

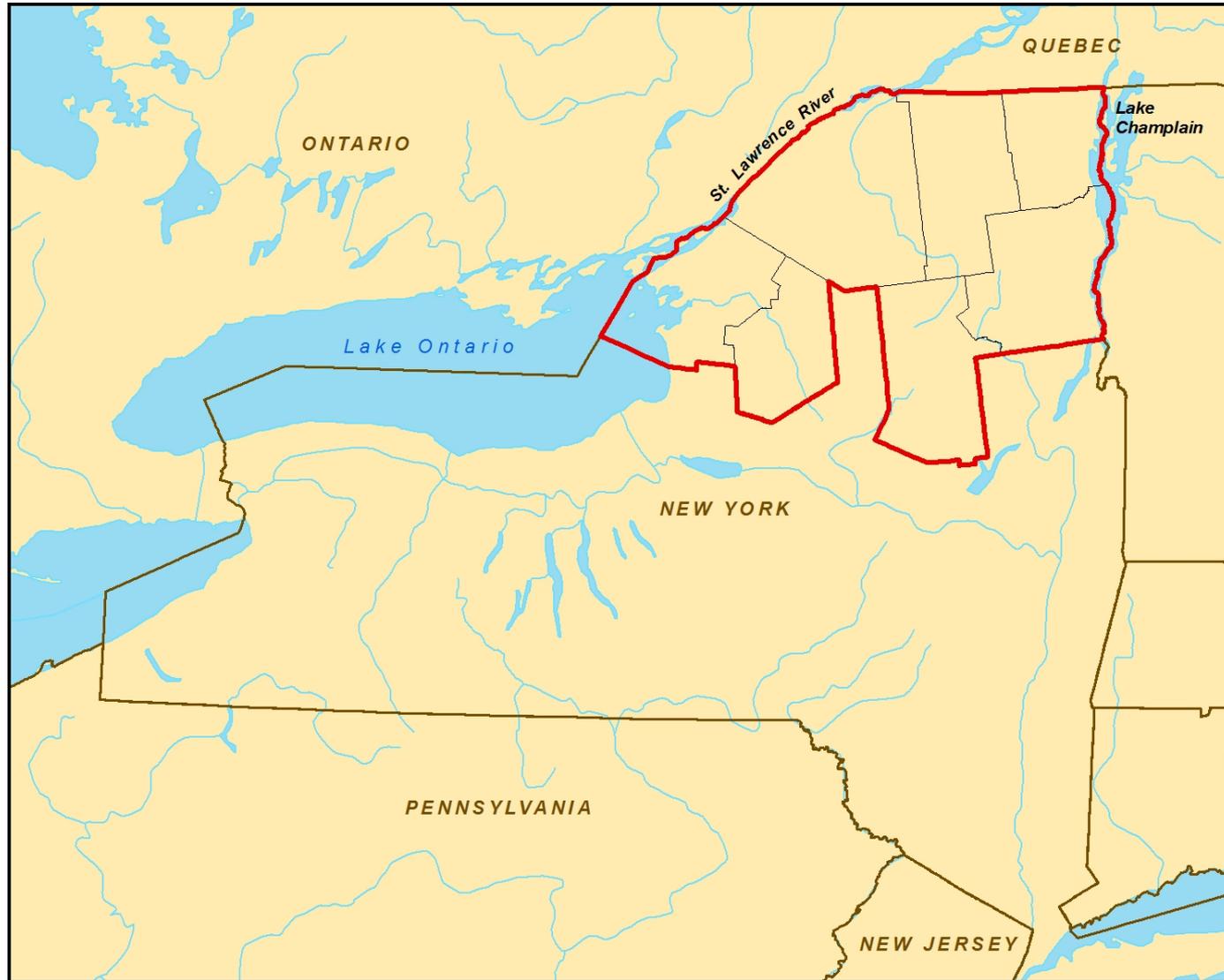
# TRANSFORMATIONAL

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Leading the Economic Renaissance of New York's Small Cities and Rural Communities  
North Country Regional Economic Development Council Strategic Plan

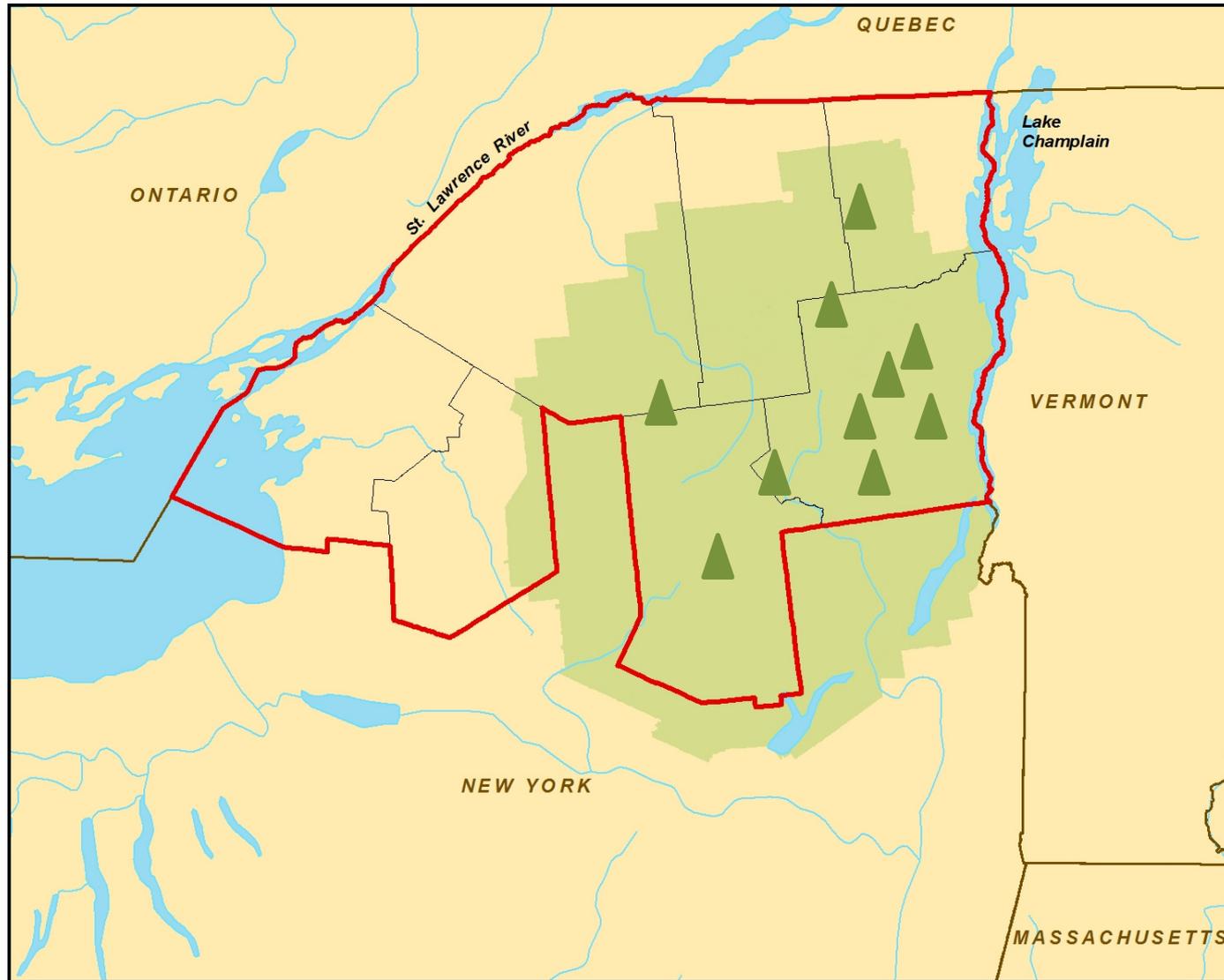
# THE NORTH COUNTRY

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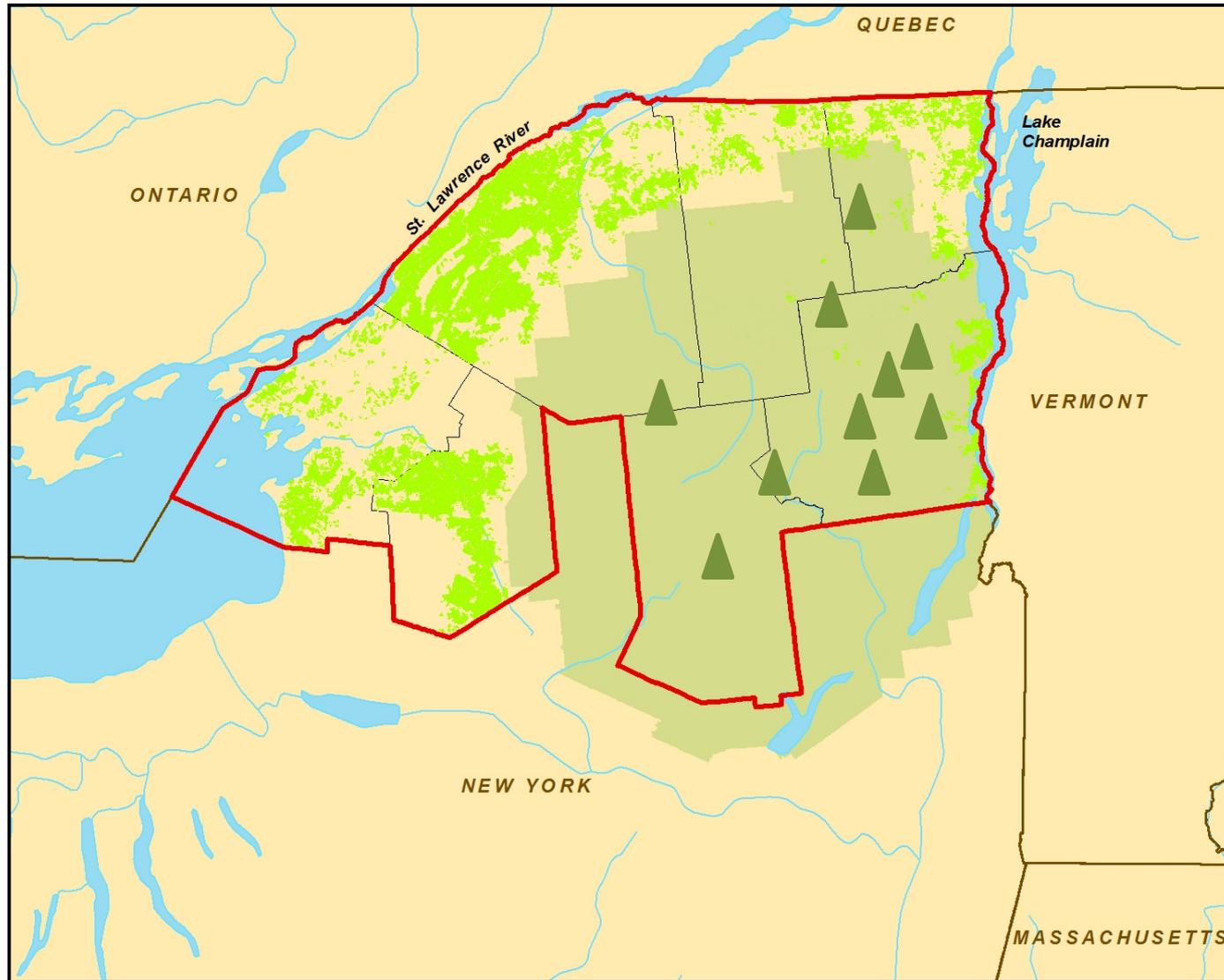
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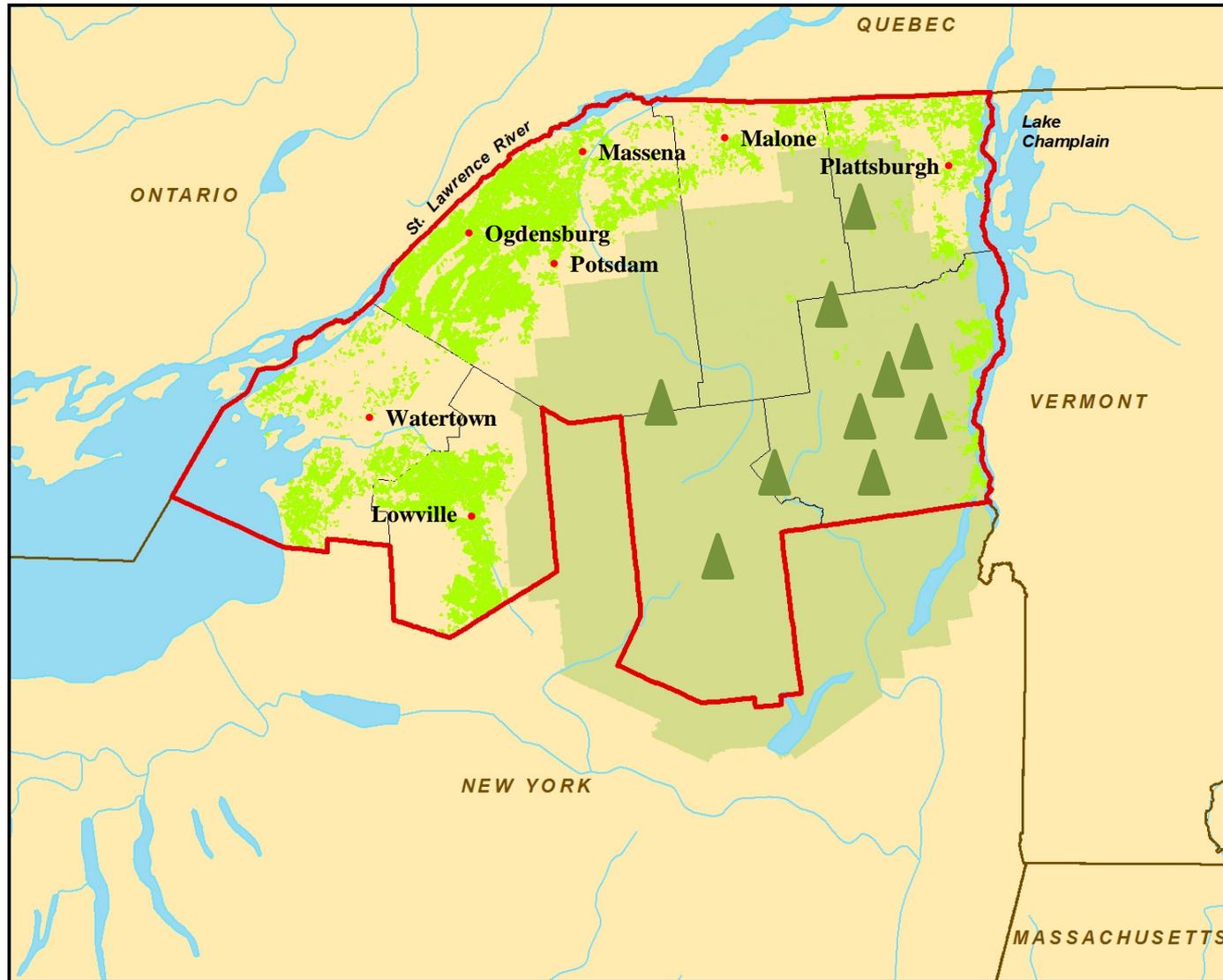
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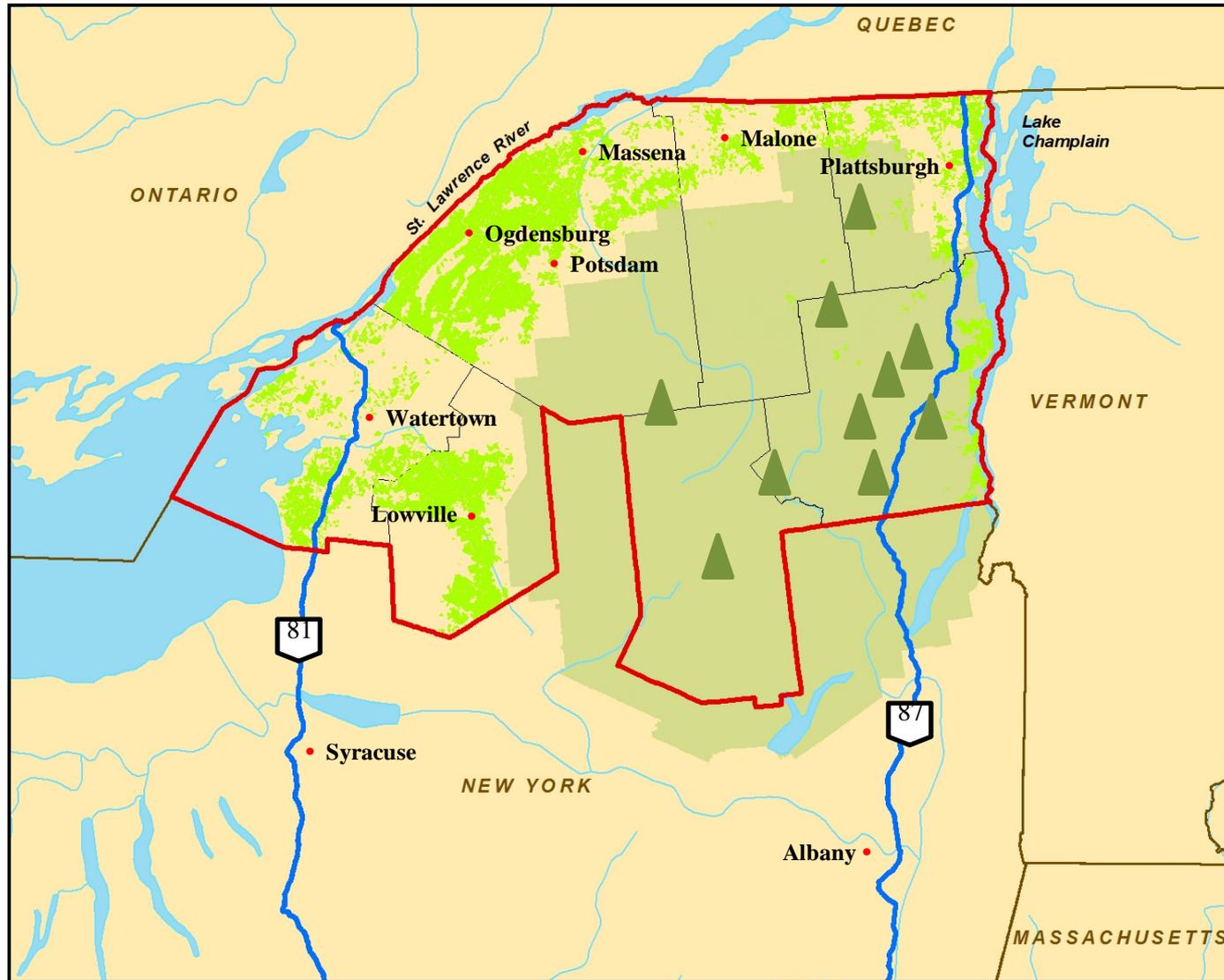
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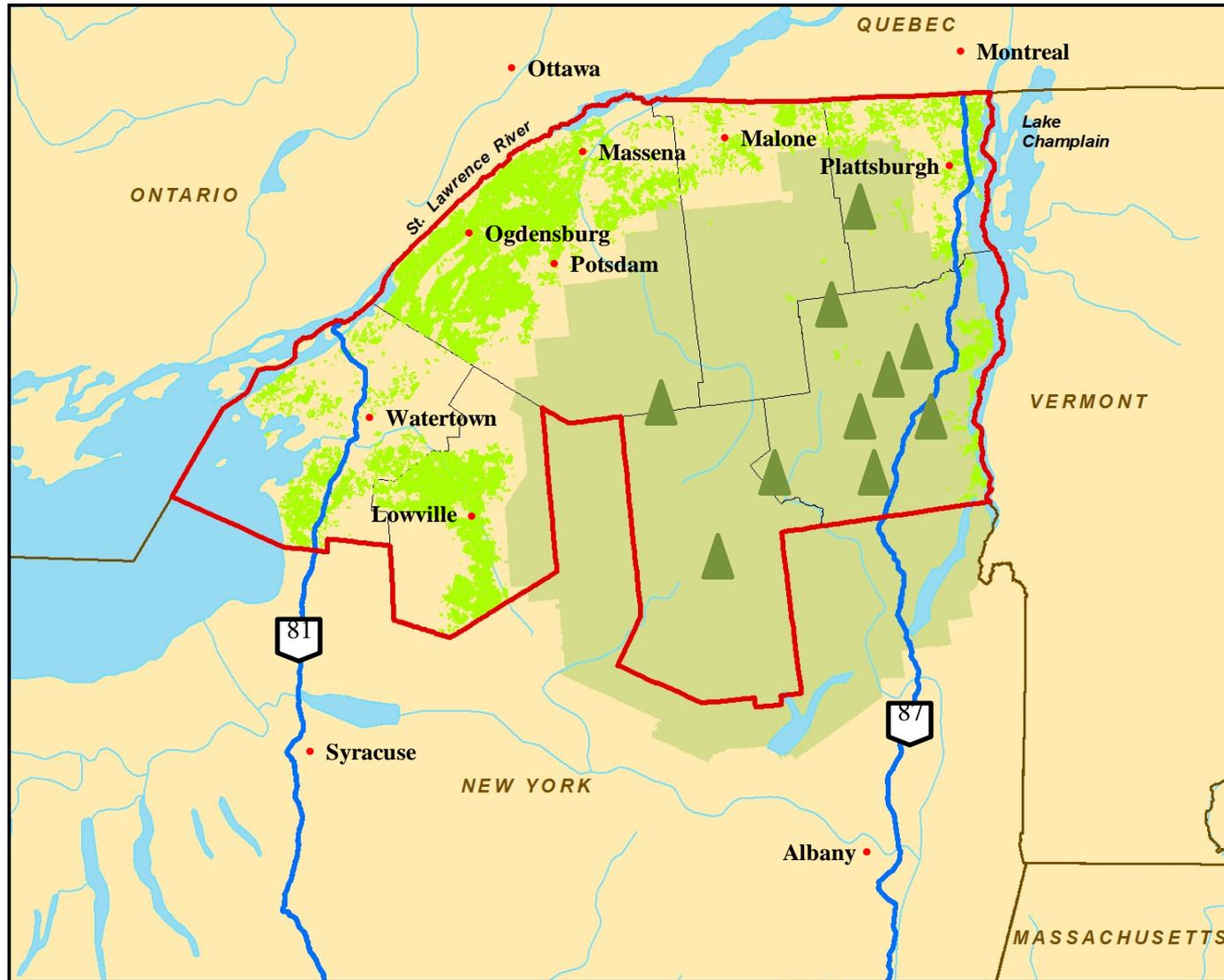
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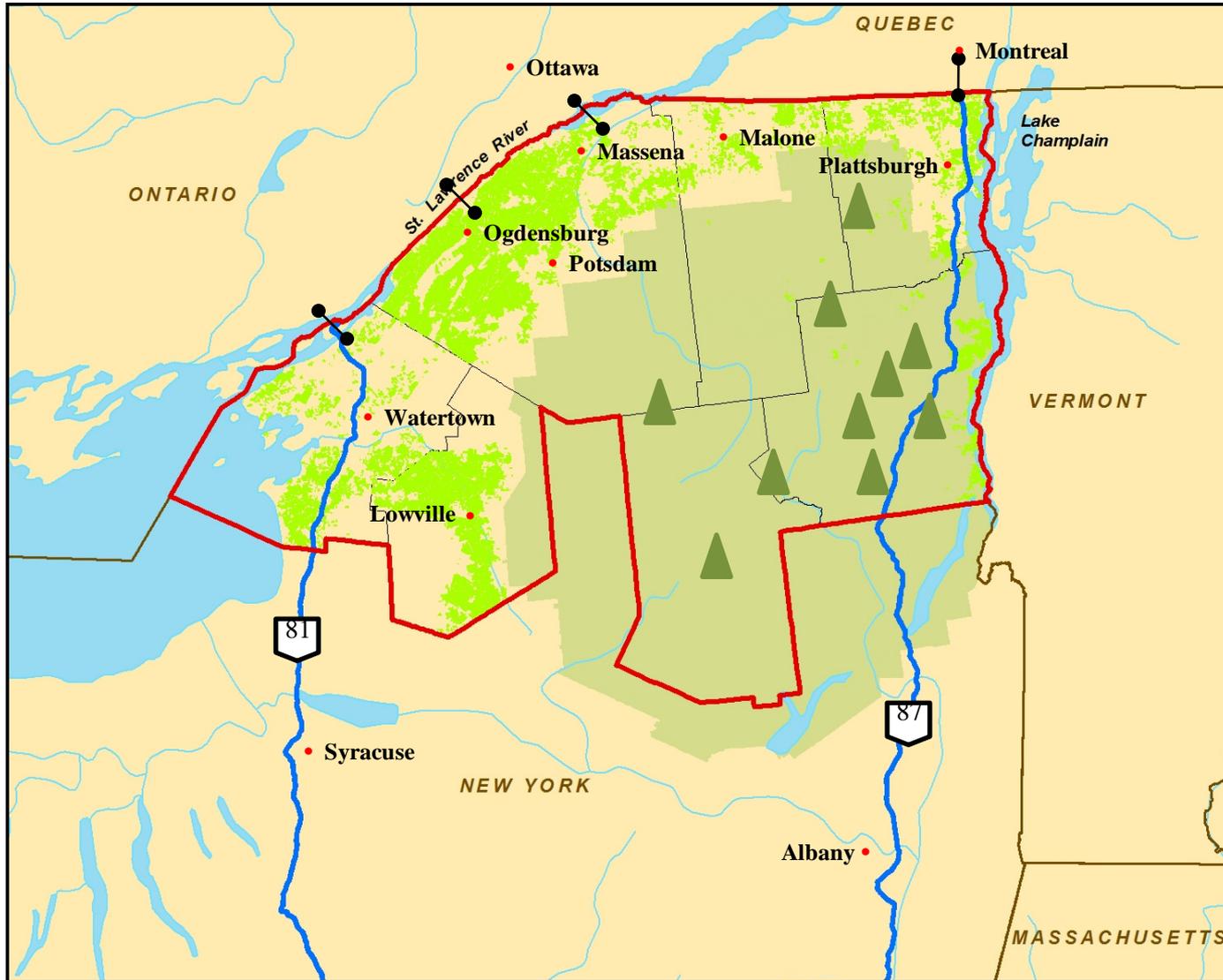


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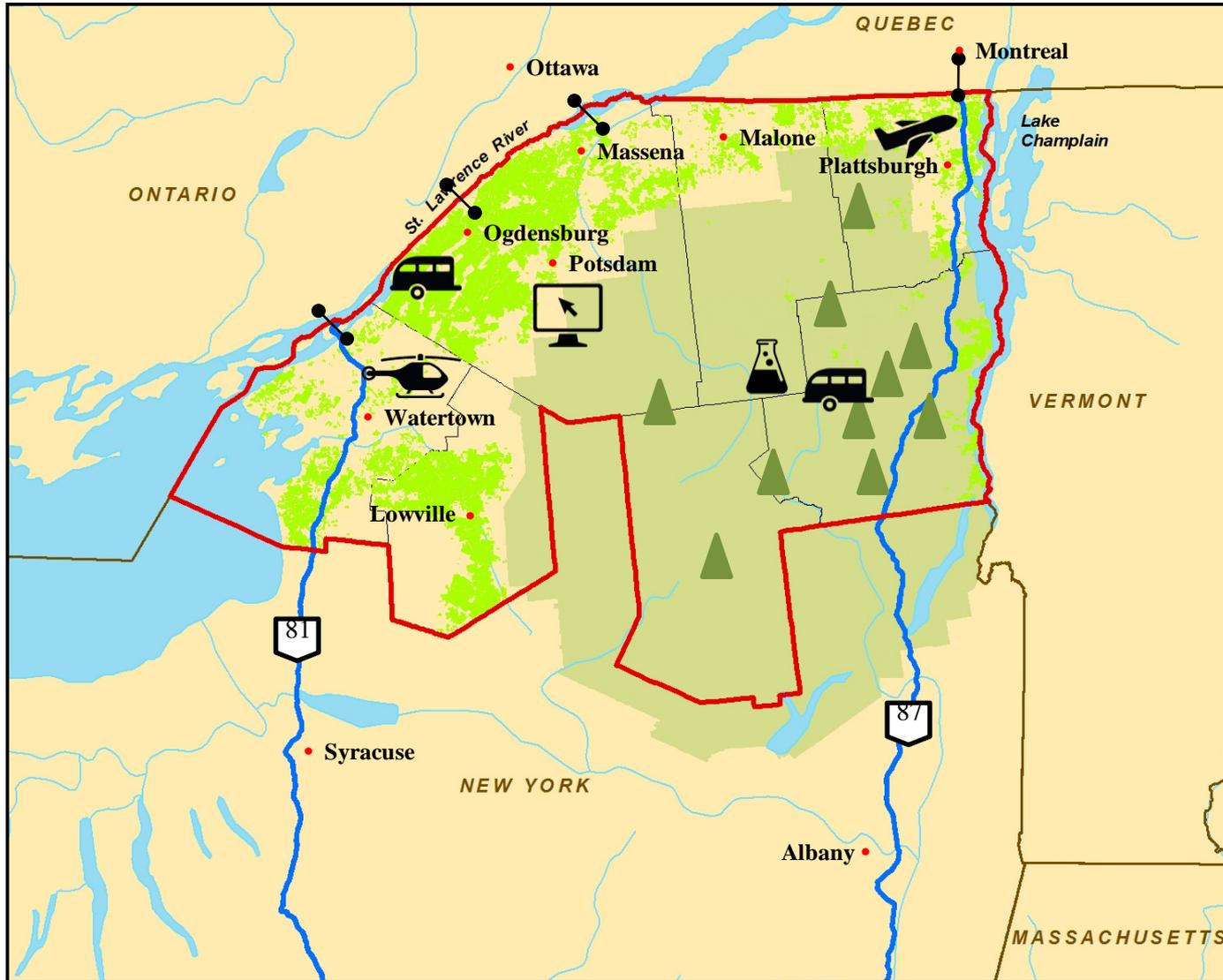
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# THE NORTH COUNTRY



# THE NORTH COUNTRY



# THE VISION

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

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### WE WILL

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*Energize our micropolitan cities, building on growth in the aerospace, transit equipment, defense, biotech, and manufacturing industries.*

*Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities.*

*Mobilize the creativity and capacity of the graduates of our outstanding places of higher education.*

*Catalyze the highest per capita rate of small business start-ups in the state.*

*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.*

*Propagate an agricultural revolution as we help feed the region and the world.*

*Create the greenest energy economy in the state.*

# THE VISION

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

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WE WILL

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*Actualizing this Vision will create family sustaining jobs  
and build an innovative economy, capitalizing on our abundant natural capital –  
pristine waters, productive forests and agricultural lands, the splendor of the Adirondacks,  
and our dynamic international border.*

*...and it's happening!*

# EVERY ELEMENT OF OUR VISION IS SEEING PROGRESS

*Some highlights...*

*Energizing our micropolitan cities*

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- Strand Performing Arts Center

*Building on Our Strategic Clusters*

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- Bombardier: Over \$1 billion in new contracts and transformational plans coming soon
- Trudeau Institute's future, and growing the Biotech cluster in Saranac Lake
- Preserving the former Pfizer research center in Chazy, with active marketing for a new use
- Keeping Kinney Drugs' distribution center in Gouverneur
- Phase I: Revitalizing the Lyons Falls mill site
- Building our logistics prowess with new access to the Ogdensburg port



# OUR VISION: SEEING PROGRESS



## *Nurturing Entrepreneurial Pioneers*

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- Over \$1.1 million in microenterprise investments

## *Activate Tourism as an Economic Driver*

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- Hotel development in Clayton
- A new level of strategic tourism collaboration across the region

## *Propagate an Agricultural Revolution*

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- Region's first USDA mobile poultry processing operation deployed

## *Mobilize Our Outstanding Places of Higher Education*

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- Fostered HEARD – our new Higher Education and Research Development Consortium
- Launched the North Country STEM Network

# OUR VISION: SEEING PROGRESS

## *Create Greenest Economy in State*

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- Deployed \$30 million of our bond allocation for ReEnergy, the largest biomass electric generation facility in the state
- Secured \$4.3 million from feds to plant 3,500 acres of willow biomass
- Successful “North Country Clean Energy Conference”
- Launch of pivotal Cleaner/Greener Communities Sustainability Plan

## *Broadening & Deepening our Canadian Connection*

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- Working with our Congressman and Senators, secured identification of four major North Country border priorities in “Beyond the Border” agreement
- Groundwork for next Quebec-New York Summit in place
- Several new jobs creating investments from Canada



# OUR VISION: SEEING PROGRESS

## *Defense*

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- Vital housing project launched in support of Fort Drum
- Regionwide support for future of Fort Drum

## *Adirondack Park*

- CFA funding used to launch new Adirondack Partnership
- Broadband starts to come to Hamilton County – and elsewhere!
- Rail is coming back, including the Newton Falls rail line, and the resumption of freight service to Tahawus on the Saratoga & North Creek

*...and so much more!*



# TRANSFORMATIONAL

*From plan to progress...*

## 15 Priority Projects

- 10 fully under contract
- All others on positive track

## Plus

- We've already used most of the substantial bond authorization we were awarded for the ReEnergy biomass venture at Fort Drum

### Notes:

1. Provide interior contractor details.
2. All wood work to be as per Architect.
3. Paint goes on as directed by Architect.
4. Provide color position.

DRYWOOD & BATTERY  
WINDUP FENCES.  
SEE ARCHITECT'S  
DETAILS.  
WOOD FRAME (SEE  
NOTE # 2).  
GATE HAPPOLES  
TO BE SELECTED  
BY ARCHITECT'S  
MATCH DOOR  
HAPPOLES BY  
ARCHITECT'S  
DETAILS.  
SEE SECTION A-A  
AT RIGHT FOR  
DETAIL OF WOOD  
CORUSERS OF WOOD  
FRAMING.  
WOOD FINISH  
SAMPLES TYPICAL  
FINISH ORANGE  
OF MECHANICAL  
SUBGROUPS

A  
L-10

REAR

VICINITY MAP

N.T.S.

GENERAL NOTES

All Work Shall Comply  
Code And All Other  
The Plans Show  
But Nothing Shall  
Violate Any

# TRANSFORMATIONAL

*From plan to progress...*

## *60 CFA Projects*

In addition to our Priority Projects

- All but 2 now fully moving forward
- 1 was withdrawn and has reapplied this year

Empire State Development: 7

Department of State: 6

Parks, Recreation and Historic Preservation: 7

Transportation: 5

HCR/OCR: 32

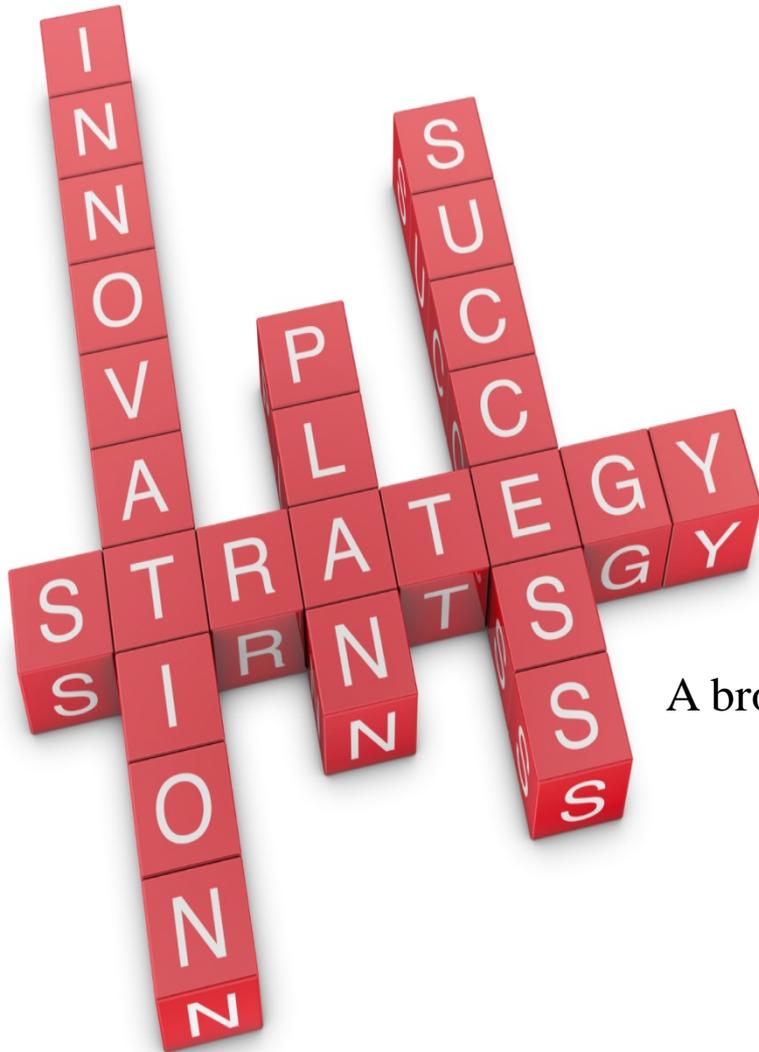
Environmental facilities: 1

Labor: 2



# TRANSFORMATIONAL

*Not just projects...*



Our focus remains on our

## STRATEGIES

A broad and continuing array of implementation actions beyond the “projects”

# TRANSFORMATIONAL

*The best is yet to come!*

*How have we worked to update our efforts?*

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- Public participation a continued priority, including seven public forums, one in each county
- Every one of our 20+ working groups have remained active, updating their strategies and helping with implementation
- Plus a new Workforce Development Group and a new Economic Development Liaison Group, routinely linking with region's economic developers
- Some new elements will be added, including healthcare and consolidated Workforce Development Strategy
- We let the process we created last year work, including our project selection process

# TRANSFORMATIONAL

## *Challenges*

*Our greatest “challenge” was grasping the remarkable opportunity given to us to construct a first-ever seven county collaboration around economic development in the North Country.*

✓ MISSION ACCOMPLISHED

*Other challenges going forward:*

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- Sustainability of high level volunteer commitment
  - Need for more cross-regional planning and project development
  - Resources for key unfunded or underfunded activities, particularly flexible resources
- for work force development



THE NORTH COUNTRY