

# Community.

2016

PROGRESS REPORT



1000 Islands Harbor Hotel Courtyard



**North Country  
Regional Economic  
Development Council**

61 Area Development Drive  
Plattsburgh, NY 12901  
October 3, 2016

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

Dear President Zemsky:

As you know, the North Country was especially challenged by prior top down approaches to economic development, being uniquely rural and dispersed, lacking a metro center, and possessing an especially diverse array of economic opportunities. But these characteristics were exactly why we had long called for a region by region approach to economic development in New York and why we have, from the start, embraced this new approach with special enthusiasm.

In our initial plan and presentation, we did not promise big bangs but instead a continuing series of firecrackers across the region, igniting sustained transformation in their communities which would ultimately be the pathway to economic transformation across the North Country.

The focus always was and continues to be on **COMMUNITIES**, supporting strategies and projects appropriate to the invigoration of our region's dispersed and very different community centers, community by community. And this determined and steady approach is bearing real fruit, from the regeneration of tourism and business in Clayton through the new hotel, to the downtown impacts of the Wild Walk in Tupper Lake, to the emergence of Plattsburgh as a globally notable center for transportation equipment and aerospace.

We are proud to once again report on our continuing progress, with notable turnarounds and positively changed trajectories for a number of the targeted communities, and an important stabilization of many regional trends versus continued decline in other rural regions across the country. But most importantly with very real evidence of a network of successes which demonstrate that our overall approach is in fact working.

We thank you and Governor Cuomo for the state's unprecedented partnership over the last five years, and now look forward to taking our **COMMUNITY** strategy to new heights in the year ahead, building upon successes while bringing additional communities firmly into the new regional dynamic such as Potsdam, Lowville and Watertown.

Onward and upward!

Sincerely,

A handwritten signature in blue ink that reads "Tony Collins".

Tony Collins  
Co-Chair

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

Garry Douglas  
Co-Chair



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**James W. Wright**  
Executive Director, Development  
Authority of the North Country

**NORTH  
COUNTRY  
REGIONAL  
ECONOMIC  
DEVELOPMENT  
COUNCIL**

# 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

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# **Executive Summary**

# Community

“Community” is a word with so much meaning, and one with powerful relevance to the North Country’s regional economic development strategies and to our progress over the last few years.

**COMMUNITY**, as in a municipality or hamlet.

**COMMUNITY**, as in a unified area with shared purpose and identity.

**COMMUNITY**, as in a group of people, or businesses, with a common interest.

Indeed, the many synonyms of COMMUNITY only serve to add greater power and meaning to the term, including words such as:

- Commonality
- Likeness
- Neighborhood
- Partnership
- Connection
- Similarity
- Synergy
- Identity
- Reciprocity
- Collaboration
- Harmony
- Alikeness

The qualities of collaboration, connection, and synergy are those that hold the power to create and sustain a “ripple effect” of progress across a region.

In the North Country’s foundational economic development plan in 2011, entitled “**TRANSFORMATIONAL**,” we noted the unique character of our region in terms of vast size, ruralness, absence of a metro or economic center, lack of connection, diversity of its economy, and relative smallness of scale. We noted these changes as challenges in the face of traditional, top-down approaches to economic development but also as unique opportunities in response to Governor Cuomo’s new region-by-region approach.

Instead of one or a few big bangs, we promised a steady array of firecrackers that, over time, would transform communities and, through a ripple effect, the North Country. And we pointed to our region as the place where relatively smaller investments made wisely over time could and would create large sustainable changes and, through synergies, real transformation.

This promise is being fulfilled as the North Country has leveraged investment by the State in ways that are clearly resulting in vibrant, successful communities. And this approach is providing a clear road map for duplication in more communities across the region.

This report will spotlight three prime examples of the emerging success of our community-oriented approach in partnership with the state:

- Plattsburgh, where direct and indirect investments in our Transportation Equipment and Aerospace Cluster are having a dramatic effect on foreign direct investment and manufacturing growth, and are repositioning a key community from its past as an Air Force town to its emergence as a globally significant business and technology hub. Plattsburgh has established a record of big impacts from small investments that this year alone have made Plattsburgh the target of \$10 million under the Governor’s Downtown Revitalization Initiative and the selected site for Norsk Titanium’s globally transformational Rapid Plasma Deposition aerospace plant.
- Clayton, where investment in the creation of the 1000 Islands Harbor Hotel has begun the transformation of this community’s waterfront economy. Some 13 spinoff businesses in the adjacent downtown and the development of a new level of accommodations in this iconic destination area are showing the way forward not only in the Thousand Islands but across the North Country.

Investments like this give a boost to traditional tourism opportunities and extend the North Country’s unique multi-seasonal residencies of telecommuters, families, and retirees who own second family homes across the region.

- Tupper Lake, a prime example of an Adirondack Park community ready for regeneration and transformation with the right initial investments. Creation of the new “Wild Walk” attraction at the Wild Center has prompted a massive increase in visitation, generated crucial increases in activity to dozens of existing hospitality businesses in the community, and helped to foster some 11 new enterprises.

Complementing these three examples are other similar community-based, REDC-supported projects of varying scale that are currently under way across the North Country and which will make similarly big differences in their economies and trajectories. These projects and those being proposed this year are not “cookie cutter” in nature because, from the start, we have understood the special diversity of assets and opportunities in each of our communities—from manufacturing and value-added agriculture to higher education, destination tourism

development, arts and culture, transportation, broadband connectivity, and Cleaner Greener Communities; as well as our very special mission in support of Fort Drum, its personnel, and their families.

The North Country, more than any other region, requires different perspectives, both in the creation and implementation of effective strategies, and in the valuation and appreciation of the outcomes and impacts.

Thanks to the Governor’s empowerment of the North Country through the regional system, we can all be proud of the positive transformation now clearly under way. We are, in a very real sense, incubating success community by community, igniting that initially promised network of community firecrackers which, collectively, is now truly transforming the North Country region.

**A proven path.  
One community  
at a time.**





# Progress

State of the Region

Status of Past Priority Projects

Status of All Projects Awarded CFA Funding

Job Creation

# State of the Region

## INTRODUCTION

The diverse geography of the North Country has defined our economy and our small-town heritage. It has required our citizens and communities to be entrepreneurial and take advantage of opportunities that fit our circumstances. Border communities support international trade. Waterfront and mountain communities support tourism. Places settled for their water power still support manufacturing enterprises. Production agriculture turns our fertile soil into food for the world.

While geography has limited our economic growth on a broad regional basis, the diversity in our economy is highlighted in the resurgence of the very small towns we call home. Unlike other REDC regions that have a major urban center, the North Country depends on the economic vitality in all of our towns, villages, and small cities to promote commerce, create jobs, provide critical services, and sustain our population.

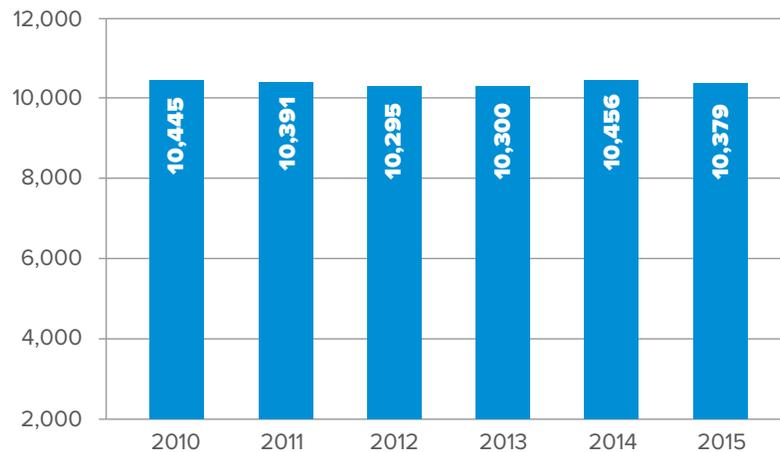
Plattsburgh and Watertown lead the region in manufacturing. Four colleges define Canton and Potsdam. The Adirondacks and our Olympic heritage continue to bring visitors from around the globe to Lake Placid, while arts, science, and resource-based operations drive Saranac Lake and Tupper Lake. Tourism in the 1000 Islands is Clayton's strength, Fort Drum has a \$1.6 billion-per-year impact in Watertown, and the dairy industry is "king" in Lowville. Each of these communities has a distinctive local economy and market, and makes a unique contribution to the overall economy of the region.

No one community or industry sector alone can impact the entire seven-county North Country. It will be the collective success of business in all of these communities that fuels the growth for the entire region.

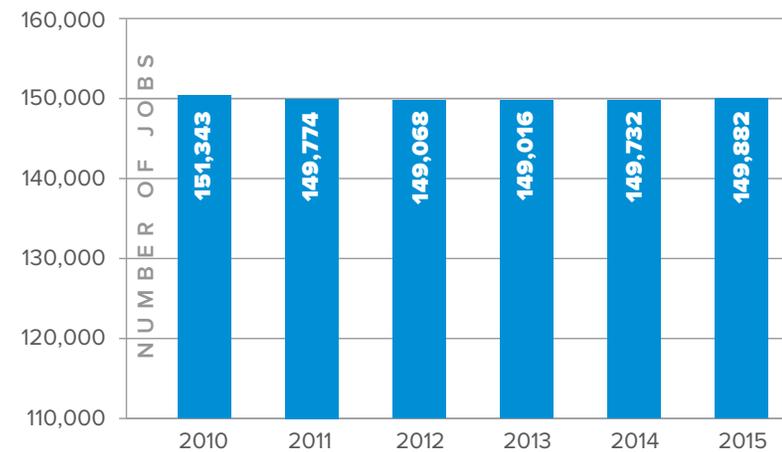
# GENERAL ECONOMIC INDICATORS

The North Country economy is the smallest of the 10 regions in the state. It is diverse, although neither large enough to take advantage of significant economic upswings, nor broad enough to guard against economic downturns. These challenges are borne out in the general economic trends.

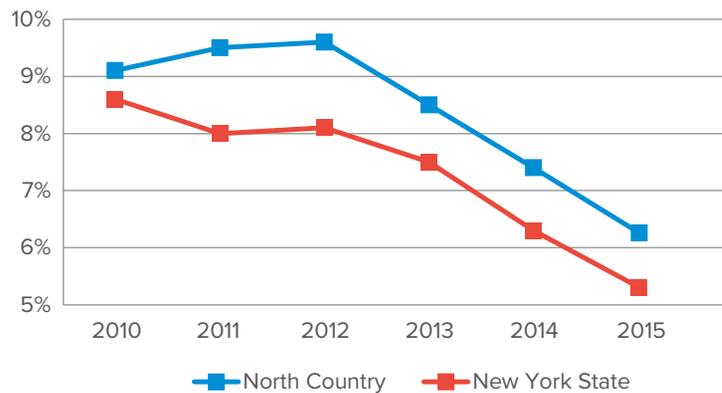
**NUMBER OF NORTH COUNTRY ESTABLISHMENTS**



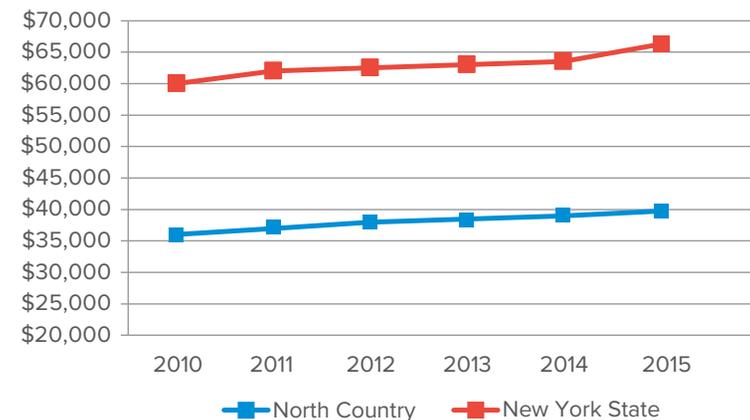
**AVERAGE ANNUAL EMPLOYMENT**



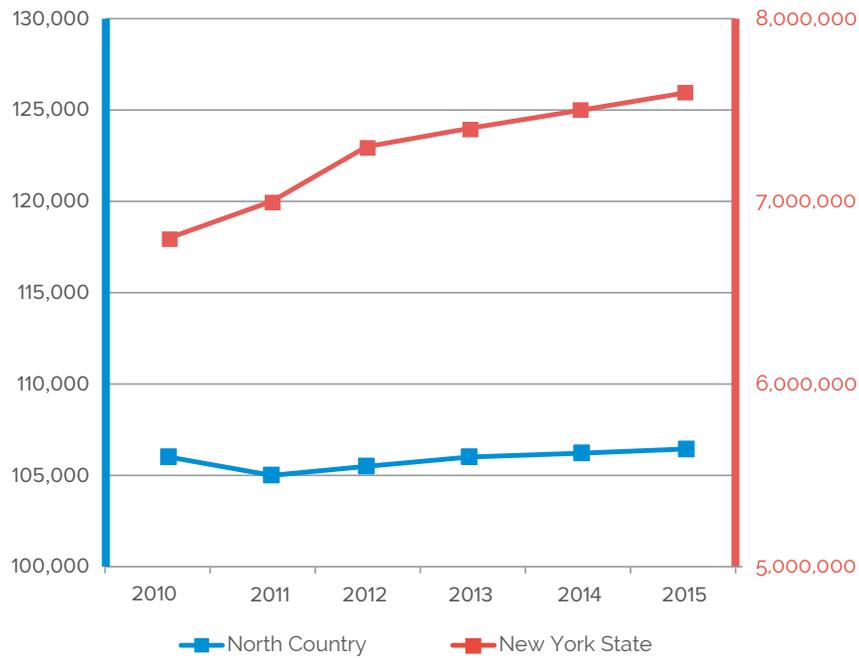
**AVERAGE PERCENT ANNUAL UNEMPLOYMENT**



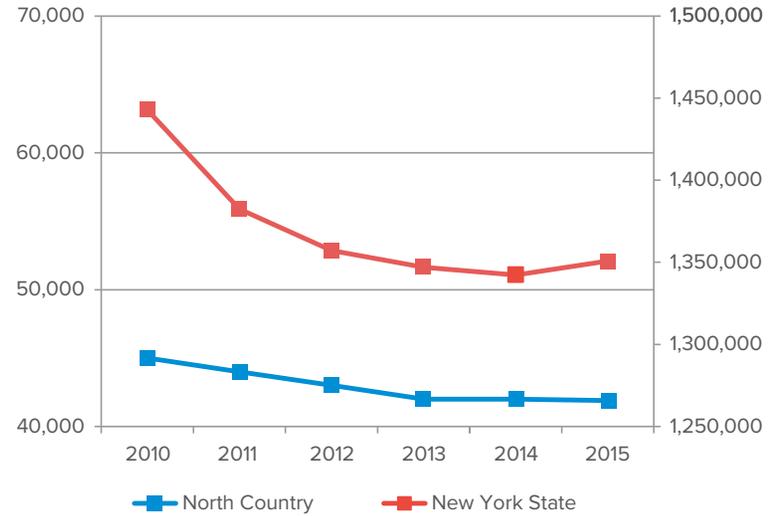
**AVERAGE ANNUAL WAGES**



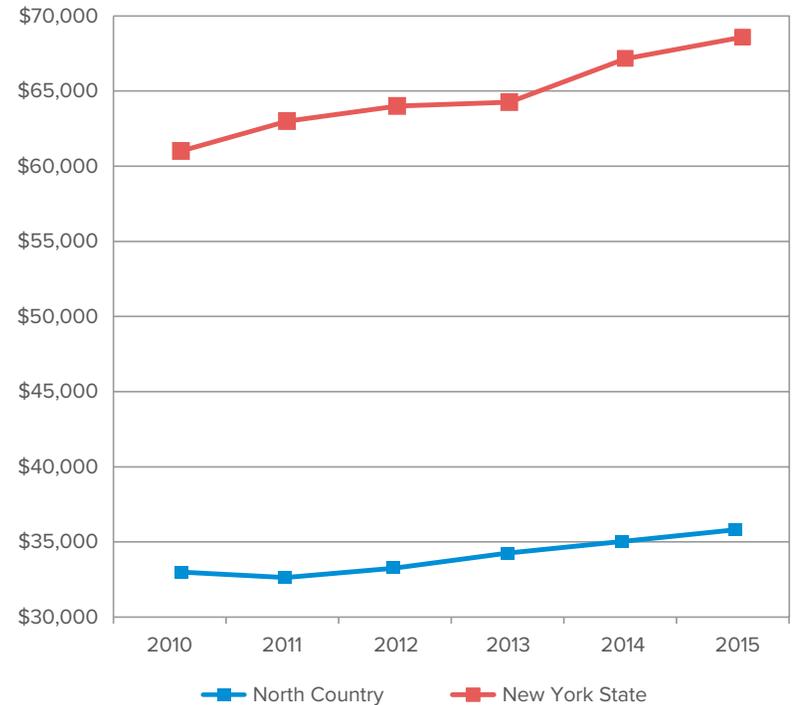
# PRIVATE SECTOR VS. PUBLIC SECTOR EMPLOYMENT IN THE NORTH COUNTRY



## AVERAGE ANNUAL PUBLIC SECTOR EMPLOYMENT



## AVERAGE ANNUAL PRIVATE SECTOR WAGES



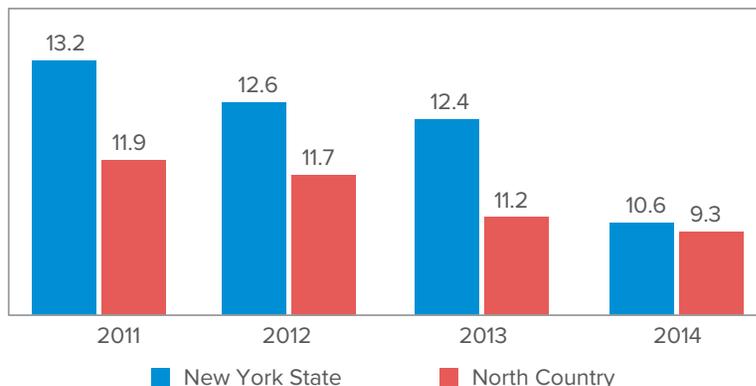
## QUALITY OF LIFE INDICATORS

North Country citizens have greater access to health insurance than the rest of the State. In the North Country, 90.7 percent of citizens were insured, as opposed to 89.4 percent statewide.

Poverty in the North Country rose from 15.2 percent to 16.2 percent during the period 2011 to 2015. The largest increase in poverty was in the 18–64 age group, followed by an increase in the under-18 age group. Both of these groups exceed the statewide poverty rate by more than 6 percent. Only the over-65 age group has shown a decrease in poverty rate during this time period, and this group is below the statewide poverty rate.

There was no significant change in the number of people living in the region from 2013 to 2014, and the percentage of those who remained year over year was consistent at 92.3 percent.

### PERCENT OF RESIDENTS LACKING HEALTH INSURANCE



Source: US Census Bureau Small Area Health Insurance Estimates

### POVERTY RATE PERCENTAGE BY AGE GROUP

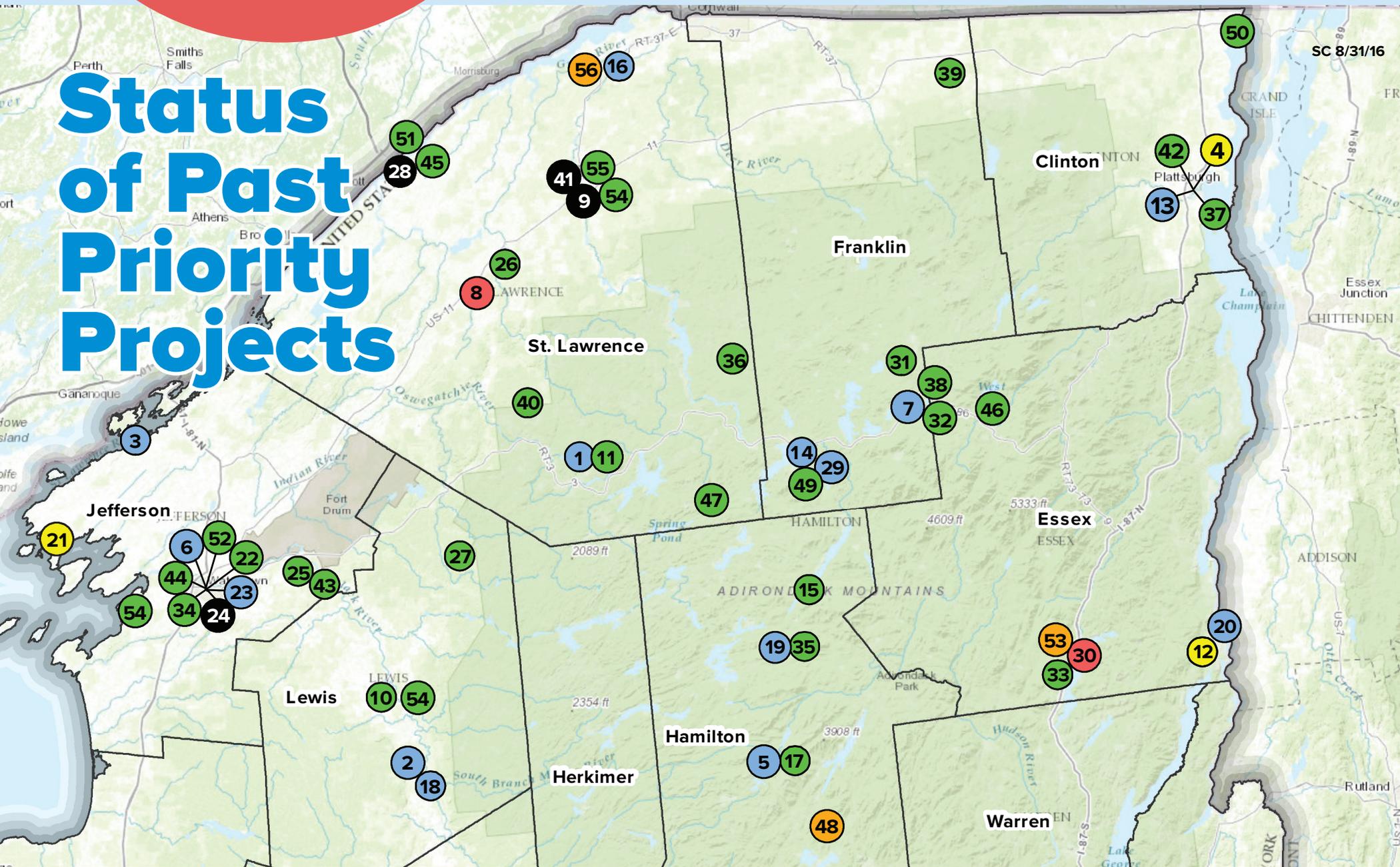
North Country	<18	18-64	65+	New York State	<18	18-64	65+
2011	5.0	8.8	1.4	2011	4.6	8.3	1.5
2012	5.2	9.2	1.3	2012	4.7	8.6	1.5
2013	5.4	9.5	1.3	2013	4.8	8.9	1.5
2014	5.2	9.8	1.3	2014	4.9	9.1	1.6
Change	0.4	0.7	-0.1	Change	0.2	0.6	0.0

Source: American Community Survey 5-Year Estimates

## SUMMARY

Transforming the North Country economy will require a one-at-a-time approach, properly scaled to fit our capabilities, and building on the strengths of each county. Transformation has many definitions and interpretations, and the investment necessary to achieve this is unique for each REDC region. Addressing the needs of each county requires continued significant investment of state and federal resources to close the gaps between regional and state averages for employees and wages. As for the North Country, we will seek out practical local projects, the success of which will benefit individual communities, and collectively will redefine the region.

# Status of Past Priority Projects



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



Map #	CFA #	ROUND 1: Project Name & Address	Project Status
1	2281	<b>Newton Falls Rail Rehabilitation Phase I</b> Blue Newton Falls, NY, 13666	Blue
2	4270	<b>Lyons Falls Mill Site Redevelopment</b> 4019 Center Street, Lyons Falls, NY 13368	Blue
3	5206	<b>Krog &amp; Hart Hotel</b> 200 Riverside Dr, Clayton, NY 13624	Blue
4	6097	<b>Bombardier Facility Expansion</b> 71 Wall Street, Plattsburgh, NY 12901	Yellow
5	7353	<b>Hamilton County Broadband</b> Hamilton County	Blue
6	7679	<b>Community Rental Housing Program</b> 317 Washington St # 414, Watertown, NY 13601	Blue
7	7703	<b>Enhancing Biosciences in New York</b> 154 Algonquin Ave, Saranac Lake, NY 12983	Blue
8	8114	<b>Mobile Poultry Processing Unit</b> 116 Rice Road, De Kalb Junction, NY 13630	Red
9	8466	<b>C Speed Advanced Technology Manufacturing Center</b> 65 Main Street, Potsdam, NY 13676	Black
10	8467	<b>Kraft Fill Line Green</b> 7388 Utica Blvd, Lowville, NY 13367	Green
11	21168	<b>Newton Falls Rail Rehabilitation Phase II</b> Newton Falls, NY, 13666	Green
Map #	CFA #	ROUND 2: Project Name & Address	Project Status
12	13749	<b>Adirondack Meat Company Expansion</b> 30 Commerce drive, Ticonderoga, NY 12883	Yellow
13	16129	<b>Strand Theater Restoration</b> 25 Brinkerhoff St, Plattsburgh, NY 12901	Blue
14	16692	<b>Wild Walk</b> 45 Museum Dr, Tupper Lake, NY 12986	Blue
15	16948	<b>Long Lake Next Generation Broadband</b> Long Lake, NY 12847	Green
16	17133	<b>Wood Fire Combustion Productivity Improvements</b> 20 Commerce Dr, Massena, NY 13662	Blue
17	17926	<b>Hamilton County Broadband Phase II</b> Hamilton County	Green
18	18042	<b>Lyons Falls Mill Site Redevelopment II</b> 4019 Center Street, Lyons Falls, NY 13368	Blue
19	18361	<b>Adirondack Museum Wood Pellet Boiler System</b> 9097 NY 30, Blue Mountain Lake, NY 12812	Blue
20	18501	<b>International Paper Natural Gas Energy Conversion</b> 568 Shore Airport Rd, Ticonderoga, NY 12883	Blue
21	18877	<b>Cape Vincent Willow Energy</b> 27323 Fox Creek Road, Cape Vincent, NY 13618	Yellow
22	18908	<b>COR Mercy Redevelopment</b> 218 Stone St, Watertown, NY 13601	Green
23	19019	<b>Creekwood Phase II</b> 101 Creekwood Drive Watertown, NY 13601	Blue
24	19418	<b>Current Applications Expansion Project</b> 275 Bellew Ave South, Watertown, NY 13601	Black
25	39987	<b>DANC Community Tourism Transformation Fund</b> Region wide	Green
26	19821	<b>North Country Food Hub</b> Miner Street, Canton, NY, 13617	Green
27		<b>North Country Infrastructure Fund</b> Region wide	Green

Map #	CFA #	ROUND 3: Project Name & Address	Project Status
28	27135	<b>Port of Ogdensburg Agribusiness Capacity Building</b> 1 Bridge Plaza, Ogdensburg, NY 13669	Black
29	28134	<b>Wild Walk Phase II</b> 45 Museum Dr, Tupper Lake, NY 12986	Blue
30	29111	<b>Inn on Schroon Lake</b> 54 Leland Ave. Schroon Lake, NY 12870	Red
31	29506	<b>Bionique Testing Laboratories Expansion at Lake Clear Facility</b> 156 Fay Brook Ln, Saranac Lake, NY 12983	Green
32	30367	<b>Lake Flower Lodging Resort Hotel Construction</b> 234 Lake Flower Ave, Saranac Lake, NY 12983	Green
33	30924	<b>Seagle Music Colony Centennial and Campus Improvements</b> 999 Charley Hill Rd, Schroon Lake, NY 12870	Green
34	30954	<b>Mercy Health Center Redevelopment</b> 218 Stone St, Watertown, NY 13601	Green
35	31010	<b>Adirondack Museum Renovations and Upgrades</b> 9097 NY 30, Blue Mountain Lake, NY 12812	Green
36	31553	<b>Value Added Agriculture Program</b> Region wide	Green
37	31776	<b>Plattsburgh International Airport Terminal Expansion and FIS Facility</b> 42 Airport Lane, Plattsburgh, NY 12903	Green
38	32225	<b>Hotel Saranac Historic Hotel Renovations</b> 100 Main St, Saranac Lake, NY 12983	Green
Map #	CFA #	ROUND 4: Project Name & Address	Project Status
39	39016	<b>AgriMark Manufacturing Facility Modernization</b> 7063 NY 374, Chateaugay, NY 12920	Green
40	39536	<b>North Country Regional Revitalization Fund</b> Region wide	Green
41	40001	<b>Building Renovation for Regional Arts and Interactive Learning Revitalization</b> 56 Main Street, Potsdam, NY 13676	Black
42	41150	<b>Twinstare Cyber Security Unit</b> 291 Rand Hill Rd, Morrisonville, NY 12962	Green
43	41487	<b>Carthage Joint Wastewater Treatment Facility Improvement</b> 20 Hewitt Drive, Carthage, NY 13619	Green
44	42503	<b>North American Tapes Machinery Purchase for Business Expansion</b> 22430 Fisher Rd, Watertown, NY 13601	Green
Map #	CFA #	ROUND 5: Project Name & Address	Project Status
45	50423	<b>OBPA Ogdensburg Airport Expansion</b> 5910 Route 812, Ogdensburg, NY 13669	Green
46	53500	<b>Adirondack Health Medical Fitness Center</b> 185 Old Military Road, Lake Placid, NY 12946	Green
47	54450	<b>North Country Transformational Community Tourism Revolving Loan Fund Phase II</b> Region wide	Green
48	54678	<b>Lake Pleasant Lodge Expansion</b> 2839 Route 30, Speculator, NY 12164	Orange
49	54793	<b>Village of Tupper Lake Water Supply Distribution Improvement</b> Country Club Road, Tupper Lake, NY 12986	Green
50	55204	<b>Belcam Inc., Private Label and Export Development</b> 27 Montgomery Street, Rouses Point, NY 12979	Green
51	55476	<b>Hoosier Magnetics Kiln Replacement &amp; Dust Collection System Upgrade</b> 110 Denny Street, Ogdensburg, NY 13669	Green
52	55913	<b>Watertown Industrial Center LDC New Building D</b> 800 Starbuck Ave, Watertown, NY 13601	Green
53	56896	<b>Schroon Lake Hotel Construction</b> 959 Route 9, Schroon Lake, NY 12870	Orange
54	57069	<b>Agbotic North Country Value Added Covered Agriculture</b> 18135 Route 75, Sackets Harbor, NY 13685	Green
54	57069	<b>Agbotic North Country Value Added Covered Agriculture</b> 7463 Ross Road, Lowville, NY 13367	Green
54	57069	<b>Agbotic North Country Value Added Covered Agriculture</b> 8 Clarkson Ave, Potsdam, NY 13699	Green
55	57353	<b>LC Drives Manufacturing the Next Generation of Electric Motos and Generators</b> 60 Main Street, Potsdam, NY 13676	Green
56	57417	<b>Seaway Timber Harvesting Inc., New Manufacturing Facility</b> 194 Route 45, Massena, NY 13662	Orange

# Status of All Projects Awarded CFA Funding

The REDC Program has entered its sixth year. In the program’s first five years the state has made awards totaling \$423,159,141 to North Country projects. These awards rank the North Country in third place statewide.

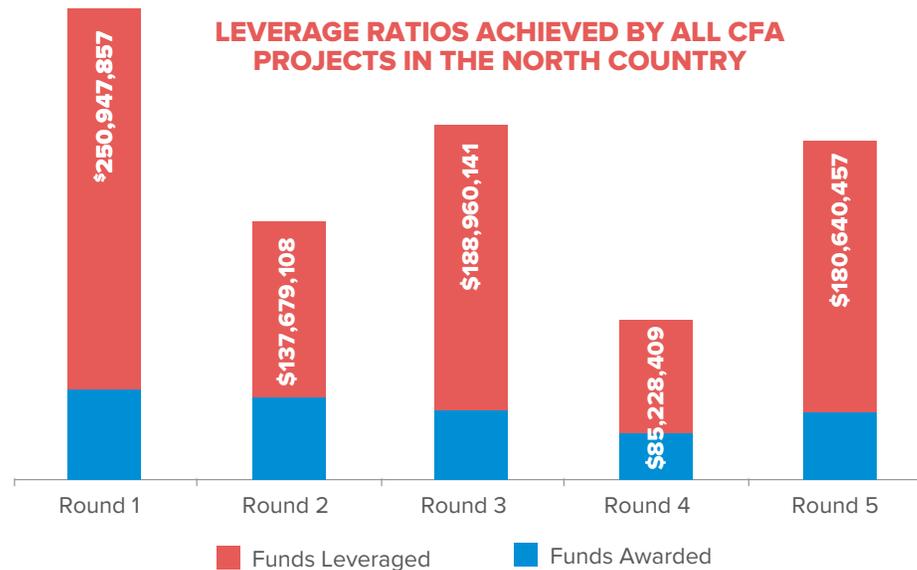
## AGGREGATED STATUS OF ALL PROJECTS

Project Status	Round 1	Round 2	Round 3	Round 4	Round 5	All Rounds	% Projects
Blue	54	49	33	13	0	149	37%
Green	11	36	37	52	70	206	51%
Yellow	2	5	1	3	0	11	2.7%
Red	0	0	0	1	12	13	3.2%
Orange	1	1	1	0	0	3	0.7%
Black	4	4	4	5	3	20	5%
<b>TOTAL</b>	72	95	76	74	85	402	100%

**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

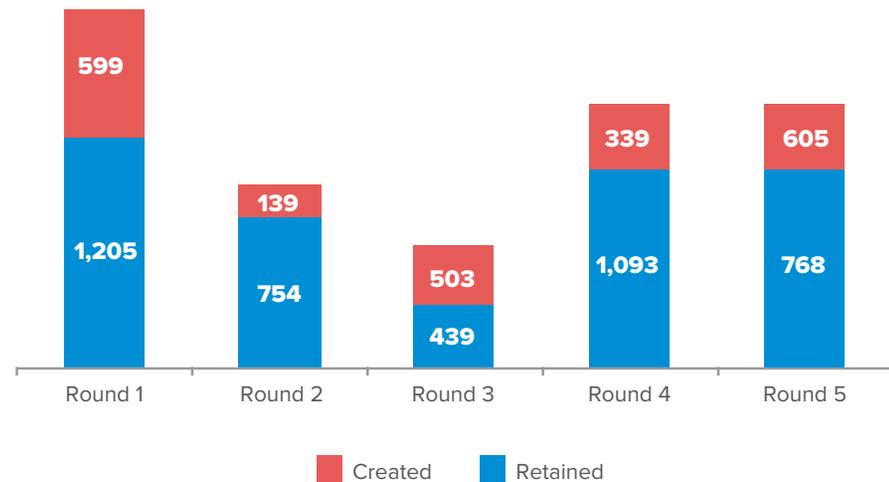
Round	Number of CFA	CFA Award	Total Project Cost	Ratio of CFA Award to Total Project Cost
1	69	\$48,284,141	\$250,947,857	1:5.2
2	91	\$43,952,948	\$137,679,108	1:3.1
3	72	\$36,801,565	\$188,960,141	1:5.1
4	69	\$24,667,645	\$85,228,409	1:3.5
5	82	\$35,652,031	\$180,640,457	1:5.1
Total	383	\$189,358,330	\$843,455,972	1:4.5



# Job Creation

Round	Jobs Retained	Jobs Created	Total
1	1,205	599	<b>1,804</b>
2	754	139	<b>893</b>
3	439	503	<b>942</b>
4	1,093	339	<b>1,432</b>
5	768	605	<b>1,373</b>
<b>Total</b>	<b>4,259</b>	<b>2,185</b>	<b>6,444</b>

NEW AND RETAINED JOBS FROM ALL CFA PROJECTS





# Implementation Agenda

State Priorities  
Regional Priorities  
Proposed Priority Projects

# State Priorities

## REGIONAL MANUFACTURING CLUSTER

### Significant Progress on Strategies

The North Country saw much activity in the Transportation Equipment and Advanced Materials sector over the past year. Several existing companies in this sector announced or completed new capital investments—further strengthening the cluster and laying the groundwork for new business development. This is demonstrated by the addition of several new vendors (all representing foreign direct investment) the region has attracted. These vendors are capable of filling supply chain gaps in this sector and utilizing the pipeline system and other programs that were established in Years 1–5.



NEW YORK AIR BRAKE

## Action Strategies

Promote identity of the Region's Transportation Equipment and Advanced Materials Cluster.

Incentivize growth and expansion of existing cluster members.

Form NAmTrans, a 37-member coalition of the region's transportation equipment and aerospace companies to collaborate on workforce development, supply chain management, Research & Development (R&D) activities, and business-to-business opportunities.

Host the North Country Supply Chain Summit in June 2016.

Establish cross-border connections with cluster-related, Canadian-based businesses.

## Results/Progress

### 4 Retention & Expansion Projects:

Spencer ARL connected with Quebec-based Demers, winning a new contract for ambulance assembly, and supporting expansion of their Plattsburgh facility.

New York Airbrake added a 10,000 sq. ft. test lab to their Watertown facility rather than make that investment in Mexico or one of their other U.S. facilities.

Volvo Bus North America built a \$2.3 million delivery center.

With State assistance, Alcoa retained jobs at its Massena facility, the oldest continuously operating aluminum production and fabricating facility in the Western Hemisphere.

### Recruited 4 New Cluster-Related Companies:

Delastek, a composite parts manufacturer, moved into Plattsburgh's Airfield Industrial Park.

Norsk Titanium selected Plattsburgh for its U.S. headquarters and first industrial-scale additive manufacturing plant and R&D facility for titanium aerospace components.

Plastitel, a thermoplastic parts manufacturer, expanded its existing facility in order to double production capacity.

Prelco, a specialty window manufacturer for the transportation industry, worked with Clinton Community College, utilizing the START-UP NY program to open a new facility.

**NAmTrans signed a cross-border collaborative agreement with the organization representing the Quebec Ground Transportation Cluster.**

## Future Projects

Hi-Lite Group LLC is proposing to establish new headquarters and the Hi-Lite Academy in new business park adjacent to Watertown International Airport. Timeline: 18 to 24 months.

Phase II of LC Drives expansion plan would enable the purchase of equipment used in testing of their motors.

NAmTrans to pursue cross-border collaborative agreement with Aero Montreal, an aerospace industry association in Quebec. *Timeline: six to 12 months.*

# Connection to Other Priority Strategies:

## WORKFORCE DEVELOPMENT

As will be described later in more detail, a number of workforce development activities have been targeted specifically toward the needs of the Advanced Manufacturing Cluster.

Clinton Community College held a groundbreaking ceremony for the construction of the Institute for Advanced Manufacturing, with occupancy planned for fall 2017. The Institute will provide educational programs and training in the fields of transportation, aerospace, and manufacturing, and is a critical workforce development component.

A machinist training course funded by the REDC process in Jefferson County led to the establishment of a production tech program in neighboring Lewis County. The program will begin in September 2016. Both programs were developed through a collaboration of industry representatives, Jefferson-Lewis BOCES, Jefferson-Lewis Workforce Development Board, and the two county economic development agencies.

## OPPORTUNITY AGENDA

In Watertown, New York Air Brake is subcontracting with Jefferson Rehabilitation Center's (JRC) Productions Unlimited to package train brake repair kits. JRC provides a unique opportunity for the developmentally disabled, disabled veterans, and others to become productive members of the economy.

At Spencer ARL, B3CG, Schluter, and Fujitsu in Plattsburgh, REDC investment created a manufacturing jobs training program for low- to moderate-income workers.

## VETERANS

Norsk Titanium is giving preference to veterans and working with local educational institutions to create a training pipeline.

New York Air Brake (NYAB), with support from Jefferson County Economic Development, the Small Business Development Center (SBDC), and the NYS Division of Disabled Veterans Services, sponsored a June "Opening Doors" workshop on becoming certified as a minority-owned, woman-owned, or veteran-owned business. NYAB is seeking to increase its use of vendors certified as Minority and Women-Owned Business Enterprise (MWBE) or veteran-owned. Attended by 25.



## GLOBAL NY

### Foreign Direct Investment

Notable foreign direct investment activities in the North Country this past year involved nine Canadian companies, four German companies, two Scandinavian companies (Norwegian and Swedish), a Spanish company, and an enterprise owned jointly by companies based in the United Kingdom and South Africa. A majority of these companies are also members of the region's Advanced Manufacturing Cluster in the transportation equipment and advanced materials industry. Many, such as Norsk Titanium, Volvo North America, and Plastitel, were drawn to the region specifically for the opportunity to participate in this cluster. Others located in the North Country because of its dual access to the U.S. and Canadian markets.



**Plattsburgh named #2 Micro  
American City of the Future**  
by fDi Intelligence Magazine

Company	Ownership	Project	Cluster Related	Opportunity Agenda	Veterans	Workforce Development	Startup NY
<b>Afgritech</b> Watertown	South America and United Kingdom	Bovine feed supplement company. \$4.5M investment to expand its load-out system and storage facility.					
<b>Aviagen</b> Watertown	Germany	World's leading poultry breeding company. Acquired closed facility and invested \$5M to equip. Will create 38 new jobs.					
<b>Delastek</b> Plattsburgh	Canada	Moved into Air Industrial Park. Produces composite parts and accessories for transportation and aerospace industries.	X				
<b>Insum Solutions</b> Plattsburgh	Canada	A company specializing in Web and mobile applications for customer interaction.					
<b>Kleargo</b> Champlain	Canada	New facility. Specializes in optical glass products.					
<b>MAXAM North America</b> Ogdensburg	Spain	Accelerants manufacturer for the explosives industry. Built \$3M facility to serve U.S. and Canadian clients.					
<b>MTL Technologies</b> Plattsburgh	Canada	Establishing new facility. Produces refrigeration units for retailers.					
<b>New York Air Brake</b> Watertown	Germany	\$5.7M test lab expansion for product testing and development. Company manufactures braking and control systems for freight trains.	X	X	X		
<b>Norsk Titanium</b> Plattsburgh	Norway	Establishing largest additive manufacturing facility in the world and new R&D facility. Will employ 400 people.	X		X	X	
<b>North American Tapes</b> Watertown	Canada	Purchase of new machinery and associated heating and cooling systems to increase production capacity.		X		X	

Company	Ownership	Project	Cluster Related	Opportunity Agenda	Veterans	Workforce Development	Startup NY
<b>Plastitel</b> Chazy	Canada	Established 15,000 sq. ft. facility in 2015 and expanded by another 5,000 sq. ft. in 2016 to double production capacity for thermoplastic products.	X				
<b>Prelco</b> Plattsburgh	Canada	Specialty glass manufacturer for the transportation industry. Established new facility.	X				
<b>Resolute</b> Plattsburgh	Canada	Forest Products Company. Established new U.S. corporate office.					
<b>Roth Industries</b> Watertown	Germany	Broke ground on a \$6.2M expansion and the addition of a new manufacturing line. Produces blow-molded traffic barriers and double-walled storage containers for home heating oil.	X				
<b>Schluter</b> Plattsburgh	Germany	Manufactures substrate materials used in construction applications. Building a 45,000 sq. ft. green facility, adding 200,000 sq. ft. to its warehouse, and adding 46 new jobs.		X		X	
<b>Tulmar Manufacturing</b> Ogdensburg	Canada	Builds components for buses and rail cars.	X				
<b>Volvo Bus North America</b> Plattsburgh	Sweden	New \$2.3M delivery center for coach and transit buses.	X				

With four major international border crossings along the North Country’s extensive border with Canada, it is natural that growing cross-border commerce is a key element of the region’s economic strategy. We offer a strategic location for Canadian companies wishing to access the U.S. market. It is therefore no surprise that Canadian-owned companies dominate foreign direct investment in the region.



## Growing Exports

The North Country is home to a number of world-class companies that export their products and services across the globe. This table highlights projects completed or initiated in 2016 that will help to grow exports of the listed companies.



### 2016 EXPORT ENHANCEMENT PROJECTS

Company	Project	Opportunity Agenda	Veterans	Workforce Development
<b>Afgritech</b> Watertown	Bovine feed supplement company. \$4.5M capital investment stimulated in part by growing exports to Canada.			
<b>Aviagen</b> Watertown	World's leading poultry breeding company. Acquired and renovated Watertown facility for its border access to Canada and Interstate access for overseas exports.			
<b>Belcam, Inc.</b> Rouses Point	With a Round V award, purchased equipment that increased export competitiveness and created new jobs.	X		
<b>Carthage Specialty Paper Products</b> Carthage	A \$2M project to improve production capacity and quality will help to grow international sales by 20%.			X
<b>Curran Renewables</b> Massena	This REDC grant recipient has leveraged the investment and is currently selling 30% of the pellets produced in the North Country to Canada. The company has also sent some experimental container loads to Italy.			X

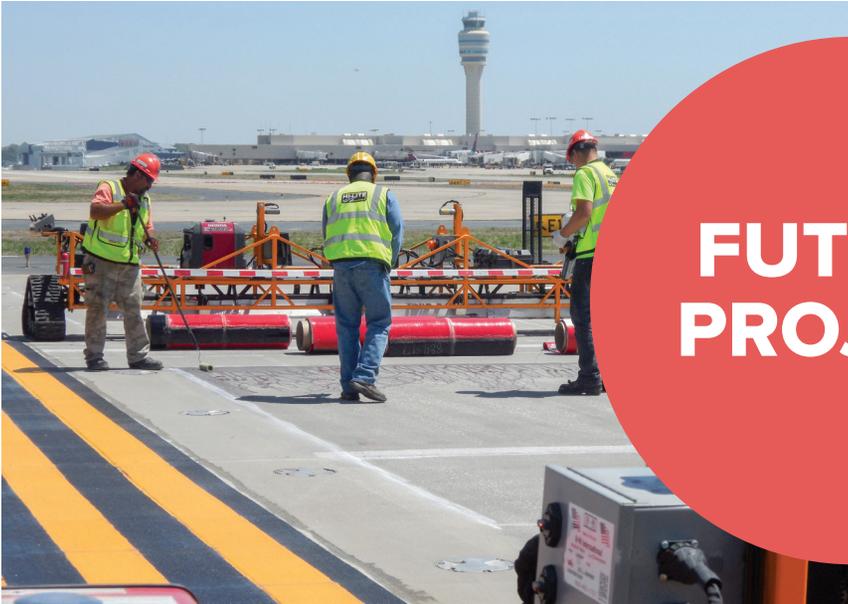
## 2016 EXPORT ENHANCEMENT PROJECTS

Company	Project	Opportunity Agenda	Veterans	Workforce Development
<b>Current Applications</b> Watertown	Custom electric motor manufacturer. Utilized Global NY assistance to attend a trade show in Germany.		X	
<b>Lyndaker's Maple Orchard</b> Croghan	Participated in Global NY trade mission to Tangshan, China to promote North Country maple products. Also attended trade shows in Beijing, China, and the United Kingdom.			
<b>New York Air Brake</b> Watertown	New test lab/product development facility will enhance global competitiveness for foreign sales of train control and braking systems.	X	X	X
<b>North American Tapes</b> Watertown	Completed building and now awaiting delivery of new equipment to double production capacity.			X
<b>North Country Chamber of Commerce</b> Plattsburgh	Coordinated the New York State booth at the Air Show in Farnborough, England. The show offered NYS companies the opportunity to explore export markets in the aerospace sector.			
<b>Port of Ogdensburg</b> Ogdensburg	The historic growth of traffic and expanded capacity of the port is opening up opportunities for exports by the North Country's resource-based industries.			
<b>Roth Industries</b> Watertown	Expansion project will enhance export opportunities for its blow-molded traffic barriers and double-walled heating oil storage containers.			X
<b>Spencer ARL</b> Plattsburgh	Through NAMTrans cross-border networking opportunity, secured assembly contract with Canadian-based ambulance company.	X		X
<b>Stature Electric</b> Watertown	Proceeding with \$3.2M equipment purchase to improve capacity and install a new value-added production line. Will help company to grow its international market.			X

## Other Global NY Support Activity

**EXPORT-IMPORT BANK**—After the Export-Import Bank’s reauthorization by Congress in 2016, the Development Authority of the North Country (DANC) was reaffirmed as a Regional Export Partner with the ExIm Bank to promote its programs to exporters across the region. DANC presented ExIm Bank programs to exporters at the Plattsburgh–North Country Chamber of Commerce’s Supply Chain Summit in June, and will again highlight the ExIm Bank’s offerings at the North Country Alliance’s (NCA) Fall Forum in September.

**GLOBAL NY CREDIT ENHANCEMENT**—The region hosted two workshop presentations of the Global NY program in Plattsburgh and Watertown. As a follow-up to that outreach, the NCA was approved to participate in Empire State Development’s Global NY Export Credit Enhancement Program for providing expansion or working capital assistance for increasing overseas transactions.



**FUTURE  
PROJECT**

**HI-LITE GROUP** proposal for a new corporate headquarters and international training academy adjacent to the Watertown International Airport (noted earlier in the discussion of transportation cluster activity) will enhance logistics capability in deploying to projects around the world. The Hi-Lite Academy will attract airfield services and safety managers from around the world for instruction in runway pavement resurfacing & maintenance, snow & ice management, and general airfield safety management—increasing global recognition of the region and of New York State.



# OPPORTUNITY AGENDA

The North Country Regional Economic Development Council (NCREDC) has continued successful partnerships with nonprofit agencies and private sector employers to assist low income and hard-to-place residents in developing the skills necessary to enter the workforce so that they can share in the benefits of New York State’s economic resurgence.

In 2015, the North Country’s Opportunity Agenda focused on accelerating the region’s development of accessible pathways to improved economic status for those currently living below the poverty line. This builds on the original Opportunity Agenda, in which the Council identified major barriers to employment and self-sufficiency that need to be addressed across the region. Capitalizing on state-allocated resources and partnerships with nonprofit and private sector organizations in the region, the NCREDC has made significant progress to address these barriers and better serve disadvantaged communities and residents in the North Country.

The four 2015 Priority Project Opportunity Agenda awards funded in the 2015 REDC round are all progressing. NCREDC has nominated eight Opportunity Agenda Priority and Regionally Significant Projects for funding in 2016.



## Action Strategies

Address regional concern over low educational attainment by engaging the next generation workforce.

## Results/Progress

Implementation of youth-oriented career exploration events such as Career Jam and Manufacturing Day.

## Future Actions

Discussions are currently under way to replicate the Career Jam program in the Plattsburgh area and to offer the St. Lawrence County schools an opportunity to attend the Watertown event.

Continue the encouragement of manufacturing- and STEM-related career exploration through events and programs across the region.

Action Strategies	Results/Progress	Future Actions
<p>Provide more training programs that enable disadvantaged populations to obtain marketable job skills that will meet the needs of employers and create more opportunities to reach self-sufficiency.</p>	<p>In Clinton County, Assembling Industry: Manufacturing &amp; Education (AIME) and CV-TEC’s Career Connect Program provide workforce development and training. At the conclusion of training, participants take part in an employment seminar where area manufacturing employers interview graduates.</p> <p>The Ready to Work Program, sponsored by the Jefferson County Community Action Planning Council in partnership with the Workforce Development Board, Jefferson Community College, and BOCES, offers technical and vocational training as well as soft skills such as Workforce Readiness Basic Skills. Graduates of this program hold a degree or certification in their chosen field and are employed at a rate higher than minimum wage.</p>	<p>The AIME program is currently being duplicated in Essex County, with plans to expand to Franklin County.</p> <p>Continue support of the Ready to Work Program.</p>
<p>Create more employment opportunities for developmentally disabled persons in the region.</p>	<p>NY Air Brake contracts with the Jefferson Rehabilitation Center, located in Watertown, to provide employment to developmentally disabled individuals in Jefferson County.</p>	<p>Endorsement of the 2016 Priority Project submitted by the Jefferson Rehabilitation Center to purchase a direct to substrate printer (UV flatbed printer) to replace current silkscreen technology used on several product lines at the Production Unlimited Facility, which employs developmentally disabled individuals in Jefferson County. This project will retain 34 jobs at the facility and create an additional 2 jobs.</p>
<p>Increase connectivity in the region to better address the issue of travel distances to job and training opportunities.</p>	<p>The Franklin County Plattsburgh Commuter Service—a partnership of Franklin County, NY DOT, and the Association of Senior Citizens in Franklin County—provides a Plattsburgh Commuter Service with two round trips daily. The service helps meet the workforce needs of Plattsburgh-area manufacturers/ businesses which in turn, provide gainful employment to Franklin County residents who face persistently high unemployment.</p> <p>In Jefferson County, the Ready to Work Program, sponsored by the Community Action Planning Council and Stewart’s Shops, provides gas cards, car repairs, bus tickets, and taxi fare for those facing difficulties in commuting to work. Through this program, families are able to obtain and maintain employment.</p>	<p>Continue support of the Franklin County Commuter Service and seek to increase the number of employers involved to create more job opportunities for Franklin County residents.</p> <p>Continue support of the Ready to Work Program.</p>

# VETERANS

The North Country Region is home to 40,478 veterans who served our nation in World War II, the Korean and Vietnam Wars, Gulf War I, Iraq and Afghanistan, and the Global War on Terror. The North Country Region is also the home of Fort Drum, the largest military installation in the northeastern United States. The relationship between the North Country community and the military is unparalleled anywhere in the nation, especially when it comes to connecting transitioning veterans to career opportunities in the region.

Through the strong partnership of the local Workforce Development Board and the Soldier for Life-Transition Assistance Program, connections are made with employers providing career opportunities throughout the region. In addition, all of the North Country’s colleges and universities are rated as being veteran friendly. The result is a robust program of training and transition assistance that encourages veterans to remain in the North Country as entrepreneurs or highly skilled employees.

## 2016 EXPORT ENHANCEMENT PROJECTS

Program	Education	Job Skills	Referrals	Transition Assistance
American Jobs Center			X	
SUNY Canton—Solar Ready Vets	X	X	X	
Syracuse University—Onward to Opportunity	X	X	X	
Jefferson Community College—Veterans Council			X	X
Clarkson University—Vetrepreneur Program	X			X
Soldier for Life—Transition Assistance Program			X	X
Soldier for Life—Transition Assistance Program		X	X	
Natural Gas Boot Camp		X	X	
Microsoft Software and Service Academy	X	X	X	
Renewable Energy & Communications Towers Technical Program		X	X	
Armed Forces Services Corporation				X

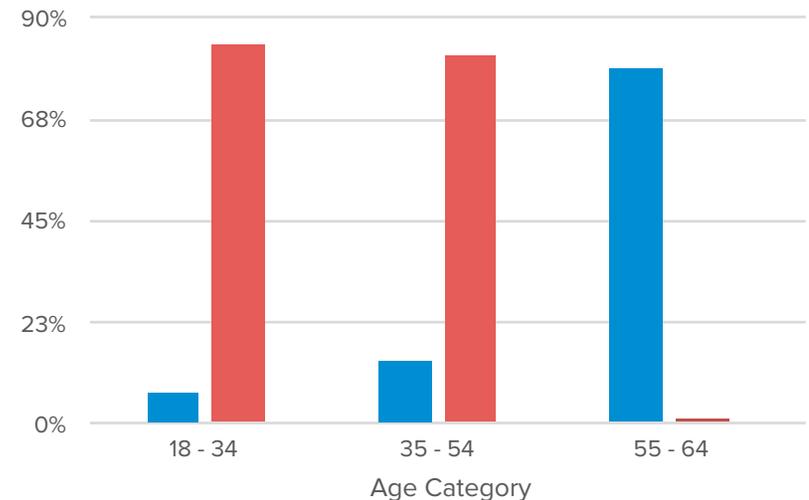
Along with a comprehensive array of training and transition programs, the Workforce Development Board collaborates with organizations throughout the North Country to offer special programming directed at veterans. Examples include:

- Jefferson & Lewis County economic development agencies held a Hire-A-Vet program in Watertown and Plattsburgh (October 2015) to introduce the veteran population and their skills and abilities to area manufacturers.
- The NYS Small Business Development Centers (SBDCs) work with veterans to establish small businesses in the region. Weekly Workshops are provided at Fort Drum. The SBDC located at SUNY Jefferson also held a MWBE and Veteran-Owned and Service Disabled Veteran Owned Small Business (VOSB) Certification Workshop in June, 2015.
- Between January 2015 and December 2015, the Workforce Development Boards (WDB) provided job training and transition assistance to 1,275 veterans. From January through June 2016, the WDBs have served 1,180 veterans.

To facilitate opportunities for veteran-owned and minority-owned businesses, local agencies and New York Air Brake partnered with the NYS Division of Service Disabled Veterans' Business Development to offer a workshop on the certification process and how to pursue contract opportunities with the government and prime contractors.



**VETERANS LABOR FORCE PARTICIPATION BY AGE GROUP**



■ Veteran Population by Age Group    ■ Participation Rate by Age Group

# INNOVATION HOTSPOT

Since the 2012 Council process, Clarkson University has been the designated Hot Spot in the North Country. By definition, hot spots are community centered; Clarkson recognized this from the outset by proposing an innovative hub (Potsdam) and spokes (Massena, Ogdensburg, Plattsburgh, Saranac Lake, Watertown) for the Hot Spot design.

## Impact of the North Country Innovation Hot Spot:

**134 Business Proposals**

**64 Jobs Created**

**14 Jobs Retained**

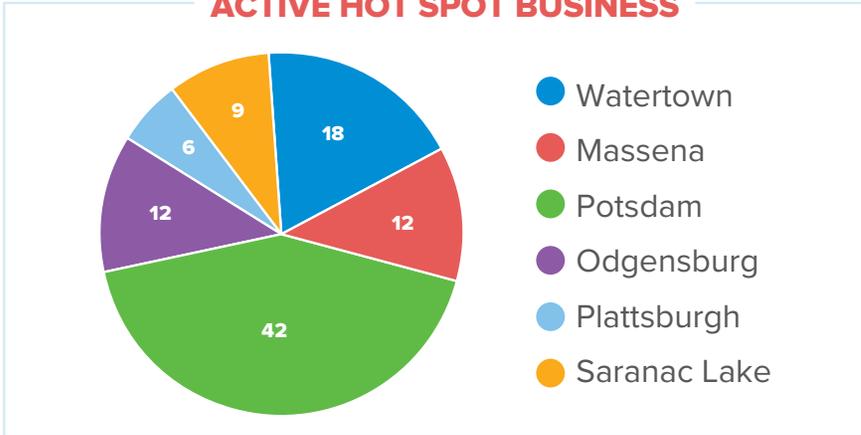
**99 Active Businesses**

Entrepreneurs Have Come from **26 Different Communities** Across the Region

**\$5.35 Million** in New Investment and Revenue

**3 Hot Spot Companies**—LC Drives, Agbotic, C-Quest were 2015 CFA Recipients

ACTIVE HOT SPOT BUSINESS



The North Country Hot Spot program’s decentralized approach has led to success in our rural region. Clarkson University will continue this approach with a 2016 Hot Spot proposal to identify, vet, and launch 50 more projects/start-ups and explore locating the Hot Spot at as many as four more locations around the region. This expansion, of course, depends on demand; however, Clarkson’s hub and spokes model is itself a response to the decentralization of the North Country’s population centers and recognizes that in order to prompt innovations and startups, the Hot Spot must go “on the road,” i.e., to where innovators live.

# SUNY2020/HIGHER EDUCATION RESEARCH & DEVELOPMENT

The region's 11 colleges and universities—eight of which are SUNY schools or community colleges—are primary economic drivers in several communities across the region, creating local payrolls and bringing revenues into their host communities. Recent economic impact assessments for several of the universities in the North Country found that each university impacts the regional and State economies by tens to hundreds of millions of dollars annually. For example:

- The latest report from the Commission on Independent Colleges and Universities determined that Clarkson University, St. Lawrence University, and Paul Smith's College have a collective annual economic impact of \$679.9 million
- A recent study found that SUNY Potsdam generates approximately \$375.9 million worth of economic activity in the Jefferson, Lewis, and St. Lawrence County region each year.
- A 2010 report estimated that the net added income generated by Jefferson Community College operations and the spending of non-local students contributes a total of \$24.8 million in income to the economy each year.

In addition to the direct impacts the colleges have on the economies of their local communities, the colleges' research and development initiatives are preparing the region's workforce for tomorrow's economy. Eleven institutions also collaborate closely on economic and workforce development initiatives through the Higher Education and Research & Development Consortium of the North Country (HEARD).



The region's most recent SUNY 2020 project—the Institute of Advanced Manufacturing (IAM) at Clinton Community College (CCC)—commenced construction in May 2016, supported by a \$12.7 million SUNY 2020 grant. The project is a good example of regional collaboration because, throughout the planning stages, CCC consulted business and education partners, including Clarkson University and SUNY Plattsburgh, to ensure that the training certificate and degree offered by IAM will meet regional business needs. IAM, which will open in fall 2017, will offer stackable credentials fitting into certificates and degrees. Other regional university collaborations include:

- SUNY Canton and Clarkson University have signed an agreement that allows graduates of Canton's Bachelor of Business Administration program to pursue a one-year accelerated Master of Business Administration program at Clarkson University.
- Clarkson University partnered with SUNY Plattsburgh to offer the North Country Regional Business Plan Competition. 34 students participated in the competition, including four high school students. \$25,000 was awarded to successful entrants and seven moved on to the state competition.

Examples of individual colleges responding to regionally significant needs include:

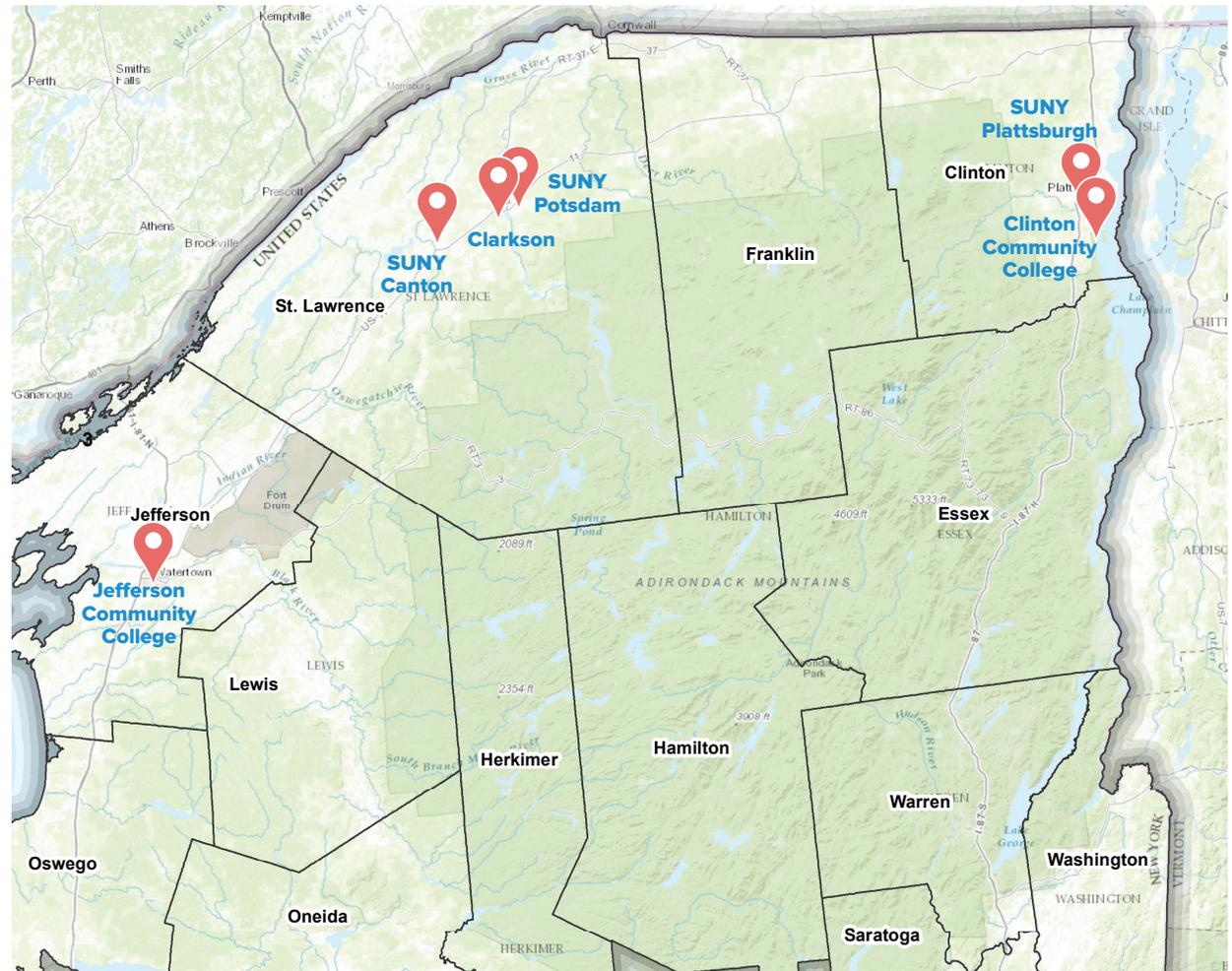
- Clarkson organized a robotics competition and participated in the "Career Jam"—a career awareness program held in Watertown for 9th and 10th graders.
- Paul Smith's College provided a new program in Logger Training—Six workshops were provided to approximately 60–70 forestry professionals. The program includes use of a portable simulator for dangerous buncher-logger equipment. This training is being made available to people across the region who are interested in the forestry professions, as they go to various locations, such as BOCES.
- On April 25, St. Lawrence University hosted the 2016 North Country Symposium, "The Many Faces of Entrepreneurship: Creating a Supportive Environment." The primary objective of the event was to explore how the region can build upon its talent, resources, and existing energies to create an entrepreneurial "ecosystem" that helps to identify, nurture, and develop entrepreneurs—and thus create a more diversified and resilient economy.

## START-UP NY

Six of the colleges in the region have approved campus plans for the START-UP NY program, and a seventh campus is finalizing its draft plan for submission to SUNY and Empire State Development.

At SUNY Plattsburgh, Eye-In Media is utilizing a combination of Wi-Fi and digital signage to help businesses, not-for-profits and government agencies communicate with their customers. Two additional Canadian-based companies were approved by Empire State Development for participation in the START-UP NY program in 2016.

SUNY Plattsburgh also amended its campus plan to designate nearly 298,000 sq. ft. of space in five buildings and 35.7 acres of undeveloped land at the Northstar Technology Center (formerly Wyeth Pharmaceutical R & D facility) in Chazy, N.Y., as space to encourage growth of businesses there.



# LOCAL GOVERNMENT

A number of key leaders from local governments are engaged in Council activities, improving their understanding of the economic development process and encouraging them to think beyond their own municipal boundaries. This has led to more strategic investment of limited resources to create a regional climate that more effectively supports economic growth. Our local government leaders have identified infrastructure development—including water, wastewater and broadband—as critical to the North Country and our small municipalities are leading the way in creating these necessary improvements.

At the same time, our local governments are limited in both staff and financial resources. One method of meeting these challenges is for local governments to work together to share services and collaborate on projects with a shared benefit. Across New York State, government consolidation is a difficult topic, but our small communities in the North Country have proven that cooperation and potential consolidation can be a path to success.

## RECENT LOCAL GOVERNMENT COOPERATION EXAMPLES:

Program	Action	Status
<b>Village of Port Henry and Town of Moriah</b>	Dissolution of village	Approved
<b>Village of Richville and Town of Dekalb</b>	Dissolution of village	Under review
<b>Elizabethtown-Lewis and Westport School Districts</b>	Share Superintendent	Approved
<b>Town of Clifton and Town of Fine</b>	Merger	Assessment completed and not approved by Town Board
<b>Village of Herrings and Town of Wilna</b>	Dissolution of village	Under review
<b>Village of Harrisville and Town of Diana</b>	Dissolution of village	Under review
<b>City and Town of Plattsburgh</b>	Cooperative agreement	Under way
<b>Village of Hermon and Town of Hermon</b>	Dissolution of village	Approved and in process



**CITY OF PLATTSBURGH  
MAYOR JAMES  
CALNON AND TOWN  
OF PLATTSBURGH  
SUPERVISOR MICHAEL  
CASHMAN SIGN  
A COOPERATIVE  
AGREEMENT**

# Implementation of Key Regional Priorities

## PERFORMANCE MEASURES & KEY REGIONAL INDICATORS IN THE NORTH COUNTRY

There are a number of regional indicators that illustrate progress in the region but are not captured in official government statistics. Some examples follow.

Donations to Community Foundations in the region have increased substantially between 2011 and 2015. At the Northern New York Community Foundation, total assets have grown from \$33.8 million to \$60 million, and the number of funds the foundation administers has grown from 250 to nearly 400. This gives the foundation the ability to support a wider variety of efforts in Jefferson, Lewis and St. Lawrence Counties. At the same time, its donor base has shifted from a few large donors to many small donors supporting scholarships or designated funds. The Adirondack Foundation has nurtured similar growth. The total number of its donors has increased, as has the average amount of donations. The Adirondack Foundation has also seen

an increase in the number of small donors. Its donor base has become more interested in flexible advised funds that can be used to address community issues as they arise.

The Champlain Valley in Essex County has seen 16 new small farms (defined as less than 220 acres) established in the last decade. The growth of small local farms and food producers is helping the region diversify its economy and create opportunities for employment and community improvement. Typically in their twenties or early thirties, these farmers are raising grass-fed cattle, pigs bred for foraging, and pastured poultry, and fruit and vegetables, and creating artisan cheeses and yogurt for local and New York City markets. They are attracting other young people to the area, many of whom are starting small businesses themselves.

## PLATTSBURGH INTERNATIONAL AIRPORT EXPANSION



The region's three major airports continue to grow and expand. Watertown International Airport completed a \$3.5 million, 1,000-foot runway extension in August of this year and is in the midst of a \$700,000 terminal expansion to improve security checkpoint efficiency and customer amenities. Ogdensburg International Airport will complete a \$25 million extension of its runway in October, with Allegiant Air having already announced that it will now be able to bring in larger aircraft and offer direct flights to Florida. Plattsburgh International Airport is in the midst of a \$60 million project, with \$4.5 million in funding through the Regional Council process, to triple the size of its terminal, add state-of-the-industry security measures, and add a Federal Inspection Services (FIS) facility for clearance of international passengers.

Small town and farm-based breweries, wineries, and distilleries are rapidly expanding across the region. In an area that previously offered few such businesses, 6 distilleries, 16 wineries, and 17 breweries now operate, attracting visitors and exporting

locally-produced goods. To build upon these assets, Clinton, Jefferson, and St. Lawrence Counties offer wine and brewery trails for visitors to the region.

The chambers of commerce in Jefferson, Lewis, and St. Lawrence Counties each sponsor a leadership institute. The Chamber of Commerce in Plattsburgh started a new leadership program this year. Through these programs, the chambers provide trained volunteers to take on the important leadership posts in not-for-profit organizations and local governments. The Jefferson Leadership Institute has graduated 490 leaders since 1991. The Lewis Leadership Institute has graduated 62 leaders since 2010. The St. Lawrence Leadership Institute has graduated 302 leaders since 1994.

The North Country is attracting a new generation of foreign tourists, and overseas media has developed an interest in the region. A five-part series for German television was developed in early 2016, and a Japanese television crew will be in the region later in the year. The tour was supported by a grant

awarded to the Ogdensburg Bridge and Port Authority, administered by the Regional Office of Sustainable Tourism in coordination with Thousand Islands International Tourism Council, the Adirondack Coast Visitors Bureau and the St. Lawrence County Chamber of Commerce, Inc., by New York State & Empire State Development and the I ♥ NY Division of Tourism under Governor Andrew Cuomo's Regional Economic Development Council Initiative. As part of a

blogger familiarization tour hosted by the Adirondack Coast Visitors Bureau, eight bloggers from throughout the United States, Canada, and Europe were invited to explore the Lake Champlain, Adirondacks and Thousand Islands regions of New York's North Country. Japanese Pro Angler Shinichi Fukae participated in the Fishing League Worldwide (FLW) tour on Lake Champlain in June 2016 while filming for his television show, which airs on Japanese TV and online.

1000 ISLANDS HARBOR HOTEL



# NCREDC PIPELINE COMMITTEE

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

critical to the future economy of the region. Along with the important partnerships noted below, special effort was made in 2016 to hold outreach meetings with intermediaries (banks, accountants, attorneys, etc. across the entire region).



# COMMUNITY DEVELOPMENT

## Significant Progress in 2015-2016

In a large, primarily rural area like the North Country, the combination of local-scale community development with municipal governments as key partners is the way things happen. The REDC process has served to improve communication channels among professionals in the region. It has also provided the state staff and financial resources necessary to support the implementation of regional strategies at the local community level by including both public and private partners.

As emphasized in the North Country’s 2015 URI submission, many North Country communities maintain historic but underutilized downtowns and main streets. To attract new residents and visitors, these communities must update their facilities to connect people to the natural resources that first caused these areas to be settled.

Numerous communities in the North Country have accessed CFA programs to facilitate community development, primarily using funding from seven agencies: Homes and Community Renewal; Office of Parks, Recreation, and Historic Preservation; Council on the Arts; Department of Environmental Conservation;

Department of State; Environmental Facilities Corporation; and NYSERDA. The total number of grants and amount of funding in 2015 were:

Agency	Number of Projects	Total Funding Awarded
Homes & Community Renewal	17	\$4,836,393
Office of Parks, Recreation, and Historic Preservation	6	\$1,280,500
Council on the Arts	11	\$487,806
Department of Environmental Conservation	5	\$1,103,800
Department of State	10	\$3,268,806
Environmental Facilities Corporation	1	\$1,850,000
NYSERDA	2	1,500,000
<b>TOTAL</b>	<b>52</b>	<b>\$14,327,305</b>

Community development related strategies in the North Country plan revolve around strengthening our communities through planning, downtown and waterfront revitalization, strengthening corridors, historic preservation, attracting young people and former residents who have out-migrated, quality housing, making local governments more efficient, and engaging our colleges and universities.

The following stories highlight several communities across the region that are at various stages of the community development process. The villages of Clayton and Tupper Lake and the City of Plattsburgh have turned the corner and are seeing the results of their hard work. The cities of Ogdensburg and Watertown, as well as the villages of Lowville, Saranac Lake, Potsdam and Lake Placid/Wilmington will see substantial progress as projects are completed in the next year.



# Clayton

## JEFFERSON COUNTY

### Luxury Hotel

Utilizing a \$3 million investment attained through the REDC process the 1000 Islands Harbor Hotel opened in the summer of 2014. This 104 room, four-star property is the first full-service hotel in Clayton since Victorian Era hotels disappeared nearly a century ago. The project reclaimed a waterfront brownfield site that had been a snowplow factory and was once the terminus of the New York Central Railroad. With the hotel's opening, the town's taxable lodging sales nearly quadrupled from about \$1 million to nearly \$4 million in 2015.<sup>1</sup> A 2015 survey of visitors to the Thousand Islands showed that the average party spent \$1,382 on their visit, with lodging accounting for \$459.<sup>2</sup> Based on those averages, the overall incremental spending generated by hotel guests is estimated to be \$12 million.

The hotel's opening is a significant turning point in the revitalization of the village's downtown and waterfront. The town has also opened a transient boating facility immediately adjacent to the hotel. Existing seasonal shops and restaurants have extended their operating schedules as the hotel attracts guests year-round and several new shops and restaurants have opened in revitalized storefronts. Residential real estate in the village has been bolstered as its attractive waterfront and active downtown have drawn both new residents and vacation home owners to the village.

Peak season (July) hospitality and leisure employment in Jefferson County rose to 6,000 in 2015, the highest number in 25 years of recorded data. Monthly 2016 data through June is showing another increase of 300 jobs over 2015 in the tourism sector.<sup>3</sup>

<sup>1</sup> Based on 2015 taxable sales reported to Jefferson County for occupancy tax collection

<sup>2</sup> 2015 Study by Placemaking commissioned by 1000 Islands International Tourism Council

<sup>3</sup> New York State Department of Labor data



CLAYTON

# Tupper Lake

FRANKLIN COUNTY

Wild Center  
Wild Walk

The state's investment in the Wild Center's Wild Walk has resulted in a 172 percent increase in visitation to Tupper Lake's premier destination. In 2014, 58,000 people visited Tupper Lake's Wild Center. In 2015, the Wild Center attracted more than 158,000 visitors, 33 percent of whom were from outside NYS. According to research by the Regional Office of Sustainable Tourism, the average visitor to the region spends \$84.50 per day, indicating that this project has supported just over \$13 million in direct spending in the North Country.

This increase in visitation has helped spur new investment in Tupper Lake, including the establishment of 12 new businesses and the major expansion of two. Additionally, through NYS Empire State Development Market New York funding, the Wild Center has pursued extensive research on attracting millennial visitors to the North Country. This research is being shared throughout the region and a new guidebook for local businesses is being distributed to the region's business owners to help them attract this important market segment.





# Plattsburgh

## CLINTON COUNTY

### Transportation Equipment & Aerospace

Plattsburgh was once known chiefly as the home of Plattsburgh Air Force Base. The closure of the base in 1995 was a wakeup call for the community and motivated the creation of strategies for economic development. Foreign direct investment by Canadian companies was identified as a viable option for growth, and an early success of this new strategy was the opening of a Bombardier train assembly plant in the city. City leaders worked over the next 15 years to attract other transportation related companies, eventually building a small cluster consisting of ground transportation equipment companies and suppliers.

Since the Regional Council system was instituted in 2011, employment in the Transportation Equipment Cluster has grown substantially. New York State investment in projects at Bombardier; the Volvo Group's bus manufacturing companies Nova Bus and Prevost; and Spencer ARL, a supplier to Volvo and assembly plant for Demers Ambulances, has helped the companies expand their presence in the region and attract additional suppliers. Growth in the cluster has attracted interest and investment from around the globe recently. Norsk Titanium, a Norwegian aerospace company, is the largest project and will create the most jobs, but other new additions will be equally valuable. Now over 30 transportation-cluster-related businesses operate in the Greater Plattsburgh area.

Growth in the cluster has also created job and development opportunities in other industries. A new Fairfield Inn opened in 2016, adding dozens of new job opportunities. Two new breweries opened in the historic section of the former Air Base, several new restaurants and a new bookstore opened downtown, and Plattsburgh International Airport is tripling the size of its passenger terminal to meet increased demand. With assistance from NYS, the airport was able to add clearance for international travelers to the project. The recent announcement by Governor Cuomo that Plattsburgh has been selected for investment through the Downtown Revitalization Initiative (DRI) program will further enhance economic advancement for the City of Plattsburgh and its residents.



Ogdensburg is a city situated on the St. Lawrence River along the U.S.-Canadian border. It was a prosperous manufacturing center from the early 19th century through the mid-20th century. Like so many other small upstate cities, it has struggled to adapt to the loss of manufacturing jobs.

Ogdensburg is well positioned to redevelop its waterfront and the surrounding real estate. This is partially due to New York State investments. With assistance of CFA funding, the Ogdensburg Bridge and Port Authority expanded capacity to support Blueway, Fort La Presentation, and shore engineering projects. Other investments—both private and public—have been targeted to clean up the old Diamond International and Augsby Petroleum sites, positioning them for redevelopment.

New/expanded businesses have sprung up in the downtown area and along the Route 37 corridor—for example, the Sherman Inn, Hosmer’s Marina, United Helpers Mosaic corporation, and the Gil Jones complex. These businesses will capitalize on the new focus on the tourism potential of the city’s 18th-century French fort, the oldest operating U.S. customhouse in the nation, the Frederick Remington Art Gallery, and streets lined with classic mid-19th-century architectural gems. CFA funds will support the expansion of Ogdensburg International Airport and will allow the community to target its marketing efforts to Canadian customers traveling to southern destinations.

With these new endeavors, however, the city’s emerging economy must and will be based on more than tourism. NYS recognized

this by investing \$340,000 in CFA funds in two of the city’s rebounding manufacturers in 2013 and 2015 (Ansen and Hoosier). This investment paralleled other public and private investments in locating or expanding companies like Acco International, Maxam, Blast Boss, and Defelsko, as the traditional manufacturing culture continues to refocus on niche products rather than the mass-market commodity products of yesteryear.

Finally, supplementing the tourism development and manufacturing resurgence, the third “leg” of the new Ogdensburg economy includes public sector enterprises, especially the United Helpers facilities, St. Lawrence Psychiatric Center and the two correctional facilities. In a word, the emerging Ogdensburg economy is more diverse than it was during the “golden age.”



## Ogdensburg

ST. LAWRENCE COUNTY





## Lowville LEWIS COUNTY

In 2016, two significant events shaped Lowville's current trajectory. The Climax Packaging Company closed in April, ending over 100 years of operations. On the other end of the spectrum, Kraft Heinz Foods announced a major expansion of its Philadelphia Cream Cheese facility. The expansion will bring a new string cheese production line into Lowville.

The expansion at Kraft Heinz will have an impact on a regional basis. The village of Lowville will be working on improvements

to its waste treatment facility to handle the increased production. On a larger scale, farmers from across a wide area will see increased demand for their milk. The Lowville Producers Dairy Cooperative has submitted a CFA to help fund new laboratory equipment and additional staff to test and monitor the milk product that will be used at Kraft Heinz.

Other agricultural projects are in development. Agbotic, Inc. is seeking a location in the Lowville area for its first full-

size automated greenhouse project. Several goat and beef farms also are diversifying their operations in the area.

In southern Lewis County, Snow Ridge Ski Resort is under new ownership and is offering increased hours and new events. The Boondocks Restaurant in Lyons Falls has submitted a CFA application to fund a conference and event center that will create a venue unlike any other between Syracuse and Lake Placid.

Significant investments have been and continue to be made in the City of Watertown, helping the county seat of Jefferson County make physical improvements in the downtown center and prepare for more economic growth related to Fort Drum, manufacturing, and the service/tourism industries. A \$2.5 million Restore NY award facilitated the rehabilitation of the historic downtown Woolworth Building to create affordable housing opportunities and small business investment. Over \$4 million in New York State funds supported the demolition of the blighted Mercy Hospital. The \$13

million reconstruction of Factory Street, NYS Route 283, will be completed in the next six to nine months. This corridor serves as a key link between downtown Watertown, the northeast section of the city, and Fort Drum.

The community has several proposed projects, including the creation of a formal downtown revitalization plan that would build a vision and strategic plan for Watertown's downtown core. Phase II of the Lincoln Building Revitalization will complete development of this historic downtown site. A Downtown-Riverfront Parks Connection feasibility study will produce a detailed assessment of how

best to connect pedestrians to the Black River and the corridor's recreation assets. Additionally, the city is planning to finalize its draft Local Waterfront Revitalization Program, adopt a Complete Streets Policy, and create a Cross-City Trail Connection Plan in the coming year.

The city was awarded \$5.85 million in state transportation funds to construct the Western Boulevard Road Connector between high traffic Arsenal and Coffeen Streets immediately adjacent to I-81, which serves as the economic hub of retail and service-related activity in Watertown and Jefferson County.

## Watertown

JEFFERSON COUNTY





## Potsdam ST. LAWRENCE COUNTY

The Village of Potsdam continues to focus efforts on revitalizing buildings while maintaining their historical integrity. The village has recently completed the rehabilitation of two mixed-use buildings that are within the Market Street National Register District. Public funds were matched dollar for dollar with private funding, as has been the model for several other downtown Potsdam restoration projects. Potsdam uses its historic significance in its recruiting and retention program targeted at university students, faculty, healthcare professionals, and retirees.

Potsdam had submitted an application to the Restore NY and ESD programs to assist Clarkson University and J.R. Weston, Inc. to adaptively reuse three long vacant academic buildings on Clarkson University's Downtown Campus for graduate student and market-rate rental housing. The project will create approximately 55 new rental housing units in downtown Potsdam. It will transfer ownership of the building from the nonprofit Clarkson University to its for-profit subsidiary J.R. Weston, which will provide additional taxable value to the village's tax base, where nearly 73 percent of the village's taxable value is exempt. Equally important, the project will expand the customer base for downtown businesses. This will result in a more vibrant and vital community center.

The village is also the lead agency for the Raquette River Blueway Trail, which incorporates six communities along the 174-mile river. The regional economy will grow by enhancing existing water-based recreational infrastructure and working to prepare residents of river communities to start small businesses.

Saranac Lake, a designated “All-America City,” will host the World Snowshoeing Competition in 2017 and already hosts the Can-Am Rugby Tournament, the largest such tournament in the Western Hemisphere. In 2012, a \$463,000 investment of REDC funds supported these efforts by helping renovate the athletic

field on top of a former landfill.

To capitalize on these events and Adirondack tourism as a whole, the state is investing in the Hotel Saranac (a \$5 million state investment) and Saranac Lake Resort (a \$2 million investment) projects. The village is also using NYS Main Street funding to leverage private investment in

the renovation of over a dozen properties downtown.

The village plans to apply to the new LISC Zombie Property Program to help establish a database of vacant properties, and identify strategies for addressing blight, building vacancy, and foreclosure issues.

## Saranac lake FRANKLIN COUNTY





## Lake Placid/ Wilmington ESSEX COUNTY

As an established tourist destination, the Lake Placid/Wilmington Region has leveraged its prestige as a two-time Olympic Winter Games host and its proximity to the Adirondack High Peaks to attract millions of visitors and many international sporting competitions each year. Olympic venues, such as Whiteface Mountain, Mount Van Hovenberg Cross Country Ski Center, and the Olympic bobsled run, serve as both visitor attractions and venues for international competition. Large-scale events such

as Ironman Lake Placid and the Summit Lacrosse Tournament further attract thousands of visitors every summer.

The community is home to numerous resorts with more than 1,500 hotel rooms within walking distance of Lake Placid's Main Street, including three of Conde Nast Traveler's Top-20 Hotels in the Northeast. Several projects have increased the number of modern rooms, including a new Hampton Inn, the renovated Hotel North Woods (partially funded through the

NCREDC's Tourism Transformation Fund), and the expanded Crowne Plaza resort.

New projects will continue to keep this area among the Northeast's top visitor and competition destinations. In May 2016, USA Luge announced that it will retain and expand its headquarters in Lake Placid with the assistance of \$6 million in state funding. The state also invested \$12 million to complete the redevelopment of Whiteface Veteran's Memorial Highway in 2013.

## Proposed Future Projects

Among the dozens of community development related project applications in 2016, a sample of future projects applied for include:

-  Clinton and Franklin County combined projects to leverage **downtown revitalization** through façade improvements and a comprehensive review of laws, practices, and programs
-  Wastewater improvements in Lowville to support **Kraft expansion**, as well as in Elizabethtown and Potsdam
-  Water and sewer system improvements in Canton to support **downtown businesses**, as well as a microenterprise grant fund proposal
-  Adaptive reuse of Clarkson University's historic downtown campus to spur **downtown revitalization** and whitewater recreation park
-  The North Country **Children's Museum** in Potsdam
-  **Parks, trails, and open space** master plan as well as a Complete Streets analysis in the city of Ogdensburg
-  Watertown Lincoln Building Revitalization Phase II and **downtown revitalization**
-  Tupper Lake **hotel renovation** and main street program
-  Saranac Lake **downtown revitalization**

## NY Rising

NCREDC is actively supporting its NY Rising communities in undertaking priority projects to reduce future flood hazards, protect residents, and sustain the Ausable River, which adds \$12 million in angling revenues to the regional economy.

A 2015 NCREDC Priority Project Local Waterfront Revitalization Program grant is funding installation of climate-ready culverts and restoration of stream banks on the Ausable River, both priority projects of the Towns of Jay and Keene Community Reconstruction Plan. The Town of Wilmington is also utilizing 2015 NCREDC Priority Project funds to design improvements to the Lake Everest Dam, which will assist in maintaining the long-term health of the Ausable.

Funding is now being sought through a Department of State - Local Waterfront Revitalization Program CFA to continue the Ausable River Association's efforts to advance NY Rising priorities through culvert replacement and Wilmington's construction of improvements at the Lake Everest Dam.



## The Regional Waterfront Program

In 2011, planners, tourism agencies, and economic developers in Clinton and Essex County joined together to donate their services to advance revitalization and tourism sector development efforts. The REDC process provided an opportunity to seek funding at the regional level to take the steps necessary to bridge the gap between identified opportunities, successful project implementation, and public sector investment.

In 2013 and 2014, Franklin County joined with Clinton County to submit successful CFA applications for Regional Waterfront Program funding. In 2015, the Regional Waterfront Program application was submitted by Tupper Lake, on behalf of its Adirondack neighbors.

As illustrated below, the benefits of this regional cooperation and technical assistance funded by previous DOS grants are now apparent. North Country communities have gathered stakeholders, and established public and private sector partnerships. Planning has been facilitated and key priorities have been identified, yielding a pipeline of future Regional Waterfront Key Projects. The following is a summary of initiatives from these efforts.

**REGIONAL WATERFRONT PROJECT PROGRESS**

<b>Projects Completed 2015-2016</b>	<b>In Progress for Completion in 2017</b>	<b>In Progress for Completion in 2018</b>
<b>Saranac River Trail Greenway (SRTG) Study</b>	<b>Ticonderoga Sawmill Schematics</b>	<b>Keeseville Waterfront Park Planning and Design</b>
<b>Plattsburgh Whitewater Park Study</b>	<b>SRTG Next Phase Investigation and Design</b>	<b>Peru Streetscape Enhancement Construction</b>
<b>Rouses Point Railroad Station Restoration</b>	<b>City Beach/Crete Center Redevelopment Feasibility Study</b>	<b>Village of Malone Park Street Redevelopment</b>
<b>Rouses Point Welcome and History Center</b>	<b>Peru Streetscape Plan</b>	<b>Town of Saranac Pickett’s Corner Park Phase I Improvements Design</b>
<b>Wilmington Gateway Signage</b>	<b>Northern Tier Rec Trail Design</b>	<b>City of Plattsburgh Beach Redevelopment</b>
<b>Adirondack Coast Wine Trail Signage</b>	<b>Town of Plattsburgh Lapierre Lane Site</b>	<b>Regional Downtown Streetscape and Façade Program Development</b>
	<b>Adirondack Wine Trail Marketing Plan</b>	<b>Malone Marketing Plan</b>
		<b>Tupper Lake Accommodations and Attractions Study</b>
		<b>Malone Recreation Park Development Plan</b>
		<b>Saranac Lake Streetscape Enhancements</b>
		<b>Tupper Lake Signage, Streetscape, and Trails</b>
		<b>Wilmington Everest Lake Dam Design</b>

# WORKFORCE DEVELOPMENT

The Council has supported projects that are meeting the demand for expanded and better trained workforces—especially those involving the manufacturers, farms, and tourist attractions that the Council has highlighted in its key strategies since 2011. The region’s three Workforce Development Boards prepared the North Country Regional Workforce Plan, which addressed priorities for a trained workforce, and the New York State Department of Labor (NYSDOL) accepted that plan.

The priorities outlined in that plan have helped to direct clients into programs such as:

- The Soldier for Life Transition Assistance Program (SFL-TAP) office at Fort Drum, which enables area businesses to connect transitioning soldiers to in-demand occupations and openings throughout the region.
- Paul Smith’s College offers degrees at the bachelor’s level for tourist industries, while several regional community colleges offer associate’s degrees, and each of the region’s BOCES Tech Centers provide certificate-level credentials.

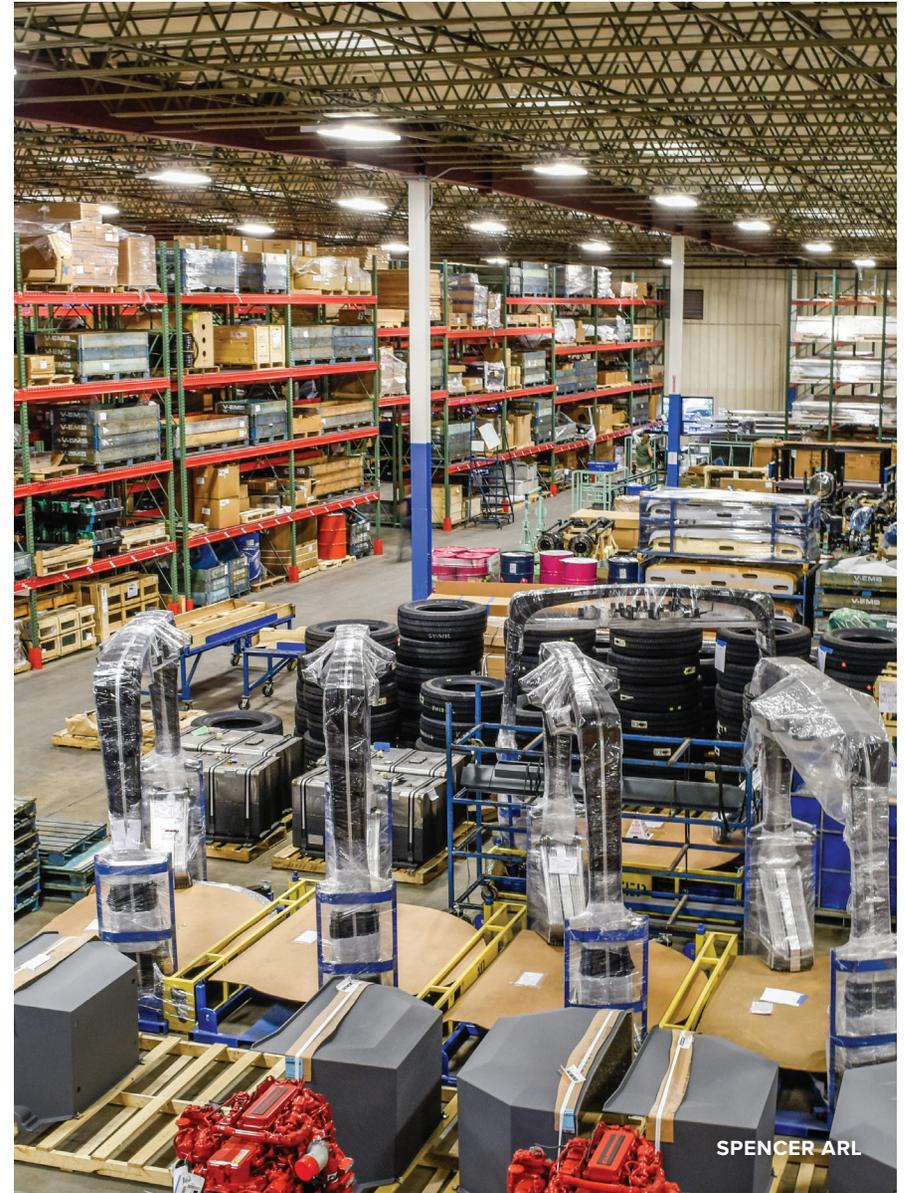
- Kraft Heinz and Agri-Mark are expanding in Lewis and Franklin counties and have connected with the local American Job Centers to screen and locate workers and to utilize on-the-job training to upgrade their workforces.
- SUNY Jefferson offers a certificate and Paul Smith’s College offers a Minor Degree program in Craft Beverages as wineries, breweries, and distilleries are becoming commonplace all over the North Country.

Training new workers and upgrading the skills of incumbent workers for today’s jobs is also limited by the fact that in PY 15, the region’s three WDBs received a total of about \$3.56 million in WIA/WIOA funding; their PY16 allocation was is \$3,018,303. This decrease of 17.99 percent continues a long-term reduction in state and federal funding earmarked for training the workforce of today. These continual decreases also present an even greater financial challenge to those training the workforce of the future. Nevertheless, as demonstrated in the following charts, the region’s education and training providers have developed a wide variety of initiatives. The region’s three WDBs summarize them in the following tables:

## Workforce Training Strategies

### Advanced Manufacturing

- Develop from-the-ground-up training programs necessary to make sure that North Country employees working in the new “ink” production facilities have the skills required to make the businesses a success.
- Develop quality standards that will make certain that the incoming raw materials will be delivered in the forms best suited to further processing into AM “inks.”
- Develop supplementary training programs to ensure that producers of the raw materials that will be processed into the AM “inks.”
- Much of the employee training will be done in collaboration with existing regional entities that have a superlative track record in preparing the workforce for the marketplace, including the three North Country BOCES, CITEC, Clarkson University, Clinton Community College, Paul Smith’s College, SUNY Canton, and the region’s three Workforce Development Boards.



SPENCER ARL

Strategy	Phase of Development	Strategy Description	Partner Agencies with LWDBs
<b>Assembly, Industry, Manufacturing &amp; Education (AIME)</b>	NC: Being Sustained	Classroom training for college students	Development Corp
<b>Thrive</b>	NC: Being Sustained	Highlights career & employment opportunities for all ages	Business, School districts, Nonprofits
<b>SUNY 20/20 Grant: Institute for Advanced Manufacturing</b>	NC: Initial Implementation	Economic development & advancement in reasearch opportunities	Business, NYS Colleges & Universities, SUNY Canton, Clarkson University
<b>Production Technology</b>	J-L: Being Sustained	Classroom training for adult DW & youth	Business, Jefferson County IDA, BOCES
<b>Glenfield: Integrated Production Tech</b>	J-L: Initial Implementation	Classroom training for 10th-12th graders	Business, Lewis County IDA, BOCES, Local school districts
<b>Manufacturing Day</b>	J-L, NC, StLaw: Expanding	Connecting manufacturers with students, Plant tours, 30 manufacturers, 28 schools	Business, CITEC, IDAs, STEM
<b>Career Jam</b>	J-L: Expanding	Career exploration with 8th grade students	Business, Labor organizations, IDA, BOCES, Clarkson University, WDI
<b>Career Connect</b>	NC: Initial Implementation	Career exploration for middle school students	Business, School districts
<b>CITEC</b>	J-L, NC, StLaw: Being Sustained	LEAN Manufacturing training	Business, Education
<b>North Country STEM Network</b>	Being Sustained	Object based learning, Preschool/High School	Higher education, Business, BOCES, IDAs
<b>Franklin County: Career Connect</b>	NC: Conceptual	Career exploration event for middle school students	SUNY Plattsburgh STEM
<b>Apprenticeships</b>	J-L, NC: Being Sustained	Career pathway	Labor unions, Business, NYSDOL
<b>On-the-Job Training (OJTs)</b>	J-L, NC, StLaw: Being Sustained, Expanding	Career pathway	Labor unions, Business, NYSDOL

## Healthcare

- Create educational opportunities to expose students to careers in the healthcare field
- Collaborate with educational partners to create training programs for current and anticipated workforce needs
- Provide Classroom and On-the-Job training grants to fill gaps in the healthcare industry

Strategy	Phase of Development	Strategy Description	Partner Agencies with LWDBs
<b>Assembly, Industry, Manufacturing &amp; Education (AIME)</b>	J-L, StLaw: Initial Implementation	Variable incentive programs to attract needed medical professionals to the area; offers students job shadowing	FDRHPO, Hospitals, WDB
<b>St. Lawrence P-TECH</b>	StLaw: Initial Implementation	Bioinformatics partnership with regional health care	United Helpers, Regional hospitals, North Country Community College, SUNY Canton
<b>Community Health Worker</b>	J-L, StLaw: Initial Implementation	Anticipated job title	SUNY Jefferson, SUNY Canton
<b>STEM Network</b>	J-L, StLaw: Being Sustained	Collaboration of business, education, workforce, & schools to promote STEM	Business, BOCES, school districts
<b>Dental Continuing Education, CEUs for Dentists and Dental professionals (Video Conferencing with University of Buffalo)</b>	J & StLaw: Being Sustained	Healthcare	University of Buffalo, SUNY Canton
<b>Care Coordination Certificate Program</b>	StLaw: Being Sustained	Healthcare	FDRHPO, JCC, SUNY Canton
<b>Emergency Medical Technician, Basic Advance, and Critical Care</b>	StLaw: Being Sustained	Healthcare	NY State Department of Health, FDRHCPO

**Tourism**

- Establish a North Country Hospitality Hot spot program at Paul Smith’s College
- Utilize new tourism jobs to train hard to place workers
- Create and implement transformational education & workforce development approach
- Assist workers in developing the advanced skills necessary to meet the needs of the region’s growing employment opportunities

Strategy	Phase of Development	Strategy Description	Partner Agencies with LWDBs
<b>Culinary Arts &amp; Hospitality</b>	J-L, NC, StLaw: Being Sustained	Training in tourism related trades	BOCES, CU-TECH, Paul Smith’s, SUNY Jefferson
<b>The Frontline Hospitality Promotion Workshop</b>	J & StLaw: Being Sustained	Tourism	I Love NY, 1000 Islands Tourism Council



CULINARY ARTS STUDENTS AT PAUL SMITH’S COLLEGE

## **Agriculture and Clean Energy**

- Integrate educational programs targeting skills & discipline training required for this economic sector
- Linkage of Fort Drum transitioning soldiers to the many employment opportunities in this sector

### **AGRICULTURE**

<b>Strategy</b>	<b>Phase of Development</b>	<b>Strategy Description</b>	<b>Partner Agencies with LWDBs</b>
<b>Production Technology (Food Manufacturing)</b>	J-L: Being Sustained	Machining & Production Technology	Business, IDAs, SUNY Jefferson, Paul Smith's, Clarkson University
<b>SUNY 20/20 Grant</b>	J: Conceptual	Agricultural Programs	SUNY Jefferson
<b>SUNY Education</b>	J-L, NC, StLaw: Expanding	Higher Education Agricultural Training	SUNY Morrisville, Cobleskill, Cornell University



**CLEAN ENERGY**

Strategy	Phase of Development	Strategy Description	Partner Agencies with LWDBs
<b>Solar Ready Vets</b>	J-L, NC, StLaw: Being Sustained	Train veterans leaving the military	US Dept of Energy NYSERDA FD, Department of the Army, SUNY Jefferson, SUNY Canton, FD Soldier for Life
<b>Solar Thermal - NABCEP entry level</b>	StLaw: Being Sustained	Clean energy	SUNY Canton, WDB
<b>Solar Thermal - NABCEP entry level (online)</b>	J-L, NC, StLaw: Conceptual	Clean energy	SUNY Canton
<b>Solar Photo Voltaic - NABCEP entry level</b>	StLaw: Being Sustained	Clean energy	SUNY Canton
<b>Solar Photo Voltaic - NABCEP entry level (online)</b>	J-L, NC, StLaw: Being Sustained	Clean energy	SUNY Canton
<b>IBEW - Electrical Apprenticeships</b>	J-L, NC, StLaw: Being Sustained	WMD & solar training	IBEW
<b>Safety &amp; Fire Considerations for Solar PV</b>	J-L, NC, StLaw: Being Sustained	Clean energy	NYSERDA, Meister Consultants NY - Sun training network
<b>Solar PV Permitting and Inspection Methods</b>	J-L, NC, StLaw: Being Sustained	Clean energy	NYSERDA, Meister Consultants NY - Sun training network
<b>Solar PV for Engineers &amp; Architects</b>	J-L, NC, StLaw: Being Sustained	Clean energy	NYSERDA, Meister Consultants NY - Sun training network
<b>Solar Installer Workshop</b>	J-L, NC, StLaw	Clean energy	NYSERDA, CUNY
<b>Biomass Boiler Training</b>	J-L, NC, StLaw	Clean energy	NYSERDA
<b>Building Performance Institute (BPI) Testing</b>	J-L, NC, StLaw: Being Sustained	Clean energy	SUNY Canton
<b>Building Performance Institute (BPI) Building Science Training</b>	J-L, NC, StLaw: Being Sustained	Clean energy	SUNY Canton
<b>Building Performance Institute (BPI) Building Science Training (online)</b>	J-L, NC, StLaw: Conceptual	Clean energy	SUNY Canton
<b>NYS &amp; CSEA Partnership Plumbers Apprentice Program</b>	StLaw: Being Sustained	Clean energy	SUNY Canton

## Youth Program Initiatives

The Council and its Workforce Work Group recognize that the region must recruit and retain its young people. In order to develop a pipeline to replace the region’s aging population, multiple youth program initiatives have sprung up across the region. They include:



Northern Borders Academy P-Tech (Franklin County)



Adirondack (ADK) P-Tech (Clinton County)



Northern P-Tech Academy (St. Lawrence County)



North Country STEM Network (All seven counties)



Made in Clinton County, online career exploration (Clinton County)



GPS for Success online career exploration—won a Certificate of Excellence at annual NYS Economic Development Council meeting in Cooperstown (Jefferson, Lewis, and St. Lawrence)



Integrated Production & Design Technology (Lewis County)



Champlain Valley Regional Science Fair (North Country WDB)



Massena Science Fair through The Boys & Girls Club (St. Lawrence County)



STEM Day Camps—Fort Drum RISE, Horizons Engineering, Roller Coaster Camp at Clarkson University, Kids Camp



-  STEM camp at SUNY Jefferson. (Jefferson, Lewis, and St. Lawrence)
-  MASH Camp (Medical Academy of Science and Health) offered by Fort Drum Regional Healthcare Planning Organization. Medical and Science Healthcare camp for grades 8–12 exploration in healthcare careers (Jefferson, Lewis, and St. Lawrence)
-  Workforce 2020 & Gateways: Job-seeking skills for high school junior and seniors (Jefferson, Lewis, and St. Lawrence Counties)
-  FIRST Robotics: Building interest in engineering and innovation for students grades 6–12 (All seven counties)
-  Career Jam and Career Connections: Career exploration in the 16 National Career Clusters. (Jefferson, Lewis, Franklin, and Clinton Counties)
-  Master Teachers: Training and developing effective teachers in project-based learning
-  Malone STEM Camp with Physical Therapy department at Clarkson University (Franklin County)
-  Manufacturing Day in all three LWDBs, CITEC, and NC STEM Network, 500 students from 28 schools. (All seven counties)
-  SUNY Canton encouraged future engineers with Girls in Engineering Day (St. Lawrence)

# AGRICULTURE

Agriculture historically represents the economic foundation of the region, and it continues to sustain local economies throughout the North Country. To advance the industry, the Council is addressing three challenges that affect agricultural production in the North Country: a short growing season; limited access to value-added production facilities; and the loss of intergenerational knowledge transfer. To address these challenges, the NCREDC is advancing three key strategies to promote agriculture in the Region: Advancing high-tech, year-round food production; expanding value-added food production; and fostering a new generation of farms and agribusinesses through education and training. Achievements in the North Country's agricultural industry this year include:

- **Advancing high-tech, year-round food production:**

In Round 5, priority project Agbotic was awarded \$1.9 million in ESD funding for the construction and operation of large-scale, automated greenhouses for year-round vegetable production.

The construction of a 15,000 sq. ft. greenhouse was completed in Sackets Harbor in March, and is anticipated to produce 10,000 pounds of greens, herbs, and root vegetables each month. The developer also received local permitting approval to proceed with construction of a similar facility in Potsdam,

and the property has been cleared and prepared for site development.

- **Expanding value-added food production:**

In 2015, New York State successfully negotiated an agreement with Kraft Heinz to preserve 340 jobs over the next two years, and to create an additional 110 jobs within five years at its Philadelphia Cream Cheese facility in Lowville. NYS has committed assistance to the modernization project in Lowville. The Village of Lowville is actively working on municipal infrastructure projects to support the Kraft-Heinz expansion and various state agencies have supported the village in this effort. In addition, other ancillary projects, such as an equipment expansion and new employment at the Lowville Producers Dairy Cooperative (a NCREDC priority project) are a result of the Kraft Heinz expansion.

Agri-Mark is one of the largest dairy producer cooperatives in the Northeast and makes award-winning products for McCadam and Cabot Cheese brands. They process 1.2 million pounds of milk from 265 dairy farms to make about 120,000 pounds of cheese each day. A \$30 million renovation and expansion of Agri-Mark's Chateaugay facility now under way will rebuild the 110,641 sq. ft. dairy processing plant, including reengineering the plant's layout, and purchasing

new machinery and other equipment. The project is being funded in part with a \$2 million award from the REDC, and \$4 million from ESD's Economic Transformation Program. This project will increase the plant's efficiency, capacity, and competitiveness, which will retain 106 jobs and secure a continued market for local milk.

Cornell Cooperative Extension of St. Lawrence County invested \$130,000 to construct a certified, commercial demonstration and teaching kitchen in Canton. The facility gives local producers access to an inspected and certified commercial kitchen environment for light food processing and the development of value-added products. Forty food producers have toured the new facility, and the kitchen is anticipated to help up to five farms in its first year with the preparation and sale of packaged food products.

- **Fostering a new generation of farms and agribusinesses:**

Since its inception in 2014, New York's New Farmers Grant Program has awarded \$1.4 million to a new generation of farm operations located throughout the state. Of this total, 22 percent was invested in young farmers who chose to establish their businesses in the North Country. In the 2016–17 funding cycle, six awards totaling \$205,382 helped finance six new farms in the Region: four in Essex County, one in Lewis County, and one in Jefferson County.

Senator Patty Ritchie secured \$200,000 to create the Agricultural Studies Academy in St. Lawrence County, a one-year program that provides high school seniors with a comprehensive introduction to agricultural sectors and related career fields. The initiative is a joint partnership between Cornell Cooperative Extension of St. Lawrence County and St. Lawrence Lewis BOCES. Students enrolled in the academy will complete an agricultural curriculum and earn credit towards a Regents diploma by focusing on career and college preparation, and develop job readiness skills through hands-on farm experience. Twelve seniors from five school districts are enrolled for the 2016–17 school year, and enrollment is expected to double in Year 2.



## Significant Actions Needed to Implement Key Strategies

The Council supports the advancement of agricultural opportunities that operate through increased economies of scale. The region's dairy industry operates primarily under this business model and is a significant contributor to the North Country economy. The Council also recognizes the importance of investing in the continued expansion of niche food production. Continued efficiencies in dairy manufacturing and expanding markets for high quality foods require targeted capital, education, and workforce development investments. These investments include:

**1** Expanding workforce development programs for key production positions in agriculture as the North Country dairy industry evolves and diversifies. In June, representatives from Jefferson and Lewis County governments and service organizations traveled to Batavia to learn about workforce training and education programs that assist Genesee County's yogurt manufacturing companies. The information from the trip will be used to launch a similar program to create a pipeline of qualified employees who will meet the labor needs of North Country dairy processors. This program will also be used as a recruiting tool to take advantage of the region's milk production capacity and attract additional companies in that sector.

**2** Increasing investments in service organizations and institutions that provide education and training to the agricultural community. A successful education delivery model includes Cornell Cooperative Extension's Regional Ag Team, which provides high-level technical expertise in dairy, livestock, crop production, and agribusiness management to farm operations across the region.

**3** Continuing to expand the delivery of high level expertise in business development, marketing, and value-added production for produce, meats, wine, spirits, and maple products through the Harvest New York Program. Opportunities should also be expanded to deliver training to produce growers in Good Agricultural Practices (GAP) and the Food Safety Modernization Act (FSMA).

**4** Supporting the delivery of technical and business training through two- and four-year degrees at North Country campuses. For example, Jefferson Community College now offers an agribusiness degree to assist farm operations with business expansion and profitability. Two proposed degrees in agribusiness and mechatronics engineering at SUNY Canton currently await approval from the State Department of Education.

5

Investing in additional on-farm research to address the environmental challenges of farming in the North Country. These include a limited growing season, unique soils, and micro climates. In 2016, the Northern New York

Agricultural Development Program received \$600,000 to undertake research in crop production, dairy production, disease and pest control, honey and maple production, and specialty crop production.



WORKER AT KRAFT HEINZ FACILITY IN LOWVILLE

## Proposed Future Projects

Round 6 investments to increase and diversify value-added food production in the North Country include:



The **Lowville Producers Dairy Cooperative**, which represents 180 member farms in Lewis County that supply all their milk production to the Kraft Heinz facility in Lowville. Based on the anticipated increased production at the renovated Kraft Heinz plant, the cooperative has proposed an investment of \$240,000 to acquire laboratory testing equipment to monitor milk quality for cream cheese production. The project will internalize and streamline milk testing, which will achieve a faster turnaround time, improve the quality of the milk supply, and increase employment at the cooperative.

**Forever Wild Beverage Company** will lease space and construct a new production facility in downtown Lake Placid. The craft brewery will include a processing kitchen and production room with bottling and packaging equipment. The company will also feature a small bar and tasting room, and give visitors a “meet the maker” experience.



**Ausable Brewing Company** in Keeseville will expand its facility to increase production volume and meet market demand. Phase I of this project focuses on construction and the purchase of new equipment, while Phase II will focus on installing a larger brewing system.

To help foster a new generation of North Country agribusinesses, the Council recommends awarding funds to **Zehr’s Flowers and Landscaping**, a second-generation, woman-owned small business in Castorland. The award to Zehr’s will allow the company to construct a new facility that will expand its garden and commercial landscaping center.



## Economic Spinoffs from Regional Council Projects

The state invested in Tug Hill Vineyards in Round 3, and the Adirondack Coast Wine Trail. These investments accelerated the emergence of craft breweries, cideries, and cold-climate wineries across the North County. The creation and expansion of this boutique industry helped spur Valcour Brewing Company's investment in the restoration and renovation of the historic

Old Stone Barracks in Plattsburgh. This \$1.5 million project transformed the two-story stone building into a craft brewery, which includes a tasting room that features five varieties of beer, an event space that can fit up to 100 people, a general store, and a six-room inn. Other breweries, wineries, cideries, and distilleries have also recently opened in the region.



# Alignment with State Priorities

## WORKFORCE DEVELOPMENT

BOCES' Agricultural Studies Academy, the associate's degree in agribusiness at Jefferson Community College, and two proposed bachelor's degrees at SUNY Canton are designed to help the North Country develop a new and well-prepared, agricultural workforce. SUNY Canton also plans to develop a new two-year degree program in agricultural technology.

## VETERANS

Farm Ops, a first-in-the-nation program, aims to recruit U.S. military personnel serving at Fort Drum to the agriculture industry. The initiative provides on-the-job training experience to veterans at pilot farm sites across the state. Farm Ops allows retiring veterans to use earned military benefits for 6 to 24 months of on-the-job agriculture training to learn all aspects of a farm's operation.

## GLOBAL NEW YORK

Maple products are a unique, signature North Country export. In 2013, Lewis County officials participated in a Global NY trade mission to the Tangshan, China Trade Conference, and a Food and Beverage Fair in Beijing. A second trade mission to China in 2015 also distributed export samples to 30–40 Chinese food companies. Participation in these initiatives led to the shipment of 1,700 bottles of maple syrup produced by Crogan-based Lyndaker's Maple Orchard and Moser's Maple.

## OPPORTUNITY AGENDA

In Round 5, the North Country Food Co-op was awarded \$216,867 from the New York State Division of Housing and Community Renewal for the renovation of its store, which packages and sells locally grown foods to the surrounding downtown neighborhood and greater community of Plattsburgh. The Co-op is Plattsburgh's only downtown food store and advances the intent of New York State's Main Street Program.



# CLEAN ENERGY

The North Country continues to move forward on its vision of creating the greenest energy economy in the state. A 2011 Priority Project led the region to develop a Sustainability Plan. The 2015 URI plan highlighted the region’s clean energy leadership through capacity expansion strategies. The NCREDC continues to focus on Clean Energy initiatives through the following priorities:

- 1 Increase the local generation and distribution of renewable energy in communities that support development of alternative energy sources
- 2 Increase the efficiency of the region’s housing stock
- 3 Reduce energy use through consumer decision-making and behavior changes
- 4 Create capabilities to adapt to climate change through proactive planning and infrastructure upgrades

## PROGRESS

Renewable Energy	Recent Activities	Future Activity	Other
<b>Wind</b>	31% increase in wind generation in last 4 years. Total 984 installed MWs	530 MWs in development	
<b>Solar</b>	\$8.5M invested since 2011	Solarize campaigns active in 4 communities more to come.	
<b>Biomass</b>	ReEnergy Black River—on line with 422,000 MW	Convert state office complex in Ray Brook. Municipal heating district in planning stage in Tupper Lake	Model Residential Wood Heating Program in development

## Actions Needed:

- Continue to focus on Community Sustainability at the municipal level and move forward on microgrids and community generated distribution.
- Focus efforts on financing and regulatory support for programs to finance clean energy projects in hydro, biomass, wind, and solar to ensure these production methods continue to grow.
  - Utilize PACE—Property Assessed Clean Energy
  - RECs for Tier II Maintenance Tier
  - Behind-the-meter pricing
  - Expedited retail electricity pricing opportunities/develop models like solar platform for other sources: wind, hydro, biomass
- Advocate for state and private support to increase transmission capacity in order to ensure that clean energy generated in the North Country can be supplied to metropolitan areas.

## Economic Spinoffs

- Each 80 MW wind energy installation adds approximately six to eight new skilled employment opportunities.
- Biomass energy creates employment in the timber and trucking industries. proactive planning and infrastructure upgrades



## VETERANS

**SOLAR TRAINING FOR VETERANS:** Fort Drum was selected by the Department of Energy, in partnership with the Department of Defense and military branches, based on the number of exiting military personnel from the installation, the strength of the surrounding solar market, and the training capacity of nearby training institutions. The SunShot Initiative's Solar Ready Vets® program connects our nation's skilled veterans to the solar energy industry. Employment in the U.S. solar industry has increased 123 percent since 2010, and veterans are strong candidates to fill solar positions because they are disciplined, motivated, and technologically savvy. Fort Drum achieved its first class of graduates from this training program in 2016.



# TOURISM

## Progress

**Market NY**—The Ogdensburg Bridge and Port Authority collaborated with tourism promotion agencies across the region in marketing initiatives with specific focuses on specialized traveler segments including motorcyclists, paddlers, fishermen, boaters, and Quebecois visitors. Marketing was performed through targeted digital media and physical booth presences at international trade shows including the Ottawa Outdoor & Adventure Travel Show, The Travel and Vacation Show, B.O.S.S Expo, and the Erie Sport & Travel Expo. Additionally, many regional brochures and advertising pieces were translated into French to capitalize on our border with Quebec and accommodate our foreign visitors.

**Accommodations Development**—In 2012, Empire State Development awarded \$2 million in grant funding to the Development Authority of the North Country to establish the NCREDC's Transformational Community Tourism fund, a low interest loan program targeted at hospitality and tourism investments. To date, \$1.12 million has been committed to hospitality projects that provide modern lodging or are destination attractions. These projects have created 22 and retained 70 jobs in the North Country and have leveraged over \$8.67 million in private investment. Funded projects include the rehabilitation of a hotel in Lake Placid, the acquisition of a Nordic ski facility on Lapland Lake, the construction of a high-end RV park in Alexandria Bay, and the acquisition of a ski resort in Turin.

Despite the success of the existing tourism loan fund, some projects require grant funding to address unique circumstances of the North Country. The North Country Regional Economic Development Council strongly supports the creation of a Tourism Capacity Expansion Capital Grant Program to support hotel and hotel-related development projects in the region. **Hotel development in the North Country has proven to be an economic driver in our small communities, supporting the expansion of other businesses such as restaurants, retail stores, and service companies, which provide benefits for both residents and travelers alike.** Successful hotels also convert our seasonal travel economies to a more year-round economic driver. The cumulative effects can be economically

transformative—for example, the Village of Clayton, which is described in the Community Development section of this report.

Despite their potentially transformative effects, these projects are riskier to finance, given the small markets that dominate the region, the dispersed community centers that work against cluster development, and the vagaries of weather that can dramatically affect occupancy and financial viability. Therefore, a source of grant funding that will help mitigate some of the lending risk is critical to the success of small-town hotel development and the spinoff community development benefits.



**Sport, Recreation and Event Development**—Following a \$200,000 investment from Empire State Development, the Cycle Adirondacks bicycle tour introduced 160 riders and several hundred family members to the region in its first year. This investment led to \$250,000 in expenditures at local vendors, \$45,000 in grants awarded to local civic organizations, and additional visitor spending of over \$65,000.

In 2015, the Tug Hill region completed major snowmobile trail improvements that will greatly improve the snowmobiling experience in the area.

The Adirondack Park Upper Hudson Recreation Hub grants, funded by New York State and The Nature Conservancy, provided \$100,000 to seven businesses in the five towns most impacted by the Finch, Pruyn & Co. land acquisition. These projects will increase tourism opportunities, support small business growth, and expand recreational offerings in one of the most remote regions of the Adirondack Park. The combined impact of these grants is the creation of nine full-time jobs and five part-time jobs. Additionally, 39 jobs in the region were retained.

**Attraction Modernization**—The North Country’s Cultural institutions implemented significant upgrades over the past year, including a new dock and boat tours at Fort Ticonderoga, new exhibits and a visitor center at the Adirondack Museum, new exhibits at the Wild Center, and façade improvements at the Frederic Remington Art Museum. Over \$3.35 million in state funding assisted in the successful development of these projects.

Boldt Castle in Alexandria Bay completed a new gift shop facility and introduced audio tours of the complex. Through July, the attraction has seen a nearly 20 percent increase in visitation over 2015 and is enjoying the highest visitation since 2001.

Action Strategies	Results/Progress	Future Actions
<p>Create a Regional Tourism Planning Initiative to build connections between communities and pursue opportunities already identified in development plans, including the NCREDC’s Tourism Destination Workbooks, local waterfront revitalization plans, and other community strategies.</p>	<p>To date, 15 North Country communities have either completed or begun work on <b>tourism development plan workbooks</b>, creating an opportunity to identify common issues and opportunities and refine the Regional Council plan to address them.</p>	<p>Organize to pursue national and international sports events on a regional basis.</p>
<p>NCREDC’s Tourism Destination Workbooks, local waterfront revitalization plans, and other community strategies.</p>	<p>Transformational Community <b>Tourism Fund</b> administered by the Development Authority of the North Country to local and regional economic developers, as well as hospitality developers and investors from outside the region.</p>	<p>Establish <b>Hospitality Hot Spot</b> program: Coordinate regional investment opportunities, solicit hospitality developers and potential investors, and offer industry knowledge to entrepreneurs.</p>
<p>Commission a region-wide hospitality <b>market analysis</b> to determine the viability and types of markets for additional lodging facilities, and establish baseline data for business plans.</p>		<p>Create a grant fund that functions in a similar manner to the Main Street Program to facilitate redevelopment of small lodging establishments into modern facilities offering a uniquely North Country experience.</p>

## Pursue strategic development of keystone tourism resources



### **TRANSPORTATION:** *Improve transportation connections...*

- ...to exploit unmet demand from markets such as New York City, Boston, and Toronto.
- Improve **port facilities** to attract cruise visits to the St. Lawrence River.
- Market inbound tourism through **airports**, including Plattsburgh, Watertown, and Ogdensburg.
- Improve **train speeds** on Amtrak's Empire Corridor, thus improving connections from New York City.
- Update **rental car** service at both regional airports and Amtrak train stations.
- Expand **tour bus** services.





**LODGING:** *Upgrade the region's lodging.*

-  Continue using the Transformational **Tourism Fund** to access gap financing.
-  Establish **Hospitality Hot Spot** program with capacity to recruit, support, educate, and inform lodging investors.
-  Commission a region-wide hospitality **market analysis** to determine the viability and types of markets for additional lodging facilities, establishing baseline data for business plans.



**EXPERIENCE:** *Support development of authentic and sustainable tourism experiences.*

-  Partner with **Taste NY** to bring local goods into downtowns.
-  Expand and market the **region's cuisine** trails, wine trails, and beer trails.
-  Improve **wayfinding** signage around destinations to highlight attractions and commercial centers.
-  **Revitalize downtowns** of destination communities.
-  Increase rural **access to cell and broadband** service to keep visitors connected.



**OLYMPIC VENUES:** *Make Olympic venues financially sustainable and climate adaptive to allow for use of winter infrastructure for other purposes in warmer seasons..*

-  Develop a plan for former Olympic infrastructure improvements necessary to **host international competitions**.
-  Identify and develop **new amenities** that can diversify the revenues from former Olympic infrastructure and venues.
-  Pursue development for the **Global Center of Sports Excellence**, building on the model being implemented with USA Luge.

POTENTIAL FUTURE PROJECTS

Project	Description
<b>Seveys Corners Campground</b>	A local investor is planning a 150-space campground with an additional 55 year-round cabins in the Town of Colton. This project represents a significant investment in a community without substantial and modern tourism infrastructure.
<b>Jefferson and Oswego NOAA National Marine Sanctuary</b>	Oswego and Jefferson Counties are applying to the Federal Government to create a NOAA National Marine Sanctuary in the eastern basin of Lake Ontario to preserve historic wreck sites and promote diving. This is a cross-regional project that will bring new visitors to underdeveloped tourism areas.
<b>Watertown Masonic Temple Reuse</b>	Fourth Coast, Inc., plans to convert Watertown’s Masonic Temple into a mixed-use facility with shared kitchen space, new retailers, a brew pub, and public meeting space. The project is currently seeking Restore NY funding.
<b>St. Lawrence Spirits</b>	The Clayton distillery plans to open a new inn with a farm-to-table signature restaurant at the street level. A downtown tasting room has also been developed.
<b>Ticonderoga Sawmill Reconstruction</b>	Ticonderoga, in partnership with NGO’s, is planning the reconstruction of an 18th-century sawmill on the La Chute River. Located downtown, the mill will augment visitor traffic.
<b>Rivergate Multi-Use Trail Expansion</b>	The Thousand Islands Land Trust is upgrading its 25-mile multi-use trail to extend to Clayton, adding an amenity to this destination that will link other communities to better leverage Clayton’s success on a regional scale.
<b>Boondocks Restaurant</b>	Boondocks Restaurant in Lyons Falls is planning an event center with an anticipated completion date in 2017. This four-season restaurant anticipates capitalizing on the existing snowmobile market to add more winter employees.
<b>St. Lawrence International Film Festival</b>	The festival debuted in 2015 with events and screenings in St. Lawrence County, Ottawa, and Brockville. The inaugural event had an estimated \$30,000 impact on the region, including global relationships with Ontario.

**Tourism remains** a significant driver in the North Country economy, supporting over 18,095 jobs and \$493 million in wages; nearly \$1.1 billion in direct visitor spending also results in \$137 million in state and local taxes. Because of visitors’ impact, the NCREDC prioritized the activation of tourism as a key strategy in its original 2011 plan and that this sector has remained a critical component of subsequent plans and updates ever since.

The 124 tourism-related projects funded through the REDC initiative have resulted in \$37 million in new direct visitor spending since 2012, a 3.5 percent increase since that year. This has driven over 500 new jobs in the hospitality and leisure sectors, a figure which accounts for nearly a third of new private sector job growth in the region. Those 500 new jobs also represent an increase in the sector of 2.6 percent and the average annual wages in the tourism field have increased 11.5 percent since 2012.

## OPPORTUNITY AGENDA

The region's tourism strategies and projects are helping to advance the Governor's Opportunity Agenda by increasing business and employment opportunities in low-income communities across the region and providing workforce training in the region.

With funding from an Empire State Development's Market NY Grant, the Ogdensburg Bridge and Port Authority will host an online "Frontline Sales Support Workshop" in partnership with SUNY Canton. The workshop provides access to an online customer service and sales tool for current and aspiring frontline tourism staff, with a particular focus on regional attractions, products, and services.

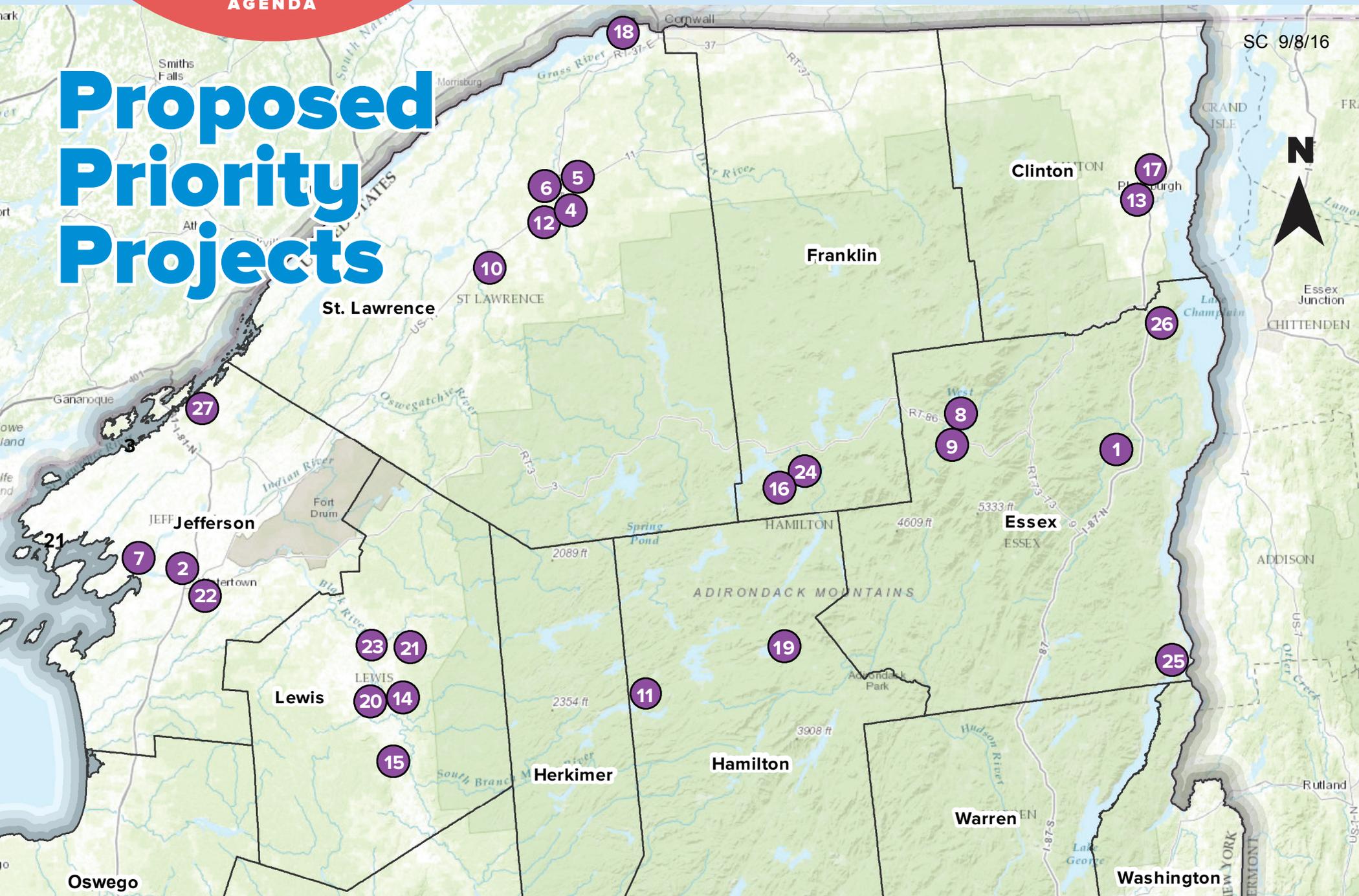
## GLOBAL NEW YORK

Tourism in the North Country is an inherently global industry. Visitors from outside the United States spent \$300 million in the region in 2012, and accounted for 13 percent of all exports from the region, a higher percentage than the rest of New York State. In Essex County, the most visited county in the North Country by visitor spending, 10 percent of visitors are travelling from outside the United States.

The North Country is actively growing its global appeal with the help of international marketing initiatives, funded by Market NY, which target potential Canadian visitors from Ontario and Quebec. The Wild Center has made special efforts to familiarize Chinese travel agents with the region.



# Proposed Priority Projects



SC 9/8/16

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Map #	CFA #	Project Name	Address
1	63600	<b>Town of Elizabethtown Sewer District</b>	Elizabethtown, NY 12932
2	66869	<b>Lincoln Building Revitalization Project Phase 2</b>	89-90 Public Square, Watertown, NY 13601
4	66459	<b>Jeffords’s Steel Expansion, Potsdam</b>	147 Maple Street, Potsdam, NY 13676
5	67426	<b>LC Drives Phase II Expansion</b>	65 Main Street, Potsdam, NY 13676
6	66905	<b>Clarkson Innovation Colony</b>	65 Main Street, Potsdam, NY 13676
7	67781	<b>Hi-Lite Global Headquarters</b>	22529 Route 12F, Dexter, NY 13634
8	64917	<b>Cascade Ski Center</b>	4833 Cascade Road, Lake Placid, NY 12946
9	64872	<b>Forever Wild Beverage &amp; Maker Space</b>	4833 Cascade Road, Lake Placid, NY 12946
10	65495	<b>Village of Canton Municipal Water/Sewer Expansion</b>	1 Tallman Road, Canton, NY 13617
11	64155	<b>Woods Inn Expansion</b>	148 Route 28, Inlet, NY 13360
12	65450	<b>North Country Children’s Museum</b>	41 Elm Street, Potsdam, NY 13676
13	67715	<b>SFF Production, LLC Manufacturing</b>	194 Pleasant Ridge Road, Plattsburgh, NY 12901
14	67091	<b>Lewis County Business Park</b>	7814 Route 26, Lowville, NY 13367
15	66727 & 66728	<b>Boondocks (Sandbox Dev. Corp)</b>	3950 Route 12, Lyons Falls, NY 13367
16	67951	<b>Tupper Lake Crossroads Hotel</b>	133 Park Street, Tupper Lake, NY 12986
17	67056	<b>NCVA, Post #1 - Phase II Facility Expansion: Veterans Service Center/Museum/Library/Food-Shelf Project</b>	27 Town Line Road, Plattsburgh, NY 12901
18	68434	<b>Hemo Medica</b>	5 Route 42, Massena, NY 13662
19	67814	<b>Adirondack Museum</b>	9097 Route 30, Blue Mountain Lake, NY 12812
20	67356	<b>Lowville Producers Dairy Co-Op, M&amp;E</b>	7396 Utica Boulevard, Lowville, NY 13367
21	66919	<b>Omniafiltra - Capital Investment</b>	9567 Main Street, Beaver Falls, NY 13305
22	65877	<b>Jefferson Rehabilitation Center</b>	615 West Main Street, Watertown, NY 13601
23	67264	<b>Zehr’s Flowers and Landscaping Expansion</b>	8489 VanAmber Road, Castorland, NY 13620
24	64941	<b>Tupper Lake - Community Wide Wood Pellet</b>	Heating System 53 Park Street, Tupper Lake, NY 12986
25	67160	<b>Fort Ticonderoga - Water Infrastructure Project</b>	Corner of Route 22 and Route 74, Ticonderoga, NY 12883
26	67717	<b>Ausable Brewing Company Expansion</b>	765 Mace Chasm Road, Keeseville, NY 12944
27	65477	<b>Town of Alexandria NYS Route 12 Water District</b>	Route 12 - Point Vivian - St. Lawrence Park - Keewadin Point, Alexandria, NY 13607

**CFA NUMBER:** 63600

**PROJECT NAME:**

## Revitalize Elizabethtown— Downtown Wastewater Treatment Upgrades

**APPLICANT:** Town of Elizabethtown

**LOCATION:** Elizabethtown, Essex County

**TOTAL PROJECT COST:** \$9,466,246

**FUNDING REQUESTED:** \$500,000 (ESD Capital Grant)

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 45

**DESCRIPTION:** Construct a new wastewater treatment plant and sewer system in the downtown business district of Elizabethtown. System will serve the hospital, a nursing home, county offices, and other downtown businesses. Elizabethtown's downtown corridor growth has been hampered by lack of a public sewer source. Making these much-needed upgrades will help to sustain the downtown as well as attract new economic investment.

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

**AGENDA(S):** Downtown Revitalization

**CFA NUMBER:** 66869

**PROJECT NAME:**

## Lincoln Building Revitalization Project—Phase II

**APPLICANT:** Doolittle & Hall LLC

**LOCATION:** Watertown, Jefferson County

**TOTAL PROJECT COST:** \$1,800,000

**FUNDING REQUESTED:** \$450,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS RETAINED:** 27

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 30

**DESCRIPTION:** Located on Public Square in downtown Watertown, the Lincoln Building offers mixed-used space for businesses and residents alike. Doolittle & Hall has already completed Phase I of the project, which involved the complete restoration of the front façade and establishment of tenant and residential space. Phase II of this project would restore the rear façade of the building and make various facility improvements on the remainder of the space to be leased. Two professional service firms are in conversation to relocate to the building.

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

**AGENDA(S):** Downtown Revitalization





**CFA NUMBER:** 66459

**PROJECT NAME:**

## Jeffords Steel Expansion

**APPLICANT:** Jeffords Steel

**LOCATION:** Potsdam, St. Lawrence County

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

**FUNDING REQUESTED:** \$300,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 10

**PROJECTED NUMBER OF JOBS RETAINED:** 24

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 30

**DESCRIPTION:** Jeffords Steel will expand its fabrication and manufacturing facility to include an additional 8,000 sq. ft. of space. The new facility will allow for greater capacity, higher levels of output, and the creation of sustainable employment opportunities for the area. Jeffords Steel is a family-owned business headquartered in Plattsburgh, NY.

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

**AGENDA(S):** Downtown Revitalization, Opportunity Agenda and Veterans

**CFA NUMBER:** 67426

**PROJECT NAME:**

## LC Drives Phase II Expansion

**APPLICANT:** LC Drives

**LOCATION:** Potsdam, St. Lawrence County

**TOTAL PROJECT COST:** \$2,533,022

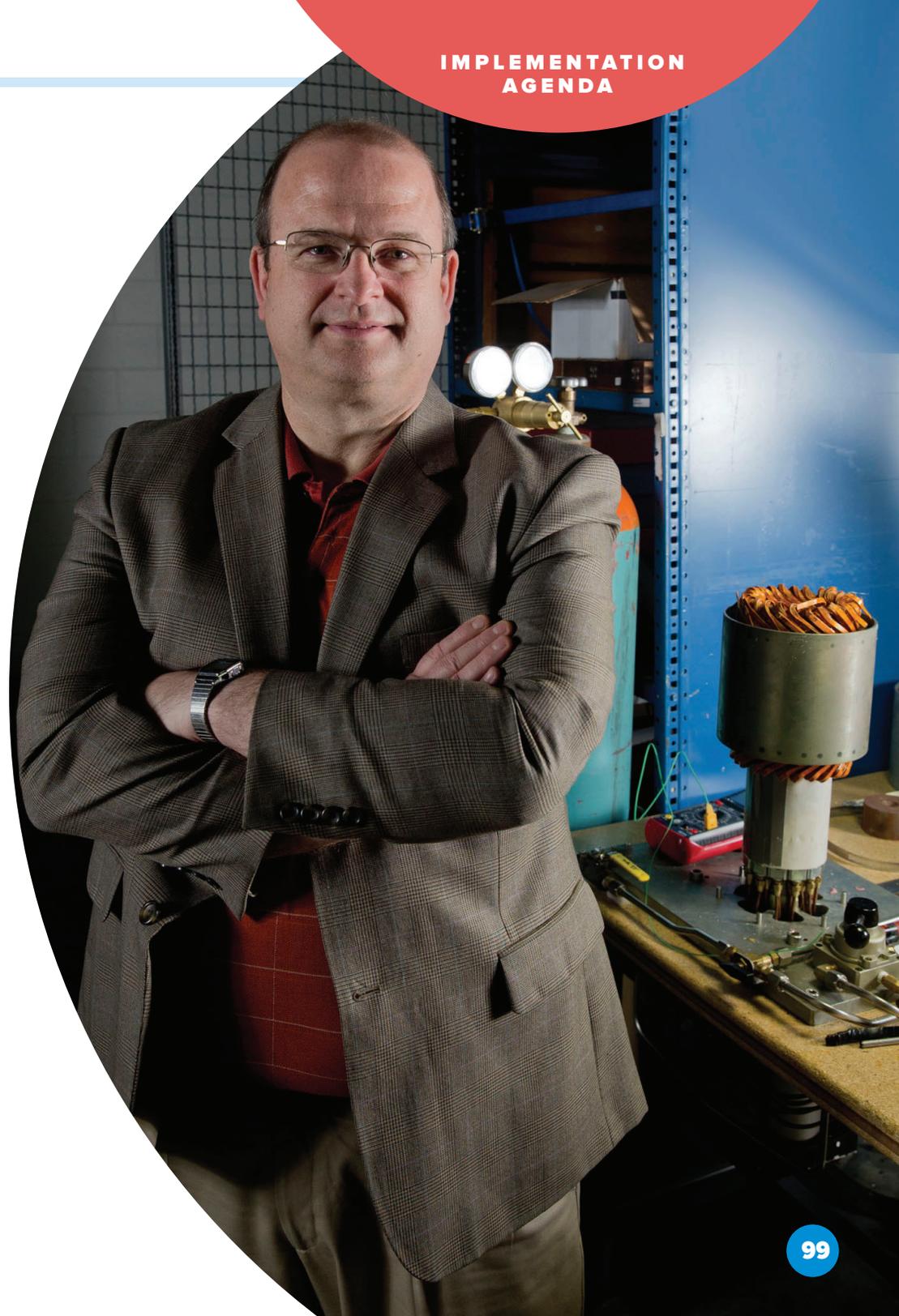
**FUNDING REQUESTED:** \$500,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 10

**DESCRIPTION:** LC Drives is currently developing the next generation of electric motors. To expand manufacturing readiness, LC Drives will perform upgrades to key pieces of equipment used in the testing of their motors. LC Drives is located in part of Clarkson University's downtown campus and was a Round 5 priority project.

**VISIONS ADDRESSED:** Energize our communities by building on growth in the aerospace, transit equipment, defense, biotech, energy, and manufacturing industries. Attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state.

**AGENDA(S):** Downtown Revitalization, Global NY, Regional Cluster, and Veterans





**CFA NUMBER:** 66905

**PROJECT NAME:**

## Clarkson's Innovator Colony—Downtown Campus Revitalization

**APPLICANT:** Clarkson University

**LOCATION:** Potsdam, St. Lawrence County

**TOTAL PROJECT COST:** \$36,728,245

**FUNDING REQUESTED:** \$7,345,649

**PROJECTED NUMBER OF JOBS CREATED:** 45

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 50

**DESCRIPTION:** Clarkson University will renovate three of its vacant downtown campus buildings (Damon Hall, Snell Hall, and Congdon Hall) to include residential housing, and incubator and commercial spaces. The university will also work with the Village of Potsdam to establish a whitewater recreation park for use by tourists and residents.

**VISION ADDRESSED:** Invest in community development and 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.

**AGENDA(S):** Downtown Revitalization

**CFA NUMBER:** 67781

**PROJECT NAME:**

## Hi-Lite Global Headquarters and Training Center

**APPLICANT:** Hi-Lite Group, LLC

**LOCATION:** Watertown, Jefferson County

**TOTAL PROJECT COST:** \$6,397,500

**FUNDING REQUESTED:** \$1,279,500 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 40

**PROJECTED NUMBER OF JOBS RETAINED:** 92

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 32

**DESCRIPTION:** The Hi-Lite Group will consolidate operations and establish a new global headquarters adjacent to Watertown International Airport. As a leading company in runway marking and maintenance, Hi-Lite Group plans to build a training center for airfield service technicians from around the world.

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

**AGENDA(S):** Global NY, Regional Cluster





**CFA NUMBER:** 64917

**PROJECT NAME:**

## Cascade Ski Center

**APPLICANT:** Cascade Ski Center

**LOCATION:** Lake Placid, Essex County

**TOTAL PROJECT COST:** \$210,000

**FUNDING REQUESTED:** \$42,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS RETAINED:** 13 Seasonal Jobs will become 13 FTEs

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 2

**DESCRIPTION:** Cascade Ski Center will embark on tourism infrastructure improvements in order to support year-round operations, including hiring permanent full-time staff. These upgrades include new snowmaking equipment, establishing a new farm-to-table café, and upgrading the restaurant, bar, bathroom, and bunkhouse facilities.

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

**CFA NUMBER:** 64872

**PROJECT NAME:**

## Forever Wild Beverage Production Facility

**APPLICANT:** Forever Wild Beverage Company

**LOCATION:** Lake Placid, Essex County

**TOTAL PROJECT COST:** \$93,000

**FUNDING REQUESTED:** \$18,600 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 8

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 2

**DESCRIPTION:** Forever Wild Beverage Company will lease space and construct a new production facility in downtown Lake Placid. The building will include a processing kitchen and production room with bottling and packaging equipment. Additionally, the company will feature a small bar and tasting room to test new house-made products, encourage community participation, and allow visitors a “meet the maker” experience.

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

**AGENDA(S):** Downtown Revitalization





**CFA NUMBER:** 65495

**PROJECT NAME:**

## Village of Canton Municipal Water/Sewer Expansion

**APPLICANT:** Village of Canton

**LOCATION:** Canton, St. Lawrence County

**TOTAL PROJECT COST:** \$1,188,050

**FUNDING REQUESTED:** \$236,000 (ESD Capital Grant)

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 40

**DESCRIPTION:** The Village of Canton will expand water and sewer infrastructure to its Maple Street subdivision to allow for Community Bank's Operations Center to connect to services. This infrastructure improvement will also increase capacity for future development of 34 residential and commercial lots currently underserved in this same subdivision.

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

**AGENDA(S):** Downtown Revitalization

**CFA NUMBER:** 64155

**PROJECT NAME:**

## Woods Inn Expansion

**APPLICANT:** Woods Inn 1894, LLC

**LOCATION:** Inlet, Hamilton County

**TOTAL PROJECT COST:** \$870,000

**FUNDING REQUESTED:** \$174,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 3

**PROJECTED NUMBER OF JOBS RETAINED:** 16

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 2

**DESCRIPTION:** The Woods Inn will convert an on-site storage shed into four, two-story townhouses, which will include a wellness/exercise center. Additionally, the hotel will purchase an adjacent property for a retail center with a special focus on regional foods, crafts, and artisans.

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

**AGENDA(S):** Downtown Revitalization, Opportunity Agenda, and Veterans





**CFA NUMBER:** 65450

**PROJECT NAME:**

## North Country Children's Museum

**APPLICANT:** North Country Children's Museum

**LOCATION:** Potsdam, St. Lawrence County

**TOTAL PROJECT COST:** \$635,000

**FUNDING REQUESTED:** \$127,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 3

**DESCRIPTION:** The North Country Children's Museum will revitalize an unoccupied building in Potsdam's historic downtown district, to establish a permanent cultural and educational center for the organization and the community it serves.

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

**AGENDA(S):** Downtown Revitalization and Opportunity Agenda

**CFA NUMBER:** 67715

**PROJECT NAME:**

## SSF Productions— Extrusion Line Addition

**APPLICANT:** SSF Productions, LLC

**LOCATION:** Plattsburgh, Clinton County

**TOTAL PROJECT COST:** \$2,060,000

**FUNDING REQUESTED:** \$412,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 4

**PROJECTED NUMBER OF JOBS RETAINED:** 19

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 3

**DESCRIPTION:** SSF Productions will add an extrusion line at their manufacturing facility in order to meet market demands for their acoustic ceiling tiles. SSF Productions is a subsidiary of Schluter Systems.

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

**AGENDA(S):** Global NY, Opportunity Agenda, and Veterans



**CFA NUMBER:** 67091

**PROJECT NAME:**

## Lewis County Business Park—Phase I

**APPLICANT:** Lewis County Industrial Development Agency (LCIDA)

**LOCATION:** Lowville, Lewis County

**TOTAL PROJECT COST:** \$677,000

**FUNDING REQUESTED:** \$135,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS RETAINED:** 1

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 12

**DESCRIPTION:** LCIDA will establish the county's first Commerce Park by acquiring land and building a fully infrastructured road with the goal of providing a shovel-ready location for new area business investment.

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

**CFA NUMBERS:** 66727 & 66728

**PROJECT NAME:**

## Boondocks Event Center Expansion

**APPLICANT:** Sandbox Development Corporation

**LOCATION:** Lyons Falls, Lewis County

**TOTAL PROJECT COST:** \$1,600,000

**FUNDING REQUESTED:** \$320,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 30

**PROJECTED NUMBER OF JOBS RETAINED:** 18

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 4

**DESCRIPTION:** Sandbox Development will construct a 12,060 sq. ft. addition to the Boondocks Restaurant for a new events center. This facility will allow the Boondocks to expand its business offerings to include wedding receptions, meeting space, and live entertainment.

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





**CFA NUMBER:** 67951

**PROJECT NAME:**

## Tupper Lake Crossroads Hotel

**APPLICANT:** Tupper Lake Crossroads, LLC

**LOCATION:** Tupper Lake, Franklin County

**TOTAL PROJECT COST:** \$10,190,125

**FUNDING REQUESTED:** \$3,500,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 15

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 30

**DESCRIPTION:** Will construct an independent, high-quality, 40-room boutique hotel and renovate an adjacent structure that will integrate into the hotel complex. This downtown hotel will include a restaurant, conference/meetings space, pool, fitness center, and other amenities.

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

**AGENDA(S):** Downtown Revitalization

**CFA NUMBER:** 67056

**PROJECT NAME:**

## NCVA, Post #1—Veterans Service Center Facility Expansion, Phase II

**APPLICANT:** North Country Veterans Association

**LOCATION:** Plattsburgh, Clinton County

**TOTAL PROJECT COST:** \$346,788

**FUNDING REQUESTED:** \$173,394 (ESD Capital Grant)

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 25

**DESCRIPTION:** The NCVA will expand its current Veterans Center to include an additional 1,330 sq. ft. of space. This will allow the organization to increase its capacity to provide essential services to area veterans and their families. Services range from counseling, community-based recovery supports, peer support opportunities, limited financial counseling skills, direct assistance programs, the food shelf program, housing, employment and training, etc. This project will also allow for the full integration of the organization’s Veterans Museum and establish the first area program titled, “Veterans History Project.” The NCVA serves Clinton, Essex and Franklin counties.

**VISION ADDRESSED:** The NCREDC, as part of its Veterans Agenda, will work with not-for-profit organizations to increase support for veterans and their families in the area.

**AGENDA(S):** Veterans



**CFA NUMBER:** 68434

**PROJECT NAME:**

## Hemo Medica

**APPLICANT:** Hemo Medica, LLC

**LOCATION:** Massena, St. Lawrence County

**TOTAL PROJECT COST:** \$7,775,000

**FUNDING REQUESTED:** \$1,555,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 27

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 15

**DESCRIPTION:** Hemo Medica will create a new pharmaceutical business to develop and market a drug to cure Anemia in canines and, eventually, humans. The company will purchase a new building and upgrade it to a current Good Manufacturing Practices (cGMP) production plant and lab.

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

**AGENDA(S):** Global NY

**CFA NUMBER:** 67356

**PROJECT NAME:**

## Lowville Dairy Producers— Lab Equipment

**APPLICANT:** Lowville Dairy Producers Cooperative, Inc.

**LOCATION:** Lowville, Lewis County

**TOTAL PROJECT COST:** \$240,000

**FUNDING REQUESTED:** \$48,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS RETAINED:** 9

**DESCRIPTION:** Lowville Dairy Producers will purchase lab equipment in order to measure milk quality and conduct more efficient milk testing. This project will support the Kraft Heinz expansion.

**VISION ADDRESSED:** Invest in agriculture as we help feed the region and the world.





**CFA NUMBER:** 66919

**PROJECT NAME:**

## Omniafiltra Capital Investment

**APPLICANT:** Omniafiltra, LLC

**LOCATION:** Beaver Falls, Lewis County

**TOTAL PROJECT COST:** \$350,000

**FUNDING REQUESTED:** \$70,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS RETAINED:** 35

**DESCRIPTION:** Omniafiltra will launch a 2017 Capital Investment Program to replace and upgrade aging equipment to improve productivity and reduce energy expense. New equipment purchase will include a hydraulic slice control, lathe, saturator gas dryer, paper machine rolls, and VF drives for existing paper machines.

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

**AGENDA(S):** Opportunity Agenda, Veterans, and Global NY

**CFA NUMBER:** 65877

**PROJECT NAME:**

## Jefferson Rehabilitation Center

**APPLICANT:** DBA Production Unlimited

**LOCATION:** Watertown, Jefferson County

**TOTAL PROJECT COST:** \$86,075

**FUNDING REQUESTED:** \$17,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 2

**PROJECTED NUMBER OF JOBS RETAINED:** 34

**DESCRIPTION:** Jefferson Rehabilitation Center, which provides employment opportunities to developmentally disabled persons in Jefferson County, will purchase a direct to substrate printer (UV flatbed printer) to replace current silkscreen technology used on several product lines at their facility. This new technology will allow Production Unlimited to create new promotional and personal products for customers on expanded media other than vinyl.

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

**AGENDA(S):** Opportunity Agenda and Veterans



**CFA NUMBER:** 67264

**PROJECT NAME:**

## Zehr's Flowers and Landscaping Expansion

**APPLICANT:** Zehr's Flowers and Landscaping

**LOCATION:** Castorland, Lewis County

**TOTAL PROJECT COST:** \$270,000

**FUNDING REQUESTED:** \$54,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 11

**PROJECTED NUMBER OF JOBS RETAINED:** 6

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 10

**DESCRIPTION:** Zehr's Flowers and Landscaping will construct a new facility to house their expanding garden and commercial landscaping center.

**VISIONS ADDRESSED:** Attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state.

**AGENDA(S):** Opportunity Agenda and Veterans

**CFA NUMBER:** 67814

**PROJECT NAME:**

## Adirondack Museum's Art & Design Center

**APPLICANT:** Adirondack Museum

**LOCATION:** Blue Mountain Lake, Hamilton County

**TOTAL PROJECT COST:** \$2,500,000

**FUNDING REQUESTED:** \$1,000,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 2

**PROJECTED NUMBER OF JOBS RETAINED:** 27

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 6

**DESCRIPTION:** The Adirondack Museum will convert an existing campus building into a dedicated space for Adirondack art. The Adirondack Art and Design Center will be the first permanent home ever devoted to the museum's collection of fine and decorative Adirondack art.

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



**CFA NUMBER:** 64941

**PROJECT NAME:**

## Tupper Lake Community Wide Wood Pellet Heating System

**APPLICANT:** The Village of Tupper Lake

**LOCATION:** Tupper Lake, Franklin County

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

**FUNDING REQUESTED:** \$1,400,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS RETAINED:** 45

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 76

**DESCRIPTION:** The Village of Tupper Lake will construct a new wood pellet municipal heating system for downtown residents and businesses. This biomass-fired system is anticipated to reduce heating cost in the winter by 30 to 40 percent. It is expected that later phases of this project will link the rest of the Village and the Town into the system.

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

**AGENDA(S):** Cleaner Greener Communities and Downtown Revitalization

**CFA NUMBER:** 67160

**PROJECT NAME:**

## Fort Ticonderoga Water Infrastructure Project

**APPLICANT:** Fort Ticonderoga

**LOCATION:** Ticonderoga, Essex County

**TOTAL PROJECT COST:** \$58,570

**FUNDING REQUESTED:** \$11,700 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS RETAINED:** 25

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 1

**DESCRIPTION:** This project will replace approximately 500 feet of water line that feeds Fort Ticonderoga's Administrative Offices. The pipe is the only connection between the town water line and the Ticonderoga peninsula, which includes Fort Ticonderoga, private residences, and the Ticonderoga DEC boat launch and boat washing facilities.

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





**CFA NUMBER:** 67717

**PROJECT NAME:**

## **Ausable Brewing Expansion**

**APPLICANT:** Ausable Brewing Company

**LOCATION:** Keeseville, Essex County

**TOTAL PROJECT COST:** \$215,000

**FUNDING REQUESTED:** \$43,000 (ESD Capital Grant)

**PROJECTED NUMBER OF JOBS CREATED:** 3

**PROJECTED NUMBER OF JOBS RETAINED:** 2

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 4

**DESCRIPTION:** Ausable Brewing Company will expand its facility by 1,200 sq. ft. to increase production and meet market demand. Phase I of this project focuses on construction and purchasing new equipment, while Phase II will focus on installing a larger brewing system.

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

**CFA NUMBER:** 65477

**PROJECT NAME:**

## Town of Alexandria, NYS Route 12 Wastewater District

**APPLICANT:** Town of Alexandria

**LOCATION:** Alexandria, Jefferson County

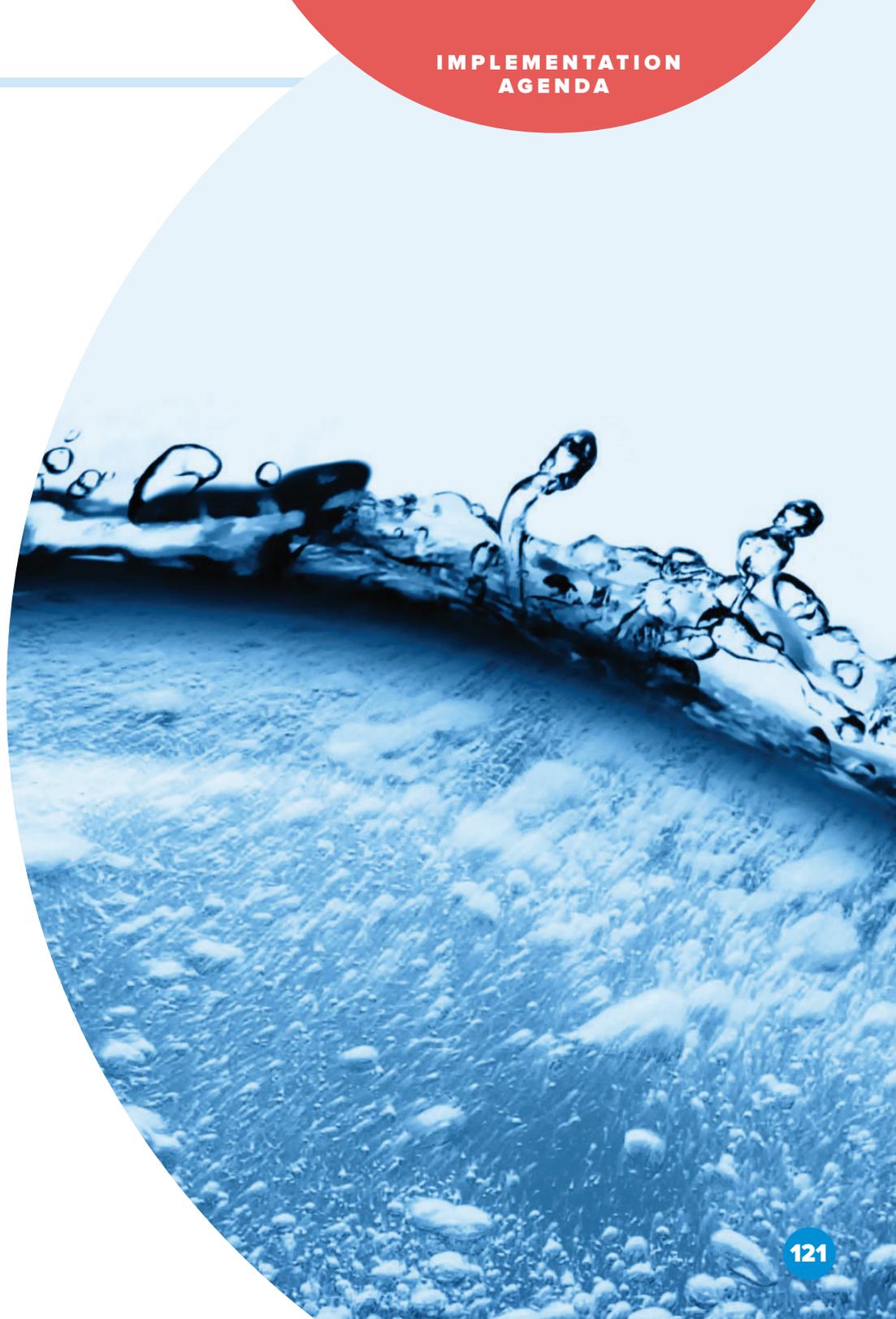
**TOTAL PROJECT COST:** \$3,171,092

**FUNDING REQUESTED:** \$600,000 (ESD Capital Grant)

**PROJECT NUMBER OF CONSTRUCTION/INDIRECT JOBS:** 20

**DESCRIPTION:** The Town of Alexandria will construct a new wastewater collection system to service residents and businesses within the Route 12 sewer district. Most of the properties within the district utilize private septic tanks and leach fields. This has hindered development. A new wastewater collection system will help reverse this trend and offer municipal services to businesses and residents in the corridor.

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





**CFA NUMBER:** Unassigned

**PROJECT NAME:**

## Tourism Capacity Expansion Capital Grant Program

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

**LOCATION:** North Country Region

**TOTAL PROJECT COST:** \$4,688,157

**FUNDING REQUESTED:** \$4,688,157 (ESD Capital Grant)

**DESCRIPTION:** The North Country Regional Economic Development Council is proposing creation of a grant fund that will support hotel and hotel related development projects in the region. Hotels and related projects have proven to be an economic driver in the region, supporting expansion of other businesses, and converting the seasonal travel economy to a year-round economy. The grant fund will mitigate some of the lending risk associated with hotel development projects. The fund will also be used to supplement hotel projects with previous CFA awards in order to make them viable. The fund will be managed by the Development Authority of the North Country on behalf of the regional council.

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

**CLEANER, GREENER COMMUNITIES**

Project Name	Funding Category
Tupper Lake—Community Wide Wood Pellet Heating System	ESD Capital Grant
Cleaner, Greener Ogdensburg	DEC Climate Smart Communities

**DOWNTOWN REVITALIZATION**

Project Name	Funding Category
Town of Elizabethtown Sewer District	ESD Capital Grant
Lincoln Building Revitalization Project Phase 2	ESD Cap Grant/HCR Main Street
Jeffords’s Steel Expansion, Potsdam	ESD Capital Grant
Saranac Lake Revitalization Project	HCR Main Street
LC Drives Phase II Expansion	ESD CAP/DOL EETP
Village of Potsdam, Water Pollution Control Facility Improvement Project	HCR CDBG PIPF
Clarkson Innovation Colony	ESD Capital Grant
Village of Tupper Lake Main Street Program	HCR Main Street
Forever Wild Beverage Company & Maker Space	ESD Capital Grant
Leveraging Downtown Revitalization and Resiliency in the North Country	DOS LWRP
Village of Canton Municipal Water/Sewer Expansion	ESD Capital Grant
Woods Inn Expansion	ESD Capital Grant

**DOWNTOWN REVITALIZATION Continued**

<b>Project Name</b>	<b>Funding Category</b>
Village of Lake Placid, Green Main St. Retrofit Phase II	DEC/EFC WQIP & GIGP
North Country Children’s Museum	ESD Cap Grant/Arts
Canton Microenterprise Grant Program	HCR CDBG Micro
FCIDA—Agritourism Best Practices Study	ESD Feasibility Study
Tupper Lake Crossroads Hotel	ESD Capital Grant
Town of Crown Point, Sustainable Main Street	HCR PIPF
St. Lawrence International Film Festival 2017	ESD Market NY & Arts
Marketing New Audiences for Seagle Music Colony	ESD Market NY
Keeseville Waterfront Park	EPF Parks
Watertown Downtown Revitalization Plan	ESD Feasibility Study
Mirror Lake Drive/Mt. Whitney Rd.	WQIPDEC/EFC WQIP & GIGP
Massena Theater Renovation	HCR Main Street
Tupper Lake—Community Wide Wood Pellet Heating System	ESD Capital Grant
Saranac Lake Arts Master Plan	NYCArts Planning
Oswegatchie Blueway Trail Signage Master Plan	ESD Cap Grant/Market NY/ESD Feasibility Study/DOS LWRP

**NY RISING AGENDA**

<b>Project Name</b>	<b>Funding Category</b>
Leveraging Downtown Revitalization and Resiliency in the North Country	DOS LWRP

**GLOBAL NY AGENDA**

Project Name	Funding Category
Omniafiltra—Capital Investment	ESD Cap Grant
LC Drives Phase II Expansion	ESD CAP/DOL EETP
Hi-Lite Global Headquarters	ESD Cap Grant/Excelsior
CEI Ogdensburg Greenhouses	ESD Cap Grant
Hemo Medica LLC	ESD Cap Grant/Excelsior/ETIP
SSF Production, LLC Manufacturing	ESD Cap Grant
Sackets Harbor Waterfront	DOS LWRP
St. Lawrence International Film Festival 2017	ESD Market NY & Arts

**OPPORTUNITY AGENDA**

Project Name	Funding Category
Jeffords’s Steel Expansion, Potsdam	ESD Cap Grant
CEI Ogdensburg Greenhouses	ESD Cap Grant
North Country Children’s Museum	ESD Cap Grant/Arts
Canton Microenterprise Grant Program	HCR CDBG Micro
SSF Production, LLC Manufacturing	ESD Cap Grant
Omniafiltra—Capital Investment	ESD Cap Grant
Jefferson Rehabilitation Center	ESD Cap Grant
Zehr’s Flowers and Landscaping Expansion	ESD Cap Grant

**REGIONAL CLUSTER**

<b>Project Name</b>	<b>Funding Category</b>
LC Drives Phase II Expansion	ESD CAP/DOL EETP
Hi-Lite Global HQs and Training Center	Cap/Excelsior

**VETERANS AGENDA**

<b>Project Name</b>	<b>Funding Category</b>
Jeffords’s Steel Expansion, Potsdam	ESD Cap Grant
SSF Production, LLC Manufacturing	ESD Cap Grant
NCVA, Post #1—Phase II Facility Expansion: Veterans Service Center/Museum/Library/ Food-Shelf Project	ESD Cap Grant
Omniafiltra—Capital Investment	ESD Cap Grant
Jefferson Rehabilitation Center	ESD Cap Grant
Zehr’s Flowers and Landscaping Expansion	ESD Cap Grant
Homeward Bound Adirondacks—Retreat Center	ESD Cap Grant/Market NY

\*Project Scores = 20 or 15. Single CFAs may appear on more than one agenda.



# Participation

Work Group Descriptions  
Work Group Members  
Public Participation

## WORK GROUP DESCRIPTIONS

**REGIONAL CLUSTER AND ADVANCED MANUFACTURING**—The Advanced Manufacturing Work Group leveraged the Council’s existing connections to industry and academia, as well as new research in the fields of manufacturing and materials, to further develop the cluster strategies developed in 2015 for the fields of materials and transportation equipment manufacturing. The group also refined its pipeline of future projects through outreach to existing regional manufacturers and potential new companies from Quebec and beyond. 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.

**AGRICULTURE**—Throughout 2016, 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.

**CLEAN ENERGY**—Clean Energy Work Group analyzed major national and global market disruptions driven by increasing drought in western states 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 advancing our leadership in clean energy, and coupling renewable energy to agricultural production. The group also met with clean energy innovators and investors and entrepreneurs from within and outside the region to develop a pipeline of projects spanning the next five years.

**COMMUNITY DEVELOPMENT & LOCAL GOVERNMENT**—The Community Development Work Group continued to coordinate with the Tourism Development Work Group to develop a list of tourism priority projects and identify data and strategies to increase investment. Additionally, the group analyzed strategies for stimulating new business development in the region’s downtowns.

**DOWNTOWN REVITALIZATION INITIATIVE SELECTION**

**COMMITTEE**—This committee is comprised of five council members who possessed no bias towards any particular applicant community. They were tasked with reading and scoring the DRI applications from across the region, and coordinating their assessments to recommend a community for designation.

**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.

**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.

**HIGHER EDUCATION & RESEARCH DEVELOPMENT**

**CONSORTIUM (HEARD)/SUNY 2020**—The Higher Education and Research Development Consortium reviewed opportunities for and implemented collaborative projects, research, and entrepreneurial activity assistance among the region's colleges and universities.

**INNOVATION HOT SPOT**—The Innovation Hot Spot Work Group coordinated the attraction and development of new business ideas. Using the existing support infrastructure, the Innovation Hot Spot provides outreach through external offices strategically located in population centers in the North Country. They identify, vet, and train entrepreneurs/innovators through existing programs to then be established in their communities of origin.

**OPPORTUNITY AGENDA**—Throughout 2016, 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 to reverse poverty trends in the region. 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.

**PRIORITY PROJECT & PLAN IMPLEMENTATION COMMITTEE**

**(P3IC)**—The P3IC spent 2016 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 with NYS Empire State Development, to move forward plan components and priority projects.

**PRIORITY PROJECT SELECTION COMMITTEE**—Throughout 2016 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 2016 Priority Projects to the Council for adoption.

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

**PUBLIC PARTICIPATION**—The Public Participation Work Group maintained the Council’s public outreach efforts throughout 2016. The Council held a special public forum in each of the seven counties this past year. In addition, the work group for the first time hosted seven outreach meetings with intermediaries (e.g., banks) who could alert previously uninformed applicants of the benefits available to them through the CFA process.

**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.

**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 to 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 Work Group to 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.

**WORKFORCE DEVELOPMENT**—The Workforce Development Work Group refined existing strategies and developed new ones throughout 2016, focusing on key sectors in the region that can create opportunities for employment and advancement of workers. The three local Workforce Development Boards (WDBs) are integrated into the Workforce Development Group and have endeavored to broaden training programs and develop business-led partnerships to address workforce needs.

## WORK GROUP MEMBERS

### Downtown Revitalization Initiative

Bridget Hart, Kinney Drugs  
 Hugh Hill, The Richardson Group  
 Mark Tryniski, Community Bank  
 Donna Wadsworth, International Paper  
 Dan Wilt, Wilt Industries

### Project Pipeline

Jim Wright, DANC *Chair*  
 Michelle Capone, DANC *Co-Chair*  
 Tom Sauter, DANC *P3IC Liaison*  
 North Country Alliance Members

### Workforce Development

Paul Grasso, The Development Corp *Chair*  
 Cheryl Mayforth, Jeff-Lewis WDB *Co-Chair / P3IC Liaison*  
 Greg Hart, Workforce Development Institute  
 Sylvie Nelson, North Country WDB  
 Tom Plastino, St. Lawrence WDB  
 Mary MargaSrmeta II, Clarkson  
 Zvi Szafran, SUNY Canton

### Public Participation

John Ettling, SUNY Plattsburgh *Chair*  
 Eric Virkler, Lewis County Economic  
 Development *Co-Chair / P3IC Liaison*  
 Keith Tyo, SUNY Plattsburgh *Alt. Chair for Ettling*  
 Kelly Chezum, Clarkson  
 Sue Matton, NC Chamber of Commerce  
 Joe Riccio, Citizen Advocates

### Regional Cluster & Advanced Manufacturing

Garry Douglas, NC Chamber of Commerce *Chair*  
 Reg Carter, Citec *Co-Chair*  
 Sue Matton, NC Chamber of Commerce *P3IC Liaison*  
 Collene Alexander, New York Air Brake  
 Tony Collins, Clarkson  
 Tim Currier, Mayor of Massena  
 Matt Draper, Clarkson  
 Paul Grasso, The Development Corp  
 Bridget Hart, Kinney Drugs  
 William Jemison, Clarkson  
 Patrick Kelly, St. Lawrence County IDA  
 Bob Lenney, Alcoa  
 Cheryl Mayforth, Jeff-Lewis WDB  
 Tom Plastino, St. Lawrence County IDA  
 John Rishe, OBPA  
 Christina Schneider, Purcell Construction  
 Mary MargaSrmeta II, Clarkson  
 Mark Tryniski, Community Bank

John Vermette, SpencerARL  
 Eric Virkler, Lewis County Economic Development  
 Donna Wadsworth, International Paper  
 Jeff Walton, Paul Smith's College  
 Dan Wilt, Wilt Industries  
 Jim Wright, DANC  
 Dave Zembiec, Jefferson County IDA

## SUNY 2020 & HEARD

Tony Collins, Clarkson *Chair*  
 Ben Dixon, St. Lawrence University *Co-Chair / P3IC Liaison*  
 Matt Draper, Clarkson *Alt. Chair for Collins*  
 Keith Tyo, SUNY Plattsburgh *Co-Chair*  
 Reg Carter, Citec  
 Cathy Dove, Paul Smith's College  
 John Ettlting, SUNY Plattsburgh  
 Bill Fox, St. Lawrence University  
 Rick Grant, Miner Institute  
 Terrence Harris, Jefferson Community College  
 John Homburger, SUNY Plattsburgh  
 Atsuo Kuki, Trudeau Institute  
 Cheryl Lesser, Clinton Community College  
 Megan Stadler, Jefferson Community College  
 Zvi Szafran, SUNY Canton  
 Vicki Templeton, CornellSUNY Potsdam  
 Steve Tyrell, North Country Community College  
 Lenore Vanderzee, SUNY Canton  
 John Wicke, SUNY Potsdam

## Local Government & Community Development

Joe Butler, Mayor, City of Watertown *Chair*  
 Jim Calnon, Mayor, City of Plattsburgh *Co-Chair*  
 Michael Cashman, Supervisor, Town of Plattsburgh *Alt. Chair for Calnon*  
 Melissa McManus Melissa, McManus LLC *P3IC Liaison*  
 Ray Agnew, Paul Smith's College  
 Kathy Amyot, Tug Hill Commission  
 Mike Burgess, Kinney Drugs  
 Dan Buyer, HCR  
 Carol Calabrese, Essex County IDA  
 Scott Campbell, Friends of the North Country  
 Paul DeDominicas, City of Plattsburgh (Community Development)  
 Jason Denno, EFC  
 Ben Dixon, St. Lawrence University  
 Steve Erman, ANCA  
 Jeremy Evans, Village of Saranac Lake (Community Development)  
 Bill Farber, Hamilton County Legislature  
 Amy Flack, SUNY Potsdam  
 Fred Hanss, Village of Potsdam (Planning)  
 Emily Kilburn, Adirondack Community Housing Trust  
 Russ Kinyon, Franklin County Economic Development  
 Andy Labruzzo, DOS  
 Marlinda Lavalley, Canton Potsdam Hospital  
 Tracy Leonard, Fort Drum Regional Health Planning Organization  
 Mike Lumbis, City of Watertown (Planning)  
 Katie Malinowski, Tug Hill Commission  
 Mike Mascarenas, Essex County (Deputy County Manager)  
 Anne Merrill, Lewis County Chamber of Commerce  
 Leigh Mundy, NC Cultural Center for the Arts

Jody Olcott, Essex County IDA  
 Jim O'Neill, CW Augustine Inc  
 Frank Pace, Lewis County Planning  
 Sarah Purdy, City of Ogdensburg (City Manager)  
 Sharon Reynolds, Pride of Ticonderoga  
 Leigh Rodriguez, Town/Village of Canton (Econ Dev)  
 Cheryl Shenkle, - O'Neill Snow Belt Housing Inc  
 Andrea Smith, City of Ogdensburg (Planning)  
 Zoe Smith, Wildlife Conservation Society  
 Philip Taylor, Paul Smith's College  
 John Tenbusch, St. Lawrence County (Planning)  
 Gregg Townsend, DEC  
 Eric Virkler, Lewis County Economic Development  
 Jessica Waldorf, NYSERDA

## Agriculture

Zvi Szafran, SUNY Canton *Chair*  
 Michelle Ledoux, Lewis County Cornell Cooperative  
 Extension *Co-Chair / P3IC Liaison*  
 Robert Andrews, Farmland Protection  
 Katie Ballard, Miner Institute  
 Kathryn Cauzonier, Farm Credit  
 Rocky Giroux, Adirondack Farms  
 Joe Giroux, Giroux's Family Farm  
 Rick Grant, Miner Institute  
 Tom Herbrick, McCadam Cheese  
 Kevin Jordan, Jefferson County Cornell Cooperative Extension  
 Mike Kiechle, Farm Bureau  
 Matilda Larson, St. Lawrence County (Planning)  
 Jay Matteson, Jefferson County IDA  
 Lindsey Pashow, Cornell Cooperative Ext

Frank Rooney, Ag & Mkts  
 David Tomberlin, Well Dressed Foods  
 Christine Watkins, Jefferson County Soil & Water Conservation District

## Veterans

Paul Grasso, The Development Corp *Chair*  
 Cheryl Mayforth, Jeff-Lewis WDB *Co-Chair/ P3IC Liaison*  
 Michael Boprey, St. Lawrence County Veterans Service Agency  
 Steven Bowman, Clinton County Veterans Service Agency  
 Derek Davey, Lewis County Veterans Service Agency  
 Dan Engel, Hamilton County Veterans Service Agency  
 Pete Fazio, Jefferson County Veterans Service Agency  
 Matt Flynn, NYS DOL Disabled Veteran Outreach  
 Bruce Goodnough, NYS DOL Disabled Veteran Outreach  
 Lorrie Guler, Fort Drum Transition Services  
 John Hetfield, NYS DOL Local Veteran Employment Rep  
 Tim Pierce, Essex County Veterans Service Agency  
 Tracie Reece, NYS Division of Veterans Affairs  
 Bob Ross, Homeward Bound Adirondacks  
 Bonnie Stewart, Franklin County Veterans Service Agency

## Opportunity Agenda

Harry McManus, Clinton County Legislature *Chair*  
 Jackie, Skiff JCEO *Co-Chair / P3IC Liaison*  
 John Bernardi, United Way of the Adirondack Region  
 Norma Cary, St. Lawrence County (Community Development)  
 Bruce Garcia, JCEO  
 Melinda Gault, CAPC Jefferson County  
 Bob Gorman, United Way of Northern NY  
 Alan Jones, ACAP

## Global North Country

Chair Garry Douglas, NC Chamber of Commerce  
 Co-Chair / P3IC Liaison Dave Zembiec, Jefferson County IDA  
 Matt Boire, CDC  
 Wade Davis, OBPA  
 Todd Fredette, A.N. Deringer  
 Patrick Kelly, St. Lawrence County IDA  
 Sue Matton, NC Chamber of Commerce  
 Liz Swearingin, Lewis County (Manager)  
 Dan Wilt, Wilt Industries

## Hotspots Innovation & Small Business

Tony Collins, Clarkson *Chair*  
 Kelly Chezum, Clarkson *Co-Chair / P3IC Liaison*  
 Mark Compeau, Clarkson  
 Matt Draper, Clarkson  
 Erin Draper, Clarkson  
 John Gaus, Golden Technologies  
 James Murphy, AEDC  
 Karen Stehlin, North Country SBDC  
 Mark Tryniski, Community Bank  
 Dan Wilt, Wilt Industries

## Tourism

Jim McKenna, Regional Office of Sustainable Tourism *Chair*  
 Gary DeYoung Thousand Islands International  
 Tourism Council *Co-Chair / P3IC Liaison*  
 Kerry Blinn, ROOST

Jeff Byrne, ORDA  
 Michelle Capone, DANC  
 Michelle Clement, ROOST  
 Matt Courtright, Ticonderoga Area Chamber of Commerce  
 Wade Davis, OBPA  
 Judy Drabicki, DEC  
 Beth Hill, Fort Ticonderoga  
 Dan Kelleher, APA  
 Kristy Kennedy, NC Chamber of Commerce  
 Andy Labruzzo, DOS  
 Carla Malmgren, Tug Hill Commission  
 Laurie Marr, Alcoa  
 Brian McDonnell, Paul Smith's College  
 Anne Merrill Lewis County Chamber of Commerce  
 Ron Ofner, Adirondack Regional Tourism  
 Alexandra Roaslvig, Long Lake Tourism  
 Brooke Rouse, St. Lawrence County Chamber of Commerce  
 Andrea Smith, City of Ogdensburg (Planning)  
 Chris Thompson, St. Regis Mohawk Tribe  
 Christy Wilt, Hamilton County

## Clean Energy

Kate Fish, ANCA *Chair*  
 Katie Malinowski, Tug Hill Commission *Co-Chair / P3IC Liaison*  
 Sarah Boggess, ReEnergy  
 Jenny Briot, Iberdrola Renewables (AvanGrid)  
 Richard Burns, National Grid  
 Pat Curran, Curran Renewable Energy  
 Stan Dobert, Apex Solar Power

Glenn Gagnier, Croghan Dam Initiative / Lewis County  
 Mike Harris, BDeervneileorp Cmaernr t & C Aosrspo.ciates  
 Leslie Karasin, Northern Forest Center  
 Tim Karski, NYSEG  
 Amanda Lavigne, St. Lawrence University  
 John MacArthur, Beardsley Architects + Engineers  
 Dan Parker, Eagle Creek Renewable Energy  
 Ken Visser, Clarkson University  
 Jessica Waldorf, NYSERDA  
 Susan Danskin, Northline Utilities

## P3IC

Sue Matton, NC Chamber of Commerce *Co-Chair*  
 Jim McKenna, Regional Office of Sustainable Tourism *Chair*  
 Tom Sauter, DANC *Co-Chair*  
 Cali Brooks, Adirondack Foundation  
 Kelly Chezum, Clarkson  
 Ben Dixon, St. Lawrence University  
 Matt Draper, Clarkson  
 Bill Farber, Hamilton County Legislature  
 Kate Fish, ANCA  
 Hugh Hill, The Richardson Group  
 Steve Hunt, ESD  
 Erin Hynes, ESD  
 Danielle Johnson, NC Chamber of Commerce  
 Dan Kelleher, APA  
 Matilda Larson, St. Lawrence County (Planning)  
 Cheryl Mayforth, Jeff-Lewis WDB

Melissa McManus, Melissa McManus LLC  
 Tom Plastino, St. Lawrence 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)  
 Katie Malinowski, Tug Hill Commission

## Priority Project Selection Committee

Kate Fish, ANCA  
 Dan Wilt, Wilt Industries  
 Bridget Hart, Kinney Drugs  
 Paul Grasso, The Development Corp  
 Chair Jim McKenna, Regional Office of Sustainable Tourism  
 Michelle Ledoux, Lewis County Cornell Cooperative Extension  
 Carl McLaughlin, FDRLO

## Executive Committee

Tony Collins, Clarkson  
 Garry Douglas, NC Chamber of Commerce  
 Kate Fish, ANCA  
 Paul Grasso, The Development Corp  
 Bridget Hart, Kinney Drugs  
 Jim McKenna, Regional Office of Sustainable Tourism  
 Dan Wilt, Wilt Industries  
 Jim Wright, DANC

# PUBLIC PARTICIPATION

## Number of Public Forms: 7

- Meetings in each county led by NCREDC Co-Chairs Tony Collins & Garry Douglas
- Attendance: 69 People Total

## CFA Workshops:

- 2 Workshops – 76 People Attended

## Downtown Revitalization Initiative Information Session:

- 65 People Attended

## Facebook

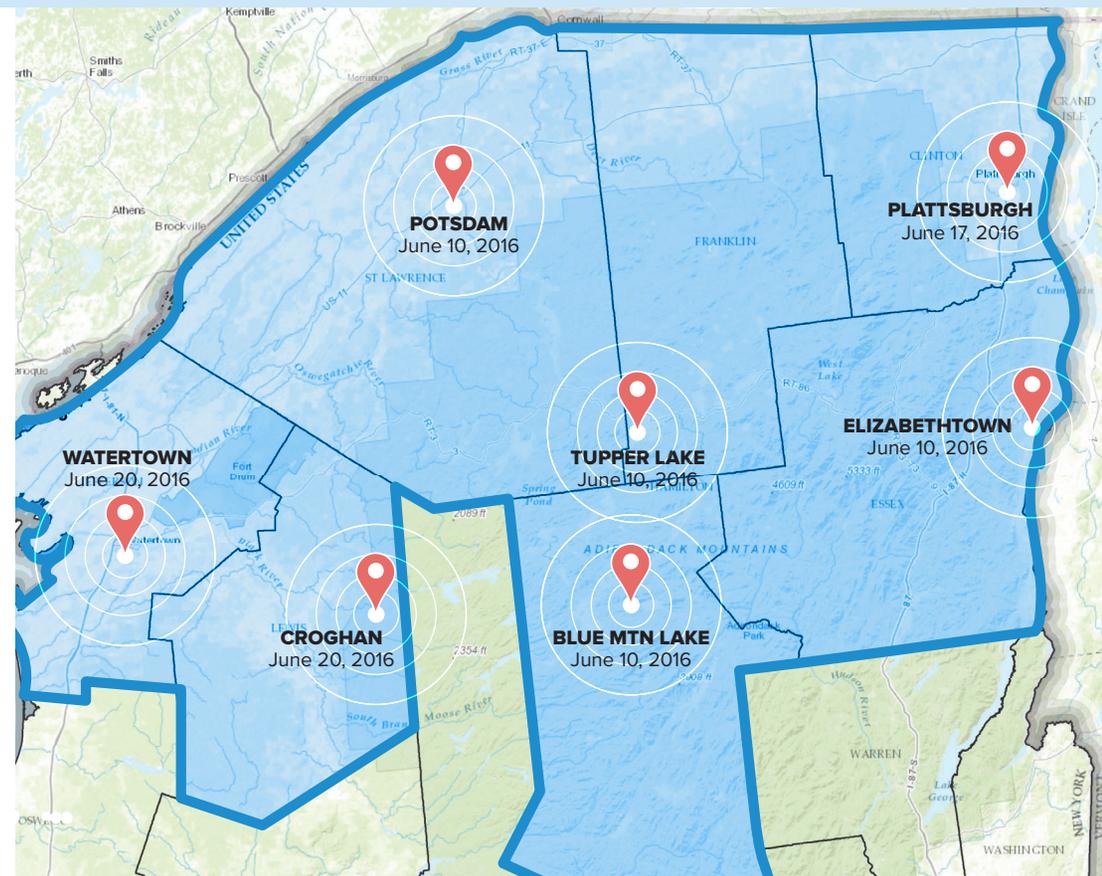
- 415 Page Likes (doubled from 2015)
- 13,104 Page Views

## Blog

- NCREDC is the only Region using a Blog
- 2014: 1,059 Readers
- 2015: 985 Readers
- Jan-July 2016: 586 Readers

## Work Groups:

- 14 Work Groups / Committees
- Approx. 150 People from 7 Counties Participating



## Other Events:

- Tug Hill Commission Local Government Conference
- Adirondack Association of Towns & Villages Local Government Conference
- Common Ground Alliance
- ANCA Clean Energy Conference
- North Country Symposium

## Other Communication:

- Email list of 2,000+ contacts that are sent regular updates on the Regional Council Activities



# **DRI Outline**

# Downtown Revitalization Initiative – Plattsburgh



Location and Boundary of Downtown

The City of Plattsburgh selected the Dock Street/Durkee Street Downtown area as the target neighborhood for the DRI as identified in the Local Waterfront Revitalization Program. The boundaries of the selected downtown area are the city marina, Oak Street, Broad Street and Cornelia Street. Durkee Street (and the connected parking lot) is centrally located in the designated neighborhood.

## Regional Council's rationale and process for selecting the downtown

The North Country Regional Council Downtown Revitalization Selection Committee consisted of five council members. The group reviewed the submitted applications and scored them utilizing the criteria outlined in the DRI guidance document. The goals of the DRI, including job growth, downtown attractiveness and livability, walkability, complete streets, and connectivity align well with the region's vision statement and strategies.

## Assets that make Downtown Plattsburgh unique

Surrounding the designated Durkee Street neighborhood are 69 small businesses, a food co-op and many second- and third-story residences. The regional hospital recently located its new General Practice Medical Residency program downtown. The area also has a variety of small businesses that contribute to a healthy lifestyle,



including yoga studios and two sports-focused shops, Maui North, and Kinetic Running. Downtown boasts two book stores (one recently opened), a music shop, 16 restaurants and two marinas. Green spaces, parks and monuments provide places for events and creates a walkable community that allows visitors and residents to enjoy all Plattsburgh has to offer.

The concept of “Greater Plattsburgh” is critical to defining the value of this downtown. Historically, downtown was where industry grew. In the last century, industrial production moved away from downtown, and in the last half century, growth occurred just outside the city boundaries in the Town of Plattsburgh. Rather than detract from downtown’s importance, this new dynamic makes a vibrant downtown all the more important in the regional economy. Together, this “Greater Plattsburgh” combination of Town and City becomes the uptown and downtown of our community.

## Plattsburgh's vision for downtown revitalization

A revitalized downtown Plattsburgh will serve as a key selling point for recruiting new businesses based in Plattsburgh or outside the city limits by offering diverse recreational opportunities, a range of dining experiences, cultural events at the Strand Center for the Arts and local museums, and a diverse retail and housing base.

Plattsburgh's vision includes redevelopment of the Durkee Street lot, transforming the area into a City Center that will become a central gathering and recreational space. Preliminary plans include expansion of the existing Farmer's market and making it a year-round operation, increased retail, and new housing to diversify the downtown.

In addition, the city's DRI plan envisions strengthening existing partnerships with the region's two colleges, CCC and SUNY Plattsburgh, and the creation of a business incubator downtown. The space would be more than a traditional incubator space, in that it would connect students and faculty to the City, allow for startups to access the expertise of multiple partners and provide a space for businesses to grow. The space would be flexible, creating a business pipeline from the incubator with SUNY programs in Cyber Security and Robotics to the Institute of Advanced Manufacturing at CCC. As a complement to the Incubator, the Strand Center for the Arts would be an ideal location for a proposed makerspace in the Downtown Plattsburgh area.

## Projects

The Downtown Revitalization Committee will work with New York State agencies involved in the DRI program and the Consulting



team assembled by the state, gather input from stakeholders and utilize local resources to finalize a transformational revitalization plan and slate of projects. Many options are possible. Preliminary ideas include the following:

Converting the Durkee Street parking lot to City Center is the first step. The city owns the five-acre lot that houses 380 parking spaces and the Farmers' Market. The lot has the needed infrastructure to handle mixed-use development and provides river access in downtown Plattsburgh. The area is connected to the arts corridor through another parcel of city-owned property, a transitioning park that provides a path from the Strand Center for the Arts to the City Center. The park will be integrated into City Center and connect mid-block to the many Margaret Street restaurants. This corridor to the river improves quality of life for those that live and work downtown.

The city is committed to accessible and affordable housing for all residents. Using the successful model developed for the Catherine Gardens affordable housing project and in partnership with Plattsburgh Housing Authority, development in the Durkee Street area has potential for the creation of more mixed use housing in the heart of the city.

City Center will increase the availability of local, healthy foods. A small outdoor Farmers' Market operates at the site from May to September. It is so popular that there is a waiting list for vendor rental space. The Farmers' Market also accepts WIC/EBT cards so that low- to moderate-income families have access to locally produced food. The revitalization project envisions expanding the capacity of the market, allowing for year-round operation, and moves it closer to the Food Co-op, which is expanding into additional space and purchasing new equipment. Combined, the Market and Co-op present a unique downtown healthy food shopping option.



There are parcels of land at the waterfront, near the Marina, ready for development. Dock Street Landing offers great potential for redevelopment and could incorporate mixed-use development to complement the boat launch. The area can create a regional draw and act as a gateway to Plattsburgh's downtown from the marina. The space near the marina, adjacent to a parking lot created with funding from DOS, could be transformed into conference space, as well as a possible satellite site for the Lake Champlain Museum.

To create smart infrastructure and allow for Wi-Fi access throughout the downtown area, the City of Plattsburgh will explore options to leverage existing network capability for deploying wireless access points where feasible, and to fill in gaps where needed, partnering with area businesses to harness and maximize existing internet connections. Working with downtown businesses to purchase Wi-Fi access points to be placed into partner businesses in as many points as needed, configured and managed using cloud technology as a single, downtown-wide hotspot could be an option. With some assistance, the entire corridor can be made into a "smart area." To start, and in

partnership with area businesses, Wi-Fi can be installed along the route between downtown and the marina so that individuals can access it as they make their way to and from the city's businesses, restaurants, and attractions. It is imperative that smart infrastructure is built into the plan.

There are 3 parks in the immediate project area (Trinity, Macdonough Monument, and Champlain Monument) and 18 parks located throughout the city. A bike path follows the lake north into the heart of the city from the south, and another bike path extends from the City Beach on the north side down onto North Margaret Street, where it continues to downtown. (The latter was redesigned two years ago to expand biking accessibility.) These existing bike paths contribute to Plattsburgh's character as a green city where an individual can walk or bike around most places, particularly the lakeside. The paths also connect downtown to the museum campus, home to Clinton County Historical Museum; the Battle of Plattsburgh, Air Force, and Champlain Valley Transportation Museums; and Kid's Station. Expansion of the path system could enhance these connections.







**North Country  
Regional Economic  
Development Council**

61 Area Development Drive  
Plattsburgh, NY 12901