

# Accelerate

NORTH COUNTRY REGIONAL ECONOMIC DEVELOPMENT COUNCIL  
2015 PROGRESS REPORT



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Many want  
to win, but  
how many  
prepare?

**Herb Brooks, Coach**  
**1980 U.S Olympic Hockey Team**

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## North Country Regional Economic Development Council

61 Area Development Drive  
Plattsburgh, NY 12901

Hon. Andrew M. Cuomo  
Governor of the State of New York  
The Capitol  
Albany, New York 12224

Dear Governor Cuomo,

Five years ago, you empowered and entrusted the North Country in a way no one had ever done before, allowing us at last to define for ourselves and for the state what our pathway to future prosperity should be.

Each year, we have been proud to share our progress, and we are proud to do so again.

As this report shows, we continue to demonstrate that our original decisions regarding our key sectors of opportunity were very sound, each showing strong progress. And we also continue to show that our decisions regarding projects have been very sound, with near total success and strong leverage.

The outline of progress in this report would be a matter of pride in any given year, but is especially important this year as it shows we have steadily and successfully developed a clear readiness for an entirely new level of accelerated and expanded economic transformation going forward.

That was our intention from the beginning as we looked out at a five year process of progress, building to the point of readiness for historic next stages of progress that we are now at, thanks to your original empowerment and trust.

We have the Partnership, Performance and Preparation to continue to do great things... together!

Respectfully,

A handwritten signature in black ink that reads "Anthony Collins".

Tony Collins  
Co-Chair

A handwritten signature in black ink that reads "Garry Douglas".

Garry Douglas  
Co-Chair

PROJECT SPOTLIGHT

# Plattsburgh International Airport Expansion



The FIS space will allow Plattsburgh International the opportunity to truly become an international airport. With this new space and market Plattsburgh International could double their annual enplanements in a short period of time.

**-JIMMY LANGLEY, CLINTON COUNTY LEGISLATOR**

## NORTH COUNTRY REGIONAL ECONOMIC DEVELOPMENT COUNCIL

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**Garry F. Douglas**

President, North Country Chamber of Commerce

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State Assembly, 117th District

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**Donna Wadsworth**

Communications Director, International Paper Company - Ticonderoga Mill

**Lisa Weber**

CEO, Timeless Frames and Timeless Decor

**Daniel Wilt**

President of Wilt Industries

**James W. Wright**

Executive Director, Development Authority of the North Country

# The 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

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# Executive Summary

**Partnership. Performance. Preparation.**



# Partnership. Performance. Preparation.



These are the clarion bywords of the North Country Regional Economic Development Council as we proudly report on the continuing progress of the transformational journey we began in 2011, and our full readiness to accelerate.

**PARTNERSHIP** = the now routine and positive collaboration among economic interests across a vast and unique seven-county landscape that was prompted at last by Governor Cuomo's historic new approach to economic development.

Partnership is not a data point that can be measured and enumerated. Instead, it is a new culture of sharing and trust evidenced across the region in the public's positive engagement, the shared support of each area's projects and initiatives, the constant meetings of one-time competitors now engaged in a common mission, and the region's strong continuing performance in every respect.

The Power of Partnership has been unleashed and embraced in especially extraordinary ways in the North Country. In fact, our region's embrace of partnership has actually continued to broaden and deepen with each successive year.

**PERFORMANCE** = not only our continued success in securing implementation of the projects we have put forward over the last four years, but also the clear, positive, and collective impact they are having in each of the key sectors of opportunity that we identified from the start and which we have diligently cultivated ever since. Some Performance indicators:

- Since 2010, our Transportation Equipment and Materials Cluster has seen a 43 percent rise in employment—confounding the continued decline of most manufacturing during this period—and now employs 1 in 17 workers across the region, providing wages that are 30 percent higher than average.
- Since 2010, agriculture in the North Country has seen the acres of active farmland rise 6 percent, the value of its agricultural products up 26 percent, and employment in the agricultural and forestry industries up 14 percent.



- In Destination Tourism Development, we have seen visitor spending rise 13 percent, visitor industry employment up 8 percent, and tourism-generated taxes up 10 percent.
- Fort Drum is New York State's largest single-site employer and is a major economic contributor for the North Country. We bear a special responsibility on behalf of the nation for the service members who work there and their families. We have fully addressed the overwhelming housing crisis we confronted in 2011, while also creating unique energy independence and other regional commitments intended to secure the base's future. The tangible performance outcome: A force reduction of only 28!

The North Country REDC's plan, targeted strategies, and carefully selected projects are demonstrating Performance ever more clearly and ever more strongly.

**PREPARATION** = the steady, determined pursuit and implementation of strategies that, each year, prepare the North Country for the next stages of progress and opportunity—building our support assets and our capacity in each one of our priority sectors.

In Destination Tourism Development, we have ignited fresh interest in the development of modern accommodations and

have demonstrated the power of new and upgraded attractions such as the Wild Walk in Tupper Lake. We are now poised to grasp the opportunities at hand to comprehensively reposition the tourism economy of the entire region—from the Thousand Islands, across the Adirondacks, to Lake Champlain.

In Advanced Manufacturing, we have successfully supported our three strategic clusters—Transportation Equipment, Materials, and Biotech/Immunoengineering—through a challenging period for American manufacturing. All three have seen solid growth as clusters and are clearly standing out as successes in terms of investment and job creation. Our Transportation Equipment Cluster is now prepared to attract and successfully host transformational aerospace investment as the exciting next stage of its development; Biotech/Immunoengineering is ready to blossom from the foundation of Trudeau Institute; and our Materials Cluster is fully prepared for a next generation of technology.

In Agriculture and Clean Energy, we have helped to foster a culture of added value and final food production that can be seen in agrarian activities as diverse as cheese, wine, and maple syrup, and forest products for biomass. As a region, we are now prepared for extraordinary next stages of progress in both food and energy production.

## **Partnership + Performance + Preparation = Progress**

Progress of a solid, sustained, and fundamental nature that has now positioned the North Country to **ACCELERATE** our strategic advance and fully grasp the extraordinary opportunities just ahead!





# Progress

**State of the Region**  
**Status of Past Priority Projects**  
**Status of All Projects Awarded CFA Funding**



# State of the Region

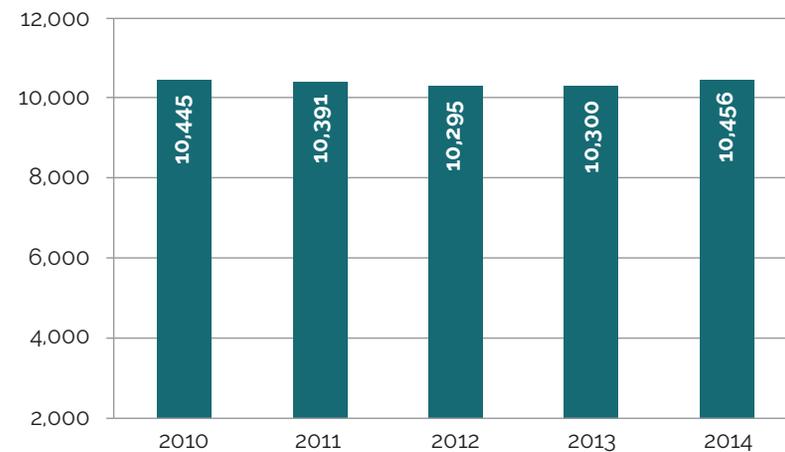
## GENERAL ECONOMIC INDICATORS

The North Country can highlight many successful projects from the first four rounds of the regional council competition—Bombardier’s expansion, development of the Clayton Harbor Hotel, the Wild Center’s Wild Walk, and new manufacturing lines at Kraft. However, the North Country Region is dispersed geographically, economically, and socially when compared with the other regions of New York State. Unlike other regions, the North Country does not benefit from the presence of an urban center that exerts social economic influence regionally—we are a collection of many small economies within the larger regional economy. This presents unique challenges.

The success of strategic investments by the State over the last four years has enabled us to leverage \$614 million to advance 316 projects that recreated or retained 4,931 meaningful jobs in localized concentrations across the region. While the North Country is beginning to show results in terms of job creation opportunities, the tasks of leveraging local wealth to drive the regional economy and empowering our residents to remain in the

North Country as productive members of the community remain challenging. The data that follow illustrate the challenges facing the North Country and present the case for significant investment from New York State.

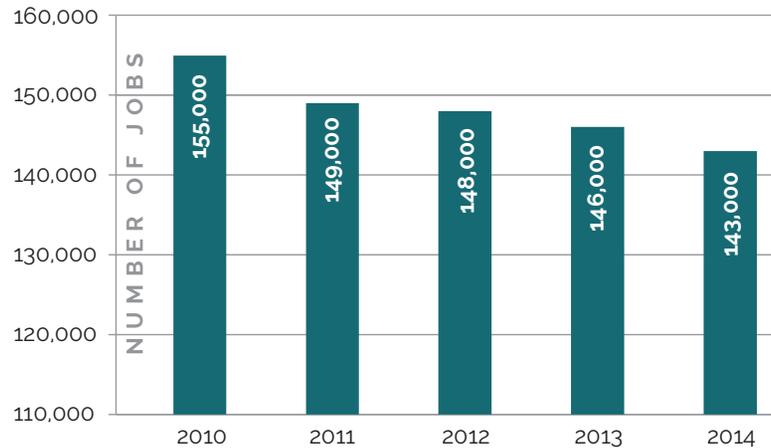
**NUMBER OF NORTH COUNTRY ESTABLISHMENTS**



The static nature of the regional economy is illustrated in these two graphs. The number of establishments across the region remained stable from 2010 to 2014, while the average annual employment for the same period fell by 1.5 percent.



### AVERAGE ANNUAL EMPLOYMENT

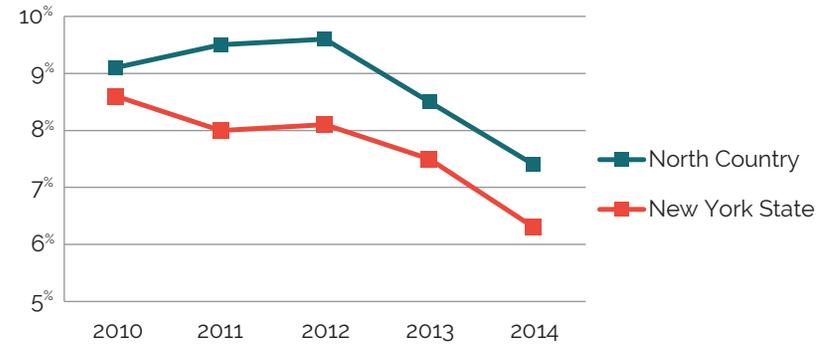


By comparison, average annual **employment for NYS during the same period grew by 5.2 percent. The U.S. economy grew jobs at a rate similar to NYS's during that period.**

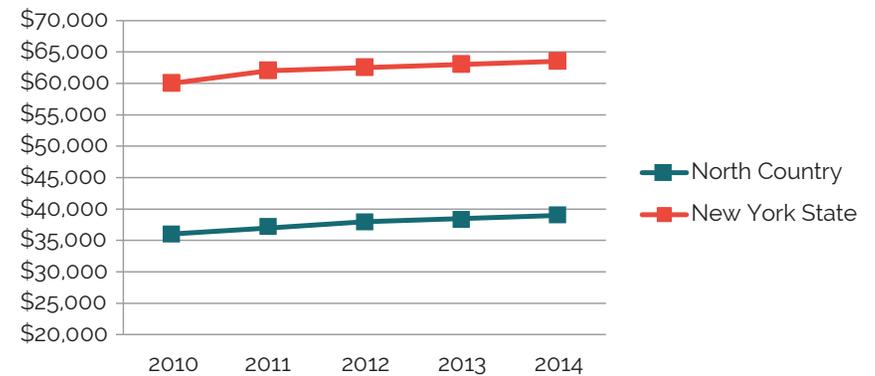
Average Annual Unemployment in the North Country dropped substantially from 2010 to 2014, from 9.6 to 7.4 percent. This closely mirrors the statewide drop in unemployment from 8.6 to 6.3 percent. However, unemployment in the North Country remains higher than the state average.

Wage growth in the North Country region was positive, as average annual wages increased by 4.6 percent during the 2010–2014 period. However, statewide average wages grew at a rate of 7.9 percent over the same 5-year period. Furthermore, average wages in the North Country equal approximately 60 percent of the average wage statewide.

### AVERAGE PERCENT ANNUAL UNEMPLOYMENT



### AVERAGE ANNUAL WAGES





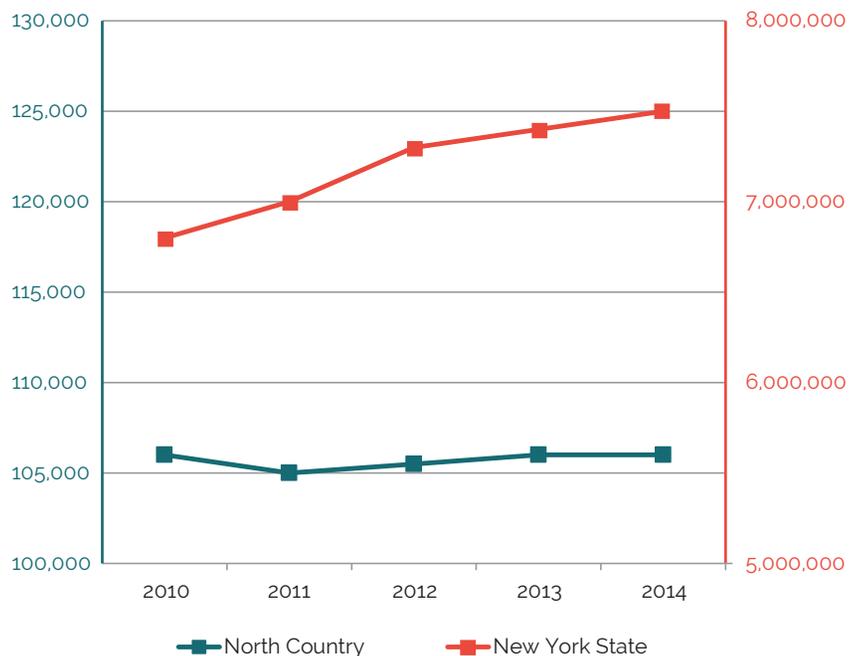
# PRIVATE SECTOR VS. PUBLIC SECTOR IN THE NORTH COUNTRY

The private sector accounts for approximately 70 percent of the jobs in the North Country. Business formation and employment within the private sector idled during the period from 2010 to 2014. The number of private sector establishments in the region declined slightly from 9,522 to 9,492, and the average private sector employment in the region decreased slightly from 105,591 to 105,435. While this retrenchment is quite small, it stands in stark contrast to private sector job growth statewide, which grew

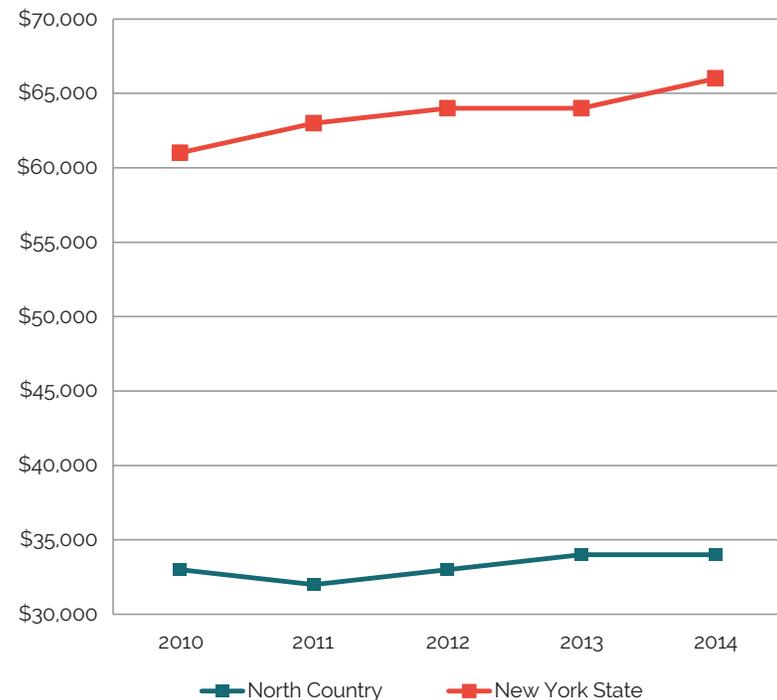
by 7.6 percent over the 2010–2014 period. It is worth noting, however, that after an initial decline for 2010 to 2011, private sector employment in the North Country has grown consistently from 2011 to 2014. Though slight, this growth coincides with the development and implementation of the Regional Council's strategic plan.

Country average annual private sector wages grew between

### AVERAGE ANNUAL PRIVATE SECTOR EMPLOYMENT



### AVERAGE ANNUAL PRIVATE SECTOR WAGES





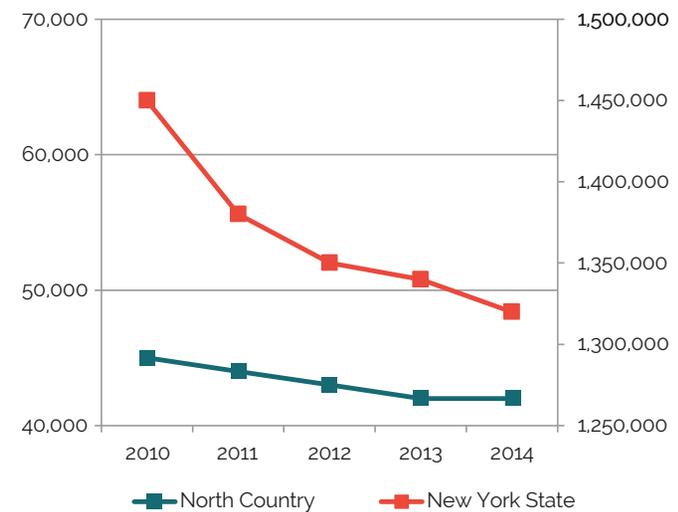
2010 and 2014 by a total of 3.7 percent. Statewide average annual private sector wages grew by a total of 8.10 percent during the same period. Furthermore, average private sector wages in the North Country equal approximately 53 percent of private sector wages statewide. As with the private sector employment numbers, if the decline in private sector wages for the region from 2010 to 2011 is eliminated, wage growth is more pronounced from 2011 to 2014, again coinciding with the North Country's performance in the Regional Council process.

The public sector provides approximately 30 percent of the jobs in the North Country region. The number of public sector establishments reporting jumped significantly during the 2010–2014 period from 841 to 986. That jump is likely attributed to the new reporting classification of state-chartered local development corporations and local or regional offices of state agencies, not from actual growth in government organizations.

Public sector employment in the region declined 4.7 percent during the 2009–2014 period, from 45,752 jobs to 43,612. Statewide public sector employment declined 6.1 percent during the same period, from 1,434,376 to 1,348,008. The region's private sector growth from 2011 to 2014 helped to mitigate the loss of public sector jobs and indicates the beginning of a reversal in the region's dependence on public sector employment.

Public sector wages in the North Country grew during the 2010–

### AVERAGE ANNUAL PUBLIC SECTOR EMPLOYMENT



2014 period by 7.8 percent while statewide public sector wages grew by 8.1 percent. Public sector wages in the North Country are equivalent to approximately 82 percent of the salaries earned by public sector workers statewide.

Watertown, the North Country's only Metropolitan Statistical Area (MSA), maintained a \$2.6 billion Gross Metropolitan Product. The MSA was established in 2013 and no trends analysis is available. Overall, Gross Domestic Product for the North Country declined by 0.9 percent between 2009 and 2014, compared to New York State Gross Domestic Product growth of 1.6 percent and U.S. GDP growth of 2.2 percent.



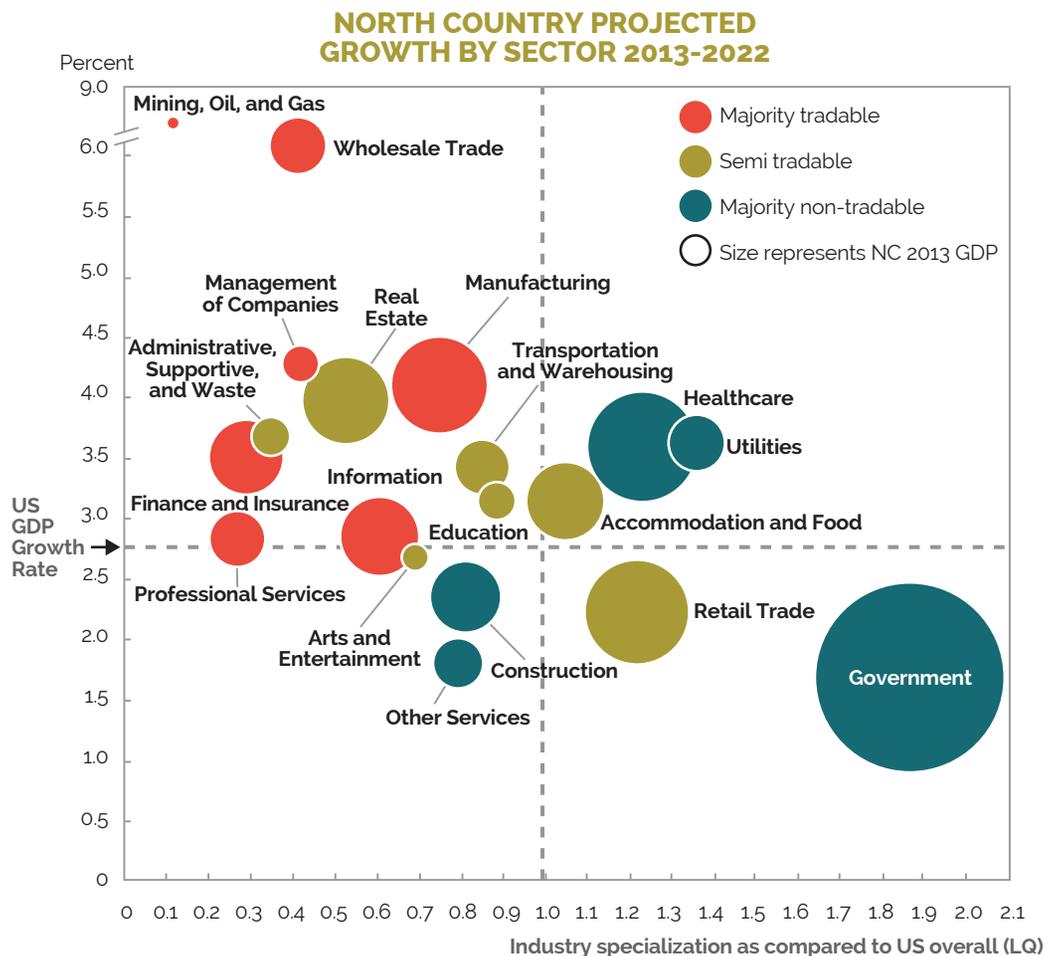
The value of the region's exports was \$2.3 billion in 2012 and accounted for 4 percent of the Upstate economy. Export growth from 2009 to 2012 was 17.7 percent and exceeded Upstate (15.6 percent) and State (14.8 percent) growth rates.

The overall industrial mix in the North Country region is illustrated in the chart to the right. The chart compares the large industry groups represented in the North Country economy to the U.S. GDP growth, and measures their specialization across the nation within their industry group by calculating their Location Quotient (LQ).

The graphic indicates the North Country region has well-developed healthcare, utility, and tourism economies—each with an LQ above 1, and projected growth above the U.S. GDP growth rate. The utility industry is strong due to regional leadership in hydro and wind power production; and the tourism industry benefits from the Adirondacks, the Thousand Islands, and our long international boundary with Canada. Many other industry sectors—manufacturing, FIRE, transportation, warehousing—predict growth above the U.S. GDP, but lack specialization and concentration in the region, as evidenced by Location Quotients below 1.

The high LQ for government indicates a high reliance on public sector employment compared to the rest of the U.S.

Long-term industry projections for the North Country, prepared by the NYS Department of Labor, show several industries with significant growth potential that could create jobs and wealth in the region. These include traditional North Country industries such as forestry and logging with a projected growth rate of 13.8 percent, and minerals with a projected growth rate of 17.6 percent



by 2020. The State's projections also include metal fabrication, with a projected growth rate of 45 percent, and transportation and warehousing with a projected growth rate of 12 percent. The Council's economic development strategies support these industries. For example, the Transportation Equipment Cluster has the potential for further specialization that could add 984 jobs and nine new companies.



## SUMMARY

Transforming the economy of the North Country remains a challenge. Over the last five years, our regional GDP retracted and our workforce participation declined. Although our unemployment rate declined, it remains significantly above the statewide unemployment rate. Private sector wages rose, but still remain far below the statewide average, and trail other regions of the state (Southern Tier, Mohawk Valley) that share similar rural landscapes and legacy industries.

The overall economic indicators for the region demonstrate that significant opportunities exist to change the trajectory of the North Country economy. The region's high export growth rate and positive location quotients in several key industry sectors provide a platform from which to launch wealth creation and job expansion.

The North Country Regional Economic Development Council will continue to direct State investment to activities and projects that will

- raise the regional GDP;
- reduce the unemployment rate;
- train the region's workforce for meaningful employment;
- attract new private sector employers to the region; and
- increase the Location Quotient (LQ) for key clusters.

These investments will enable the region to transform local results into regional economic prosperity.



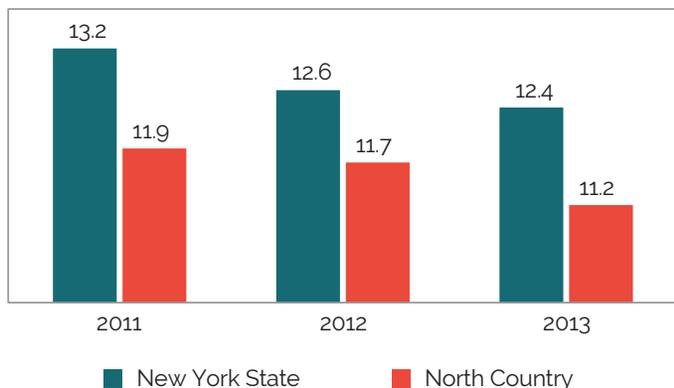


# QUALITY OF LIFE INDICATORS

## Access to Health Insurance

The percentage of North Country residents with access to health insurance is higher than the state average. In 2013, 89.8 percent of the North Country's population had access to health insurance, which was approximately 2.2 percentage points more than the state average of 87.6 percent.

**PERCENT OF RESIDENTS LACKING HEALTH INSURANCE**



Source: US Census Bureau Small Area Health Insurance Estimates

## Poverty by Age Group

The North Country's poverty rates for persons younger than 18, and for persons 18–64 are higher than the state averages for both age groups. In 2013, 5.4 percent of North Country residents younger than 18 lived in poverty, compared to 4.8 percent for New York State. Meanwhile, 9.5 percent of the region's residents between ages 18 and 64 lived in poverty, which is 0.6 percentage points higher than the state average. From 2011 to 2013, the poverty rates for both North Country age groups grew at a slightly higher rate than their comparative state averages. The region's poverty rate for residents 65 years and older, however, was less than the state average, and actually decreased during the three-year period, while the state average remained unchanged.

**POVERTY RATE PERCENTAGE BY AGE GROUP**

| North Country | <8  | 18-64 | 65+  | New York State | <8  | 18-64 | 65+ |
|---------------|-----|-------|------|----------------|-----|-------|-----|
| 2011          | 5.0 | 8.8   | 1.4  | 2011           | 4.6 | 8.3   | 1.5 |
| 2012          | 5.2 | 9.2   | 1.3  | 2012           | 4.7 | 8.6   | 1.5 |
| 2013          | 5.4 | 9.5   | 1.3  | 2013           | 4.8 | 8.9   | 1.5 |
| Change        | 0.4 | 0.7   | -0.1 | Change         | 0.2 | 0.6   | 0.0 |

Source: American Community Survey 5-Year Estimates



## Migration & Commuting Rates

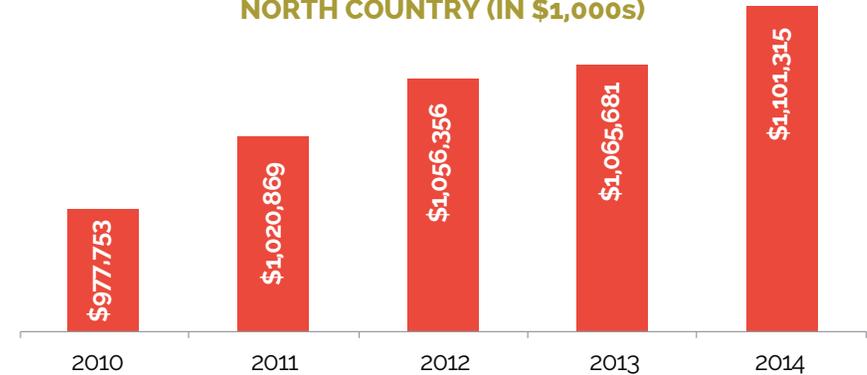
Between 2012 and 2013, one-year population estimates for the North Country show that the region's population declined by 3,411 persons. The region's overall migration rates, however, remained relatively stable. In 2012 and 2013, 92.3 percent of the North Country's residents stayed in the region. In 2012, 3.8 percent of the North Country's residents left the state. In 2013, that figure declined to 3.6 percent.

In 2012, 95.8 percent of North Country civilian employees lived and worked in the region. In 2013, that rate remained stable at 95.6 percent.

## Visitor Spending

Visitor spending in the North Country was \$978 million in 2010. By 2014, that number expanded to \$1.1 billion—an increase of 13 percent.

**ANNUAL VISITOR SPENDING IN THE NORTH COUNTRY (IN \$1,000s)**



Clayton Harbor Hotel, 1,000 Islands.



## KEY REGIONAL INDICATORS

The North Country's progress is best reflected by measuring the impact of the Regional Council process on areas of targeted investment that are aligned with the Council's vision. That progress is outlined in the following pages.

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

- Transportation Equipment Cluster employment rose 43 percent from 2011 to 2013, adding 300 jobs. Wages rose 18 percent between 2009 and 2013 to an average of \$58,399 per year.
- The location quotient for the railroad rolling stock, a significant part of the Transportation Equipment Cluster, is the highest of any industry in the region—26.62 for employment and 26.67 for wages.
- From 2011-2013, employment in the Electronics and Imaging Cluster doubled from 100 to 200 jobs. Many electronics products are integrated into buses, trains, and other vehicles produced by the Transportation Equipment Cluster. Wages in this sector increased more than in any other, rising 42 percent to an average of more than \$59,000 per year.
- Warehousing and storage employment rose 138 percent. 153 jobs were added.

- Paper manufacturing remains one of the region's strongest areas of specialization with an employment Location Quotient of 6.0 and a wage LQ of 8.0.
- The Regional Council process facilitated significant infrastructure improvements during the past five years in the Fort Drum area. For example, approximately 900 new housing units have been added.
- In 2015 the Council passed a resolution in support of Fort Drum. When the latest round of sequestration cuts was announced in July 2015, the Fort lost only 28 military positions out of 15,000 total for the nation. In contrast, Fort Benning in Georgia is projected to lose 3,402 soldiers over the next three years, 29 percent of their force. Total cuts for the nation are estimated to exceed 40,000 people over the next few years.
- Plastics and rubber manufacturing has long been a substantial part of the regional economy, especially in areas with low electricity rates. Wages in this industry rose 30 percent from 2009 to 2103.

### **Leverage our gateway to Canada, the nation's largest trading partner, to lead the State in global investment.**

- Primary metals and transportation equipment manufacturing are two of the top five export industries in the North Country. From 2009 to 2012, primary metal exports rose 62 percent to \$64 million.



- Exports of medical equipment and sporting goods are up 53 percent and now total \$36 million.
- Exports of transportation equipment from the North Country grew 59 percent to 41 million between 2009 and 2012.
- Exports by the computer and electronic product manufacturing industries expanded 81 percent to \$37 million from 2009 to 2012.
- Examples of foreign direct investment from Canada include:
  - 3DRPD, a manufacturer of permanent partial dental appliances
  - Plastitel, a supplier to the rail industry
  - Connectall, a manufacturer of parts for transportation equipment manufacturing companies
  - Prevost Car, manufacturer of premium passenger coaches
  - Westgroupe USA, a distributor of eyeglasses
  - St. Lawrence Gas's Canadian parent company expanded service from Massena through Malone to Chateaugay
- In 2014 there were 139,000 enplanements at Plattsburgh International Airport. Eighty-five percent of these passengers were from Canada.



Bombardier train car assembly.



- Rail Explorers was opened on July 3, 2015, in Lake Clear by an Australian couple and is doing well.

**Attract and nurture entrepreneurs through innovations to catalyze the highest per capita rate of small business start-ups in the State.**

- Despite the impact of the national recession on the region's overall economy, the number of small business firms (up to 10 employees) in the North Country grew by 1 percent to 5,905 firms that employ 35,504 residents (up 4 percent).
- Adirondack Economic Development Corporation (AEDC) has conducted three 60-hour Entrepreneurial Assistance Program courses since 2011. The courses were held in Saranac Lake, Malone and Plattsburgh. Participants have started 17 new businesses to date.
- AEDC also provided training for 28 Microenterprise Grant Program participants in Rouses Point, Tupper Lake, and Hamilton County. The training led to the creation of 10 new businesses.
- Point Positive, a new Angel Investment fund based in the Adirondacks, has invested in three businesses during its first year of operations: Adk Packworks, an innovative bag and pack company; Wholshare, an online food and household items retailer; and Pro-Cat, a start-up boat-building company. The three companies have created 55 jobs so far.
- From 2011 to 2014, Clarkson's Shipley Center for Innovation assisted 99 businesses. These businesses have created 176 new jobs to date.

- In Round I, the region benefited from a \$1.1 million investment in six micro-enterprise assistance programs, which helped 47 businesses—more than half of which were start-ups.

**Invest in community development infrastructure that expands opportunities and capacity.**

- New York State invested \$11 million over the last four years in water and sewer projects in 38 North Country communities.
- Downtown Revitalization invested \$3.39 million in 10 communities.
- More than \$18.8 million has been invested to expand broadband networks since 2011, serving 250 communities and adding 2,181 miles of fiber. This number does not include \$38 million invested by the Rural Utility Service and other organizations.

**Innovate effective rural healthcare and education delivery networks.**

- CVPH Medical Center is now a part of the University of Vermont Healthcare network, which has allowed for the creation of a new residency program for physicians at the hospital in Plattsburgh. Graduates from the program may help to alleviate the shortage of doctors in the region.
- According to the NYSDOH, the average Overall Composite Prevention Quality Indicator (PQI) score for counties in the North Country region decreased in every year between 2009 and 2013, for a total decrease of 45 percent over the five-year period. This decrease indicates that hospitalizations

PROJECT SPOTLIGHT

# Broadband Helped New Small Business Operate

DAVIDTUTERA™



DAVIDTU

DAVIDTUTERA

Your WEDDING EXPERIENCE™  
PRESENTED BY DAVID TUTERA

Your WEDDING EXPERIENCE™  
PRESENTED BY DAVID TUTERA

Your WEDDING EXPERIENCE™  
PRESENTED BY DAVID TUTERA

Satellite internet was my only option. I had to shovel snow off the dish just to check email in winter, file transfers were slow and video conferencing was impossible. When the fiber optic came in, my business began to flourish. I'm able to keep up with the demands of increasingly video-based marketing, collaboration and training which allows me to take on many more clients.

- VANESSA VAVERCHAK, STAR LAKE ARTIST & DESIGN CONSULTANT

PROJECT SPOTLIGHT  
WILD CENTER WILD WALK



Since Wild Walk opened, The Wild Center has broken every single attendance record set over its 9 year history. We have more members than at any time in our existence, and have welcomed more guests in the first 30-days than we did in any other 30-day period, including our initial opening in 2006. There have been over 120,000 visitors this summer alone, and many of them are stopping at other local business in the region when they visit.

- STEPHANIE RATCLIFFE  
EXECUTIVE DIRECTOR, THE WILD CENTER





related to treatable conditions are being prevented by good outpatient care.

- Participating START-UP NY educational institutions received 166 inquiries and 8 applications. Two companies were accepted into the program.
- Clarkson University, St. Lawrence University, SUNY College at Potsdam and SUNY College of Technology at Canton are participating in CSTEP, a New York State scholars program designed to prepare minority and economically disadvantaged students pursuing careers in STEM fields.
- The Regional Council's Higher Education Research and Development Consortium sponsored the Certified Production Technician Training Program for long-term unemployed individuals. The project is led by CITEC, with assistance from the community colleges and BOCES in the region.
- HEARD supported a major renovation project in downtown Potsdam, transforming buildings owned by Clarkson University into a multi-purpose, regional arts and interactive learning center. With coordination from SUNY Potsdam and St. Lawrence University, HEARD assisted with design and programming for the project.

**Elevate global recognition of the region as one of the special places on the planet to visit, live, work, and study.**

- In 2014, more than 2.3 million people visited the North Country's state parks and campgrounds—an increase of 7 percent from 2010.
- Global visitors to the North Country consumed \$300 million

goods and services in 2012, representing 13 percent of North Country exports for that year.

- Cycle Adirondacks attracted 160 riders from 30 states, Ontario, and Quebec for a seven-day, 470-mile tour of the Adirondacks.
- The new Wild Walk at the Wild Center in Tupper Lake has broken all attendance records, with 50,000 people visiting from all 50 states and 30 countries in July 2015 alone. The innovative new attraction has been featured in New York State's I LOVE NY TV advertising campaign, and it has been covered in national media including the *New York Times*, the *Los Angeles Times*, the *Washington Post*, and ABC News. Local restaurants and lodging facilities report a doubling in business since the Wild Walk opened July 4. The Wild Walk was a REDC Priority Project.

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

- With funding from Round I, a new luxury hotel has been constructed in Clayton. As a result, new businesses have opened on the town's main street. A new Fairfield Marriott is under construction in Plattsburgh.
- Hospitality (Lodging/Food) in the North Country grew by 981 jobs between 2012 and 2014—a 7 percent growth rate. The Hospitality sector represents 10 percent of overall regional employment and 14 percent of non-government employment.
- Tourism supported 18,234 jobs in the North Country during 2014
- The North Country had over \$1.1 billion in traveler spending during 2014—a 3 percent increase over 2013.



### **Invest in agriculture as we help feed the region and the world.**

- Sixteen new small farms were started in Essex County during the past five years.
- Two areas in the North Country received designation as official New York State Wine Trails between 2012 and 2014.
- The USDA Agricultural Marketing Service consistently ranks three North Country counties among the Top 10 milk producers in the Northeast U.S.
- Dairy product manufacturing in the North Country supports five times the share of jobs and wages over what the industry supports nationally.
- The North Country produces 20 percent of the State's milk on its 1,000+ dairy farms.
- The North Country produces 37 percent of the State's overall maple syrup supply and 5 percent of the national total.
- Agritourism is a growing opportunity in the North Country, with 52 percent more farms participating in the sector and aggregate revenues growing 54 percent in recent years.
- For many crops, acreage in the region has grown 60 percent or more in recent years.
- Between 2007 and 2012, Community Supported Agriculture increased 35 percent.

### **Create the greenest energy economy in the state.**

- As of 2013, there were 292 on-site clean energy generation locations, up 181 percent from 2010.
- North Country wind energy production totaled 924 megawatts in 2014, an increase of 31 percent in three years.
- Biomass energy production nearly doubled from 2011 to 2014 and now stands at 82 megawatts.
- The North Country produces 31 percent of the State's renewable energy.
- Forestry and logging in the region capture five times the number of jobs, and more than eight times the share of wages, over what the industry captures nationally.
- From 2011 to June 2015, solar installations increased from 96 to 1,886.
- Since 2011, over 800 energy retrofits have occurred throughout the region.
- Since 2010, more than 200 low-income homes received weatherization assistance, which yielded household energy savings in excess of \$1.3 million and over 66 million BTUs.
- Thirty-five percent of forestry-related firms are located in the North Country.





# Status of Past Priority Projects

## PRIORITY PROJECT STATUS: ROUND I-IV

Of the 44 Priority Projects awarded to the North Country, 81 percent are complete or on schedule. Only eight projects are progressing slowly, do not yet have an executed contract, or were cancelled. The following table lists the status of each project and its corresponding number on the map.

### Round I - Priority Project Status

| CFA Number | Map Number | Project Name  | Project Status | Key:  |
|------------|------------|---|----------------|---|
| 6097       | 1          | Bombardier Facility Expansion                                   | Green          | <b>Blue</b><br>Complete                               |
| 7703       | 2          | Enhancing Biosciences in New York                               | Blue           | <b>Green</b><br>On Schedule                           |
| 7353       | 3          | Hamilton County Broadband                                       | Blue           | <b>Yellow</b><br>Progressing Slowly                   |
| 7679       | 4          | Community Rental Housing Program                                | Blue           | <b>Red</b><br>Project Concerns                        |
| 5206       | 5          | Krog & Hart Hotel   | Green          | <b>Orange</b><br>Contract Not Yet Executed            |
| 2281       | 6          | Newton Falls Rail Rehabilitation                                | Green          | <b>Black</b><br>Project Cancelled or Funding Declined |
| 4270       | 7          | Lyons Falls Mill Site Redevelopment                             | Green          |   |
| 8114       | 8          | Mobile Poultry Processing Unit                                  | Yellow         |   |
| 8467       | 9          | Kraft Fill Line   | Green          |   |
| 8466       | 10         | C Speed Advanced Technology Manufacturing Center in Potsdam, NY | Black          |   |



**Round II** - Priority Project Status

| CFA Number | Map Number | Project Name                                      | Project Status |
|------------|------------|---|----------------|
| 13749      | 11         | Adirondack Meat Company Expansion                 | Green          |
| 16129      | 12         | Strand Theater Restoration                        | Green          |
| 16692      | 13         | Wild Walk   | Green          |
| 16948      | 14         | Long Lake Next Generation Broadband               | Green          |
| 17133      | 15         | Wood Fire Combustion Productivity Improvements    | Green          |
| 17926      | 16         | Hamilton County Broadband Phase II                | Green          |
| 18042      | 17         | Lyons Falls Mill Site Redevelopment II            | Green          |
| 18361      | 18         | Adirondack Museum Wood Pellet Boiler System       | Green          |
| 18501      | 19         | International Paper Natural Gas Energy Conversion | Green          |
| 18877      | 20         | Cape Vincent Green Willow Energy                  | Green          |
| 18908      | 21         | COR Mercy Redevelopment                           | Green          |
| 19019      | 22         | Creekwood Phase II                                | Blue           |
| 19418      | 23         | Current Applications Expansion Project            | Black          |
| 19609      | 24         | Community Tourism Transformation Fund             | Green          |
| 19821      | 25         | North Country Food Hub                            | Yellow         |
| 19874      | 26         | Adirondack Park Recreation Web Portal             | Blue           |
|            | 27         | North Country Infrastructure Fund                 | Green          |



**Round III** - Priority Project Status

| CFA Number | Map Number | Project Name  | Project Status | Key:  |
|------------|------------|---|----------------|---|
| 31776      | 28         | Plattsburgh International Airport Terminal Expansion and FIS Facility | Green          | <b>Blue</b><br>Complete                               |
| 27135      | 29         | Port of Ogdensburg Agribusiness Capacity Building                     | Green          | <b>Green</b><br>On Schedule                           |
| 28134      | 30         | Wild Walk Phase II  | Green          | <b>Yellow</b><br>Progressing Slowly                   |
| 29111      | 31         | Inn on Schroon Lake   | Green          | <b>Red</b><br>Project Concerns                        |
| 29506      | 32         | Bionique Testing Laboratories Expansion at Lake Clear Facility        | Green          | <b>Orange</b><br>Contract Not Yet Executed            |
| 30367      | 33         | Lake Flower Lodging Resort Hotel Construction                         | Yellow         | <b>Black</b><br>Project Cancelled or Funding Declined |
| 30924      | 34         | Seagle Music Colony Centennial and Campus Improvements                | Green          |   |
| 30954      | 35         | Mercy Health Center Redevelopment                                     | Green          |   |
| 31010      | 36         | Adirondack Museum Renovations and Upgrades                            | Green          |   |
| 31553      | 37         | Value-Added Agriculture Program                                       | Green          |   |
| 32225      | 38         | Hotel Saranac Historic Hotel Renovations                              | Green          |   |



**Round IV** - Priority Project Status

| CFA Number | Map Number | Project Name  | Project Status |
|------------|------------|---|----------------|
| 42503      | 39         | Machinery Purchase for Business Expansion                                     | Green          |
| 39016      | 40         | Manufacturing Facility Modernization  | Orange         |
| 39536      | 41         | North Country Regional Revitalization Fund                                    | Green          |
| 40001      | 42         | Building Renovation for Regional Arts and Interactive Learning Revitalization | Orange         |
| 41150      | 43         | Cyber Security Unit   | Green          |
| 41487      | 44         | Joint Wastewater Treatment Facility Improvement                               | Green          |

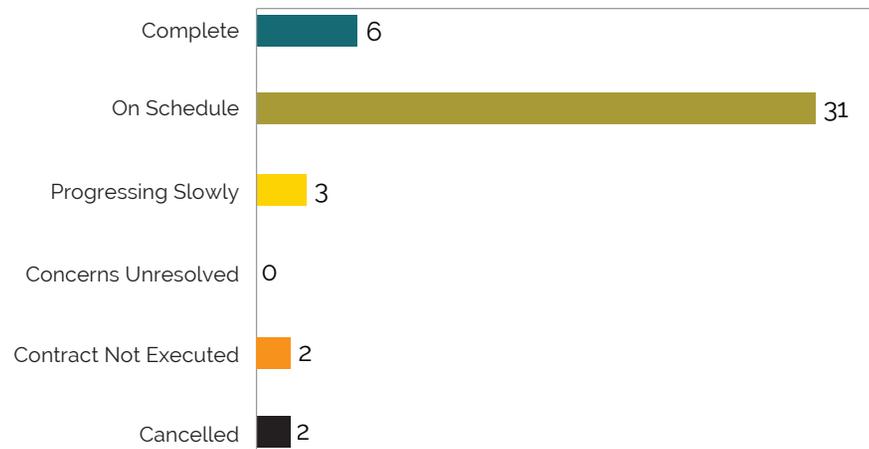


# SUMMARY OF ALL PAST PRIORITY PROJECTS

## Summary of Round I-IV Priority Projects

| Project Status | Round I   |             | Round II  |             | Round III |             | Round IV |             | All Rounds |             |
|----------------|-----------|-------------|-----------|-------------|-----------|-------------|----------|-------------|------------|-------------|
| Blue           | 4         | 40%         | 2         | 12%         | 0         | 0%          | 0        | 0%          | 6          | 14%         |
| Green          | 4         | 40%         | 13        | 76%         | 10        | 91%         | 4        | 66%         | 31         | 71%         |
| Yellow         | 1         | 10%         | 1         | 6%          | 1         | 9%          | 0        | 0%          | 3          | 7%          |
| Red            | 0         | 0%          | 0         | 0%          | 0         | 0%          | 0        | 0%          | 0          | 0%          |
| Orange         | 0         | 0%          | 0         | 0%          | 0         | 0%          | 2        | 33%         | 2          | 4%          |
| Black          | 1         | 10%         | 1         | 6%          | 0         | 0%          | 0        | 0%          | 2          | 4%          |
| <b>TOTAL</b>   | <b>10</b> | <b>100%</b> | <b>17</b> | <b>100%</b> | <b>11</b> | <b>100%</b> | <b>6</b> | <b>100%</b> | <b>44</b>  | <b>100%</b> |

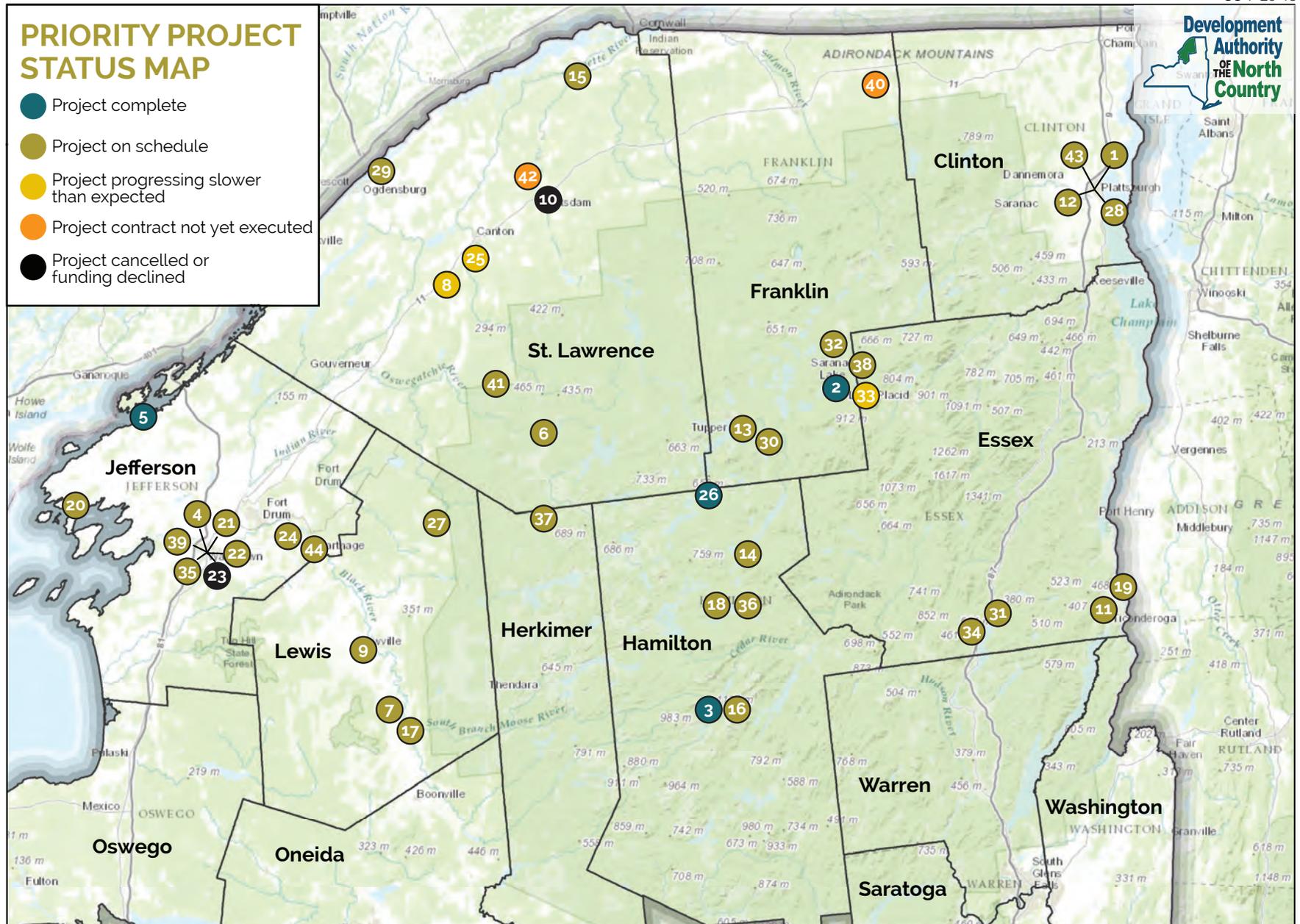
### STATUS OF 44 ESD PRIORITY PROJECTS IN THE NORTH COUNTRY





# MAPPED STATUS OF PAST PRIORITY PROJECTS

SC 7-20-15

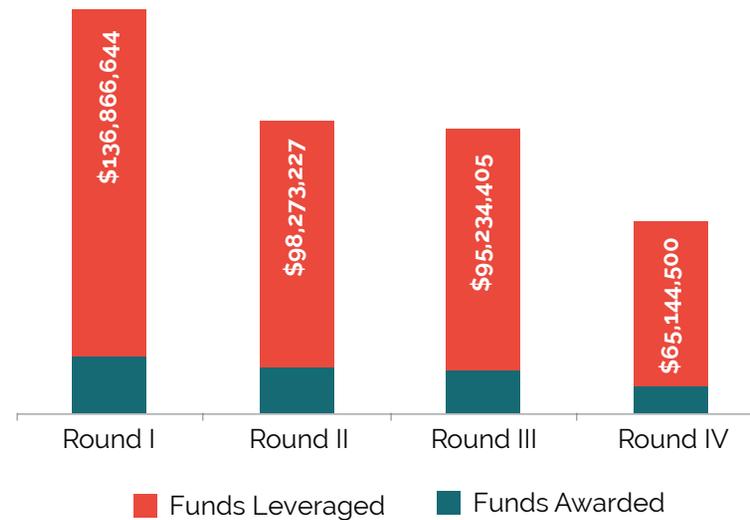




## LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

| Round | Active CFA Total | Total Grant Amount | Total Project Cost | Amount Leveraged | Leverage Ratio |
|-------|------------------|--------------------|--------------------|------------------|----------------|
| I     | 9                | \$22,362,000       | \$159,228,644      | \$136,866,644    | 1:7            |
| II    | 16               | \$ 17,347,392      | \$115,620,619      | \$98,273,227     | 1:6.6          |
| III   | 11               | \$ 17,317,195      | \$112,551,600      | \$95,234,405     | 1:6.4          |
| IV    | 6                | \$10,000,000       | \$75,144,500       | \$65,144,500     | 1:7.5          |
| Total | 42               | \$67,026,587       | \$462,545,363      | \$395,518,776    | 1:6.9          |

LEVERAGE RATIOS ACHIEVED BY THE NORTH COUNTRY'S ESD PRIORITY PROJECTS



PROJECT SPOTLIGHT

# Dairy Farmer benefiting from Kraft Heinz through the Lowville Producers Dairy Cooperative



"Having a defined market for our perishable product is critical to operations for our small dairy farms. It is not practical to ship milk long distances. The first step for a dairy farmer is to know that there is a reliable and consistent demand for the milk. The Kraft facility has been there for decades and provides that stable source for our sales of product."

- MICHAEL TABOLT, LEWIS COUNTY DAIRY FARMER



## PROJECT HIGHLIGHTS

From 2011 through 2014, 44 North Country priority projects that support the Council's Vision Goals were awarded ESD capital grants through CFAs.

The following table highlights some of the past priority projects:

| Project Title                 | Year        | Description  | Vision Goals |
|-------------------------------|-------------|--|--------------|
| Bombardier Facility Expansion | 2011        | Bombardier is one of the region's Transportation Equipment Cluster anchors. Foreign Direct Investment in this project resulted in more than 100 new jobs and capitalized on the region's proximity to Canada.  | 1, 2         |
| Krog & Hart Hotel             | 2011        | Reviving and expanding tourism in the Thousand Islands region requires substantial private investment in first-class, modern lodging facilities. The Krog & Hart Hotel in Clayton is leading the way. The State's investment of \$3 million leveraged \$22 million in private sector funds and created 90 jobs. Additionally, the project turned a brownfield site into a first-class community asset which showcases the best the area has to offer, especially to Canadian tourists. | 2, 6, 7      |
| Kraft Fill Line               | 2011        | Kraft's Philadelphia Cream Cheese plant in Lowville, NY, is the largest cream cheese manufacturing facility in the United States. By investing \$400,000 in this facility, New York leveraged an \$18 million investment, maintaining 316 jobs at the plant and supporting 150 local dairy farms.  | 1, 8         |
| Strand Theater Restoration    | 2012        | By contributing to the renovation of Plattsburgh's Strand Theater, New York has shown that it recognizes the impact of cultural activities on economic development and workforce retention. The revival of this landmark not only provides an events venue for people living in the community, but also provides another attraction for Canadian visitors who come to Plattsburgh for shopping and recreation.   | 4, 6, 7      |
| Wild Center Wild Walk         | 2012 & 2013 | The State's investments in Tupper Lake's Wild Center have revitalized the tourist economy of the northern Adirondacks, helping to showcase the multi-faceted attractions of the region. In the first month after the Wild Walk's opening, visitation increased 386 percent, while revenues rose 363 percent over the same period last year.  | 4, 6, 7      |
| Adirondack Museum             | 2012 & 2013 | The State's investments in Blue Mountain Lake's Adirondack Museum have given the central Adirondacks' tourist economy an important boost, while also helping to highlight the rich and complex history of the region.  | 4, 5, 7, 9   |



| Project Title  | Year        | Description   | Vision Goals |
|--|-------------|---|--------------|
| International Paper (IP) Natural Gas Conversion      | 2013        | Investment in IP's Ticonderoga plant preserved 640 jobs in Essex County, reduces energy costs and the carbon footprint of the facility, and demonstrates the viability of traditional resource-based manufacturing in the North Country.  | 1, 9         |
| COR Mercy  | 2012        | By investing in both the COR and Creekwood projects—along with several other Round I–IV projects—New York has recognized that Fort Drum is a major employer for both the region and the State. Not only have the direct and indirect jobs at the base stimulated the area's economy, but the presence of 17,269 soldiers in the community also has helped rejuvenate community housing stock that had been severely impacted by the decline of traditional manufacturing industries.                      | 4, 6         |
| Creekwood Redevelopment                              | 2011 & 2012 |   |              |
| Plattsburgh International Airport Terminal Expansion | 2013        | Investment in international passenger clearance at Plattsburgh Airport recognizes that Plattsburgh can capitalize further on its proximity to Canada by competing successfully with Canadian airports. Just as significant, this investment helps the community compete for even more traffic—along with the direct and indirect economic activity that such traffic will inevitably generate.  | 4, 6, 7      |
| Bionique Testing Laboratories Expansion              | 2013        | Bionique is one of the success stories of the North County. Funding for this project retained a company that could have located anywhere in the world.  | 1, 2, 3      |
| Hotel Saranac Historic Hotel Renovations             | 2013        | This project rehabilitates an iconic structure in downtown Saranac Lake with high-quality accommodations in a community underserved by modern hospitality facilities.   | 4, 6         |
| Regional Arts & Interactive Learning (RAIL)          | 2014        | By investing in RAIL, New York is supporting the first phase of a multi-use project that will establish in Potsdam an exciting new tourist attraction (a hands-on children's museum). The project will also provide much-needed mid-range housing in the Village of Potsdam, together with space for business incubation, and a home to the County's Arts Council. As an additional benefit, it is attracting substantial private investment which ensures that the entire project will be market driven. | 4, 5, 6, 7   |

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



# Status of All Projects Awarded CFA Funding

## OVERVIEW OF ALL PROJECTS AWARDED CFA FUNDING

CFA investments in North Country communities have substantially improved the infrastructure needed to enhance quality of life and foster future growth. Non-priority project awards are improving the North Country community by community as summarized in the table to the right. In this region, relatively small investments yield outsized impacts.

| Project Title           | 2011         | 2012         | 2013         | 2014         | Totals       |
|-------------------------|--------------|--------------|--------------|--------------|--------------|
| Arts/Culture/Recreation | \$518,000    | \$1,280,000  | \$1,639,000  | \$792,000    | \$4,229,000  |
| Downtown Development    | \$125,000    | \$650,000    | \$1,431,000  | \$1,185,000  | \$3,391,000  |
| Energy (Clean/Green)    | \$1,000,000  | \$886,000    | \$4,271,000  | \$2,141,000  | \$8,298,000  |
| Housing                 | \$8,082,000  | \$6,950,000  | \$52,000     | \$400,000    | \$15,484,000 |
| Parks                   | \$400,000    | \$610,000    | \$705,000    | \$50,000     | \$1,765,000  |
| Planning Activities     | \$250,000    | \$796,000    | \$76,000     | \$511,000    | \$1,633,000  |
| Telecomm                | \$250,000    | \$2,722,000  | \$6,000,000  | \$0          | \$8,972,000  |
| Tourism/Marketing       | \$0          | \$2,589,000  | \$1,205,000  | \$947,000    | \$4,741,000  |
| Transportation          | \$4,870,000  | \$1,209,000  | \$0          | \$0          | \$6,079,000  |
| Water/Sewer             | \$2,895,000  | \$2,967,000  | \$1,613,000  | \$3,514,000  | \$10,989,000 |
| Waterfront Development  | \$957,000    | \$2,480,000  | \$910,000    | \$1,022,000  | \$5,369,000  |
| Workforce               | \$89,000     | \$100,000    | \$153,000    | \$194,000    | \$536,000    |
| Totals                  | \$19,436,000 | \$23,239,000 | \$18,055,000 | \$10,756,000 | \$71,486,000 |

PROGRESS SPOTLIGHT  
Point Positive, Inc.



Formed to fan North Country entrepreneurship, Point Positive, Inc. has completed its third investment in Pro Cat US, a start-up boat building company based in Rouses Point, NY. Pro Cat manufactures multi-hull workboats that offer greater stability and work space than traditional mono-hull workboats. The Pro Cat Team now has 10 employees and expects to grow to 20 employees at full production.

- Melinda Little, Coordinator, Point Positive, Inc.

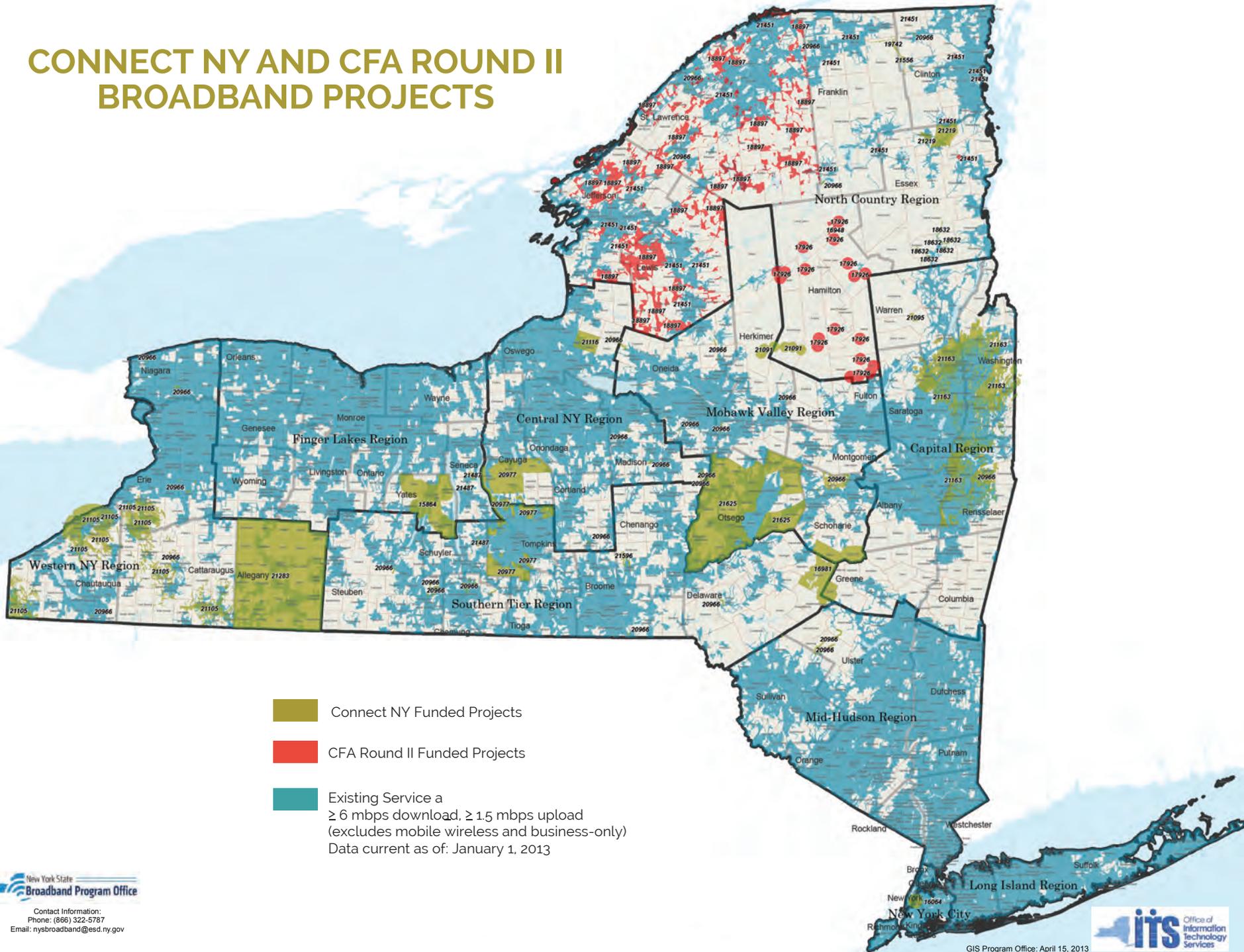


## Some Highlights

- Two of the eleven energy project awards—totaling \$8.3 million—“bundled” multiple small-scale renewable energy projects, which distributed the benefits of smaller projects across the region. One of the projects is a first-in-the-nation, small-scale, food-waste biodigester.
  - An important energy project funded through this process is the \$30 million, bond-cap-financed investment in the ReEnergy plant at Fort Drum. The plant uses 500,000 tons of low-grade wood (\$11 million in fuel purchases) annually, and is allowing North Country loggers to harvest the region’s wood resources more efficiently, is creating 33 direct and 175 indirect jobs, and has created a \$20 million annual impact on the region’s economy.
  - New York State provided \$11 million to 38 North Country communities to improve essential water and wastewater facilities.
  - Telecommunications investments committed by the federal government, regional service providers, and New York State are addressing a critical need. A project to create a telemedicine network is now in place, connecting 105 hospital and clinic locations. Another multi-region project will interconnect emergency operations across eleven counties. Parts of the region are now well served with broadband capacity; however, providing universal service throughout the region is an expensive and challenging proposition that will require further investment by the state.
- The region’s CFA investments in tourism infrastructure are also helping to advance the Governor’s Opportunity Agenda by increasing business and employment opportunities in low-income communities across the region. Examples include:
- Diversifying lodging options through development of the Adirondack Community-Based Trails “Hut-to-Hut” Lodging System
  - Restoring historic downtowns with Main Street Programs in Sacket’s Harbor in the Thousand Islands region and in Port Henry on Lake Champlain
  - Revitalization of the historic Hotel Saranac in Saranac Lake
  - Modernizing exhibits at the Adirondack Museum and at Fort Ticonderoga, two of the region’s biggest attractions
  - Restoring the historic Delaware and Hudson Railway Station in Rouses Point, the region’s rail gateway from Montreal
  - Marketing to the world with the Empire State Winter Games Go Global



# CONNECT NY AND CFA ROUND II BROADBAND PROJECTS



- Connect NY Funded Projects
- CFA Round II Funded Projects
- Existing Service a  
 $\geq 6$  mbps download,  $\geq 1.5$  mbps upload  
 (excludes mobile wireless and business-only)  
 Data current as of: January 1, 2013



Contact Information:  
 Phone: (866) 322-5787  
 Email: nysbroadband@esd.ny.gov





## AGGREGATED STATUS OF ALL PROJECTS

| Project Status | Round I | Round II | Round III | Round IV | All Rounds | % Projects |
|----------------|---------|----------|-----------|----------|------------|------------|
| Blue           | 40      | 19       | 10        | 0        | 69         | 22%        |
| Green          | 27      | 72       | 58        | 32       | 189        | 60%        |
| Yellow         | 2       | 1        | 1         | 0        | 4          | 1%         |
| Red            | 1       | 0        | 0         | 0        | 1          | 0.3%       |
| Orange         | 0       | 0        | 3         | 36       | 39         | 12%        |
| Black          | 6       | 4        | 3         | 1        | 14         | 4%         |
| <b>TOTAL</b>   | 76      | 96       | 75        | 69       | 316        |            |

**Key:** **Blue**  
Complete

**Green**  
On Schedule

**Yellow**  
Progressing  
Slowly

**Red**  
Project Concerns

**Orange**  
Contract Not Yet  
Executed

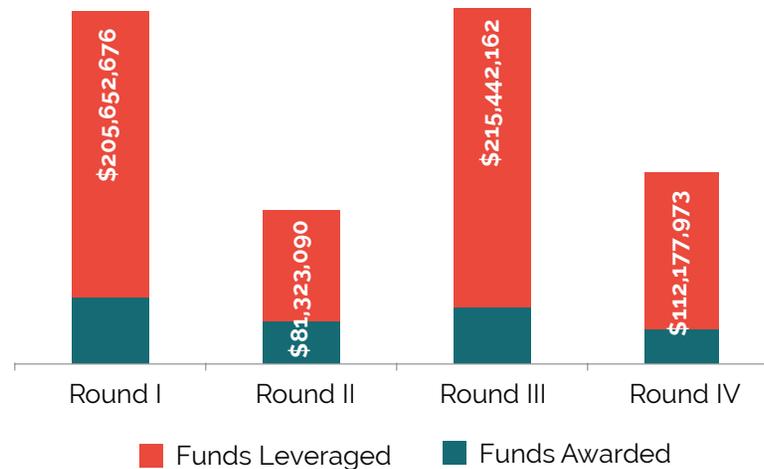
**Black**  
Project Cancelled  
or Funding  
Declined



## LEVERAGE OF STATE INVESTMENTS IN ALL CFA PROJECTS

| Round | Number of CFA | CFA Award     | Total Project Cost | Ratio of CFA Award to Total Project Cost |
|-------|---------------|---------------|--------------------|--|
| I     | 68            | \$48,309,141  | \$253,961,817      | 1:5.3                                    |
| II    | 82            | \$30,533,183  | \$111,856,273      | 1:3.7                                    |
| III   | 79            | \$40,805,813  | \$256,247,975      | 1:6.3                                    |
| IV    | 66            | \$24,828,125  | \$137,006,098      | 1:5.5                                    |
| Total | 295           | \$144,476,262 | \$759,072,163      | 1:5.3                                    |

**LEVERAGE RATIOS ACHIEVED BY ALL CFA  
PROJECTS IN THE NORTH COUNTRY**

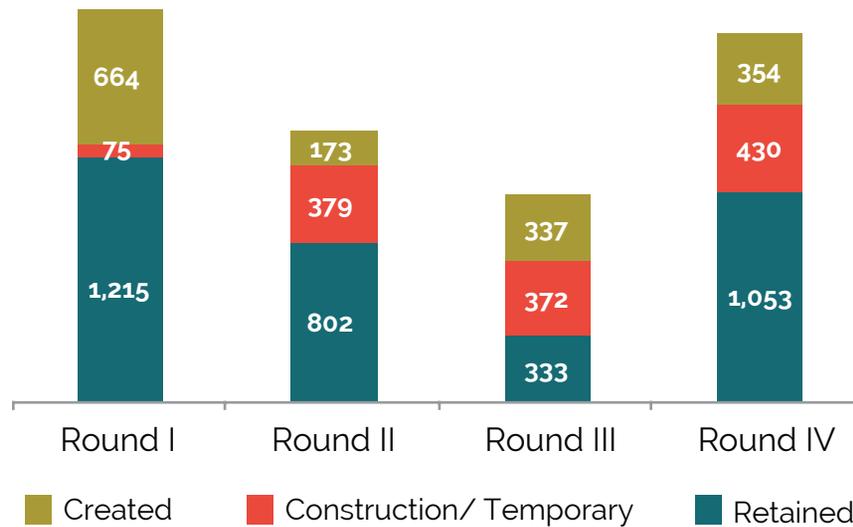




## JOB CREATION

| Round        | Construction/<br>Temporary Jobs | Jobs Retained | Jobs Created | Total        |
|--------------|---------------------------------|---------------|--------------|--------------|
| I            | 75                              | 1,215         | 664          | <b>1,954</b> |
| II           | 379                             | 802           | 173          | <b>1,354</b> |
| III          | 372                             | 333           | 337          | <b>1,042</b> |
| IV           | 430                             | 1,053         | 354          | <b>1,837</b> |
| <b>Total</b> | <b>1,256</b>                    | <b>3,403</b>  | <b>1,528</b> | <b>6,187</b> |

TEMPORARY, NEW AND RETAINED JOBS FROM ALL CFA PROJECTS





# Implementation Agenda

**State Priorities**  
**Ongoing Initiatives**



# State Priorities

## REGIONAL ECONOMIC CLUSTERS

For 2015, the North Country Regional Economic Development Council has identified three broad industry clusters that will receive special focus in both the Strategic Plan Update and in the Upstate Revitalization Initiative. The three clusters were selected for their region-wide impact potential and because all are significant contributors to the North Country economy. Each cluster directly advances the vision adopted by the Regional Council in 2011, capitalizes on market demands outside the region, and builds upon existing strengths as articulated by Location Quotient analysis and long-term employment projections.

### **Agriculture and Clean Energy**

The North Country is well positioned to set a global standard in high-tech, sustainable agriculture that is deeply integrated with the use of renewable energy for production. This cluster expands the North Country's existing leadership in agriculture and green energy production, leverages existing capital and intellectual investment in the cluster, and increases the region's penetration into national markets. The strategies identified in this cluster directly address national and global trends in food and energy production, and are launching the region's agriculture and power

industries to national and international prominence.

### **Tourism and Community Centers**

Tourism and revitalization of our communities are uniquely linked as a means of attracting private investment to our communities. The tourism industry, with a potential market of 120 million visitors within a day's driving distance, can be the catalyst that drives economic development by adding the necessary critical mass of demand for services and amenities. The Council's strategy expands and improves on the extensive but aging tourism infrastructure, including lodging, dining, attractions, and recreation facilities; and leverages a local workforce that is already employed in the industry. This combination will make the tourism cluster an even larger contributor to the regional economy. The strategies identified for this cluster will also refocus global and national attention to the Thousand Islands and Adirondack regions as prestigious tourist destinations. Revitalization of our community centers is critical to the success of these tourism strategies, in order for tourism destination communities to provide first-class services and amenities to the traveling public.



## Advanced Manufacturing

The North Country region has a well-developed and expanding Transportation Equipment and Advanced Materials Industry Cluster. The cluster includes more than 500 firms and provides nearly 8,100 jobs representing 6 percent of the total employment in the region. Three industries within the cluster—glass manufacturing, aluminum production, and railroad rolling stock—have high Location Quotients and provide significant employment opportunities with wages well above the state average for the industry. The strategies identified for this cluster will focus on workforce improvement, penetrating national and global markets, and integrating our colleges and universities with industries as they develop materials for use in production.

The Council identified biotech as a cluster with growth potential. Progress on this strategy includes the expansion of existing biotech firms. Bionique, a Round III Priority Project, doubled the size of its mycoplasma contamination testing facility. Utilizing Excelsior Tax benefits SterRx opened a new facility that will package biological compounds in sterile conditions. Twelve early stage businesses are currently working with Clarkson University to bring their concepts to market. Clarkson University and Trudeau Institute have formed a partnership that will benefit both organizations and tackle deadly diseases affecting people around the globe. Two biotech projects will be featured in the Council's Upstate Revitalization Initiative submission. One is a contract research organization and the other formulates and produces OTC medications and supplements.





## REGIONAL ECONOMIC CLUSTER PLAN FOR TRANSPORTATION EQUIPMENT AND MATERIALS

The North Country Regional Economic Development Council identified manufacturing of Transportation Equipment as a Key Industry Cluster in the Economic Development Plan submitted in Round I of the REDC process. More recently, the Council recognized the need to develop and manufacture advanced materials that Transportation Equipment Cluster companies can utilize in next-generation transit systems. The region has now merged these two efforts, pursuing advancements that will ensure companies in the cluster retain a competitive advantage that will allow continued growth over the next decade and beyond.

The North Country's focus on cluster advancement has resulted in significant growth in both jobs and sales. Employment in the industry rose by 43 percent from 2011-2013 and exports grew by 59 percent from 2009-2012. In Governor Cuomo's 2015 budget document, in which he announced the launch of his strategic cluster initiative, the North Country's transportation equipment cluster was used as the example of what was meant by clusters and the opportunity to advance them.

The details of the Cluster Plan are contained in the Council's Advanced Manufacturing Framework. A copy of framework can be found in the appendix of the North Country's Upstate Revitalization plan. A summary of the plan's elements is outlined below:

- A coordinated, multifaceted approach to cluster advancement is central to the North Country's plan. Two Centers will be

the driving force behind this effort: the North American Center of Excellence in Transportation Equipment (NAAm Trans) and the Institute for Additive Manufacturing Materials Applications (IAMMA). The Council's Advanced Manufacturing Leadership Group is involved in and supports the development of both centers.

- A key characteristic of a well-developed industry cluster is a strong supply chain. NAAm Trans, in cooperation with its partner organizations, formed a Transportation Equipment Supply Chain Group in 2015. The group is working to identify supply chain gaps. Next steps include development of a plan to increase capacity of existing suppliers and recruitment of new vendors to fill identified product and service needs.
- Building on existing foreign direct investment efforts and strategies stated in the North Country's Global NY Plan, the region will develop and implement a long-term plan for the recruitment of out-of-state and out-of-country firms with a special concentration on attraction of cluster-related companies from Canada.
- Work cooperatively and utilize the knowledge base of established not-for-profit cluster organizations including the Quebec Ground Transportation Cluster. This has already been accomplished with the recent signing of an official partnership agreement with the Quebec Cluster, with joint activities now being planned.



- NAm Trans and IAMMA will strengthen the key enablers for cluster growth. Work has begun on these initiatives and can be accelerated with assistance from New York State. NAm Trans formed a human capital working group and held a Human Capital Summit in 2015 to discuss workforce training and skills gaps in the cluster. IAMMA's plan includes basic research and early adoption of technology strategies. Both organizations will work with the Innovation Hot Spot and START-UP NY to advance concepts from the idea stage through proof-of-concept to commercialization.
- Infrastructure, both public and private, is a challenge that must be addressed. The Centers will work with local governments, developers, and economic development organizations to identify projects such as rehabilitation of existing buildings, new construction, water and wastewater, broadband, and other infrastructure that will support cluster growth.
- NAm Trans is serving as the liaison between Clinton Community College and the business community as they work to implement the school's SUNY 2020 grant. One aim of the Center is to identify what types of equipment the college will need to install in the new building and what courses will best address the needs of cluster related companies.
- CITEC, the region's designated Manufacturing Extension Program, has submitted a plan to form a Product Development Center that would help existing companies develop the next

generation of products to ensure they remain competitive in tomorrow's marketplace.

- An international business plan competition will focus on cluster related businesses. The competition will be marketed in Canada and globally. Other summits and forums may be developed over the next several years.

The North Country welcomes the Governor's cluster initiative as reinforcement of our already developed cluster strategy for transportation equipment and support for our now established approach to materials, with the identification of natural connections between these two elements of our overall cluster vision.



## ADVANCING GLOBAL NEW YORK

Travel and tourism is the region's largest export industry. Global visitors to the North Country consumed \$300 million in travel and tourism services in 2012, accounting for 13 percent of all exports from the region. This percentage of export value attributable to tourism is higher in the North Country than in the rest New York State. Furthermore, it is a growing export industry and has experienced an increase of 37 percent from 2009 to 2012.

Efforts to increase exports from the region include a partnership with the Export Import Bank, exhibitions at international trade shows including the Paris and Farnborough Air Shows, and working cooperatively with ESD and Department of Commerce representatives based in foreign countries.

A new cooperative initiative to help businesses was launched in 2015. The Fédération des chambres de commerce du Québec and the North Country Chamber of Commerce announced the creation of COREX, a B2B web portal where companies from both New York and Quebec can work together to find new customers and suppliers. More than 25 North Country businesses have already listed their products and services on this site.

### **Initiatives to stimulate foreign direct investments**

Helping companies from Canada is a North Country tradition. This process often starts with an educational seminar that covers subjects such as formation of a corporation, taxes, hiring employees, insurance, financing, and incentives offered by NYS and North Country communities. In 2015, seven seminars were held in Plattsburgh, Potsdam, and Montreal with more than 150 businesses attending. Several of these businesses have already opened facilities in the North Country or are in the process of starting new operations.

Thanks to funds awarded through the REDC process, construction of a new international passenger clearance facility is currently under way at the Airport in Plattsburgh. The addition is part of a much larger project to triple the size of the current passenger terminal. The additional space is needed to accommodate phenomenal growth in traffic at the airport. Since it opened in 2007, more than 85 percent of the passengers traveling through the airport have been from Canada. When the Federal Inspection Service (FIS) facility opens, the airport will have the ability to welcome visitors from all over the world.



## MAINTAINING THE PROJECT PIPELINE

In 2012, the Council established the Pipeline Committee to collect information about projects and initiatives in various stages of development that may become critical to the future economy of the region. The Pipeline Committee continued its work in 2015.

The Council endorsed the North Country Alliance (NCA) as a partner organization to identify and develop project intelligence for the region. The NCA is an organization covering the seven-county North County region and serves as a conduit for project identification. The Council relies on the professional expertise of NCA members to assess the viability and readiness of projects entering the pipeline. Projects that are eligible for Excelsior Jobs Tax Credits or Industrial Revenue Bonds (IRBs) are identified in this process.

Project submissions can come from a variety of sources, including the private sector, economic development groups, non-profit organizations, and municipalities. The Council's pipeline umbrella now extends to proposals derived from the SUNY 2020 Challenge Grants, Clarkson's Innovation Hot Spot, and the START-UP NY program. Pipeline submissions are logged in a database and help the Priority Project Selection Group and the Council identify potential projects that help advance regional strategies.

During the last four years, 90 pipeline projects have been identified across the region. Of these projects, 31 have been funded successfully through the CFA process to date.

### *Examples include:*

#### **2012 Pipeline Project—Fort Drum Housing, Beaver Meadows, and the Preserve at Autumn Ridge (690 Units):**

- Jobs—490 Construction
- ESD Award—\$4,000,000
- Total Project Cost—\$92,923,470
- Private Sector Leverage—23:1
- Funded Round I

#### **2013 Pipeline Project—Twinstare Cyber Security Division:**

- Jobs—8 Created/41 Retained
- ESD Award—\$120,000
- Total Project Cost—\$750,000
- Private Sector Leverage—6:1
- Funded Round IV

#### **2015 Pipeline Project—New York Air Brake R&D Expansion:**

- Jobs—10 Created/150 Retained
- ESD Award—\$500,000
- Total Project Cost—\$5,743,480
- Private Sector Leverage—11:1
- Funded Round IV Excelsior Allocation



In 2013, Adirondack Teleworks in Hamilton County was the first pipeline project to be funded through the Opportunity Agenda. Overall, 13 of the pipeline projects have been identified as eligible for an Excelsior Jobs award and 14 projects have been identified as eligible for IRBs.

A powerful result of the pipeline process has been the discovery of many innovative and transformative projects that are being developed by companies, entrepreneurs, and communities from all over the region. As projects in the pipeline mature, they will be considered for CFA funding or Priority Project designation by the Council.



## TRAINING THE WORKFORCE

The Workforce Development Group recognizes that developing workplace skills is a complex process that begins long before the first job offer. Several initiatives to prepare high school students for the workplace are under way for 2015, including:

- **GPS for Success**, a collaborative effort in Jefferson, Lewis, and St. Lawrence Counties to develop a series of five-minute videos focused on occupations that are available in targeted employment sectors of the region. The videos will serve as tools for school counselors and parents to assist students with career exploration.
- **M\*A\*S\*H Camp**, a program developed by the Fort Drum Regional Health Planning Organization, allows students in grades 8–12 to explore careers in the healthcare field. Students participate in hands-on activities that highlight various healthcare careers, and learn about educational and skill requirements for the professions.
- **PTECH**, a public-private partnership that brings high schools, colleges, and businesses together to prepare students for career success in high-skill jobs in technology, manufacturing, and health care. The six-year program results in a high school diploma and an associate's degree for the participant. The program is currently operating in Clinton and St. Lawrence Counties.
- **The North American Logger Training School** at Paul Smith's College received \$300,000 to encourage young people to pursue logging careers and help address labor shortages in the region's logging industry.
- **Career Jam**, a hands-on career exploration event that draws more than 1,600 students in grades 8 and 9 from 19 different school districts.



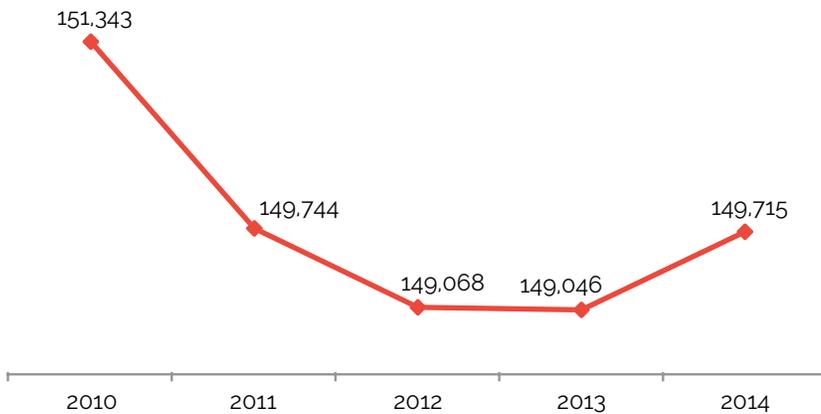
Jefferson Community College classroom.



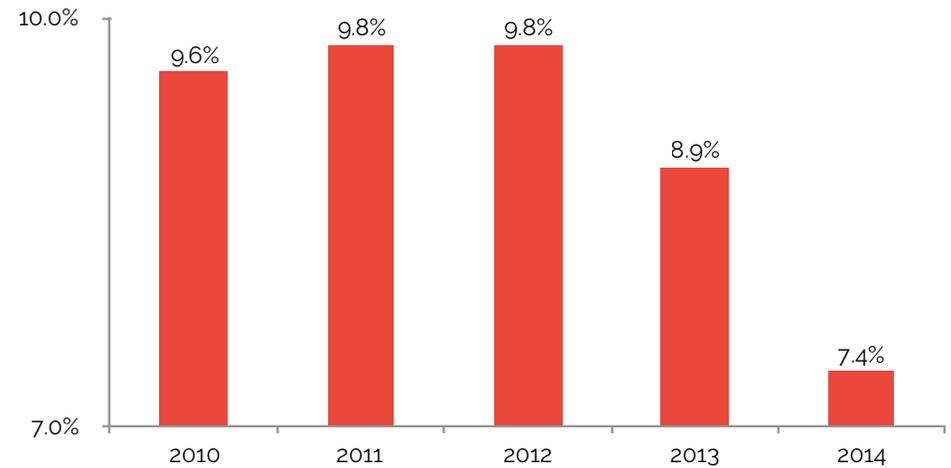
## MEASURING PERFORMANCE IN 2015

During the last four years, the NCREDC has utilized three tiers of performance measures to assess how well the Council is attaining its vision. Tier I performance measures provide a general overview of the region's economic health and are also articulated in the General Economic Indicators section of this report. Tier II measures consist of data from state, federal, and partner agencies. Tier III measures account for the investment of CFA and Priority Project funding. Both Tier II and Tier III performance measures are grouped according to the main tenants of the Council's vision. In some instances, projects are cross listed as they simultaneously advance more than one component of the region's vision. Highlights from this year's performance measures follow:

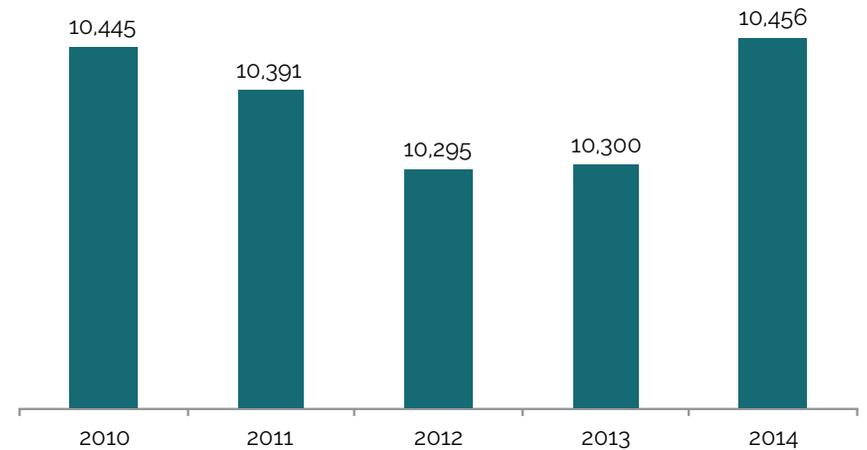
**ANNUAL NUMBER OF JOBS IN THE NORTH COUNTRY**



**ANNUAL UNEMPLOYMENT RATE IN THE NORTH COUNTRY**



**ANNUAL NUMBER OF ESTABLISHMENTS IN THE NORTH COUNTRY**



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Plattsburgh:  
**#2 Micro**  
**American City**  
of the Future

fDi Intelligence Magazine 2015

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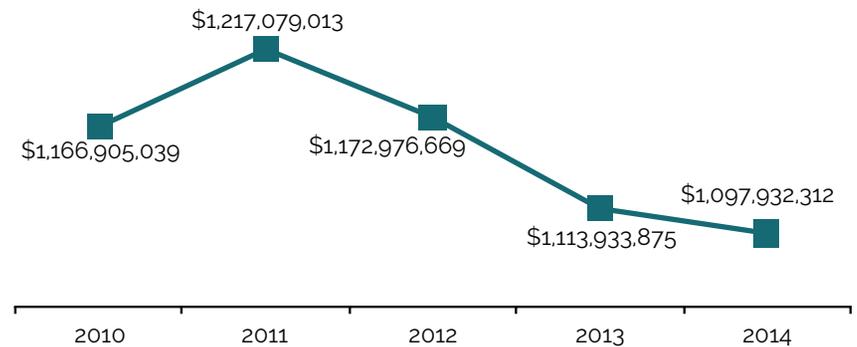


### Tier I: Overall Economic Health

During the past four years, the North Country's population has remained steady at 434,011 residents. The region's business environment has remained stable, although employment in the region declined by 1.5 percent. While the region's unemployment rate declined by more than two percentage points, poverty in the North Country grew by 1.5 percentage points. A simultaneous decline in jobs and in the unemployment rate indicates a contraction in the labor force as fewer people are actively seeking work. Despite this labor force contraction, employed individuals experienced an average increase in salaries of 6 percent.

To change the trajectory of the region's economy and overcome these socioeconomic challenges, the North Country responded to the Governor's challenge in 2011 and wrote its Transformational plan. The achievements from this endeavor over the past four funding rounds yielded a direct investment of more than \$138 million in 297 projects and impacted 4,931 jobs throughout the North Country. A lasting reduction in the region's unemployment and poverty rates continues to remain a long-term goal for the Council, and serves as a focal point for the North Country's proposal to the Upstate Revitalization Initiative.

ANNUAL MILITARY & CIVILIAN PAYROLL AT FORT DRUM



### Tier II: Energize our Micropolitan Cities—Defense

The economic impact of Fort Drum's presence in the region is clearly evident in its annual employee payroll, which exceeds \$1 billion. Since the completion of the base's "build out" to accommodate a third brigade, the value of contracts with Lewis, Jefferson, and St. Lawrence County-based businesses has dropped to \$18.2 million, a decline of 51 percent. The inclusion of a third brigade created a significant demand in affordable quality housing that was successfully addressed by the Council in Round I and Round IV. In 2014, the median value of homes in Jefferson County reached \$145,788, an increase of 4 percent since 2010. During that same time period, home sales declined by 4 percent as was anticipated with the influx of new rental units. Attractive median home values in nearby Lewis County stimulated a 20



percent increase in the number of homes sold since 2010.

In all four rounds, the Council invested more than \$60 million in 46 projects related to housing, renewable energy, and the revitalization of parks and downtown districts around Fort Drum. These investments have complemented the base's resiliency against sequestration and current military cuts. Unlike other Army bases in the country that are slated to lose thousands of military personnel, Fort Drum lost just 28 soldiers.

### **Tier II: Energize our Micropolitan Cities— Manufacturing & Workforce Development**

The Plan's vision identifies the manufacturing industry as a critical sector to preserve and strengthen, driven in part by a recognition that since 2010 the North Country experienced declines of 7 percent and 4 percent in the number of manufacturing firms and employees, respectively. To support this industry, 249 manufacturing firms with 890 employees received technical assistance from CITEC, which yielded an economic impact in excess of \$71 million for these businesses. In addition, more than 3,700 individuals across the North Country received job skills training through Workforce Investment Boards.

To complement the technical and training services provided to manufacturing firms, the NCREDC invested more than \$8.1 million to expand and modernize 14 manufacturing facilities, and more than \$1.1 million to strengthen the qualifications of 498 employees. These initiatives helped to create and retain 2,251 jobs and advanced the region's Opportunity Agenda.

### **Tier II: Attract and Nurture Entrepreneurs**

Despite the national recession's impact on the North Country's overall economy, the number of small business firms (companies with up to ten employees) in the region grew by 1 percent, and the number of small business employees grew by 4 percent. From 2011 to 2014, Clarkson's Shipley Center for Innovation assisted 99 businesses, which created 176 new jobs. Meanwhile, CITEC provided technical assistance to 269 non-manufacturing businesses throughout the region. During the same timeframe, the North Country also experienced a 5 percent increase in the number of persons 25 years and older with college degrees, for a total of 89,229 residents in 2014. Because the Council recognizes the significance of the economic contribution that is made by the region's small businesses, the NCREDC awarded more than \$2.9 million to 18 small business initiatives that created and retained 996 jobs.

### **Tier II: Elevate the Global Recognition of the Region and Activate Tourism as an Economic Driver**

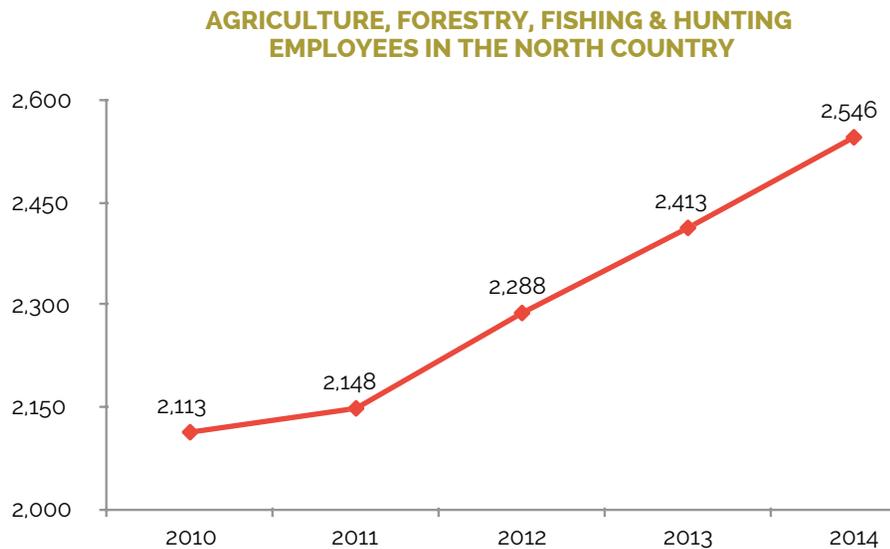
Since 2010, visitor spending in the North Country has grown by 13 percent, employment in the visitor industry has risen by 8 percent, and tourism-generated tax revenue has grown by 10 percent. North Country State Parks and DEC Campgrounds also recorded an overall 7 percent increase in attendance during the same time period. These gains were leveraged by the Council's investments in tourism infrastructure improvements and destination marketing.



To elevate the global recognition of the region and activate tourism as an economic driver, the Council invested more than \$21 million in 45 projects to accelerate the development of destination hubs, create and implement strategic tourism marketing plans, and invest in the restoration and development of public facilities that are critical to the region's tourism industry. These flagship projects include the construction of the Clayton Harbor Hotel, the installation of the Wild Center's Wild Walk, and the debut of Cycle Adirondacks—a weeklong event which showcased the region and attracted cyclists from 30 states and two provinces.

## Tier II: Invest in Agriculture

Despite a 10 percent decrease in the total number of North Country farms in operation since 2010, acres of farmland grew



by 6 percent, and the value of the region's agricultural products increased by 26 percent to more than \$753 million. Dairy products continue to dominate the North Country's agricultural industry; the value of milk products rose by 1 percent and accounts for 20 percent of the state's total value. The USDA Agricultural Marketing Service also reports Jefferson, Lewis, and St. Lawrence Counties consistently rank in the top ten for milk production in the Northeastern United States. In 2012, meanwhile, 37 percent of the maple syrup produced in the state originated from the North Country and yielded a market value of \$4 million. The New York Department of Labor also reports the agricultural and forestry industry experienced a 1 percent increase in the number of businesses, a 14 percent increase in the number of employees, and a 2 percent increase in wages.

To advance value-added production and the diversification of the North Country's agricultural industry, the Council invested more than \$4.8 million in ten agricultural projects. The largest agricultural award to date was to AgriMark to replace its dairy processing facility in Chateaugay. This will increase its production capacity by 20 percent and retain 106 jobs.

## Tier II: Create the Greenest Energy Economy

Over the last four years, electricity generated from commercial wind facilities in the North Country increased by 31 percent to 924 megawatts, and the capacity of biomass energy production grew by 536 million BTUs. A contributing factor to this increase in renewable power generation is the conversion of the Black River biomass facility by ReEnergy Holdings LLC. On-site



renewable energy generation—which includes photovoltaic, solar thermal, and wind energy—grew by 266 percent, from 104 sites in 2010 to 381 sites in 2014. During the same time period, 2,096 low-income homes were weatherized to reduce energy consumption by 66,443 million BTUs and yielded more than \$1.3 million in energy savings.

In all four rounds, the Council invested more than \$41.4 million in 19 projects to improve operational efficiencies and accelerate renewable energy production in the North Country. The largest award occurred in Round I with the allocation of \$30 million in Industrial Revenue Bonds to assist with the acquisition and conversion of ReEnergy's Black River facility, which supports Fort Drum.

## **Tier II: Overarching Strategies—Canadian Connection & Community Development**

Of the 81 northern border crossings in the U.S., ports in Alexandria Bay and Champlain continue to rank in the nation's top ten for truck traffic entering the U.S. In addition, the North Country experienced growth over the last four years in the number of trains (36 percent), loaded rail containers (63 percent), and train passengers (20 percent). The region's transportation and warehouse industries grew from 189 firms in 2010 to 288 firms in 2014, and jobs grew by 193 percent to 3,245 employees with an average annual wage that rose by 1 percent.

To provide telecom infrastructure that is essential to the region's businesses, residents, and visitors, more than \$18.8 million was

invested in 15 projects to expand broadband service throughout the North Country. These funds extended broadband by 2,181 miles over 250 municipalities and benefitted 12,391 households. In addition, more than \$91.7 million was awarded to 201 projects across the region to develop and implement community planning projects, revitalize downtown districts, install essential infrastructure that supports business and community operations, provide affordable housing, and support the development and maintenance of numerous recreational trails. All of these investments enhance the North Country's overall quality of life, provide a reliable infrastructure that is critical for business operations, and promote economic development in the region's micropolitan communities.

PROJECT SPOTLIGHT

# North Elba Biodigester generates electricity



Because of a grant from NYSERDA through the NCREDC, we are installing the first small-scale food waste digester in the nation – which will generate electricity from 900 tons of food waste annually.

- TAMMY MORGAN, NORTH ELBA BIODIGESTER



# Ongoing Initiatives

## OPPORTUNITY AGENDA

Due to the unique demographics of the region, the North Country could not designate a targeted metropolitan area for Opportunity Agenda implementation. The North Country does not have a metropolitan center, and the micropolitan cities that anchor the region actually have lower levels of poverty and unemployment than the regional average.

Instead, the North Country Regional Economic Development Council has forged partnerships with private sector employers to assist low income residents in developing the skills necessary to enter the workforce and share in the benefits of New York State's economic resurgence.

### Ongoing Projects

The NCREDC continues to advance its Opportunity Agenda. Successes include:

The Jefferson-Lewis BOCES Manufacturing Technology Training Program, a 2013 Priority Project, has become self-sustaining through sponsorships from employers who are hiring the program's graduates. This past June, the program graduated

its third group of students and more than 94 percent are successfully employed.

CITEC is utilizing 2014 CFA funding to train long-term unemployed adults at BOCES facilities in Malone, Canton, and Watertown. CITEC's Certified Production Technician (CPT) Program will provide essential manufacturing skills to low-income individuals and close a "skill gap" between the persistently unemployed and the needs of regional manufacturers such as New York Air Brake and Nova Bus. The CPT program offers an industry-recognized certification focusing on preparation for technologically advanced production jobs.

Spencer ARL provided training for 42 under-skilled individuals in logistical services, sub-assembly, and sequencing in support of the manufacturing process at Nova Bus.

NCREDC's investment in community development projects to facilitate tourism sector growth is also designed to address the needs of those living in poverty. Accommodations projects such as the Thousand Islands Clayton Harbor Hotel have created hundreds of jobs for hard-to-place individuals. In addition, indirect

PROJECT SPOTLIGHT

# SpencerARL



We were extremely excited when we were awarded the NYS Grant through the CFA process. Today's small companies like SpencerARL really struggle to find economic ways to advance themselves while still managing current contracts or workloads. This funding gives us the means to grow and expand the business into the future while creating new employment opportunities for underskilled workers in the community.

**- JOHN A. VERMETTE, PLANT MANAGER, SPENCER ARL**



employment is created at surrounding restaurants and retail establishments. Growth in the tourism industry builds wealth for low income individuals currently operating marginal businesses.

The Council utilized \$850,000 to develop a regional, first-time homeownership program for low to moderate income households, which extended homebuyer assistance to Hamilton County residents for the first time. The North Country Homeownership Program helped 26 households leverage more than \$1.4 million from participating lenders to purchase starter homes, and supported local businesses by paying area contractors over \$271,000 to make minor repairs to these houses. The accomplishments of this project include providing 64 low-to-moderate-income residents with access to safe and affordable housing, creating wealth for participating households by building equity in a home, and applying an effective public-private partnership model that successfully reinvested in the region's affordable housing stock.

### **New Initiatives**

Last year, NCREDC's expansion of the Opportunity Agenda Working Group to include local government economic developers had the benefit of linking community agencies, regional economic developers, and the local governments of the region, yielding new perspectives that have generated new priority initiatives.

The Jefferson-Lewis WDB and Jefferson County Community Action Planning collaborated on a Ready to Work Federal Grant to train, support, and employ 25 individuals who were at the 125

percent poverty level. This program saw a 90 percent success rate and significantly advanced the region's Opportunity Agenda.

To address the needs of our youngest disadvantaged residents, the Adirondack Foundation and its partners developed the Birth to 3 Alliance (BT3). Recognizing that the most effective and efficient investment in education takes place during the first 1,000 days of a child's life, the Birth to 3 Alliance has inventoried and assessed child care programs in Clinton, Essex, and Franklin Counties, identifying strengths and gaps in service. BT3 has also researched best practices in use in other rural regions, and initiated a pilot project that offers grants to daycare centers and providers to enhance their work in preparing our youngest residents for successful futures.

### **2015–2016 Priority Initiatives**

The NCREDC is advancing 2015 Opportunity Agenda Priority Projects to accelerate the region's development of accessible pathways to improved economic status for those currently living below the poverty line.

The Valco Building Renovation project, proposed by Citizen Advocates in Malone, will utilize state funds to supplement private investment to rehabilitate an existing building for aeroponic production of fresh vegetables. This project will provide employment to disadvantaged individuals while building on regional efforts to develop alternative production of agricultural products. It will also build the region's capacity to supply fresh local food to disadvantaged populations.

The Planting Hope Project, sponsored by the Joint Council for



Economic Opportunity of Clinton and Franklin Counties, will create an alternative agriculture production facility to serve local customers and provide employment and opportunity for low- and moderate-income individuals in multiple counties. This project will construct a greenhouse and install hydroponic equipment to provide fresh produce for local organizations. The greenhouse will be located in Franklin County, but it will also serve food pantries in Clinton, Franklin, Essex, and St. Lawrence Counties. The project will provide employment opportunities for clients of the Joint Council for Economic Opportunity, and revenue from the operation will assist in growing the Transition to Independence Program, which provides case management and skill development training to those who lack education, job skills, or life skills necessary to compete in today's job market.

Confluent Energies Inc. plans to construct a total of 40 acres of greenhouse in Ogdensburg, creating up to 700 jobs, many of them for low-income individuals. A number of these will be available to people with barriers to employment.





## HOT SPOT/BUSINESS INCUBATOR

The first full year of implementation of the Innovation Hot Spot Program—administered by Clarkson University’s Shipley Center for Innovation and scaled to Plattsburgh, Watertown, Ogdensburg, Massena, and Saranac Lake—saw significant interest and participation from across the North Country. The program received more than 130 submissions and accepted 90 active projects for assistance. The incubator provided more than \$33,000 in Ignition Grants and nearly \$118,000 in services/resources related to incorporation, patent filing, branding, space/rent, and consulting to companies in the program. Additionally, it provided tax incentives to four companies including Ampersand Biosciences in Saranac Lake (Franklin County), Agbotic in Sackets Harbor (Jefferson County), LC Drives in Potsdam (St. Lawrence County), and PassDotCom in Potsdam (St. Lawrence County). A Hot Spot program administrator was hired in 2014 to manage the program and two additional interns now assist companies in marketing and project feasibility analysis.

In 2015-16, the program seeks to identify, vet, and launch 50 start-ups and provide \$135,000 in grants to participating companies. The program also hopes to expand its geographic reach to include four new locations (for a total of nine) and identify additional satellite incubator facilities to begin formal incubation programs in satellite communities. Supplementary initiatives that are planned include a mentoring program and a recruitment program.



## CLEANER GREENER

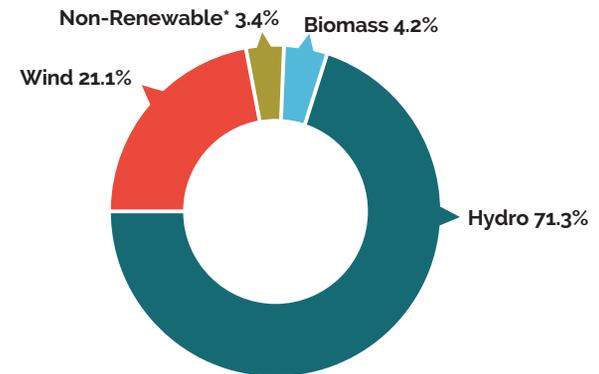
The North Country is leading the state in the generation of wind and hydroelectric energy, with over 50 plants actively producing clean energy and supplying 31 percent of New York State's renewable energy. In fact, 97 percent of the energy produced in the North Country comes from renewable sources. On-site clean energy generation (at 292 locations) has increased 181 percent since 2010. Wind capacity, currently at 950 megawatts, has increased 35 percent since 2011, and biomass energy, currently at 82 megawatts, has doubled since 2011.

As requested by the NCREDC in 2014, ReEnergy's biomass facility in Lyon's Falls was granted continued participation in the Renewable Portfolio Standard (RPS) as a maintenance tier resource beyond 2014, thus protecting 100 jobs and \$6.6M in economic activity in the North Country.

All projects funded to date through the Cleaner Greener Communities program are under way or completed:

- A bio-digester in North Elba is launching a pilot organic waste collections system prior to installation of the bio-digester.
- The Hotel Saranac has installed 108 high-efficiency windows.
- A solar thermal greenhouse system has been purchased and installation is starting at Rivermede Farm.
- The Town of Stockholm has completed design work for a wood pellet system and will be installing it soon.
- The Model Neighborhood wood pellet program has already

### SHARE OF RENEWABLE ENERGY PRODUCTION IN THE NORTH COUNTRY BY TYPE, 2014



**The North Country produces 31% of NYS's renewable energy.**

\*Non Renewable fuel sources include: Coal, Petroleum-Based fuels, and Tires.  
Source: UBRI analysis of data from the U.S. Energy Information Administration

filled its quota for residential building installations with 40 new wood pellet stoves committed.

- Paul Smith's College has installed a wood pellet system.

The North Country was the recipient of seven awards through NY Prize. Competitively selected communities received funding to conduct engineering assessments that evaluate the feasibility of installing and operating a community microgrid. Communities awarded these grants include Plattsburgh, Chateaugay, Canton, Watertown, Croghan, and Carthage.

Community Solar NY is a new effort under NY-Sun to make solar easier and more affordable through community-driven initiatives.



NYSERDA is supporting these initiatives by providing technical assistance, marketing materials, and funding. The North Country just launched three Solarize Campaigns and within one month has 28 signed residential contracts—a higher rate than programs in Albany, Mid-Hudson, and Saratoga Springs.

The Adirondack North Country Association (ANCA) received a \$1 million Cleaner Greener Communities award for its innovative One Stop Shop for Community Sustainability project. The program will promote and accelerate the implementation of energy efficiency measures and renewable energy systems at municipally-owned and school buildings in the seven-county North Country region.

The fourth annual Clean Energy Economy Conference was a collaboration between the North Country and Mohawk Valley REDC regions, held in June in Utica. The conference has become the premier forum for businesses, industry professionals, state agencies, community leaders, and individuals to share information about the science and economics of clean energy across the region and state.

## VETERANS

The North Country is uniquely positioned to harness the skills and leadership abilities of our military veterans, thanks to the presence of the 10th Mountain Division and Fort Drum. In 2015 the Adirondack Economic Development Corporation launched the Veterans Assistance Program to assist the 400 soldiers per month leaving service at Fort Drum. It will provide an umbrella of services to departing military personnel who are interested in pursuing entrepreneurial opportunities in the North Country including: veterans-specific curriculum; one-on-one business counseling and assistance with business plan development; participation in career fairs and other veterans outreach and transition programs; and commercial financing for veteran business enterprises. The Adirondack Economic Development Corporation has committed \$400,000 in small business loan funds for this program in 2015–16.



Job Fair for Fort Drum soldiers.



## NY RISING

The Ausable River Association (AsRA) will advance priority projects identified in the NY Rising Community Reconstruction Plan for the Towns of Jay and Keene, the only two NY Rising communities in the region.

The Ausable River Association will install culverts to improve the transportation infrastructure in the Ausable watershed, increasing its resilience to the impacts of climate change. AsRA will retrofit or replace local culverts that block fish passage and exacerbate flood damage to local roads and private property. The Association will also carry out the NY Rising Plan Implementation Strategy for both towns by “using green infrastructure and ecological restoration techniques to improve habitat, mitigate flooding, and support recreation-based tourism.” Natural stream restoration restores a stream’s ability to manage sediment, which can greatly reduce flood damage, improve water quality, and provide habitat.

NCREDC’s support for this project protects the \$12-million-dollar-per-year angling industry in Essex County and the multiplied benefits it generates throughout the North Country economy—sustaining the health of the Ausable River, a key scenic and recreational asset, and reducing the potential of damaging floods, making the North Country more resilient to climate change.

## SUNY 2020 AND START-UP NY

In the fall of 2014 Clinton Community College was awarded \$12.7 million through the SUNY 2020 program. The college is collaborating with SUNY Plattsburgh and Clarkson University on a project to create an Advanced Manufacturing Institute (AMI). Clinton Community College and its partners are moving forward with the design and construction of the institute on CCC’s main campus. The creation of the AMI at Clinton will support the North Country Regional Economic Development Council’s strategy to strengthen the transportation equipment and advanced materials cluster by providing employees with targeted training that directly addresses skills needed by employers in the region.

The State University of New York campuses in Canton, Potsdam, Plattsburgh, and Watertown submitted a joint application for SUNY 2020 funding focused on student innovation and private entrepreneurial activities across the region. SUNY Canton and SUNY Potsdam have proposed development of the CREATE Center—Creative Reimagining of Arts and Technology. The CREATE Center will improve facilities on both campuses while integrating certain curriculums of the two colleges.

As part of the proposal, Jefferson Community College would design a satellite site for the CREATE Center by renovating existing facilities to better serve the innovation needs of their varied educational delivery programs, and to offer increased



technology-rich teaching and learning spaces to the Watertown community. SUNY Plattsburgh would build a Cybersecurity Hackerspace as a satellite to the CREATE Center, focusing on product innovation in partnership with businesses in the Plattsburgh community and beyond. This Cybersecurity Hackerspace would provide the opportunity for interaction between students, faculty, and local experts on issues of cybersecurity and the vulnerability of certain equipment and network systems.

The START-UP NY program is designed to encourage new, relocating, or expanding businesses to work collaboratively with colleges and universities. Six colleges in the North Country have approved campus plans through START-UP NY: Clarkson University (Potsdam), Clinton Community College (Plattsburgh), Jefferson Community College (Watertown), SUNY Canton, SUNY Plattsburgh, and SUNY Potsdam have designated approximately 110,000 square feet of space and nearly 33 acres of vacant land on or adjacent to their campuses for locating businesses qualified under the program.

To date, businesses have been approved and are operational at SUNY Canton and SUNY Plattsburgh:

- Eye-In Media, a marketing and technology company specializing in digital signage, digital menu boards, and Wi-Fi network management, has located its business operations in Redcay Hall at SUNY Plattsburgh. The company develops and manages cutting-edge multimedia solutions that enable marketers to broadcast dynamic content across unlimited locations on screens or on mobile devices. The college is working with the company to establish internships in graphic and dynamic content development, as well as computer programming and software development. The company plans to create 17 new jobs in the next five years.
- Adirondack Operations LLC opened for business on SUNY Canton's campus in January 2015. The company is developing innovative technological and software solutions for building life cycle management to assist owners and facility managers reduce costs and provide healthier indoor environments. The firm has hired one full-time employee with plans for further hiring, and has been engaging several student interns in the business.



Governor Andrew M. Cuomo



## LOCAL GOVERNMENT AND PUBLIC ENGAGEMENT

The NCREDC actively involves our citizens, businesses, and municipal leaders in the vision, strategies, and activities of our region.

With the largest geographic area and the lowest population, the NCREDC's public outreach challenge is different from that of any other region. The Council is successfully meeting this challenge by visiting every part of the region on a regular and recurring basis. The Public Participation Committee meets regularly to plan ways to continuously improve the effort to engage citizens. Council co-chairs and members visited each county for a public forum and attended numerous other formal and informal meetings.

### Public Forums and Council Meetings

Public forums provide background information about the NCREDC progress and plan, and seek feedback from participants. By going directly to each county, and to different locations in each county over the years, the Council has created the opportunity for varied input. In 2015, these forums attracted high attendance, improving upon recent years and demonstrating the engagement and interest of the region's communities. In addition, each formal Regional Council meeting has a one-hour open public session to provide information and take comments. These Council meetings are held at rotating locations throughout the seven counties.

### 2015 PUBLIC FORUMS

|        |                     |                      |
|--------|---------------------|----------------------|
| May 18 | Franklin County     | Paul Smith's College |
| May 18 | Hamilton County     | Blue Mountain Lake   |
| May 19 | Clinton County      | Plattsburgh          |
| May 19 | Essex County        | Elizabethtown        |
| May 26 | Lewis County        | Croghan              |
| May 26 | Jefferson County    | Watertown            |
| May 26 | St. Lawrence County | Potsdam              |

### BIG IDEAS SESSIONS

|          |             |          |               |
|----------|-------------|----------|---------------|
| March 24 | Watertown   | March 27 | Potsdam       |
| March 25 | Plattsburgh | April 9  | New York City |

### Other Events

The NCREDC has presented at a number of conferences and meetings across the region in 2015. Through these events, the Council has reached hundreds of individuals in different settings, professions, and organizations. These events have included: Local Government Conferences sponsored by the Tug Hill Commission, Adirondack Association of Towns and Villages, and SUNY Potsdam; economic development conferences sponsored by St. Lawrence University, Lewis County, and the North Country Chamber of Commerce; the ANCA Clean Energy Conference; the Common Ground Alliance; and more. Our co-chairs and council members attend county legislative meetings, chamber of commerce meetings, and business roundtables on a regular basis.

In addition to traditional outreach methods, the Council held four "Big Idea Forums," including one in New York City, and two outreach events in Montreal: 1) the annual meeting of the Pole D'Excellence



Quebecois en Transport Terrestre (Quebec Ground Transport Cluster), where the North Country Transportation Equipment Cluster had an exhibit and NCREDC co-chair Garry Douglas gave a presentation on the benefits of investing in the North Country; and 2) a diplomatic mission with U.S. Congresswoman Elise Stefanik, NY-21, where meetings were held with Montreal International, FP Innovations (Forest Products Innovations), a Montreal youth organization, and other business associations.

### **New Activities**

For 2015, the NCREDC created three new work groups to focus on the Upstate Revitalization Initiative (URI). These workgroups included many new members and gathered essential direction and guidance for the Council's planning. The Council initiated the URI process by sponsoring "Big Ideas" meetings to brainstorm creative initiatives for our current progress and for URI planning. These "Big Ideas" meetings attracted more than 150 individuals in Plattsburgh, Watertown, and Potsdam, plus over 50 people in Manhattan, Yes, the North Country is well represented and loved in the City.

The Council has an email and contact database of more than 2,000 individuals and organizations and distributes regular updates about important Council activities and news items to this list. In 2015 the list was used to distribute a survey and gather important feedback on priority activities for the Council.

The North Country Regional Economic Development Council continues to effectively engage its citizens and stakeholders and distribute important information across this vast region.



# 2015 Priority Projects



**PROJECT NAME:**

## **Watertown Industrial Center LDC New Building D**

**APPLICANT:** Watertown Industrial Center LDC

**LOCATION:** Watertown

**PROJECT COST:** \$2,437,264

**FUNDING:** \$482,075 Public Investment  
\$1,955,189 Other Investment

**OUTCOME:** Retention of 100 existing jobs; addition of 2 new jobs

**DESCRIPTION:** This project involves the construction of a new, finished product distribution center for a Watertown manufacturing firm, in an effort to ensure its long term future in the region. The project will continue two decades of private and public investment into redevelopment of a former manufacturing site in the city.

**REGIONAL BENEFIT:** The project will support the retention of a worldwide leader in drip irrigation products in Watertown, and will retain the skilled workforce in the North Country region.

**Supports the Council's Opportunity Agenda.**

**VISION ADDRESSED:** Energize our communities by building on growth in the manufacturing industries.

**STRATEGY ADDRESSED:** Create business retention and expansion plans for existing large manufacturers.

**PROJECT NAME:**

# Hoosier Magnetics Capital Improvement Project

**APPLICANT:** Hoosier Magnetics, Inc.

**LOCATION:** Ogdensburg

**PROJECT COST:** \$1,216,811

**FUNDING:** \$243,362 Public Investment  
\$973,449 Other Investment

**OUTCOME:** Retention of 31 existing jobs; addition of 4 new jobs

**DESCRIPTION:** This project involves the construction of a new calcination kiln for the production of ferrite powder, an advanced material used in the automotive industry. The new kiln will allow for higher and more efficient production rates, improved energy efficiency, improved dust collection, and safer operations.

**REGIONAL BENEFIT:** The project will support the retention of a worldwide leader in ferrite powder production, and the high-paying skilled jobs that exist at the plant.  
**Supports the Council's Opportunity Agenda.**

**VISION ADDRESSED:** Energize our communities by building on growth in the manufacturing industries.

**STRATEGY ADDRESSED:** Create business retention and expansion plans for existing large manufacturers. Directly aligns with Global NY and Global North Country plans.





**PROJECT NAME:**

## Lake Pleasant Lodge Expansion

**APPLICANT:** Speculator Development LLC

**LOCATION:** Speculator

**PROJECT COST:** \$12,711,000

**FUNDING:** \$2,500,000 Public Investment  
\$10,211,000 Other Investment

**OUTCOME:** Creation of 15 new jobs in the Village of Speculator

**DESCRIPTION:** This project will develop an 80-room hotel with waterfront restaurant, conference center, indoor pool, boat dockage, and other amenities.

**REGIONAL BENEFIT:** The project will create high-quality lodging that is currently lacking in the central Adirondacks tourist market. This will complement and help sustain the otherwise growing destination attractions in the area, including winter sports and summer, water-based recreation.

**Supports the Council's Opportunity Agenda.**

**VISION ADDRESSED:** Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment.

**STRATEGY ADDRESSED:** Put in place tools to attract private investment, which will drive demand to revitalize and diversify communities, as well as create a climate that will allow entrepreneurs to flourish.

**PROJECT NAME:**

# Seaway Timber Harvesting Sawmill, Wood Pallet, Shaving, and Briquette Manufacturing

**APPLICANT:** Seaway Timber Harvesting, Inc.

**LOCATION:** Massena

**PROJECT COST:** \$15,000,000

**FUNDING:** \$3,000,000 Public Investment  
\$12,000,000 Other Investment

**OUTCOME:** Creation of 50 new jobs at the facility; additional logging jobs in the forest to supply the new facility.

**DESCRIPTION:** This project involves the construction of a new manufacturing facility for a sawmill, plus pallet, wood shavings, and briquette production.

**REGIONAL BENEFIT:** The project has multiple benefits for the region. The facility will be an outlet for loggers in the region to sell their logs. Currently, the majority of logging production is shipped directly to Canada, with no value added, and at considerable additional cost for transportation. Additionally, there is currently limited pallet manufacturing capacity in the region, and this project will replace pallet imports from Georgia and satisfy local business demands. Finally, the project will allow Curran Renewable Energy, an affiliated company, to expand its wood pellet heating fuel business.

**Supports the Council's Veterans Agenda.**

**VISION ADDRESSED:** Energize our communities by building on growth in the manufacturing industries. Create the greenest energy economy in the state.

**STRATEGY ADDRESSED:** Create a business expansion and retention plan for existing large manufacturers. Invest in large and small clean energy technology businesses, including biomass.





**PROJECT NAME:**

# Ogdensburg Bridge & Port Authority Ogdensburg International Airport Terminal Expansion

**APPLICANT:** Ogdensburg Bridge & Port Authority

**LOCATION:** Ogdensburg

**PROJECT COST:** \$3,287,716

**FUNDING:** \$657,000 Public Investment  
\$2,630,716 Other Investment

**OUTCOME:** Creation of 67 new jobs

**DESCRIPTION:** This project involves the renovation and expansion of the Ogdensburg International Airport terminal. The improvements will include a new baggage claim area and a new baggage handling system, and improvements to the ticketing and departure lounge area.

**REGIONAL BENEFIT:** The project will create a gateway for Canadian fliers seeking alternatives to more expensive Canadian airports. There is a significant potential market in the Prescott to Ottawa corridor, and drawing it to Ogdensburg could have a substantial impact on service and hospitality businesses in the region.

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

**STRATEGY ADDRESSED:** Support infrastructure improvements at airports in the North Country, which relates to demonstrable opportunities for attracting and accommodating aerospace and aviation investment.

**PROJECT NAME:**

## Private Label and Export Development

**APPLICANT:** Belcam, Inc.

**LOCATION:** Rouses Point

**PROJECT COST:** \$700,000

**FUNDING:** \$140,000 Public Investment  
\$560,000 Other Investment

**OUTCOME:** Creation of 10 new jobs at the facility; retention of 80 existing jobs

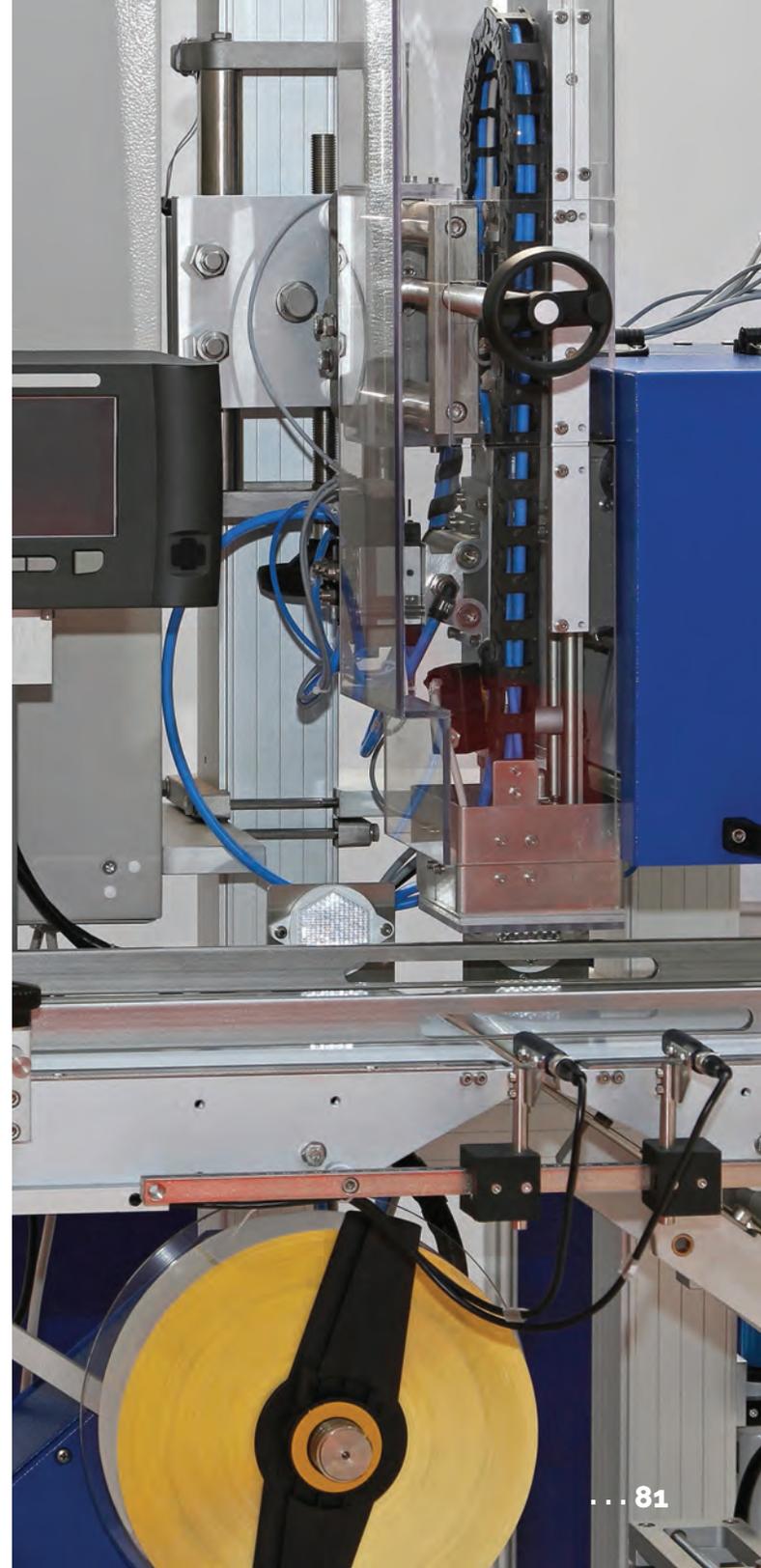
**DESCRIPTION:** The project involves the purchase and installation of manufacturing equipment to allow the company to increase its competitiveness in the private label and export markets.

**REGIONAL BENEFIT:** The project will expand the manufacturing capability of an existing employer in the region, expand employment at the plant, and expand the export markets for Belcam's products.

**Supports the Council's Opportunity Agenda and Global NY Plan.**

**VISION ADDRESSED:** Energize our communities by building on growth in the manufacturing industries. Leverage our gateway to Canada, the nation's largest trading partner, to lead the state in global investment.

**STRATEGY ADDRESSED:** Create a business expansion and retention plan for existing large manufacturers. Direct alignment with Global NY and Global North Country plans.





**PROJECT NAME:**

## Schroon Lake Hospitality, A Destination Transformed

**APPLICANT:** Schroon Lake Revitalization Group, LLC

**LOCATION:** Schroon Lake

**PROJECT COST:** \$11,200,000

**FUNDING:** \$2,200,000 Public Investment  
\$9,000,000 Other Investment

**OUTCOME:** Creation of 110 new jobs over five years

**DESCRIPTION:** This project involves the construction of a new, 78-room hotel on the southern end of the Schroon Business District. The project will carry a national chain flag, and is located within close walking distance of the lake, downtown businesses, and the local golf course.

**REGIONAL BENEFIT:** The project will develop high-quality lodging in a section of the North Country that has suffered from disinvestment in the hospitality industry. The location of the proposed hotel will provide direct benefits to the local business community.

**Supports the Council's Opportunity Agenda and Veterans Agenda.**

**VISION ADDRESSED:** Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment.

**STRATEGY ADDRESSED:** Put in place tools to attract private investment, which will drive demand to revitalize and diversify communities, as well as create a climate that will allow entrepreneurs to flourish.

**PROJECT NAME:**

# Village of Tupper Lake Potable Water Supply & Water Distribution System Improvement

**APPLICANT:** Village of Tupper Lake

**LOCATION:** Tupper Lake

**PROJECT COST:** \$7,777,528

**FUNDING:** \$1,555,450 Public Investment  
\$6,222,078 Other Investment

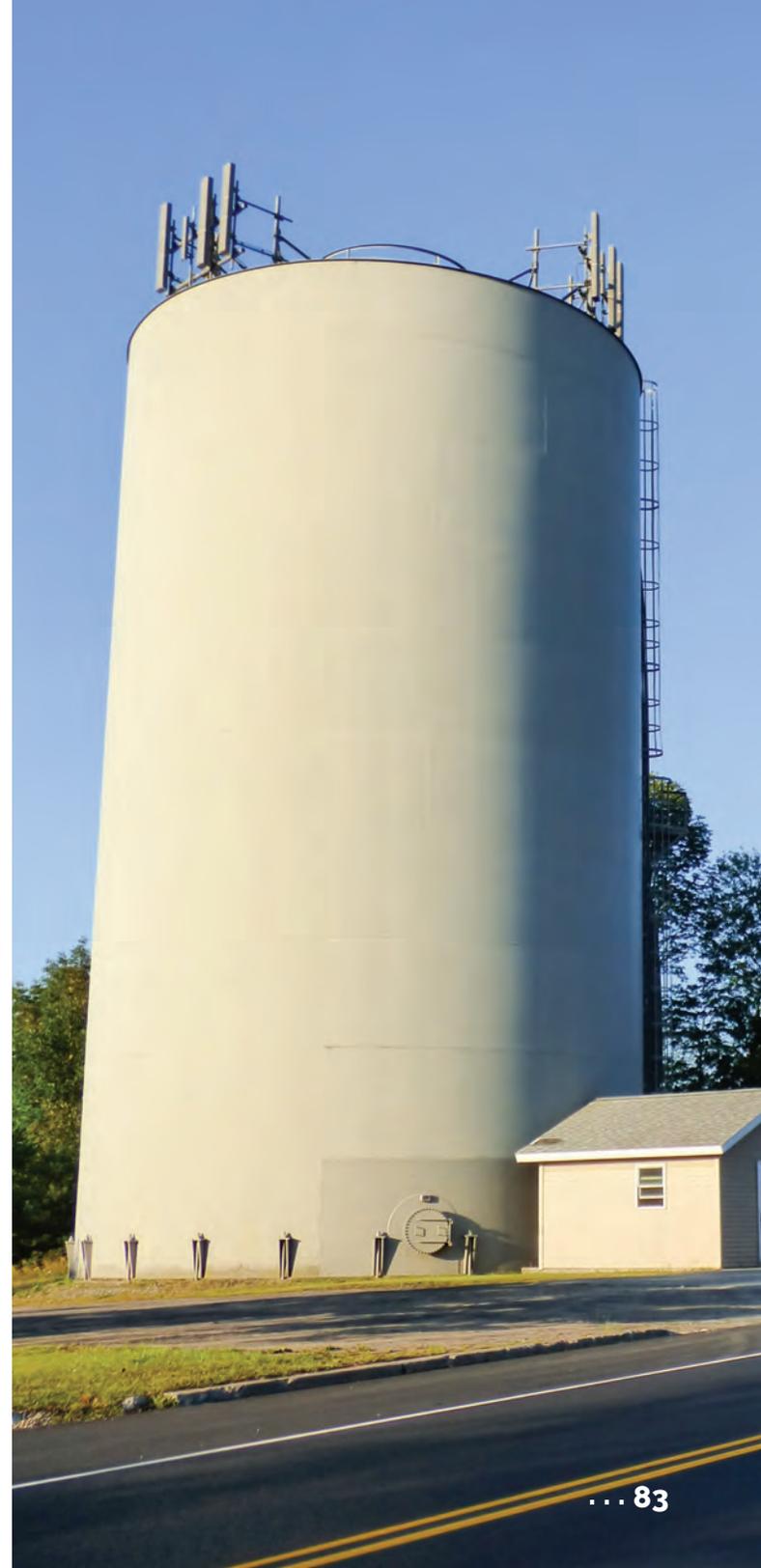
**OUTCOME:** Creation of 549 new jobs at the Adirondack Club & Resort

**DESCRIPTION:** This project involves the construction of capacity and distribution improvements in the Village's water system that are necessary to support the substantial developments planned for the Adirondack Club & Resort (ACR).

**REGIONAL BENEFIT:** The ACR is a regionally transformative project. Identified by the NCREDC in Round I as a "Vital Action" for the region, the project has moved to a construction-ready state. At full build out, the project will result in a world-class hotel, modernized ski area and marina, and a Greg Norman designed golf course. It will support more than 500 employees and an annual payroll of \$9.7 million. Improvements to the Village water system are necessary to leverage the ACR development.

**VISION ADDRESSED:** Invest in community development infrastructure that expands opportunities and capacity. 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.

**STRATEGY ADDRESSED:** Put tools in place to attract private investment in tourism, which will drive demand to revitalize and diversify communities, as well as create a climate that will allow entrepreneurs to flourish.





**PROJECT NAME:**

## **ACTLS Trails and Lodging**

**APPLICANT:** Hamilton County

**LOCATION:** Hamilton County

**PROJECT COST:** \$2,800,000

**FUNDING:** \$560,000 Public Investment  
\$2,240,000 Other Investment

**OUTCOME:** Creation of 56 new jobs

**DESCRIPTION:** The project will build self-powered trails and lodging as part of the Adirondack Community-Based Trails and Lodging System (ACTLS), creating a world-class hut-to-hut system linking communities in the Adirondack Park.

**REGIONAL BENEFIT:** The project will enhance sustainable tourism throughout the park. In addition, it will advance regional ecotourism branding, attract new visitors, and promote wellness and long-term conservation of the park.

**VISION ADDRESSED:**

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.

**STRATEGY ADDRESSED:**

Put in place tools to attract private investment, which will drive demand to revitalize and diversify communities and create a climate that will allow entrepreneurs to flourish.

**PROJECT NAME:**

## **Manufacturing Scale Up**

**APPLICANT:** LC Drives

**LOCATION:** Potsdam

**PROJECT COST:** \$3,000,000

**FUNDING:** \$600,000 Public Investment  
\$2,400,000 Other Investment

**OUTCOME:** Creation of 10 new jobs

**DESCRIPTION:** LC Drives will purchase equipment for the manufacture and development of electric motors and generators. The equipment will include a dynamometer that will be used for testing, manufacturing fixtures, and power supplies. The project will be located in a building owned by the St. Lawrence County IDA.

**REGIONAL BENEFIT:** This project is anticipated to revolutionize the manufacturing of conventional motors by utilizing an innovative cooling solution that allows motors to cool down faster. This application allows the company to build engines at a smaller scale and achieve the ability to mount a 50-horsepower unit in a frame for a conventional 5-horsepower motor. By manufacturing a smaller, lighter, cheaper, and more efficient engine, the project will result in the next generation of electric motors for medium- and large-size applications such as hybrid transit buses. LC Drive's technology will allow the company to significantly reduce 47 percent of the world's electricity that is currently consumed by the existing motor market.

**Supports the Council's Global NY Plan.**

**VISION ADDRESSED:** Energize our communities by building on growth in manufacturing. Create the greenest energy economy in the state.

**STRATEGY ADDRESSED:** Foster the development of small businesses and entrepreneurial activities that add value to local resources.





**PROJECT NAME:**

## North Country Redevelopment Fund Phase II

**APPLICANT:** Development Authority of the North Country Phase II

**LOCATION:** Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, St. Lawrence Counties

**PROJECT COST:** \$4,000,000

**FUNDING:** \$4,000,000 Public Investment

**OUTCOME:** Creation of 100 new jobs

**DESCRIPTION:** This project will provide loan and grant funding for development projects throughout the North Country. These projects are in various stages of planning and development and are in need of additional assistance for successful completion.

**REGIONAL BENEFIT:** Funds will be used for revitalization, rehabilitation, infrastructure, and redevelopment projects in North Country communities. Potential sites may be blighted or contaminated and may require demolition or cleanup. These projects will have a significant social and economic impact on their communities.

**VISION ADDRESSED:** Invest in community development infrastructure that expands opportunity and capacity.

**STRATEGY ADDRESSED:** Put in place tools to attract private investment, which will drive demand to revitalize and diversify communities and create a climate that will allow entrepreneurs to flourish.

**PROJECT NAME:**

# RAIL Revitalization Project ICT Hub

**APPLICANT:** OMNI Housing Development LLC

**LOCATION:** Potsdam

**PROJECT COST:** \$26,150,975

**FUNDING:** \$2,838,200 Public Investment  
\$19,373,349 Other Investment

**OUTCOME:** Creation of 155 new jobs

**DESCRIPTION:** Phase II of the redevelopment of two landmark buildings in Potsdam's historic town square will build on the start made in 2014. The mixed-use elements of the project include graduate student housing, market-rate living space, business rental areas, and an innovative collaboration between the St. Lawrence County Arts Council and North Country Children's Museum.

**REGIONAL BENEFIT:** Learning opportunities will include business technical training, artists' business incubators, a Changing Exhibition Gallery featuring local/regional artists, professionally equipped art studios with arts instruction, multi-use spaces for performing arts classes, a Creative Café with local farm-to-table options, a Welcome Center, and green space for outdoor learning, community festivals, and regional events.

**VISION ADDRESSED:** Invest in community development infrastructure that expands opportunities and capacity as well as attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state.

**STRATEGY ADDRESSED:** The North Country's institutions of higher education and research/development will review and implement incentives for collaborative project, research, and entrepreneurial activity among and between colleges and universities. Foster development of small business and entrepreneurial activities.





**PROJECT NAME:**

## **North Country Value-Added Agriculture Program Phase II**

**APPLICANT:** Development Authority of the North Country

**LOCATION:** Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, St. Lawrence Counties

**PROJECT COST:** \$10,000,000

**FUNDING:** \$5,000,000 Public Investment  
\$5,000,000 Other Investment

**OUTCOME:** Retention of 50 existing jobs; addition of 50 new jobs

**DESCRIPTION:** Recapitalization of a fund that assists farmers and other food industry producers to increase production efficiencies, broaden product offerings, and increase capacity through low-interest loans.

**REGIONAL BENEFIT:** This project will increase availability of value-added agriculture products in the internal and external marketplace, and will create direct and indirect jobs. Value-added production utilizing locally grown products creates additional wealth in communities and diversifies an important sector of the regional economy.

**Supports the Council's Opportunity Agenda.**

**VISIONS ADDRESSED:** Invest in agriculture as we help feed the region and the world. Energize our communities by building on growth in manufacturing.

**STRATEGY ADDRESSED:** Maintain, establish, and expand the presence of storage, processing, and distribution facilities in the region to promote the sales of value-added agricultural products that are sold locally and globally.

**PROJECT NAME:**

# Adirondack Health Medical Fitness Center at Lake Placid

**APPLICANT:** Adirondack Health Center

**LOCATION:** Lake Placid

**PROJECT COST:** \$13,586,152

**FUNDING:** \$3,000,000 Public Investment  
\$10,586,152 Other Investment

**OUTCOME:** Retain 65 jobs; create 2 new jobs. Create an innovative center of health to facilitate healthcare transformation and revitalize the community. This center will be directly connected to the broader effort to revitalize the Olympic Venues and create a world-class destination for winter athletes.

**DESCRIPTION:** A 33,000-square-foot, state-of-the-art center of health will be constructed and will utilize Adirondack Medical's nationally recognized team-based approach to creating health plans for its patients. This facility will ensure all necessary services are in one place to support this approach. The Center will be the official hospital for the Lake Placid Olympic Training Center and will become an integral part of the community's ability to sponsor world-class sporting events, and will generate tourism and a strong, upwardly mobile workforce.

**REGIONAL BENEFIT:** This project will enhance the region's goal to attract future Winter Olympic competitions and will be part of the key infrastructure to make the Lake Placid area a worldwide destination for winter athletic competitions.

**VISIONS ADDRESSED:** 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.

**STRATEGY ADDRESSED:** Put tools in place to attract private investment in tourism, which will drive demand to revitalize and diversify communities and create a climate that will allow entrepreneurs to flourish. Solicit recreational and competitive sporting events/competitions on the national and international level to leverage regional identity, sports tourism, and economic activities.





**PROJECT NAME:**

## **ANCA The Energy Capital Project**

**APPLICANT:** Adirondack North Country Association

**LOCATION:** Essex and Franklin Counties

**PROJECT COST:** \$1,605,935

**FUNDING:** \$1,181,000 Public Investment  
\$425,000 Other Investment

This application is for the Cleaner Greener Program, which provides 75 percent funding of eligible costs.

**OUTCOME:** This project will launch the first in New York State Public Purpose Energy Services Corporation (PPESCO), providing opportunity for small communities to benefit from energy savings.

**DESCRIPTION:** The rural character of the North Country has made it difficult to compete in the traditional ESCO market given the small-scale nature of most energy-related projects in the region. ESCOs have typically been uninterested in such small-scale projects given low returns. The Public Purpose ESCO seeks to sustain itself, with all “profits” considered to be the benefits the local communities will gain by reducing operating costs of public buildings. By increasing access to financing options and creating a framework through which technical assistance can be supported, the North Country PPESCO will significantly expand the number of renewable energy and efficiency projects. These projects will reduce operating costs for all participating municipalities and taxpaying residents, while driving the Clean Energy Economy forward by creating demand for energy-related jobs and services.

**REGIONAL BENEFIT:** Create a mechanism to incentivize small-scale energy projects and allow municipalities and taxpayers to benefit from the savings generated by these projects.

**Supports the Council’s Cleaner Greener Agenda.**

**VISIONS ADDRESSED:** Create the greenest energy economy in the state.

**STRATEGY ADDRESSED:** Energize our communities by building on the growth in the energy industries. Maximize North Country utilization of energy efficiency resources and programs to benefit communities.

**PROJECT NAME:**

# Sustainable Olympic Venues, Global Center of Sports Excellence, & Olympic Winter Games Bid

**APPLICANT:** Adirondack/Thousand Islands Sports & Events Commission

**LOCATION:** Lake Placid and North Country Region

**PROJECT COST:** \$6,000,000

**FUNDING:** \$4,500,000 Public Investment  
\$1,500,000 Other Investment

**OUTCOME:** Modernize our primary Olympic Venues along with other sporting assets to compete for future Winter Olympic bids and drive our North Country regional tourism goals.

**DESCRIPTION:** The Adirondack/Thousand Islands Sports & Events Commission will use the pursuit of a 2026 or 2030 Winter Olympic Bid as a catalyst to create the Sustainable Olympic Venues Global Center of Sports Excellence in Lake Placid. The commission will contract high-caliber consultants to chart a plan of action that will focus on constructing this new center, while also capitalizing and rehabilitating existing venue infrastructure, and paving the way for the North Country region to achieve tourism and strategic goals. This project will involve partnering with other regions to meet additional bid requirements for accommodations and travel.

**REGIONAL BENEFIT:** Revitalize the existing Olympic Venues, create a new, world-class Center of Sports, and draw worldwide attention to the region and its winter sports assets.

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

**STRATEGY ADDRESSED:** Put tools in place to attract private investment in tourism, which will drive demand to revitalize and diversify communities and create a climate that will allow entrepreneurs to flourish. Solicit recreational and competitive sporting events/competitions on the national and international level to leverage regional identity, sports tourism, and economic activities.





**PROJECT NAME:**

## **Planting Hope 2015**

**APPLICANT:** Joint Council for Economic Opportunity of Clinton and Franklin Counties, Inc.

**LOCATION:** Westville

**PROJECT COST:** \$1,072,100

**FUNDING:** \$852,100 Public Investment  
\$220,000 Other Investment

**OUTCOME:** Create an alternative agriculture production facility to serve local customers and provide employment and opportunity for low- and moderate-income individuals in multiple counties.

**DESCRIPTION:** This project will construct a greenhouse and hydroponic equipment to grow vegetables. The project will build on local agribusiness and bring new jobs to the area. The facility is intended to provide fresh produce for local organizations. The project will provide employment opportunities for clients of the Joint Council for Economic Opportunity of Clinton and Franklin Counties, Inc., and revenue from the operation will assist in growing the Transition to Independence Program for the organization. The applicant has partnerships established with North Country Community College and Clarkson University to enhance its research and opportunity to grow new products.

**REGIONAL BENEFIT:** This project will initiate alternative agricultural production and provide fresh food for local customers. The Joint Council for Economic Opportunity will be able to provide employment for its clients and create a model that similar organizations can follow.

**Supports the Council's Opportunity Agenda.**

**VISIONS ADDRESSED:** Propagate an agricultural revolution as we help feed the region and the world. Invest in community development infrastructure that expands opportunities and capacity.

**STRATEGY ADDRESSED:** Increase the quantity and quality of agricultural products grown, produced, and processed in the region. Provide residents the tools they need to overcome economic barriers and fully participate in the state's economic revitalization.

**PROJECT NAME:**

# Promoting and Sustaining Tourism & Resiliency in Adirondack Blueway

**APPLICANT:** Village of Tupper Lake with Ausable River Association

**LOCATION:** Essex and Franklin Counties

**PROJECT COST:** \$1,840,000

**FUNDING:** \$920,000 Public Investment  
\$920,000 Other Investment

This application is for the NY Rising program, which provides 50 percent funding of eligible costs.

**OUTCOME:** Implement NY Rising community reconstruction projects in Keene and Jay and support community enhancements in Tupper Lake to benefit revitalization and the Adirondack Community Resort project.

**DESCRIPTION:** As part of a regional effort to build tourism and resiliency along Adirondack Blueways, the Ausable River Association will advance the NY Rising Community Reconstruction Plan for Jay and Keene by installing "Climate Friendly Culverts" to increase resilience to climate change. This project will include natural stream restoration, utilizing green infrastructure and ecological restoration techniques to improve habitat, mitigate flooding, and support recreation-based tourism. The project will protect the Ausable trout fishery which generates \$12.6 million in direct angler spending annually. In addition, streetscape and downtown community enhancements will be completed in Tupper Lake to leverage the growth and success of the Adirondack Club and Resort project.

**REGIONAL BENEFIT:** Support reconstruction of community centers under NY Rising and provide infrastructure that will benefit tourism and recreation.

## Supports NY Rising

**VISIONS ADDRESSED:** Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment. Invest in community development infrastructure that expands opportunity and capacity.

**STRATEGY ADDRESSED:** Actively support our NY Rising communities in priority projects to reduce future flood hazards and build strong economies and world-class recreation. Put tools in place to attract private investment in tourism, which will drive demand to revitalize and diversify communities and create a climate that will allow entrepreneurs to flourish.





**PROJECT NAME:**

## Village of Tupper Lake Premium Wood Pellet Fired District Heating System

**APPLICANT:** Village of Tupper Lake

**LOCATION:** Tupper Lake

**PROJECT COST:** \$7,000,000

**FUNDING:** \$2,900,000 Public Investment  
\$4,100,000 Other Investment

**OUTCOME:** Construct a wood pellet heating system that will serve the entire Tupper Lake community.

**DESCRIPTION:** The purpose of this project is to construct a district heating system for generation and distribution of hot water from a new wood pellet fired central boiler plant. The system will serve businesses and residents in Tupper Lake and reduce energy costs substantially. Currently, the Village does not have natural gas service and heating oil is the primary fuel option. The district heating will serve major employers and a state health facility. The boiler plant will be supplied by regional wood pellet producers and local lumber, which will generate significant indirect employment.

**REGIONAL BENEFIT:** This project will provide improved heating cost to a hub community and benefit major employers and the downtown area, which will be part of the Adirondack Community Resort revitalization. The use of local wood supply also has significant employment benefits for the regional forestry industry.

**Supports the Council's Opportunity Agenda and Cleaner Greener Agenda.**

**VISIONS ADDRESSED:** Invest in community development infrastructure that expands opportunities and capacity. Create the greenest energy economy in the state.

**STRATEGY ADDRESSED:** Maximize North Country utilization of energy efficiency resources and programs to reduce total housing and energy costs. Invest in large and small clean energy businesses.

**PROJECT NAME:**

## **Valco Building Renovation**

**APPLICANT:** Citizen Advocates, Inc.

**LOCATION:** Malone

**PROJECT COST:** \$1,500,000

**FUNDING:** \$300,000 Public Investment  
\$1,200,000 Other Investment

**OUTCOME:** Substantial rehabilitation of an existing building to create a new use for aeroponic production of fresh vegetables.

**DESCRIPTION:** The Valco Building will be renovated to include an energy-efficient HVAC system, new interior walls, and equipment for a 50,000-square-foot, aeroponic indoor growing operation. Additional interior upgrades will facilitate the expansion of other businesses to be operated by the applicant.

**REGIONAL BENEFIT:** Support the operation of a local nonprofit organization providing employment to disadvantaged individuals. Build on our efforts to develop alternative production of agricultural products and supply food to local as well regional markets.  
**Supports the Council's Opportunity Agenda.**

**VISIONS ADDRESSED:** Propagate an agricultural revolution as we help feed the region and the world. Invest in community development infrastructure that expands opportunities and capacity.

**STRATEGY ADDRESSED:** Increase the quantity and quality of agricultural products grown, produced, and processed in the region. Provide residents the tools they need to overcome economic barriers and fully participate in the state's economic revitalization.





**PROJECT NAME:**

## **Robotic Farming for Organic Food**

**APPLICANT:** Agbotic, Inc.

**LOCATION:** Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, St. Lawrence Counties

**PROJECT COST:** \$13,000,000

**FUNDING:** \$2,250,000 Public Investment  
\$10,749,975 Private Investment

**OUTCOME:** Create 7 jobs; retain 2 jobs; purchase equipment from local manufacturers

**DESCRIPTION:** This project will create five commercial-scale robotic greenhouses for year-round food production at existing farms. The greenhouses will produce vegetables for local markets, Manhattan food buyers, and wholesalers in other urban markets in the Northeast.

**REGIONAL BENEFIT:** The project will support farming and manufacturing in the region. **Supports the Council's Opportunity Agenda, Veterans Agenda, and Global NY Plan.**

**VISION ADDRESSED:** Invest in agriculture as we help feed the region and the world. Energize our communities by building on growth in the manufacturing industry.

**STRATEGY ADDRESSED:** Increase the quantity and quality of agricultural products grown, produced, and processed in the region. Increase and expand direct marketing sales with consumers, institutions, restaurants, and grocery stores to capitalize on the region's growing local food movement.

**PROJECT NAME:**

# North Country Transformational Community Tourism Revolving Fund

**APPLICANT:** Development Authority of the North Country

**LOCATION:** Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, St. Lawrence Counties

**PROJECT COST:** \$40,000,000

**FUNDING:** \$7,000,000 Public Investment  
\$33,000,000 Private Investment

**OUTCOME:** Attract private investment for tourism-related development projects that will have a transformational impact on North Country communities.

**DESCRIPTION:** Low interest loans will be available for tourism-related projects on a 5:1 basis. Interest will be forgiven if sales tax targets are met.

**REGIONAL BENEFIT:** The project will increase private investment, job creation, taxable sales, and the viability of services and amenities in communities throughout the region.

**Supports the Council's Opportunity Agenda.**

**VISION ADDRESSED:** Activate tourism as a pathway to diversifying our economies. Catalyze the highest per capita rate of small business start-ups in the state.

**STRATEGY ADDRESSED:** Foster the development of small businesses and entrepreneurial activities that add value to local resources. Put tools in place to attract private investment in tourism, which will drive demand to revitalize and diversify communities and create a climate that will allow entrepreneurs to flourish.





**PROJECT NAME:**

## Village of Lowville Infrastructure Improvements

**APPLICANT:** Village of Lowville

**LOCATION:** Lowville

**PROJECT COST:** \$2,347,000

**FUNDING:** \$352,050 Private Investment

\$1,994,950 Public Investment

This project is for Department of Environmental Conservation Funds that will provide up to 85 percent of the project cost.

**OUTCOME:** Significant improvements to Village of Lowville wastewater transmission and distribution to accommodate continued operations and future growth at local manufacturing operations.

**DESCRIPTION:** The Lowville wastewater system will undergo significant improvements to rehabilitate existing transmission and collection assets. The Village currently is challenged by regulatory compliance due to extreme weather events and high volumes from local manufacturing operations. The improvements will ensure the system can handle waste from the Kraft Heinz cream cheese facility that is a key component to the local dairy industry.

**REGIONAL BENEFIT:** This project will benefit primary infrastructure in a county seat in the North Country. Just as important, it will ensure the continued operation of the Kraft Heinz facility. This food processing operation is one of the largest consumers of product in the regional dairy footprint.

**VISIONS ADDRESSED:** Invest in community development infrastructure that expands opportunities and capacity. Invest in agriculture as we help feed the region and the world.

**STRATEGY ADDRESSED:** Create a business retention and expansion plan for existing large manufacturers. Maintain, establish and expand the presence of storage, processing and distribution facilities in the Region to promote the sales of value-added agricultural products that are sold locally and globally.

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# Best Towns for Millennials/Young Professionals:

#4 Watertown

#7 Plattsburgh

#16 Ogdensburg

#34 Canton

Niche.com 2015 Rankings of NY Towns

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## OTHER REGIONALLY SIGNIFICANT PRIORITIES

- Rehabilitation of the Ogdensburg international bridge
- Preservation and redevelopment of the former St. Lawrence Psychiatric campus in Ogdensburg
- Rehabilitation and modernization of the Olympic sports facilities in and around Lake Placid
- Development of the Adirondack Club and Resort in Tupper Lake
- Enhanced state support for various forms of economic collaboration with Quebec and Ontario, based upon the unique and proven approaches of the North Country
- Continued state attention to the enhancement of east-west transportation connections
- Full implementation of all elements of the U.S.-Canada Beyond the Border Action Plan
- Productive transition of the Pfizer Pharmaceutical manufacturing site in Rouses Point and other industrial sites in transition across the North Country
- Enhancement of rail assets throughout the North Country
- Continued progress toward the closure of remaining broadband gaps in the North Country
- Continued support for the mission and infrastructure at Fort Drum
- Continued support of programs that protect our water quality, including invasives programs, and water/sewer infrastructure upgrades



# Work Groups

# Work Groups

## **URI LEADERSHIP GROUP—ADVANCED MANUFACTURING &**

**INNOVATION** - The URI Advanced Manufacturing and Innovation Leadership Group leveraged the Council's existing connections to industry and academia, as well as new research in the fields of manufacturing and materials, to develop a cluster strategy for the fields of materials and transportation equipment manufacturing. The Leadership Group also built a pipeline of future projects through outreach to existing regional manufacturers and potential new companies from Quebec and beyond. This group is currently preparing a long-range plan to capitalize on the biotechnology resources in the Saranac Lake area, anchored by Trudeau Institute and Clarkson University, to create new growth opportunities for manufacturers and other organizations throughout the North Country.

## **URI LEADERSHIP GROUP—AGRICULTURE & CLEAN**

**ENERGY** - The URI Agriculture and Clean Energy Leadership Group analyzed major national and global market disruptions driven by increasing drought in western states; growing consumer demand for safe, sustainably-produced, and local foods; and major disruptions in the energy sector. The Group developed a portfolio of high tech, highly profitable disruptive technologies and innovative approaches that position the North Country to

capitalize on these market disruptions, exponentially increasing agricultural output, advancing our leadership in clean energy, and coupling renewable energy to agricultural production. The group also met with farmers, value-added food producers, clean energy innovators and investors, and entrepreneurs from within and outside the region to develop a pipeline of projects spanning the next five years.

## **URI LEADERSHIP GROUP—TOURISM & COMMUNITY**

**CENTERS** - The URI Tourism and Community Centers Leadership Group coordinated 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.

## **PRIORITY PROJECT & PLAN IMPLEMENTATION COMMITTEE**

**(P3IC)** - The P3IC spent 2015 implementing the original North Country Regional Economic Development Plan and its subsequent, updated strategies. The P3IC coordinated with the other work groups, as well as NYS Empire State Development, to move forward plan components and priority projects.



**PRIORITY PROJECT SELECTION COMMITTEE** - Throughout 2015 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 2015 Priority Projects to the Council for adoption.

**GLOBAL NORTH COUNTRY** - 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 U.S. The 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.

**EXECUTIVE COMMITTEE** - The Executive Committee managed the overall Council and its work groups. The committee developed agendas for Council meetings and also assisted in all work groups with particularly strong participation in the Public Participation Work Group's outreach efforts.

**WORKFORCE DEVELOPMENT** - The Workforce Development Work Group refined existing strategies and developed new ones throughout 2015, focusing on key sectors in the region that can create opportunities for employment and advancement of workers. The three local Workforce Investment Boards (WIBs) are integrated into the Workforce Development Group and have endeavored to broaden training programs and develop business-led partnerships to address workforce needs.

**OPPORTUNITY AGENDA** - Throughout 2015, the Opportunity Agenda Work Group identified opportunities that would provide assistance to, and meet the needs of, the region's unemployed and under-employed workers. The work group examined sectors including transportation equipment manufacturing, biotech, renewable energy, tourism, health care, and agriculture that could expand and provide new jobs for the region's hard-to-place workers.

**PUBLIC PARTICIPATION** - The Public Participation Work Group maintained the Council's public outreach efforts throughout 2015. The Council held a special public forum in each of the seven counties this past year, with particular emphasis on convening in different communities that hadn't held public forums in years past, and at the site of past priority projects.



**TOURISM DEVELOPMENT** - The Tourism Development 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.

**AGRICULTURE** - Throughout 2015, the Agriculture Work Group performed outreach 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.

**CLEANER GREENER COMMUNITIES** - The Cleaner Greener Communities Work Group merged into the URI Agriculture and Clean Energy Leadership Group.

**VETERANS** - The Council's Veterans Work Group—composed of the region's county-based veterans' organizations, Department of Labor veterans representatives, and Homeward Bound leadership—led the Council's efforts to identify strategies to better integrate veterans into the workforce and develop means by which to coordinate with the state on implementation of new veterans' initiatives. Additionally, the Veterans Work Group coordinated with the Workforce Development and Opportunity Agenda work groups to holistically address workforce development initiatives as they relate to veterans. The group also sent information on the state's veterans' incentive programs to targeted economic development agencies, businesses, and local governments in the North Country region.

**HIGHER EDUCATION & RESEARCH DEVELOPMENT CONSORTIUM (HEARD)** - The Higher Education and Research Development Consortium reviewed opportunities for and implemented collaborative projects, research, and entrepreneurial activity assistance between the region's colleges and universities.



## WORK GROUP MEMBERS

\* Council Member    ° Chair

### URI Leadership Group—Advanced Manufacturing & Innovation

Bill Murray, CITEC\* °  
 Garry Douglas, North Country Chamber of Commerce\* °  
 Collene Alexander, New York Air Brake  
 Anthony G. Collins, Clarkson University\*  
 Paul DeDominicas, Clinton Community College  
 Matt Draper, Shipley Center for Innovation  
 Paul Grasso, The Development Corporation\*  
 Bridget Hart, Kinney Drugs\*  
 William Jemison, Clarkson University  
 Patrick Kelly, St. Lawrence County IDA  
 Bob Lenney, Alcoa Inc.\*  
 Cheryl Mayforth, Jefferson-Lewis WIB  
 Christina Schneider, Purcell Construction  
 Mary Margaret Small, Clarkson University  
 Mark Tryniski, Community Bank NA\*  
 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\*  
 James W. Wright., Development Authority of the North Country\*  
 Dave Zembiec, Jefferson County IDA  
 Susan Matton, North Country Chamber of Commerce

### URI Leadership Group—Agriculture & Clean Energy

Joe Giroux, Giroux Family Farm\* °  
 Kate Fish, Adirondack North Country Association\* °  
 Kevin Jordan, Jefferson County Cornell Cooperative Extension °  
 Richard Burns, National Grid  
 Kathryn Canzonier, Farm Credit East  
 Elizabeth Chant, Vermont Energy Investment Corp. (VEIC)  
 Anthony G. Collins, Clarkson University\*  
 Anita Deming, Essex County Cornell Cooperative Extension  
 John Gaus, Golden Technologies  
 Rocky Giroux, Adirondack Farms  
 Richard Grant, Miner Institute  
 Mike Harris, Bernier Carr & Associates  
 Hugh Hill, Malone Chamber of Commerce\*  
 Billy Jones, Franklin County Legislature\*  
 Mark Lavarney, Watertown Savings Bank  
 Amanda Lavigne, Adirondack North Country Association  
 Joseph Lawrence, Lowville Farmer's Cooperative  
 Michele Ledoux, Lewis County Cornell Cooperative Extension  
 Jay Matteson, Jefferson County IDA  
 Richard Nelson, Paul Smith's College  
 Bill Owens, Stafford, Owens, Piller, Murnane, Kelleher & Trombley, PLLC  
 Teresa Sayward



## URI Leadership Group—Tourism & Community Centers

Jim McKenna, Regional Office of Sustainable Tourism\* °  
Cali Brooks, Adirondack Foundation\* °  
Gary DeYoung, Thousand Islands-Seaway International  
Tourism Council °  
Ray Agnew, Paul Smith's College  
John Bartow, Tug Hill Commission  
Jeff Byrne, Olympic Regional Development Authority  
Jim Calnon, City of Plattsburgh\*  
Kelly Chezum, Clarkson University  
Bill Farber, Hamilton County Legislature\*  
Dan Kelleher, NYS Adirondack Park Agency  
Kristy Kennedy, North Country Chamber of Commerce  
Mickey Lehman, Bernier Carr & Associates  
Laurie Marr, Alcoa Inc.  
Anne Merrill, Lewis County Chamber of Commerce\*  
Erik Nycklemoe, Mountain Lake PBS  
Frank Pace, Lewis County Planning  
Brooke Rouse, St. Lawrence County Chamber of Commerce  
Tom Sauter, Development Authority of the North Country  
Chris Thompson, St. Regis Mohawk Tribe

## Priority Project & Plan Implementation Committee (P3IC)

Susan Matton, North Country Chamber of Commerce °  
Tom Sauter, Development Authority of the North Country °  
James McKenna, Regional Office of Sustainable Tourism\* °  
Cali Brooks, Adirondack Foundation\*  
Matt Draper, Clarkson University  
Bill Farber, Hamilton County Legislature\*  
Kate Fish, Adirondack North Country Association\*  
Hugh Hill, Malone Chamber of Commerce\*  
Dan Kelleher, NYS Adirondack Park Agency  
Matilda Larson, St. Lawrence County Planning Office  
Melissa McManus, Melissa McManus, LLC  
Anne Merrill, Lewis County Chamber of Commerce\*  
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 Planning Office



## Priority Project Selection Committee

Bill Farber, Hamilton County Legislature\*  
Kate Fish, Adirondack North Country Association\*  
Susan Matton, North Country Chamber of Commerce  
James McKenna, Regional Office of Sustainable Tourism\*  
Tom Sauter, Development Authority of the North Country  
Eric Virkler, Lewis County Economic Development  
Keith Zimmerman, St. Lawrence County Planning Office

## Global North Country

Garry Douglas, North Country Chamber of Commerce\*<sup>o</sup>  
Patrick Kelly, St. Lawrence County IDA <sup>o</sup>  
Matt Boire, Crossborder Development Corporation  
Michelle Capone, Development Authority of the North Country  
Mike Carpenter, The Northeast Group  
Wade Davis, Ogdensburg Bridge and Port Authority  
Matt Draper, Shipley Center for Innovation  
John Ettling, SUNY Plattsburgh\*  
Todd Fredette, A.N. Deringer  
Susan Matton, North Country Chamber of Commerce  
William Murray, CITEC\*  
Liz Swearingin, Lewis County  
Dan Wilt, Wilt Industries\*  
Dave Zembiec, Jefferson County IDA

## 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 Hart, Kinney Drugs\*  
Jim McKenna, Regional Office of Sustainable Tourism\*  
Eric Virkler, Lewis County Economic Development  
Dan Wilt, Wilt Industries\*  
Jim Wright, Development Authority of the North Country\*

## Workforce Development

Cheryl Mayforth, Jefferson-Lewis WDB <sup>o</sup>  
Paul Grasso, The Development Corporation  
Greg Hart, Workforce Development Institute  
Mary Margaret Small, Clarkson University  
Sylvie Nelson, North Country WDB  
Tom Plastino, St. Lawrence WDB  
Jeff Taylor, Clarkson University



## Opportunity Agenda

John Bartow, Tug Hill Commission  
John Bernardi, United Way of the Adirondack Region  
Norma Cary, St. Lawrence County Community  
Development Program, Inc.  
Bruce Garcia, Joint Council for Economic Opportunity of Clinton  
and Franklin Counties, Inc.  
Melinda Gault, Community Action Planning Council of  
Jefferson County, Inc.  
Bob Gorman, United Way of Northern New York  
Alan Jones, Adirondack Community Action Programs, Inc.  
Scott Mathys, Lewis County Opportunities, Inc.  
Cheryl Mayforth, Jefferson-Lewis WDB  
Mary Beth McKee, North Country WDB  
Tom Plastino, St. Lawrence County WDB  
Tom Sauter, Development Authority of the North Country  
Jackie Skiff, Joint Council for Economic Opportunity of Clinton  
and Franklin Counties

## Public Participation

Eric Virkler, Lewis County Economic Development<sup>o</sup>  
Keith Tyo, SUNY Plattsburgh<sup>o</sup>  
Kelly Chezum, Clarkson University  
Susan Matton, North Country Chamber of Commerce

## Tourism Development

James McKenna, Regional Office of Sustainable Tourism\*<sup>o</sup>  
Gary DeYoung, Thousand Islands-Seaway International  
Tourism Council<sup>o</sup>  
John Clark, White Pillars Lodging  
Matthew J. Courtright, Ticonderoga Area Chamber of Commerce  
Wade Davis, Ogdensburg Bridge & Port Authority  
Kristi Dippel, Clayton LDC  
Bill Farber, Hamilton County Legislature\*  
Beth Hill, Fort Ticonderoga  
Kristy Kennedy, North Country Chamber of Commerce  
Carla Malmgren, Tug Hill Commission  
Laurie Marr, Alcoa Inc.  
Brian McDonald, Paul Smith's College  
Ruth McWilliams, Catamount Lodge  
Anne Merrill, Lewis County Chamber of Commerce\*  
James Murphy, Indian Lake Chamber of Commerce  
Ron Ofner, Adirondack Regional Tourism Council  
John Pinkerton, City of Ogdensburg  
Alison Power, St. Lawrence County Chamber of Commerce  
Alexandra Roalsvig, Long Lake Tourism  
Andrea Smith, City of Ogdensburg



## Agriculture

Anita L Deming, Cornell Cooperative Extension of Essex County<sup>o</sup>  
Robert Andrews, Agriculture and Farmland Protection Board  
Katie Ballard, Miner Institute  
John Bartow, Tug Hill Commission  
Joe Giroux, Giroux Family Farm\*  
Tom Herbick, McCadam Cheese  
Kevin Jordan, Cornell Cooperative Extension of Jefferson County  
Mike Kiechle, Jefferson County Farm Bureau  
Bob Laisdell, Feed Manufacturing  
Michele Ledoux, Cornell Cooperative Extension of Lewis County  
Jay Matteson, Jefferson County IDA  
David Tomberlin, Well Dressed Foods\*  
Christine Watkins, Jefferson County Soil and Water  
Conservation District

## Veterans

Paul Grasso, The Development Corp\*<sup>o</sup>  
Michael Boprey, St. Lawrence County Veterans Department  
Steven Bowman, Clinton County Veterans Service Agency  
Derek Davey, Lewis County Veterans Service Agency  
Pete Fazio, Jefferson County Veterans Service Agency  
Matt Flynn, NYSDOL Disabled Veterans Outreach Program  
Lorrie Guler, Fort Drum Transition Services Manager  
John Hetfield, NYSDOL Local Veterans Employment  
Representative  
Doug Murray, NYSDOL Veterans' Services  
Tim Pierce, Essex County Veterans Services  
Tracie Reece, NYS Division of Veteran's Affairs  
Bob Ross, Homeward Bound Adirondacks  
Frank Ruggiero, Hamilton County Veterans Services  
Bonnie Stewart, Franklin County Veterans Services



## Higher Education & Research Development Consortium (HEARD)

Bill Murray, CITEC\*<sup>o</sup>

Anthony G. Collins, Clarkson University

Ben Dixon, St. Lawrence University

Victoria Duley, Clinton Community College

John Ettling, SUNY Plattsburgh

William Fox, St. Lawrence University

Ron Goldfarb, Trudeau Institute

Rick Grant, Miner Institute

Terrence Harris, Jefferson Community College

John Homburger, SUNY Plattsburgh

Cheryl Lesser, Clinton Community College

Carole McCoy, Jefferson Community College

Zvi Szafran, SUNY Canton

Vicki Templeton Cornell, SUNY Potsdam

Charles Thorpe, Clarkson University

Keith Tyo, SUNY Plattsburgh

Steve Tyrell, North Country Community College

John Wicke, SUNY Potsdam

Lenore VanderZee, SUNY Canton

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# **New York State's Best Places to Live:**

#9 Plattsburgh

#12 Watertown

#26 Canton

#27 Saranac Lake

#30 Potsdam

**Niche.com 2015 Rankings by Category**

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**North Country  
Regional Economic  
Development Council**

61 Area Development Drive  
Plattsburgh, NY 12901