Ignite

NORTH COUNTRY REGIONAL ECONOMIC DEVELOPMENT COUNCIL

2015 UPSTATE REVITALIZATION INITIATIVE

GREAT MOMENTS ARE BORN FROM GREAT OPPORTUNITIES.

Herb Brooks, Coach
1980 U.S Olympic Hockey Team

TARGET SECTORS

Advanced Manufacturing and Innovation

Agriculture and Clean Energy

Tourism and Community Centers

Valves
Pneumatic Tanks
EXIT

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BeerPong
HERO
PHILADELPHIA

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INTRODUCTION

"Welcome World. We're Ready!"

With these words, the Rev. Bernard Fell, President of the Lake Placid Olympic Organizing Committee, welcomed the world to the North Country for the 1980 Winter Olympics, igniting the Olympic flame in our region for the second time.

They are simple words, yet they convey the determination and spirit of a region of New York that has long been ready and willing to dare to do great things. As a familiar refrain, these simple words echo across the region once again as we contemplate what achievements may lie ahead for the North Country: "What if?" A question asked not in backward-looking doubt, but in forward-thinking wonder. **WHAT IF...?**

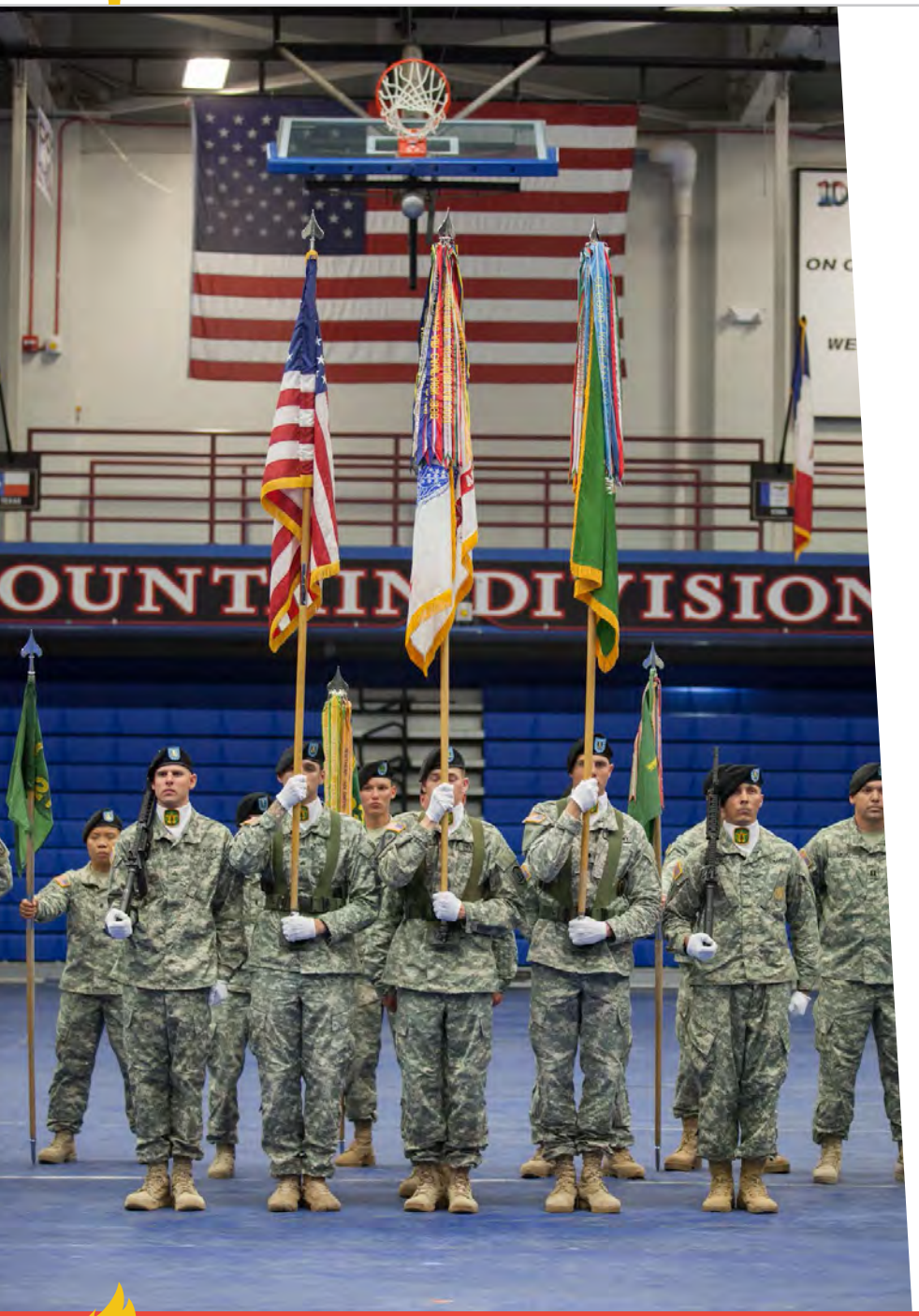
WHAT IF we could capitalize on our Olympic heritage to reinforce our special role as New York's center for international sports competitions of all kinds? And what if this is the way forward to welcome the Olympics to New York once again?

WHAT IF we could make the North Country the world's next center for innovative aerospace, transforming the regional economy while establishing New York at the forefront of the transformation of global aircraft maintenance?

WHAT IF we could capitalize on existing educational and business resources to make the North Country a global capital of bioengineering?

WHAT IF we could harness our unique assets of water, forests and agriculture to become New York's top center for innovation in connecting renewable energy to year-round food production?

WHAT IF we could build upon our unique approach to binational economics to make the North Country a center for international collaboration, from sports to tourism to energy to logistics?



Welcome World!

More than any other region of New York outside of New York City, the North Country has long welcomed the world and engaged internationally in ways that are seldom expected of a largely rural area. The men and women of Fort Drum who are defending freedom around the world are a prime example. In the process, we have come to understand that we have a special place in the world, and that understanding informs all facets of our thinking as we consider the future.

We do, indeed, welcome the world, and we embrace our role within it as players rather than as bystanders, proactively shaping and being shaped by global activity and commerce.

We're Ready!

We have demonstrated our commitment to performance and results, earning the highest recognition for three successive years of the REDC process. From the beginning we have chosen well in identifying our key sectors of opportunity. And through the power of our unprecedented regional collaboration, our commitment to our strategies, and our determined delivery of not only foundation-building projects but also documented results, we have positioned ourselves to say with confidence, "We are ready!"

We are fully ready to answer each of the "What if?" questions we have posed with the words of President Franklin Roosevelt when he dedicated the Whiteface Mountain Veterans Memorial Highway: "It can be done!"

Indeed, we are ready to do no less than **IGNITE AN ECONOMIC REVOLUTION**, building upon our determined and diligent preparations, and our innate and unique character to positively transform all parts of the North Country for generations to come.

The spirit of Olympic competition…The spirit of innovation…The spirit of enterprise…The spirit of the North Country!

Let's **IGNITE** that revolution together!

EXECUTIVE SUMMARY

The North Country is uniquely positioned to welcome the world to New York through strategic investments in global manufacturing, advanced food production, tourism, and the pursuit of an Olympic Winter Games.

Our strategy capitalizes on our strengths, maximizes our opportunities, and addresses our challenges in order to leverage private sector investment, create jobs, and generate wealth in the region and the state.

As demonstrated during the last four years, the North Country Regional Economic Development Council has developed and cultivated connections across the region that have positioned NCREDC to solicit the wide-ranging input necessary to develop a URI proposal that will transform the region and the state. While the North Country is dispersed geographically, economically, and socially throughout seven large counties, the connectivity the regional council has developed with the region's business leaders, colleges and universities, agricultural providers, community organization professionals, government officials, and residents has yielded a URI proposal that will transform the regional economy.

Since the URI competition was announced in the spring, the council has sought information from business, not-for-profit, and government leaders; economic development agencies; and the public throughout the region.

Since Governor Cuomo launched the Economic Development Council process, we have taken what we have learned—from investors, potential investors, communities, existing businesses, and a study of market trends—and together with a better understanding of our own strengths, we have devised a plan that will take our region to the next level with the infusion of URI funds.

This plan focuses on three primary sectors in order to achieve our goals: Advanced Manufacturing and Innovation; Agriculture and Clean Energy; and Tourism and Community Centers.

While elements of these strategies have guided our efforts over the last five years and while we have leveraged state funding to demonstrate measurable successes, the overall economic profile of the North Country has not yet been fully transformed.

In the 21st century, the North Country will become a center of excellence and innovation for transportation equipment, additive materials, and immunoengineering; we will capitalize upon the unique prestige associated with two internationally-recognized destinations and existing market demand to attract and revitalize lodging facilities, energize downtowns, create access, and position the region for a possible future Olympic event; and we will become the state's top producer of high-quality, food grown using renewable energy, supplying Northeast and global markets while creating the greenest energy economy in the state. We are poised to welcome the world into our region and to send our products out to the world.

FOUNDATIONS FOR ECONOMIC GROWTH, PLANNING & INVESTMENT

To develop strategies that best position the North Country for sustainable economic growth, the Council analyzed current economic data, evaluated the region's strengths and assets, consulted with stakeholders, analyzed market trends and consumer demand, and identified sectors that attract strong interest from the private sector. To refine its focus, the Council established five criteria to identify the regional growth clusters that have the greatest potential to transform the North Country's economy, and to bring the highest level of wealth creation for a largely rural area with no large metropolitan center.

- A strong presence in the region as measured by location quotients and existing concentrations relative to other regions;
- High growth potential based on demand driven from outside the region as measured by...
- An ability to capitalize on unique assets such as proximity to Canadian markets and large population centers, and natural resource assets such as high quality water and renewable energy resources;
- A unique capacity and expertise in attracting and facilitating investment and economic benefits from the region's special connectedness with Québec and eastern Ontario.
- A foundation based on existing strengths such as agricultural expertise, unique tourism attractions, centers of manufacturing and innovation, and our Olympic heritage.

Three key economic clusters emerged from this analysis as having the highest potential for leveraging private investment, generating employment, and creating wealth in the region:

Advanced Manufacturing and Innovation

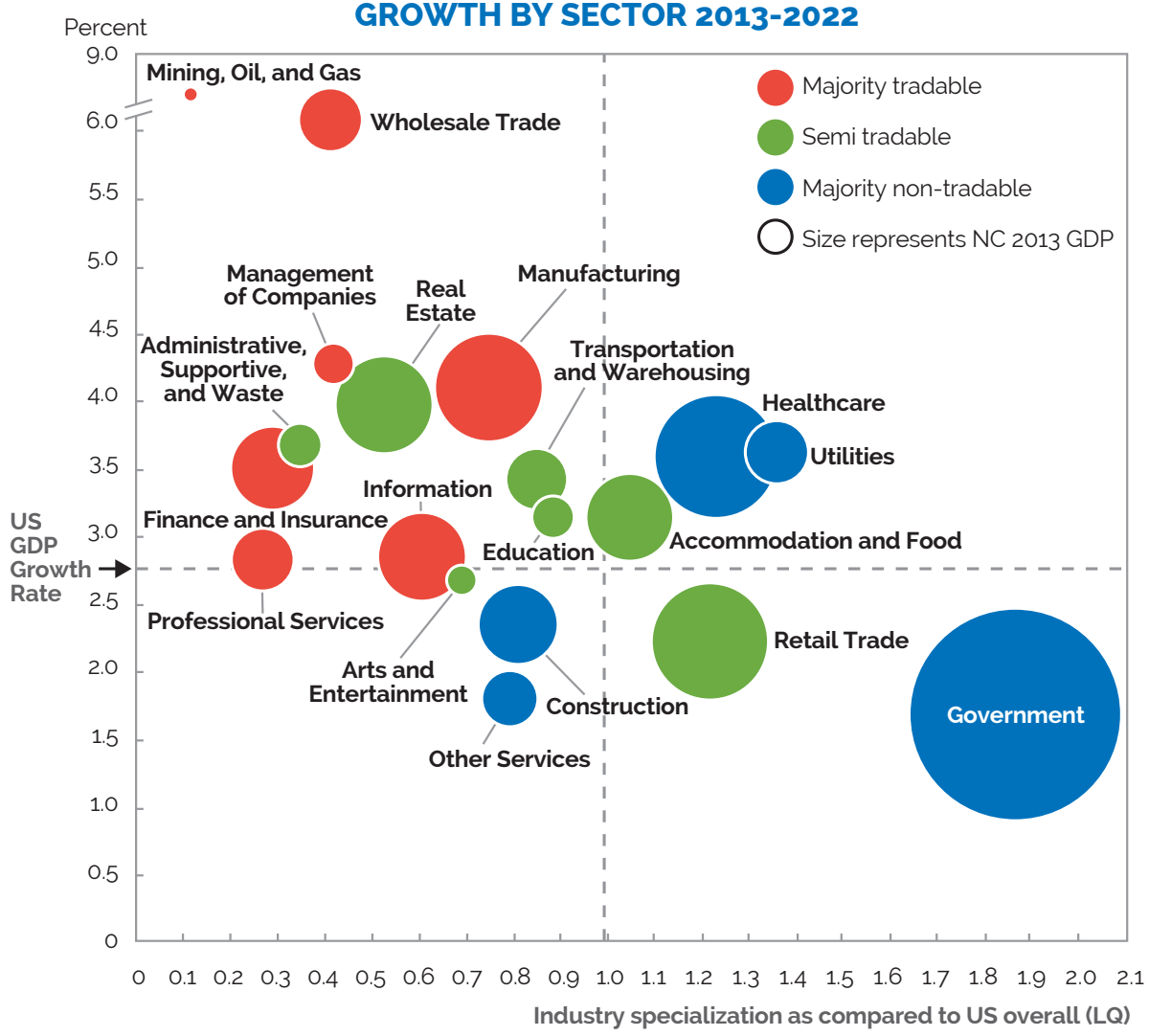
Agriculture and Clean Energy

Tourism and Community Centers

In addition, the Council developed three key accelerators that will propel the economy forward across all sectors. They are:

- Develop the workforce including a focus on veterans and hard-to-place workers
- Stimulate innovation and entrepreneurship
- Invest in community vitality to leverage growth in targeted sectors

NORTH COUNTRY PROJECTED GROWTH BY SECTOR 2013-2022



The North Country's URI Year One Initiatives in these Targeted Sectors

Year 1 URI projects will create 2,344 jobs and retain 1,148 existing jobs across these three clusters. In addition to achieving these employment impacts, the North Country's Year One signature projects will:

Revolutionize the performance of aircraft maintenance worldwide and establish the first-of-its-kind facility in North America.

The Laurentian Aerospace project will be the first in North America to utilize an automated docking system for the maintenance of wide-bodied aircraft. The system will put airplanes back in service quickly and give the company a competitive advantage. It will create 840 direct jobs and 1,020 indirect jobs.

Transform the way food is grown in the United States by installing cutting-edge, automated food production systems in greenhouses.

Agbotic, a Clarkson Innovation Hotspot project, is the only robotic system of its kind in the world. These robots are fully integrated into greenhouse structures to form soil rows, plant, till, water, and harvest. In year 1 this project will create 175 jobs, and will focus on hiring veterans.

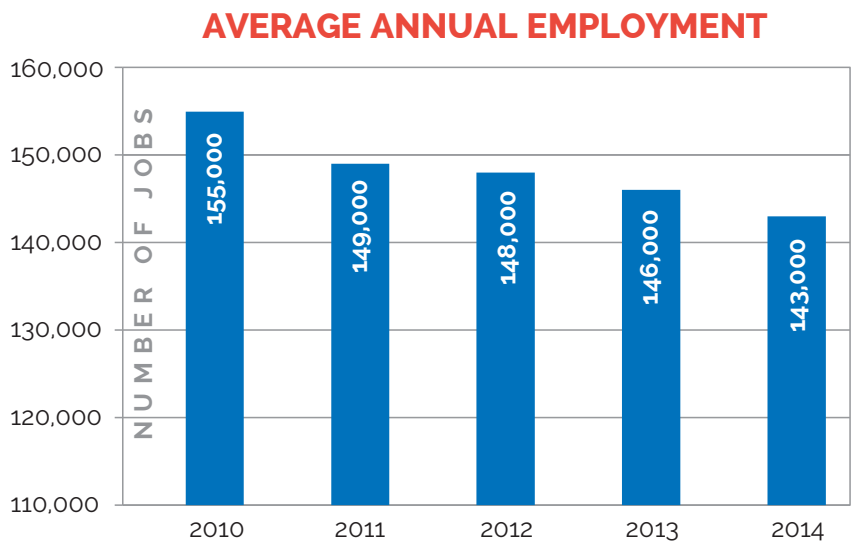
Position the North County to be the only location in the world to host a third Winter Olympic Games, and attract other international sporting events with world-class facilities.

The Regional Council will secure a high-caliber consulting team with established international Olympic experience to identify investments that will capitalize on the North Country's unique assets and Olympic heritage to position the region for the Winter Olympic Games. A master plan will be developed to assess the region's current Olympic venues and identify the investments necessary to expand and modernize these facilities in order to achieve current international competition standards and attract visitors to the North Country.

CURRENT REGIONAL ECONOMIC PERFORMANCE

The success of strategic investments in the North Country by the state over the last four years leveraged $614 million to advance 302 projects that will create or retain 4,931 jobs in localized concentrations across the region. While the North Country is just beginning to show results in terms of job creation opportunities, leveraging local wealth to drive the regional economy and empowering our residents to remain in the North Country as productive members of the community remains challenging.

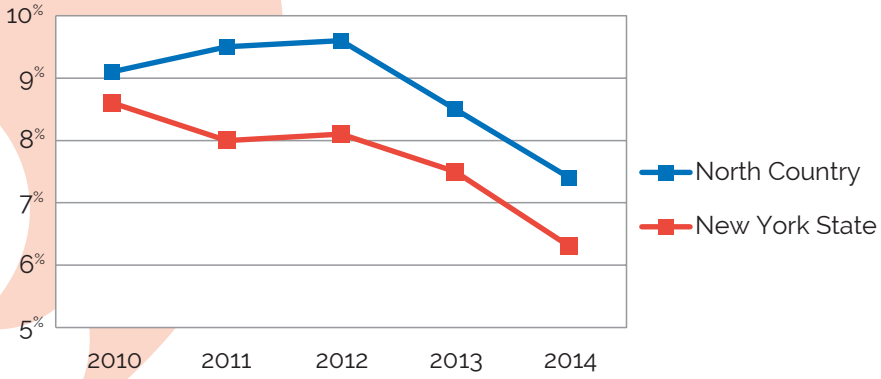
The static nature of the regional economy is illustrated in this graph. The number of establishments across the region **remained stable** from 2010 to 2014, while the average annual **employment for the same period fell by 1.5 percent**.



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

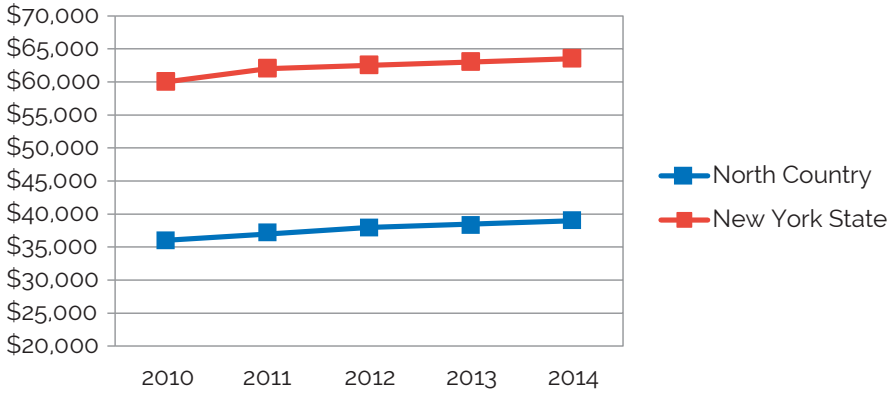
Average Annual Unemployment in the North Country dropped substantially from 2010 to 2014, from 9.6 to 7.4 percent. This closely mirrors the statewide drop in unemployment from 8.6 to 6.3 percent. However, unemployment in the North Country remains higher than the state average.

AVERAGE PERCENT ANNUAL UNEMPLOYMENT



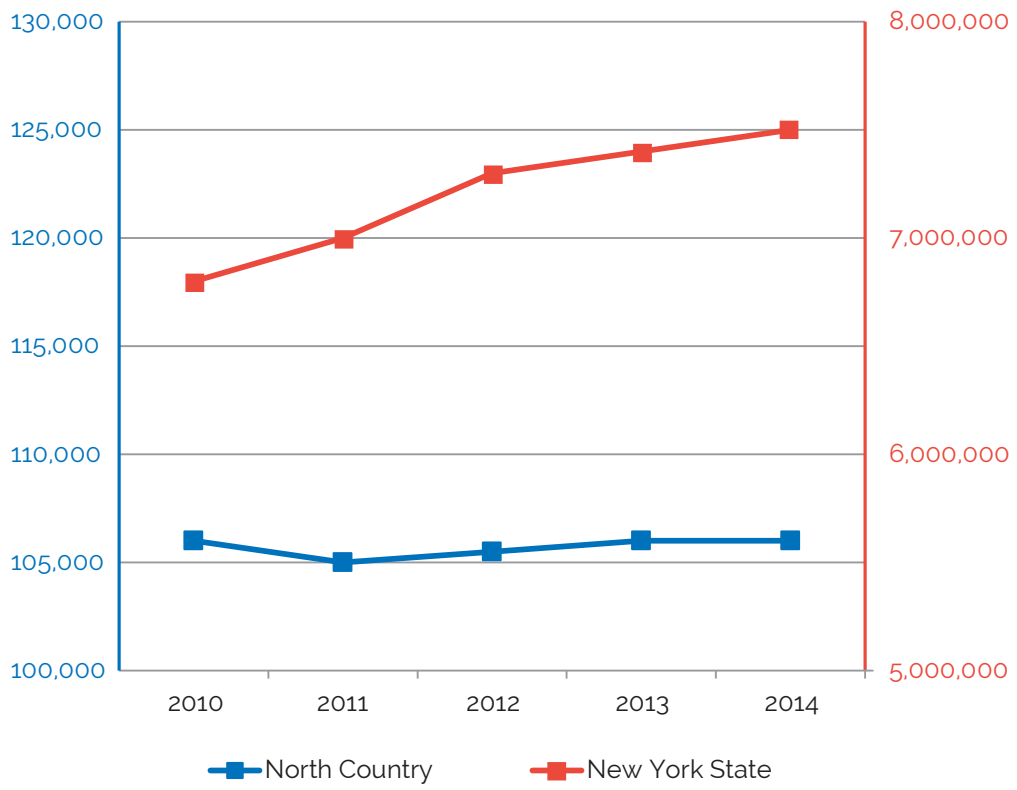
Wage growth in the North Country region was positive, as average annual wages increased by 4.6 percent during the 2010–2014 period. However, statewide average wages grew at a rate of 7.9 percent over the same 5-year period. Furthermore, the average wage, in the North Country is equal to approximately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

AVERAGE ANNUAL WAGES



The private sector accounts for approximately 70 percent of the jobs in the North Country. Business formation and employment within the private sector idled during the period from 2010 to 2014. The number of private sector establishments in the region declined slightly from 9,522 to 9,492, and the average private sector employment in the region decreased slightly from 105,591 to 105,435. While this retrenchment is quite small, it stands in stark contrast to private sector job growth statewide, which grew by 7.6 percent over the 2010–2014 period.

AVERAGE ANNUAL PRIVATE SECTOR EMPLOYMENT

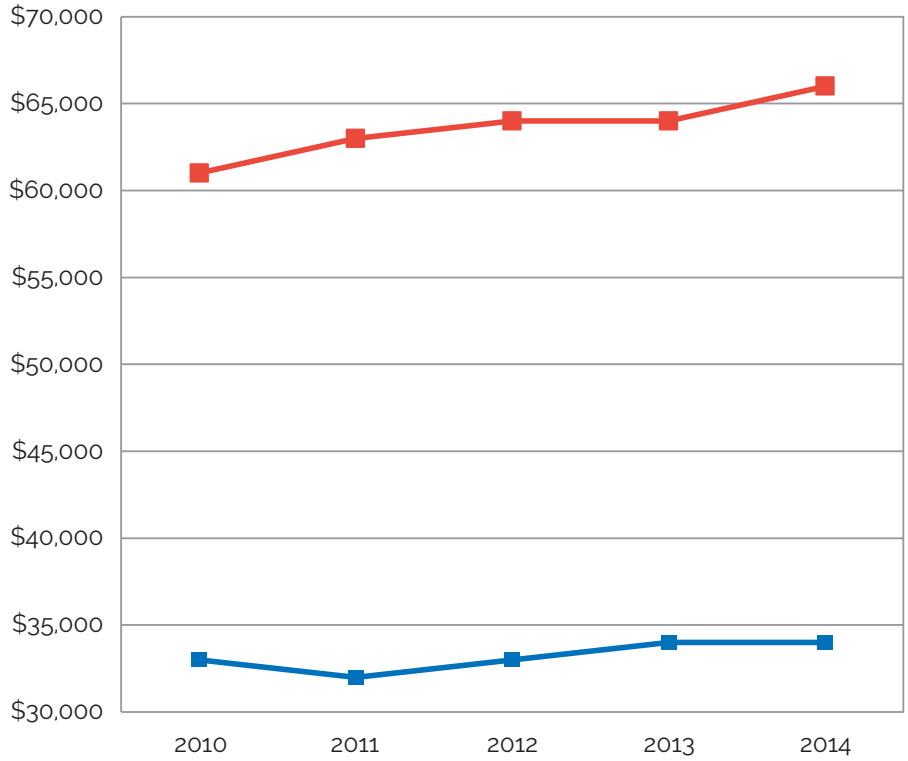


North Country average annual private sector wages grew by a total of 3.7 percent between 2010 and 2014. Statewide average annual private sector wages grew by a total of 8.1 percent during the same period. Furthermore, average private sector wages in the North Country equal approximately 53 percent of private sector wages statewide.

The public sector provides approximately 30 percent of the jobs in the North Country region.

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

AVERAGE ANNUAL PRIVATE SECTOR WAGES



Long-term industry projections for the North Country, prepared by the NYS Department of Labor, show several industries with significant growth potential that could create jobs and wealth in the region. These include traditional North Country industries such as forestry and logging, which have a projected growth rate of 13.8 percent, and minerals, which have a projected growth rate of 17.6 percent by 2020. The state's projections also include metal fabrication, with a projected growth rate of 45 percent, and transportation and warehousing with a projected growth rate of 12 percent. The Council's economic development strategies support these industries. For example, the Transportation Equipment Cluster has the potential for further specialization that could add 984 jobs and nine new companies.

Summary

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

WE WILL JOINTLY DEVELOP AND PROMOTE A SUCCESSFUL AND GROWING BINATIONAL CLUSTER CENTERED IN QUEBEC AND NEW YORK.

Declaration of Cooperation between North American Center of Excellence for Transportation Equipment and the Quebec Ground Transportation Cluster

THE THREE KEY SECTORS OF THE NORTH COUNTRY'S URI PLAN

The following section focuses on each of the three key economic sectors. Discussion of each sector addresses unique challenges and opportunities, how the region is poised for growth, metrics, connectivity, targeted sectors and activities, how unique strengths will be leveraged, how barriers to growth will be overcome, physical locations for investment, and strategies that focus the private and state investments that are relevant to that particular sector.

The North Country Regional Economic Development Council's three key economic sectors have many challenges and opportunities in common. Each sector also has unique characteristics that require strategies and actions specific to their industry. Because their needs are so different, the Council has chosen to address several elements outlined in the URI Guidebook by sector.

The section for each sector-**Advanced Manufacturing**; **Agriculture and Clean Energy**; **Tourism and Community Centers**, will address the following recommended section of the suggested revitalization plan outline.

- **Foundations for economic growth, planning and investment**
  - Unique challenges, barriers and opportunities
  - How the region is poised for growth
  - Metrics to support our conclusions
- **Where investment will grow the region**
  - How connectivity will be increased and lead to transformative change
  - Targeted sectors and activities
  - How unique strengths will be leveraged
  - Physical locations for investment and the reasons for targeting those areas
- **Strategies and Actions that will increase regional wealth**
  - Strategies
  - Actions
- **Signature projects**
  - Projects for immediate implementation
  - Description of prospective and conceptual projects

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Advanced Manufacturing and Innovation

VISION

The North Country will be North America's center of excellence and innovation in 21st century transportation equipment, additive materials and immunoengineering.

The Council will collaborate to develop a comprehensive, multi-faceted, flexible network of activities and support systems designed to maximize productivity, competitiveness and sustainability. The areas of focus will include transportation equipment, additive materials and immuno-engineering.

As the North Country faces the challenges of the 21st century economy, the NCREDC realizes that one of the North Country's greatest strengths is our ability to come together, collaborate and do what is right for our entire region, geographically the largest in New York State. The Council will establish three new Centers of Excellence in the North Country, leveraging collaborative partnerships, and capitalizing on our shared border with Canada.

FOUNDATIONS FOR ECONOMIC GROWTH, PLANNING & INVESTMENT

Unique Challenges, Barriers, and Opportunities

- Manufacturing is still in decline nationally as many companies have moved their operations to other countries. Manufacturing remains a major part of the economy in some areas of the North Country. The region is vulnerable if it doesn't adapt through innovation in key growth sectors.
- Key to fulfilling this goal is developing a globally competitive workforce, with employees who are trained to do jobs of today and prepared to do the jobs of the future.
- Innovative use of our wealth of resources including materials, products, and processes will position the North Country to compete in an ever growing and changing global marketplace.
- The vast geography of the region has always been a barrier to growth. The creation and support of defined manufacturing clusters concentrates investment in specific areas that accelerates growth throughout the region.
- The lack of skilled workers is a barrier that can only be overcome through strategic investment.One example is The North American Center of Excellence in Transportation Equipment, which will provide workforce training services that will increase wages in the region and create opportunities for hard-to-place workers.

How the Region is Poised for Growth

The Transportation Cluster has now reached a critical mass that requires a dedicated, multi-faceted approach by an over-arching organization that will coordinate the efforts of the many agencies, educational institutions, training providers and technical assistance programs serving the sector in order to position the region for growth. The North American Center of Excellence in Transportation Equipment will fulfill this need by working with businesses and providers to ensure that issues and opportunities are addressed effectively and comprehensively.

A five-year plan of work will be developed from the solid groundwork already in place and collaborative efforts already in motion. This plan is expected to include various levels of direct and indirect support for activities including workforce development, supply chain management services, technical assistance, development of Canadian connectivity and project financing source assistance.

The North Country is prepared to address all of the challenges and opportunities described above by:

- Capitalizing on the region's key "fixed" assets. These assets include: basic materials, both extracted and/or refined in the region (e.g., stone and wollastonite); existing industrial clusters (e.g., transportation); and basic research institutions (e.g., the region's ten colleges). In particular, there is a vibrant cluster of transportation equipment manufacturers focused on Plattsburgh and Watertown and which is supported by the Advanced Manufacturing Institute at Clinton Community College (SUNY 2020 supported), the Plattsburgh Aeronautical Institute, and the Jefferson-Lewis Machinists Training Program.
- Investing in specific Year One private-sector projects that are built on major innovations in product, process, or materials.

- Investing in institutions with a successful history of developing innovative products and processes. The best examples of these are the Center for Advanced Materials Processing (CAMP), the Trudeau Institute in Saranac Lake, and CITEC, Inc. (the Regional Technology Development Center in the North Country).
- Leveraging the region's tradition of academic and non-profit innovation.
- Capitalizing on the region's network of ten colleges, which provides diverse training opportunities for employees and thereby enables employers to constantly upgrade the skills of its workforce as they develop new products and processes.
- Continuing to broaden and deepen our special economic partnership with Quebec and eastern Ontario, maintaining internationally recognized success in attracting foreign direct investment (FDI).

Metrics to Support Our Conclusions

- The North Country experienced **growth of 17.7 percent** in global exports, which exceeded Upstate New York's growth by 2.1 percentage points, and New York State's by 2.9 percentage points.(UBRI)
- Computer and Electronics Industries **grew by 42 percent** from 2009 to 2013. (UBRI)
- Forbes ranked Clarkson University as **"One of America's Most Entrepreneurial Universities"** in 2014.
- Entrepreneur magazine listed Clarkson as **#14 out of the Top 25** Colleges for Entrepreneurship in 2015.
- St. Lawrence University and Clarkson University were named by The Princeton Review as **Best Northeastern Colleges, Colleges That Pay You Back**. Along with SUNY Potsdam, the two schools were also named in the edition's list of Green Colleges.
- Plattsburgh was identified by fDi Magazine this year as North America's **#2 Micropolitan City** of the Future, including ranking **#1 for Foreign Direct Investment Strategy**.

WHERE INVESTMENT WILL GROW THE REGION

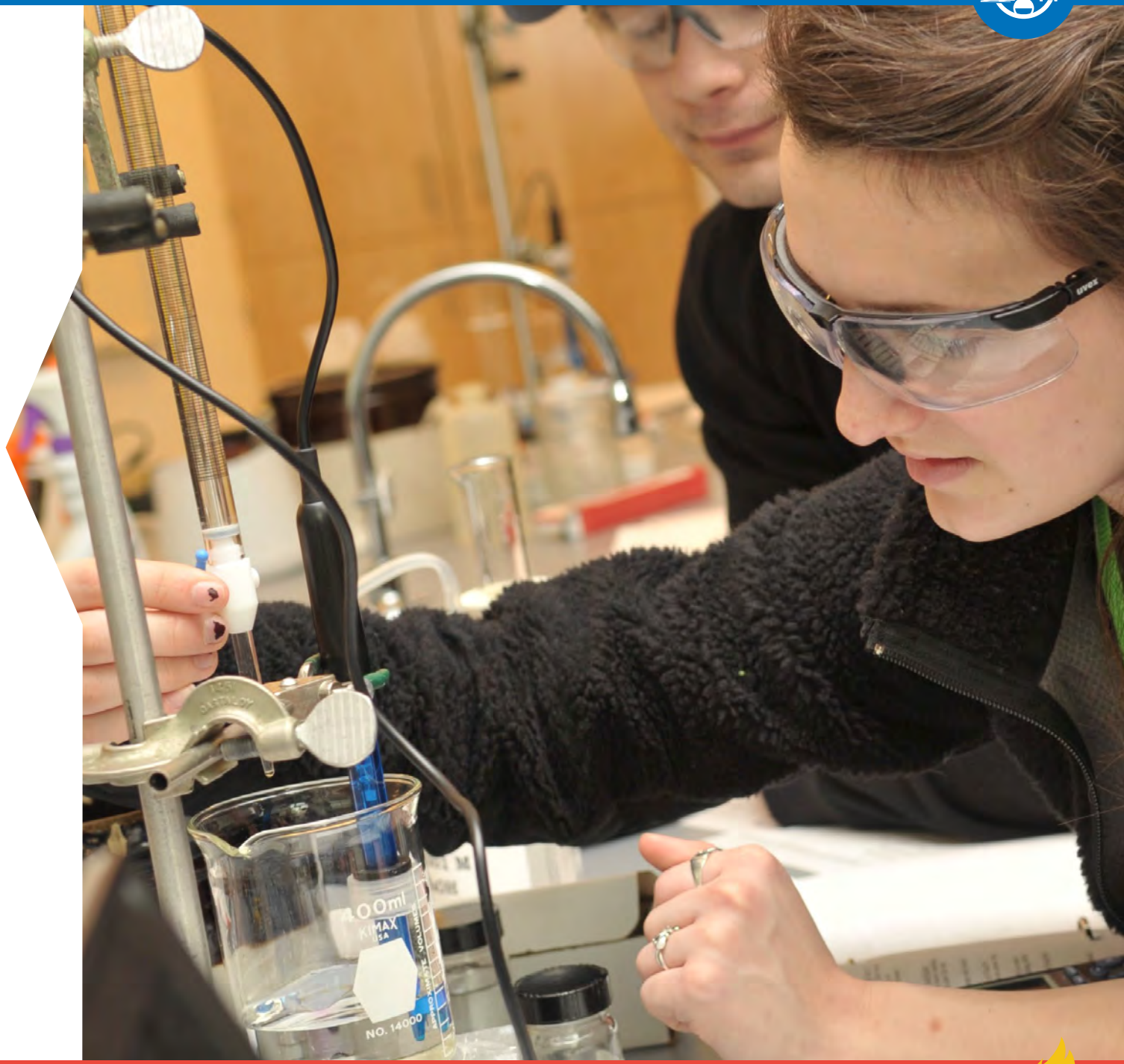
How Connectivity will be increased and lead to transformative change

Since the start of the REDC process, the region's people, industries, colleges, not-for-profits, and governments have started to collaborate effectively. Regional organizations such as the North Country Chamber, the Development Authority of the North Country, Clarkson's CAMP and Innovation Hotspot system, the North Country Alliance, and CITEC will anchor enterprise connectivity in the future.

On these foundations the NCREDC has built expanded future cooperation into its URI investment program. Workforce preparation innovations in one industry could also be replicated in other industries across the region.

URI investment will be targeted in communities with existing strengths. In Plattsburgh, for example, there is an integrated system of support that includes the Global Supply Chain program at SUNY Plattsburgh, the planned Advanced Manufacturing Institute at Clinton Community College and the North American Center of Excellence in Transportation Equipment, which will provide services throughout the region. Other targeted areas will include Watertown and the St Lawrence Valley.

Trudeau Institute in Saranac Lake and Clarkson University in Potsdam are combining their resources and expertise to develop and commercialize biotech solutions to the world's most threatening diseases.



Targeted Sectors and Activities

Advanced Manufacturing is one of the NCREDC's three priority sectors. The Council has concentrated on investing in three components of the advanced manufacturing spectrum—transportation equipment manufacturing and maintenance; advanced (especially additive) materials; and biotechnology (especially immunoengineering).

These three clusters are rooted in the region's current strengths. There is a region-wide cluster of transportation equipment companies—starting with Nova Bus and Bombardier in Plattsburgh and New York Air Brake in Watertown, and extending to supplier firms in all seven North Country counties. From Alcoa and Corning to NYCO and Hoosier Magnetics, companies specializing in materials production are a large part of the region's economy. New York State has invested significant resources in forging a biotech partnership between Trudeau Institute and Clarkson University to prompt innovations in immunoengineering.

There are two elements to the Council's investment plan to achieve exponential growth in advanced manufacturing. The first element is to invest in large private-sector projects in each of the three components or sub-sectors mentioned in the previous paragraph.

The second element of the NCREDC's investment program is to invest in projects that provide the services, technical assistance, and R&D required to support growth. Through such projects the NCREDC will partner with companies to develop innovations that will feed new products, techniques, materials, and start-ups into the three clusters. There are five of these innovation-support initiatives:

- North American Center of Excellence in Transportation Equipment (NAmTrans)
- Institute for Additive Manufacturing Materials Applications (IAMMA)
- Center for Immunoengineering & Infectious Disease (CIID)
- Product Development Innovation Centers (PDIC)
- North Country International Business Plan Competition (NCIBPC)

Investments in these initiatives differ from the private sector investments in several respects:

- All five focus on helping companies innovate. Two of them—IAMMA and CIID—will be established to do cutting-edge science and technology transfer into specific niches of the advanced materials and biotech sub-sectors. Two more—NAmTrans and PDIC—will assist companies in the three clusters to develop and transfer new products to manufacturing plant floors, train their workers in new production techniques, and generally make their operations as efficient as possible as they innovate both their products and processes.
- The remaining support initiative—the NCIBPC—will have an overall focus on attracting branches of Canadian businesses into the North Country. In particular, it will target the transportation, advanced materials, and biotech clusters, though other Canadian contestants may apply. Special attention will be paid to contestants who propose to establish branch operations in these sectors.
- All of these innovation support initiatives are intended to become self-sustaining after the URI commitment has termed out.

How unique strengths will be leveraged

The region's advanced manufacturing strengths (most of them already addressed earlier) include:

Existing clusters of manufacturers in transportation equipment, materials, and biotechnology

More than 30 transportation equipment companies have a physical presence in the region. This is largely the result of concentrated efforts by the region's leaders to build a cluster in the sector, capitalizing on the presence of a few large companies. This was done for several reasons—to stabilize employment in what is largely a contract-driven industry, to develop a sustainable supply chain system for existing companies, and to become a place that will attract other large transportation equipment companies.

There are also more than 20 materials related manufacturers, including innovative operations in paper, plastics, composites and metals. This cluster presents opportunities for synergistic development within the materials cluster and in tangent with the transportation equipment cluster. The proposed Institute for Additive Manufacturing Materials Applications (IAMMA) will foster such opportunities. This is especially timely in light of Alcoa's recent announcement that its Massena operation will benefit from the company's division into two parts: multi-material value added and globally competitive upstream activities.

Raw material reserves in minerals, and stone products

Mining has been a part of the North Country economy for decades and continues today. Wollastonite, garnet, iron, and other minerals are present in the region. In addition to active mines, many closed mining operations exist in the region. These mines often left behind vast tailing mounds. The region's plan utilizes valuable trace minerals and projects that will reuse the tailings to make products that will reduce the waste piles and provide economic benefit to the region.

Existing research and technical assistance organizations

The North Country is home to several important research institutions. Trudeau institute, located in Saranac Lake, has been researching cures and treatments for infectious diseases for more than a century. Work performed at the center affects the lives of people all over the world. Millions of people could be saved if cures or vaccines for just two of the diseases the institute focuses on—tuberculosis and Ebola—are developed. The North Country's plan will help to ensure this important research continues and that commercialization of drugs developed at the institute is possible.

Miner Institute in Chazy is world renowned in the area of bovine and equine research. Its team also focuses on feed crop research. The manufacture of dairy products is an important part of the North Country economy. Maintaining and strengthening a strong and secure supply chain, including feed crops and milk, is essential for the region's continued success in value-added food production. Our plan for the region approaches the process of food production comprehensively, solving immediate deficiencies with water infrastructure projects that will benefit the Kraft Heinz plant in Lowville, and developing innovative solutions for the future at centers such as Miner Institute.

The Wyeth research facility in Chazy closed shortly after that corporation was purchased by Pfizer Pharmaceuticals. Thanks to investments by New York State, Clinton County, and others, the facility was saved from destruction and is now privately owned by a company that is working to redevelop it as a multi-tenant facility. The facility's first tenant, a Transportation Equipment cluster supplier that produces plastic parts, opened in 2015. The Council's plan includes a potential project that could bring a contract research organization to the facility in Year Two of the URI process.

The Council's proposal capitalizes on these strengths to grow new and existing businesses in the region.

Multi-modal infrastructure for the movement of people and goods

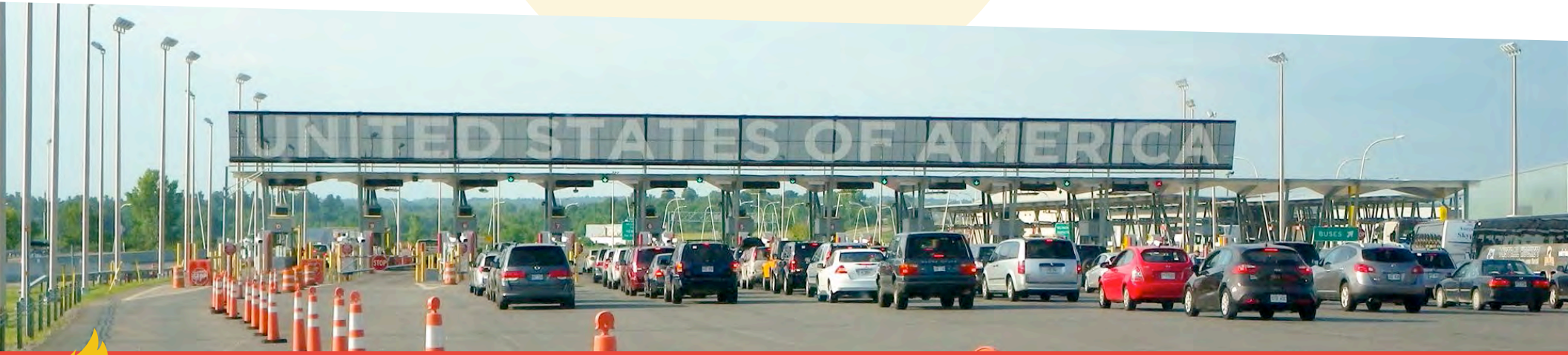
Though transit within certain parts of the region can be challenging, the region's manufacturing centers are easily accessible by road, rail, water, and air.

Interstate Highways 81 and 87 connect the region to points north in Canada and south in the U.S. Both highways connect to east-west interstate options that open up the rest of the nation to goods produced in the region.

Major commercial border crossings with Ontario and Quebec offer access to Canadian markets and cross-border commerce.

U.S. and Canadian rail lines intersect the region and the region is well served by the Ports of Ogdensburg and Montreal. Two international airports—located in Plattsburgh and Watertown—and several regional airports serve the region.

Manufacturers continue to cite access as an important factor in the site selection process. The North Country has invested in these assets through the Regional Council process to improve access, capacity, and commerce. Examples of this investment include the new International Clearance Facility at Plattsburgh International Airport and an Ogdensburg Bridge and Port Authority project that made it possible for large wind tower parts to enter the region. This tradition of investment continues in the North Country's URI plan with projects such as improvements at the Ogdensburg Airport.



Physical Locations for Investment and Reasons for Targeting Those Areas

The North Country will capitalize on established and emerging specialization of manufacturing clusters through a number of positions and salaries. Existing concentrations of cluster-related companies are located in Plattsburgh, Watertown, and the St. Lawrence Valley.

Although investment will be concentrated in these three areas, benefits will be felt throughout the region. For example, though the region's major transportation equipment manufacturers are centered in Plattsburgh and Watertown, their suppliers are scattered across all seven North Country counties. Similarly, although the Center for Advanced Materials Processing is situated in Potsdam, materials production facilities range from Star Lake to Willsboro to Massena.

Metrics to Support our Conclusions

- **Five hundred new jobs** were added to the region's Transportation Equipment, and Food Processing industry clusters and represent two of the region's top five industry clusters for employment growth.
- Manufacturing represents four of the **top five leading exports** for the region, which include Primary Metals ($64 million), Transportation Equipment ($41 million), Computers and Electronics ($37 million), and Medical Equipment and Sporting Goods ($36 million).
- Site Selection magazine listed Ogdensburg, Massena, and Plattsburgh as three of the **"Top Micropolitan Areas for Corporate Facility Investment in 2014."**

STRATEGIES AND ACTIONS THAT WILL INCREASE REGIONAL WEALTH

Strategies

GROW the regional transportation equipment, additive materials, and biotech clusters by investing in innovative companies and providing collaborative operational support services.

INVEST in research and development initiatives to create new products, processes, and materials for commercialization by private industry.

CREATE new initiatives and events that will drive entrepreneurial growth in our designated clusters.

The regional council expects that by investing state funds in these three strategies it will attract private, domestic, and international investment to the region.

NEW YORK AIR BRAKE
MEMBER OF THE KNORR-BREMSE GROUP
HANDICAPPED PARKING
HANDICAPPED PARKING

Implementation Actions

Transportation Equipment

- Construct a massive high-technology hangar complex for a wide-body jet maintenance facility at Plattsburgh International Airport, the first of its kind in North America.
- Increase the supply of quality industrial space in order to accommodate current needs and growth in the already substantial transportation equipment cluster through incentives for private and not-for-profit developers.
- Collaborate with the Supply Chain departments at SUNY Plattsburgh and Clarkson University to provide educational opportunities for employees, internships for students, and employment opportunities for graduates.
- Utilize the expertise of the Quebec Ground Transportation Cluster to advance the transportation equipment cluster in the North Country region, building on the recent agreement to provide mutual support and assistance signed by the North Country Chamber of Commerce and the Quebec Ground Transportation Cluster, and completing the current development of a partnership with the Montreal Aerospace Cluster.

Additive Materials

- Develop multiple centers throughout the North Country to provide people, equipment, technical services and basic science to assist local manufacturers in creating, testing, and commercializing new product ideas.
- Coordinate and leverage the resources of the Center for Advanced Materials Processing, Innovation Hot Spot program, START-UP NY, and the existing Clarkson incubator program at the Shipley Center for Innovation to launch new businesses.
- Organize business-to-business groups of cluster-related companies to increase capacity, develop new products, and fill supply chain gaps.

Immunoengineering

- Improve the infrastructure at Clarkson University to accommodate research and private-sector development in the biomedical industry.
- Upgrade facilities and equipment as needed at Trudeau Institute to accommodate current and future research activities.
- Assist in the recruitment of top-tier scientists to the North Country region.
- Expand on biomedical education at Clarkson University, including the involvement of Trudeau Institute in the education of students at Clarkson.
- Identify and recruit companies to support the efforts of the Center for Immunoengineering & Infectious Disease and the resulting spinoff companies.

THIS PROJECT WILL MOVE AIRCRAFT MAINTENANCE IN NORTH AMERICA FROM THE 20TH TO THE 21ST CENTURY, TRANSFORMING BOTH THE INDUSTRY AND THE REGION. AND PLATTSBURGH IS THE PLACE READY TO MAKE THIS HAPPEN.

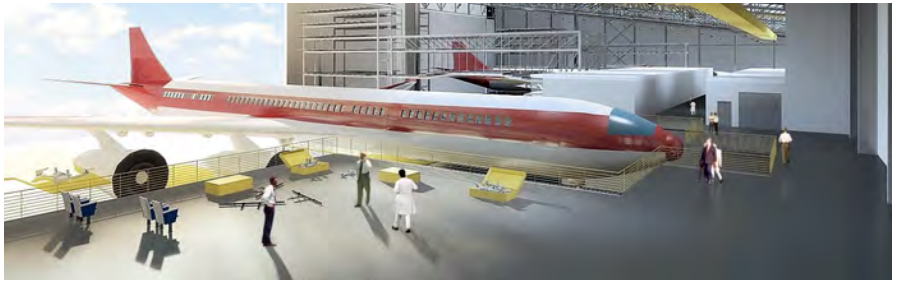
Robin Wohnsigl
President & CEO, Laurentian Aerospace

YEAR ONE SIGNATURE PROJECTS

LAURENTIAN AEROSPACE

Laurentian Aerospace Corporation proposes to build and operate a new Maintenance, Repair and Overhaul (MRO) facility in Plattsburgh. It will include the deployment of transformational docking technologies and practices that will transform the North American aircraft maintenance sector and place the North Country and New York at its center.

The Laurentian project includes the construction of a new, 273,000-square-foot hangar with two bays that will provide heavy maintenance for wide-body aircraft. Heavy maintenance is mandated on a pre-determined schedule for each aircraft by type, and generally will involve the aircraft being out-of-service for between 5 and 45 days. Laurentian has purchased the assets of a company that developed an automated docking system, and will install a docking system in each bay of the hangar. The docking system can be deployed around an aircraft in less than an hour, compared to the two complete shifts that are needed by other companies to install a scaffolding system around an aircraft. In addition, the new facility will implement the most modern IT system available, which will allow operating staff to use handheld devices to obtain work assignments and will avoid the paper-based system used by other



companies. In combination, the docking system and the modern IT system will allow the new company to complete a maintenance check in a much shorter period of time than other competitors. A reduction in turnaround time (TAT), which will return an aircraft more quickly to the airline operator, is critically important to all airlines. At present more than 50 percent of the North American wide-body fleet has its heavy maintenance undertaken overseas (principally in Asia), but the rapid rise in wage rates in Asia and the shortage of skilled workers has made the use of Asian maintenance operations uneconomical for North American airlines. The competitive advantage this new facility will have in being able to significantly reduce TAT will be highly attractive to both North American and European-based airlines.

The design of the hangar complex around this docking system will be the first of its kind in North America, thereby placing our region at the forefront of revolutionizing this industry, while also aiming directly at reshoring aircraft maintenance that is currently going to Asia.

By the fifth year of operations Laurentian's MRO facility expects to have a workforce of approximately 840 employees, with many of these positions requiring highly advanced technical skills. Veterans, especially those who have served in branches of the military with aviation assets, will be highly valued by the corporation for their specialized skills. In addition, as an integrator of components and services, it is anticipated that Laurentian, like Bombardier and Volvo/Nova Bus, will attract a number of suppliers who will need to be co-located in the area to serve their customer. Many additional jobs will be created in other businesses and industry sectors and will offer opportunities for hard-to-place workers.

Economic & Policy Resources, Inc. (EPR) analyzed the economic impact of the Laurentian project. The study estimates that by year three of the project, 1,860 permanent, full-time direct and indirect jobs will have been created in the Plattsburgh area. $209.4 million in economic output and $101.4 million in disposable income will be added to the regional economy. The overall economy of the nation will also benefit from the addition of 4,358 permanent full- and part-time jobs, $615.7 million in economic output, and $246.2 million in disposable personal income.

The $50 million contribution from the URI will be made in the form of preferred shares. Over time the $50 million principal amount would be repaid to the North Country Community Foundation and would thereby create a revolving North Country Development Fund to be used in assisting the financing of new investment in the North Country. Jefferies LLC is acting as the Company's exclusive placement agent for all of the debt and equity to be raised for the project. We expect that such debt and equity, together with the funds requested under the URI, will provide all of the funding required to complete the project.

Business Name	**Laurentian Aerospace Inc.**
Project Name	**Laurentian Aerospace**
Project City	**Plattsburgh**
Total Impact:	**$562,600,000**
URI Investment	**$50,000,000**
Jobs Created	**840**
Jobs Retained	**0**
Construction Jobs	**250**
Ancillary/Other Jobs	**1020**
Leverage Ratio	**10.3:1**

NORTH AMERICAN CENTER OF EXCELLENCE IN TRANSPORTATION EQUIPMENT

The North American Center of Excellence for Transportation Equipment (NAmTrans) is the centerpiece for organizing, serving, sustaining, and growing the North Country's already vibrant Transportation Equipment Cluster.

A "virtual" center rather than a location, NAmTrans has already organized the region's 32+ Transportation Equipment Companies which, while concentrated in Plattsburgh, can be found across the region. This cluster already employs more than 8,000 of our residents, has grown more than 40 percent since 2010, and pays higher than average wages. This strong development to date coupled with major growth opportunities ahead heightens the need to work strategically with the cluster to address growing demands such as those associated with workforce.

Interaction with the cluster has defined NAmTrans and its approach. This will include a strong emphasis on workforce recruitment and training initiatives, with requested resources being utilized, in part, as investments in addressing key needs as identified by the cluster. This may, for example, feature such assistance as equipment necessary for training at a community college, the development and implementation of specific specialized training programs, or assistance with recruitment of target job candidates such as veterans or those with specialized skills from out of the area. NAmTrans is the key Workforce Development initiative of our URI submission. We are making a conservative estimate of $7,500,000 in matching expenditures by the recipient partners over five years.

In addition, NAmTrans will work with the cluster to help to fill other needs, such as filling supply chain gaps and enhancing supply chain efficiencies, exchanging best practices, developing more MWBE-qualified suppliers, supporting export opportunities, and developing a range of shared activities and programs.

In addition to the 32+ existing cluster employers, NAmTrans will be crucial to two transformative employers over the next five years: Laurentian Aerospace, a major new MRO operation which is among our key URI projects (requiring

support for 840 specialized positions), and "Newco," an aerospace component manufacturer expected to commit to a new, $125 million, 383-employee facility in Plattsburgh deploying transformational new technology in its sector. The formation of NAmTrans and its commitment to support this new manufacturer's significant workforce recruitment and training needs was a direct factor in securing the project for our region. The requested state support is therefore crucial to the success of these companies.

Consistent with findings and recommendations from UBRI, NAmTrans has utilized the Pôle d'excellence québécois en transport terrestre (Quebec Ground Transportation Cluster) as a model and in June signed a strategic Partnership Agreement with the Quebec Cluster for joint development of the bi-national cluster and its shared interests. Discussions also began in August with Aero Montreal, the Quebec Aerospace Cluster, expected to generate a similar partnership in 2016.

Business Name	**North Country Chamber of Commerce**
Project City	**Regionwide**
Total Investment:	**$147,500,000**
URI Investment	**$15,000,000 (Over five years. Year one request is $3,000,000)**
Jobs Created	**1**
Jobs Retained	**0**
Construction Jobs	**0**
Ancillary/Other Jobs	**10,449**
Leverage Ratio	**9.7:1**

INTERNATIONAL BUSINESS PLAN COMPETITION

For the last four years, a strategy for growing the North Country economy has been to "leverage our gateway to Canada, the nation's largest trading partner, to lead the state in global investment." The International Business Plan Competition will make it easier for Canadian manufacturers to put branch plants in the North Country and will encourage innovation.

The Competition's objectives would be to:

- Use the business plan competition to attract attention to the North Country as a location for expansion that is economically and geographically profitable for businesses that already have a presence in Canada (or other foreign countries).
- Use access to the huge U.S. market—access that can be facilitated by foreign companies locating a branch facility in the North Country—as the permanent incentive that will interest companies in evaluating whether or not the North Country can be a profitable branch location for them.
- Capitalize on the spirit of cooperation and mutual benefit that has been fostered through recent activities and cross-border dialogues among critical entities, such as New York State, the International Business Alliance, U.S. Export-Import Bank, and the Quebec and North Country Transportation Clusters, among others.

The NCREDC has formulated the following program:

The competition will target family/locally-owned, small- to mid-sized, Canadian-based companies, located primarily in Eastern Ontario and Southern Quebec which think they can expand their businesses by locating a branch of their parent company in New York's North Country. The competition will not exclude start-ups, larger companies, or companies located elsewhere in Canada; however, it will not be advertised to such companies.

Each contestant will submit a proposal that will:

- Describe the company, its history, ownership, products, current customers, financial condition, and plans for expansion.
- Describe in detail its hypothesis on why and how putting a branch operation in the North Country could expand its business and profitability.

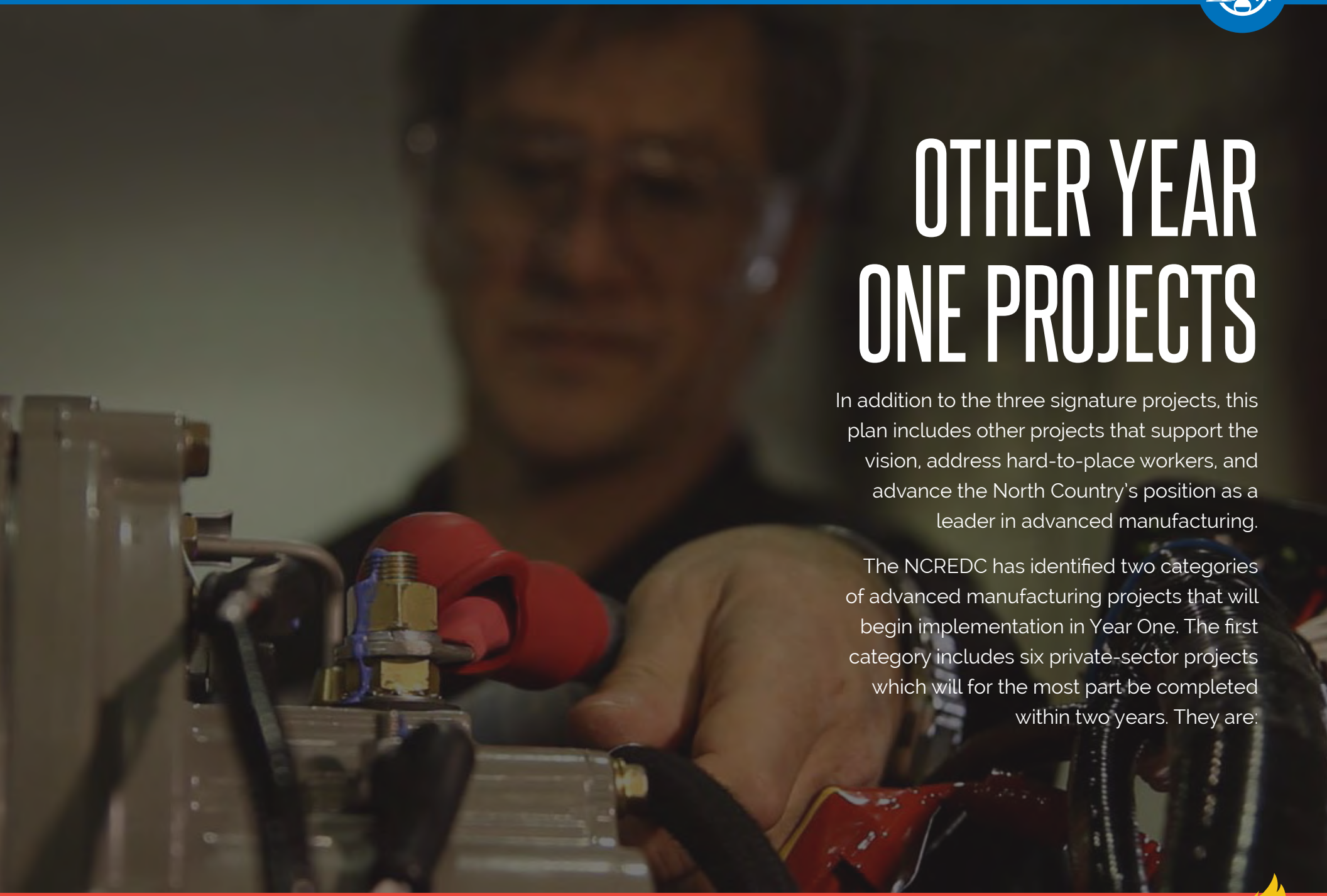
- Describe what the company needs to know about the markets it wishes to penetrate by implementing such an expansion and submit a scope of work for an independent third-party market feasibility analysis that will answer such questions.
- Describe how the company will advertise and choose its market analysis consultant and the budget for the analysis.
- Describe the company's tentative expansion plan, including (but not limited to) its facility, financing, personnel, and other location needs would be if the results of the market analysis are positive. This plan would include a projected timeline and the specific location to which the company proposes to expand. (Note: these components will be refined and revised by the competition's administrator, but it should be clear that the overall concept is to have the prize include reimbursement to the company for some of its up-front market analysis expenses, but only if the company actually locates a branch in the North Country.)

The competition will make at least two awards each year for five years, each one totaling about $500,000. Depending on the financial configurations of the top-ranking projects, the administrator may elect to make awards to more than two winners, provided that they do not total substantially more than $1 million in one year.

Competition awards will consist of three elements:

- Up to $100,000 (on a 50/50 basis) for a third-party market analysis of how and why the contestant's company can and should locate in the North Country in order to access the U.S. market and/or to fabricate products from raw materials sourced in the U.S. for sale in Canada. This prize money will be disbursed to the winners only after they have physically located a branch facility in the region and have operated it for at least a year. It will be an outright grant.
- A capital grant of up to $400,000 payable to the winners only after they have physically located a branch facility in the region and have operated it for at least a year. Such a grant shall be conditioned on the company expending at least $6 for every capital grant dollar. Such funds shall derive from equity, bank, and other non-public sources
- Contingent loan fund commitments from regional loan funds—e.g., the Value Added Agricultural Fund, the Tourism Transformation Fund, the North Country Alliance, the North Country Economic Development Fund, etc.—for up to 30 percent of the eligible expenses involved in the business expansion. Each loan fund's decision will be based on its own rules and underwriting standards, but the decisions to offer such loans, based on the appropriate contingencies, will be packaged by the administrator prior to award notices being made.

Business Name	**Clarkson University**
Project City	**Potsdam**
Total Investment:	**$39,960,000**
URI Investment	**$6,040,000**
Jobs Created	**379**
Jobs Retained	**0**
Construction Jobs	**0**
Ancillary/Other Jobs	**5**
Leverage Ratio	**5.6:1**



OTHER YEAR ONE PROJECTS

In addition to the three signature projects, this plan includes other projects that support the vision, address hard-to-place workers, and advance the North Country's position as a leader in advanced manufacturing.

The NCREDC has identified two categories of advanced manufacturing projects that will begin implementation in Year One. The first category includes six private-sector projects which will for the most part be completed within two years. They are:

Belcam§

Description: Belcam will increase its exports to Canada and other countries by improving its production capability and efficiency, and reducing lead times through the purchase of high speed, large-capacity compounding and filling equipment.

Project City	Rouses Point
Total Investment:	$700,000
URI Investment	$140,000
Jobs Created	10
Jobs Retained	80
Leverage Ratio	4:1

CM&M Industries§

Description: CM&M is contracting with the Benson Mines and Benson Trust to reuse waste materials remaining from the active mining of iron ore from 1946 to 1978. Recovered materials will be used in the development of 100 percent recycled content stone products.

Project City	Clifton
Total Investment:	$3,000,000
URI Investment	$500,000
Jobs Created	97
Jobs Retained	0
Leverage Ratio	5:1

Hoosier Magnetics§

Description: Hoosier Magnetics will replace its calcination kiln, which will enable it to convert iron and strontium raw materials to strontium ferrite through a high temperature (1250˚C), solid-state chemical reaction.

Project City	Ogdensburg
Total Investment:	$1,216,811
URI Investment	$243,362
Jobs Created	4
Jobs Retained	31
Leverage Ratio	4:1

Watertown Industrial Center LDC New Building D§

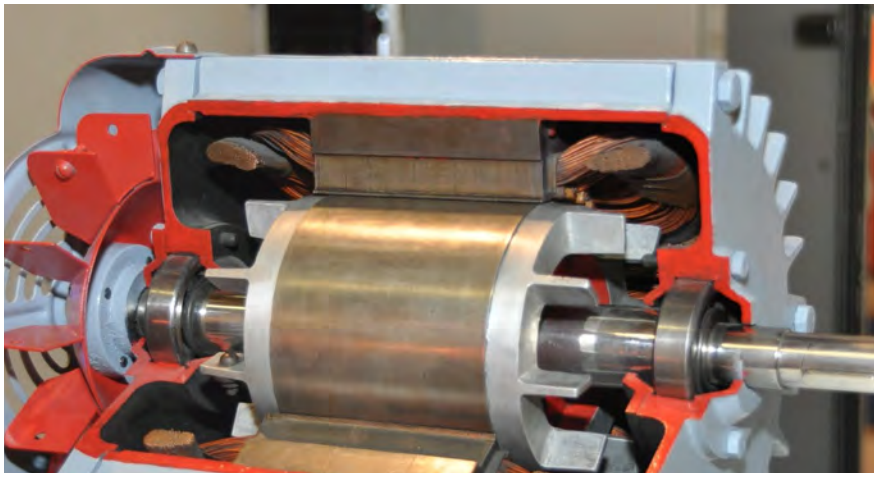
Description: The Watertown Industrial Center LDC New Building D project will construct a new, 40,554-square-foot building for a Watertown company that is expanding its production of innovative irrigation systems.

Project City	Watertown
Total Investment:	$2,437,264
URI Investment	$482,075
Jobs Created	2
Jobs Retained	100
Leverage Ratio	4:1

LC Drives§

Description: LC Drives will purchase equipment that will be used for the manufacture of electric motors and generators based on an innovative technology developed at Clarkson University.

Project City	Potsdam
Total Investment:	$3,000,000
URI Investment	$600,000
Jobs Created	10
Jobs Retained	0
Leverage Ratio	4:1



AIMA Biotech§

Description: PurinePharma will construct a biomedical manufacturing facility to extract and purify bio-materials from discarded or waste human hemoglobin, and convert the same into an innovative drug to address diseases such as anemia in both animals and humans, and sickle cell disease in humans.

Project City	Massena
Total Investment:	$7,000,000
URI Investment	$250,000
Jobs Created	16
Jobs Retained	24
Leverage Ratio	27:1

Stature Electric§

Description: Stature Electric will purchase and install new manufacturing equipment to support product development, increase output, and implement a systems integration approach for products used in robotic vehicles and automation electronics.

Project City	Watertown
Total Investment:	$3,057,000
URI Investment	$611,400
Jobs Created	0
Jobs Retained	65
Leverage Ratio	4:1

The second category of other advanced manufacturing projects includes three projects that focus on creating research and development organizations, which will begin in Year One but grow to fruition by Year Five. These centers will generate businesses that commercialize innovations in transportation equipment, advanced materials, immunoengineering, and other industrial sectors. They are...

Center for Immunoengineering and Infectious Diseases (CIID)§

Description: The Center, under the direction of a newly hired, world-class scientist, will lead a research effort that will focus on select research areas that can create significant impacts on patient care. Unlike previous research institute business models, the new CIID director will have a mandate to diversify sources of revenue to include traditional government research funding (NIH), pharmaceutical and biotechnology research collaborations, value from new spinoff, start-up companies, and support from foundations and philanthropic donors. This is a five year project, with a total investment of $127,000,000 million and a total URI investment over five years of $33,700,000

Project City	Saranac Lake
Total Investment:	$11,130,000
URI Investment	$5,790,000
Jobs Created	12
Jobs Retained	12
Leverage Ratio	0.92:1

Clarkson UNIVERSITY defy convention™

TRUDEAU INSTITUTE
IMPROVING HEALTH THROUGH MEDICAL RESEARCH

Fulfilling the vision of the Trudeau-Clarkson Partnership.

Institute for Additive Manufacturing Materials Applications (IAMMA)§

Description: The Institute will focus regional R&D talent on developing new materials formulations that will feed the growing additive manufacturing industry. As additive manufacturing technologies (like 3D printing and laser sintering) increasingly replace older "subtractive manufacturing" technologies, there will be a need for the production of dramatically different materials feedstocks. This will be a five year project, with an estimated $3,400,000 in URI investment over the full five years, leveraging $17,400,000 in other funds, including the engagement of Clarkson, Alcoa and Corning.

Project City	Regionwide
Total Investment:	$300,000
URI Investment	$200,000
Jobs Created	16
Jobs Retained	0
Leverage Ratio	0.5:1

Product Development Innovations Centers (PDICs)§

Description: CITEC will create three centers that will build and maintain a network of expertise in the region for manufacturers and entrepreneurs. The centers will offer services such as: building and maintaining a network database of shared R&D, testing equipment, additive manufacturing, and flexible, customizable manufacturing lines.

Project City	Regionwide
Total Investment:	$3,000,000
URI Investment	$2,000,000
Jobs Created	1
Jobs Retained	0
Ancillary/Other	3,410
Leverage Ratio	0.5:1

YEARS TWO TO FIVE PROSPECTIVE PROJECTS AND CONCEPTUAL PROJECTS

- **The Northstar Technology Center Project** is an international contract research organization (CRO) that has expressed serious interest in locating at the recently redeveloped Wyeth research facility in Chazy, NY. The total project cost is $131.9 million. The CRO is prepared to invest $111.9 million through private financing and company investment. The project will create 150 jobs
- **Teletrak Plastics** proposes to utilize the old General Motors site near Massena, NY, to manufacture heavy-duty plastic/composite, intelligent marine shipping freight containers for use in global commerce. The project's start-up phase requires at least $84 million in capital over five years and will create 170 jobs.
- **Benson Mines** proposed to reconstruct a bridge over County Route 60. The bridge connects the mine, which is located on the western side of the road, with the tailings pile site located to the east. Benson will recover sand from the tailings pile that will then be moved by conveyor and truck over the bridge to the railroad siding. From the product will be shipped by rail to their customers.

The NCREDC also expects that other conceptual projects will grow out of the R&D organizations created in Year One and continued through all five years of the URI timeline.

It is anticipated that additional forms of URI support will be defined for Years Two to Five to facilitate and support Laurentian Aerospace's bond offering, as well as other transportation equipment companies in the pipeline or expected.

Agriculture and Clean Energy

VISION

The North Country will power food production with renewable energy to become the top producer in the state of high-quality food for the Northeast and global markets.

The North Country will create the greenest and most self-reliant energy economy in the state.

The North Country is well positioned and committed to setting a global standard in high-tech, sustainable agriculture that is deeply integrated with renewable energy. Our region leads New York State in renewable energy production and will now also supply New York and northeast food markets with the world's best food. We will do so by expanding our agricultural base with advanced technology and highly profitable business models that create a landmark initiative in the United States.

The North Country is also committed to advancing its clean energy leadership in the northeast through an exponential expansion of capacity driven by leading-edge renewable energy research, innovative grid management, installation of high-tech small- and large-scale renewable energy systems, and the infrastructure to support that growth.

FOUNDATIONS FOR ECONOMIC GROWTH, PLANNING & INVESTMENT

Unique Challenges, Barriers, and Opportunities

The unique challenges that our strategies will address and overcome include limited food processing infrastructure for packaged foods, a short growing season, congestion in transmission lines that export wind energy, and vulnerability of businesses and residents to fluctuating fuel prices.

The Council's plan capitalizes on market drivers that position the region's agriculture and clean energy businesses to flourish. These include:

- Increasing weather volatility and long-term drought in other parts of the nation;
- Population growth and rising food prices;
- Growing global demand for safe, high-quality food production;
- Double-digit growth in local, sustainable, and organic food markets;
- Growth in demand for local food and transparency in food production;
- Increasing public concerns related to chemical impacts on the environment and health;
- Growing state and national demand for renewable, clean energy;
- Growing regional demand for biomass energy resources; and,
- A high degree of investor interest in agricultural robotics and consolidation/scaling of agriculture and clean energy systems.

"NORTH AMERICAN INVESTORS ARE POURING MONEY INTO AGRICULTURE TECHNOLOGY DESPITE TURBULENT FINANCIAL AND COMMODITY MARKETS, AS CUTTING-EDGE ADVANCES THAT ENHANCE FARM PRODUCTION BRING OPPORTUNITIES FOR PROFITS."

REUTERS, 9.15.15

The North Country URI plan identifies several projects that overcome economic or physical barriers in the region and that once implemented, will accelerate the growth of the target industry.

- Development of new or additional agricultural product processing facilities will add value to products we currently have a leadership position in. Value added production capacity—for dairy, field crops, and biomass—is also a tremendous employment generator.
- Development of year-round agricultural production, via industrial-sized greenhouses, will create an entirely new industry in the region. High-tech covered agriculture will leverage technology that has its roots in our regional universities, and at full build out will employ thousands, including some hard-to-place workers across the region.
- Finally, development of the Anbaric Transmission line connecting the North Country to Vermont will facilitate export of renewable energy produced at wind farms and biomass facilities to the New England power market.

Capitalizing on market disruptions with innovative technologies

Two significant market disruptions are taking place in the food industry. On the supply side, drought in the southwestern United States—California in particular—is putting unprecedented stress on the country's largest fruit and vegetable producers. On the demand side, many consumers are increasingly willing to pay premiums to ensure they get safe, sustainably-produced, and local foods. Consumers list food safety as their first priority and are willing to pay up to 30 percent more for a food product with a safety label.[1] Growth in demand for organic foods is projected to continue its double-digit pace. On average, Americans are also willing to spend 31 percent more for groceries that are safe and sustainably produced.

Major market disruptions are also happening in the energy sector, with increasing pressure on conventional sources of energy such as coal and oil. Price volatility in those sectors is projected to increase as political action on current indicators of global climate change is happening nationally and globally. The economics of renewable energy are also changing the landscape as prices come down and job creation numbers continue to rise. The Solar Foundation reports that the number of jobs in the solar industry grew by 86 percent in the past five years[2]. According to industry estimates, there were 143,000 solar jobs and more than 50,000 in wind in the United States as of 2013[3]. New York State already leads the nation on many fronts in clean energy investment and incentive programs. The North Country is leading the state in clean energy production with triple digit growth in clean energy installations over the past three years.

This strategy transforms the Northern New York agriculture and energy economy by leveraging our assets and activities with high-tech and highly sustainable food production and processing, and triple-digit growth in clean energy production. The North Country is developing new technology for greenhouses and renewable energy systems and will use this technology at home for local benefit and for export to the world. By building more food processing capabilities across traditional agricultural sectors, the region will capture the value-add on existing commodity agriculture. Our development of agricultural robotics—unique in the nation—will anchor an automation cluster that will train the next generation for the knowledge economy and hire our skilled veterans to utilize their experience. We will continue our aggressive investment in clean energy technologies and production.

[1] http://www.dnvusa.com/news_events/news/2010/foodsafetysurvey-part2.asp
[2] http://www.thesolarfoundation.org/press-release-solar-industry-creating-jobs-nearly-20-times-faster-than-overall-u-s-economy/
[3] http://www.renewableenergyworld.com/articles/2015/01/fact-sheet-renewable-energy-job-numbers.html

How the Region is Poised for Growth

Our assets leverage investor interest in agriculture and clean energy, spurred by the increased global demand for food and statewide demand for clean energy. We are utilizing technologies to dramatically expand the growing season in our region and deploying advanced renewable energy systems to reduce dependence on fossil fuels.

Dairy

The dairy industry is the most well-established agricultural industry in the North Country. It produces nearly 20 percent of the milk produced in New York State on its 1,000+ active dairy farms, and dairy product manufacturing supports more than five times the share of jobs and wages regionally than it does nationally.[4] In 2010 the North Country was the second-most-productive region (per cow) in the state and was first in yield growth from 2006 to 2010 at 3.7 percent.[5] This long-standing expertise positions the region well for capturing share in rapidly expanding global markets. The North Country will apply its experience, expertise and innovation to capture significant shares of this rapidly expanding market.

[4] http://www.agriculture.ny.gov/DI/NYSAnnStat2011.pdf; UBRI Report, page 7
[5] http://dairymarkets.org/PubPod/Pubs/RP13-01.pdf; p. 29

Over the last five years, we helped to facilitate natural gas service across northern St. Lawrence and Franklin Counties, helping to secure and grow two major dairy operations—North Country Dairy and Agrimark/McCadam Cheese. We have also worked with Agrimark on Phase 1 of a much larger modernization and growth plan in Chateaugay, which we will further support via URI.

Cropland

The North Country's share of cropland for corn, rye, apples, alfalfa, and other hay exceeds the national average. Between 2009 and 2014, acreage for apples and alfalfa grew 296 percent and 140 percent, respectively, contributing to the region's specialization. Maple syrup production is another niche market in the North Country. The region produces 32 percent of all maple syrup in New York State and is home to 27 percent of maple syrup producing farms in the state. With the region's growth of field crop and maple syrup producers meeting or exceeding statewide and national growth rates, the North Country is poised to further increase production and capture an even greater share of the market.

Forestry

The North Country is home to 50 percent of the forestry jobs and 35 percent of related firms in New York State. This industry also pays $8,000 above the regional average annual wage. Compared to the nation as a whole, the North Country has a higher concentration of employment and wages, and its forestry and logging industry tends to generate more income per worker than the national average. It is a unique specialization that will be further leveraged to support biomass energy production and agricultural initiatives.

Clean Energy

The North Country is prominent in the renewable energy arena, with sources including hydro, wind, solar, and biomass accounting for 97 percent of all energy produced in the region, which comprises 31 percent of the state's renewable energy portfolio. The region ranks second in the state in overall capacity of renewable fuel plants and is leading the state in the generation of wind and hydroelectric energy, with more than 50 plants actively producing clean electricity. A number of wind projects are in the process of being permitted or have already completed environmental review and are expected to move forward within the next five years. These projects would contribute additional capacity of more than 530 megawatts—an increase of 56 percent over current wind generation capacity.

Metrics to support our conclusions

- With a 6.9 LQ in employment and a 9.5 LQ in wages, the North Country's Animal Production and Aquaculture industry **ranked second across all industries** in Upstate New York, and is one of the most specialized industries in Northern New York. (UBRI)
- The North Country's Forestry and Logging industry in 2013 captured over five times the share of jobs (5.7 LQ), and over eight times the share of wages (8.9 LQ) than the industry captures nationally, which indicates that the region has a **strong competitive advantage**. (UBRI)
- From 2009 to 2013, **404 jobs were added** to the North Country's animal production and aquaculture industry, and represented one of the region's top five growth industries by employment. (UBRI)
- **Three hundred new jobs** were added to the North Country's Forest Products Industry cluster, the fourth largest industry cluster for employment growth the region. (UBRI)
- Sixteen percent of all farmland in Upstate New York is located in the North Country and produced a market value of agricultural products **worth $753 million** in 2012. (UBRI)

RULES ORCHARD
PERU, NY
1020

WHERE INVESTMENT WILL GROW THE REGION

How Connectivity will be increased and lead to transformative change

The North Country has a long history of harnessing its resources to produce food and energy. As a leader in agricultural production in the state and as the emerging leader in producing renewable energy, this strategy links both areas of expertise and strength into a unique value proposition that will allow the North Country to penetrate the Northeast and Canadian food marketplace with products that meet consumer demand for safe, fresh, local, high-quality, and competitively priced food.

The North Country's proximity to Northeast and Canadian markets, coupled with the emerging drought in the Western parts of the nation makes this a particularly compelling and timely opportunity. The region has the highest quality water in the state. The universities of the region are partners in driving innovations in both agriculture and clean energy.

The Council's strategy takes a project-by-project approach that will accelerate economic development across the region, capitalizing on decades of experience, our unique assets and geography, and the application of breakthrough technologies.

Targeted Sectors and Activities

The North Country is deploying the world's most advanced robotic and hydroponic greenhouses for the competitive production of healthy food—for sale at home and in metropolitan markets across the Northeast. We are establishing new, value-added businesses that leverage our extensive dairy, beef, maple, apple, grain, and grape operations to increase cash flows and profits for the region.

The North Country is also growing the State's renewable energy production capacity with new wind installations, advanced wind turbine blade testing and battery development, electric motor technology, advanced biomass to energy systems and biomass supply chain investments, micro-grid developments based on local renewable energy production, community solar development, and investments to reduce grid congestion in the Northeast.

These transformational initiatives leverage, restore, and preserve our natural resources while unleashing innovative technologies in agriculture and energy from our technical institutions to:

- Create new business;
- Increase regional net cash flows;
- Develop higher-skill, higher-wage jobs;
- Sell our technologies into global markets; and
- Strengthen private-public partnerships with our universities and public service agencies.

FOR MANY CROPS, ACREAGE IN THE NORTH COUNTRY HAS GROWN 60% OR MORE IN RECENT YEARS.

UBRI Deep Dive Analysis

How Unique Strengths will be leveraged

The North Country has the opportunity and the know-how to grow and manufacture many of the crops and food products that are currently imported into New York State from California, other states, and beyond. These imports include staple crops such as beans, tomatoes, grapes, broccoli and lettuce. Due to prolonged regional drought, a significant percentage of California production capacity will be curtailed, as farmers reduce land acreage dedicated to some essential crops in response to declining surface water resources and the costs and impacts of pumping low-quality groundwater for irrigation. If the current drought indicates a long-term shift in precipitation patterns, many United States food markets will be facing decreasing supplies and increasing prices, and this likely scenario demands diversification in food supply systems and a strategic shift in production to other areas. This presents a significant economic development opportunity for the North Country, where an expansion of our historic regional agricultural base can fill this role.

Innovation

Our regional entrepreneurs are developing technologies that advance our competitive position. Our universities and entrepreneurs have developed a game-changing innovation that uses robotic greenhouse technology to grow premium vegetables at affordable prices with no chemical inputs. This will challenge traditional greenhouse-based production methods and allow the North Country to fully capitalize on the supply and demand market disruptions. This new technology also works hand-in-hand with legacy agriculture businesses to attract investment into START-UP NY ventures and value-added food initiatives.

Water

As one of the North Country's most valuable resources, water sustains the region's expansive ecosystems, serves as a recreational resource, generates power, is relied on by residential households and industry, and provides essential irrigation to farmers. The abundance of water in the North Country sets the region apart from many other areas of

the United States, where this critical resource is becoming increasingly scarce. We are also set apart from other parts of the country by the extensive protections we have put in place to maintain superior quality and quantity of our water resources: For more than 100 years we have shown we can protect our water and use it sustainably. As a result, the North Country has the lowest density of impaired waters at 0.006 impairments per square mile, versus 0.010 to 0.017 impaired waters per square mile in the other regions of the State. **The waters of the North Country are the highest quality in New York State.**

Proximity to Northeast & Canadian Markets

The North Country is well positioned to provide the major metropolitan markets in the northeastern United States, and Southern Ontario and Quebec in Canada, with regionally produced agricultural products. Two of the top five U.S. cities are a day's drive from the North Country. Twenty-five percent of the U.S. population, and 4 of the 10 largest U.S. metro areas, are within 500 miles. Canada's two largest cities—Toronto and Montreal—plus the capital city of Ottawa, are all immediately across the border. The North Country's advanced greenhouse developers and investors have selected these sites across the North Country because of location—they are within a day's drive of New York City, and just across the border from large Canadian markets, assuring that produce is extremely fresh when it reaches customers.

Renewable Energy Resources and Production Capacity

The North Country has three unique attributes that position us to grow our leadership in renewable energy:

- The state's largest tracts of sustainably managed forests available for harvesting
- The highest potential in the state for expansion in wind generation
- Strong public and political support for advanced renewable energy projects

Physical Locations for Investment and Reasons for Targeting Those Areas

The North Country is geographically the largest and most rural of all the economic regions in the state. Locations for investment must be selected strategically in order to maximize economic impact and wealth creation, capitalize on existing infrastructure and assets, and attract a skilled workforce. Three criteria were developed for selection of locations for investment:

- Proximity to renewable energy production or resources
- Concentration of existing capital investment within a cluster
- Location characteristics that align with specific development requirements

Ogdensburg was selected for a $71 million investment by Confluent Energies because it is across the Ogdensburg Bridge from the Canadian market, it has available acreage with existing renewable energy generation, is accessible to a workforce that includes a number of hard-to-place workers who will be targeted as employees, and has available housing. Agbotics is locating its high-tech greenhouses on existing but marginal agricultural lands in Lewis, Jefferson, and St. Lawrence Counties, with potential for on-site renewable energy production including solar, biomass, and biodigesters. In Years 2-5, these operations will be expanding into the North Country's other four counties. The location of Kraft Heinz, the nation's largest cream cheese plant, in Lowville, demands water/sewer infrastructure investment in that community to ensure

the plant's continued viability. Chateaugay has a unique confluence of agriculture and biomass energy businesses and will be a focus for investment to expand milk processing, biomass energy generation, and greenhouse installations. Former industrial sites in Franklin and St. Lawrence Counties will house hydroponic greenhouse investments. Massena will see an expansion of biomass feedstock production. Areas of the North Country see the highest wind speeds in the state at a height of 80 meters above the ground (the current standard height for wind turbines) and the region has the greatest potential of any area in the state for the next generation of wind turbines at heights of 110 meters.[6] Planned wind projects will be located in Clinton and Lewis Counties in communities that support them.

[6] http://www.washingtonpost.com/news/energy-environment/wp/2015/05/19/why-the-u-s-needs-to-build-taller-wind-turbines/

Metrics to Support our Conclusions

- Thirty-seven percent of the State's maple syrup, and **20 percent of milk produced in New York originates from the North Country.**
- Between 2009 and 2014, acreage in the North Country used to grow **alfalfa rose 140 percent** and acreage for **soybeans increased by 110 percent**. (UBRI)
- Severe environmental factors elsewhere in the U.S. raised the price for food products imported to New York from California. From 2010 to 2015, the price for beans from California rose by 65 percent, tomatoes by 49 percent and kale by 47 percent. These price increases give the North Country the opportunity to **significantly increase production** in select fruits and vegetables that are already being grown in the region.
- The **North Country produces 31 percent of the State's renewable energy**. The region's largest renewable energy sources are hydroelectricity (71.3 percent), wind (21.1 percent), and biomass (4.2 percent).
- Over the last four years, electricity generated from commercial wind facilities in the North Country grew by 31 percent to **924 megawatts**, and the capacity of biomass energy production grew by 536 million BTUs.

STRATEGIES AND ACTIONS THAT WILL INCREASE REGIONAL WEALTH

These projects, collectively, advance the vision, transform the economy at the macro and micro-scale, grow significant wealth within the region, employ more than 461 people—most in higher-skilled and higher-paying jobs—and retain 16 people in current jobs.

We have focused on three key strategies:

1. **High-tech, year-round food production**
2. **New value-added food processing**
3. **Growing our position as a clean energy leader**

These strategies will be implemented through the following actions >

High-tech, year-round food production

Robotic Greenhouses

- Build a network of 120 farm projects, each with up to 15 robotic and renewable-energy-powered greenhouses, on fallow farms and/or abundant marginal land. These farms will combine innovative technology with ecologically restorative practices, including the integration of low-density grass grazing on organic pasture to restore soil and sequester carbon.

Hydroponic Greenhouses

- Build a total of 40 acres of growing greenhouses plus a head house and a packaging operation in Ogdensburg. This controlled-environment agriculture will operate all year, growing leafy green produce, creating about 197 full-time jobs of varying levels of skill, knowledge, training, or abilities in year one. The hydroponic system yields many times the traditional field-grown produce without pesticides or E. coli contamination concerns. It uses far less water and provides carbon dioxide sequestration benefits.
- Construct additional hydroponic and an aeroponic greenhouses in brownfields and former manufacturing sites that will employ people with developmental disabilities and supply fresh food to local markets.

Given its climate, producers in the state of California can grow produce for 12 months a year; and given the United States' comprehensive interstate transportation network, they can do business in markets throughout the country. However, California is experiencing multi-year droughts that are curtailing their agricultural production. Our harsh winters limit the growing season to three to five months and thus eliminate the North Country's geographic advantage during more than half of any given year. However, by utilizing advanced greenhouse and robotic technology harnessed to renewable energy production, the North Country can grow produce year-round at highly competitive prices. Moreover, we can deliver this high-quality product to metropolitan buyers within 24 hours of harvest—ensuring greater freshness and shelf life.

New value-added food processing

Dairy Industry

- Develop advanced powdered milk production capacity for international markets at one of the region's largest dairy processing facilities in Chateaugay.
- Sustain and support future growth in the Kraft Heinz cream cheese manufacturing plant in Lowville.

Meat Industry

- Build a new, $20 million Jefferson County Industrial Park meat processing facility which will be able to serve producers within a 100-mile radius of Watertown.

Organic Flours

- Expand the capacity of Champlain Valley Milling, the largest certified organic mill in the Northeast, by allowing them to simultaneously process white flour, whole flour, and to crack grains for 24 hours a day, which will allow them to meet growing demand for the product locally and in New York City, and will increase demand for grains from local farmers.

Renewable Energy Powered Soybean Crush Facility

- Manufacture a premium-priced protein meal—termed "High ByPass Protein Soybean Meal"— that is currently only produced in the Midwest, powered solely by hydroelectricity.

Beer, Wine, and Other Spirits

- Advance locally-grown grapes, grains, and hops so that wineries, distilleries, and breweries can expand their value-add operations and keep wealth in the North Country.

Maple

- Grow the value of maple produced in the North Country from $4.4 million to $20 million annually.

Small Farms Rising

- Increase support and incentives for young farmers and build up infrastructure needs such as food processing and distribution centers to advance local food production and profitability.

Competitive Positioning and Market Penetration of North Country Products

- Develop and implement a competitive identity, branding, and marketing of North Country grown products, building on an ESD-funded Competitive Product Identity project that is currently under way.

Currently, the vast majority of our agricultural products are sold as commodities outside of the region. Others take our products, create additional value by processing them further, and then sell them to consumers at a higher price. By supporting and encouraging value-added producers in the North Country, we will capture the value that is lost outside of the region and turn it into high-skill jobs and wealth that remain in the region.

Growing our position as a clean energy leader

Biomass Energy

- Open ReEnergy's Chateaugay plant to produce 21 megawatts of power and using locally-sourced, sustainably-harvested forest residue to produce approximately 154,000 megawatt hours of electricity each year—enough to power 20,000 homes. The facility supports more than 100 jobs at the plant and in the field and has an annual impact of $6.5 million in forest fuel purchases alone.
- Construct a district heating system for the generation and distribution of hot water to businesses and residents in Tupper Lake as a model for other communities.
- Build a new manufacturing facility in Massena for a sawmill and production of pallets, wood shavings, and briquettes which will offer the benefit of providing a North Country market for New York's regional loggers.

Wind

- Build additional capacity of more than 530 megawatts in wind generation —an increase of 56 percent over current capacity—entailing over $1 billion in capital investment.

Community Solar

- Grow the number of residences and businesses that have installed solar by 50 percent by capitalizing on the NY-Sun initiative and utilizing an innovative aggregation model that can discount the cost of panel installations by up to 20 percent.

Green Transmission

- Build a 400 megawatt transmission line (with the ability to expand to 800 megawatts) connecting the North Country to the New England energy market, linking our clean energy production to an area of increasing demand.

Advanced Clean Energy Technology Development and Testing

- Support Clarkson University—in cooperation with the Center for Evaluation of Clean Energy Technology (CECET) and NYSERDA— in its new wind turbine Blade Test Facility (BTF). The only facility of its kind on the east coast and one of few across the country is helping manufacturers produce safer and more economical blades, all while targeting new markets that are growing in the North Country and throughout the world.[7]

- Support Clarkson University's partnerships with NYSERDA, AMD, HP, GE, and other private businesses to perform research into using clean energy technology like solar, wind, and hydro power to power data centers. The North Country is leading the way to ensure that global computing in the 21st century is done in a cost-effective and sustainable way.

- Support CQuest Partners' (CQP)' development of new, renewable energy-storage capacity for fuel cells, supercapacitors, and lithium-ion batteries. CQP's innovation—the only of its kind in the world—uses organic byproducts like hemp and peanut shells to create carbon nanosheets (CNS) that conduct electricity extremely efficiently, increasing charge/discharge rates of batteries by up to eight times traditional rates, and significantly reducing the risk of excess heating or fire.

Anaerobic Biodigestion

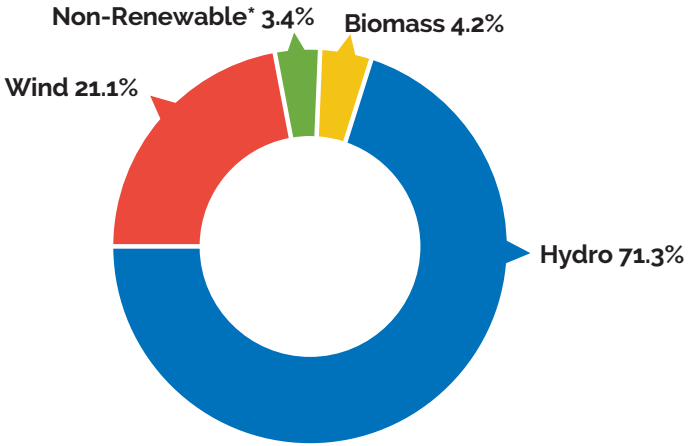
- Continue to integrate biodigesters into our waste and energy networks to transform food and animal waste into energy resources across the North Country. Biodigesters will become even more critical infrastructure assets as more and more communities look to reduce the amount of organic and food waste crowding their landfills. An astonishing 40 percent of food in the United States is uneaten and goes to waste in landfills.[8]

[7] http://www.nyserda.ny.gov/About/Newsroom/2013-Announcements/2013-08-08-Clarkson-University-Celebrates-Grand-Opening-of-Wind-Turbine why-the-u-s-needs-to-build-taller-wind-turbines/
[8] http://www.nrdc.org/food/wasted-food.asp

Accelerate capacity to drive efficiency and clean energy into all sectors of the economy.

- Create a multi-year initiative to weatherize energy inefficient homes throughout the North Country.
- Roll out the Energize NY program to improve commercial building stock, lower energy costs, lower GHG emissions, and create jobs.
- The North Country produces 31 percent of New York State's renewable energy. We are at the forefront of integrating clean energy technology with our local businesses, and are on our way to creating the greenest and most self-reliant energy economy in the state. Since 2011, more than $41 million has been invested in 74 Clean Energy projects by the NCREDC. In fact, 97 percent of the energy produced in the North Country comes from renewable sources. We also had 292 locations of on-site, clean energy generation in 2013, up 181 percent from 2010. We currently have 950 megawatts of wind energy capacity in 2014, up 35 percent from 2011; and we had 82 megawatts of biomass energy capacity in 2014, nearly double what we did in 2011.

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



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

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

SIGNATURE PROJECTS

AGBOTIC

A network of 120 farm projects, each with up to 15 robotic and renewable energy-powered greenhouses, on fallow farms and/or abundant marginal land. These farms will combine innovative technology with ecologically restorative practices, including the integration of low-density grass grazing on organic pasture to restore soil and sequester carbon. The company develops low-cost, robust, robotic technology for greenhouses to grow premium organic vegetables.

Agbotic's patents-pending robots are fully integrated into greenhouse structures and aid in forming soil rows, planting, tilling, watering, and harvesting. The innovative use of robots leads to increased productivity and pricing that is competitive with commodity vegetables. The greenhouses also use natural sunlight, which eliminates the significant expense associated with artificial lighting systems in many aeroponic or hydroponic systems, thereby reducing costs while maintaining high food quality. Finally, the greenhouse design incorporates a number of sustainable energy practices.

The venture is a member of a global sustainability think tank—the Circle Economy based in Amsterdam, Netherlands. The company's early venture investors include sophisticated international investors in sustainability-based companies in Amsterdam—proximate to the world's most intense greenhouse agriculture.

Agbotic has secured more than $1.5 million in early venture funding and fully expects that this "hot spot" enterprise will attract additional venture capital into Northern New York to create high-skill, high-tech engineering jobs for North Country veterans and college graduates. The robots are built in St. Lawrence County and the greenhouse building materials can be fabricated or sourced in New York State—keeping capital, jobs, and wealth local. The business already has commitments with sophisticated large-scale Manhattan food buyers.

This is a Year One project that will expand through Year Five

Total Investment	**$30,000,000**
URI Investment	**$5,000,000**
Jobs Created	**175**
Jobs Retained	**6**
Leverage Ratio	**5:1**

CONFLUENT ENERGIES

Confluent Energies, Inc. (CEI), a Massachusetts-based corporation, will develop, build, and operate an Advanced Technology Greenhouse™ ("ATG") in Ogdensburg, NY, using Controlled-Environment Agriculture developed and proven in Ithaca, NY, by the Cornell University School of Agriculture. The project will begin with 10 acres of growing greenhouses plus a head house and a packaging operation in Phase I, expanding to a total of 40 acres of greenhouses over a four-year period.

This facility which will be CEI's alpha site and base of operations because of its location near Alliance Energy's under-utilized steam plant; ready access to excellent truck transportation to major United States and Canadian markets; a good local labor pool.

CEI's controlled-environment agriculture will operate all year, growing leafy green produce, creating about 700 full-time jobs of varying levels of skill, knowledge, training, or abilities in five years. A number of jobs can be handled by individuals with mental or physical disabilities, and CEI anticipates hiring a significant number of disabled people, along with people with traditional skills, knowledge, and training.

This hydroponic system allows CEI to yield many times the quantities possible with traditional field-grown produce, but

without pesticides or E. Coli contamination concerns. It uses far less water and provides carbon dioxide sequestration benefits such that the carbon and environmental footprint of CEI is far less than traditional farming and does not cause the land degradation or nitrogen fertilizer run-off of field-grown farming.

CEI will have 1,700,000 square feet of growing area and a total of more than 2,000,000 square feet of buildings and greenhouses producing more than 112 million heads of lettuce annually. Sales will exceed $125 million. CEI's economies of scale, low production, and delivery costs combined with the food safety, freshness, nutrition, and taste will allow it to offer customers the exceptional value that will ensure effective market penetration.

CEI's total payroll and benefits in Ogdensburg will be more than $40 million annually when it is fully operational. Indirect employment and development benefits will be many times the payroll and with the construction beginning in 2016, the impact will be felt quickly. Indirect employment will include local services such as transportation facilities (truckers, etc.), maintenance services (machine shops, etc.), and local businesses such as retail shops and restaurants. We estimate that indirect employment will be at least 1,400 in the region.

Total Investment	**$30,000,000**
URI Investment	**$5,000,000**
Jobs Created	**197**
Jobs Retained	**0**
Construction Jobs	**50**
Ancillary Jobs	**600**
Leverage Ratio	**5:1**

SEAWAY TIMBER HARVESTING

Seaway Timber Harvesting, Inc. (STHI), is planning to build a new manufacturing facility in Massena for a sawmill and production of pallets, wood shavings and briquettes. STHI will donate 90 acres of land, at an estimated value of $500,000–$900,000, to the St. Lawrence County IDA, who will then construct the building and lease it back to STHI. Any extra land will be used by the SLCIDA to develop other buildings for future industries.

This project will offer the benefit of providing a North Country market where New York State regional loggers can deliver their harvested logs. The majority of the regional logging production today now goes to Canada, creating higher transportation costs for regional loggers.

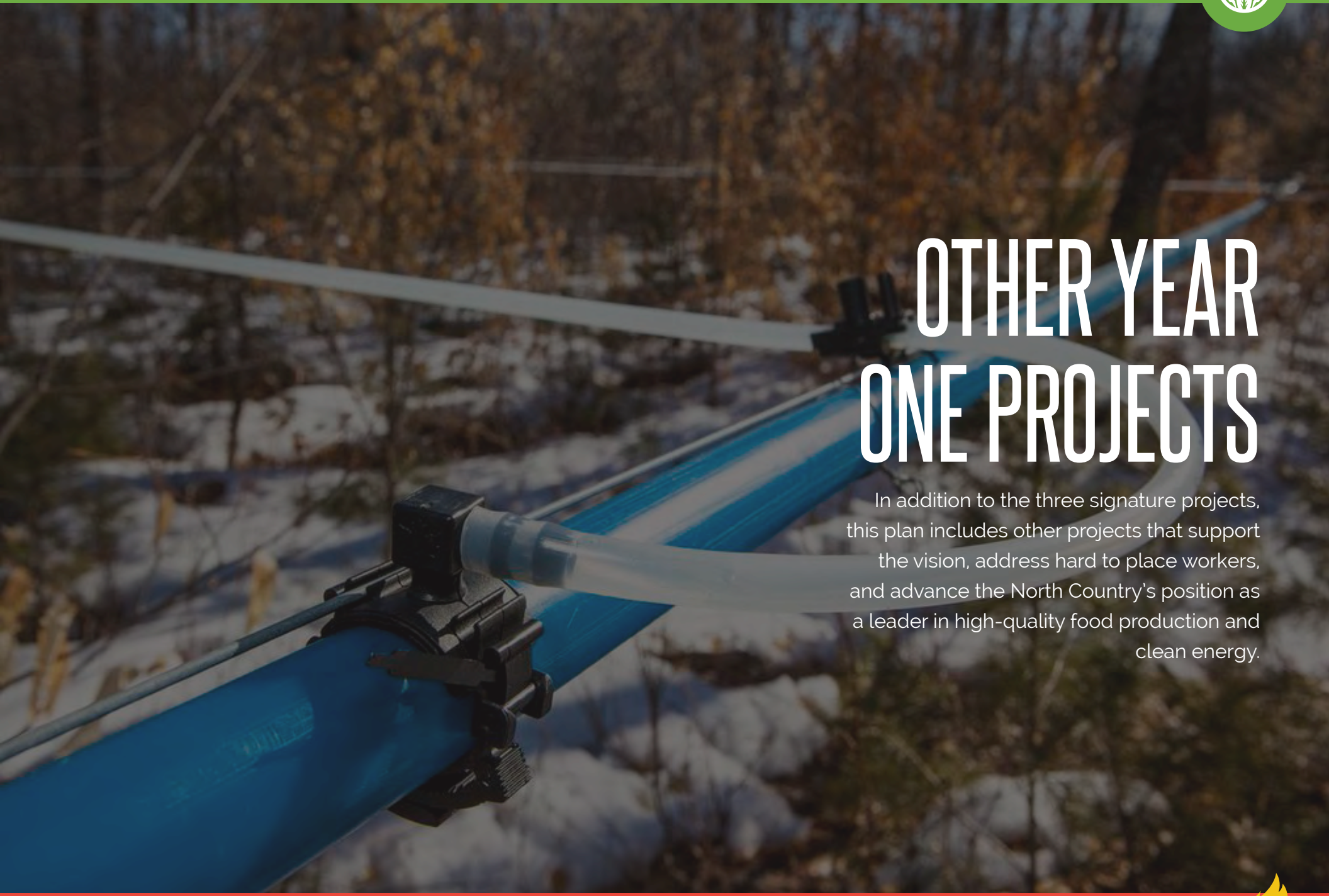
STHI and its subsidiary Curran Renewable Energy (CRE), currently purchase 100,000 wood pallets a year from outside of the North Country, with the majority coming from Georgia and the rest from Syracuse. Building their own pallets will make STHI and CRE more cost competitive with their products and will also offer additional revenue stream opportunities for the company through pallet sales.

STHI and CRE currently sell more than 100,000 tons of wood per year to Canadian paper mills, with very little ability to control the price–they are held captive by Canadian paper mill pricing and to the fluctuations of the Canadian dollar. Keeping the wood in the North Country lowers costs and reduces risk by minimizing shipments to Canada.

Total Investment	**$15,000,000**
URI Investment	**$3,000,000**
Jobs Created	**50**
Construction Jobs	**50**
Ancillary Jobs	**600**
Jobs Retained	**0**
Leverage Ratio	**4:1**

CROPLAND FOR SELECTED PRODUCTS IS UP TO 7 TIMES MORE PLENTIFUL IN THE NORTH COUNTRY, AS COMPARED TO THE NATION.

UBRI deep dive analysis



OTHER YEAR ONE PROJECTS

In addition to the three signature projects, this plan includes other projects that support the vision, address hard to place workers, and advance the North Country's position as a leader in high-quality food production and clean energy.

Citizen Advocates, Inc.

Description: Citizen Advocates, Inc. has purchased and will renovate the former Valco Furniture building, vacant since 2013, located in the Town of Malone Industrial Park. The project will create a 50,000-square foot aeroponic greens indoor growing operation. Citizen Advocates is a not-for-profit agency serving people with intellectual and developmental disabilities and people with behavioral health needs in Franklin County and the surrounding communities.

Project City	Malone
Total Investment	$1,500,000
URI Investment	$300,000
Jobs Created	22
Jobs Retained	8
Leverage Ratio	4:1

Ausable Brewing Company

Description: This project will build a larger brewing facility (about seven times the current capacity) on the same property as their current brewery, which is located on a 140-acre farm. They will purchase a new hot water system, fermenting vessels, and brewing equipment to outfit the new space. Ausable Brewing has experienced significant growth and this will allow them to meet market demand.

Project City	Keeseville
Total Investment	$304,700
URI Investment	$60,940
Jobs Created	6
Jobs Retained	2
Leverage Ratio	4:1

Tree H2O

Description: Pure maple sap is roughly 98 percent water and most of this water needs to be removed in order to make syrup. This water is now being bottled and exported to consumers outside of the North Country as a premium product under the brand TreeH2O.

Project City	Norwood
Total Investment	$210,000
URI Investment	$42,000
Jobs Created	3
Jobs Retained	0
Leverage Ratio	4:1

Adirondack Management, LLC

Description: Adirondack Management, LLC is developing contracts with major beverage companies to supply raw maple and birch sap for the burgeoning markets in "maple water" and "birch water." All of their operations will be USDA Certified Organic in order to meet the growing demand for this market segment.

Project City	Dannemora
Total Investment	$6,000,000
URI Investment	$1,000,000
Jobs Created	8
Jobs Retained	0
Leverage Ratio	5:1

OTHER PROSPECTIVE AND CONCEPTUAL PROJECTS

Subsequent URI years will focus on the continued installation of robotic farm projects and hydroponic greenhouses; the expansion of value-added food processing in the dairy, meat, and organic flour industries and growth in local food production by small farms; and growing our position as a clean energy leader in biomass, wind, and solar power.

IN AGRICULTURE, we will continue the expansion of milk production capacity for international markets at one of the region's largest dairy processing facilities in Chateaugay, and advance specific projects that will process meat in the region. As New York State rightly continues to encourage more and more ingredients to be sourced locally, the North Country will expand its grape, grain, and hop-growing capacity to meet increasing demand. Maple syrup is a high-value, sustainable forest product that creates thousands of jobs and brings in millions of dollars in revenue annually. The North Country already produces nearly half of the state's maple syrup and will continue to grow this sector.

A fundamental shift in thinking about food and where it comes from is driving a new wave of young farmers into the region. In recent years, the Slow Food movement (which favors small farmers over corporate agribusiness), the rise of community-supported agriculture (CSA), and the proliferation of farmers markets have fostered demand for locally grown food that is good tasting and healthy. Land is still available in relatively large blocks in the North Country. Vermont, in contrast, has retained much of its working landscape, and the crowded niche for small farms is difficult to break into. The North Country will continue to create incentives and programs that attract young farmers into

the region. **The Essex Farm Institute**, for example, is a CSA farm and training operation for new farmers, and will be part of the Year 2-5 implementation plan.

To support market penetration and the competitive position of the high-quality food produced in the North Country, this plan also includes the development of competitive identity, branding, and marketing for North Country-grown products. Nearby Vermont has developed a powerful competitive identity. "Made in Vermont" adds a price premium to exports, and individuals and businesses choose to base themselves in Vermont in order to benefit from the power of the Vermont name. North Country producers are hampered because they do not have the advantages of a well-recognized, well-coordinated competitive identity tied to the unique value proposition of this region.

North Country Value Added Agriculture Program Phase II: The Development Authority of the North Country, in partnership with Cornell Cooperative Extension, proposes to recapitalize its North Country Value Added Agriculture Loan Program that was awarded $1 million in funding through Round 3 of the CFA process. The program assists farmers and small business owners across the region with low-cost funds to improve productivity and crop yields to increase the availability of value-added agriculture products to markets. This in turn enhances the North Country economy and creates and retains jobs in the region. Total cost of the project is $10,000,000.

IN CLEAN ENERGY, our position as a leader in the state will be spurred by the revitalization of **ReEnergy's Chateaugay power plant**, which will produce 21 megawatts of power and use locally-sourced, sustainably-harvested forest residue to produce approximately 154,000 megawatt hours of electricity each year—enough to power 20,000 homes. The facility will have an annual impact of $6.5 million in forest fuel purchases alone and will create 18 jobs.

After hydropower, wind power is the largest source of energy production in the North Country. We have 950 megawatts of wind power generation capacity with more than 520 turbines in operation. We generated 2.1 million megawatt hours of electricity in 2014, or 53 percent of the total commercial wind energy produced in the State.[9] At the current rate of wind energy expansion in the North Country, the region would generate enough electricity from wind power to meet all of its electricity needs by the year 2021.[10]

Several major wind projects are beginning the approval process with full support of their communities, involving upwards of $1.7 billion in capital investment. Our **Agriculture and Clean Energy Leadership Group** is in active dialogue with each of the projects, defining ways that the NCREDC can and will be supportive and helpful over the next five years. These include support for regulatory approvals, linkages with workforce recruitment and training programs (for example, the **Wind Energy Technician Program** at Clinton Community College and training programs related to the building trades), exploration of the potential use of our region's **EB-5 Regional Center** for financing support, and consideration of potential project support needs along the way. These projects would generate an additional 619 megawatt hours of electricity, bring $950 million to $1.7 billion in private sector investment into the region, create hundreds of jobs, and bring tax revenue to the local communities and financial benefit to the famers and landowners where turbines are located.

The Joint Council for Economic Opportunity of Clinton and Franklin Counties, Inc., proposes to construct a greenhouse and hydroponic equipment to grow vegetables. The project will build on local agribusiness and bring new jobs to the area. The facility is intended to provide fresh produce for local organizations. Clients of the applicant will be provided employment opportunities and revenue from the operation will assist in growing the Transition to Independence Program, providing employment and

[9] https://data.ny.gov/Energy-Environment/Wind-Energy-Projects-Beginning-2004/jmxa-iz8m; http://www.eia.gov/electricity/data/eia923/
[10] Based on rate of wind energy project expansion in North Country from 2010 to 2014 and maintaining a constant North Country energy consumption of 3.4 million MWh as noted on p. 53 of North Country Regional Sustainability Plan.

opportunity for low and moderate income individuals in multiple counties. The applicant has partnerships established with North Country Community College and Clarkson University to enhance its research and opportunity to grow new products. Total cost for the project is $1,072,100.

The **Village of Lowville** proposes to make improvements to its wastewater infrastructure to support future growth at the Kraft Heinz cream cheese manufacturing plant. Total cost of the project is $2,347,000.

St. Lawrence Soyway is proposing a plant in Massena to produce a premium-priced protein meal–termed "High ByPass Protein Soybean Meal"–that is currently only produced in the Midwest. The company will also refine soy oil, producing food-grade oil for large food manufacturers. Soybean crop acreage in the North Country has already grown by 110 percent from 2009 to 2014, bringing the region's soybean acreage up to 15,400 acres. Total project cost is $16,163,000.

Champlain Valley Milling, located in Westport, is the largest certified organic mill in the Northeast. The company is proposing a project that would make a $2,000,000 investment to move production into a larger facility and to purchase new milling equipment and tractor trailers.

The increased capacity will meet growing demand for the product locally and in New York City, and it will also increase demand for grains from local farmers.

Community Wood Pellet Heating would construct a district heating system for the generation and distribution of hot water to the businesses and residents in the Village of Tupper Lake. A new central wood-pellet-fired boiler plant and associated piping will be constructed in the Village and substantially reduce business and resident energy costs. The boiler plant will fire wood pellets supplied by New York State pellet manufacturers and the hot water will be supplied to existing buildings. These buildings currently use #2 oil and propane, and have internal hot water and hot air heating systems. Total project cost is $7,000,000. The village proposes to utilize NYSERDA funding for the project.

The **Hub on the Hill** project will serve as a fully functional and financially sustainable food hub capable of aggregating, storing, and processing 50,000+ pounds of local food annually into value-added products for distribution through a wide range of channels such as grocery stores, food pantries, schools, and institutions by 2017. The project envisions using a 3,000-square foot warehouse owned by Essex Community Food Hub as a shared-use kitchen and food storage facility with co-packing and marketing services. This expansion project addresses gaps area farmers face in getting value-added products to broader markets. **Cornell Cooperative Extension** will help disseminate project results. The total project cost is $79,360.

The North Country's past four years of investments have consciously prepared the region to facilitate further wind development. For example, the access road to the Port of Ogdensburg was created as a NCREDC Priority Project specifically to support the movement of large wind mill components into our region.

The North Country is brimming with clean energy production and has potential for much more, but the current capacity of the transmission systems that leave the region limits the number of renewable energy projects that can move forward and the number of consumers that can be reached.

A 400 megawatt transmission line (with ability to expand to 800 megawatt) now in the planning stages will connect the North Country to the New England energy market. Our clean energy is currently transmitted via the grid to central New York State, but this new project—dubbed the "Vermont Green Line Project"—will not only expand our transmission capacity, but will also connect us to new markets. The new line will be 60 miles long and will connect Beekmantown with New Haven, VT, via underground and underwater cables along the bed of Lake Champlain. In New Haven, the cable will connect to New England's high-voltage grid, linking our clean energy production to an area of increasing demand.

In the North Country we not only harness the power of our water, wind, and biomass resources; we also harness the power of the sun. Since 2000, North Country residents and small businesses have installed more than 530 photovoltaic solar projects—a significant sum considering our small population. Interest in solar has been growing rapidly with 28 residential solar contracts signed just from mid-July to mid-August of 2015. These solar projects will be advanced in subsequent years and will directly contribute to our vision goal of energy self-reliance.

***The Center for Evaluation of Clean Energy* at Clarkson University**, in cooperation with the Technology (CECET) and NYSERDA, opened a new wind turbine Blade Test Facility (BTF) in 2013. The only facility of its kind on the east coast and one of few across the country, it serves manufacturers of small- and medium-sized wind turbines—the sizes that are most frequently used by individuals, farmers, municipalities and manufacturers. By testing the strength and rigidity of these blades, Clarkson University and its partners are helping manufacturers produce safer and more economical blades, all while targeting new markets that are growing in the North Country and throughout the world. The Council will support and help grow this facility.

In addition to these potential projects, this plan also includes the implementation of two projects that will accelerate capacity to drive efficiency and clean energy into all sectors of the economy.

1 Creation of a multi-year initiative to weatherize energy inefficient homes throughout the North Country to reduce residential energy consumption and lower energy bills, particularly for the region's low income households that rely on HEAP assistance during the winter season.

This program will establish partnerships with the region's universities to deliver an energy-efficiency certification program for the North Country's construction industry; leverage state and federal resources that are used to rehabilitate the region's housing stock; spur economic activity among the region's small business contractors to weatherize homes and make them more energy-efficient; build the wealth of participating households through a reduction in annual heating and electricity bills; and help stabilize state and local taxes by alleviating the demand for HEAP subsidies. This program intends to weatherize 1,000 homes annually and will serve as a national energy-efficiency model that can be replicated elsewhere in New York and in other cold-climate states.

This project directly addresses the issue of poverty, building wealth for economically disadvantaged residents in the North Country. In addition to increasing the disposable income of low- to moderate-income households, this energy efficiency program incorporates education and training in building science and energy conservation; spurs economic activity among small business contractors; stabilizes state and local taxes by alleviating the demand for a residential heating subsidy; and accelerates the North Country's vision to become the greenest energy economy in New York State.

2 Roll out of the Energize NY program to improve commercial building stock, lower energy costs, lower GHG emissions, and create jobs.

Energy efficiency and renewable energy systems need to be accessible to all sectors of the economy, including municipal buildings, and new and existing commercial and residential building stock. The region needs to expand its capacity to serve commercial buildings. We will do this by leveraging and building on an existing and successful program in New York State, Energize NY (PACE) Finance. By performing energy efficiency and renewable energy upgrades, a commercial building owner can at once modernize a building and reduce energy/operating costs. The result is a more valuable property, a cleaner community, and more viable local businesses which are less exposed to volatile energy costs and have an improved bottom line.

The North Country has a very long heating season, coupled with outdated commercial, housing, and industrial building stock as well as a construction sector struggling to regain jobs. North Country commercial, municipal, and residential buildings account for 40 percent of the energy consumed in the region.

The Energize NY Rollout Plan will train local energy service providers and equipment re-sellers how to leverage Energize NY Finance and the benefits it provides, such as 100 percent financing for energy improvements that increase energy efficiency. In addition, one of the fastest-growing sectors of the job market is renewable energy and solar development. With Energize NY Finance successfully established within a community and training for all energy services companies launched, scaled energy efficiency and renewable energy upgrades will drive significant energy savings, building stock redevelopment, economic development, community development, and help to achieve regional sustainability goals.

Energize NY will leverage dedicated private capital from First Niagara Bank and Bank of America, and funds from the URI to facilitate a $10 million phased upgrade of commercial, multi-family, and industrial buildings over 2017–18. When fully implemented, Energize NY will support $90 million in direct and indirect economic activity, generate $1.3 million in annual energy savings, create 90 jobs, and eliminate 2500 tons of GHGs annually.

Tourism and Community Centers

VISION

The North Country will be Upstate New York's top U.S. and international tourism destination.

The North Country will leverage tourism to generate wealth and vitality in our communities.

Through the Regional Council process, the NCREDC has expanded the tourism industry into the fastest-growing export sector in the region. This URI strategy capitalizes on continuing market demand to create hundreds of new jobs and draw the attention of the world back to the North Country through an Olympic Winter Games bid. Additionally, this plan will revitalize the region's downtowns and main streets into the thriving commercial centers demanded by tourists and future residents alike.

FOUNDATIONS FOR ECONOMIC GROWTH, PLANNING & INVESTMENT

Unique Challenges, Barriers, and Opportunities

- The North Country region has a critical mass of outdoor, scenic, and recreational opportunities that attract millions of visitors each year, but many communities lack the up-to-date lodging and walkable downtowns with diverse shopping and dining options. A recurring roadblock identified by tourism stakeholders is the absence of quality lodging infrastructure to support new development.
- Modern and attractive lodging is the single largest factor in expanding and sustaining a successful tourism industry. Visitors spend the most money on lodging and it is the aspect of their vacations that most will secure first. Lodging has the power to make or break a destination. One of the North Country's biggest challenges is outdated lodging; the expectations of today's visitors do not match many of the region's current offerings.
- The North Country is also anchored by two international destinations that have communities with vibrant main streets and offer easily accessible outdoor recreation opportunities. However, many other communities offer the same outdoor amenities, but do not have the tourism infrastructure and critical mass of businesses necessary to capitalize on the region's visitation opportunities.

- Cellular and broadband access is limited in some areas of the region. Visitors expect fluid access to full cell phone service and broadband service. Businesses also rely upon the availability of this modern technology to grow and thrive.
- Tourism is the region's largest and fastest-growing export industry accounting for 13 percent of total regional exports in 2012, a 37 percent increase from 2009.[13] National trends indicate expansion in outdoor visitation and recreation. Nearly 143 million Americans, or 49.2 percent of the U.S. population, participated in outdoor activities in 2013. Americans went on a total of 12.1 billion outdoor outings in that year, representing a 4.3 percent increase since 2006.[14] The continued growth trends in this sector indicate that the region can accommodate significant numbers of new visitors if the region's lodging, business, downtown, communications, and transportation infrastructure is in place and modernized. A future Olympic bid will refocus global attention on the North Country and generate billions of dollars in new private investment, and is key to addressing these barriers.
- According to a 2012 report commissioned by the Regional Office of Sustainable Tourism (ROOST), the largest draw to the Adirondacks is outdoor activities followed closely by relaxing/dining/shopping. The significant overlap between outdoor activities and relaxing/dining/shopping[15] suggests recreation-oriented visitors seek to visit places that have a critical mass of commercial enterprises in addition to recreation assets.
- Vibrant community centers are critical to drawing from the more than 120 million potential visitors who are within a day's drive of the North Country. A 2010 Cornell study on Adirondack hamlets found a significant correlation between main street revitalization, tourism growth, and population growth, indicating that both tourists and residents alike are attracted to vibrant main streets and downtowns.[16] Additional research indicates that 56 percent of Americans desire walkable communities where shops, restaurants, and local businesses are within an easy stroll from their homes,[17] and 62 percent of millennials prefer to live in the type of mixed-use communities where they live in close proximity to a mix of shopping, restaurants, and offices.[18] Many North Country communities maintain historic but underutilized downtowns and main streets that must be transformed into vibrant centers to attract new visitors and residents alike.

[13] North Country Regional Assessment, University of Buffalo Regional Institute (2015)
[14] 2014 Outdoor Recreation Participation Report. The Outdoor Foundation (2014)
[15] Placemaking and the Regional Office of Sustainable Tourism/Lake Placid Convention and Visitor's Bureau. 2012. Leisure Travel Study: 2012 Visitor Profile and Return on Investment- Conversion Rate Analysis. Essex County, NY. http://www.roostadk.com/files/2012LeisureTravelStudy.pdf
[16] Kelleher, Daniel F. "A Regression Model and Scorecard for Analyzing Population Growth, Design and Tourism in the Adirondacks"; Cornell University, 2010
[17] The 2011 Community Preference Survey Conducted by Belden Russonello & Stewart LLC for the National Association of Realtors
[18] Millennials-Breaking the Myths; Nielsen, 2014

The Regional Council's Year One Signature Projects in the Tourism and Community Center Cluster will initiate transformational changes that will overcome barriers relating to the North Country's infrastructure, communications connectivity, lodging stock, and community centers.

Regional Infrastructure

In preparation for an Olympic Winter Games (OWG) bid, the North Country will commission an analysis and plan for the area infrastructure improvements necessary to host an OWG. An overview of the components of this plan are included in the "Olympic Games Bid Strategy and Implementation" Request for Qualifications attached as an addendum. This plan and subsequent infrastructure improvements will not only position the North Country for an OWG but will also benefit Adirondack communities that have the potential to become tourist destinations.

Olympic Infrastructure

In order to maintain the region's current Olympic infrastructure at current competitive standards and ensure they remain top visitor destinations, the NCREDC will invest $1.75 million into maintenance and improvements that have been deferred over the past 40 years. Additionally, in preparation of an Olympic Winter Games (OWG) bid, the North Country will commission an analysis of, and a plan for, Olympic facilities necessary to host an OWG. An overview of the components of this plan is included in the "Roadmap to Revitalization of Olympic Facilities" Request for Qualifications attached as an addendum to this document.

Providing Fluid Broadband Access

In order to provide full access to digital connectivity for visitors, businesses, and residents, the Regional Council will continue to promote applications to the NY Broadband Program and federal resources to extend "last mile" broadband and cellular coverage throughout the North Country. Since 2011, the North Country Regional Economic Development Council (NCREDC) has supported 15 different broadband-related projects resulting in 2,181 additional miles of fiber that is closing the digital divide. Following the successful completion of a $15 million broadband project in early 2015 that laid 68 miles of fiber and connected hundreds of Tribal residents at Akwesasne to high-speed internet, the St. Regis Mohawk Tribe is also positioning its broadband unit to connect residential and commercial customers more broadly in the North Country region by deploying an innovative Fi-Wi, fiber-to-wireless, strategy in remote, underserved areas.

Lodging

Investing an additional $12 million into the North Country's successful Transformational Tourism Fund will provide hospitality businesses with access to essential gap financing to expand and modernize the region's inventory of accommodations. Since its creation in 2013, this loan fund is fully committed and has successfully achieved a ratio of 7:1 in private to public investment. Investment successes include the recent completion of the multi-million-dollar renovation of the Hotel North Woods in Lake Placid, which has already increased the hotel's occupancy and room rates this season. This one percent DANC-administered fund is anticipated to leverage an additional $72 million in hospitality investments.

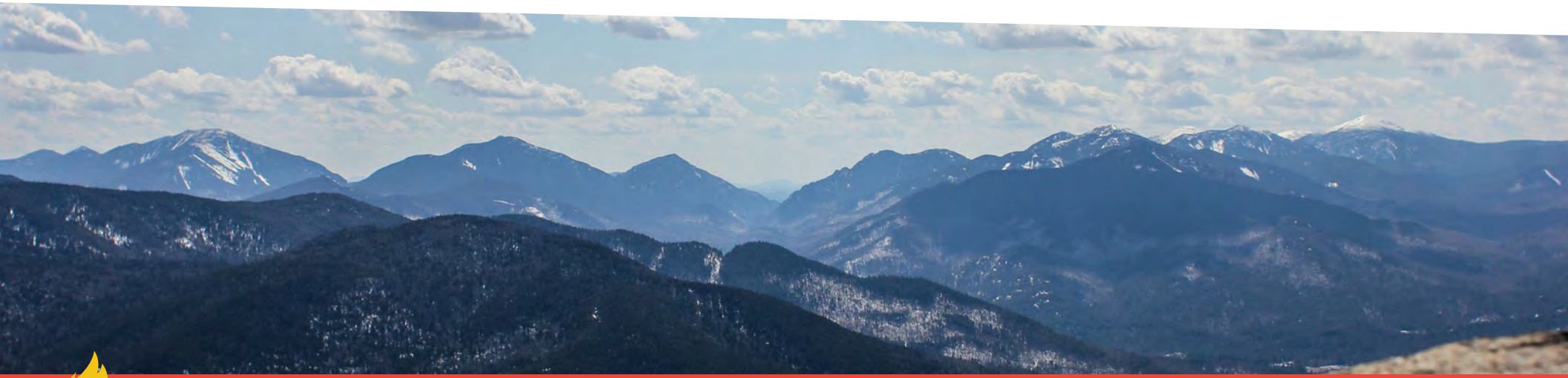
Community Center Revitalization

Decades of disinvestment have left a deteriorating building stock and blighted conditions in downtown areas. The historic character of these downtown districts require additional resources to overcome challenges, including asbestos and lead-based paint abatement, building stabilization, and conformance with historic preservation requirements. Additionally, unproven markets in rural communities require public investments to reduce risks to investors and to fill gaps between equity and traditional debt structuring. An infusion of $6 million through the REDC's Community Centers Transformation Fund is necessary to leverage the private investment to transform the region's underutilized communities.

How the Region is Poised for Growth

The North Country has an established tourism industry that is anchored by the Adirondacks and the Thousand Islands, two internationally-recognized destinations, and benefits from an Olympic heritage that is a cornerstone of the region's identity. The industry brings $1.1 billion in spending into the region, supports more than 18,000 jobs, and generates more than $135 million in state and local taxes. The diversity in the region's outdoor and cultural amenities poises the North Country to capitalize on growth in the tourism sector.

The North Country's Olympic facilities and other sporting assets attract international sporting events that bring the world's elite athletes to compete and train in our region. Additionally, eleven colleges and universities introduce thousands of young adults, working professionals, and innovative entrepreneurs to the North Country each year. Natural resources–ranging from the Thousand Islands and the St. Lawrence Seaway to the Adirondack's 46 High Peaks and the beaches of the Adirondack Coast on Lake Champlain–attract millions of additional visitors to the region's communities.



Metrics to support our conclusions

Highlights from the UBRI's Preliminary Regional Assessment and Targeted Analysis for the North Country, and citations from national publications reflect the North Country's strengths and substantiate the opportunities for expansion of the tourism industry.

- From 2009 to 2012, exports in Travel & Tourism **grew by $82 million** (37 percent), and represented the North Country's leading export industry. (UBRI)
- Tourism as a percent of total employment in the North Country was 7.8 percent in 2013, 2.7 percentage points higher than Upstate New York, and 2.5 percentage points higher than New York State. Employment in the region's tourism industry grew by 12 percent from 2009 to 2013, **double the average for Upstate New York**, and 1 percentage point greater than New York State. (UBRI)
- Global visitors to the North Country in 2012 spent **$300 million in travel and tourism-related services**, which accounted for 13 percent of the region's total exports. (UBRI)
- Four of the top-ten highly competitive industries in the North Country are in the tourism cluster, with 1,210 firms that provide **14,783 jobs**.
- Forbes ranked Watertown ninth in "**Top 10 Fastest Growing U.S. Small Cities**" in 2014.
- *fDi Intelligence* magazine ranked **Plattsburgh #2 as the "Micro American City of the Future"** in 2015.
- CBS News identified Lake Placid as one of "The **Best Mountain Destinations** in the U.S." in 2015.
- *USA Today* ranked the Thousand Islands #1 in its **"Top 10 Best U.S. Boat Rides"** in 2014.
- Since 2011, more than $18.8 million was invested in 15 projects to extend broadband more than 2,100 miles across 249 municipalities and **benefitted 12,391 households** across the North Country.

WHERE INVESTMENT WILL GROW THE REGION

How Connectivity will be increased and lead to transformative change

The North Country is building upon existing synergies between communities, academia, and government. Projects and strategies that link communities, leverage academic assets, and expand synergies between tourism organizations are all significant components of this plan.

The region's destination marketing organizations and other regional leaders have formed the Adirondack/Thousand Islands Sports Commission to pursue an Olympic Winter Games bid and to identify additional sporting opportunities that can generate wealth in the region. Stakeholders from all seven counties in the region will serve on the Commission's board to connect the region's diverse communities and build upon the synergies inherent in the industry.

The Hospitality Hotspot program hosted by Paul Smith's College will coordinate regional investment opportunities, identify and recruit potential investors, and offer high-level tourism industry knowledge and guidance to entrepreneurs and small businesses working to bring their ideas to market. Additionally, the College will continue to train the region's hospitality workforce and disperse new practices in the industry to local hospitality ventures.

Finally, the North Country's proposed Adirondack Community-Based Trails and Lodging Systems project will identify potential trail linkages between communities and fill gaps in lodging in underserved communities. Additionally, the Park's communities, the NYS Department of Environmental Conservation, regional Tourism Promotion Agency's (TPAs), and local non-profits have teamed up to implement the Adirondack Park Recreation Web Portal, a REDC-funded Round II project. The Portal is now used by visitors to find recreation opportunities in each region of the Park. Through the connections between communities, academia, and government, the North Country is rapidly expanding the regional tourism industry and is pursuing truly transformational projects.

Targeted Sectors and Activities

To activate tourism as a driver to diversify our economies, the NCREDC will target several specific sectors:

- International Competition and an Olympic Winter Games bid
- Improvement of the Region's Communications Infrastructure
- Upgrades to and Expansion of the Region's Lodging Stock
- Redevelopment of the North Country's Main Streets and Downtowns

Cumulatively, the impacts from improvements and expansions in each of these sectors will attract new visitors whose spending supports the public and commercial services that improve the lives of North Country residents. Additionally, investment in these sectors will create hundreds of new jobs in the region.

How Unique Strengths Will be Leveraged

This plan leverages the region's Olympic heritage to position the North Country for a third Olympic Winter Games. The region already has extensive athletic infrastructure–including Whiteface Mountain and the Mount Van Hovenberg Olympic complex–that makes the region attractive for a future Olympic bid. Among the new criteria articulated by the International Olympic Committee's Agenda 2020 are the allowable use of existing facilities as well as temporary facilities, and the ability to incorporate venues in more than one city. Additionally, the Lake Placid brand is memorable nationally and internationally and an Olympic bid will refocus the attention of the world on the North Country.

The plan also leverages the region's historic main streets and downtowns to attract visitors and potential residents alike. The plan's Community Center Transformation Fund will target existing community centers that could be attractive places for residents and visitors if they were positioned properly. There is considerable demand for such funding; of the $6.9 million in NY Main Street funding requested by North Country

communities since 2012, only $806,000 was successfully obtained. 56 percent of Americans desire walkable communities for their place of residence and this strategy will rejuvenate existing communities into places where business owners, entrepreneurs, employees, and visitors will want to live.

Physical Locations for Investments

The Regional Council will invest resources in tourism and community center initiatives that will:

- Leverage private investment;
- Generate employment and wealth; and
- Complement the successful implementation of local revitalization projects.

In Year One, select URI investments will complement an array of successful priority projects funded through Rounds I–IV including the Wild Center's Wild Walk, Hotel Saranac, North Elba's Field of Dreams, the Adirondack Park Recreation Web Portal, and the Trudeau Institute.

Investments in the tourism and community centers industries will primarily occur within the region's main streets, hamlets, villages, and micropolitan areas–especially in those communities where implementation of local revitalization projects has been successful.

10,000+ LAKES AND PONDS IN THE ADIRONDACKS
6.8 TRILLION GALLONS OF WATER IN LAKE CHAMPLAIN
433 TRILLION GALLONS OF WATER IN LAKE ONTARIO

STRATEGIES AND ACTIONS THAT WILL INCREASE REGIONAL WEALTH

In order to capitalize on the region's opportunities in the tourism and community development sectors, the Council will implement the following key strategies:

1. **Leverage a future Olympic Winter Bid to improve the region's infrastructure and augment existing tourism assets**
2. **Improve communications infrastructure**
3. **Expand and upgrade the region's lodging**
4. **Redevelop our communities into vibrant commerce centers**

These strategies will be implemented through the following actions >

Leverage a future Olympic bid to improve the region's infrastructure and augment existing tourism assets

In 2020 the region will celebrate 100 years of recognition as an international winter sport competition destination. Lake Placid has hosted two winter Olympic Games and more than 500 world championship, world cup, and national championship events, and maintains one of only three U.S. Olympic Committee Olympic Training Centers in the U.S. The NCREDC will use this history and its existing amenities to pursue a future Olympic Winter Games. Action items as part of this strategy include:

- A plan for infrastructure improvements necessary to host an OWG. An overview of the components of this plan are included in the "Olympic Games Bid Strategy and Implementation" Request for Qualifications attached as an addendum to this plan. This plan and subsequent infrastructure improvements will position the North Country for an OWG and benefit Adirondack communities that have the potential to become tourist destinations.
- The NCREDC will invest $1.75 million into maintenance and improvements to existing Olympic facilities.
- The North Country will commission an analysis and plan for Olympic facilities necessary to host an OWG. An overview of the components of this plan are included in the "Roadmap to Revitalization of Olympic Facilities" Request for Qualifications attached as an addendum to this document.
- The formation of the Adirondack-Thousand Islands Sports Commission, which will be the leader for the region's Olympic bid. Stakeholders from all seven counties in the region will serve on the Commission's board.

Improve communications infrastructure

Cellular and broadband access is limited in some areas of the region. Both visitors and residents expect fluid access to cell phone and broadband services. Since 2011, the North Country Regional Economic Development Council (NCREDC) has supported 15 different broadband-related projects resulting in 2,181 additional miles of fiber that is closing the digital divide; however, additional communications improvements are necessary. Over the next five years, the NCREDC will:

- Continue to promote applications to the NY Broadband Program and federal resources to extend "last mile" broadband and cellular coverage throughout the North Country.
- Support the St. Regis Mohawk Tribe's commercial broadband expansion to residential and commercial customers in remote, underserved areas.

Expand and upgrade the region's lodging

Lodging is a critical component of the North Country economy; however, the travelling public's needs and expectations have changed and much of the region's lodging stock, particularly in the region's most rural and underserved communities, does not meet current standards. Over the last four years the NCREDC has successfully worked to solve this problem by assisting in the renovation of five hotels and the development of two new ones. In order to transform the region's lodging infrastructure, the NCREDC will:

- Expand the North Country's Transformational Tourism Fund to provide hospitality businesses with access to essential gap financing.
- Establish the North Country Hospitality Hotspot Program at Paul Smith's College. The program will coordinate regional investment opportunities, solicit hospitality developers, identify and recruit potential investors, and offer industry knowledge to entrepreneurs and small businesses.
- The Hospitality Hotspot program will commission a region-wide hospitality market analysis to determine the viability of additional hotel, motel, and inn facilities across the North Country's diverse regions.

PLATTSBURGH IS QUEBEC'S FASTEST GROWING AIRPORT!

Calin Rovinescu
President, Air Canada

YEAR ONE SIGNATURE PROJECTS

SUSTAINABLE OLYMPIC VENUES GLOBAL CENTER OF SPORTS EXCELLENCE & WINTER GAMES BID

The Adirondack/Thousand Islands Sports & Events Commission will use the pursuit of a 2026 or 2030 Winter Olympic Bid as a catalyst to create the Sustainable Olympic Venues Global Center of Sports Excellence in Lake Placid. The Commission will contract high-caliber consultants to chart a plan of action that will focus on constructing this new center while also capitalizing on existing venue infrastructure, and paving the way for the North Country Region to partner with other regions to meet additional bid requirements for accommodations and travel. The new International Olympic Committee (IOC) criteria for bidding on and hosting an Olympic Games offers a potentially viable opportunity for a Lake Placid bid that would truly transform the North Country and New York State. The new criteria offers an opportunity to use existing facilities as well as temporary facilities, and the ability to incorporate venues in more than one city. These two criteria are key to a Lake Placid bid, allowing Lake Placid to capitalize upon its existing venue infrastructure. The path toward a possible Olympic bid will deliver improvements in transportation access and sustainable long-term development of the North Country destination that will enhance the visitor experience and the region's reputation, whether or not a bid is successful.

Business Name	**Adirondack Thousand Islands Sports & Events Commission**
Project City	**Lake Placid**
Total Investment	**$6,000,000**
URI Investment	**$4,500,000**
Jobs Created	**2.5**
Jobs Retained	**0**
Ancillary Jobs	**1,000**
Leverage Ratio	**0.33:1**

CRITICAL NEEDS FOR FUTURE WINTER OLYMPICS

This project will assess the existing Olympic venues in Lake Placid and the critical repairs that are required to modernize and maintain these facilities for continued use by international sports athletes. The construction for these facilities was initiated in the mid- to late 1970s for the 1980 Olympic Winter Games. Nearly 400 world events later, many of these venues are outdated and require upgrades in order to attract large, international, multi-sport events to the North Country. The modernization and repair of these venues is necessary to improve the region's position in a competitive, global marketplace for international sporting events; offer a viable training site for Olympic teams; and draw additional tourists to the region in the numbers necessary to sustain the operation of these modernized facilities.

Business Name	**Olympic Regional Development Authority**
Project City	**Lake Placid**
Total Investment	**$3,750,000**
URI Investment	**$1,750,000**
Jobs Created	**0**
Jobs Retained	**0**
Ancillary Jobs	**1,000**
Leverage Ratio	**1.1:1**

TRANSFORMATIONAL TOURISM LOAN FUND

Description: Originally established with $2 million in Round II, the initial award for the Transformational Tourism Loan Fund is now fully committed and has achieved a leverage ratio of 7:1 in private investment. The loan ceiling for qualified borrowers will be raised from $250,000 to $1 million and will accelerate the availability of three-star hotel rooms throughout the region. Based on the success of the fund's investments to date, the Council anticipates that an infusion of $12 million will leverage $72 million and benefit 804 tourism jobs across the North Country.

Business Name	**Development Authority of the North Country**
Project City	**Region-wide**
Total Investment	**$84,000,000**
URI Investment	**$12,000,000**
Jobs Created	**264**
Jobs Retained	**504**
Ancillary Jobs	**500**
Leverage Ratio	**6:1**

COMMUNITY CENTER TRANSFORMATION GRANT/LOAN FUND

Description: The Community Center Transformation Grant/Loan Fund will stimulate downtown economic activity and investment in communities across the North Country by providing a flexible funding source (loans and grants) to support projects not served by traditional Main Street or economic development programs. This program will seek applicants (primarily businesses and/or developers) with innovative but sound ideas for filling downtown commercial space and stimulating economic activity generated by new business-to-business activity, retail activity, or activity associated with the presence of a downtown workforce.

Business Name	**Development Authority of the North Country**
Project City	**Region-wide**
Total Investment	**$42,000,000**
URI Investment	**$6,000,000**
Jobs Created	**21**
Jobs Retained	**175**
Ancillary Jobs	**125**
Leverage Ratio	**6:1**

OTHER YEAR ONE PROJECTS

Adirondack Health Medical Fitness Center at Lake Placid

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

Business Name	**Adirondack Health Center**
Project City	**Lake Placid**
Total Investment	**$13,586,152**
URI Investment	**$2,268,888**
Jobs Created	**2**
Jobs Retained	**65**
Leverage Ratio	**5:1**

Schroon Lake Hospitality, A Destination Transformed

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

Business Name	**Schroon Lake Revitalization Group, LLC**
Project City	**Schroon Lake**
Total Investment	**$11,200,000**
URI Investment	**$2,200,000**
Jobs Created	**23 (110 over 5 years)**
Jobs Retained	**0**
Leverage Ratio	**4.1:1**

Lake Pleasant Lodge Expansion

The project will develop an 80-room hotel with a waterfront restaurant, conference center, indoor pool, boat dockage, and other amenities. The project will create high-quality lodging that is currently lacking in the central Adirondacks tourist market. This will complement and help sustain the otherwise growing destination attractions in the area, including winter sports and water based summer recreation.

Business Name	Speculator Development
Project City	Speculator
Total Investment	$12,711,000
URI Investment	$2,500,000
Jobs Created	15
Jobs Retained	1
Leverage Ratio	4.1:1

RAIL Revitalization Project ICT Hub

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

Business Name	Omni Housing Development, LLC
Project City	Potsdam
Total Investment	$26,150, 975
URI Investment	$2,838,200
Jobs Created	39
Jobs Retained	24
Leverage Ratio	8.2:1

Seagle Music Colony Centennial and Campus Improvements

The Seagle Music Colony will implement improvements to its campus in Schroon Lake. Improvements will focus on augmenting the visitor experience at the facility.

Business Name	Seagle Music Colony
Project City	Schroon Lake
Total Investment	$2,500,000
URI Investment	$500,000
Jobs Created	2
Jobs Retained	25
Leverage Ratio	4:1

Building the Adk. Region's Entrepreneurial Ecosystem

Point Positive, Inc., is an angel investor group founded in early 2014 to provide a mechanism for the private sector to have a role in helping to jumpstart the economy of the Adirondack Region by investing private equity in early stage for-profit ventures that are both promising and scalable. Over the past 18 months, Point Positive members have vetted more than 24 ventures, provided mentoring to several, and committed $1.6 million in funding to three. Based in Saranac Lake, Point Positive currently has 15 members. Although Point Positive has gotten off to a strong start, it's clear after a year of operations, that in order to be sustainable into the future, it is imperative that Point Positive grow its investment capacity. It is also clear that many of the fledgling entrepreneurs in the Region need coaching and additional support in order to successfully attract private investment.

Business Name	Point Positive
Project City	Saranac Lake
Total Investment	$1,500,000
URI Investment	$100,000
Jobs Created	20
Jobs Retained	0
Leverage Ratio	14:1

ACTLS Trails & Lodging

The ESD CFA seeks funding to build self-powered trails and purchase, retrofit, and/or construct two or three places of lodging within Hamilton County and the Central Adirondacks as part of the Adirondack Community-based Trails and Lodging System (ACTLS). The development of a world-class, hut-to-hut system linking communities in the Adirondack Park will enhance sustainable tourism throughout the park by providing opportunities for self-powered backcountry recreationists to travel to, from, and through Adirondack communities such as Blue Mountain Lake and Indian Lake. This project will advance regional ecotourism branding, attract more visitors from particular demographics, and promote wellness and the on-site and long-term conservation of the park.

Business Name	**Hamilton County**
Project City	**Indian Lake**
Total Investment	**$2,800,000**
URI Investment	**$560,000**
Jobs Created	**7**
Jobs Retained	**0**
Leverage Ratio	**4:1**

Tupper Lake/ACR Water System Capital Project

The proposed project will result in improvements to the Village's water system, delivering an improved public water supply, and would provide the capacity necessary to serve the proposed Adirondack Club and Resort development in Tupper Lake which would be a regionally transformational development.

Business Name	**Village of Tupper Lake**
Project City	**Tupper Lake**
Total Investment	**$7,777,528**
URI Investment	**$1,555,450**
Jobs Created	**0**
Jobs Retained	**0**
Ancillary Jobs	**549 at full build out of the ACR project**
Leverage Ratio	**4:1**

Ogdensburg International Airport Terminal Expansion

The project involves the renovation and expansion of the Ogdensburg International Airport (OGS) terminal. The existing terminal is in need of several upgrades that will provide sufficient amenities to the increased number of travelers: a new ticket counter, improvements to the departure lounge and rest rooms, miscellaneous exterior upgrades, new construction to replace the existing baggage claim area, and a new baggage handling system. A standard, pre-engineered building will provide the needed space and services.

Business Name	**Ogdensburg Bridge and Port Authority**
Project City	**Ogdensburg**
Total Investment	**$3,287,716**
URI Investment	**$657,000**
Jobs Created	**0**
Jobs Retained	**27**
Leverage Ratio	**4:1**

North Country Redevelopment Fund Phase II URI

Funding for phase II of the North Country Redevelopment Fund. The fund provides loan and grant funding for transformational redevelopment projects throughout the North Country. These projects are in various stages of planning and development and are in need of additional assistance for successful completion. Funds will be used for revitalization, rehabilitation, infrastructure, and redevelopment projects. Potential sites may be blighted and contaminated and may require demolition and cleanup. Upon completion, the projects will have a significant social and economic impact on their community.

Business Name	**Development Authority of the North Country**
Project City	**Region-wide**
Total Investment	**$25,000,000**
URI Investment	**$5,000,000**
Jobs Created	**0**
Jobs Retained	**0**
Construction Jobs	**500**
Leverage Ratio	**4:1**

YEARS TWO TO FIVE PROSPECTIVE AND CONCEPTUAL PROJECTS

Subsequent URI years will focus on the details identified by the consultant as imperative to a successful Olympic Winter Games bid. However, as a region, we have already identified several areas under the Tourism and Community Centers strategy that will not only position us for an Olympic bid, but that can also provide the community revitalization that is critical to attracting private investment and sustainable job creation over the long-term, including refurbishment of the Olympic venues and advancing the development of a Global Sports Center of Excellence. Regional and community infrastructure will be evaluated to determine where strategic investment will be needed to support the conduct of a future Winter Olympics.

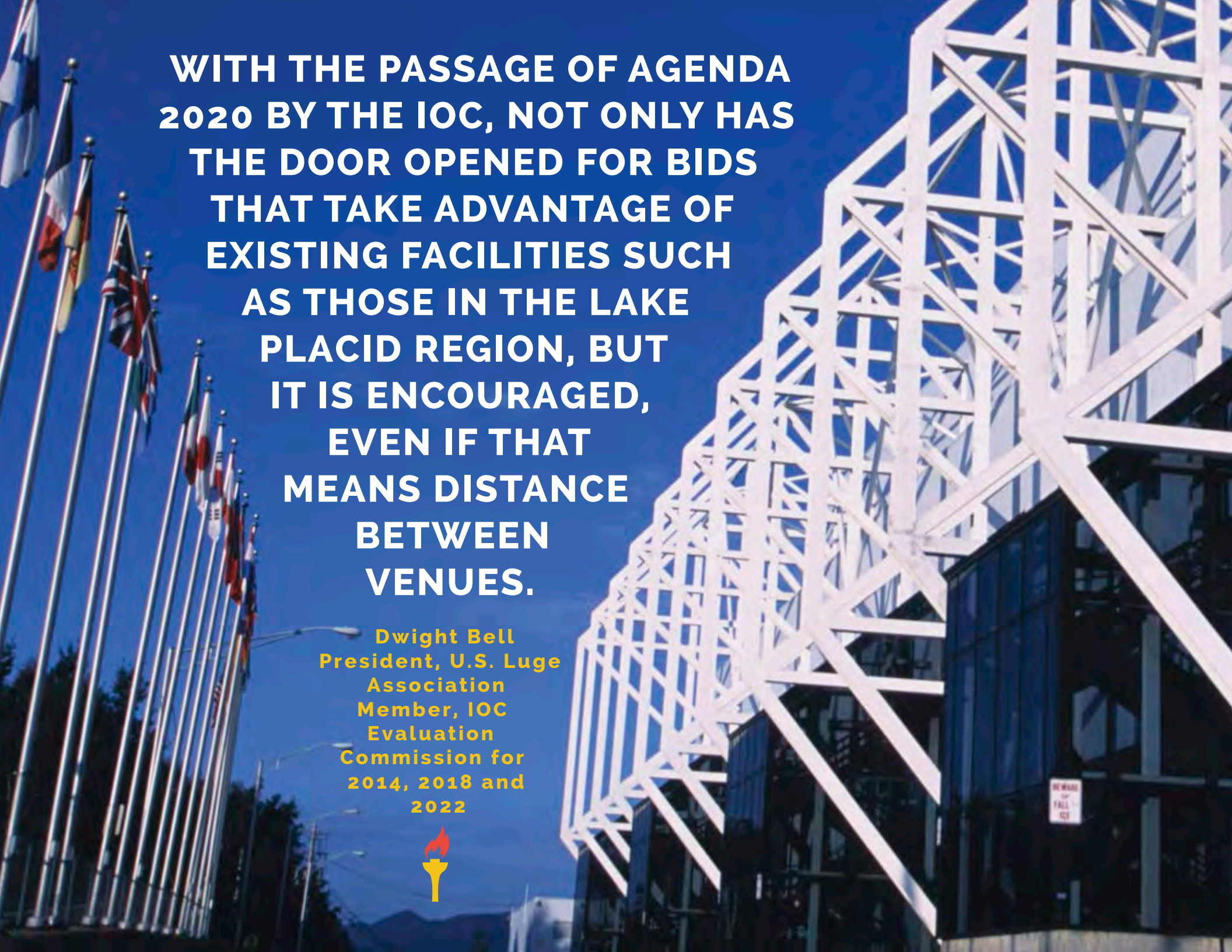
We are also prepared to support, as needed, the exciting development plans for the Adirondack Club and Resort in Tupper Lake, expected to actively unfold in phases beginning in Year Two of our URI funding. Now fully permitted, this will be one of the most transformative private tourism developments in the Adirondacks in decades. Active discussions are under way as details and timetables are now being developed.

A Hospitality Hotspot Program, hosted by Paul Smith's College, would coordinate regional investment opportunities, identify and recruit potential investors, and offer high-level tourism industry knowledge and guidance to entrepreneurs and small businesses working to bring their ideas to market. Additionally, the College will continue to train the region's hospitality workforce and disperse new practices in the industry to local hospitality ventures.
Estimated Investment: $550,000.

The rehabilitation of a Cultural Center would highlight the cultural resources of the Akwesasne Mohawk tribe through the use of hands-on exhibits and interpretive offerings to teach visitors about this unique culture.
Total Investment: $88,000

The Clayton LDC (CLDC) is proposing to create a Small Lodging Initiative that would focus on updating and weatherizing antiquated buildings with outdated amenities, inefficient weatherization, and inefficient electrical and HVAC systems. These small businesses need to be upgraded to remain competitive and viable. The CLDC has conducted outreach to the hotels, motels, and cottages owners in the community. Of the 23 small businesses in Clayton, 10 owners indicated a strong interest in participating in the program and have the ability to finance the project through completion.
Total Investment: $825,000

Tourism Promotion Agencies from the Thousand Islands and Adirondacks propose to implement a regional marketing strategy across the North Country. In addition to developing new programs, efforts created in 2014 and 2015 will be fine-tuned and expanded. Categories will include motorcycle touring, boating, and fishing.
Total Investment: $ 600,000
URI Investment: $ 100,000



WITH THE PASSAGE OF AGENDA 2020 BY THE IOC, NOT ONLY HAS THE DOOR OPENED FOR BIDS THAT TAKE ADVANTAGE OF EXISTING FACILITIES SUCH AS THOSE IN THE LAKE PLACID REGION, BUT IT IS ENCOURAGED, EVEN IF THAT MEANS DISTANCE BETWEEN VENUES.

Dwight Bell
President, U.S. Luge Association
Member, IOC Evaluation Commission for 2014, 2018 and 2022

Economic Sector Integration

ALIGNMENT WITH RELEVANT STATE INITIATIVES & PRIORITIES

Descriptions of how the NCREDC's URI proposal satisfies, utilizes, and complements a number of state initiatives are detailed in the following pages.

Hot Spot/Business Incubator

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

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

Veterans

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

NY Rising

The Ausable River Association (AsRA) will advance priority projects identified in the NY Rising Community Reconstruction Plan for the Towns of Jay and Keene, the only two NY Rising communities in the region. The Ausable River Association will install culverts to improve the transportation infrastructure in the Ausable watershed, increasing its resilience to the impacts of climate change. AsRA will retrofit or replace local culverts that block fish passage and exacerbate flood damage to local roads and private property. The Association will also carry out the NY Rising Plan Implementation Strategy for both towns by "using green infrastructure and ecological restoration techniques to improve habitat, mitigate flooding, and support recreation-based tourism." Natural stream restoration restores a stream's ability to manage sediment, which can greatly reduce flood damage, improve water quality, and provide habitat.

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

SUNY 2020

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

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

As part of the proposal, Jefferson Community College will design a satellite site for the CREATE Center by renovating existing facilities to better serve the innovation needs of their varied educational delivery programs, and to offer increased technology-rich teaching and learning spaces to the Watertown community. SUNY Plattsburgh will build a Cybersecurity Hackerspace as a satellite to the CREATE Center, focusing on product innovation in partnership with businesses in the Plattsburgh community and beyond. This Cybersecurity Hackerspace would provide the opportunity for interaction between students, faculty, and local experts on issues of cybersecurity and the vulnerability of certain equipment and network systems.

START-UP NY

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

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

Eye-In Media, a marketing and technology company specializing in digital signage, digital menu boards, and Wi-Fi network management, has located its business operations in Redcay Hall at SUNY Plattsburgh. The company develops and manages cutting-edge, multi-media solutions that enable marketers to broadcast dynamic content across unlimited locations on screens or on mobile devices. The college is working with the company to establish internships in graphic and dynamic content development, as well as computer programming and software development. The company plans to create 17 new jobs in the next five years.

Adirondack Operations LLC opened for business on SUNY Canton's campus in January 2015. The company is developing innovative technological and software solutions for building life cycle management to assist owners and facility managers reduce costs and provide healthier indoor environments. The firm has hired one full-time employee with plans for further hiring, and has been engaging several student interns in the business.

Clean Energy Funding

Wind

At the time it was built, the Maple Ridge Wind Farm was the largest wind farm east of the Mississippi. Pre-competitive marketplace intelligence to improve site selection helped create this 321-megawatt wind farm in Lewis County. The farm supports hundreds of jobs, generates income for farmers, raises tax revenue, and displaces fossil fuels—**totaling a $136 million economic benefit to New York State over the next 20 years. The North Country wind farm expansions outlined in this plan will offer exponential benefit to the state**.

In addition to the overall alignment with state energy goals, the specific clean energy programs that support and will be advanced by the URI are:

- NY-Sun
- Community Solar NY
- Renewable Heat NY
- Cleaner Greener Communities
- PACE (Property Assessed Clean Energy)
- NY Prize

The North Country, as an established leader in the clean energy sector, has developed this URI strategy to drive innovation across all energy systems, including direct linkages to food production, and rapid acceleration of renewable energy generation capacity.

Agriculture

In 2013, Governor Cuomo announced the Pride of New York Pledge, fostering increased use of New York grown and produced products and supporting local food and beverage purveyors. The Pledge's goal is to increase sourcing of New York grown and produced products and ingredients for New York restaurants towards a 10 percent total procurement; to feature, promote, and increase New York wines, beers, spirits, and ciders; to communicate a commitment to source New York foods and beverages with suppliers; and to educate and maintain knowledge about the quality, importance, and impact of New York's locally grown and produced products.

Since then, a number of other priorities have been established by the state to accelerate growth in agriculture and address barriers to that expansion. The North Country's URI strategy is supported by, and will advance the following state agriculture goals:

- Grown in New York
- Young Farmers initiative
- Cornell University Harvest NY Program

Infrastructure

The Council has had an important focus in past projects and future investments for infrastructure that supports primary employers. In many cases the necessary infrastructure is also a benefit to the community as a whole, creating a strong public/private partnership.

The NCREDC invested in the railroad corridor supporting Newton Falls and Star Lake in Round I. There is great potential for manufacturing operations in these communities with rail service as a critical aspect to unleash this potential. In 2014, the Village of West Carthage received funding for a municipal wastewater project. This $8,000,000 project will provide necessary improvements for residents and also ensure that Carthage Specialty Paperboard can continue its operations and expand production. This company employs 80 people in this small community and has growth plans. A similar project has been selected as a priority in the 2015 NCREDC plan. In Lowville, NY, $3,200,000 in municipal wastewater improvements are needed to support operations at the Kraft Heinz cream cheese facility that employs approximately 350 people. As a final example, the Odgensburg Bridge and Port Authority has been awarded funding to upgrade the Authority's capacity to ship, receive, and store agricultural products. The project will upgrade two railroad bridges on the line that serves the port, and will purchase and install a new product conveyor and storage facility.

These infrastructure projects are critically important for their local communities, and from an economic development perspective, are absolutely necessary to support and grow manufacturing operations. This type of investment is a key strategy of the NCREDC.

I Love NY

The North Country Joint Marketing Initiative was established in Round IV to utilize "I Love NY" funds to develop and implement a multi-county marketing campaign that takes advantage of the State's longest border with Canada. The joint partnership of Tourism Promotion Agencies in the North Country created a campaign to attract Canadian visitors to the region to engage in recreational opportunities throughout the year. Future "I Love NY" marketing initiatives in the North Country will examine opportunities to link multiple communities across the region to promote niche summer recreational activities and enhance visitor experiences such as motorcycle touring, boating, and fishing. Meanwhile, traditional winter marketing campaigns have historically focused on skiing and snowmobiling. While these popular activities continue to be important economic drivers, future marketing programs in the North Country will include emerging year-round offerings such as destination lodging packages, craft beverage experiences, and cultural/historical activities.

Brownfields

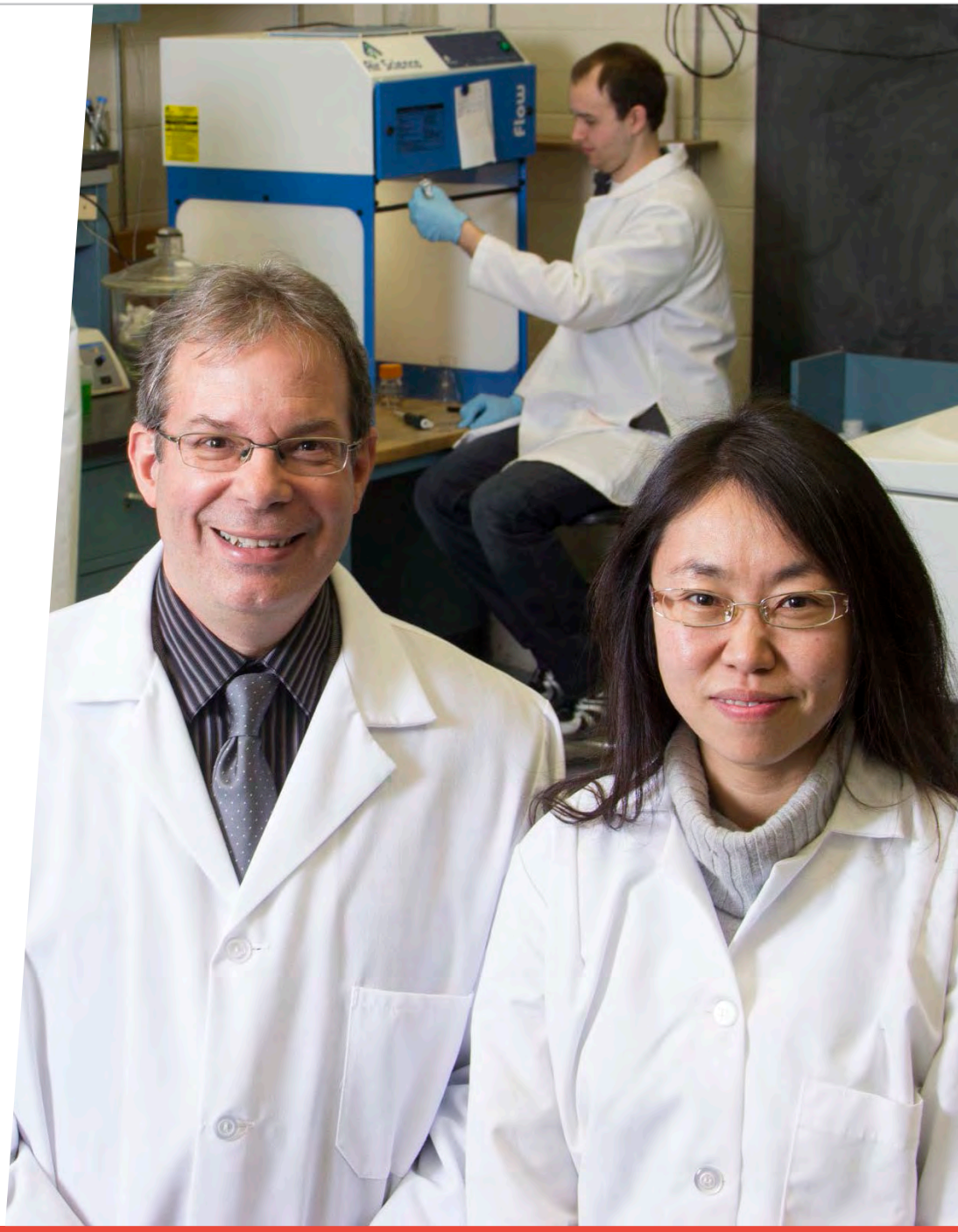
Several North Country communities are employing environmental remediation programs to clean up properties that are critical components of their comprehensive community revitalization strategies. The Village of Lyons Falls has used the Brownfield Opportunity Area (BOA) program in the on-going cleanup of the former Lyons Falls pulp and paper mill site. Likewise, the Village of Tupper Lake has recently started a BOA program focused on re-use of the former Oval Wood Dish manufacturing site.

In addition, cleanup activities at the former Jones & Laughlin iron ore processing site in St. Lawrence County have been supported in part by the NYS Superfund Program. Completion of these projects will result in industrial sites that are no longer a blight on their respective communities, and are ready for productive reuse.

Global NY

In October, 2014 Governor Cuomo established a $35 million Global NY Development Fund, which will dedicate $25 million and work in partnership with more than 20 private lenders in the state to leverage at least $50 million of additional overall small business lending and $10 million to develop export capacity of small- and medium-sized firms. Although the program is still young, the Council's advanced manufacturing sector creates/expands clusters—transportation equipment, advanced materials, and immunoengineering—whose products are ideally suited for sales into global markets. In fact, one of the reasons that the Council chose the three sectors is that they will expand the North Country's footprint in international commerce.

Our region is also well recognized as New York's "other international region" with unique and highly effective approaches to fostering a range of positive economic connections with Canada and, via Canada, with the world. Our active service as New York's northern international gateway is statewide in its impacts and importance.



SUSTAINABILITY

The Regional Council has addressed its proposal's sustainability on four levels.

FIRST, advanced manufacturing and agriculture/energy both propose Year 1 signature projects that synchronize with current regional sectoral strengths and also are based on institutionalized innovations that will attract the private investments that are leveraged by the URI investments. These private investments will sustain their momentum in the later years of the timeline as they build on their Year 1 development incentives.

SECOND, the Council proposes to establish an array of centers of excellence whose whole raison d'etre is to continue the flow of innovation for the key sectors. The Council proposes to gain instant momentum with its Year 1 projects and then to fill the pipeline with new projects that are developed at and by the various centers in Years 2–5. In short, the centers for excellence are the sustaining institutions.

THIRD, the Council's focus on bringing the winter Olympics back to New York State requires that the sequence of dynamic Year 1 projects/innovation developments for Years 2–5 be reversed for the tourism/community centers sector. Therefore, the Council will invest in upgrading decentralized tourism and community amenities as key Years 1–5 investments—incentives that will be continued during all five years of the URI program as the Council labors to remedy the deferred investments in tourism infrastructure. Paralleling these investments, the Council's tourism/community centers sector initiative focuses on kicking off the Olympic effort by commissioning a world-class "Olympic preparation study" that will guide both public and private investment over the 20-year time horizon of the Council's Olympic strategy.

FOURTH, the NCREDC proposes to create Implementation Councils that will oversee the various innovations of the URI plan: the North Country Chamber of Commerce (NCCC) for Advanced Manufacturing and Innovation; Regional Office of Sustainable Tourism (ROOST) for Tourism and Communities Centers; Adirondack North Country Association (ANCA) for Agriculture and Clean Energy; and Development Authority of the North Country (DANC) for Infrastructure. ANCA will provide fiscal oversight and coordinate the overall effort. These organizations will enlist others to assist as needed.

READINESS TO PROCEED

Key Accelerators

The North Country is poised for growth through the advancement of key accelerators that were initiated through the Regional Council process over the last four years. The North Country's three key accelerators will catalyze a dynamic 21st-century economy that is suited to the region's small cities and rural communities. They are:

- Develop the Workforce, including a focus on our key sectors such as transportation equipment and on veterans and hard-to-place workers
- Stimulate innovation and entrepreneurship
- Invest in community vitality to leverage growth in targeted sectors

Develop the Workforce, including a focus on veterans and hard-to-place workers

As technology has advanced and the economy has truly gone global, employers have increasingly sought out workers with greater skills and education. Estimates have shown that high skill jobs—those requiring at least a bachelor's degree—will comprise approximately 30 percent of future jobs in the United States. "Middle" skill jobs—those requiring education and training beyond high school and up to a bachelor's degree—will comprise around half of all jobs in the United States, and will also be the most difficult to fill due to the mismatch between the skills that employees currently have and the skills that employers seek.[19]

It is clear that future employment demand across the United States will be for workers with some level of postsecondary training or education. This will also be true

[19]http://www.achieve.org/files/MiddleSkillsJobs.pdf, pp. 2-11

across the North Country as our innovative URI strategy transforms the region's economy into one that generates widespread wealth and demands higher-skill, higher-wage jobs. Our workforce development strategy is an integral component of our overall strategy because it will up-skill our workforce to match the employment demands of our new economy.

Our goal is to integrate educational programs throughout the North Country with a targeted focus on creating a workforce with skills and discipline training required for the transformed economic sectors that we envision.

We will develop a transformational education and workforce development approach that will set the North Country apart. It will include education programs that serve the specific needs of the North Country's signature industries, fully integrated and responsive to industry needs.

The target for educational programs will be the major workforce needs of the advanced manufacturing, agriculture and clean energy, and tourism and community development industries as they develop over the next 5+ years. We will focus on technical skills, human resources management (increased need for employees with middle management skills), and business management.

We will focus on millennials, veterans, and hard-to-place workers. Survey data from the Adirondack Association of Towns and Villages indicate that 68 percent of recent grads want to stay in region to work, but 87 percent of them indicated that they need more high-paying job opportunities. Our efforts can solve this by attracting talent and business that would create opportunity for the hard-to-place worker over the next decade.[20]

We propose a continuum of educational programs—middle and high school, technical training and college—designed to supply a workforce required by targeted North Country businesses. These programs will be run by our existing Educational Partners across the North Country, coordinated by an overarching umbrella organization, and guided by key business and education leaders in the region. New vehicles for the specific coordination and delivery of training and support services are a part of the North Country's URI proposal, including the North American Center of Excellence in Transportation Equipment.

[20] http://www.bloomberg.com/research/markets/news/article.asp?docKey=600-201507081835KRTRIB__BUSNEWS_64626_64649-1

Educational Partners

North Country Empire STEM Learning Network

Links local school districts, businesses, industry, and higher education institutions to prepare students for careers in STEM fields. The North Country effort is coordinated from Clarkson University.[21]

NYS Master Teacher Program

The North Country master teacher program is headquartered at SUNY Plattsburgh with Clarkson University as a research partner. The program creates a state-wide network of the highest-performing STEM teachers who are dedicated to sharing expertise with peers and attracting the brightest K–12 minds to careers in STEM fields.[22]

Advanced Manufacturing Institute (AMI) at Clinton Community College

The AMI will develop curriculum that will address the current and future workforce technology and skill development needs of manufacturers in the region.

North Country Higher Education Research and Development Consortium

Comprised of all 2- and 4-year colleges and universities and research institutes in the North Country. These institutions include:

- Clarkson University
- Clinton Community College
- Jefferson Community College
- North Country Community College
- Paul Smith's College of Arts and Sciences
- St. Lawrence University
- SUNY Canton
- SUNY Potsdam
- SUNY Plattsburgh
- Trudeau Institute
- William H. Miner Agricultural Research Institute

SUNY Environmental Science and Forestry (ESF) Ranger School

Provides skills and leadership needed for stewardship of natural and designed environments. Focus is on sustainable systems and renewable materials, energy, and biotechnology.

[21] http://www.governor.ny.gov/sites/governor.ny.gov/files/archive/assets/documents/MohawkValley9-24-12/MaryMargaretSmallTestimony.pdf
[22] https://www.suny.edu/masterteacher/

CV-TEC
Provides Career And Technical Education (CTE) and Adult Literacy Education in Clinton and Essex County, including an array of workforce and Adult Education courses for the community and local businesses.

Plattsburgh Aeronautical Institute (PAI)
A Part 147 Airframe and Maintenance certification program that will be essential for the Laurentian project.

JCC Machinist Program
CITEC was awarded a CFA in order to develop this program within the region, offering workers from all seven counties the opportunity to earn a nationally recognized credential.

Cornell Cooperative Extension
Brings local experience and research-based solutions together, helping New York State families and communities thrive in our rapidly changing world. Staff members are located in each county and include regional specialists in dairy management and agronomy.[24]

Essex Farm Institute
An agricultural education and research institution that aims to redefine sustainable farming; with a mission to train farmers to build resilient, diversified farms that are economically viable, socially responsible, and environmentally beneficial.[25]

[24] http://www.cce.cornell.edu/Pages/Default.aspx
[25] http://www.essexfarminstitute.org/portfolio/about-us

Wild Center
An indoor and outdoor natural history center of the Adirondacks that provides educational experiences as well as intern training programs in museum guide interpretation, guide licensing, animal care, and maple sugaring.[26]

Adirondack Research Consortium
Brings together research organizations and business owners, local and state governments, private land managers, farmers, foresters, teachers, and interested citizens to make sure good science is being used to answer real questions in the Adirondack Park.[27]

North Country Workforce Development Board
Offers job/employee search assistance. Anyone looking for a job or ways to upgrade their career, or employers who are searching for qualified employees can utilize their services free of charge. [28]

Local Workforce Investment Boards
These boards exist across the North Country counties to develop, coordinate, and implement plans and programs to increase private sector employment.

[26] https://www.wildcenter.org/interns
[27] http://www.adkresearch.org
[28] http://www.ncworkforce.com/WIB.php#

Programs that already exist

These programs and strengths will serve as building blocks for the regional initiative.

Clinton Community College

A.A.S. in Wind Energy and Turbine Technology—Prepares students to maintain and repair wind turbines.[29] The program is focused on skill based training considering the electrical and mechanical aspects of the turbine. Clinton Community College also offers programs in general industrial technologies and has a clean room on-site for related training in support of biotech.

Paul Smith's College

B.S. in Natural Resource Sustainability—Prepares students for careers in wind energy development, energy/environmental engineering, organic food production, and energy and waste disposal.[30]

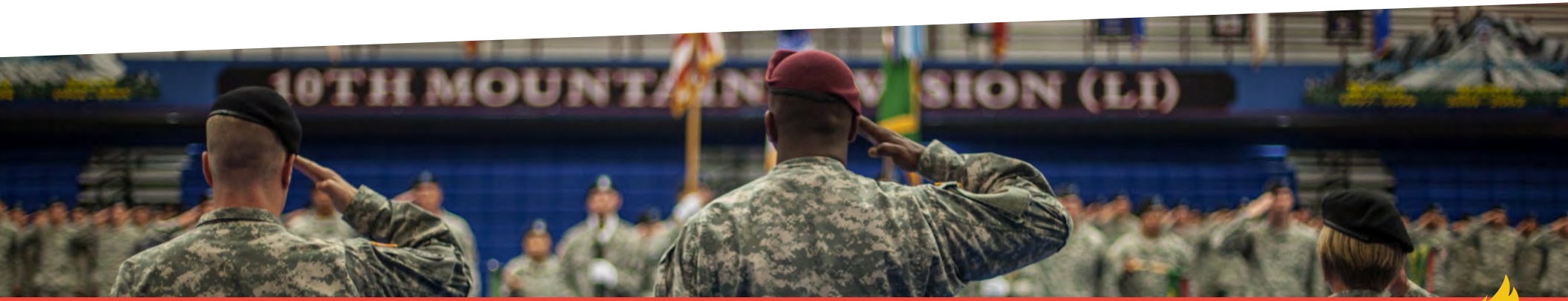
[29] https://www.clinton.edu/mathscience/windenergyturbinetech.cxml
[30] http://www.paulsmiths.edu/academics/nrme/natural-resource-sustainability/careers

VETERANS

The Council and partner agencies in the region have introduced or strengthened several initiatives designed to help veterans transition from military service to civilian employment. They focus on helping veterans–many of whom have unique skill sets–find opportunities in the regional workforce. Veterans have the maturity, work ethic, and skills developed and proven through their training, experience, and discipline. Several of the Council's Signature Projects, many other Year One projects, and prospective and conceptual projects from Years Two to Five would create opportunities for veterans.

Laurentian Aerospace will rely heavily on the recruitment of veterans with maintenance and repair operation skills to meet its workforce needs both in the initial hiring phase and as the company grows. Opportunities will be available for service women and men with knowledge in IT, avionics, instrumentation, and other aviation fields. The company plans to actively recruit veterans and exiting military personnel to help meet its workforce needs.

The Center of Excellence in Transportation Equipment's workforce development strategy includes targeted recruitment of veterans, especially those exiting military service at Fort Drum Army Base in Watertown. The Center will work with the WDB in Jefferson County and Veterans representatives throughout the region, and participate in the ongoing series of Job Fairs held for exiting Fort Drum soldiers.



HARD-TO-PLACE WORKERS

The North Country has atypical demographics; the micropolitan cities that anchor the region actually have lower levels of poverty and unemployment than the regional average. Poverty in the North Country is instead rural in nature, with a higher percentage of individuals living below the poverty line in the region's towns and counties than state averages.

The majority of these individuals face unemployment due to a lack of entry-level skills necessary for work-place success, a lack of more sophisticated skills increasingly needed by the employers of the region, and a simple lack of sufficient employment opportunities in the region. Through the URI process, the North Country Regional Economic Development Council has forged partnerships with private sector employers that will assist low income residents in developing the skills necessary to enter the workforce and share in the benefits of New York State's economic resurgence.

The North Country Regional Economic Development Council Upstate Revitalization proposal will attack the problem of persistent unemployment among the rural poor through a three-pronged approach that will assist hard-to-place workers to enter the workforce and share in the benefits of New York State's economic resurgence:

- Advance URI strategies and projects to increase the number of private sector jobs in the region, as described in the strategies and projects;
- Utilize new tourism industry jobs to train hard-to-place workers in entry level skills, as described in the preceding workforce development section; and
- Assist workers in developing the advanced skills necessary to meet the needs of the region's growing manufacturing and agricultural sectors.

The Council's URI strategy of leveraging tourism sector growth is also designed to address the needs of those living in poverty. Proposed accommodations projects will create jobs for hard-to-place individuals and offer a unique opportunity to assist hard-to-place workers in developing entry level skills.

The Valco Building Renovation project, proposed by Citizen Advocates in Malone, will provide employment to disadvantaged individuals while building on regional efforts to develop alternative production of agricultural products. It will also build the region's capacity to supply fresh local food to disadvantaged populations.

Hydroponic greenhouse projects will hire a significant number of disabled people along with people with traditional skills, knowledge, and training. Supportive work environments will be established so that individuals with mental and/or physical disabilities can be productive team members of the enterprise, earning a livable wage and benefits.

The Planting Hope Project, sponsored by the Joint Council for Economic Opportunity of Clinton and Franklin Counties, will create an alternative agriculture production facility to serve local customers and provide employment and opportunity for low- and moderate-income individuals in multiple counties. The project will provide employment opportunities for clients of the Joint Council for Economic Opportunity, and revenue from the operation will assist in growing the Transition to Independence Program, which provides case management and skill development training to those who lack education, job skills, or life skills necessary to compete in today's job market.

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

STIMULATE INNOVATION AND ENTREPRENEURSHIP

Innovation involves deliberate application of information, imagination, and initiative in deriving greater or different values from resources, and includes all processes by which new ideas are generated and converted into useful products. Entrepreneurs are those who recognize opportunities where others see chaos or confusion; who are aggressive catalysts for change within the marketplace; who challenge the unknown and continuously create the future. They have a willingness to take calculated risks; the ability to formulate an effective venture team; the creative skill to marshal resources; the fundamental skills to build a solid business plan; and the vision to recognize opportunity.

The North Country is good at this already—with one of the highest rates of new start-ups in the state, and with some of the signature initiatives identified in this plan coming out of the entrepreneurial hotspots that have been launched here in the last two years.

The North Country is home to a well-established, robust network of small business assistance programs. This network consists of entrepreneurial training and mentoring programs delivered by institutions of higher learning; the Region's Small Business Development Centers in Canton, Plattsburgh, and Watertown; regional development organizations such as North Country Alliance, North Country Chamber of Commerce, Development Authority of the North Country, and Adirondack Economic Development Corporation; and a host of county IDAs and LDCs. These economic development organizations manage a number of small business loan funds and deliver technical assistance which allowed the North Country to achieve the highest number of small business firms per capita in the state.

Clarkson University's Innovative Hot Spot Program was designated to accelerate the commercialization of products and services developed by entrepreneurs in the North Country. This initiative established technical centers in Watertown, Ogdensburg, Massena, Saranac Lake, and Plattsburgh to deliver technical services from the Shipley Center for Innovation and the Reh Center for Entrepreneurship. By assisting new and emerging North Country entrepreneurs, Clarkson's Hot Spot program has accelerated the transfer of innovative research and development initiatives into commercially-viable investments.

Investing in Vibrant Communities

Vibrant community centers are critical to drawing the more than 120 million potential visitors who are within a day's drive of the North Country. While many North Country communities offer spectacular outdoor amenities, few possess the tourism infrastructure or the critical mass of businesses that are necessary to capitalize on the region's visitation opportunities. Some of the North Country's communities are thriving, with investment flowing through established anchor businesses. However, many communities are struggling with empty store fronts, substandard housing, and economic disinvestment. Decades of disinvestment have left a deteriorating building stock and blighted conditions in downtown areas.

The NCREDC recognizes vibrant communities are essential to attracting a qualified workforce and intellectual capital that is needed to grow innovative economies and clusters. The historic character of many downtown districts in the North Country require additional resources to overcome investment challenges including asbestos and lead-based paint abatement, building stabilization, and conformance with historic preservation requirements. Additionally, unproven markets in rural communities require public investments to reduce risks to their investors and to fill gaps between equity and traditional debt structuring.

An infusion of $6 million through the REDC's Community Centers Transformation Fund will leverage private investment to transform the region's underutilized communities.

Investing in Essential Infrastructure

The absence of modern infrastructure that is essential to accelerating tourism development in the North Country is a key barrier for many potential tourism projects that have the potential to transform the economy. Continued growth trends in tourism indicate the North Country can accommodate significant numbers of new visitors if the region's infrastructure is in place and modernized.

Year One Signature Projects in essential infrastructure that will bring significant private investment to fruition include: the extension of water services to the Adirondack Club and Resort in Tupper Lake; the RAIL Revitalization Project in Potsdam; and the expansion of the terminal serving the Ogdensburg Airport.

The NCREDC will continue to invest in community infrastructure that advances the long-term sustainability of the region's URI Plan. The NCREDC's community center and infrastructure initiatives will focus investments in locations that demonstrate the ability to:

- Accelerate the region's targeted sectors;
- Leverage private investment;
- Generate employment and wealth; and
- Complement successful community revitalization efforts

This strategy involves targeted investment in priority communities—those with expanding or emerging private investments—and those that have demonstrated strong local leadership, planning capacity, and the successful implementation of comprehensive plans. These investments will direct investment in developed areas and adhere to Smart Growth Principles.

PUBLIC ENGAGEMENT AND COLLABORATION

As demonstrated during the last four years, the North Country Regional Economic Development Council has developed and cultivated connections across the region that have positioned NCREDC to solicit the wide-ranging input necessary to develop a URI proposal that will transform the region and the state. Since the URI competition was announced in the spring, Council members, work group members, and leaders of government and economic development agencies have sought input from all corners of the region.

In addition, the North Country initiated "Big Ideas" sessions to encourage the out-of-the box thinking required to generate truly revolutionary proposals. Three "Big Ideas" meetings–held in Plattsburgh, Potsdam, and Watertown–gathered diverse groups of leaders from around the region. In addition, a "Big Ideas" meeting was held in New York City, at which 50 people with strong ties to the North Country came together to provide a unique perspective on the global economic trends that informed plan development.

Discussion from these meetings generated ideas that have directly translated to the final plan, including increasing food production in controlled environments and reinvesting in the Olympic training facilities, one of the region's unique assets.

The three new workgroups created to develop and advance key strategies included representatives from business, academia, and local communities who reached out regularly to the public:

- The Tourism and Community Centers Work Group held at least one meeting in each of the region's seven counties and invited local business people to attend and present their project ideas.
- The Advanced Manufacturing and Innovation Work Group, which included industry leaders, economic development professionals, and university professors, held two manufacturing summits, attracting representatives from 40 companies. The work group also held the first ever Transportation Equipment Human Capital Summit in August. Given the strong

binational character of manufacturing in the North Country, the group engaged in two outreach activities in Canada: a presentation and day-long interaction at the annual conference of the Quebec Ground Transportation Cluster in June, and a North Country Economic Development Mission in Montreal in August, which featured strategic meetings with high-level leaders involved with transportation equipment, aerospace, materials, clean energy, forest products, and logistics.

- The Agriculture and Clean Energy group included farmers, and Cornell Cooperative Extension staff, who presented at stakeholder meetings around the region.

NCREDC also presented information on the URI and sought public input at its regular outreach activities. The co-chairs explained the URI competition at each of the public forums it holds annually in each of its seven counties. In addition, NCREDC presented information on the URI and sought project ideas from government officials, business leaders, and citizens at events including local government conferences, the ANCA Green Energy conference, and the Common Ground Alliance. Council members and the co-chairs visit municipal meetings, chamber of commerce meetings, and other public activities to inform the public and solicit input on the region's URI Plan.

NCREDC also utilized its web-site and email distribution list with approximately 2,000 contacts to provide weekly blog updates of NCREDC activity and project news. Council members and the co-chairs regularly visit municipal and chamber of commerce meetings, and other public activities.

While the North Country is dispersed geographically, economically, and socially throughout seven large counties, the connectivity NCREDC has developed with the region's business leaders, college and university presidents and faculty, agricultural providers, community organization professionals, government officials, and residents has yielded a URI proposal that will transform the regional economy.

ANTICIPATED OUTCOMES

Through first year projects and commitments, the North Country REDC's URI plan will infuse $1,102,679,146 into the region directly creating 2,344 jobs and directly retaining 1,148 jobs. The plan will leverage an overall 7.7:1 ratio of private to public investment to create a total estimate of 3,492 jobs. Construction jobs are estimated to total 2,122.

Additionally, based upon analysis by SUNY Plattsburgh economist Colin Read, Ph.D., Year One public funding, and its associated Year One through Year Five private sector commitments, are expected to create more than 21,750 jobs and more than $866,133,000 in labor income after five years, and gross economic activity created or preserved of $4.3 billion.

Dr. Read anticipates that the construction phase of the investments will generate 2710 temporary full-time jobs, 3,772 total jobs and $536 million in total economic activity. These activities will also generate $26 million in state and local taxes. By the end of the five-year period, the projects resulting from the Year One state investment will generate more than $167 million annually in state and local tax revenue–$41 million more than the state's Year One investment.

Projects leveraged by state investments for years two through five will further job growth in the North Country and can be expected to increase employment in manners similar to those projected for Year One investments.

Using a conservative estimate of even half the impact of Year One investments for projects implemented in Years Two to Five, we can reasonably double many of these calculations. This would project estimates of $8.6 billion in economic activity, 43,578 new and retained jobs, and $335.8 million in tax revenue.

Approximately 70 percent of the total year one investment is in the Manufacturing sector, which offers the greatest opportunity for job creation that will stabilize the economy and lay the foundation for growth in the other sectors. The Advanced Manufacturing and Innovation sector will see the creation and/or retention of 1,700 direct high-paying jobs, leveraging an investment of public funds totaling $69.9 million with $707.5 million in private investment.

First-year projects ready to go in the Tourism sector total $242 million with a private investment of $200 million that will create or retain 1,315 direct jobs. Agriculture and Clean Energy projects will attract $65 million in private investment in Year One and will attract or retain 477 jobs.

These investments are a combination of infrastructure construction and program creation. I find that the construction phase of these investments generate 2710 temporary direct annual full time equivalent jobs, 3,772.5 total jobs, and $535,995,488 in total economic activity. These jobs represent the direct jobs in construction, the indirect jobs created by supplying the construction activities, and the induced jobs temporarily created arising from income produced in the direct and indirect labor markets.

TOTAL IMPACT SUMMARY

IMPACT TYPE	EMPLOYMENT	LABOR INCOME	VALUE ADDED	OUTPUT
Direct Effect	2,710.4	$141,531,448	$187,217,344	$389,732,405
Indirect Effect	370.0	$13,567,514	$30,260.630	$56,737,282
Induced Effect	692.1	$24,682,381	$54,921,550	$89,525,801
Total Effect	**3,772.5**	**$179,781,343**	**$272,399,523**	**$535,995,488**

TOP TEN INDUSTRIES AFFECTED

SECTOR	DESCRIPTION	EMPLOYMENT	LABOR INCOME	VALUE ADDED	OUTPUT
53	Construction of New Manufacturing Structures	1,922.1	$101,214,987	$125,073,875	$251,511,084
57	Construction of New Commercial Structures	494.6	$24,318,705	$33,023,864	$73,920,003
60	Construction of New Multifamily Residentials	129.5	$7,109,135	$7,914,952	$24,530,001
395	Wholesale Trade	76.1	$3,393,165	$9,823,267	$15,674,487
52	Construction of New Health Care Structures	65.0	$3,456,219	$4,827,675	$13,500.000
54	Construction of New Power and Communications	63.2	$3,385,158	$9,420,864	$15,000,001
501	Full-Service Restaurants	48.6	$859,387	$1,162,253	$2,344,226
440	Real Estate	47.6	$454,273	$7,968,318	$9,835,122
482	Hospitals	47.5	$3,411,068	$3,946,392	$7,002,077
502	Limited-Service Restaurants	42.2	$851,269	$1,651,742	$2,562,323

Read, Colin, Ph.D, Regional and Urban Economics, Professor, SUNY Plattsburgh, "Analysis of Job Creation, Economic Activity, and State and Local Tax Revenue Generated by Proposed URI Investment in the North Country Economic Development Region"

These activities also generate a total of $25,844,380 in state and local taxes over the construction phase of these projects:

TOTAL IMPACT SUMMARY

IMPACT TYPE	EMPLOYMENT	LABOR INCOME	VALUE ADDED	OUTPUT
Direct Effect	14,590.4	$593,042,593	$971,363,249	$3,235,274,233
Indirect Effect	3,863.3	$154,152,982	$339,545,653	$633,625,341
Induced Effect	3,335.4	$118,937,871	$264,645,746	$431,396,074
Total Effect	**21,789.0**	**$866,133,446**	**$1,575,554,647**	**$4,300,295,648**

TOP TEN INDUSTRIES AFFECTED

SECTOR	DESCRIPTION	EMPLOYMENT	LABOR INCOME	VALUE ADDED	OUTPUT
394	All Other Miscellaneous Manufacturing	8,955.8	$367,937,126	$510,554,604	$1,902,006,790
493	Museums, Historical Sites, Zoos, and Parks	2,725.0	$79,951,024	$88,932,480	$218,928,582
6	Greenhouse, Nursery, and Floriculture Products	1,408.0	$50,433,262	$96,221,021	$135,746,932
362	Railroad Rolling Stock Manufacturing	875.5	$61,717,732	$93,159,285	$600,637,045
395	Wholesale Trade	533.9	$23,808,796	$68,926,848	$109,983,055
461	Managment of Companies and Enterprises	422.2	$23,989,803	$36,787,305	$77,560,117
440	Real Estate	412.5	$3,934,550	$69,015,204	$85,183,967
501	Full-Service Restaurants	330.8	$5,849,608	$7,911,136	$15,956,498
516	Labor and Civic Organizations	312.5	$6,793,428	$10,273,559	$14,872,631
502	Limited-Services Restaurants	302.6	$6,101,481	$11,838,887	$18,365,488

A total of 21,789 jobs are estimated to be created, and the level of economic activity either created or preserved is $4,300,295,648, in 2015 dollars. This represents 21.1% of the gross regional product of the seven county region, and a 3.91% annualized growth rate.

Read, Colin, Ph.D, Regional and Urban Economics, Professor, SUNY Plattsburgh, "Analysis of Job Creation, Economic Activity, and State and Local Tax Revenue Generated by Proposed URI Investment in the North Country Economic Development Region"

In addition, by the end of the five year period, total annual state and local tax revenue is predicted to rise by $167,964,675, which well-exceeds the total public investment of $133,801,885. In other words, the public investment is exceeded by a single year of state and local taxes once these investments and private matches come to fruition:

TRANSFER TYPE	DESCRIPTION	EMPLOYEE COMPENSATION	PRODUCTION AND IMPORTS	HOUSEHOLDS	CORPORATION	TOTALS
15007	Dividends				$578,895.00	$578,895.00
15014	Social Ins Tax- Employee Contribution	$734,892.00				$734,892.00
15015	Social Ins Tax- Employer Contribution	$1,420,791.00				$1,420,791.00
15020	Tax on Production and Imports: Sales Tax		$46,609,886.00			$46,609,886.00
15021	Tax on Production and Imports: Property Tax		$55,385,475.00			$55,385,475.00
15022	Tax on Production and Imports: Motor Vehicle License		$737,742.00			$737,742.00
15023	Tax on Production and Imports: Severance Tax					$0.00
15024	Tax on Production and Imports: Other Taxes		$6,232,977.00			$6,232,977.00
15025	Tax on Production and Imports: S/L NonTaxes		$166,452.00			$166,452.00
15026	Corporate Profits Tax				$17,364,176.00	$17,364,176.00
15027	Personal Tax: Income Tax			$32,923,305.00		$32,923,305.00
15029	Personal Tax: NonTaxes (Fines- Fees)			$4,384,555.00		$4,384,555.00
15030	Personal Tax: Motor Vehicle License			$749,205.00		$749,205.00
15031	Personal Tax: Property Taxes			$535,279.00		$535,279.00
15032	Personal Tax: Other Tax (Fish/Hunt)			$141,047.00		$141,047.00
99999	Total State and Local Tax	$2,155,683.00	$109,132,531.00	$38,733,390.00	$17,943,071.00	$167,964,675.00

Read, Colin, Ph.D, Regional and Urban Economics, Professor, SUNY Plattsburgh, "Analysis of Job Creation, Economic Activity, and State and Local Tax Revenue Generated by Proposed URI Investment in the North Country Economic Development Region"

IMPLEMENTATION OF THE PLAN

The Council brought together dozens of organizations, hundreds of stakeholders, and sought input from the thousands of people who reside in the region during the process of developing the URI plan. Implementation of the Year One projects, and continued progress over the next five years, will require new institutional capacity.

Execution of the plan's strategies and initiatives will require region-wide stakeholder participation and coordination. Progress must be monitored and measured to ensure milestones are met and timelines are proceeding as anticipated. Fiscal monitoring of the process is essential.

The Council will utilize the expertise of regional organizations to implement the plan as described in this document, combining regional oversight and coordination of the multi-faceted efforts outlined in the plan and grass-roots development through the Leadership groups and supporting organizations.

Each organization will have a defined role and responsibilities. The chart that follows demonstrates the structure that will be used.

The NCREDC, in cooperation with the Governor's Office and Empire State Development, will provide governance, ensure that overarching strategies are realized, and determine how funding will be allocated.

The North Country Regional Office of Empire State Development will serve as a resource for information on project progress, help to solve problems, provide planning support and guidance, and coordinate with project developers funded through the URI process.

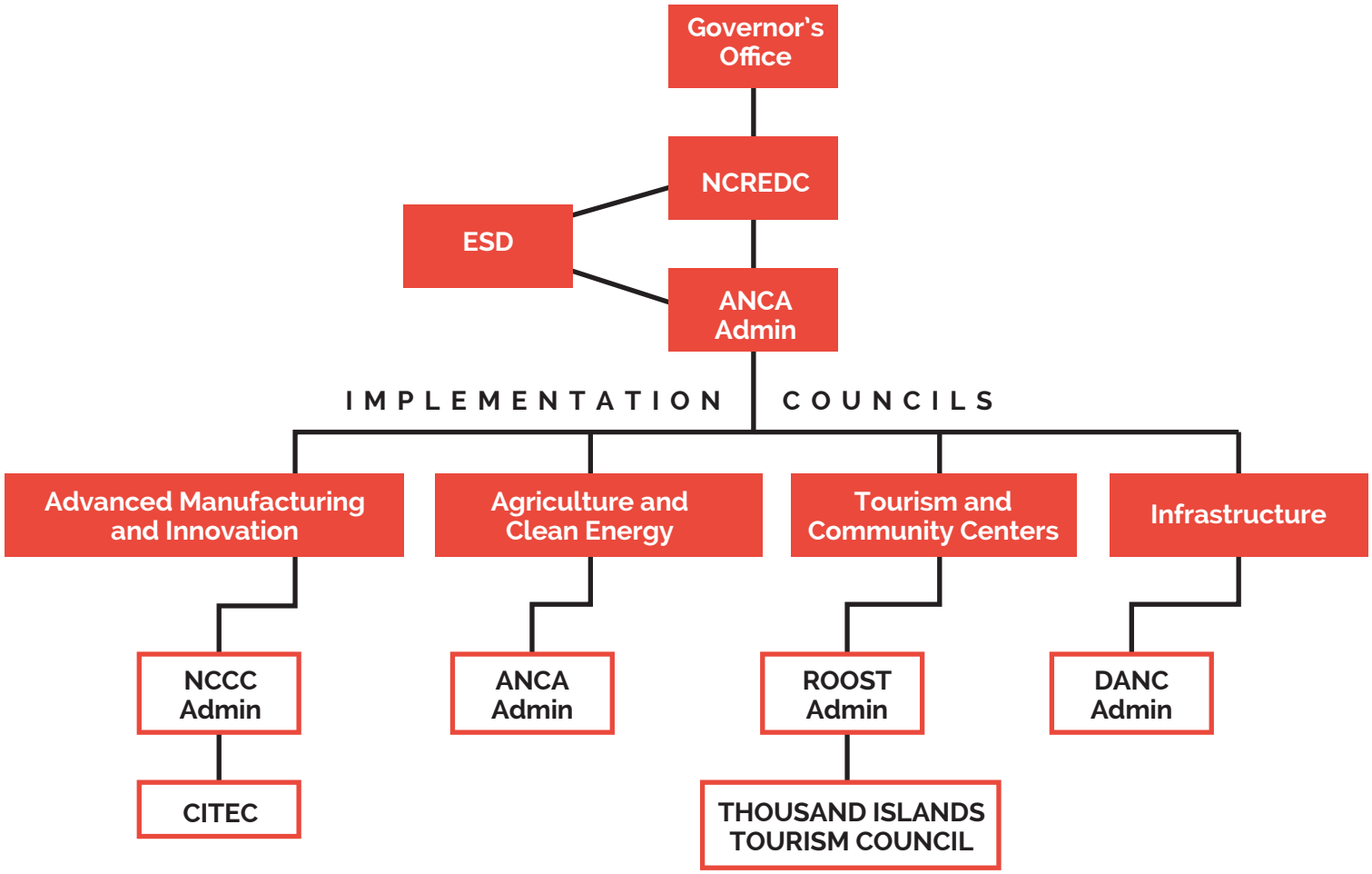
The Adirondack North Country Association will provide fiscal oversight, coordinate the efforts of the Implementation Councils–including suggesting protocols and guidelines for reporting on progress–report progress to New York State and the NCREDC, and distribute funds as defined in the administrative plan to the entities charged with administration of the Implementation Councils.

The Implementation Councils will each have a unique ownership, governance, and legal structure and will be responsible for advancing the key accelerators within their sectors.

The organizations that will manage the councils were

chosen based on their level of experience, capacity to perform the required duties if provided with necessary resources, expertise in the industry sector, and relationships with sectors stakeholders.

URI ORGANIZATION CHART



Organization Descriptions

Adirondack North Country Association (ANCA) is a longstanding independent not-for-profit organization working to strengthen key sectors of the economy and improve quality-of-life in Northern New York State. ANCA is a collaborative, results driven organization that reaches across county and regional boundaries with networks of partnerships on the ground and more than 5000 people and organizations in its network. Along with managing programs in Clean Energy, Local Economies, and Community Development, ANCA's process and grant management skills have benefited the region for decades.

North Country Chamber of Commerce is a regional not-for-profit organization. With more than 3,200 members, it is the largest business and economic development alliance in northern New York and one of the five largest chambers in the state. Services include industrial services, economic development, on-the-job-training, safety training, and tourism development.

Regional Office of Sustainable Tourism (ROOST) is a private, not-for-profit marketing organization, which promotes New York as a tourism destination through traditional marketing efforts, communication, and quality destination development.

Development Authority of the North Country is a New York State public authority that serves the common interests of Jefferson, Lewis, and St. Lawrence Counties by providing technical services and infrastructure, which enhance economic opportunities in the region and promote the health and well-being of its communities.

CITEC is the NYSTAR-designated Regional Technology Development Center for the North Country and one of the 350+ centers that comprise the national Manufacturing Extension Partnership (MEP). It provides customized solutions to help the businesses located across the seven northern counties of New York State.

Thousand Islands International Tourism Council is a nonprofit corporation, the official Tourism Promotion Agency for Jefferson County and works closely with the Ontario-based destination marketing organizations to coordinate international marketing efforts.

Draft Budget

ANCA

URI Administration: $250,000
Consulting and Research: $100,000
Report Production and Printing: $50,000
Website and Marketing: $50,000
Legal Services: $15,000
Total: $465,000 per year

Sector Administrative Budget Example (x3)

Payroll (salary, benefits, staff travel): $100,000
Consulting and Research: $40,000
Rent: $5,000
Outreach, Program Management, Lead Generation: $50,000
Legal and Auditing Services: $5000
Total: $200,000 per year
Total Administrative Budget: $1,065,000 per year

Performance Metrics and Reporting Methods

The Regional Council will continue its successful partnership with ESD staff in the collection and monitoring of Tier I, Tier II, and Tier III data that has been utilized effectively since Round I in 2011.

Descriptions of each tier follow.

- Tier I data measure the overall economic performance of the Region and include:
  - Number of establishments, employees, and wages
  - Unemployment rate
  - Poverty rate
- Tier II data measure economic performance of the three target sectors and include:
  - Location quotient (LQ) values
  - Visitor spending and generated taxes
- Tier III data measure:
  - Status of projects
  - Leveraged investment
  - Job impacts
  - Wage growth

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North Country
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