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2018 Northern Border Regional Commission Annual Report





Thank You to Mark Scarano—Federal Co-Chair (May 2015—March 2018)

Mark Scarano was the second Federal Co-Chair in the short history of Northern Border Regional Commission. He was confirmed by the U.S. Senate on May 21st, 2015.



As Federal Co-Chair, Mark relaunched the NBRC into a strong federal-state partnership for economic development, creating its first website, establishing the definable logo and that now is identified as NBRC around the region. Mark was able to collaborate with all States and bring consensus around State participation and engagement that had not been present prior to his leadership. Mark brought the Commission to a new level of accountability and professionalism.

We thank Mark for all his contributions to the NBRC that have set the stage for partnerships that will serve the region well into the future. In March 2018 Mark moved his family to Arlington, VA taking on a new challenges in economic development. We wish Mark great success in his future leadership roles.



About the NBRC

Vision: The Northern Border region is known for its vital regional economies and thriving communities that provide for the well-being of the region's residents and support the stewardship of the region's natural and cultural assets.

Mission: The mission of the Northern Border Regional Commission is to catalyze regional, collaborative, and transformative community economic development approaches that alleviate economic distress and position the region for economic growth.

Authorized by Congress in 2008 (USC 40, Subtitle V) and first appropriated by Congress in 2010, the Northern Border Regional Commission ("NBRC") is modeled after the Appalachian Regional Commission federal-state partnership. The NBRC was created to provide infrastructure and economic development assistance to projects in counties that have varying degrees of economic and demographic distress.

Authority and oversight functions of the NBRC are shared by five Members: The Federal Government represented by the Federal Co-Chair and the States of Maine, New Hampshire, New York and Vermont, represented by the Governors of those States. NBRC investments and policies are approved by the vote of the Federal Co-Chair and the collective vote of the majority of State Governors.

As a Federal-State partnership, the NBRC enjoys a strong network of State economic development leaders who provide guidance and support for NBRC programs. Such support also helps NBRC staff maintain knowledge of local conditions throughout its extensive service area.

The NBRC partnership is also aided by certified Local Development Districts that assist with grant technical assistance, provide information on complementary grants for projects, and administration of the NBRC grant funds.


The NBRC Members have a shared staff that is accountable and responsible to the Members as a whole. The staff provides impartial information and counsel as to NBRC programs and direction.


MEMBERS' IN-KIND CONTRIBUTIONS


For activities related to **Authority** and **Oversight** of the NBRC. It is up to each partner to decide on how much work they wish to dedicate to NBRC related activities. These in-kind activities are approved and appropriated by each Member government.


All **funding for grants** is provided by the Federal Government depending on appropriations.

<p>FEDERAL CO-CHAIR Salary & Benefits ALTERNATE FEDERAL CO-CHAIR Salary & Benefits INSPECTOR GENERAL Salary & Benefits OPERATING Travel, Rent, Phones, Etc.</p>	<p>FEDERAL IN-KIND</p> 
<p>FUNDING FOR GRANTS (100%)</p>	

<p>MAINE IN-KIND</p> 	<p>GOVERNOR'S ALTERNATE Salary & Benefits NBRC STATE PROGRAM MANAGER Salary & Benefits OTHERS Salary & Benefits OPERATING Travel, Rent, Phones, Etc.</p>
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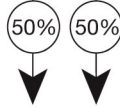
<p>NH IN-KIND</p> 	<p>GOVERNOR'S ALTERNATE Salary & Benefits NBRC STATE PROGRAM MANAGER Salary & Benefits OTHERS Salary & Benefits OPERATING Travel, Rent, Phones, Etc.</p>
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<p>VERMONT IN-KIND</p> 	<p>GOVERNOR'S ALTERNATE Salary & Benefits NBRC STATE PROGRAM MANAGER Salary & Benefits OTHERS Salary & Benefits OPERATING Travel, Rent, Phones, Etc.</p>
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<p>NEW YORK IN-KIND</p> 	<p>GOVERNOR'S ALTERNATE Salary & Benefits NBRC STATE PROGRAM MANAGER Salary & Benefits OTHERS Salary & Benefits OPERATING Travel, Rent, Phones, Etc.</p>
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MEMBERS' CASH CONTRIBUTIONS

For activities related to **Management** and **Operations**. These shared staff costs require a unanimous vote of all the States and the Federal Co-Chair. The Federal Co-Chair is not allowed to participate when the States' deliberate the extent of their cash participation.



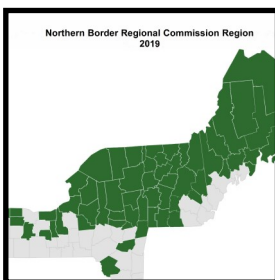
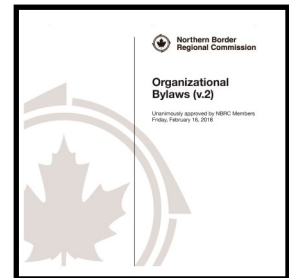
	<p>Northern Border Regional Commission</p>	<p>EXECUTIVE DIRECTOR Salary & Benefits NBRC Staff Salary & Benefits OPERATING Travel, Rent, Phones, Etc.</p>
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2018 A Brief Review

Northern Border Regional Commission saw many changes, growth and exciting new projects in 2018. The agency came a long way in setting the foundation for a State-Federal partnership and worked through many administrative challenges while it continued to invest in projects in the region that will provide long lasting and important improvements to the rural communities it serves.

Highlights

- Northern Border Regional Commission completed its first set of Bylaws to provide a framework for governance, operations and management. The Bylaws were unanimously approved by the Commission in February after a number of months of work by the Governor's Alternates and Federal Co-Chair.



- The States put together a budget for the State share of the administrative budget for the first time. The budget was voted on, passed and each State is determining the best way to fit Northern Border Regional Commission into their State budget. Two checks have been received to date.

- Northern Border Regional Commission has been collaborating with the Economic Development Administration, US Dept of Commerce to both understand the criteria used to determine the best investments in the region, and also to assess investment policy guidelines.



- Northern Border Regional Commission held its first Local Development District project development training in collaboration with the National Organizational Development Association in Stowe, VT the past summer. Training included due diligence necessary for proper project development to aid in successful project implementation.

- The year Northern Border Regional Commission has embarked on collaboration with the Federal Reserve Bank of Boston and its Community Development program in research and community initiatives that support progress in low and moderate-income communities.



- Northern Border Regional Commission hired two new staff this year. Jon O'Rourke, Program Specialist is assisting with project management. Alex Kramer, Executive Assistance has been hired to assist Program Director, Christine Frost and Jon O'Rourke to ensure projects that have been awarded funds are properly monitored.

- Through the direction of Congress, Appropriations in 2018 and 2019 were directed to those communities most greatly impacted by the transition of the forest industry. The Regional Forest Economy Partnership was created with \$7M to award for programs/projects of regional significance with the first Letters of Interest were due March 15, 2019.



- More that \$11M in funding was obligated for 46 projects across the four states to assist communities to pave the way for economic opportunities. Funds will increase capacity for broadband, water/sewer, job training, and marketing. Additionally, funds will assist communities to attract new businesses, generate entrepreneurial opportunities.

- A major milestone in 2018 was the nomination and approval by the Northern Border Regional Commission of a State Co-Chair. The NBRC is set up with a Federal Co-Chair, and now a State Co-Chair, the Honorable Phil Scott, Governor of Vermont. Governor Scott will Co-Chair the Commission for the next two years.



- The Commission voted to move forward on a new plan for NBRC that includes a strategy for staff, location and a timeline that will guide the Commission over the next few years. The NBRC staff will be increase gradually in order to ensure that federal funds are properly managed and administered.

NBRC Members

Policy and oversight decisions of the Commission are made by the Federal Co-Chair and a majority of governors from Maine, New Hampshire, Vermont, and New York.

	<p>Representing the Federal Government Member: Mark Scarano, Federal Co-Chair Alternate Member: Vacant, Alternate Federal Co-Chair</p>
	<p>Representing the State of Maine Member: The Honorable Paul LePage, Governor Governor's Alternate: John Butera, Commissioner Dept of Labor NBRC Program Manager: Andrea Smith, Department of Economic & Community Development</p>
	<p>Representing the State of New Hampshire Member: The Honorable Chris Sununu, Governor Governor's Alternate: Commissioner Taylor Caswell, Dept. of Economic Affairs NBRC State Program Manager: Mollie Kaylor, Dept. of Economic Affairs</p>
	<p>Representing the State of New York Member: The Honorable Andrew Cuomo, Governor Governor's Alternate: Deputy Secretary of State Mark Pattison, Local Government Services NBRC State Program Manager: Kyle Wilber, Local Government Services, NY Secretary of State</p>
	<p>Representing the State of Vermont Member: The Honorable Phil Scott, Governor Governor's Alternate: Deputy Secretary Ted Brady Agency of Commerce & Community Development NBRC State Program Manager: Tim Tierney, Agency of Commerce & Community Development</p>

Annual Distress Criteria

By statute, the NBRC is required to annually assess the level of economic and demographic distress within its region:

- To have reliable and timely data that can inform NBRC leadership as they create new- and perfect existing- economic and infrastructure funding programs,
- To create a benchmark in which annual compilations of economic and demographic data can be compared to the NBRC's Five Year Plan goals,
- To identify whether or not the NBRC can provide grants to projects within a county,
- What level of match is required by grant applicants for projects.
- To assist States as they develop their own economic and community development programs, and
- To provide publicly available information so local decision makers can prioritize their economic and community development strategies.

Federal law (40 U.S.C., Subtitle V) states that, 'distressed' counties are those that, "have high rates of poverty, unemployment, or outmigration" and "are the most severely and persistently economic distressed and underdeveloped." The NBRC is required to allocate 50% of its total appropriations to projects in counties falling within this designation. The maximum percent of a "distressed" project that can be funded by the NBRC is 80%.

'Transitional' counties "have recently suffered high rates of poverty, unemployment, or outmigration" or "are economically distressed and underdeveloped." The maximum percent of a "transitional" project that can be funded by the NBRC is 50%.

'Attainment' counties are those that are neither 'distressed' nor 'transitional' The NBRC is not allowed to fund projects within an attainment county unless the project is within an 'isolated area of distress,' or have been granted a waiver. Isolated areas of distress are "areas [municipalities] that have high rates of poverty, unemployment, or outmigration."

Because poverty, unemployment, and outmigration are only parts of an economic situation, the NBRC has adopted categories above and beyond those directed by statute. These "Secondary Distress Categories" provide a more in-depth survey of the NBRC's service area as well as greater opportunities to gauge the success of the NBRC's programs over time. These include: educational attainment (bachelor's degree or higher), household income, and seasonal home ownership.

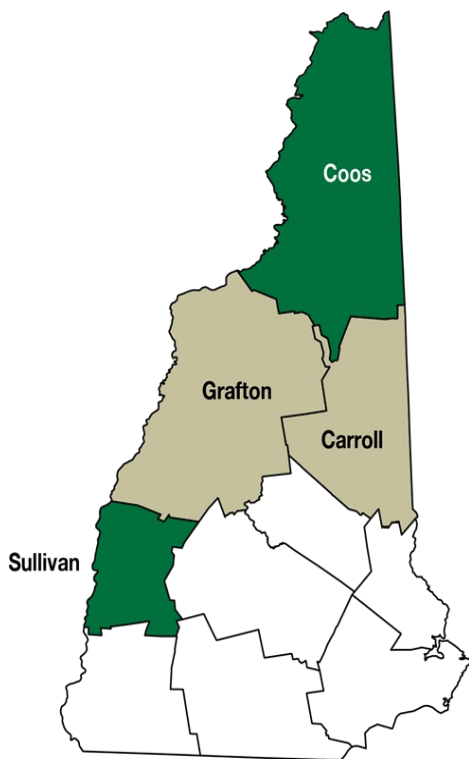
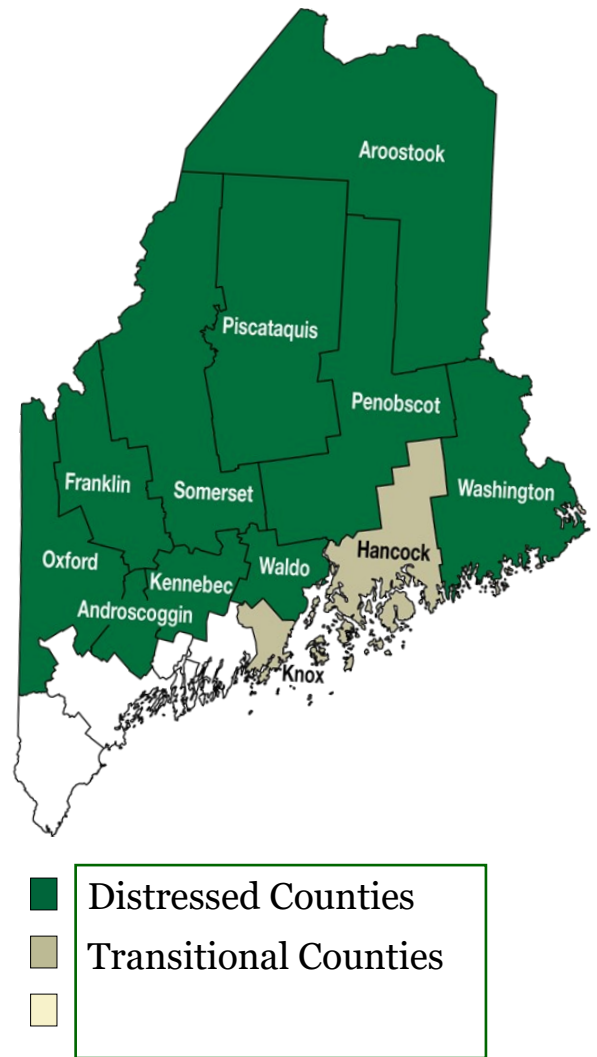
Assessment of Distress in Maine for FY'18

Distressed Counties

Percent of match required for NBRC award: 20%
Androscoggin, Aroostook, Franklin, Kennebec, Oxford, Penobscot, Piscataquis, Somerset, Waldo, Washington

Transitional Counties

Percent of match required for NBRC award: 50%
Hancock, Knox



Assessment of Distress in New Hampshire for FY'18

Distressed Counties

Percent of match required for NBRC award: 20%
Coos, Sullivan

Transitional Counties

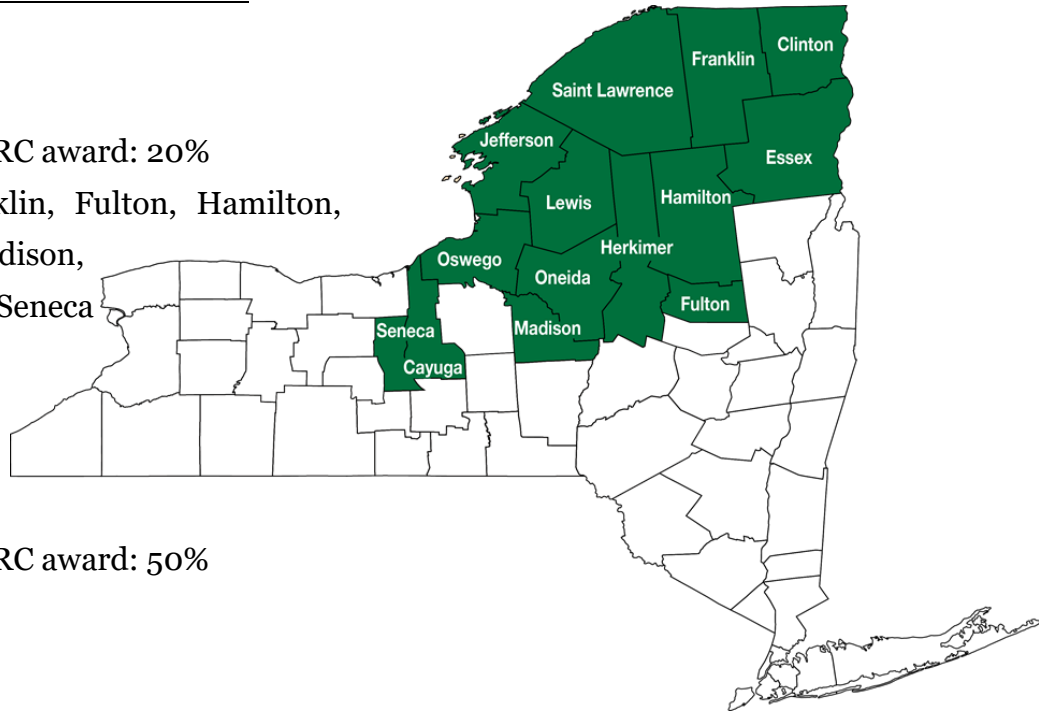
Percent of match required for NBRC award: 50%
Carroll, Grafton

Assessment of Distress in New York for FY'18

Distressed Counties

Percent of match required for NBRC award: 20%

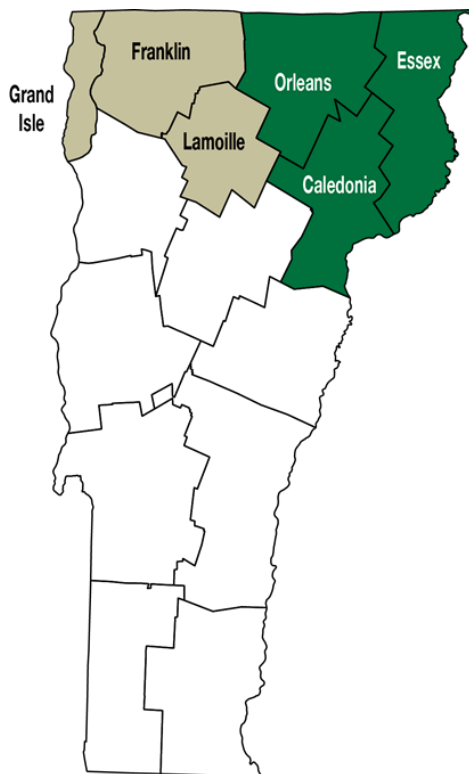
Cayuga, Clinton, Essex, Franklin, Fulton, Hamilton, Herkimer, Jefferson, Lewis, Madison, Oneida, Oswego, St. Lawrence, Seneca



Transitional Counties

Percent of match required for NBRC award: 50%

None



Assessment of Distress in Vermont for FY'18

Distressed Counties

Percent of match required for NBRC award: 20%

Caledonia, Essex, Orleans

Transitional Counties

Percent of match required for NBRC award: 50%

Franklin, Grand Isle, Lamoille



Northern Border Regional Commission

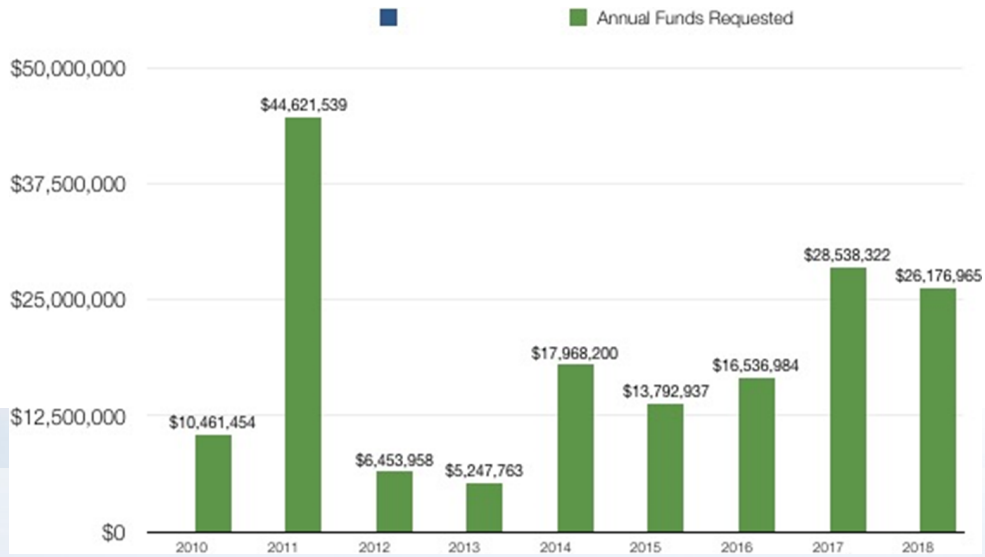
The Economic & Infrastructure Development Investment Program funded a variety of projects for the Fiscal Year 2018. Awards were made on July 25, 2018. The parameters of the NBRC's Investment Program are directed by enabling legislation, standard Federal grant requirements, the NBRC Strategic Plan and the State or regional economic development

2018 Grant Award Information

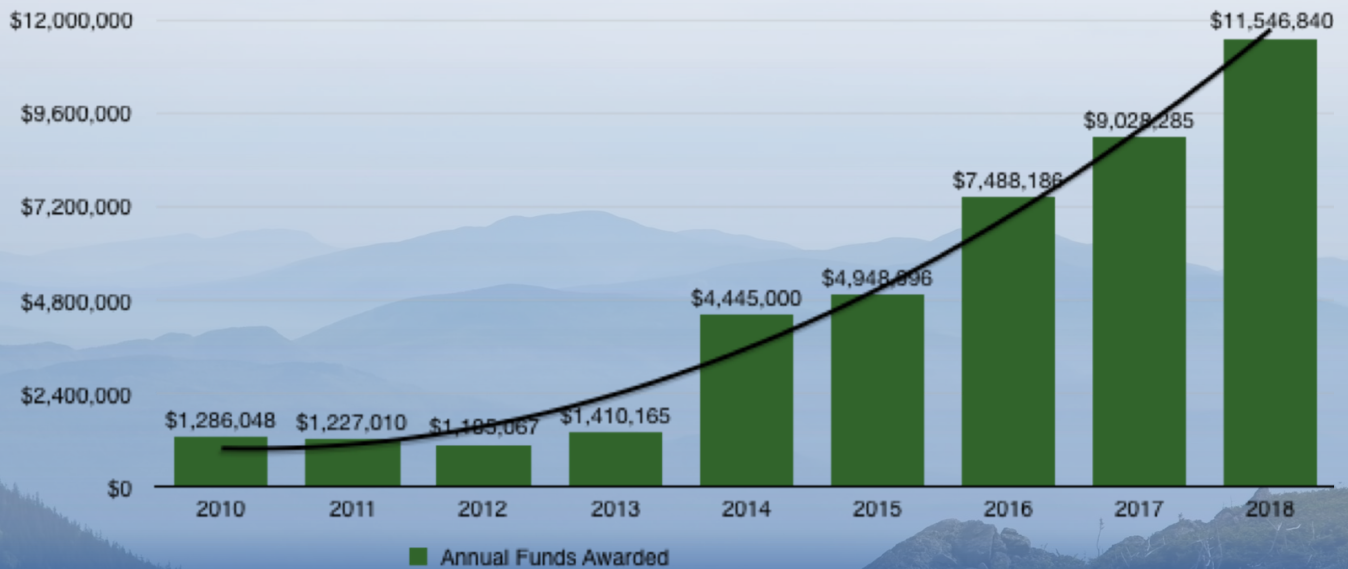
- There were 89 applications received, of which 46 awards were made
- There was \$26,176,965 dollars requested, of which \$11,546,840 was awarded
- Total Amount of Leveraged Funds: \$48,580,293
- Average award - \$251,018
- Leveraged Match Ratio of 1:4.5 (Matching Fund Strategic Goal 1:3)
- Awards to Distressed areas or Isolated Areas of Distress - 74% (required 50%)
- Awards to Infrastructure - 55% (required 40% of 'appropriation')



Funds Requested Over the Years



Overview of NBRC Investments



NBRC Investments In Maine



Applications Received:
19
 Total \$ Requested:
\$6,114,460
 Total Funds Awarded:
\$2,900,000
 Percent of Grants Awarded:
42%

NUMBER OF AWARDS

There were 8 awards made from the 19 applications submitted.

DISTRESSED COUNTIES

Maine awarded 82% of its funds to counties designated as distressed.

INFRASTRUCTURE

Maine awarded 91% of its funds to infrastructure projects, including water/sewer, broadband and transportation.

MATCH LEVERAGED

Maine's projects are leveraging \$23,335,332 in other funds to complete projects; a 1:8 ratio.



Southern Aroostook Development Corporation

Total Project: \$5,313,550

NBRC Award: \$250,000

Location: Aroostook County

CD-2

The project will construct a 12,000 sf state of the art food grade processing and testing facility for the production of mouse food formulas to supply Jackson Laboratories (JAX) facilities and 20,000 purchases worldwide.

Presque Isle Utilities District

Total Project: \$774,600

NBRC Award: \$500,000

Location: Aroostook County

CD-2

This project will replace 3,600 lf of sewer main, install new pre-cast manhole, a new larger pump house structure and upgrade the pump which services Skyway Industrial Park. Improvements will increase the capacity of the system to allow new commercial users to be added, thus creating jobs.

Madison Electric Works

Total Project: \$1,575,000

NBRC Award: \$310,000

Location: Somerset County

CD-2

Infrastructure expansion in the Town of Madison & Industrial Park of 2,000 ft of new fiber optic lines, over 500 ft of new natural gas pipe, industrial water treatment system, (6) new electrical transformers, 2,000 ft of new sewer & water lines, 1,000 ft paving in industrial park, 300 ft security fencing.

Town of Rockport

Total Project: \$4,000,000

NBRC Award: \$500,000

Location: Knox County

CD-1

The project is to expand public sewer along a 1.5 mile portion of Route One which is a prime commercial development area. The sewer will serve 26 existing businesses and will open up 128 acres for development.

The State of Maine

Maine is the 12th smallest state by area, the 9th least populous, and the 38th most densely populated of the 50 U.S. states. Maine is the easternmost state in the contiguous United States, and the northernmost east of the Great Lakes. It is known for its jagged, rocky coastline; low, rolling mountains; heavily forested interior; and picturesque waterways, as well as its seafood cuisine, especially lobster and clams. The capital is Augusta



Town of Thomaston

Total Project: \$530,000

NBRC Award: \$250,000

Location: Knox County

CD-1

The Thomaston Business Block Redevelopment Project involves construction the public infrastructure improvements to serve the Business district. Underground electric, lighting, landscaping parking lot upgrades and a new plaza will be constructed.

Mapleton Sewer District

Total Project: \$425,000

NBRC Award: \$340,000

Location: Aroostook County

CD-2

The project will extend an 8” public sanitary sewer 400 LF along Route 163 and install 730 LF feet of sewer force main and a pumping station to collect waste from a malt processing facility that will retain 6 FTE employees and create 6 new FTE employees at Buck Farms and at Maine Malt House.



Town of Hartland

Total Project: \$13,072,000

NBRC Award: \$500,000

Location: Somerset County

CD-2

The project is an upgrade of the Town of Hartland's existing wastewater treatment facility focused on improving handling of tannery waste. The existing sludge presses need to be rehabilitated. The treatment plant is operated by the Town, however 94 percent of its wastewater loading is from tannery.

Town of Washburn

Total Project: \$985,182

NBRC Award: \$500,000

Location: Aroostook County

CD-2

This project will add 3600' of 6" Water Main piping for Potable Water conveyance and 3775' of 2" HDPE force main piping for Wastewater conveyance to a location that would benefit a new business. Also install 2.8 miles of fiber-optic lines to this same location.

Scoring Criteria
Half of the score is based on overarching goals of the NBRC which include the goals outlined in the Strategic Plan, and projects that will have a continuing impact on jobs and increased wages. The other half is State Specific. For Maine those criteria included the following for 2018.

ECONOMIC DEVELOPMENT

Is the project public infrastructure or economic development?

JOBS

The project clearly demonstrates commitment to job creation or retention with evidence.

INFRASTRUCTURE

The project clearly identifies a need and demonstrates how the NBRC investment will impact the region.

WORKFORCE EDUCATION AND TRAINING

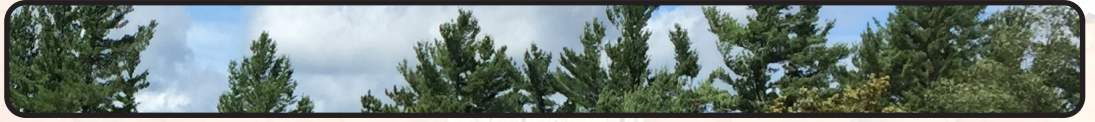
Project reliably forecasts measurable results, demonstration of experience and capability

PROJECT READINESS

Project can begin immediately, including matching funds committed within a minimum of 12 months.



NBRC Investments In New Hampshire



Applications Received:
27
Total \$ Requested:
\$6,373,534
Total Funds Awarded:
\$2,861,700
Percent of Grants Awarded:
55%

NUMBER OF AWARDS

There were 15 awards made from the 27 applications submitted.

DISTRESSED COUNTIES

New Hampshire awarded 43% of its funds to counties designated as distressed.

INFRASTRUCTURE

New Hampshire awarded 22% of its funds to infrastructure projects, including water/sewer, broadband and transportation.

MATCH LEVERAGED

New Hampshire's projects are leveraging \$9,303,048 in other funds to complete projects; a 1:3



Town of Bristol

Total Project: \$264,315
NBRC Award: \$137,157
Location: Grafton County
CD-2

The Town of Bristol will construct a 3-mile, middle mile fiber-optic cable network. It will create economic growth by providing a high-speed, internet network and backhaul for cellular and wireless needs.

Mount Washington Valley Trails & Town of Conway

Total Project: \$2,300,00
NBRC Award: \$200,000
Location: Carroll County
CD 1

The North Conway Recreation Path project calls for constructing a 2.9-mile, 10 foot wide graded and paved path running the length of North Conway Village, providing a non-motorized off-road transportation corridor and recreation opportunity

Laconia Area Community Land Trust

Total Project: \$920,000
NBRC Award: \$310,000
Location: Carroll County
CD 1

The project will construct 750lf of road; 720 lf of waterline/services, and 840 lf of sewer main/services to facilitate the development of 20 homes priced for moderate income (75-120% AMI) families.

Dartmouth Regional Technology Center

Total Project: \$500,000
NBRC Award: \$250,000
Location: Grafton County
CD 2

The project includes the purchase and installation of laboratory grade air handling system for the DRTC business incubator. It will service the 13,000-sq.ft. upper floor of

one building, making the entire space available for rent as fully-capable laboratory space.

White Mountain Science, Inc.

Total Project: \$164,600
NBRC Award: \$95,000
Location: Grafton and Coos County
CD 2

WMSI STEM-Works is a new region-wide high school STEM workforce training program with a focus on leadership, communications, STEMtech skills, and entrepreneurship. The program will be embedded in an on-the-job training environment within WMSI's Mobile STEM Outreach Lab.

White Mountain Community College

Total Project: \$340,053
NBRC Award: \$240,220
Location: Grafton, Carroll and Coos Counties
CD 1 & 2

A collaboration of WMCC and regional industry will address a critical skills gap impacting the retention and expansion of business enterprise. The Industrial Maintenance/Millwright training will provide high wage employment; address an industry shortage.

Littleton Industrial Development Corp

Total Project: \$239,900
NBRC Award: \$119,500
Location: Grafton County
CD 2

The Town of Littleton is donating the 42 acres of land and the project will be the final design and permitting for site development and the initial site work for the new road.

G.A.L.A.

Total Project: \$500,000
NBRC Award: \$500,000
Location: Carroll County
CD 1

This project will result in required improvements of a vacant building to establish a makerspace and incubator. It will leverage existing assets to foster entrepreneurial leadership, build skills suited to existing and future business needs, and increase job opportunities.

Mascoma Community Healthcare
Total Project: \$308,552
NBRC Award: \$154,276
Location: Grafton County
CD 2

This project will provide the equipment to expand an existing Community Health Center, which currently serves 1,600 patients and will equip the radiography, physical therapy, and pharmacy departments, adding nine jobs.

Coos County Family Services
Total Project: \$872,755
NBRC Award: \$250,000
Location: Grafton County
CD 2

The project will provide approximately 2,300-square-feet of additional clinical space, enabling the clinic to provide care more efficiently and to offer expanded services, including behavioral health and substance abuse treatment.

Coos Economic Development Corp
Total Project: \$3,302,250
NBRC Award: \$250,000
Location: Coos County
CD 2

The Whitefield King Square Revitalization Project targets four prominent buildings around King Square area for refurbishment. Each building will be brought back to its full potential. The result will be 20 LMI apartments and at least four, street-level, commercial spaces

Taproot Farm & Environmental Educational Center

Total Project: \$195,324
NBRC Award: \$156,260
Location: Coos County
CD 2

The project will retain and expand a local food store in Lancaster that supports 88 local agricultural producers and artisan crafters.

Weeks Medical Center
Total Project: \$639,112
NBRC Award: \$250,000
Location: Coos County
CD 2

Weeks Medical Center is building a patient care center requiring an 85 Hp biomass boiler for heat, replacing propane and electricity and reducing operational costs.

The Bridge House
Total Project: \$935,424
NBRC Award: \$68,340
Location: Coos County
CD 2

The Bridge House expansion will create six units of service enriched affordable housing that provides stability, training, and economic opportunities to vulnerable single people.

Town of Enfield
Total Project: \$160,000
NBRC Award: \$135,398
Location: Grafton County
CD 2

The Mascoma Lakeside Park Pavilion will provide indoor/outdoor community gathering space and enhanced recreation opportunities, positively stimulating the area's economy by promoting quality of life for area residents and enhancing tourism.

Scoring Criteria

Half of the score is based on overarching goals of the NBRC which include the goals outlined in the Strategic Plan, and projects that will have a continuing impact on jobs and increased wages. The other half is State Specific. For New Hampshire those criteria included the following for 2018.

ECONOMIC DEVELOPMENT

Is the project public infrastructure or economic development?

REGIONAL CAPACITY

Builds regional capacity to carry out community economic development strategies.

ENTREPRENEURSHIP

Supports and assists entrepreneurship and innovation.

WORKFORCE EDUCATION AND TRAINING

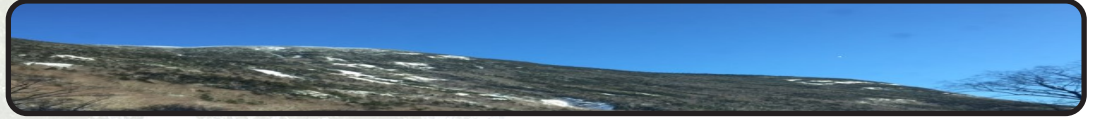
Strengthens or expands a skilled workforce

PARTNERSHIPS

Project demonstrates effective understanding of integration of local economic development partners.



NBRC Investments In New York



Applications Received:
22
Total \$ Requested:
\$8,069,404
Total Funds Awarded:
\$2,861,690
Percent of Grants Awarded:
36%

NUMBER OF AWARDS

There were 8 awards made from the 22 applications submitted.

DISTRESSED COUNTIES

New York awarded 100% of its funds to counties designated as distressed.

INFRASTRUCTURE

New York awarded 79% of its funds to infrastructure projects, including water/sewer, broadband and transportation.

MATCH LEVERAGED

New York's projects are leveraging \$13,143,286 in other funds to complete projects; a 1:8 ratio.



The State of New York

The large Upstate New York region comprises several ranges of the wider Appalachian Mountains, and the Adirondack Mountains in the Northeastern lobe of the state. Two major river valleys – the north-south Hudson River Valley and the east-west Mohawk River Valley – bisect these more mountainous regions. The central part of the state is dominated by the Finger Lakes, a popular vacation and tourist destination.

The large Upstate New York region comprises several

Town of Herkimer

Total Project: \$2,200,00
NBRC Award: \$500,000
Location: Herkimer, County
CD-22

The project will extend 10,700 lf of sanitary sewer line to both a 46 acre commercially zoned campus with 430,000 sf warehouse, distribution, manufacturing facility, and to an Assisted Living Complex increasing capacity allowing business development. Two existing businesses have expressed interest in expanding once the new infrastructure is in place. The Town estimates that the project will create over 200 local jobs.

Adirondack North Country Assoc.

Total Project: \$373,310
NBRC Award: \$248,364
Location: Multi-County
CD-21

The ANCA will establish a regional network of public, private and nonprofit partners in Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, St. Lawrence County to create the Adirondack North Country Center of Business Transition. The Center will provide supply matchmaking, resources and technical assistance for business succession planning.

Town of Volney

Total Project: \$2,500,000
NBRC Award: \$500,000
Location: Oswego County
CD-24

The Town of Volney will build a new 2-mile sewer line to serve 70 +/- homes and businesses, the airport and an adjacent industrial park supporting new jobs and future growth. The new line will allow for growth at the County airport, enhance an adjacent industrial park that has public water but no sewer service.

Jefferson Community College

Total Project: \$4,250,000
NBRC Award: \$250,000
Location: Lewis County
CD-21

Jefferson Community College (JCC), in partnership with Lewis County will support workforce training through the creation of the Lewis County Education Center. Lewis County is constructing the 22,000 sf Lewis County Education Center on a 56 acres property. The Center will include six smart classrooms, a conference room, three office areas, and a fabrication lab. The workforce education will focus on advanced agriculture and value-added farming. It is expected that 300 participants will receive training within the first four years of operation.



Town of Inlet

Total Project: \$448,400
NBRC Award: \$352,000
Location: Hamilton County
CD-21

The Town of Inlet has requested funds to construct a communications tower eliminating portions of the Town, as well as nearby Towns of Raquette Lake, Eagle Bay, and Big Moose, that do not have cell service (including neighboring areas) and improving service quality for all local businesses, residents, and tourists. Without the ability to be connected, local businesses and workforce cannot compete effectively, and entrepreneurs are reluctant to invest in Inlet because of the inability to connect with their target audience, create a social media presence or build a following, and for the inability to offer these services to guests and patrons.

City of Rome

Total Project: \$1,230,121
NBRC Award: \$500,000
Location: Oneida County
CD-21

The City of Rome is requesting funds to rehabilitate a shared railroad-highway bridge over the Mohawk River to maintain 286,000-lb railcar access to industries located in the City, improve safety for highway traffic, and eliminate recurring structural and safety flags on the bridge. The bridge also carries a 12" water main owned by the City of Rome and a private 8" gas main. The utilities provide critical connections for the existing industrial and commercial users along the corridor. The benefits of the project are provided by the continued business activity of rail shippers and the diversion of truck traffic from highways by provision of safe, reliable, and efficient rail transportation alternatives



Town of Crown Point

Total Project: \$4,829,509
NBRC Award: \$500,000
Location: Essex County
CD-21

The Town of Crown Point will relocate their Sewer District Number 1 collection and wastewater treatment system for Sewer District 1. The new facility will provide a system that is appropriately sized for current and future needs and will bring the Town's facility into compliance with the existing permit and modified permit.

Town of SUNY at Canton

Total Project: \$312,500
NBRC Award: \$500,000
Location: St. Lawrence County
CD-2

This project will add 3600 ft of 6" Water Main piping for Potable Water conveyance and 3775 ft of 2" HDPE force main piping for Wastewater conveyance to a location that would benefit a new business. Also install 2.8 miles of fiber-optic lines to this same location.

Scoring Criteria

Half of the score is based on overarching goals of the NBRC which include the goals outlined in the Strategic Plan, and projects that will have a continuing impact on jobs and increased wages. The other half is State Specific. For New York those criteria included the following for 2018.

REGIONAL SIGNIFICANCE

Delivery of critical services around the region

PROJECT IMPACT

The project clearly defines outcomes and cost benefit

INFRASTRUCTURE

Investment provides long-term community and economic impacts.

PROJECT NEED

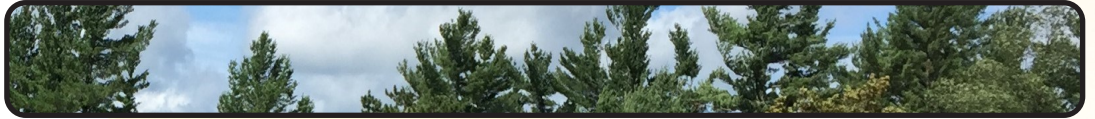
The project meets a critical opportunity for communities impacted

PROJECT READINESS

Project can begin immediately, including matching funds committed within a minimum of 12 months.



NBRC Investments In Vermont



Applications Received: **23**
Total \$ Requested:
\$5,477,817
Total Funds Awarded:
\$2,888,700
Percent of Grants Awarded:
60%

NUMBER OF AWARDS

There were 14 awards made from the 23 applications submitted.

DISTRESSED COUNTIES

Vermont awarded 69% of its funds to counties designated as distressed.

INFRASTRUCTURE

Vermont awarded 36% of its funds to infrastructure projects, including water/sewer, broadband and transportation.

MATCH LEVERAGED

Vermont projects are leveraging \$5,497,254 in other funds to complete projects; a 1:2 ratio.



Town of Fairfax

Total Project: \$1,000,000
NBRC Award: \$263,055
Location: Franklin County

Project extends municipal water and wastewater infrastructure to a commercial property purchased by a Vermont forest product company projecting 100+ new jobs for Fairfax. This will increase utility revenues and provide further employment options by enabling the property to house future businesses.

Vermont Department of Environmental Conservation

Total Project: \$414,241
NBRC Award: \$219,213
Location: Multiple Counties

DEC will help three pilot villages (Wolcott, East Burke, and West Burke) that have no municipal sewers arrive at a financially viable approaches to wastewater treatment that can be replicated throughout Vermont, facilitating job creation by making redevelopment of vacant buildings possible and priming villages for business investment.

Northern Vermont University

Total Project: \$321,535
NBRC Award: \$217,665
Location: Caledonia County

Creates a Coworking Space to support business development and link area residents to workforce education opportunities for sectors in high demand while adding vibrancy to downtown Lyndonville. Coworking will create 66 jobs in 2019 and certify 250 people in employer-valued credentials.

Town of Burke/ Kingdom Trails

Total Project: \$956,000
NBRC Award: \$250,000
Location: Caledonia County

A partnership project to rehabilitate the roadway and improve drainage on ~.7 miles of East Darling Hill Rd in East Burke, VT, add 5 ft of uphill bike lane, acquire two adjacent parcels to improve safety, and facilitate continued recreation-based jobs.

Preservation Trust of Vermont

Total Project: \$384,616
NBRC Award: \$219,213
Location: Multiple Counties

This project will establish a fund to provide grants to help the development of community and nonprofit-supported village stores, cafes, and restaurants/pubs in small downtowns. These businesses add economic vitality to small communities and provide the places where residents connect with each other.

Vermont Council on Rural Development

Total Project: \$40,000
NBRC Award: \$17,538
Location: Franklin County

A Community Visit Process will bring residents together to build and advance 3-5 community and economic revitalization projects for the long-term economic and cultural benefit of the community as well as to connect financial and technical resources to support their efforts.

St. Johnsbury Development Fund

Total Project: \$401,000
NBRC Award: \$192,907
Location: Caledonia County

The St. Johnsbury Development Fund will rehabilitate the "Core & Shell" of a 12,000 sf vacant commercial/industrial building at 131 Railroad Street, St. Johnsbury, VT, un-

der these Phase 1 Building System.

Franklin County Industrial Dev Corp.

Total Project: \$3,187,500

NBRC Award: \$219,213

Location: Carroll County

FCIDC will construct a building and lease it to a start-up business. 11-14 jobs will be created. There are no other industrial buildings in Franklin County. With this project FCIDC's private investment of \$6 million is expected to attract at least 1 new business within 3 years.

Northwest Vermont Rail Trial Council

Total Project: \$147,000

NBRC Award: \$59,187

Location: Franklin County

Develop and implement a Missisquoi Valley Rail Trail Marketing Plan to boost the region's tourism and recreation economy. It will clarify marketing goals, develop promotional materials, increase use through events and wayfinding, support business development, and complete trailhead designs.

Northern Community Investment Corporation

Total Project: \$312,500

NBRC Award: \$219,213

Location: Multiple Counties

Highlight professional/recreational opportunities to retain/attract youth and workers in Northeast Kingdom. Develop targeted recruitment and marketing in conjunction with ThinkVT / MOVE. Outcomes will be increased promotion and decrease in job and housing vacancies.

Lamoille County

Planning Commission

Total Project: \$787,000

NBRC Award: \$345,041

Location: Lamoille County

Relocate existing on-road parking in Smugglers' Notch to central locations to use capacity of transportation infrastructure more efficiently. Project will reduce congestion, improve safety, reduce impacts to fragile vegetation, and create a more welcoming environment for increased visitor use.

Hazen Union High School

Total Project: \$369,400

NBRC Award: \$175,370

Location: Caledonia County

Build a career Academy focusing on employer-led approach to create a career pipeline for workforce development. Through business partnerships the Academy will focus on entrepreneurship, skill and business development, apprenticeships, and employment education.

Vermont Housing & Conservation Board

Total Project: \$234,178

NBRC Award: \$164,131

Location: Multiple Counties

Thirty working lands enterprises will receive in-depth, one-on-one business planning and technical assistance, resulting in 15% increase in sales, 60% increase in net income, 75 FTEs retained, 15 FTEs created, and over \$1.8M in capital secured.

Vermont Sustainable Jobs Fund

Total Project: \$375,000

NBRC Award: \$131,528

Location: Multiple Counties

This project will build capacity and resiliency within Vermont's forest and wood products industry, cultivate new and existing forest and wood product businesses and connect them with the business services and infrastructure they need to expand and increase job opportunities in Northern Vermont.



Scoring Criteria
Half of the score is based on overarching goals of the NBRC which include the goals outlined in the Strategic Plan, and projects that will have a continuing impact on jobs and increased wages. The other half is State Specific. For Vermont those criteria included the following for 2018.

● | **STATE ALIGNMENT**

Degree to which the project aligns with the 8 'Steps to Success' in the State CEDS

● | **DOWNTOWN**

Is the project located within a designated downtown or village center?

● | **GOVERNOR'S STRATEGY**

Degree to which the project aligns with the Governor's three guiding strategic priorities.

● | **FUNDING NEED**

Degree to which the project may have happened without NBRC funding.

● | **WORKING LANDSCAPE**

Degree to which the project preserves the Vermont working landscape



Highlights

Regional Vision: The Northern Border region is known for its vital regional economies and thriving communities that provide for the well-being of the region's residents and support the stewardship of the region's natural and cultural assets.



Mission: The mission of the Northern Border Regional Commission is to catalyze regional, collaborative, and transformative community economic development approaches that alleviate economic distress and position the region for economic growth.



Investment Principles: In determining its investment priorities, the Commission is guided by the following principles:

- ~ Invest for long-term community and economic impact;
- ~ Support local initiatives that contribute to regional solutions;
- ~ Encourage integrative approaches to building economic, community, and environmental well-being;
- ~ Capitalize on local and regional assets to grow and retain wealth in the region;
- ~ Use NBRC resources to fill gaps in the region's funding environment for community economic development; and
- ~ Stimulate and integrate the capacity and resources of other partners and funders.



Goals & Objectives 2017-



Goal #1. Infrastructure in Northern Border region to support business retention and expansion and economic growth.

Objective 1.1: Community essential infrastructure in Northern Border region.

Objective 1.2: Telecommunications by Northern Border region.

Objective 1.3: Energy. Stable energy.



Goal #2. Businesses in Northern Border region that capitalize on the region's assets and are able to grow.

Objective 2.1: Asset-based development that capitalizes on the region's natural assets.

Objective 2.2: Entrepreneurship that creates attractive and supportive places for business.

Objective 2.3: Workforce development that is suited to existing and future business needs.



Strategic Plan 2017– 2021

Adopted by Northern Border Regional Commission October 2017

2021



& Five Year Performance Goals

Northern Border communities is modernized to better support
ion, and better position the region to compete in the global

infrastructure for business development. Revitalize and modernize
Northern Border region communities.

communications. Increase access, affordability, and use of high speed
Northern Border residents and businesses.

utilize and reduce electric and thermal energy costs.

Northern Border region are creating and sustaining jobs and wealth from
to find employees with necessary skills.

business enterprise. Retain, expand and diversify business enterprise that
rural, cultural, and economic assets.

Partnership and Innovation. Position the Northern Border region as an
for creative and entrepreneurial people.

Workforce Development. Support and expand a highly productive workforce with skills
business needs.



Goal #3: Northern Border communities and businesses are well positioned to anticipate and
capitalize on changing trends, and are resilient in the face of change.

Objective 3.1: Leadership & community capacity. Foster entrepreneurial leadership and capacity for
community economic development.

Objective 3.2: Regional knowledge. Inform and align local, state, and regional economic development
decision making with regional data and perspectives.

Performance Goals

Assuming consistent annual funding, the Commission will gauge its success and impact against
its strategic goals and objectives between 2017 and 2021 with these performance measures:

- ~ 5,000 jobs created or retained
- ~ 10,000 households and businesses with access to improved infrastructure
- ~ 1,000 businesses representing 5,000 employees benefit from NBRC investments
- ~ 7,500 workers provided with skills training
- ~ 250 communities and 1,000 leaders engaged in regional leadership, learning
and/or innovation networks supported by the NBRC
- ~ 3:1 NBRC investment leverage



NORTHERN BORDER REGIONAL COMMISSION
GENERAL FUND

FINANCIAL STATEMENTS

As Of And For The Years Ended September 30, 2018 and 2017

NORTHERN BORDER REGIONAL COMMISSION
BALANCE SHEET

As Of September 30, 2018 and 2017

	2018	2017
Assets:		
Intragovernmental:		
Fund Balance With Treasury	(Note 2) \$ 29,225,187.46	\$ 18,741,345.72
Other:		
Advances and Prepayments	(Note 3) 215,000.00	100,000.00
Total Intragovernmental	\$ 29,440,187.46	\$ 18,841,345.72
Total Assets	\$ 29,440,187.46	\$ 18,841,345.72
Liabilities:	(Note 4)	
Intragovernmental:		
Other:		
Employer Contributions and Payroll Taxes Payable	(Note 5) \$ 2,423.77	\$ 3,933.89
Total Intragovernmental	2,423.77	3,933.89
Accounts Payable	66,547.71	
Other:		
Accrued Funded Payroll and Leave	(Note 5) 7,082.40	13,768.00
Employer Contributions and Payroll Taxes Payable	354.13	688.40
Unfunded Leave	6,017.16	10,702.79
Total Liabilities	\$ 82,425.17	\$ 29,093.08
Net Position:		
Unexpended Appropriations - All Other Funds (Consolidated Totals)	\$ 29,363,779.45	\$ 18,822,955.43
Cumulative Results of Operations - All Other Funds (Consolidated Totals)	(6,017.16)	(10,702.79)
Total Net Position - All Other Funds (Consolidated Totals)	29,357,762.29	18,812,252.64
Total Net Position	\$ 29,357,762.29	\$ 18,812,252.64
Total Liabilities and Net Position	\$ 29,440,187.46	\$ 18,841,345.72

The accompanying notes are an integral part of these statements.

**NORTHERN BORDER REGIONAL COMMISSION
STATEMENT OF NET COST**

As Of And For The Years Ended September 30, 2018 and 2017

	2018	2017
Program Costs:		
NBRC:		
Gross Costs	\$ 4,475,534.91	\$ 4,618,941.61
Net Program Costs	4,475,534.91	4,618,941.61
Net Cost of Operations	\$ 4,475,534.91	\$ 4,618,941.61

The accompanying notes are an integral part of these statements.

NORTHERN BORDER REGIONAL COMMISSION

STATEMENT OF CHANGES IN NET POSITION
As Of And For The Years Ended September 30, 2018 and 2017

FY 2018 (CY)

	<u>Funds From Dedicated Collections (Consolidated Totals)</u>	<u>All Other Funds (Consolidated Totals)</u>	<u>Eliminations</u>	<u>Consolidated Total</u>
Unexpended Appropriations:				
Beginning Balance		\$ 18,822,955.43		\$ 18,822,955.43
Beginning balance, as adjusted		18,822,955.43		18,822,955.43
Budgetary Financing Sources:				
Appropriations received		15,000,000.00		15,000,000.00
Appropriations used		(4,459,175.98)		(4,459,175.98)
Total Budgetary Financing Sources		10,540,824.02		10,540,824.02
Total Unexpended Appropriations		29,363,779.45		29,363,779.45
Cumulative Results from Operations				
Beginning Balances		(10,702.79)		(10,702.79)
Beginning balances, as adjusted		(10,702.79)		(10,702.79)
Budgetary Financing Sources:				
Appropriations used		4,459,175.98		4,459,175.98
Other Financing Sources (Nonexchange):				
Imputed Financing		21,044.56		21,044.56
Total Financing Sources		4,480,220.54		4,480,220.54
Net Cost of Operations		4,475,534.91		4,475,534.91
Net Change		4,685.63		4,685.63
Cumulative Results of Operations		(6,017.16)		(6,017.16)
Net Position		\$ 29,357,762.29		\$ 29,357,762.29

The accompanying notes are an integral part of these statements.

NORTHERN BORDER REGIONAL COMMISSION
 STATEMENT OF CHANGES IN NET POSITION
 As Of And For The Years Ended September 30, 2018 and 2017

FY 2017 (PY)

	Funds From Dedicated Collections (Consolidated Totals)	All Other Funds (Consolidated Totals)	Eliminations	Consolidated Total
Unexpended Appropriations:				
Beginning Balance		\$ 13,414,756.66		\$ 13,414,756.66
Beginning balance, as adjusted		13,414,756.66		13,414,756.66
Budgetary Financing Sources:				
Appropriations received		10,000,000.00		10,000,000.00
Appropriations used		(4,591,801.23)		(4,591,801.23)
Total Budgetary Financing Sources		5,408,198.77		5,408,198.77
Total Unexpended Appropriations		18,822,955.43		18,822,955.43
Cumulative Results from Operations				
Budgetary Financing Sources:				
Appropriations used		4,591,801.23		4,591,801.23
Other Financing Sources (Noneexchange):				
Imputed Financing		16,437.59		16,437.59
Total Financing Sources		4,608,238.82		4,608,238.82
Net Cost of Operations		4,618,941.61		4,618,941.61
Net Change		(10,702.79)		(10,702.79)
Cumulative Results of Operations		(10,702.79)		(10,702.79)
Net Position		\$ 18,812,252.64		\$ 18,812,252.64

The accompanying notes are an integral part of these statements.

NORTHERN BORDER REGIONAL COMMISSION
STATEMENT OF BUDGETARY RESOURCES

As Of And For The Years Ended September 30, 2018 and 2017

	2018 Budgetary	2017 Budgetary
Budgetary resources:		
Unobligated balance from prior year budget authority, net (discretionary and mandatory)	\$ 1,035,977.09	\$ 680,989.74
Appropriations (discretionary and mandatory)	15,000,000.00	10,000,000.00
Total budgetary resources	\$ 16,035,977.09	\$ 10,680,989.74
Status of budgetary resources:		
New obligations and upward adjustments (total)	(Note 7) \$ 12,420,291.07	\$ 9,753,239.48
Unobligated balance, end of year:		
Apportioned, unexpired account	3,519,513.19	899,288.99
Unapportioned, unexpired accounts	96,172.83	28,461.27
Unexpired unobligated balance, end of year	3,615,686.02	927,750.26
Unobligated balance, end of year (total)	3,615,686.02	927,750.26
Total budgetary resources	\$ 16,035,977.09	\$ 10,680,989.74
Outlay, net:		
Outlays, net (total) (discretionary and mandatory)	\$ 4,516,158.26	\$ 4,836,030.72
Agency outlays, net (discretionary and mandatory)	\$ 4,516,158.26	\$ 4,836,030.72

The accompanying notes are an integral part of these statements.

