partnership with Clarkson University to test, manage, and monitor the Ogdensburg-Prescott International Bridge. Clarkson University will provide OBPA with options that will improve operational efficiencies and infrastructure integrity. The bridge serves as a major point of entry between the US and Canada.

Vision Addressed: Invest in community development infrastructure that expands opportunities and capacity; and Leverage our gateway to Canada, the nation's largest trading partner, to lead the state in global investment.

Agenda: Global

CFA Number: 76514

Project Name:

Blue Mountain Lake Destination Lodging

Applicant: Schroon Realty, LLC

Location: Blue Mountain Lake, Hamilton County

Total Project Cost: \$19,589,398

Funding Recommended: \$5,875,000

Projected Number of Jobs Created: 32

Projected Number of Construction Jobs: 50

Description: Schroon Lake Realty will construct a Four-Star, 51-room hotel, with 24 adjacent "glamping" units, which will provide visitors with an Adirondack destination lodging experience.

Vision Addressed: Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment.

Agenda(s): Opportunity Agenda and Workforce Training

CFA Number: 74671

Project Name:

War Canoe Spirits Distillery

Applicant: War Canoe Spirits, LLC

Location: Crown Point, Essex County

Total Project Cost: \$3,526,924

Funding Recommended: \$705,384

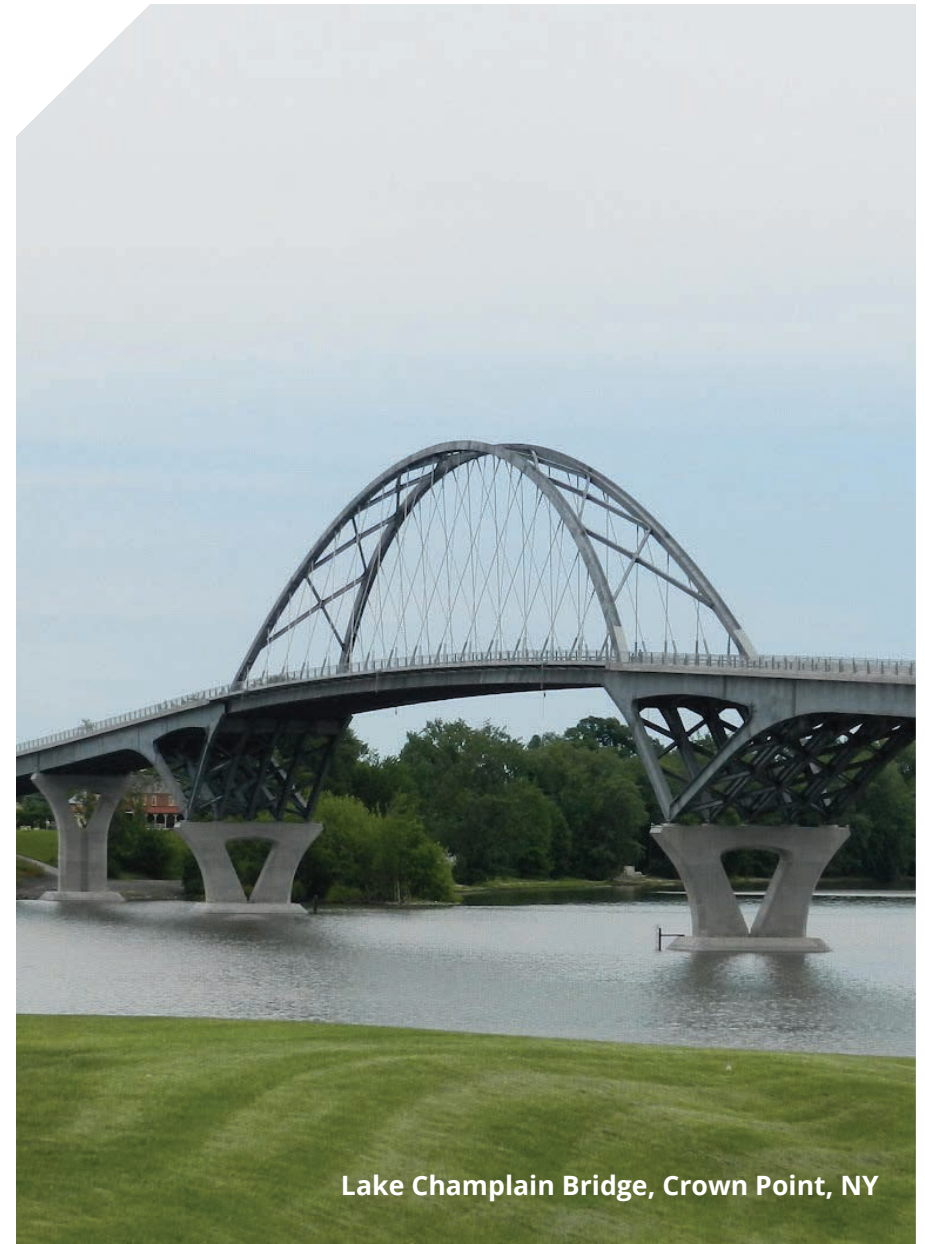
Projected Number of Jobs Created: 6

Projected Number of Construction Jobs: 10

Description: War Canoe Spirits will establish a distillery manufacturing operation with tasting, dining, retail, and event space in Crown Point, NY. The company will manufacture craft spirits and hard cider on-site.

Vision Addressed: Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment; and Attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state.

Agenda(s): Opportunity Agenda, Downtown Revitalization and Workforce Training



Lake Champlain Bridge, Crown Point, NY

CFA Number: 73004

Project Name:

Wastewater Treatment Plant Upgrades

Applicant: City of Ogdensburg

Location: Ogdensburg, St. Lawrence County

Total Project Cost: \$32,667,588

Funding Recommended: \$2,575,296

Projected Number of Construction Jobs: 62

Description: The City of Ogdensburg will upgrade its existing wastewater treatment facility and pump stations as well as make collection system improvements. These upgrades are needed in order to control combined sewer overflow and sewer storage systems.

Vision Addressed: Invest in community development infrastructure that expands opportunities and capacity.

CFA Number: 74366

Project Name:

27 Broadway Renovations

Applicant: Chicota, Inc.

Location: Saranac Lake, Franklin County

Total Project Cost: \$2,200,000

Funding Recommended: \$198,972

Projected Number of Jobs Created: 36

Projected Number of Construction Jobs: 6

Description: Chicota, Inc. will renovate the former Dew Drop Inn in Saranac Lake's downtown district, to establish a "food experience" business, consisting of a restaurant and bar, short-stay apartments, an event space and a cooking school.

Vision Addressed: Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment; and Attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state.

Agenda(s): Downtown Revitalization and Opportunity Agenda.

CFA Number: 74224

Project Name:

Lyons Falls Mill Site Redevelopment (Phase 4)

Applicant: Lewis County IDA

Location: Lyons Falls, Lewis County

Total Project Cost: \$1,600,000

Funding Recommended: \$320,000

Projected Number of Construction Jobs: 12

Description: The former Lyons Falls Mill cleanup project began in 2014 and is nearing completion with this fourth and final phase. The Lewis County IDA plans to demolish the remaining structures on-site in order to make the property ready for new development.

Vision Addressed: Invest in community development infrastructure that expands opportunities and capacity.

CFA Number: 75084

Project Name:

Adirondack Public Observatory Astro-Science Center, Phase 3

Applicant: Adirondack Public Observatory

Location: Tupper Lake, Franklin County

Total Project Cost: \$1,498,000

Funding Recommended: \$299,600

Projected Number of Jobs Retained: 1

Projected Number of Construction Jobs: 4

Description: The Adirondack Public Observatory (APO) is dedicated to the education, research, and enjoyment of the science of astronomy. The APO will develop blueprints and engineer schematics for the eventual construction of a LEED-certified Astro-science building.

Vision Addressed: Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment.

CFA Number: 76726

Project Name:

North Creek-Indian Lake Hut-to-Hut Circuit Lodging

Applicant: Adirondack Hamlets to Huts, Inc.

Location: North Creek-Indian Lake, Hamilton County

Total Project Cost: \$1,825,000

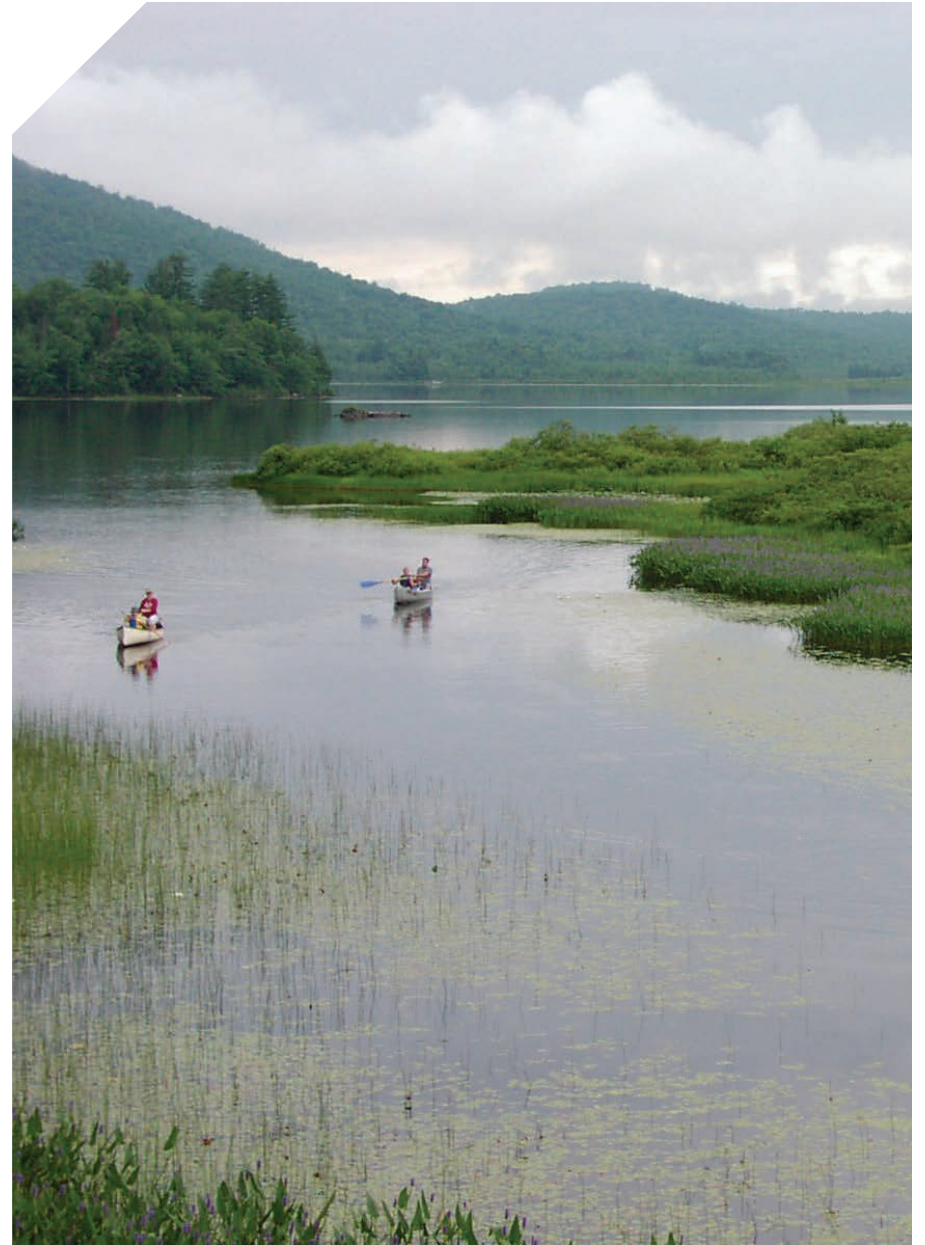
Funding Recommended: \$365,000

Projected Number of Jobs Created: 4

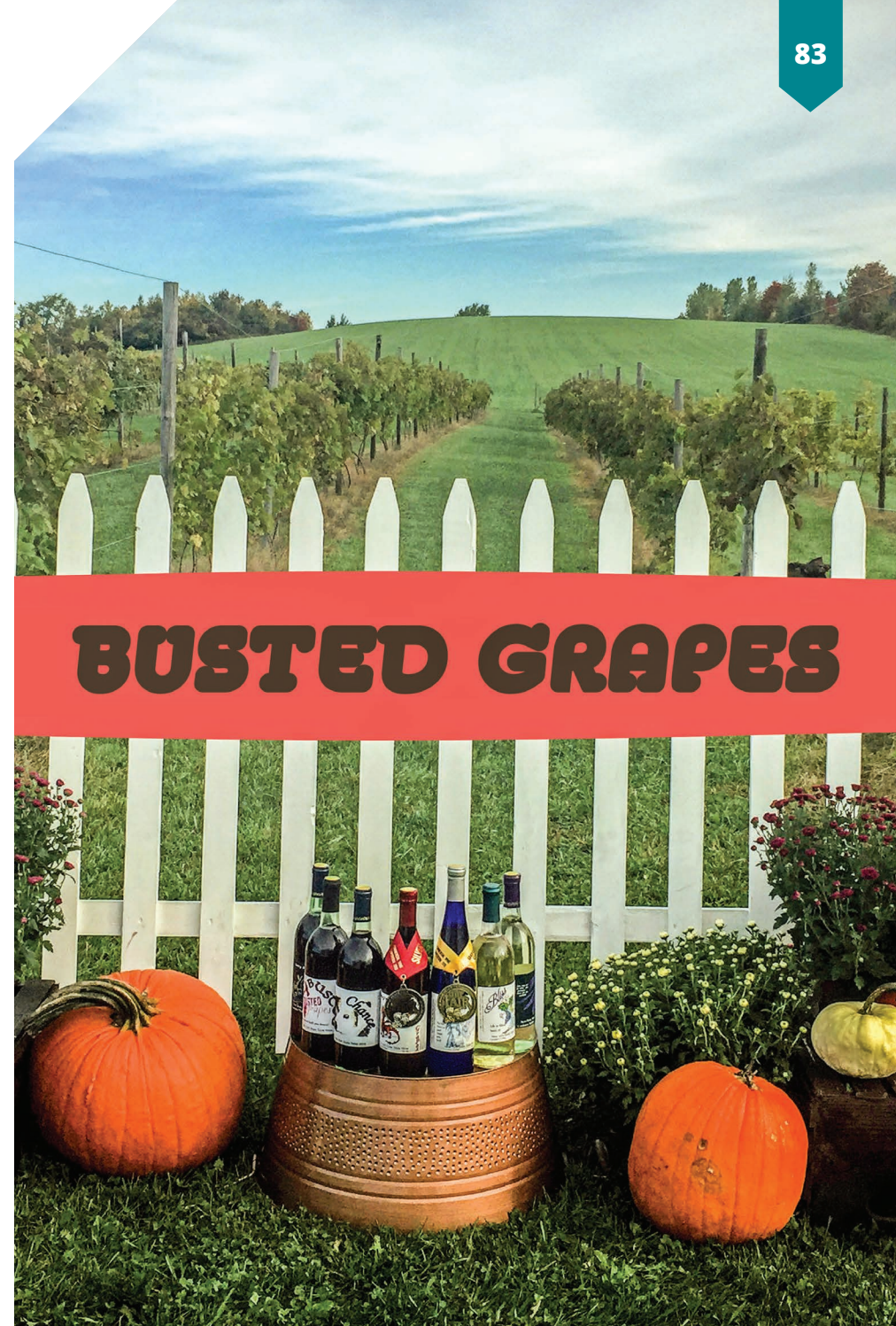
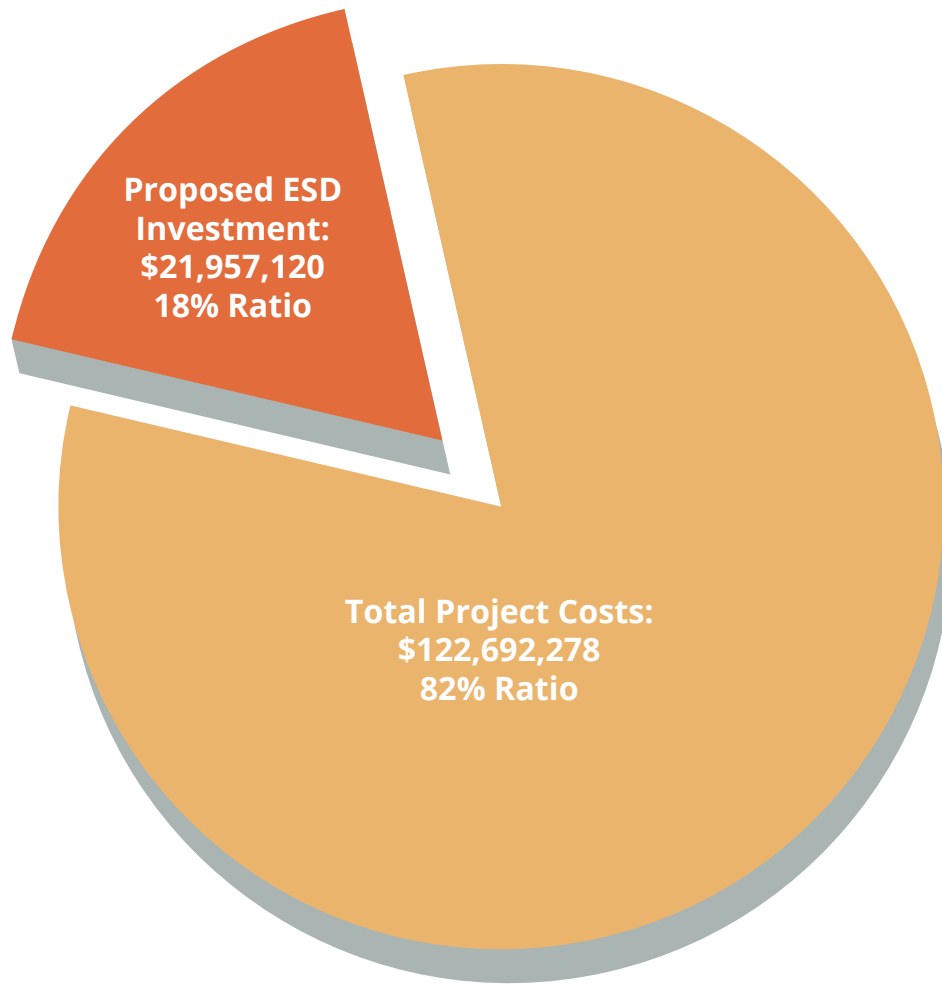
Projected Number of Construction/Indirect Jobs: 16

Description: Adirondack Hamlet to Huts will establish the North Creek-Indian Lake hut-to-hut circuit providing travelers to Hamilton County various accommodation options, including a 48 person eco-lodge hostel. The Indian Lake Lodge will cater to hut-to-hut trekkers, other transient guests, and groups interested in joint lodging space.

Vision Addressed: Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment; and Attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state.

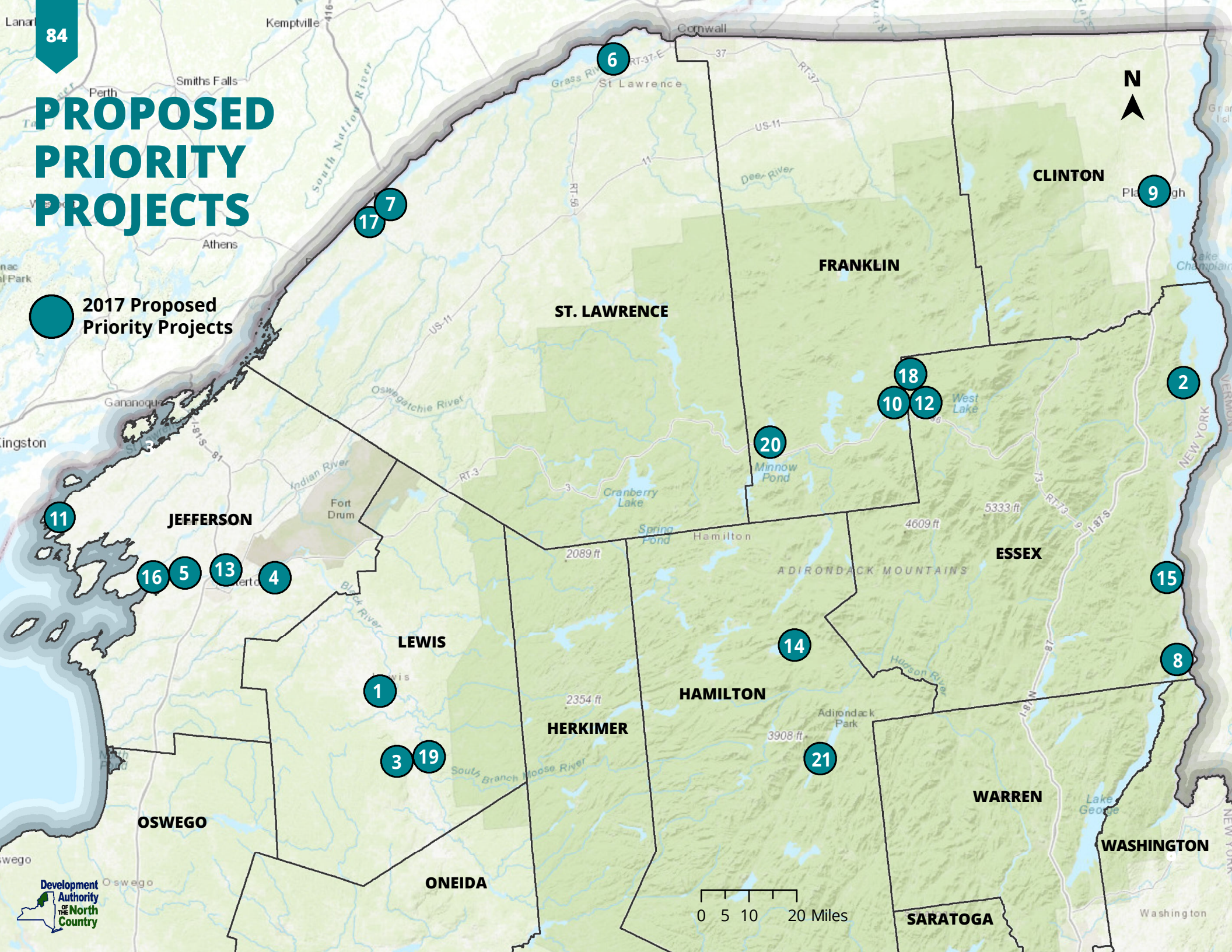


OVERALL INVESTMENT RATIO FOR PROPOSED PRIORITY PROJECTS



PROPOSED PRIORITY PROJECTS

2017 Proposed Priority Projects



11

16

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FRANKLIN

ST. LAWRENCE

JEFFERSON

LEWIS

HERKIMER

HAMILTON

ESSEX

CLINTON

OSWEGO

ONEIDA

WARREN

SARATOGA

WASHINGTON



MAP #	CFA #	PROJECT NAME	APPLICANT / BUSINESS NAME	LOCATION
1	75328	Wastewater Treatment Plant Improvements	Village of Lowville	Lewis, NY
2	75080	Machinery and Equipment Upgrades	General Composites Inc	Willsboro, NY
3	72931	Tubing Center and Ice Rink	Snow Ridge Resort LLC	Turin, NY
4	75867	Winery Expansion	Busted Grapes	Black River, NY
5	75511	Business Complex at Watertown International - Infrastructure	Jefferson County Industrial Development Agency (JCIDA)	Dexter, NY
6	77204	Lake St. Lawrence Resort Event Center	GoCo Ventures LLC	Massena, NY
7	74708	OBPA-Clarkson Bridge Partnership	Ogdensburg Bridge and Port Authority	Ogdensburg, NY
8	76524	International Paper Ticonderoga Mill Competitive Optimization, Phase 1	International Paper Ticonderoga Mill	Ticonderoga, NY
9	76815	Plattsburgh International Airport Hotel	Prime Plattsburgh Hotel, LLC	Plattsburgh, NY
10	75651	Machinery and Equipment Upgrades	Carpe Insectae LLC	Saranac Lake, NY
11	76686	Equipment Upgrades	MetalCraft Marine	Cape Vincent, NY
12	76287	Lab Equipment Upgrades	Bionique Testing Laboratories	Saranac Lake, NY
13	76558	Machinery and Equipment Upgrades	Current Applications	Watertown, NY
14	76514	Blue Mountain Lake Destination Lodging	Schroon Realty LLC	Blue Mountain Lake, NY
15	74671	War Canoe Spirits Distillery	War Canoe Spirits, LLC	Crown Point, NY
16	76097	Watertown Airport Sewer Connection	Town of Hounsfield	Dexter, NY
17	73004	Wastewater Treatment Plant Upgrades	City of Ogdensburg	Ogdensburg, NY
18	74366	27 Broadway Renovations	Chicota Inc.	Saranac Lake, NY
19	74224	Lyons Falls Mill Site Redevelopment (Phase 4)	Lewis County Industrial Development Agency	Lyons Falls, NY
20	75084	Adirondack Public Observatory Astro-Science Center, Phase 3	Adirondack Public Observatory	Tupper Lake, NY
21	76726	North Creek Indian Lake Hut-to-Hut Circuit Lodging	Adirondack Hamlets to Huts, Inc	Indian Lake, NY

PROPOSED PRIORITY PROJECTS RELATED TO STATE PRIORITIES

CFA #	PROJECT NAME	APPLICANT / BUSINESS NAME	DOWNTOWN REVITALIZATION	LIFE SCIENCES CLUSTER	WORKFORCE TRAINING	REGIONAL CLUSTER	OPPORTUNITY AGENDA	VETERANS	GLOBAL
75328	Wastewater Treatment Plant Improvements	Village of Lowville							
75080	Hybrid Composites Molding	General Composites Inc			×	×	×	×	×
72931	Tubing Center and Ice Rink	Snow Ridge Resort LLC			×		×	×	
75867	Winery Expansion	Busted Grapes							
75867	Business Complex at Watertown International	Jefferson County Industrial Development Agency (JCIDA)							
75867	Lake St. Lawrence Resort Event Center	GoCo Ventures LLC							
74708	OBPA-Clarkson Bridge Partnership	Ogdensburg Bridge and Port Authority							×
76524	International Paper Ticonderoga Mill Competitive Optimization, Phase 1	International Paper Ticonderoga Mill						×	
76815	Plattsburgh Hotel	Plattsburgh Hotel LLC, Michael Raymond of Prime Companies			×		×		
75651	Outfit and Occupation	Carpe Insectae LLC	×		×		×	×	×

CFA #	PROJECT NAME	APPLICANT / BUSINESS NAME	DOWNTOWN REVITALIZATION	LIFE SCIENCES CLUSTER	WORKFORCE TRAINING	REGIONAL CLUSTER	OPPORTUNITY AGENDA	VETERANS	GLOBAL
76686	MetalCraft Marine Equipment Upgrade Project	MetalCraft Marine				✗			✗
76287	Upgrade and Expand Laboratory Equipment and Systems	Bionique Testing Laboratories		✗					
76558	Current Applications Equipment Purchase	Current Applications			✗		✗	✗	✗
76514	New Destination Lodging Blue Mountain Lake	Schroon Realty LLC			✗		✗		
74671	War Canoe Spirits LLC Distillery	Paul Besignano, War Canoe Spirits, LLC	✗		✗		✗		
76097	Airport Sewer Project	Town of Hounsfield							
73004	Ogdensburg Wastewater Treatment Plant Improvement Project	City of Ogdensburg							
74366	27 Broadway	Chicota Inc.	✗				✗		
74224	Lyons Falls Mill Redevelopment	Lewis County Industrial Development Agency							
75084	Adirondack Public Observatory Astro-Science Center, Phase 3	Adirondack Public Observatory							
76726	North Creek Indian Lake Hut-to-Hut Circuit Lodging Project	Adirondack Hamlets to Huts, Inc							

SUMMARY OF OTHER PROJECTS RELATING TO STATE PRIORITIES

CFA #	PROJECT NAME	APPLICANT / BUSINESS NAME	FUNDING PROGRAM	DOWNTOWN REVITALIZATION	WORKFORCE TRAINING	OPPORTUNITY AGENDA	VETERANS	GLOBAL
71410	Adaptive Re-Use Fire House Multi-Purpose Center	Indian Lake Fire District #1	DEC CSC	✗				
71962	Church Acquisition	Sackets Harbor Historical Society	OPRHP EPF	✗				
73103	Main Street Water Main Reconstruction	Town of Lewis	HCR CDBG PIPF	✗				
74366	27 Broadway	Chicota Inc.	ESD MNY	✗				
74488	Massena Downtown Theater Renovation	Business Development Corporation for a Greater Massena	HCR NYMS	✗	✗	✗		
75027	Indian Lake Townsend Center Waterfront Access Strategy	Town of Indian Lake	DOS LWRP	✗				
75055	Club Street Waterfront Revitalization	Village of Cape Vincent	DOS LWRP	✗				
75244	Workforce Development	BluSeed Studios	Arts WIP		✗	✗		
75251	International Children's Games	LPEC Quality Destination Inc.	ESD MNY					✗
75449	North Country Retail Training	Jefferson Community College	DOL UWT		✗	✗	✗	
75634	Museum Residency Fellowship Program	The Wild Center (Natural History Museum of the Adirondacks)	Arts WR		✗	✗		
76075	27 Broadway Renovation	Saranac Lake Local Development corporation	HCR CDBG PIPF, HCR NYMS	✗				
76170	Building The Wild Center's Capacity to Attract New Domestic and Global Tourism and to Enhance the Visitor Experience	The Wild Center (Natural History Museum of the Adirondacks)	ESD MNY					✗
76233	2017 Franklin County Microenterprise Grant Program	Franklin County	HCR CDBG ME		✗	✗		

OTHER PRIORITIES

- ▶ Full implementation by the state of the Unit Management Plan (UMP) for the Adirondack rail corridor, including rehabilitation of the rail line from Big Moose to Tupper Lake.
- ▶ State support for the upcoming bids by Lake Placid and the North Country region to host the FISU Winter Universiade and the Special Olympics Winter Games.
- ▶ Continued investment in upgrades to the Olympic sports venues in the Adirondacks, with an eye toward features and amenities that will increase visitation to the sites and enhance the visitor experience.
- ▶ Priority attention by the NYS Department of Transportation and others aimed at devising and implementing major enhancements to the Main Street corridor through downtown Malone to create a pedestrian environment supportive of downtown redevelopment.
- ▶ Rehabilitation of the Ogdensburg-Prescott International Bridge.
- ▶ All necessary efforts and investments to sustain and potentially grow operations and troop numbers at Fort Drum.
- ▶ Continued implementation of the Governor's Broadband Initiative, achieving maximum broadband coverage throughout the North Country.





Downtown Watertown

participation

**WORK GROUP
DESCRIPTIONS**

**LIST OF WORK GROUP
MEMBERS**

**ENGAGEMENT AND
SUPPORT OF THE PUBLIC
AND LOCAL OFFICIALS**

WORK GROUP DESCRIPTIONS

Agriculture Work Group – Throughout 2017, the Agriculture Work Group reached out to local farmers to learn about their needs and opportunities for growth. Additionally, the group analyzed the potential to integrate renewable energy initiatives with the agriculture industry.

Clean Energy Work Group – The Clean Energy Work Group worked on strategies to optimize the North Country's alternative energy generation and distribution.

Downtown Revitalization Initiative (DRI) Selection Committee – This committee is comprised of five council members who possess no bias toward any particular applicant community. They are tasked with reading and scoring DRI applications from across the region and coordinating their assessments to recommend a community for designation.

Executive Committee – The Executive Committee manages the overall council and its work groups. The committee develops agendas for council meetings and assists in all work groups, with particular emphasis on the Public Participation Work Group's outreach efforts. The committee also considers and acts upon matters of council business between full council meetings, and advises Empire State Development on project actions as requested.

Global North Country Work Group – The Global North Country Work Group refined strategies to help North Country companies introduce their products in foreign markets or increase sales overseas. The work group also built upon existing relationships and formed new ones with business organizations in Canada whose mission is to help companies expand into the United States. The work group provided information to location scouts and businesses about the benefits of locating in the North Country, and actively sought out new firms and

foreign direct investment for the region through attendance at events in Canada and Europe.

Hotspot Innovation & Small Business – The Hotspot Innovation and Small Business Work Group coordinated the attraction and development of new business ideas. Using the existing support infrastructure, the Innovation Hot Spot provides outreach through external offices strategically located in population centers across the North Country. They identify, vet, and train entrepreneurs/innovators through existing programs with the goal of establishing them in their communities of origin.

Life Sciences Work Group – This new group was charged with identifying programs that develop life sciences personnel, establishing a pipeline from training to employment, formally cataloguing appropriate space available for industry use and development, and seeking priority projects that align with the Life Sciences Cluster.

Local Government & Community Development – This work group continued to coordinate with the Tourism Development Work Group to develop a list of tourism priority projects and identify data and strategies to increase investment. Additionally, the group analyzed strategies for stimulating new business development in the region's downtowns.

Lodging Task Force – This temporary task force was created to identify strategies to encourage more private sector investment in the lodging industry across the region. A final report was presented at the June 2017 meeting.

Public Participation Work Group – The Public Participation Work Group maintained the council's public outreach efforts throughout 2017. The council held a special public forum in each of the seven counties this past year.

Plan Implementation Committee – This committee spent 2017 implementing the original North Country Regional Economic Development Plan and its subsequent, updated strategies. The committee also coordinated with other work groups, as well as with Empire State Development, to advance plan components and priority projects. The work group hosted an outreach meeting in each county to alert previously uninformed applicants to the benefits available through the CFA process.

Priority Project Selection Committee – Throughout 2017 the Priority Project Selection Committee fostered a pipeline of development projects important to the North Country and informed potential applicants about the resources available to them if their projects were to proceed. Additionally, the committee evaluated and presented the 2017 Priority Projects to the council for adoption.

Project Pipeline Work Group – The Project Pipeline Work Group is tasked with identifying future projects and tracking their progress, while informing potential applicants of available resources. The committee is managed through the North Country Alliance and coordinates with the Public Participation Work Group to solicit applications and provide outreach to potential applicants.

Regional Cluster & Advanced Manufacturing Work Group – This group leveraged the council's existing connections to industry and academia, as well as new research in the fields of manufacturing and materials, to further develop the

cluster strategies developed in 2015 for the fields of materials and transportation equipment manufacturing. The group also refined its pipeline of future projects through outreach to existing regional manufacturers and potential new companies from Quebec and beyond.

SUNY 2020 & Higher Education and Research Development Consortium (HEARD) – This group reviewed and implemented opportunities for collaborative projects, research, and entrepreneurial activity assistance among the region's colleges and universities.

Tourism Development Work Group – This work group coordinated regional and localized marketing efforts and worked to expand tourism facilities across the region. The work group developed a pipeline of key tourism development projects and worked with the Development Authority of the North County in the implementation of the Community Transformation Tourism Fund. Several of its members participated on the Lodging Task Force.

URI Selection Committee – This group reviewed Upstate Revitalization Initiative Phase I applications to determine whether the projects were transformational and in alignment with the council's Strategic Plan.

Workforce Development Work Group – In 2017, the Workforce Development Work Group combined with the Opportunity Agenda and Veteran's Work Groups as all groups share similar goals. The new combined work group refined existing strategies and developed new ones, identified opportunities that would provide assistance to the region's unemployed and under-employed, and identified strategies to better integrate veterans into the workforce. The group conducted a survey of industries and educational institutions to identify skills gaps and existing programs.

WORK GROUP MEMBERSHIP

Agriculture

Zvi Szafran, SUNY Canton
Michelle Ledoux, Lewis County
Cornell Cooperative Extension
Robert Andrews, St. Lawrence
County Agriculture and
Farmland Protection
Katie Ballard, Miner Institute
Kathryn Cauzonier, Farm Credit East
Rocky Giroux, Adirondack Farms
Joe Giroux, Giroux's Family Farm
Rick Grant, Miner Institute
Tom Herbrick, McCadam Cheese
Kevin Jordan, Jefferson County
Cornell Cooperative Extension
Mike Kiechle, Jefferson County
Farm Bureau
Jay Matteson, Jefferson County IDA
Lindsey Pashow, Franklin County
Cornell Cooperative Extension
Frank Rooney, NYS Department of
Agriculture and Markets
David Tomberlin, Well Dressed Foods
Christine Watkins, Jefferson
County Soil & Water
Conservation District

Clean Energy

Kate Fish, Adirondack North
Country Association
Katie Malinowski, Tug Hill
Commission
Sarah Boggess, ReEnergy Holdings
Jenny Briot, Iberdrola Renewables
Richard Burns, National Grid
Pat Curran, Curran Renewable
Energy
Susan Danskin, Northline Utilities
Stan Dobert, Apex Solar Power
Glenn Gagnier, Lewis County
Development Corporation
Mike Harris, Bernier Carr & Associates
Leslie Karasin, Northern Forest Center
Tim Karski, NYSEG
Amanda Lavigne, St. Lawrence
University

John MacArthur, Beardsley
Architects + Engineers
Dan Parker, Eagle Creek
Renewable Energy
Ken Visser, Clarkson University
Jessica Waldorf, NYSERDA

Downtown Revitalization Initiative Selection Committee

Bridget Hart, KPH Healthcare
Services, Inc.
Paul Grasso, The Development
Corporation
Mark Tryniski, Community
Bank N.A.
Donna Wadsworth, International
Paper-Ticonderoga Mill
Dan Wilt, Wilt Industries

Executive Committee

Tony Collins, Clarkson University
Garry Douglas, North Country
Chamber of Commerce
Kate Fish, Adirondack North
Country Association
Paul Grasso, The Development
Corporation
Bridget Ann Hart, KPH Healthcare
Services Inc.
Michele Ledoux, Lewis County
Cornell Cooperative Extension
Jim McKenna, Regional Office of
Sustainable Tourism
Dan Wilt, Wilt Industries
Jim Wright, Development
Authority of the North Country

Global North Country

Garry Douglas, North Country
Chamber of Commerce
Dave Zembiec, Jefferson
County IDA
Matt Boire, Crossborder
Development Corporation
Wade Davis, Ogdensburg Bridge
and Port Authority
Todd Fredette, A.N. Deringer

Patrick Kelly, St. Lawrence
County IDA
Sue Matton, North Country
Chamber of Commerce
Liz Swearingin, Lewis County
Dan Wilt, Wilt Industries

Hotspots Innovation & Small Business

Tony Collins, Clarkson University
Kelly Chezum, Clarkson University
Matt Draper, Shipley Center for
Innovation
Erin Draper, Reh Center for
Entrepreneurship
John Gaus, Golden Technologies
James Murphy, Adirondack
Economic Development
Corporation
Karen Stehlin, North Country
SBDC
Mark Tryniski, Community Bank
N.A.
Dan Wilt, Wilt Industries

Life Sciences Work Group

Chuck Thorpe, Clarkson University
Bill Chapin, Trudeau Institute
Jeremy Evans, Franklin County IDA
Kate Fish, Adirondack North
Country Association
Gary Hanley, Asept Pak
Bridget Ann Hart, KPH Healthcare
Services Inc.
Patrick Kelly, St. Lawrence County IDA
Atsuo Kuki, Trudeau Institute
Dan Lundin, Bionique Testing
Laboratories
Jill Mariano, Bionique Testing
Laboratories
Sue Matton, North Country
Chamber of Commerce
Stephen Podd, North Star LLC
Victor Podd, North Star LLC
Gladis Zamparo, Bionique Testing
Laboratories

Local Government & Community Development

Joe Butler, City of Watertown
Colin Read, City of Plattsburgh
Michael Cashman, Town of
Plattsburgh
Melissa McManus, Melissa
McManus LLC
Ray Agnew, Paul Smith's College
Kathy Amyot, Tug Hill Commission
Kristen Aucler, Lewis County
Chamber of Commerce
Mike Burgess, Kinney Drugs
Dan Buyer, HCR
Carol Calabrese, Essex County IDA
Scott Campbell, Friends of the
North Country
Paul DeDominicas, City of
Plattsburgh
Jason Denno, EFC
Ben Dixon, St. Lawrence
University
Steve Erman, Adirondack North
Country Association
Jeremy Evans, Franklin County IDA
Bill Farber, Hamilton County
Legislature
Amy Flack, SUNY Potsdam
Fred Hanss, Village of Potsdam
Russ Kinyon, Franklin County
Economic Development
Marlinda Lavalley, Canton
Potsdam Hospital
Tracy Leonard, Fort Drum
Regional Health Planning
Organization
Mike Lumbis, City of Watertown
Katie Malinowski, Tug Hill
Commission
Mike Mascarenas, Essex County
Jody Olcott, Essex County IDA
Jim O'Neill, CW Augustine Inc.
Frank Pace, Lewis County
Planning
Sarah Purdy, City of Ogdensburg
Sharon Reynolds, Pride of
Ticonderoga

Leigh Rodriguez, Town and Village
of Canton
Cheryl Shenkle-O'Neill, Snow Belt
Housing Inc.
Andrea Smith, City of Ogdensburg
Zoe Smith, Wildlife Conservation
Society
Philip Taylor, Paul Smith's College
John Tenbusch, St. Lawrence
County
Gregg Townsend, DEC
Eric Virkler, Lewis County
Economic Development
Jessica Waldorf, NYSERDA

Lodging Task Force

Bill Farber, Hamilton County
Legislature
James McKenna, Regional Office
of Sustainable Tourism
Michele Capone, Development
Authority of the North Country
Gary DeYoung, 1000 Islands
International Tourism Council
Shawn Goodway, Urgo Hotels/The
Whiteface Lodge
Steve Hunt, ESD
Dan Kelleher, APA
Kristy Kennedy, North Country
Chamber of Commerce
Brian Monette, Branch
Development Corporation
Brooke Rouse, St. Lawrence
County Chamber of Commerce
Justin Smith, Prestige Hospitality
Christopher Thompson, Saint
Regis Mohawk Tribe

Plan Implementation Committee

Sue Matton, North Country
Chamber of Commerce
Jim McKenna, Regional Office of
Sustainable Tourism
Laurie Marr, Development
Authority of the North Country

Cali Brooks, Adirondack Foundation
 Kelly Chezum, Clarkson University
 Ben Dixon, St. Lawrence University
 Matt Draper, Shipley Center for Innovation
 Bill Farber, Hamilton County Legislature
 Kate Fish, Adirondack North Country Association
 Steve Hunt, ESD
 Erin Hynes, ESD
 Danielle Johnson, North Country Chamber of Commerce
 Dan Kelleher, APA
 Matilda Larson, St. Lawrence County
 Katie Malinowski, Tug Hill Commission
 Cheryl Mayforth, Jefferson Lewis WDB
 Melissa McManus, Melissa McManus LLC
 Tom Plastino, St. Lawrence County IDA
 Jackie Skiff, JCEO
 Eric Virkler, Lewis County Economic Development
 Dan Wilt, Wilt Industries
 Dave Zembiec, Jefferson County IDA
 Keith Zimmerman, St. Lawrence County

Priority Project Selection Committee

Kate Fish, Adirondack North Country Association
 Paul Grasso, The Development Corporation
 Bridget Ann Hart, KPH Healthcare Services Inc.
 Michelle Ledoux, Lewis County Cornell Cooperative Extension
 Jim McKenna, Regional Office of Sustainable Tourism
 Dan Wilt, Wilt Industries

Project Pipeline Work Group

Jim Wright, Development Authority of the North Country
 Michelle Capone, Development Authority of the North Country
 Laurie Marr, Development Authority of the North Country
 North Country Alliance Members

Public Participation

John Ettling, SUNY Plattsburgh
 Eric Virkler, Lewis County Economic Development
 Keith Tyo, SUNY Plattsburgh
 Kelly Chezum, Clarkson University
 Sue Matton, North Country Chamber of Commerce
 Joe Riccio, Citizen Advocates

Regional Cluster & Advanced Manufacturing Work Group

Garry Douglas, North Country Chamber of Commerce
 Reg Carter, CITEC
 Sue Matton, North Country Chamber of Commerce
 Tony Collins, Clarkson University
 Tim Currier, Village of Massena
 Matt Draper, Shipley Center for Innovation
 Paul Grasso, The Development Corporation
 Bridget Hart, KPH Healthcare Services, Inc.
 William Jemison, Clarkson University
 Patrick Kelly, St. Lawrence County IDA
 Bob Lenney, Alcoa-Massena
 Cheryl Mayforth, Jeff-Lewis WDB
 Tom Plastino, St. Lawrence County IDA
 John Rishe, Ogdensburg Bridge and Port Authority
 Christina Schneider, Purcell Construction
 Mary Margaret Small, Clarkson University
 Mark Tryniski, Community Bank N.A.

John Vermette, SpencerARL
 Eric Virkler, Lewis County Economic Development
 Donna Wadsworth, International Paper-Ticonderoga Mill
 Jeff Walton, Paul Smith's College
 Dan Wilt, Wilt Industries
 Jim Wright, Development Authority of the North Country
 Dave Zembiec, Jefferson County IDA

SUNY 2020 & Higher Education and Research Development Consortium (HEARD)

Tony Collins, Clarkson University
 Ben Dixon, St. Lawrence University
 Matt Draper, Shipley Center for Innovation
 Keith Tyo, SUNY Plattsburgh
 Reg Carter, CITEC
 Cathy Dove, Paul Smith's College
 John Ettling, SUNY Plattsburgh
 Bill Fox, St. Lawrence University
 Rick Grant, Miner Institute
 Terrence Harris, Jefferson Community College
 John Homburger, SUNY Plattsburgh
 Atsuo Kuki, Trudeau Institute
 Cheryl Lesser, Clinton Community College
 Megan Stadler, Jefferson Community College
 Zvi Szafran, SUNY Canton
 Vicki Templeton Cornell, SUNY Potsdam
 Steve Tyrell, North Country Community College
 Lenore VanderZee, SUNY Canton
 John Wicke, SUNY Potsdam

Tourism

Jim McKenna, Regional Office of Sustainable Tourism
 Gary DeYoung, 1000 Islands International Tourism Council
 Kristen Aueter, Lewis County Chamber of Commerce

Kerry Blinn, Regional Office of Sustainable Tourism
 Jeff Byrne, ORDA
 Michelle Capone, Development Authority of the North Country
 Michelle Clement, Regional Office of Sustainable Tourism
 Matt Courtright, Ticonderoga Area Chamber of Commerce
 Wade Davis, Ogdensburg Bridge and Port Authority
 Judy Drabicki, DEC
 Beth Hill, Fort Ticonderoga
 Dan Kelleher, APA
 Kristy Kennedy, North Country Chamber of Commerce
 Carla Malmgren, Tug Hill Commission
 Brian McDonnell, Mac's Canoe Livery
 Ron Ofner, Adirondack Regional Tourism
 Alexandra Roaslvig, Long Lake Tourism
 Brooke Rouse, St. Lawrence County Chamber of Commerce
 Andrea Smith, City of Ogdensburg
 Christopher Thompson, St. Regis Mohawk Tribe
 Christy Wilt, Hamilton County
 Scott Brandi, SkiAreas of NY

URI Selection Committee

Paul Grasso, The Development Corporation
 Cali Brooks, Adirondack Foundation
 Reg Carter, CITEC
 Cathy Dove, Paul Smith's College
 Bridget Ann Hart, KPH Healthcare Services Inc.
 Michele Ledoux, Lewis County Cornell Cooperative Extension
 Kylie Peck, Greater Watertown-North Country Chamber of Commerce
 Zvi Szafran, SUNY Canton
 Mark Tryniski, Community Bank N.A.
 Donna Wadsworth, International

Paper-Ticonderoga Mill
 Dan Wilt, Wilt Industries

Workforce Development

Paul Grasso, The Development Corporation
 Cheryl Mayforth, Jefferson Lewis WDB
 John Bernardi, United Way of the Adirondack Region
 Michael Boprey, St. Lawrence County Veterans Service Agency
 Steven Bowman, Clinton County Veterans Service Agency
 Norma Cary, St. Lawrence County
 Derek Davey, Lewis County Veterans Service Agency
 Dan Engel, Hamilton County Veterans Service Agency
 Pete Fazio, Jefferson County Veterans Service Agency
 Matt Flynn, DOL
 Bruce Garcia, JCEO
 Melinda Gault, CAPC Jefferson County
 Bruce Goodnough, DOL
 Bob Gorman, United Way of Northern NY
 Lorrie Guler, Fort Drum Transition Services
 Greg Hart, Workforce Development Institute
 John Hetfield, DOL
 Alan Jones, ACAP Inc.
 Dan Kelleher, APA
 Harry McManus, Clinton County Legislature
 Sylvie Nelson, North Country WDB
 Tim Pierce, Essex County Veterans Service Agency
 Tom Plastino, St. Lawrence WDB
 Tracie Reece, DVA
 Bob Ross, Homeward Bound Adirondacks
 Jackie Skiff, JCEO
 Mary Margaret Small, Clarkson University
 Bonnie Stewart, Franklin County Veterans Service Agency
 Zvi Szafran, SUNY Canton

ENGAGEMENT AND SUPPORT OF THE PUBLIC AND LOCAL OFFICIALS

Public Forums:

- ▶ Meetings in each county led by NCREDC co-chairs Tony Collins and Garry Douglas
- ▶ 60 attendees
- ▶ 7 public forums (see locations on map)

CFA Workshops

- ▶ 2 Workshops
- ▶ 73 attendees

Workgroups

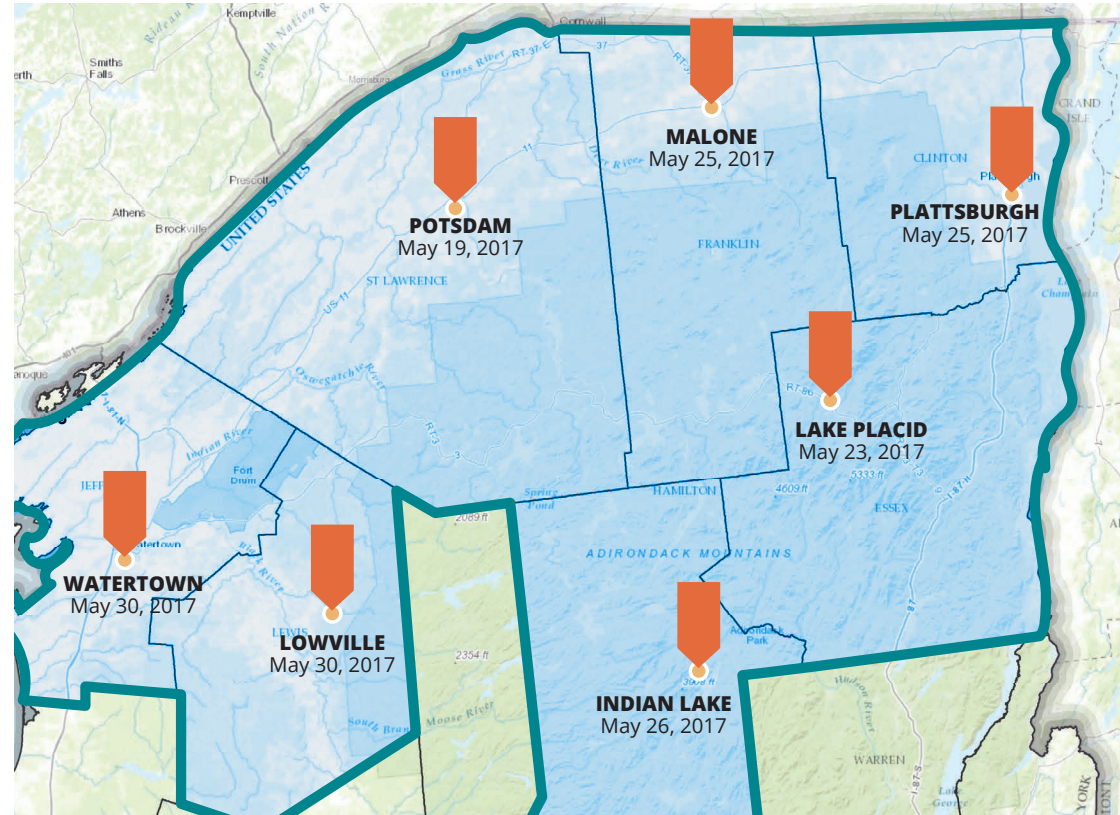
- ▶ 18 work groups/committees
- ▶ More than 150 participants from 7 counties

Facebook

- ▶ 543 followers, a 24 percent increase over last year
- ▶ 104 posts, plus promotion of all public meetings

Blog

- ▶ NCREDC is the only region using a blog
- ▶ 2015: 985 readers
- ▶ 2016: 1,364 readers
- ▶ 2017 to date: 645 readers



Other Events

- ▶ Tug Hill Commission Local Government Conference
- ▶ Adirondack Association of Towns & Villages Local Government Conference
- ▶ Common Ground Alliance
- ▶ ANCA Clean Energy Conference
- ▶ North Country Symposium
- ▶ Pipeline Outreach Meetings held in each county, reached 40 businesses and developers

Downtown Revitalization Project Round 2

**RATIONALE FOR SELECTING THE
DOWNTOWN**

**IMPORTANCE OF DOWNTOWN
REVITALIZATION IN ADVANCING
REGIONAL STRATEGIES**

**SUMMARY OF ASSETS THAT MAKE
THE SELECTED DOWNTOWN UNIQUE**

**COMMUNITY'S VISION FOR
DOWNTOWN REVITALIZATION**

**PROPOSALS THAT HAVE BEEN
PRELIMINARILY IDENTIFIED BY THE
COMMUNITY**

**DRI LOCAL PLANNING COMMITTEE
MEMBER AFFILIATIONS**

2017 DRI Round II Community

WATERTOWN, NY: DOWNTOWN WATERTOWN

Downtown Watertown sits at the core of the city serving as the primary venue for inclusive community and cultural events, diverse employment opportunities, and a place for residents and visitors to find unique goods and services.

Watertown's first landowners donated the land now known as Public Square in 1805. Originally called "The Mall," the area was intended as a New England-style commons to cultivate a central business district. Over the last two centuries, as more institutions moved in, the downtown area slowly expanded in all directions, leading to the boundaries defined today. The defined downtown is approximately 0.25 square miles in area, and is an approximate 15-minute walk from one end to the other at its widest point.

Today's defined downtown, in addition to Public Square itself, includes several radial corridors, extending out in their respective directions to the identified intersections that mark the outer boundaries of downtown. Within this area are several anchor institutions that include multi-family residential developments, major employers, professional services, and cultural and recreational destinations.

Rationale for selecting the downtown

Downtown Watertown was chosen as the North Country's Round II DRI neighborhood for several reasons. The community demonstrated an unprecedented momentum in its

downtown, highlighting significant public and private efforts.

Investments to enhance and restore residential and commercial space; active measures to support and attract businesses; and improvements to public space exhibit the community's commitment to downtown and the capacity to succeed.

In addition, a well-defined catchment area ensures efforts and resources are focused in the city's core, while a diverse list of public and private investment opportunities demonstrate a path to sustained progress into the future.

Without question, downtown Watertown exudes progress. With New

York State's investment, through the DRI program, downtown Watertown will thrive once again.

Importance of downtown revitalization in advancing regional strategies

The DRI goals and objective mirror what the Council strategies are in moving the dial in our communities. Job growth, business development, downtown attractiveness, livability, walkability, complete streets and connectivity are all part of the NCREDC's long-term community development strategies. Projects as defined by the City of Watertown help the region in meeting its desired goals.

Summary of assets that make the selected downtown unique

Downtown Watertown has been, and still is, the most important venue for civic life for residents of the city, the rest of

Jefferson County, and beyond. Parades culminate in Public Square and special events, such as the annual Christmas Parade and Tree Lighting Ceremony, take place there. Moreover, it is the commercial hub where residents shop, dine, do business, and access health care. Downtown Watertown has an intact central business district, with many existing companies and non-profit entities, as well as civic buildings such as the Jefferson County Office Buildings, Jefferson County Court Complex, Roswell P. Flower Memorial Library, Watertown City Hall, and the Dulles State Office Building.

Within a few miles of Public Square are many of the North Country's premier anchor institutions, including Samaritan Medical Center with 2,413 employees, Jefferson Community College with over 3,700 students and 300 faculty and staff members, and the United States Army Base at Fort Drum with 15,069 active duty soldiers and 15,229 family members that accompany them. Hundreds of private employers are situated within

walking distance of the area, including both Knowlton Technologies with 155 employees and Convergys with approximately 1,200 current employees (679 full-time).

The population of downtown Watertown's catchment area can sufficiently support a vibrant, year-round downtown. It is the epicenter for the entire population of Jefferson County which, according to the U.S. Census Bureau, was estimated to be 114,006 in 2016. The city's population grew from 26,705 in 2000 to 27,023 in 2010 (a 1.2 percent increase), and to an estimated 27,590 in 2014 (a 2.1 percent increase from 2010). The 2014 number is from the Census Bureau's 2014 American Community Survey (ACS) 5-year estimates.

Additionally, residents of Lewis, St. Lawrence, and northern Oswego counties regularly visit downtown Watertown to see doctors, dentists, lawyers, financial advisors, and other professionals. Public Square is easily reachable as the roads that radiate out of the square extend to, and in many cases beyond, the city

and Jefferson County boundaries. U.S. Route 11, N.Y. Route 3 and N.Y. Route 12 all come from outside the county and converge on Public Square.

Most notably, Public Square serves as the primary downtown for the entire population of Fort Drum. Fort Drum is the largest employer in the North Country region and New York State's largest single-site employer. Fort Drum's presence fuels the North Country's economy. Many soldiers and their families call Watertown, and the North Country, home upon retirement. As Watertown continues to invest in and build an attractive more vibrant downtown, this area will become more of a determining factor in military family choices regarding long-term relocation.

Community's vision for downtown revitalization

Building upon its vision for the city's 21st Century revival and revitalization, this award ensures long-term cohesive planning, in an area residents will not

only live, but thrive. Specifically, the City seeks to:

- ▶ **Amplify its efforts in place-making, capitalizing on its unique and attractive riverfront setting;**
- ▶ **Promote and continue the renovation and adaptive reuse of its many historic and architecturally significant properties;**
- ▶ **Improve the walkability and accessibility of its downtown corridor; and**
- ▶ **Increase downtown opportunities for commerce, culturally identifying activities, artisans, and the local food and craft beverage market.**

Upon further development of these initiatives, downtown Watertown will ingrain itself as the city's core identifier and that of its residents, representing the diverse interests and activities of its military families, students, general citizenry, and seasonal tourists. Downtown Watertown will catalyze the growth of

young entrepreneurs, provide a multitude of opportunities for redevelopment and community investment, and become known as a thriving city center that offers a wide range of housing options and employment prospects. Achieving these goals will ensure that Watertown continues to strengthen its position as the primary hub of commerce and culture for Jefferson and neighboring counties. Implementation of the plan will draw more residents and visitors from the surrounding areas to its downtown assets.

Proposals that have been preliminarily identified by the community

The city has identified a preliminary list of private and public sector projects to help realize its vision for downtown Watertown's future.

Proposals like the Jefferson Community College Downtown Tech Space and student housing developments, as well as the Court Street Market Rate Housing

project, would bring college students and young professionals into downtown and catalyze the growth of young entrepreneurs.

The Masonic Temple Performing Arts Center and the Public Arts Initiative would enhance the cultural activities in the city core and serve as demand generators for commercial enterprise.

Projects like the Lincoln Building Restoration, Franklin Street Façade and Streetscape program and Riverfront Connection efforts, in tandem with programs like the Public Square Rent Assistance Program and Retail Coach will beautify downtown while encouraging private investment and support commerce in the city core.

DRI local planning committee member affiliations

Members of the stakeholder group include individuals from the following organizations:

- ▶ City of Watertown
- ▶ Jefferson County
- ▶ Jefferson Community College
- ▶ Fort Drum
- ▶ Samaritan Medical Center
- ▶ Watertown Daily Times
- ▶ Senator Patty Ritchie (48th Senate District)
- ▶ Assemblywoman Addie Jenne (116th Assembly District)
- ▶ Knowlton Technologies
- ▶ Children's Home of Jefferson County
- ▶ Washington Street Properties
- ▶ Greater Watertown North Country Chamber of Commerce
- ▶ Downtown Business Association
- ▶ Watertown Local Development Corporation
- ▶ Purcell Construction
- ▶ Development Authority of the North Country
- ▶ YMCA
- ▶ Neighbors of Watertown
- ▶ Fourth Coast



Downtown Watertown

FULL LIST OF ALL FUNDED CFAS

CFA	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Grant Disbursement to Date	Status
2281	St. Lawrence County IDA	St. Lawrence County IDA - Newton Falls Capital-Phase I	ESD	Grant	\$ 1300000	\$ 1300000	\$ 1300000	Blue
2022	Constable Hall Association, Inc.	Constable Hall Restoration	Parks	HPADP	\$ 21668	\$ 29558	\$ 13223	Blue
2045	North Country Cultural Center of the Arts	Strand Theatre Restoration	Parks	HPADP	\$ 397000	\$ 530000	\$ 397000	Blue
2005	Town of Wilmington	Village Park Acquisition	Parks	PADP	\$ 48900	\$ 65200	\$ 48595	Blue
2554	Hamilton County	Hamilton County Microenterprise Assistance Program	HCR	CDBGEDM	\$ 200000	\$ 200000	\$ 199175	Blue
2774	COR Watertown Company, LLC (SEE NOTE)	Beaver Meadow	HCR	HTF	\$ 2400000	\$ 38460400	\$ 2030134	Blue
2950	MetalCraft Marine U.S. Inc.	Cape Vincent Expansion	ESD	Excelsior	\$ 400000	\$ 2900000	\$ -	Green
3385	Village of Potsdam	Potsdam Microenterprise Program	HCR	CDBGEDM	\$ 100000	\$ 118000	\$ 80018	Blue
3513	Village of Rouses Point	Rouses Point Microenterprise Program	HCR	CDBGEDM	\$ 200000	\$ 219240	\$ 200000	Blue
4247	Village of Gouverneur	Combined Sewer Separation and CSO Abatement	EFC	GIGP	\$ 1995000	\$ 2265140	\$ 292156	Green
4268	Lewis County Historical Society	General Walter Martin Mansion Restoration	Parks	HPADP	\$ 18750	\$ 25000	\$ 18750	Blue
4270	Lewis County Development Corporation	Lewis County Dev. Corp. - Lyons Falls phase 1 Capital-priority project	ESD	Grant	\$ 330000	\$ 495000	\$ 330000	Blue
4430	Fort Ticonderoga Association, Inc.	Planning	Parks	HPADP	\$ 20320	\$ 27120	\$ 18414	Blue
4920	Town of Ticonderoga	Ticonderoga Airport: Installation of Fueling Station With Enclosed Self-Service Dispensing	DOT	Aviation Bond Project	\$ 270000	\$ 300000	\$ -	Green
5098	Potsdam (V)	St. Lawrence Whitewater Parks	DOS	LWRP	\$ 346923	\$ 712231	\$ 162256	Green
5350	The Friends of Higley Flow State Park, Inc.	Higley Trails Lodge	Parks	PADP	\$ 60000	\$ 125000	\$ 54000	Blue
5531	Village of Philadelphia	Gateway Island Park	Parks	PADP	\$ 351000	\$ 468000	\$ 260682	Blue
5779	Adirondack Medical Center	Worker Skills Upgrading	DOL	Worker Skills Upgrading	\$ 36200	\$ 36200	\$ 33960	Blue

6080	Town of Plattsburgh	Plattsburgh Microenterprise Assistance Program	HCR	CDBGEDM	\$ 200000	\$ 217400	\$ 200000	Blue
6092	Composite Systems Technologies	Advanced Composites Manufacturing	ESD	Excelsior	\$ 400000	\$ 3000000	\$ -	Black
6097	Bombardier Mass Transit Corporation	Bombardier Mass Transit Capital-priority project	ESD	Grant	\$ 2500000	\$ 24960000	\$ -	Yellow
6288	Development Authority of the North Country	DANC - Broadband Capital	ESD	Grant	\$ 250000	\$ 306044	\$ 250000	Blue
6327	Town of Malone	Malone Microenterprise Assistance Program	HCR	CDBGEDM	\$ 200000	\$ 218305	\$ 200000	Blue
6355	Jefferson County	Watertown International Airport Capital	ESD	Grant	\$ 1500000	\$ 1800000	\$ 1500000	Blue
6606	Village of Tupper Lake	Tupper Lake Microenterprise Assistance Program	HCR	CDBGEDM	\$ 200000	\$ 200000	\$ 198400	Blue
6730	Hamilton (Co)	Implementing the Adirondack Economic Development Strategy	DOS	LWRP	\$ 250000	\$ 500000	\$ 250000	Blue
6758	Rouses Point (V)	Implementing the Rouses Point Downtown and Waterfront Plan	DOS	LWRP	\$ 125000	\$ 250000	\$ 124973	Blue
6761	Saranac (T) Rouses Point (V)	Waterfront Revitalization Priority Project Advancement in Clinton and Essex Counties	DOS	LWRP	\$ 250000	\$ 500000	\$ 249999	Blue
6763	Tupper Lake (V)	Advancing Tupper Lake Revitalization Strategy: Priority Project Implementation	DOS	LWRP	\$ 225000	\$ 450000	\$ 224959	Blue
7167	Essex County	Cleaner Greener Communities Phase I: Regional Sustainability Planning Grants	NYSERDA3	CGC	\$ 1000000	\$ 1052250	\$ 999910	Blue
7353	Hamilton County	Hamilton County Broadband Capital	ESD	Grant	\$ 472000	\$ 524444	\$ 472000	Blue
7359	Ogdensburg Bridge & Port Authority	Ogdensburg Bridge & Port Authority Capital	ESD	Grant	\$ 450000	\$ 1938000	\$ 450000	Blue
7679	Development Authority of the North Country	DANC - Housing Capital	ESD	Grant	\$ 4000000	\$ 75486000	\$ 4000000	Blue
7703	Trudeau Institute	Trudeau Institute Working Capital	ESD	Grant	\$ 1200000	\$ 6000000	\$ 1200000	Blue
7764	Roth Industries Inc.	Worker Skills Upgrading	DOL	Worker Skills Upgrading	\$ 2395	\$ 2395	\$ 2394	Blue
7894	Town of Massena	Massena International Airport: Construction of Hangar, Including Required Site Improvements,	DOT	Aviation Bond Project	\$ 759900	\$ 894000	\$ 34162	Blue
8114	North Country Pastured LLC	North Country Pastured Capital	ESD	Grant	\$ 130000	\$ 204200	\$ -	Black
8176	Town of Arietta (Piseco Airport)	Piseco Airport: Project to Retrofit Existing Fuel Pump System to Enable Self-Serve Fuel Service	DOT	Aviation Bond Project	\$ 52650	\$ 58500	\$ -	Blue
8249	Slic Network Solutions	Slic Network Solutions Capital	ESD	Grant	\$ 596000	\$ 697758	\$ 365500	Green
8299	Massena Terminal Railroad Company	Main Line Track and Bridge Rehabilitation, Massena	DOT	Rail & Port Bond Project	\$ 1637600	\$ 1926589	\$ -	Green

8466	C Speed, LLC	C Speed Capital	ESD	Grant	\$ 1350000	\$ 4950000	\$ -	Black
8797	Florelle Tissue Corporation	Florelle Tissue Working Capital	ESD	Grant	\$ 25000	\$ 3013960	\$ -	Black
14023	Frontier Housing Corp.	RESTORE 2011	HCR	Restore	\$ 75000	\$ 605000	\$ 37500	Blue
14028	RPC of Clinton County Inc.	RESTORE 2011	HCR	Restore	\$ 50000	\$ 50000	\$ 50000	Blue
14046	Village of Massena	Neighborhood Stabilization Program	HCR	HOME	\$ 311600	\$ 434100	\$ 311600	Blue
14050	Village of Gouverneur	2011 Housing Rehabilitation Program	HCR	HOME	\$ 288200	\$ 486200	\$ 288200	Blue
14052	Neighbors of Watertown Inc.	2011 Downtown Apartments Program	HCR	HOME	\$ 507300	\$ 890700	\$ 507300	Blue
14124	Housing Assistance Program of Essex County, Inc.	2011 Essex County Housing Rehabilitation Program	HCR	HOME	\$ 400000	\$ 510000	\$ 400000	Blue
14135	St. Lawrence County	St. Lawrence County Homeownership Program	HCR	CDBG Housing	\$ 750000	\$ 2803370	\$ 750000	Blue
14137	Town of Ticonderoga	Town of Ticonderoga John Street Sewer Improvements	HCR	CDBG Public Infrastructure	\$ 598575	\$ 714250	\$ 598575	Blue
14142	Habitat for Humanity NYS	HFH-NYS 2011	HCR	AHC	\$ 900000	\$ 3815433	\$ 900000	Blue
14146	City of Watertown	City of Watertown Housing Rehabilitation Program	HCR	CDBG Housing	\$ 400000	\$ 958000	\$ 400000	Blue
14150	Town of Willsboro	Town of Willsboro Housing Rehabilitation Program	HCR	CDBG Housing	\$ 400000	\$ 400000	\$ 400000	Blue
14154	Village of Carthage	Village of Carthage Twin Villages Housing Rehabilitation Program (Owner-Occupied)	HCR	CDBG Housing	\$ 400000	\$ 400000	\$ 400000	Blue
14158	Town of Chateaugay	Town of Chateaugay Housing Rehabilitation Program	HCR	CDBG Housing	\$ 400000	\$ 400000	\$ 400000	Blue
14185	Village of Gouverneur	Village and Town of Gouverneur Water Distribution Improvements	HCR	CDBG Public Infrastructure	\$ 900000	\$ 1243500	\$ 900000	Blue
14196	Jefferson County	Jefferson County Housing Rehabilitation Program	HCR	CDBG Housing	\$ 600000	\$ 600000	\$ 600000	Blue
14200	Town of Lewis	Town of Lewis Housing Rehabilitation Program	HCR	CDBG Housing	\$ 400000	\$ 400000	\$ 400000	Blue
14201	Lewis County	Lewis County Housing Rehabilitation Program	HCR	CDBG Housing	\$ 428560	\$ 578560	\$ 428560	Blue
14217	Village of Gouverneur	2011 Housing Rehab Program	HCR	AHC	\$ 136800	\$ 516920	\$ 136800	Blue
14218	Village of Massena	Neighborhood Stabilization Program	HCR	AHC	\$ 184800	\$ 474091	\$ 184800	Blue
14219	Neighbors of Watertown	Jefferson County 1st Time Homebuyer	HCR	AHC	\$ 350000	\$ 1426210	\$ 350000	Blue

14220	Frontier Housing	AHC 2011 HIP	HCR	AHC	\$ 300000	\$ 600000	\$ 300000	Blue
14223	Housing Asst. Prog. Of Essex Co.	Homebuyer Program	HCR	AHC	\$ 300000	\$ 1900000	\$ 300000	Blue
14230	Town of Peru	Town of Peru South Acres Wastewater Improvement Project	HCR	CDBG Public Infrastructure	\$ 600000	\$ 705050	\$ 600000	Blue
14234	Town of Potsdam	Town of Potsdam Housing Rehabilitation Program	HCR	CDBG Housing	\$ 400000	\$ 437500	\$ 400000	Blue
20220	ACCO Brands USA	ACCO Brands Capital	ESD	Grant	\$ 350000	\$ 16809125	\$ -	Black
21168	St. Lawrence County IDA	St. Lawrence County IDA - Newton Falls Railroad phase 2	ESD	Grant	\$ 8672000	\$ 9780000	\$ 5236146	Green
5206 / 6135	Clayton Harbor Hotels, LLC	Clayton Harbor Hotel Capital	ESD	Grant	\$ 3000000	\$ 23587000	\$ 3000000	Blue
8467 / 20193	KRAFT Foods, Inc.	Kraft Foods Lowville improvements Capital	ESD	Grant	\$ 400000	\$ 18000000	\$ -	Black
5109	St. Lawrence County IDA	Clearwater Paper Rail Bridge Rehab	DOT	Rail & Port Bond Project	\$ 200000	\$ 345225	\$ -	Black
14221	St. Lawrence County Housing Council	2011 SLCHC HIP	HCR	AHC	\$ 300000	\$ 500000	\$ -	Black
14222	Adirondack Community Housing Trust	Adk Com. Hsg. Trust Homebuyer	HCR	AHC	\$ 300000	\$ 1995000	\$ 20000	Black
X975	Stream International Inc.	Stream International Excelsior	ESD	Excelsior	\$ 1500000	\$ 11500000	N/A	Green
7979	ReEnergy	ReEnergy BlackRiver	ESD	Industrial Development Bonds	\$ 30000000	\$ 34000000	N/A	Blue
13749	Adirondack Meat Company	Adirondack Meat Capital	ESD	Grant	\$ 300000	\$ 1069000	\$ 200000	Red
13820	Malone (V)	Preparation and Implementation of the Salmon River Watershed Management Plan	DOS	LWRP	\$ 21000	\$ 42000	\$ 5000	Green
14515	Village of Lake Placid	Chubb River Dam Removal and Restoration	EFC	GIGP	\$ 1012006	\$ 1455000	\$ 1012006	Blue
14518	Business Development Corporation for a Greater Massena	Massena Industrial Park Rail Access Capital	ESD	Grant	\$ 209000	\$ 1050000	\$ 209000	Blue
14589	Town of Russell	Russell Town Hall	Parks	HPADP	\$ 117705	\$ 156940	\$ 117705	Blue
14824	Wilmington (T)	Construction of Waterfront Parks Improvements and Preparation of Sustainable	DOS	LWRP	\$ 251150	\$ 502300	\$ 251145	Blue
15216	Moriah (T)	Lake Champlain Nonpoint Source Pollution Subwatershed Assessment and Management	DOS	LWRP	\$ 200000	\$ 400000	\$ 32073	Green
15306	North Elba (T)	Comprehensive Plan Preparation	DOS	LWRP	\$ 23200	\$ 46400	\$ 22613	Blue
15306	Town of North Elba	Recycled Recreation and the Lacrosse Field of Dreams in North Elba	Parks	PADP	\$ 440000	\$ 880000	\$ 197868	Green

15963	Sagamore Institute of the Adirondacks	Great Camp Sagamore	Parks	HPADP	\$ 238650	\$ 348200	\$ 238650	Blue
16041	Village of Port Henry	Port Henry Water and Sewer Improvements	HCR	CDBG Public Infrastructure	\$ 600000	\$ 813250	\$ 596657	Blue
16129	North Country Cultural Center for the Arts	North Country Cultural Center for the Arts Capital-priority project	ESD	Grant	\$ 250000	\$ 1198000	\$ 250000	Blue
16129	North Country Cultural Center for the Arts	Strand Restoration	Parks	HPADP	\$ 305175	\$ 497200	\$ 305175	Blue
16130	Village of Lyons Falls	Village of Lyons Falls Engineering Study	DEC	CWSRF Planning Grant Program	\$ 30000	\$ 37500	\$ 30000	Blue
16161	Inlet (T)	Design and Construct Improvements to Arrowhead Park	DOS	LWRP	\$ 248000	\$ 496000	\$ 119240	Green
16335	Cape Vincent Improvement League	Club Street Waterfront Development	HCR	RARP	\$ 200000	\$ 700000	\$ 200000	Blue
16336	Essex County Industrial Development Agency	Adirondack Meat Company	Ag & Markets	Ag Development Program	\$ 165000	\$ 2115000	\$ 163202	Blue
16358	Adirondack Historical Association	Exhibition Master Plan: Alternatives Analysis	Arts	Art Project Grant	\$ 50625	\$ 143535	\$ 15188	Blue
16427	Carthage Industrial Development Corporation	Carthage Downtown Revitalization Program	HCR	RARP	\$ 200000	\$ 517000	\$ 200000	Blue
16449	LCO Destiny, LLC	Timeless Vertical Integration and Manufacturing Capital	ESD	Grant	\$ 260000	\$ 1300000	\$ -	Black
16506	Town of Champion	Town of Champion Collection System Replacement Engineering	DEC	CWSRF Planning Grant Program	\$ 30000	\$ 37500	\$ 30000	Blue
16649	Town of Henderson	Town of Henderson Decentralized Collection System and Treatment Engineering Study	DEC	CWSRF Planning Grant Program	\$ 30000	\$ 37500	\$ 24672	Blue
16692	Natural History Museum of the Adirondacks	Wild Center Wild Walk Capital-priority project	ESD	Grant	\$ 1000000	\$ 2841000	\$ 1000000	Blue
16858	Lewis County Development Corporation	Croghan Dam Restoration Capital	ESD	Grant	\$ 375000	\$ 1600000	\$ -	Red
16948	Slic Network Solutions	Long Lake Next Generation Broadband	ESD	Grant	\$ 1370306	\$ 1712883	\$ 685593	Green
16988	Potsdam (V)	Implementation of the Raquette River Blueway Trail Corridor	DOS	LWRP	\$ 143610	\$ 287220	\$ -	Green
17133	Curran Renewable Energy, Inc.	Curran Renewable Energy Capital	ESD	Grant	\$ 168000	\$ 1653700	\$ 168000	Blue
17144	Indian Lake Theater, Inc.	Indian Lake Theater RARP Project	HCR	RARP	\$ 62723	\$ 107491	\$ 62723	Blue
17179	City of Watertown	WWTP Anaerobic Digester	NYSERDA	RED and GHG Reduction program	\$ 585646	\$ 780861	\$ 333855	Green
17251	Business Development Corporation for a Greater Massena	Massena's Historic Downtown Core: Anchors & Gateways	HCR	NYMS	\$ 250000	\$ 2173500	\$ 83262	Blue
17341	Town of Turin	Town and Village of Turin Wastewater Planning and Preliminary Engineering Study	DEC	CWSRF Planning Grant Program	\$ 24000	\$ 30000	\$ 20098	Blue

17353	St. Lawrence County	St. Lawrence Trails Capital	ESD	Grant	\$ 250000	\$ 756144	\$ -	Black
17449	St. Lawrence County IDA	St. Lawrence County IDA Canton Business Park Capital	ESD	Grant	\$ 470000	\$ 2400000	\$ 470000	Blue
17489	Traditional Arts in Upstate NY	The Marjorie Lansing Porter Collection Multimedia Project	Arts	Art Project Grant	\$ 139500	\$ 279000	\$ 139500	Blue
17564	Town of Orleans	Town of Orleans Capital	ESD	Grant	\$ 500000	\$ 11548100	\$ -	Yellow
17588	St. Lawrence County IDA	St. Lawrence IDA-J&L Site Working Capital	ESD	Grant	\$ 87500	\$ 175000	\$ -	Yellow
17767	Town of Orleans, Thousand Island Park	Town of Orleans Wastewater Engineering Study	DEC	CWSRF Planning Grant Program	\$ 30000	\$ 37500	\$ 30000	Blue
17926	Hamilton County	Hamilton County Broadband	ESD	Grant	\$ 1700000	\$ 2150000	\$ 1678897	Blue
18038	BOCES Clinton Essex Warren & Washington Counties	BOCES Clinton Essex Warren & Washington Counties - Unemployed Worker Training	DOL	UWT	\$ 100000	\$ 100000	\$ 41397	Blue
18042	Lewis County Development Corporation	Lewis County Development - Lyons Falls Capital	ESD	Grant	\$ 1000000	\$ 2500000	\$ 1000000	Blue
18071	Adirondack Lakes Center for Arts	Adirondack Lakes Summer Theater Festival	Arts	Art Project Grant	\$ 150000	\$ 404289	\$ 120000	Blue
18074	Adirondack North Country Association, Inc.	Invisible Factory	Arts	Art Project Grant	\$ 50000	\$ 10000	\$ 15000	Blue
18194	Village of Gouverneur	Village of Gouverneur Dorwin Street Sewer Connector Project	DEC	CWSRF Planning Grant Program	\$ 30000	\$ 37500	\$ 30000	Blue
18195	Town of Alexandria	Alexandria Water System	ESD	Grant	\$ 500000	\$ 2800000	\$ 500000	Blue
18267	Tupper Lake (V)	Advancing Tourism Infrastructure Development and Marketing	DOS	LWRP	\$ 445000	\$ 890000	\$ 181660	Green
18272	Rouses Point (V)	Implementation of Essex and Clinton Counties Waterfront Plan: Advancing Key Clinton County	DOS	LWRP	\$ 700000	\$ 1400000	\$ 378297	Blue
18361	The Adirondack Historical Association	Adirondack Historical Association Capital	ESD	Grant	\$ 130000	\$ 497850	\$ 130000	Blue
18448	Village of Alexandria Bay	Village of Alexandria Bay Wastewater Improvement Engineering Study	DEC	CWSRF Planning Grant Program	\$ 30000	\$ 37500	\$ 30000	Blue
18487	Village of Tupper Lake New York	Tupper Lake Biomass Fired District Energy System	NYSERDA	RED and GHG Reduction program	\$ 300000	\$ 423000	\$ 235000	Green
18501	International Paper Company	International Paper Natural Gas Conversion Capital	ESD	Grant	\$ 1000000	\$ 11299000	\$ 1000000	Blue
18610	Moriah (T)	Construction of Bulwagga Bay Shoreline Stabilization and Preparation of Strategic Plan	DOS	LWRP	\$ 249815	\$ 499630	\$ 225834	Green
18877	Celtic Energy Farm	Celtic Energy Farm Capital	ESD	Grant	\$ 470000	\$ 1475000	\$ -	Red
18879	Essex (Co)	Implementing the Ausable Watershed Management Plan	DOS	LWRP	\$ 217950	\$ 435900	\$ 196155	Green

18897	Development Authority of the North Country	North Country Telecommunications Loan Fund	ESD	Grant	\$ 500000	\$ 1000000	\$ -	Green
18908	COR Route 26 Company LLC	Mercy Site Redevelopment Capital	ESD	Grant	\$ 2000000	\$ 4400000	\$ -	Green
18928	Thousand Islands Regional Tourism Development Corporation	Highway 81 Corridor Promotion	ESD	MNY	\$ 84000	\$ 94000	\$ 84000	Blue
18986	Adirondack Mountain Club, Inc.	Heart Lake Program Center	Parks	PADP	\$ 221073	\$ 350265	\$ -	Green
18993	Hammond (T)	Preparation of Thousand Island Regional Assessment	DOS	LWRP	\$ 75000	\$ 150000	\$ 75000	Blue
19002	Lawler Realty	Madison Barracks Capital	ESD	Grant	\$ 500000	\$ 1350000	\$ 500000	Blue
19019	Norstar Development USA, LP	Creekwood Phase II Capital	ESD	Grant	\$ 3000000	\$ 20986596	\$ 3000000	Blue
19071	Jefferson County Industrial Development Agency	Maple Court Rehabilitation	ESD	Bonds	\$ 5400000	\$ 7241529	\$ -	Black
19167	Jefferson County	Watertown Airport Business center Capital	ESD	Grant	\$ 1000000	\$ 1200000	\$ 1000000	Blue
19203	St. Lawrence Brewing Company	St. Lawrence Brewing Co. Capital	ESD	Grant	\$ 65000	\$ 400000	\$ -	Black
19238	Clayton (T)	Preparation of Chaumont River Corridor Waterfront Revitalization Strategy	DOS	LWRP	\$ 15775	\$ 31550	\$ 14888	Blue
19327	St. Lawrence County IDA	St Lawrence IDA Massena Lots 18 & 19 Capital	ESD	Grant	\$ 60000	\$ 150000	\$ 59715	Blue
19378	St. Lawrence County Housing Council, Inc. d/b/a North Country HC	Canton Downtown Project	HCR	RARP	\$ 200000	\$ 214620	\$ 200000	Blue
19410	Village of Carthage	Village of Carthage Wastewater Engineering Study	DEC	CWSRF Planning Grant Program	\$ 30000	\$ 37500	\$ 30000	Blue
19412	Village of Malone	Village of Malone Wastewater Facilities Engineering Study	DEC	CWSRF Planning Grant Program	\$ 25000	\$ 31250	\$ 25000	Blue
19418	Current Application	Current Application Capital	ESD	Grant	\$ 140000	\$ 693000	\$ -	Black
19478	Lewis County Hospital	Lewis County Hospital Dialysis Center Capital	ESD	Grant	\$ 300000	\$ 1500000	\$ 300000	Blue
19517	Housing Assistance Program of Essex County, Inc.	Village of Port Henry: 4316 Main Street	HCR	RARP	\$ 150000	\$ 312700	\$ 150000	Blue
19599	Clinton County	Plattsburgh Airport water infrastructure Capital	ESD	Grant	\$ 200000	\$ 1320000	\$ 178929	Blue
19749	Thousand Islands Land Trust	Otter Creek Preserve Nature Trail	Parks	PADP	\$ 110774	\$ 246899	\$ 110774	Blue
19821	United Helpers Management Company	North Country Regional Food Hub Capital-priority project	ESD	Grant	\$ 350000	\$ 1800000	\$ -	Green
19849	Tupper Lake Crossroads, LLC	Tupper Lake Crossroads Capital	ESD	Grant	\$ 36000	\$ 40000	\$ 35027	Blue

19860	Thousand Islands Regional Tourism Development Corporation	I LOVE NY Fishing Content Development	ESD	MNY	\$ 60000	\$ 100000	\$ 60000	Blue
19874	Adirondack Association of Towns & Villages	Adirondack Park Recreation Web Portal Project	ESD	MNY	\$ 108000	\$ 175000	\$ 108000	Blue
27192	Town of Plattsburgh	Plattsburgh Pump Station	ESD	Grant	\$ 86000	\$ 430000	\$ -	Green
27515	Town of St. Armand	St. Armand wastewater system Capital	ESD	Grant	\$ 422000	\$ 4564829	\$ 422000	Green
27516	Town of Inlet	Inlet Water-Sewer Capital	ESD	Grant	\$ 53800	\$ 60630	\$ 53800	Blue
27559	City of Watertown	Watertown Wastewater Improvements Capital	ESD	Grant	\$ 500000	\$ 5370536	\$ 450000	Blue
27589	Town of Ticonderoga	Ticonderoga Water Sewer Infrastructure Capital	ESD	Grant	\$ 177286	\$ 886431	\$ 111085	Blue
27614	Town of Malone	Town of Malone Sewer Improvements	ESD	Grant	\$ 72000	\$ 355000	\$ 55440	Blue
27879	Village of Heuvelton	Village of Heuvelton Wastewater Improvements Capital	ESD	Grant	\$ 500000	\$ 2359975	\$ 500000	Blue
27918	Village of Clayton	Clayton Pump Station Improvements	ESD	Grant	\$ 500000	\$ 4612000	\$ 500000	Blue
28781	Village of Saranac Lake	Saranac Lake Sewer Improvements	ESD	Grant	\$ 190000	\$ 867292	\$ -	Green
33988	Development Authority of the North Country	Digital Film Conversion Fund	ESD	Grant	\$ 400000	\$ 444000	\$ 200000	Green
19609 / 33987	Development Authority of the North Country	Community Tourism Transformation Fund	ESD	Grant	\$ 2000000	\$ 2222000	\$ 1800000	Green
13867	Snow Belt Housing Co.	Lowville Gateway Project	HCR	RARP	\$ 200000	\$ 1338060	\$ -	Black
25903	Fine (T)	Clifton-Fine Tourism and Recreation Development	DOS	LWRP	\$ 67500	\$ 135000	\$ 11024	Blue
26684	Town of Peru	Connecting Town Parks	Parks	RTP	\$ 258000	\$ 762123	\$ 58000	Blue
26936	Lewis County Opportunity, Inc.	CSBG Discretionary Workforce Development	DOS	CSBG	\$ 56015	\$ 70019	\$ 47727	Blue
26983	Town of Ticonderoga	Stream Daylighting	EFC	GIGP	\$ 539103	\$ 950956	\$ -	Yellow
27084	Applied Biorefinery Sciences, LLC	Applied Biorefinery Sciences Capital	ESD	Excelsior + Grant	\$ 881960	\$ 4608000	\$ -	Black
27130	Doolittle & Hall LLC	Lincoln Building Renovations - Capital	ESD	Grant	\$ 250000	\$ 2577500	\$ -	Green
27135	Ogdensburg Bridge & Port Authority	Port of Ogdensburg Capital	ESD	Grant	\$ 225000	\$ 1547700	\$ -	Black
27196	Town of AuSable	Town of AuSable Wastewater Engineering Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 30000	Blue

27363	Turin Ridge Riders, Inc	Trail Grooming Equipment	Parks	RTP	\$ 159840	\$ 199800	\$ 159840	Blue
27573	Lewis County Historical Society	Stabilization and Restoration of the General Walter Martin Mansion	Parks	HPA	\$ 165000	\$ 220000	\$ 142876	Green
27592	DRAG of Speculator, Inc.	Trail Grooming Equipment	Parks	RTP	\$ 80000	\$ 100000	\$ 80000	Blue
27598	Town of Gouverneur	Gouverneur Community Center	HCR	CDGBPF	\$ 400000	\$ 1000000	\$ 400000	Blue
27660	Village of Potsdam	Village of Potsdam NYMS	HCR	NYMS	\$ 200000	\$ 269160	\$ 111909	Blue
27677	SterRx	SterRx Capital	ESD	Excelsior	\$ 794580	\$ 5505000	N/A	Green
27719	Town of Moriah	Town of Moriah Wastewater Engineering Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 28036	Blue
27954	Town of Willsboro	Town of Willsboro Wastewater Treatment Upgrades Engineering Study	DEC	EPGP	\$ 18750	\$ 23438	\$ 14568	Blue
27972	Valley Snow Travelers of Lewis County, Inc.	Trail Grooming Equipment	Parks	RTP	\$ 151600	\$ 189500	\$ 150040	Blue
27993	Town of Jay	Grove Road Park Improvement Project	Parks	PA	\$ 54460	\$ 72760	\$ -	Green
28018	Village of Port Leyden	Village of Port Leyden Wastewater Engineering Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 18154	Blue
28059	Newcomb (T)	NYS Route 28N Corridor and Hudson River Waterfront Economic Revitalization Plan	DOS	LWRP	\$ 37500	\$ 75000	\$ 33750	Green
28061	Fort La Presentation Association	Fort La Presentation Interpretive Trail	Parks	PA	\$ 352650	\$ 470200	\$ -	Green
28134	Natural History Museum of the Adirondacks	Wild Walk Phase II Capital	ESD	Grant	\$ 250000	\$ 2186000	\$ 250000	Blue
28184	Pleasant Rider Snowmobilers, Inc.	Trail Grooming Equipment	Parks	RTP	\$ 56600	\$ 70750	\$ 56600	Blue
28237	Indian Lake Chamber of Commerce	Adirondack Teleworks Training Working Capital	ESD	OA	\$ 100000	\$ 111000	\$ 79004	Blue
28283	Winona Forest Recreation Association, Inc.	Trail Grooming Equipment	Parks	RTP	\$ 143560	\$ 179450	\$ 126444	Blue
28375	Village of Sackets Harbor	Sackets Harbor Waterfront Planning	ESD	SPFS	\$ 20000	\$ 45000	\$ -	Green
28448	Canton Central School District	Canton and Potsdam Schools Merger Feasibility Study	DOS	LGE	\$ 25000	\$ 75000	\$ 25000	Blue
28942	Village of Port Henry	Port Henry New York Main Street	HCR	NYMS	\$ 131311	\$ 249811	\$ 128781	Blue
28950	Clinton (Co)	Clinton and Franklin Counties Waterfront Revitalization Advancement	DOS	LWRP	\$ 625000	\$ 1250000	\$ 199558	Green
29063	North Country Cultural Center for the Arts	Plattsburgh Strand Theatre Digital Conversion	Arts	DFPCP	\$ 78000	\$ 163128	\$ 78000	Blue

29111	Inn on Schroon Lake LLC	Inn on Schroon Lake Capital	ESD	Grant + MNY	\$ 764095	\$ 11590000	\$ -	Black
29229	Bombardier Mass Transit Corporation	Software and Operational Skills Training	DOL	EET	\$ 40922	\$ 204612	\$ -	Black
29338	Appleby Foundation Inc.	Digital Projection Conversion	Arts	DFPCP	\$ 70000	\$ 150000	\$ 70000	Blue
29506	Bionique Laboratories	Bionique Capital	ESD	Grant	\$ 650000	\$ 3500000	\$ -	Green
29507	North Country Landscape & Nursery Inc. d/b/a Tug Hill Vineyards	Tug Hill Vineyards Capital	ESD	Grant	\$ 40000	\$ 200000	\$ 40000	Blue
29532	Jefferson-Lewis WIB	Machine Operation Training	DOL	UWT	\$ 36000	\$ 36000	\$ 9200	Blue
29578	Village of Gouverneur	Village of Gouverneur Pump Station Upgrade Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 30000	Blue
29664	Snow Belt Housing Company, Inc.	High Falls Apartments Renovation	HCR	RARP	\$ 51750	\$ 66750	\$ 49425	Blue
30010	Neighbors of Watertown, Inc.	Lincoln Building Revitalization UI	HCR	UI	\$ 150000	\$ 5782143	\$ 150000	Blue
30275	Ogdensburg Bridge & Port Authority	North Country Regional Tourism Working Capital	ESD	MNY	\$ 1086750	\$ 1086750	\$ 955720	Green
30367	Saranac Lake Resort	Lake Flower Lodging Capital	ESD	Grant	\$ 1300000	\$ 12825000	\$ -	Green
30654	Central Adirondack Partnership for the 21st Century	Purchase of Trail Grooming Maintenance Equipment	Parks	RTP	\$ 59000	\$ 118000	\$ 49311	Green
30904	Town of Champlain	C2 Joint Wastewater Project	DOS	LGE	\$ 415000	\$ 5218120	\$ 52958	Green
30924	Seagle Music Colony, Inc	Seagle Music Colony Centennial Working Capital	ESD	MNY	\$ 18100	\$ 18100	\$ 16441	Blue
30924	Seagle Music Colony, Inc	Seagle Music improvements	ESD	Grant	\$ 100000	\$ 872900	\$ -	Green
30954	COR Arsenal Street Company LLC	Mercy Site Redevelopment Capital	ESD	Grant	\$ 2110000	\$ 5000000	\$ -	Green
31010	The Adirondack Historical Association	Adirondack Historical Association Capital	ESD	Grant	\$ 1400000	\$ 7005000	\$ 700000	Green
31191	Ansen Corporation	Ansen Corporation improvements Capital	ESD	Grant	\$ 100000	\$ 500000	\$ 80000	Blue
31196	Town of Denmark	Consolidated Water Services Project	DOS	LGE	\$ 400000	\$ 2808000	\$ 67835	Green
31393	Lake Placid Village, Inc.	Village of Lake Placid Main Street Sanitary Sewer Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 30000	Blue
31484	Indian Lake Theater	Digital Conversion Project	Arts	DFPCP	\$ 17100	\$ 34200	\$ 17100	Blue
31499	Adirondack Film Society	Expanding Film Programming for the Adirondack Region	Arts	DFPCP	\$ 70000	\$ 140000	\$ 56000	Blue

31553	Development Authority of the North Country	Value Added Agriculture Loan Fund	ESD	Grant	\$ 1000000	\$ 1110000	\$ 500000	Green
31568	Adirondack North Country Association	Adirondack North Country Product Branding Working Capital	ESD	MNY	\$ 100000	\$ 100000	\$ 75000	Green
31588	Plattsburgh (T)	Lake Champlain/Saranac River Waterfront Plan	DOS	LWRP	\$ 25000	\$ 50000	\$ 20187	Blue
31626	Town of Peru	Town of Peru Sewer Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 30000	Blue
31628	Clarkson University	North Country Innovation Hot Spot	ESD	HotSpot	\$ 750000	\$ 2250000	\$ 475770	Green
31709	Canton (T)	Grasse River Corridor Blueway Trail Planning and Implementation	DOS	LWRP	\$ 85000	\$ 170000	\$ -	Green
31715	Ansen Corporation	Lean and Advanced Manufacturing Training	DOL	EET	\$ 20000	\$ 100000	\$ -	Black
31724	Village of Saranac Lake	Village of Saranac Lake Sewer System Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 30000	Blue
31776	Clinton County	Plattsburgh International Airport Terminal Capital	ESD	Grant	\$ 4500000	\$ 54600000	\$ -	Green
31777	Essex County Community Resources	North Country Multicounty Implementation	NYSERDA	CGC3	\$ 1939668	\$ 4318286	\$ 451026	Green
31829	City of Ogdensburg	Oswegatchie Blueway Trail	ESD	SPFS	\$ 25000	\$ 50000	\$ -	Green
31829	City of Ogdensburg	Oswegatchie Blueway Trail	DOS	LWRP	\$ 25000	\$ 50000	\$ -	Blue
32005	Village of Malone	Village of Malone East Side Inflow and Infiltration Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 29993	Blue
32016	Adirondack North Country Association	Adirondack Regional Art Trail	Arts	CHPG	\$ 59200	\$ 160000	\$ 59200	Blue
32225	Roedel Companies LLC	Hotel Saranac Capital	ESD	Grant	\$ 5000000	\$ 12315000	\$ -	Green
32381	Essex County IDA	Ticonderoga incubator feasibility	ESD	SPFS	\$ 12760	\$ 29000	\$ -	Black
32404	Bioenergy Project Partners LLC	Removing Barriers To Institutional Wood Pellet Heating	NYSERDA	CGC3	\$ 1394173	\$ 2862095	\$ 552985	Blue
32512	Pendragon Theatre	Internship Funding	Arts	IWDP	\$ 3360	\$ 4800	\$ 3360	Blue
32555	St Lawrence County Arts Council and North Country Children's Museum	Regional Arts and Interactive Learning Project	Arts	CHPG	\$ 92000	\$ 2465470	\$ 92000	Blue
32630	Adirondack Lakes Center for the Arts	Adirondack Summer Playhouse	Arts	CHPG	\$ 74000	\$ 3803090	\$ 74000	Blue
31964	Town of Minerva	Town of Minerva Comprehensive Plan	NYSERDA	CGC2	\$ 50625	\$ 67500	\$ -	Black
27889	Slic Network Solutions	Broadband Fund (Includes Belmont South, Newcomb, Minerva, and Black Lake)	ESD	Grants	\$ 5687140	\$ 7063621	\$ -	Green

Z544	Older Adults Technology Services	Connecting the North Country	ESD	Grants	\$ 812000	\$ 902222	\$ 217974	Green
Y909	Spencer ARL, Inc.	Spencer ARL Excelsior	ESD	Excelsior	\$ 300000	\$ 1200000	N/A	Green
Z256	Plastitel Products, Inc.	Plastitel Products Excelsior	ESD	Excelsior	\$ 100000	\$ 305000	N/A	Green
Z441	Corning Incorporated	Corning Inc. Excelsior	ESD	Excelsior	\$ 750000	\$ 21000000	N/A	Green
38948	Village of Potsdam	Wastewater Treatment Planning Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 30000	Blue
39010	Hamilton County	Fuel Consolidation, Phase III	DOS	LGE	\$ 797028	\$ 1012100	\$ 120870	Green
39016	Agri-Mark, Inc.	Agri-Mark Capital	ESD	Grant	\$ 2000000	\$ 29800000	\$ -	Green
39029	Town of Ticonderoga	Street Road Water District Improvements	HCR	CDBGPI	\$ 600000	\$ 844103	\$ 600000	Blue
39031	Essex County Community Resources	Schroon Lake Park Enhancement	Parks	PADP	\$ 192500	\$ 385000	\$ -	Green
39033	Town of Moriah	Improvements to Water District #2	HCR	CDBGPI	\$ 600000	\$ 685782	\$ 600000	Blue
39039	Essex (Co)	Champlain Valley Waterfront Improvements	DOS	LWRP	\$ 290923	\$ 581846	\$ 109184	Green
39041	Town of St. Armand	Bloomington Sewer District Improvements	HCR	CDBGPI	\$ 600000	\$ 4894449	\$ 600000	Blue
39168	Clinton County	Job Development Assistance for SpencerARL New York, Inc.	HCR	CDBGED	\$ 435000	\$ 1427000	\$ 435000	Blue
39197	Town of Colton	Wastewater Engineering Planning	DEC	EPGP	\$ 30000	\$ 37500	\$ 26130	Blue
39216	Clinton (Co)	Downtown and Waterfront Revitalization to Leverage Growth in the Tourism Economy	DOS	LWRP	\$ 495000	\$ 990000	\$ 114986	Green
39238	Village of Speculator	Engineering Planning Grant	DEC	EPGP	\$ 30000	\$ 37600	\$ 19960	Blue
39320	Town of Westport	Community Center Renovation Project	Parks	HPADP	\$ 500000	\$ 680446	\$ 251066	Green
39329	Town of Harrietstown	Lake Flower Apartments ADA Compliance	HCR	CDBGPF	\$ 400000	\$ 472000	\$ 400000	Green
39464	Town of Crown Point	Wastewater Treatment System Improvements	DEC	EPGP	\$ 19520	\$ 24400	\$ 19520	Blue
39536	Development Authority of the North County	North Country Redevelopment Fund	ESD	Grant	\$ 5000000	\$ 5500000	\$ 2000000	Green
39707	Adirondack Historical Association	The Adirondack Experience Exhibit	Arts	CHPG	\$ 76000	\$ 377496	\$ 60800	Blue
39752	Hamilton (Co)	Adirondack Community-based Trails and Lodging System (ACTLS)	DOS	LWRP	\$ 220000	\$ 440000	\$ 99156	Green

39783	City of Ogdensburg	St Lawrence Shores Engineering Study	DEC	EPGP	\$ 30000	\$ 175000	\$ 10520	Green
39932	Adirondack North Country Association	Adirondack Regional Art Trail: Phase 2	Arts	CHPG	\$ 60000	\$ 210000	\$ 48000	Blue
40001	Omni Development Corporation, Inc.	Regional Arts and Interactive Learning (RAIL) Revitalization Capital	ESD	Grant	\$ 1185000	\$ 25500000	\$ -	Black
40038	Cape Vincent (V)	Public Dock Expansion Design	DOS	LWRP	\$ 25000	\$ 50000	\$ 12431	Green
40079	Village of Deferiet	Wastewater Upgrades Planning Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 30000	Blue
40084	Village of Gouverneur	Water Improvement Project	HCR	CDBGPI	\$ 600000	\$ 694000	\$ 600000	Blue
40383	Thousand Islands Arts Center	Strengthen Collections Administration & Management	Arts	WIP	\$ 49500	\$ 61875	\$ 49500	Blue
40490	Ogdensburg (C)	Fort La Presentation Visitors Center Feasibility Study	DOS	LWRP	\$ 12500	\$ 25000	\$ -	Green
40596	Town of Fine	Wanakena Footbridge Reconstruction	Parks	PADP	\$ 125000	\$ 250000	\$ 107328	Blue
40647	Town of Waddington	Water/Sewer Engineering Study	DEC	EPGP	\$ 30000	\$ 30000	\$ 15000	Green
40667	Historic Saranac Lake	Enhance Museum Programs & Tours	Arts	WIP	\$ 38800	\$ 51800	\$ 38800	Blue
40671	Pendragon Theater	Feasibility Study for Theater and Community Arts Center	Arts	CHPG	\$ 15000	\$ 50000	\$ 15000	Blue
40732	Potsdam (V)	Raquette River Blueway Corridor Waterfront Revitalization Initiative	DOS	LWRP	\$ 501665	\$ 1003330	\$ -	Green
40775	Town of Jay	AuSable Fire House Improvements	HCR	CDBGPF	\$ 400000	\$ 745140	\$ 400000	Blue
40857	City of Plattsburgh	City of Plattsburgh Durkee Street Feasibility Phase II	ESD	SPFS	\$ 30000	\$ 81000	\$ -	Green
40872	City of Plattsburgh	City Beach Feasibility Study	ESD	SPFS	\$ 70000	\$ 190000	\$ -	Green
40894	Village of Gouverneur	New Effluent Disinfection System Report and Design	DEC	EPGP	\$ 30000	\$ 37500	\$ 30000	Blue
40897	Town of Chazy	Sewer System Evaluation	DEC	EPGP	\$ 30000	\$ 30000	\$ 27359	Blue
40912	The Wild Center	Next Generation of Adirondack Visitors Working Capital	ESD	MNY	\$ 372000	\$ 496000	\$ 372000	Blue
41088	Clinton, Essex, Warren, Washington BOCES	Lean Manufacturing and Operations Training	DOL	UWT	\$ 100000	\$ 1000000	\$ 9675	Blue
41150	Twinstare Technologies	Twinstare 2015 Capital	ESD	Grant	\$ 120000	\$ 750989	\$ -	Green
41270	Fine (T)	Waterfront Revitalization Strategy Implementation	DOS	LWRP	\$ 75000	\$ 150000	\$ -	Green

41357	Oak Mountain Ski Resort	Expanding Tourism Season Capital	ESD	MNY	\$ 9400	\$ 47000	\$ -	Orange
41363	TAP Industries	Industrial Facility Expansion	ESD	Excelsior	\$ 100000	\$ 1500000	\$ -	Black
41367	Mountain Lake PBS	Adirondack Journeys Working Capital	ESD	MNY	\$ 138015	\$ 184024	\$ 131601	Blue
41487	Village of Carthage	Village of Carthage Capital	ESD / HCR	Grant / CDBGPI	\$ 4200000	\$ 8800000	\$ -	Green
41716	Mountain Lake PBS	Tibetan Multimedia Performance and Arts Festival 2015	Arts	CHPG	\$ 76000	\$ 99973	\$ 60800	Blue
42014	LPEC Quality Destination, Inc.	Winter Games Go Global Working Capital	ESD	MNY	\$ 275000	\$ 550000	\$ 137500	Blue
42177	Indian Lake Theater	Back Office Technology	Arts	TIP	\$ 3300	\$ 7229	\$ 3300	Blue
42181	Jefferson-Lewis Board of Cooperative Educational Services	Jefferson-Lewis Alternative Energy Cooperative	NYSERDA	CGC2	\$ 150000	\$ 200000	\$ 26250	Green
42290	Sackets Harbor (V)	Market Square Park Rehabilitation	DOS	LWRP	\$ 25000	\$ 50000	\$ -	Orange
42290	Village of Sackets Harbor	Pickering-Beach Museum Park	Parks	HAS	\$ 25000	\$ 4574000	\$ -	Orange
42324	Lewis County	Green Stormwater Improvements	EFC	GIGP	\$ 640000	\$ 712000	\$ 640000	Blue
42325	CITEC, Inc.	Production Technician Training	DOL	UWT	\$ 94230	\$ 112820	\$ -	Black
42502	Adirondack North Country Association	North Country Cleaner, Greener Communities One-Stop Shop	NYSERDA	CGC3	\$ 1044390	\$ 1419058	\$ 625538	Green
42503	NGT Products	North American Tapes Capital 2015	ESD	Grant + Excelsior	\$ 195000	\$ 294500	\$ -	Green
42564	Town of Beekmantown	Sky Mobile Home Park Water Project	HCR	CDBGPI	\$ 461300	\$ 461300	\$ 62234	Green
42599	Clayton Local Development Corporation	Thousand Islands Inn Revitalization Project	HCR	NYMS	\$ 225000	\$ 300000	\$ -	Black
42623	Village of Adams	Wastewater Treatment Plant Improvements	DEC	EPGP	\$ 30000	\$ 37500	\$ 30000	Blue
42633	Lakes to Locks Passage, Inc.	2014 Lakes to Locks Passage GeoTourism Marketing Working Capital	ESD	MNY	\$ 114750	\$ 153000	\$ 30281	Green
42646	Town of Lyme	Wastewater Collection System Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 8000	Green
42697	Town of Hounsfield	Sewer Project Study	DEC	EPGP	\$ 30000	\$ 37500	\$ 30000	Blue
42846	Upper Jay Art Center	Strengthen the Organization's Artistic Vision	Arts	WIP	\$ 49500	\$ 49500	\$ 49500	Blue
42861	TriTown Packing, Inc.	Facility Upgrade	ESD	Excelsior	\$ 141710	\$ 852000	\$ -	Black

43051	Fort Ticonderoga Association	Fellowship Program Implementation	Arts	CHPG	\$ 8900	\$ 24236	\$ 8900	Blue
43069	Fort Ticonderoga Association	Fort Ticonderoga Tourism Capital	ESD	MNY	\$ 70554	\$ 352770	\$ 49388	Green
43091	Town of Inlet	Inlet Expansion and Shared Sludge Press Study	DEC	EPGP	\$ 12000	\$ 18000	\$ 12000	Blue
43092	Adirondack Shakespeare Company, Ltd.	Strengthen Marketing & Communications	Arts	WIP	\$ 37100	\$ 143250	\$ 37100	Blue
43277	Greenwood Woodbusters	Construction of Wood Pellet Manufacturing Facility	ESD	Excelsior	\$ 150000	\$ 846000	\$ -	Black
AA089	New York Air Brake	New York Air Brake Excelsior	ESD	Excelsior	\$ 500000	\$ 5743480	N/A	Green
AA190	Ansen Corporation	Ansen Corp. Excelsior	ESD	Excelsior	\$ 100000	\$ 530000	N/A	Green
AA293	Plattco Corp.	Plattco Corp. Excelsior	ESD	Excelsior	\$ 50000	\$ 270000	N/A	Green
AA145	Fort Ticonderoga Association	Visitor Center Study	ESD	Grant	\$ 57000	\$ 285000	\$ -	Green
39870	Purine Pharma, LLC	Business Expansion	ESD	Excelsior	\$ 250000	\$ 7000000	\$ -	Black
50409	Village of Tupper Lake	Leveraging the Tourism Economy Along Central Adirondack Blueways	DOS	LWRP	\$ 920000	\$ 1840000	\$ -	Green
50423	Ogdensburg Bridge & Port Authority	OBPA Ogdensburg Airport Terminal Expansion	ESD	Grant	\$ 725000	\$ 4431769	\$ -	Blue
50938	Town of Plattsburgh	Town of Plattsburgh Microenterprise Program	HCR	CDBGME	\$ 200000	\$ 226000	\$ 95005	Green
50948	Town of Clifton	Clifton-Fine Water Improvement Project	DOS	LGE	\$ 400000	\$ 3900000	\$ -	Green
50987	Barnes Corners Sno-Pals, Inc.	Barnes Corners Groomer Acquisition	OPRHP	RTP M	\$ 200000	\$ 339079	\$ -	Orange
51145	Village of Lyons Falls	High Falls Senior Apartments Improvements	HCR	CDBGPF	\$ 226526	\$ 226526	\$ 109896	Green
51174	Town of Crown Point	Town of Crown Point Water System Improvements	HCR	CDBGPI	\$ 600000	\$ 1545135	\$ -	Green
51213	Village of Port Henry	Village of Port Henry Rice Lane Water/Sewer Reconstruction	HCR	CDBGPI	\$ 600000	\$ 696362	\$ 575401	Green
51284	Town of Fine	Clifton-Fine Waterfront Revitalization	DOS	LWRP	\$ 68900	\$ 137800	\$ -	Green
51317	The Wild Center	New Markets: The Wild Center and The North Country	ESD	MNY	\$ 130625	\$ 173425	\$ -	Green
51455	Ausable Brewing Company	Ausable Brewing Capital	ESD	Grant	\$ 60000	\$ 295000	\$ -	Black
51562	Town of Canton	Land Use Waterfront Planning	DOS	LWRP	\$ 47500	\$ 95000	\$ -	Green

51687	Essex County	Essex County Nutrition Center Improvements	HCR	CDBGPF	\$ 400000	\$ 1026000	\$ -	Green
51804	Village of Port Leyden	Wastewater Treatment and Collection Upgrade Project	HCR	CDBGPI	\$ 600000	\$ 2812500	\$ -	Green
51845	Lewis County	Southern Lewis County Regional Water Program	DOS	LGE	\$ 299022	\$ 330000	\$ 146430	Green
52280	Village of Canton	Village of Canton Main Street	HCR	NYMS	\$ 300000	\$ 690824	\$ -	Green
52286	BluSeed Studios	Professional Art Educator Development Program	Arts	CHPGP	\$ 47000	\$ 60840	\$ 47000	Blue
52364	Cquest Partners, LLC	Research Development Facility	ESD	Excelsior	\$ 229000	\$ 5500000	\$ -	Green
52406	Franklin County	St. Lawrence River Watershed Revitalization Plan	DOS	LWRP	\$ 225000	\$ 450000	\$ -	Green
52410	Town of Belmont	Mountain View and Indian Lakes Community Restoration Plan	DOS	LWRP	\$ 70000	\$ 140000	\$ -	Green
52411	Franklin County Soil and Water Conservation District	Franklin County Road Ditch Stabilization	DEC	WQIP NSAC	\$ 60000	\$ 80000	\$ 15000	Green
52808	The Strand Center for the Arts	Expanded Development Capacity	Arts	WIP	\$ 49500	\$ 64000	\$ 49500	Green
52936	Town of Champlain	Salt Storage Facility	DEC	WQIP NSAC	\$ 500000	\$ 848933	\$ 125000	Green
52937	Town of Beekmantown	Town of Beekmantown Salt Storage Facility	DEC	WQIP NSAC	\$ 500000	\$ 848933	\$ -	Green
53151	Jefferson County	Dexter Bridge over the Black River Design	DOS	LWRP	\$ 120384	\$ 1900624	\$ -	Green
53201	Town of AuSable	Redevelop Keeseville Civic Center Project	HCR	CDBGCP	\$ 49000	\$ 52000	\$ 49000	Blue
53209	Central Adirondack Partnership for the 21st Century, Inc.	Indian Lake Main Street	HCR	RARP	\$ 200000	\$ 488750	\$ 69467	Green
53225	City of Plattsburgh	North Country Food Co-Op NYMS Project	HCR	NYMS	\$ 216867	\$ 289157	\$ 216867	Blue
53286	Town of Plattsburgh	Former Clinton County Airport Infrastructure Feasibility Study	ESD	SPFS	\$ 20000	\$ 50000	\$ -	Green
53500	Adirondack Medical Center	Adirondack Medical Center- Training Facility Capital	ESD	Grant	\$ 2000000	\$ 13586152	\$ -	Green
53581	Town of Tupper Lake	Town of Tupper Lake Microenterprise Program	HCR	CDBGME	\$ 200000	\$ 216500	\$ 149608	Green
53751	City of Plattsburgh	Saranac Street Bridge Project	OPRHP	PKS D	\$ 500000	\$ 742532	\$ -	Orange
53832	Adirondack Museum	Adirondack Experience	Arts	CHPGI	\$ 63000	\$ 2940994	\$ 63000	Blue
53885	PRIDE of Ticonderoga, Inc.	Ticonderoga Main Street Program 2015	HCR	NYMS	\$ 300000	\$ 633750	\$ 246021	Green

53893	The Wild Center	The Wild Center- Panoramic Theater	ESD	MNY	\$ 153100	\$ 275788	\$ -	Green
53953	Town of Alexandria	Downtown Streetscape Improvements	DOS	LWRP	\$ 618000	\$ 1000000	\$ -	Green
54038	Adirondack North Country Association	PPESCO	NYSERDA	CGC3	\$ 750000	\$ 1605977	\$ -	Orange
54131	Akwesasne Cultural Center	Expanded Programmatic Capacity	Arts	WIP	\$ 49500	\$ 88327	\$ 39600	Green
54450	Development Authority of the North Country	North County Transformational Tourism Fund	ESD	Grant	\$ 3000000	\$ 3300000	\$ 900000	Green
54678	Speculator Development, LLC	Speculator Development Capital	ESD	Grant	\$ 2500000	\$ 12711000	\$ -	Green
54707	Saranac Lake Local Development Corporation	Saranac Lake Downtown Revitalization	HCR	NYMS	\$ 300000	\$ 1647414	\$ 9000	Green
54793	Village of Tupper Lake	Village of Tupper Lake Capital	ESD	Grant	\$ 1000000	\$ 7721809	\$ -	Green
54877	Village of Carthage	Carthage Main Street	HCR	RARP	\$ 107500	\$ 161000	\$ -	Green
54923	Sagamore Institute of the Adirondacks	Interpretive Center and Visitor Accessibility Project	OPRHP / Arts	PKS D / CHPGP	\$ 251950	\$ 894150	\$ 48450	Blue
55041	Franklin County IDA	Rail Spur Feasibility Study	ESD	SPFS	\$ 10000	\$ 25000	\$ -	Green
55062	Village of Massena	Massena Waterfront Park	OPRHP	PKS D/P	\$ 123000	\$ 164000	\$ -	Orange
55185	Jefferson County IDA	Airport Park Study	ESD	SPFS	\$ 50000	\$ 250000	\$ -	Green
55204	Delagar-Division of Belcam	Belcam Capital	ESD	Grant	\$ 130000	\$ 700000	\$ -	Green
55347	Village of Potsdam	Cross-Town Canal Storm Water Improvements	HCR	CDBGPI	\$ 507500	\$ 725000	\$ -	Green
55364	Town of Willsboro	Town of Willsboro Engineering Study	DEC	EPG	\$ 19800	\$ 24750	\$ 9900	Green
55476	Hoosier Magnetics Inc	Hoosier Magnetics Phase II Capital	ESD	Grant	\$ 220000	\$ 1216871	\$ -	Green
55522	St. Lawrence County Arts Council	Expanded Programmatic Capacity	Arts	WIP	\$ 18000	\$ 24000	\$ 18000	Green
55606	Village of Clayton	Historic District Utility Line Improvements	ESD / DOS	Grant / LWRP	\$ 1500000	\$ 10500000		Green
55622	Village of Carthage	Water Inflow & Infiltration Site Study	ESD	SPFS	\$ 20000	\$ 40000	\$ -	Green
55719	Carthage Industrial Development Corporation	Dock Street Reuse Study	HCR	NYMSTA	\$ 9000	\$ 10000	\$ 6197	Blue
55801	Indian River Lakes Conservancy, Inc.	Redwood Hill ADA Accessible Rail	OPRHP	PKS D/P	\$ 134000	\$ 179270	\$ -	Green

55827	Village of Lake Placid	Green Main Street Retrofit	EFC	GIGP	\$ 1850000	\$ 4666983	\$ -	Orange
55913	Watertown Industrial Center Local Development Corp.	Watertown Industrial Building D	ESD	Grant	\$ 60000	\$ 356795	\$ -	Green
56088	Town of Moriah	Town of Moriah Engineering Study	DEC	EPG	\$ 24000	\$ 24000	\$ 9600	Green
56370	Indian Lake Theater	Expanded Operational Capacity	Arts	WIP	\$ 23400	\$ 31200	\$ 23400	Green
56424	Adirondack Center for Writing	Expanded Organizational Capacity	Arts	WIP	\$ 44550	\$ 59400	\$ 44550	Green
56534	Pendragon Theater	Downtown Saranac Lake Relocation Analysis	HCR	NYMSTA	\$ 20000	\$ 21000	\$ 10910	Green
56574	Traditional Arts in Upstate New York	French-American Arts and Culture Plan	Arts	CHPGP	\$ 48906	\$ 49500	\$ 48906	Blue
56603	Pendragon Theater	Expand Marketing Capacity	Arts	WIP	\$ 49500	\$ 61875	\$ 39600	Green
56687	D.R.A.G of Speculator, Inc.	Trail Improvements	OPRHP	RTP M	\$ 120000	\$ 150000	\$ -	Orange
56727	Clinton County	Plattsburgh International Airport Building 2774	ESD	Grant	\$ 100000	\$ 500000	\$ -	Green
56778	Plattsburgh - North Country Chamber of Commerce	North Country Adventures	ESD	MNY	\$ 50001	\$ 66668	\$ -	Green
56794	Seagle Music Colony	Feasibility Study for New Theater	Arts	CHPGP	\$ 46000	\$ 46000	\$ 46000	Blue
56896	Schroon Revitalization Group, LLC	Schroon Lake Hotel	ESD	Grant	\$ 700000	\$ 10702750	\$ -	Green
57069	Agbotic, Inc.	Agbotic Capital	ESD	Grant + Excelsior	\$ 1925000	\$ 13000000	\$ -	Green
57095	Lakes to Locks Passage, Inc.	Lakes to Locks Working Capital	ESD	MNY	\$ 123000	\$ 165000	\$ -	Green
57097	Clinton County	Clinton County Plattsburgh International Airport Capital	ESD	Grant	\$ 90000	\$ 450000	\$ -	Black
57122	Ski Areas of New York, Inc.	Ski New York Marketing Program	ESD	MNY	\$ 264000	\$ 352000	\$ -	Green
57353	LC Drives	LC Drives Capital	ESD	Grant	\$ 200000	\$ 1500000	\$ -	Green
57360	CMM Industries Inc	Business Expansion	ESD	Excelsior	\$ 500000	\$ 3000000	\$ -	Green
57417	North American Forest Products, Inc.	North American Forest Products, Inc.	ESD	Grant + Excelsior	\$ 3500000	\$ 14500000	\$ -	Red
AA050	Tropical Valley Foods	Tropical Valley Foods Excelsior	ESD	Excelsior	\$ 100000	\$ 450000	N/A	Green
AA799	Testori Interiors, Inc.	Testori Interiors Excelsior	ESD	Excelsior	\$ 250000	\$ 502500	N/A	Green

AA922	Roth Industries, Inc.	Roth Industries Excelsior	ESD	Excelsior	\$ 425000	\$ 5440000	N/A	Green
AA925	Schluter Systems, L.P.	Schluter Systems Excelsior	ESD	Excelsior	\$ 600000	\$ 22254232	N/A	Green
AA932	Comtest Networks, Inc.	Comtest Networks Excelsior	ESD	Excelsior	\$ 250000	\$ 2760144	N/A	Green
AA977	Whistle Pig, LLC	Whistle Pig Excelsior	ESD	Excelsior	\$ 350000	\$ 5250000	N/A	Green
AB129	Carthage Specialty Paperboard	Capital Improvements	ESD	Grants	\$ 400000	\$ 2022000	N/A	Green
63386	Village of Potsdam	Village of Potsdam Water Pollution Control Facility Improvement Project	HCR	CDBG PIPF	\$ 750000	\$ 10710000	\$ -	Green
63585	Town of St Armand	Wastewater Treatment Plant Disinfection Project	DEC	WQIP WWT	\$ 642913	\$ 756368	\$ -	Green
63588	Town of Moriah	Town of Moriah Lamos Lane Wastewater Improvements	HCR	CDBG PIPF	\$ 600000	\$ 721536	\$ -	Green
63590	Town of Westport	Town of Westport Engineering Planning Grant Project	DEC	EPG	\$ 100000	\$ 125000	\$ 50000	Green
63600	Town of Elizabethtown	Elizabethtown Sewer Project	ESD	Grant	\$ 500000	\$ 9466246	\$ -	Green
63670	Town of Crown Point	Wastewater Collection System Study	DEC	EPG	\$ 64000	\$ 80000	\$ 32000	Green
63711	Clinton County	Downtown Revitalization and Resiliency in the North Country	DOS	LWRP	\$ 1430000	\$ 2860000	\$ -	Orange
64094	Village of Carthage	Carthage Joint Water Pollution Control Facility Disinfection Upgrade	DEC	WQIP WWT	\$ 2500000	\$ 8800000	\$ -	Green
64102	Town of Belmont	Mountain View and Indian Lakes Dredging Engineering Report	DOS	LWRP	\$ 39500	\$ 2620000	\$ -	Orange
64119	Town of St Armand	Disinfection for Sewage Treatment Collection System Planning	DEC	EPG	\$ 19200	\$ 24000	\$ 9600	Green
64155	Woods Inn, LLC	Woods Inn Expansion	ESD	Grant	\$ 174000	\$ 870000	\$ -	Green
64281	Town of Minerva	Town of Minerva Senior Meal Site	HCR	CDBG PIPF	\$ 300000	\$ 323830	\$ -	Green
64342	Town of Crown Point	Town of Crown Point Main Street Sewer Project	HCR	CDBG PIPF	\$ 597414	\$ 597414	\$ -	Green
64538	Jefferson Community College	Utility Worker Training for Veterans	DOL	SPT	\$ 97407	\$ 97407	\$ -	Green
64664	BluSeed Studios	Professional Arts Educators Development	Arts	CHPG I	\$ 54500	\$ 110795	\$ 13625	Green
64738	Thousand Islands Land Trust	Sissy Danforth Rivergate Trail	OPRHP	PKS P	\$ 41750	\$ 41750	\$ -	Green
64872	Forever Wild Beverage Company	Forever Wild Beverage Capital	ESD	Grant	\$ 18000	\$ 93000	\$ -	Green

64884	Shipley Center for Innovation at Clarkson University	North Country Innovation Hot Spot	ESD	BIHSP HS	\$ 250000	\$ 13105390	\$ -	Green
64917	Cascade Ski Center, LLC	Ski Center Adaptations for a Changing Climate	ESD	MNY	\$ 42000	\$ 113000	\$ -	Black
64917	Cascade Ski Center, LLC	Cascade Ski Center	ESD	Grant	\$ 40000	\$ 97000	\$ -	Black
65202	Town of Wilna	Town of Wilna Black River Waterfront Recreation Park	OPRHP	PKS P	\$ 75000	\$ 100000	\$ -	Green
65273	City of Plattsburgh	City of Plattsburgh Lake View Towers Elevator	HCR	CDBG PIPF	\$ 300000	\$ 524500	\$ -	Green
65281	Adirondack Architectural Heritage	Keeseville Waterfront Park	OPRHP	PKS D	\$ 281000	\$ 562000	\$ -	Green
65322	Wildlife Conservation Society	Cycle Adirondacks 2017	ESD	MNY	\$ 75000	\$ 655077	\$ -	Black
65450	North Country Children's Museum	Interactive Exhibit Development	ESD	Grant	\$ 120000	\$ 585000	\$ -	Green
65477	Town of Alexandria	Sewer District Construction	ESD	Grant	\$ 500000	\$ 3171092	\$ -	Green
65479	Village of Waddington	Village of Waddington Sewer District	DEC	EPG	\$ 30000	\$ 37500	\$ -	Orange
65480	Town of Alexandria	Town of Redwood Sewer District	DEC	EPG	\$ 30000	\$ 37500	\$ -	Orange
65495	Village of Canton	Maple Hill Infrastructure	ESD	Grant	\$ 235000	\$ 1183050	\$ -	Green
65529	Village of Canton	Village of Canton Microenterprise Program	HCR	CDBG ME	\$ 200000	\$ 217600	\$ -	Green
65657	Friends of Eagle Island, Inc.	Preservation and Restoration of Eagle Island Camp	OPRHP	HP D	\$ 498825	\$ 665100	\$ -	Green
65877	Jefferson Rehabilitation Center	UV Flatbed Printer	ESD	Grant	\$ 17000	\$ 86075	\$ -	Green
65925	Southwick Beach State Park	Southwick Beach Green Retrofit	EFC	GIGP	\$ 1380000	\$ 2002370	\$ -	Green
65926	Adirondack Museum	Planning for Annual Native American Art Fair	Arts	CHPG P	\$ 49500	\$ 68500	\$ 49500	Green
65944	Village of Gouverneur	Gouverneur Hydroelectric Upgrade and Expansion Feasibility Study	DOS	LGE P	\$ 25000	\$ 50000	\$ -	Green
66190	Village of Sackets Harbor	Village of Sackets Harbor Water Treatment Plant Seawall	DEC	WQIP NPS	\$ 267000	\$ 3000000	\$ -	Green
66216	Town of Chazy	Engineering Planning Grant Disinfection Project	DEC	EPG	\$ 6800	\$ 8500	\$ 3400	Green
66255	Star Trek Original Series Set Tour	Trekonderoga 2017	ESD	MNY	\$ 26000	\$ 46000	\$ -	Green
66338	Village of Massena	Local Waterfront Revitalization Program and Water Street Park Enhancements	DOS	LWRP	\$ 292887	\$ 585775	\$ -	Orange

66392	City of Watertown	Watertown Downtown Revitalization Plan	DOS	LWRP	\$ 50000	\$ 100000	\$ -	Orange
66459	Jeffords Steel and Specialty Company, Inc.	Jeffords Steel Expansion	ESD	Grant	\$ 300000	\$ 1500000	\$ -	Green
66467	Lakes to Locks Passage	Administrative Workforce Expansion	Arts	WIP	\$ 42000	\$ 56500	\$ 42000	Green
66638	The Strand Center for the Arts	The Strand Center for the Arts - Cultural Mapping	Arts	CHPG P	\$ 49500	\$ 49500	\$ 49500	Green
66678	City of Ogdensburg	Renovations for a Walkable City	ESD	Grant	\$ 250000	\$ 1300000	\$ -	Green
66706	St. Lawrence NYSARC	St Lawrence NYSARC Partnerships for Progress	DOL	NHT	\$ 55800	\$ 370250	\$ -	Orange
66869	Doolittle Hall, LLC	Lincoln Building Revitalization	ESD	Grant	\$ 450000	\$ 1800000	\$ -	Green
66904	Village of Sackets Harbor	Sackets Harbor Waterfront Improvements	DOS	LWRP	\$ 134000	\$ 268000	\$ -	Orange
66919	Omniafiltra, LLC	Omniafiltra Capital	ESD	Grant	\$ 70000	\$ 350000	\$ -	Green
67056	North Country Veterans Association, Inc.	Veterans Center Expansion Phase II	ESD	Grant	\$ 100000	\$ 346788	\$ -	Green
67091	Lewis County Industrial Development Agency	Lewis County Commerce Park Phase I	ESD	Grant	\$ 135000	\$ 677000	\$ -	Green
67101	Town of North Elba	Mirror Lake Dr. Mt. Whitney Road Drainage Improvements	DEC	WQIP NPS	\$ 420000	\$ 420000	\$ -	Green
67160	The Fort Ticonderoga Association	Fort Ticonderoga Water Project	ESD	Grant	\$ 11000	\$ 58570	\$ -	Green
67194	City of Plattsburgh	Downtown Parking Study	ESD	SPFS	\$ 20000	\$ 60000	\$ -	Green
67200	City of Watertown	Lincoln Building Revitalization Phase II	HCR	NYMS	\$ 500000	\$ 1800000	\$ -	Green
67203	Village of Saranac Lake	2017 World Snowshoe Federation Championships Special Event	ESD	MNY	\$ 75000	\$ 125000	\$ -	Green
67207	City of Watertown	Downtown- Riverfront Parks Connection Feasibility Study	DOS	LWRP	\$ 30000	\$ 60000	\$ -	Orange
67215	The Fort Ticonderoga Association	Pavilion Restoration and Adaptive Reuse	OPRHP	HP D	\$ 500000	\$ 4771948	\$ -	Green
67264	Zehr's Flowers and Landscaping	Building Expansion	ESD	Grant	\$ 54000	\$ 270000	\$ -	Green
67356	Lowville Producers Dairy Cooperative, Inc.	Lab Equipment	ESD	Grant	\$ 48000	\$ 240000	\$ -	Green
67426	LCDrives Corp.	Phase II Expansion	ESD	Grant	\$ 500000	\$ 2500000	\$ -	Green
67654	LPEC Quality Destination, Inc.	Ironman 70.3	ESD	MNY	\$ 50000	\$ 100000	\$ -	Green

67715	SSF Production, LLC	Extrusion Line Addition	ESD	Grant	\$ 275000	\$ 1379928	\$ -	Black
67717	Ausable Brewing Company, LLC	Brewery Expansion	ESD	Grant	\$ 43000	\$ 215000	\$ -	Green
67727	The Wild Center	New Markets for The Wild Center and The North Country Phase 3	ESD	MNY	\$ 300000	\$ 400000	\$ -	Green
67766	Village of Saranac Lake	Saranac Lake Arts Master Plan	Arts	CHPG P	\$ 49500	\$ 49500	\$ 49500	Green
67781	HiLite Global Group, LLC	Hi-Lite Airfield Services	ESD	Grant	\$ 600000	\$ 2500000	\$ -	Orange
67813	Adirondack Museum	Fall Festival Special Event	ESD	MNY	\$ 125000	\$ 239670	\$ -	Green
67917	Village of Saranac Lake	Saranac Lake Engineering Planning Grant	DEC	EPG	\$ 30000	\$ 37500	\$ -	Orange
67917	Village of Saranac Lake	Saranac Lake Water Pollution Control Plant Disinfection Project	DEC	WQIP WWT	\$ 2500000	\$ 5335576	\$ -	Green
67948	Town of Canton	Riverside Renaissance	DOS	LWRP	\$ 231274	\$ 456274	\$ -	Orange
67951	Tupper Lake Crossroads, LLC	Tupper Lake Crossroads Hotel	ESD	Grant	\$ 2000000	\$ 10190125	\$ -	Orange
67964	Village of Gouverneur	Village of Gouverneur Village Wide Inflow and Infiltration Study	DEC	EPG	\$ 100000	\$ 125000	\$ -	Orange
68114	Town of Cape Vincent	Local Waterfront Revitalization Program Update	DOS	LWRP	\$ 20000	\$ 40000	\$ -	Orange
68366	City of Ogdensburg	Oswegatchie Blueway Trail Signage Master Plan and Implementation	DOS	LWRP	\$ 50000	\$ 100000	\$ -	Orange
68386	Champlain Plastics, Inc.	Technology Upgrades	ESD	Grant	\$ 110000	\$ 550000	\$ -	Green
68434	Hemo Medica, LLC	Business Development	ESD	Grant	\$ 1555000	\$ 7775000	\$ -	Green
68666	Confluent Energies, Inc.	CEI Greenhouses	ESD	Grant	\$ 1220000	\$ 22000000	\$ -	Green
AB527	Kangni Rail Transit Equipment	Kangni Rail Transit Excelsior	ESD	Excelsior	\$ 200000	\$ 2000000	N/A	Green
AB935	Johnson Lumber	Johnson Lumber Excelsior	ESD	Excelsior	\$ 100000	\$ 2838206	N/A	Green
AC084	B3CG Interconnect USA	B3CG Interconnect Excelsior	ESD	Excelsior	\$ 400000	\$ 1133830	N/A	Green
AC128	Adirondack Historical Association	Hotel/Lodging Feasibility Study	ESD	SPFS Reallocation	\$ 21750	\$ 43500	\$ -	Green
AB432	Paradox Brewery	Paradox Brewery Capital LLC	ESD	Grant Reallocation	\$ 500000	\$ 4211276	\$ -	Orange

destination

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