

# NORTHERN BORDER REGIONAL COMMISSION

## 2025 Annual Report

A Federal-State partnership for economic development  
in Maine, New Hampshire, New York and Vermont





# A WORD FROM OUR FEDERAL CO-CHAIR

## Review of the Northern Border Regional Commission for 2025

NBRC's Annual Report provides an important opportunity to reflect on the whole of the Commission's work each year. Even at a comparatively small agency such as a Regional Commission, the day-to-day responsibilities can obscure the magnitude of the long-term impact of this work. By many measures, in 2025 NBRC surpassed its work from previous years and this report details the ways in which the Commission successfully built on prior investments – both internal to the organization and those provided to communities across the NBRC region.

NBRC operates primarily as a grant making agency – and 2025 marked a record-breaking year in the amount of funding awarded and total number of new grants issued. This report is the first to fully capture an entire year of NBRC investments since the Commission moved to semi-annual grant rounds. Because NBRC program years follow the calendar year and stretch over multiple fiscal years, this change to reporting will allow for a clearer picture of NBRC's work.

There are a number of other notable attributes pertaining to the awards NBRC made in 2025. The Commission both met and exceeded its required targets for infrastructure investment and directing assistance to distressed communities. Residents of the NBRC region predominantly live in rural communities and the Commission continues to prioritize these places that have traditionally been underinvested in. Approximately seventy-five percent of NBRC awards last year were made to communities of under 5,000 people. This report provides additional detail on how the Commission invested its resources across programs and states.

A noteworthy area of growth for the Commission is the demand for its J-1 visa waiver program. This initiative, a partnership with the U.S. State Department, is designed to address the needs of rural communities by placing physicians at health care facilities across the region that often lack adequate access to health care due to physician shortages. NBRC started this program offering in 2024 and experienced a significant increase in demand for waiver requests in 2025. The Commission does not charge a fee for processing waiver requests and shares this example as a non-monetary way in which NBRC addresses the needs of the region.

Each year inevitably brings changes, new opportunities, new faces - and in some years, the departure of staff, collaborators and partners. In 2025 the Commission welcomed a new Executive Director, Sarah Waring, who brings a deep understanding of rural economic development ecosystems by virtue of her breadth of career experience. She assumes the role held by NBRC's first-ever Executive Director, Rich Grogan, who was instrumental in the Commission's growth and success. The Commission also bid farewell to long-time collaborators, Commissioner Taylor Caswell and Commissioner Heather Johnson, who ably represented New Hampshire and Maine respectively as Governor's Alternates on the Commission. NBRC was happy to welcome Michael Duguay as Maine's Governor's Alternate and State Co-Chair. The Commission thanks those departing service for their years of support, advocacy and advice, all of which were essential to the operation and development of NBRC.

With warm regards,



Chris Saunders,  
Federal Co-Chair Northern Border Regional Commission

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**COVER IMAGES:** (Top to Bottom, Left to Right) NEW HAMPSHIRE: Photo courtesy of the NH Division of Travel and Tourism Development, MAINE: Photo courtesy of the Maine Office of Tourism, VERMONT: Photo courtesy of the State of Vermont, NEW YORK: Photo courtesy of the state of New York



## ABOUT THE NBRC

Fostering Vibrant Futures for Rural Communities

Photo courtesy of the state of New York

### 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 (**40 U.S.C., Subtitle V**), and first appropriated by Congress in 2010, the Northern Border Regional Commission (NBRC) is a Federal-State partnership modeled after the Appalachian Regional Commission. 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 Local Development Districts, which serve multiple functions: technical assistance to grantees; assistance with identifying sources of complementary funds; and administration of NBRC grant funds.

The staff of the NBRC are a permanent, non-partisan administrative structure, charged with implementation of the strategic vision of the Members, including NBRC's grant programs.

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## 2025 | A BRIEF REVIEW

Photo courtesy of the State of Vermont

This past year has seen rapid change for the Commission staff and operations. NBRC welcomed Sarah Waring, former USDA Rural Development State Director for Vermont and New Hampshire, to the role of Executive Director. Identifying an opportunity to improve team efficiencies, she led NBRC through a restructuring resulting in three teams: Programs & Partnerships, Finance & Evaluation, and Administration & Communications.

2025 represented the first full year with the Commission's newly launched Grants Management System (GMS) and two rounds of competitive funding. Managing two rounds illuminated the high demand for NBRC funds, the diversity of project types across our region, and the need for additional operational and grants administration efficiencies. Across all competitive programs NBRC received over \$245 million in pre-application funds requested, further highlighting demand across our rural communities for access to federal funds.

### Highlights

- In 2025, the NBRC made 117 awards through its flagship Catalyst Program, totaling \$77.5 million in direct investment. Funding for the Catalyst Program comes from the Commission's core appropriation, the Energy and Water Appropriations Bill, and the Bipartisan Infrastructure Law.
- The Timber for Transit (T4T) Program saw pre-application demand in its second year of availability. NBRC made eight awards from this program in 2025 and has announced the availability of up to \$14 million for this program for 2026.
- The Recreation Economy for Rural Communities (RERC), a partnership with the US Forest Service and the EPA, launched a new cohort for collaborative place-based training for communities planning to invest in outdoor recreation. A total of eight communities across NBRC's four states were selected to participate in September.
- NBRC's J1 Visa Waiver Program has seen a significant increase in applications and approvals. With just four approved applications in 2024, the program yielded 26 approved applications in 2025. An additional five applications are pending.



NBRC Federal Co-Chair Chris Saunders and Executive Director Sarah Waring on a site visit to Skowhegan, ME.



## NBRC MEMBERS

Photo courtesy of the Maine Office of Tourism

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



### Representing the Federal Government

**Member:** Christopher M. Saunders,  
Federal Co-Chair



### Representing the State of Maine

**Member:** The Honorable Janet Mills, Governor

**Governor's Alternate:** Michael Duguay,  
Commissioner, Dept. of Economic  
Community Development

**NBRC Program Manager:**  
James Nimon, State Director, Maine Office of  
Business Development



### Representing the State of New York

**Member:** The Honorable Kathy Hochul, Governor

**Governor's Alternate:** Deputy Secretary of State  
for Local Government, Mark Pattison

**NBRC State Program Manager:**  
Kyle Wilber, Local Government Specialist,  
NY Secretary of State



### Representing the State of New Hampshire

**Member:** The Honorable Kelly Ayotte, Governor

**Governor's Alternate:** Commissioner Lucy  
Lange, Dept. of Business and Economic Affairs

**NBRC State Program Managers:**  
Ian Carmichael, NH Department of Business  
and Economic Affairs



### Representing the State of Vermont

**Member:** The Honorable Phil Scott, Governor

**Governor's Alternate:** Deputy Secretary  
Tayt Brooks, Agency of Commerce and  
Community Development

**NBRC State Program Manager:**  
Kristie Farnham, Agency of Commerce and  
Community Development



## ANNUAL DISTRESS CRITERIA

Photo courtesy of NH Division of Travel and Tourism Development

By statute, the NBRC is required to annually assess the level of economic and demographic distress within its region, and this information is typically released on NBRC's website ([nbrc.gov](http://nbrc.gov)) along with new guidance on the Catalyst program:

- To have reliable and timely data that can inform NBRC leadership as they create new – and improve 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 the NBRC can provide grants to projects within a county,
- To determine the level of match required by grant applicants for projects,
- To assist States as they develop their own economic and community development programs.

Annually updated distress criteria are released each spring, along with each year's Catalyst application materials, via the NBRC's website ([nbrc.gov](http://nbrc.gov)). The NBRC is required to allocate 50% of its total appropriations to projects in counties falling within the distressed designation. The maximum percent of a distressed project that can be funded by the NBRC is 80%.

**The following overview provides a glimpse at each state's distress level by county in 2025, as well as where awards have been made through NBRC programs and collaboratively with the United States Department of Agriculture (USDA). Please visit [nbrc.gov](http://nbrc.gov) for a detailed list of program award descriptions by state.**



# STATE OF MAINE AT A GLANCE: FALL 2024 - FALL 2025 AWARDS

Photo courtesy of the Maine Office of Tourism

## Catalyst Program

- 35 projects funded
- \$20,220,930 awarded

## Forest Economy Program

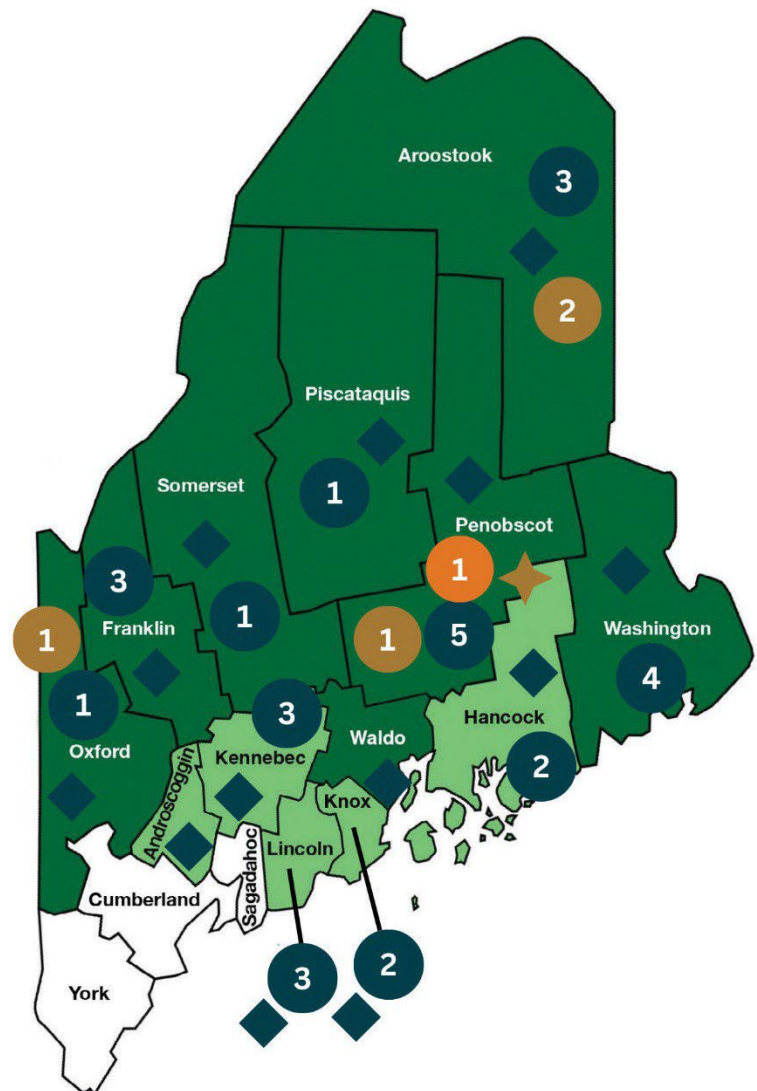
- No projects funded in 2025

## Timber for Transit Program

- 4 projects funded
- \$6,908,480 awarded
- State included in 1 multi-state project awarded \$1,940,715

## United States Department of Agriculture (USDA)

- 1 project funded
- \$491,204.07 awarded



- “Distressed” 20% minimum match
- “Transitional” 50% minimum match
- “Attainment” Ineligible in the NBRC region unless the project is within an Isolated Area of Distress or has requested and received approval of a Significant Benefit Waiver
- Not in the NBRC region

**Distressed Counties:** Aroostook, Franklin, Oxford, Penobscot, Piscataquis, Somerset, Waldo, Washington

**Transitional Counties:** Androscoggin, Hancock, Kennebec, Knox, Lincoln

**Attainment Counties:** None

7 \*Catalyst Multi-County Projects

★ \*Location part of a multi-state project



# STATE OF NEW HAMPSHIRE AT A GLANCE: FY 2025

Photo courtesy of NH Division of Travel and Tourism Development

## Catalyst Program

- 29 projects funded
- \$14,609,650.28 awarded

## Forest Economy Program

- 1 project funded
- \$1,000,000 awarded

## Timber for Transit Program

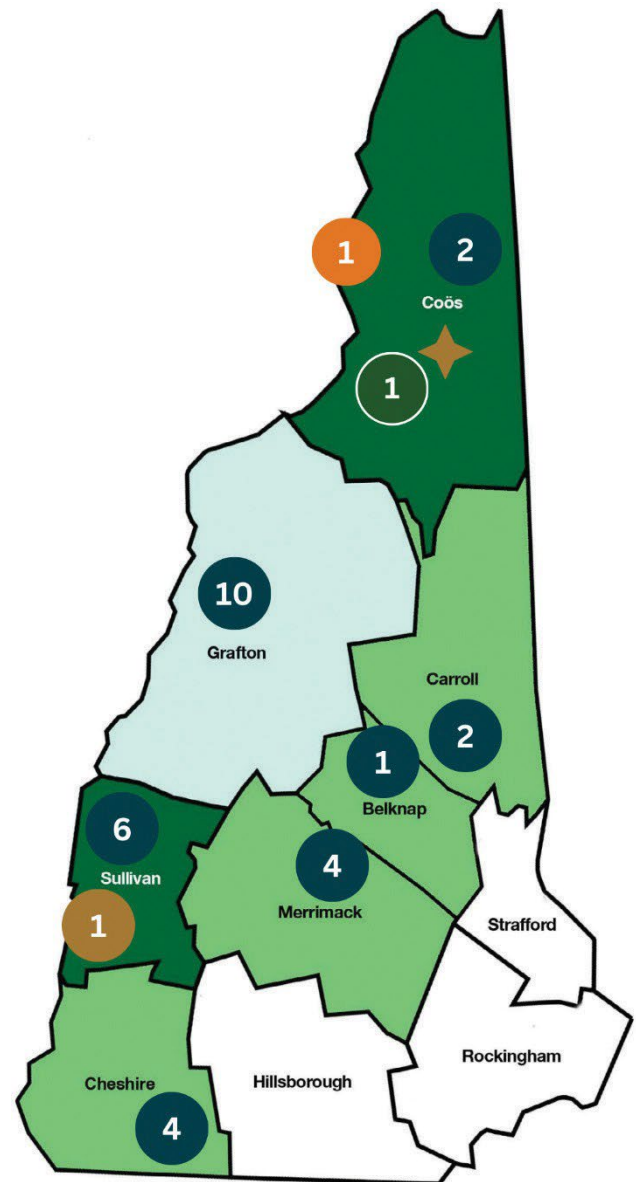
- 1 project funded
- \$740,000 awarded
- State included in 1 multi-state project awarded \$1,940,715

## United States Department of Agriculture (USDA)

- 1 project funded
- \$334,400 awarded

■	“Distressed” 20% minimum match
■	“Transitional” 50% minimum match
■	“Attainment” Ineligible in the NBRC region unless the project is within an Isolated Area of Distress or has requested and received approval of a Significant Benefit Waiver
	Not in the NBRC region

**Distressed Counties:** Coös, Sullivan  
**Transitional Counties:** Belknap, Carroll, Cheshire, Merrimack  
**Attainment Counties:** Grafton



★ \*Location part of a multi-state project





# STATE OF VERMONT AT A GLANCE: FY 2025

Photography courtesy of the State of Vermont

## Catalyst Program

- 24 projects funded
- \$22,638,608.10 awarded

## Forest Economy Program

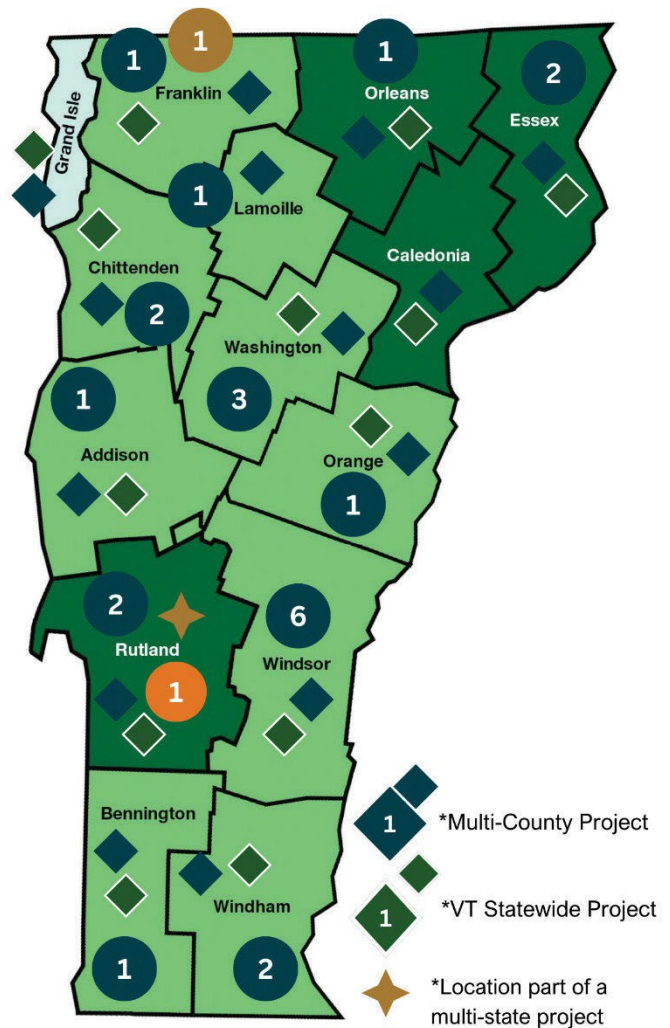
- 1 statewide project funded
- \$ 1,000,000 awarded

## Timber for Transit Program

- 1 project funded
- \$375,000 awarded
- State included in 1 multi-state project awarded \$1,940,715

## United States Department of Agriculture (USDA)

- 1 project funded
- \$500,000 awarded



■ "Distressed" 20% minimum match  
■ "Transitional" 50% minimum match  
■ "Attainment" Ineligible in the NBRC region unless the project is within an Isolated Area of Distress or has requested and received approval of a Significant Benefit Waiver  
 Not in the NBRC region

**Distressed Counties:** Caledonia, Essex, Orleans, Rutland  
**Transitional Counties:** Addison, Bennington, Chittenden, Franklin, Lamoille, Orange, Washington, Windham and Windsor  
**Attainment Counties:** Grand Isle

# NORTHERN BORDER REGIONAL COMMISSION 2025 CATALYST PROGRAM

## AVAILABLE FUNDS:

\$87,500,000 total funds available,  
approximately \$21,875,000 per state.

## GOAL:

To stimulate economic growth and inspire partnerships that improve rural economic vitality across the 4-state region.

## 2025 CATALYST SUMMARY

- 343 pre-applications received totaling over \$280 million in requests
- 175 applications received totaling over \$120 million in requests
- Total amount of matching funds (from awarded projects): \$163,748,116.02
- 117 awards made (35 projects in ME, 29 in NH, 29 in NY; 24 in VT) totaling \$77,522,548.10

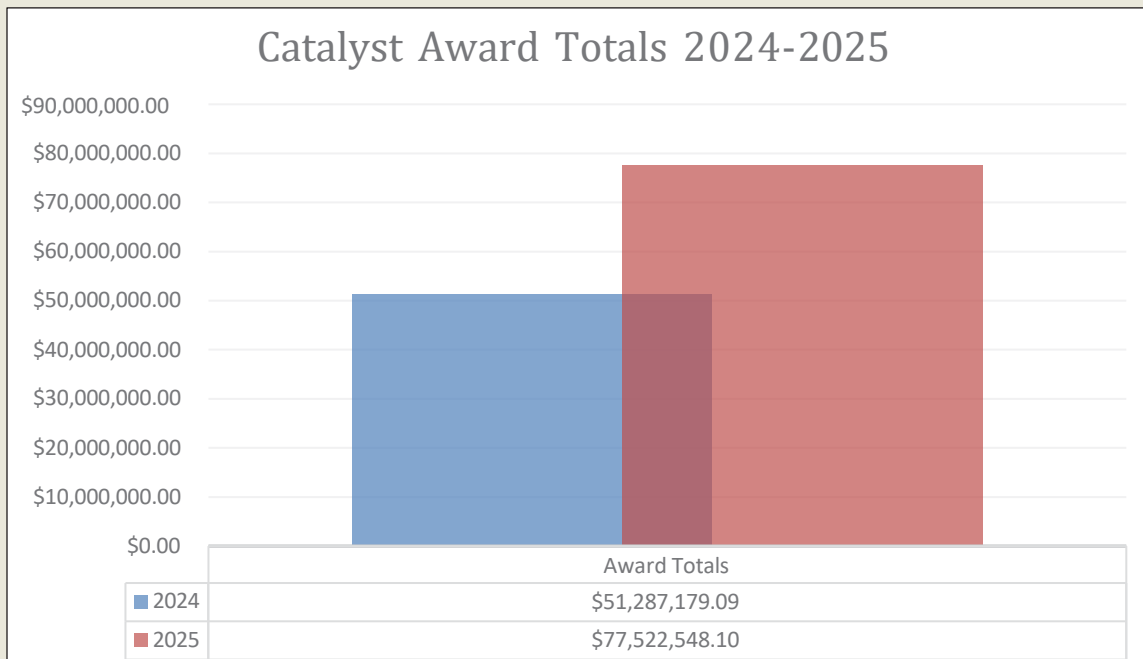


Project In Progress: Gorham Community Learning Center (GCLC) childcare center renovations in Gorham, NH.

**Total Costs (from awarded projects):** \$241,305,682.71 Cost Share Ratio of 2:1

**Awards to Distressed areas:** 64% (required minimum of 50%)

**Awards to Infrastructure:** 49.5% (required minimum of 40%)



# 2025 CATALYST PROGRAM BY STATE

## MAINE

Applications Received: 68

Total Funds Requested: \$38,546,348.18

Total Funds Awarded: \$20,220,930

Percent of Applications Awarded: 51%

Number of Awards: 35

**DISTRESSED COUNTIES:** Maine awarded 77.7% of its funds to counties designated as distressed.

**INFRASTRUCTURE:** Maine awarded 47% of its funds to infrastructure projects, including water/ sewer, broadband and transportation.

**MATCHING FUNDS:** Maine's projects leverage \$53,664,425.21 in other funds.

## NEW HAMPSHIRE

Applications Received: 33

Total Funds Requested: \$16,134,003.28

Total Funds Awarded: \$14,609,650.28

Percent of Applications Awarded: 87.8%

Number of Awards: 29

**DISTRESSED COUNTIES:** New Hampshire awarded 34% of its funds to counties designated as distressed.

**INFRASTRUCTURE:** New Hampshire awarded 48% of its funds to infrastructure projects, including water/sewer, broadband and transportation.

**MATCHING FUNDS:** New Hampshire's projects leverage \$20,475,903.17 in other funds.

## NEW YORK

Applications Received: 99

Total Funds Requested: \$85,989,301.09

Total Funds Awarded: \$20,053,359.72

Percent of Applications Awarded: 29%

Number of Awards: 29

**DISTRESSED COUNTIES:** New York awarded 100% of its funds to counties designated as distressed.

**INFRASTRUCTURE:** New York awarded 53% of its funds to infrastructure projects, including water/ sewer, broadband and transportation.

**MATCHING FUNDS:** New York's projects leverage \$48,852,821.64 in other funds.

## VERMONT

Applications Received: 32

Total Funds Requested: \$27,510,427.86

Total Funds Awarded: \$22,638,608.10

Percent of Applications Awarded: 75%

Number of Awards: 24

**DISTRESSED COUNTIES:** Vermont awarded 28% of its funds to counties designated as distressed.

**INFRASTRUCTURE:** Vermont awarded 44% of its funds to infrastructure projects, including water/ sewer, broadband and transportation.

**MATCHING FUNDS:** Vermont's projects leverage \$41,308,449.23 in other funds.

*For a full list of awarded Catalyst projects, please visit the NBRC website.*

# NORTHERN BORDER REGIONAL COMMISSION 2025 FOREST ECONOMY PROGRAM

**AVAILABLE FUNDS:** \$5,000,000

**GOAL:**

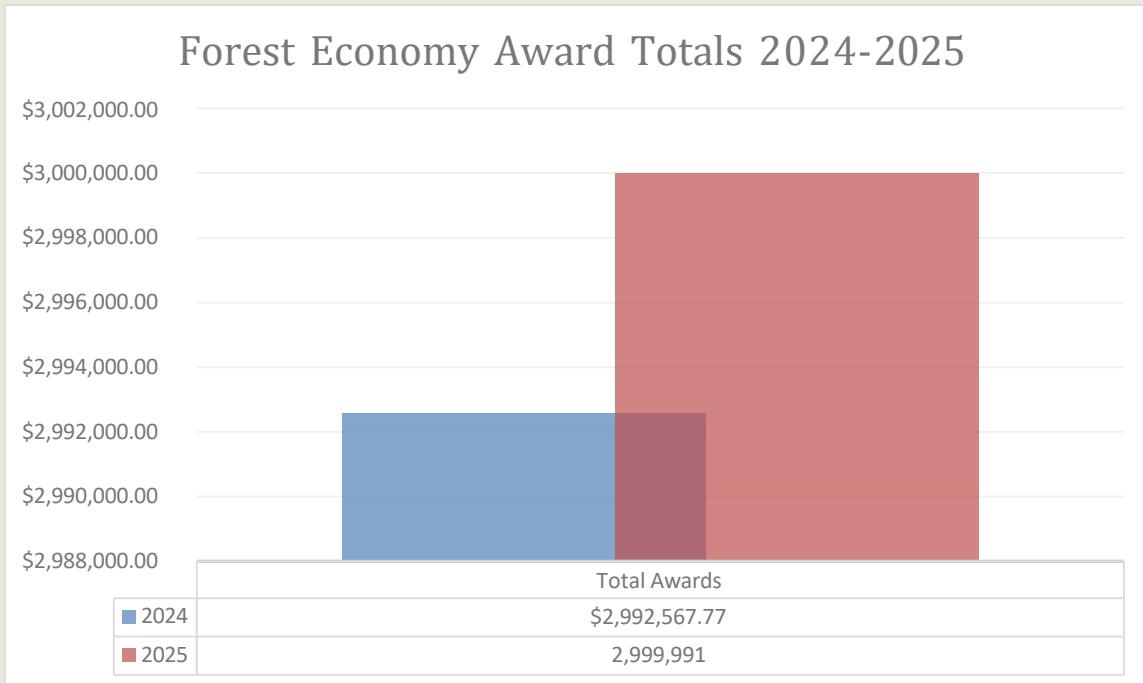
The purpose of this program is to support the forest-based economy, and to assist in the industry’s evolution to include new technologies and viable business models across the 4-state NBRC region.

**2025 FEP Summary:**

- 12 pre-applications received, totaling over \$8 million in requests
- 4 applications received totaling over \$3.8 million in requests
- 3 awards made (one each in NH, NY, and VT) totaling \$2,999,991
- Total amount of matching funds (from awarded projects): \$1,540,854.31



Project Complete: Housing redevelopment at 560 Railroad Street, St. Johnsbury, VT.



*For a full list of awarded Forest Economy projects, please visit the NBRC website.*

# NORTHERN BORDER REGIONAL COMMISSION 2025 TIMBER FOR TRANSIT PROGRAM

**AVAILABLE FUNDS:** \$25,000,000

**GOAL:**

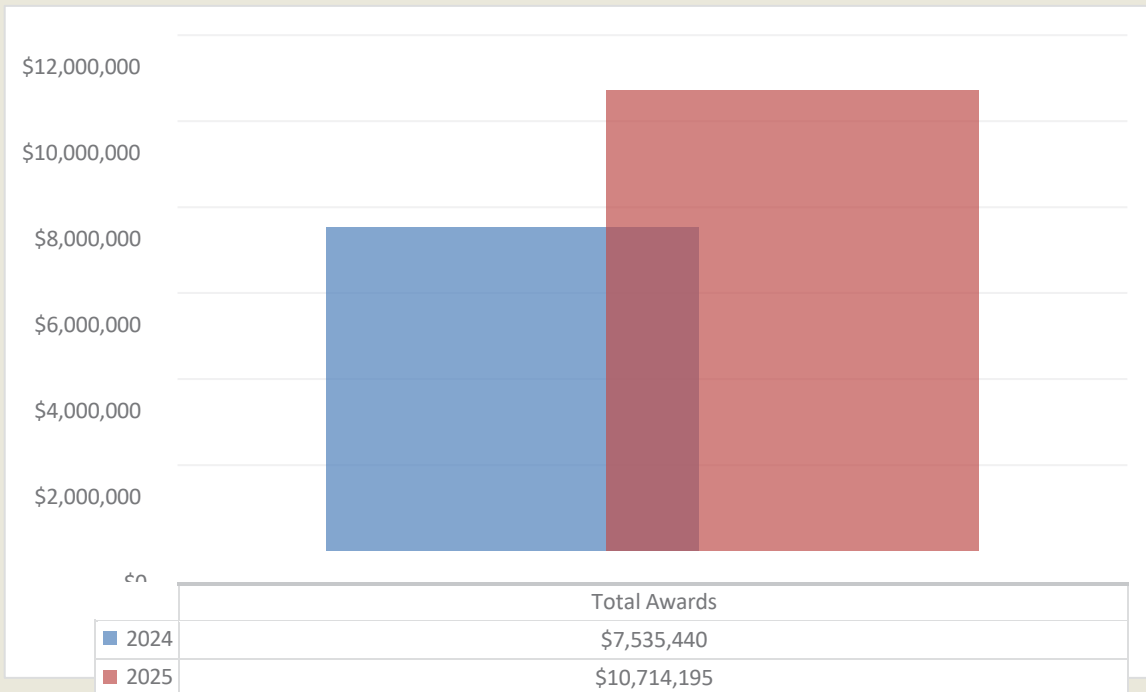
The purpose of this funding is to advance the use of wood-based materials and composites (advanced wood materials) through applied research and demonstration projects that showcase the suitability of such materials to transportation and transportation adjacent infrastructure.

**2025 T4T Summary:**

- 13 pre-applications received totaling over \$23.5 million in requests
- 8 applications received totaling over \$10.7 million in requests
- 8 awards made (4 in ME, 1 in VT, 1 in NH, 1 in NY, and 1 multistate project) totaling \$10,714,195
- Total amount of matching funds (from awarded projects): \$3,595,941



Project in Progress: Patrick Leahy Burlington International Airport in Burlington, VT



*For a full list of awarded Timber for Transit projects, please visit the NBRC website.*

## U.S. DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT (USDA RD) COLLABORATIVE AWARDS

NBRC, in collaboration with the U.S. Department of Agriculture Rural Development (USDA RD), funded four projects that amplify both agencies' economic development impact in Northern Border communities. The NBRC has received funding under this partnership since 2019, which has resulted in working closely with USDA RD to award funds to projects that meet the strategic objectives of both agencies.



Rural Development

U.S. DEPARTMENT OF AGRICULTURE

The awards made in 2025 total \$1,800,000 for the following projects:

- **St. Joseph Hospital (Penobscot, ME) – \$491,204.07**  
St. Joseph Hospital has been awarded \$491,204.07 to expand its telehealth curbside consult platform, improving access to specialty care for rural primary care providers across Maine. The project will enhance provider skills, reduce unnecessary referrals, and improve patient outcomes while supporting workforce retention. This initiative aligns with Maine's Economic Development Strategy and NBRC's healthcare and workforce development priorities.
- **Stratford Nighthawks (Coös, NH) – \$334,400.00**  
The Stratford Nighthawks Snowmobile Club has been awarded \$334,400.00 to purchase a new snow groomer to maintain over 140 miles of trails in northern New Hampshire. The groomer will improve trail quality, extend the riding season, and support the region's winter tourism economy. This investment will benefit local businesses and ensure safe, reliable access for residents and visitors.
- **The North Country Alliance Local Development Corporation (Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis, and St. Lawrence, NY): \$500,000.00**  
The North Country Alliance has been awarded \$500,000.00 to recapitalize its regional revolving loan fund, which supports small business development across seven counties in northern New York. The fund has a strong track record of leveraging investment and creating or retaining jobs in rural communities. This infusion of capital will help meet current demand and support up to 194 jobs.
- **Vermont Farmers Market Education Center Inc (Rutland, VT): \$500,000.00**  
Vermont Farmers Market Education Center has been awarded \$500,000.00 to complete renovations of Farmers Hall, a hub for food distribution, education, and public events in Rutland, Vermont. The project includes infrastructure upgrades to support year-round markets, teaching kitchens, and local food access. This initiative supports food systems, public infrastructure, and economic development.

*"Through the Rural Business Development Grant program, northern New Hampshire's riding trails will stay open longer, and southern Vermont's food networks will enjoy a year-round market and event space. These projects underscore the vital essence of community building and economic development, and we are proud to be a part of them."*

– Patrick Suprunowicz, USDA Rural Development (RD) State Director  
for New Hampshire and Vermont



# LOCAL DEVELOPMENT DISTRICTS: LDD PARTNERSHIP

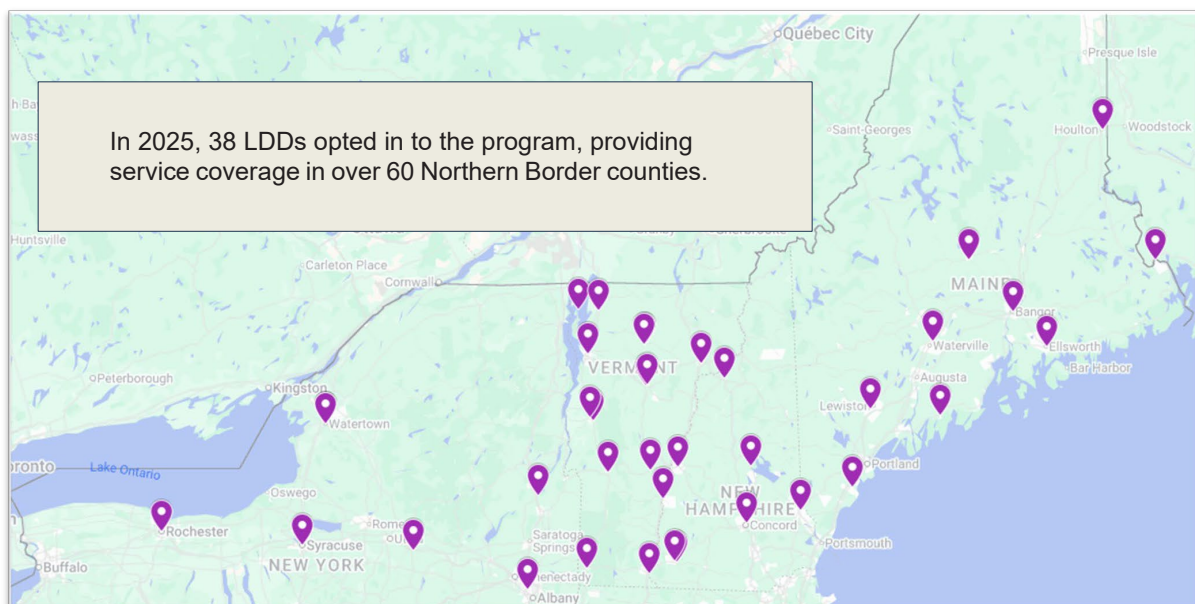
Due to the rural nature of the NBRC's four-state region, communities vary widely in size, staffing, fiscal capacity, and administrative resources. This often makes tackling complex infrastructure or economic development projects time and resource intensive, making the coordination of planning, funding, and implementation critical. This is where Local Development Districts (LDDs) play a vital role as local and regional technical assistance resources for NBRC grantees.

In alignment with NBRC's Strategic Plan, the LDD Partnership Program was launched in 2023 to strengthen the NBRC-LDD relationship and build a system of support. With this program, NBRC provides grant administration resources to support LDDs, who in turn assist NBRC grantees with documenting, reporting, and amendments. This partnership program holds both NBRC and LDDs to a high standard of service to applicants and grantees, with special attention to the historically underserved communities within our service area.

LDDs that are active in the partnership program opt-in on a yearly basis and commit to supporting grantees throughout the full grant lifecycle.

## 2026 LDD Partnership Program Goals

- Providing in-depth training in the navigation of NBRC's Grants Management System.
- Building internal capacity within our distressed communities and low-capacity awardees.
- Providing insight and guidance on how to teach grantees grant administration skills.
- Continuing to add to the best practices resources for the LDD network, including a resource library.
- Regularly gathering feedback from LDDs and grantees through surveys and project meetings, focusing on efforts to strengthen the partnership, identify resource gaps and improve grant administration performance.



# PARTNERSHIP PROGRAMS

## RECREATION ECONOMY FOR RURAL COMMUNITIES (RERC)

The Recreation Economy for Rural Communities (RERC) Initiative, managed by the US Environmental Protection Agency (EPA) Office of Community Revitalization, is a planning assistance program which helps communities identify strategies to grow their outdoor recreation economy and revitalize their Main Streets. The program is sponsored by the USDA Forest Service, the Northern Border Regional Commission, the Appalachian Regional Commission and the Denali Commission.



In 2025, twenty-five communities were selected as partners for Recreation Economy for Rural Communities planning assistance, eight of which were located within NBRC's service area:

### MAINE

- **Dover-Foxcroft, Maine**

The Town of Dover-Foxcroft, ME and partners want to tap into the growing outdoor recreation economy to boost employment opportunities for residents, revitalize their main street, and make Dover-Foxcroft a destination for visitors. Through their RERC project, they hope to improve pedestrian and bike amenities; enhance access to the river and other nearby outdoor recreation opportunities for residents and visitors; connect small businesses with opportunities to develop around the outdoor recreation economy; and support workforce development and improve health outcomes for residents. This project will consider concerns around flooding, wildfire, and decreasing snowfall, all of which affect the recreation economy, and will build upon previous investments in brownfield site assessment, clean up, and redevelopment.

- **Jay, Livermore, and Livermore Falls, Maine**

The three communities – along with the Androscoggin Valley Council of Governments and community partners – are promoting the region as a hub for outdoor recreation and agritourism, and engaging community members to lead the shift towards an outdoor recreation economy after a period of economic decline. This project will also incorporate navigating solutions to concerns about impacts from historical mill activities, flooding, wildfire, and a decrease in snowfall.

### NEW HAMPSHIRE

- **Newport, New Hampshire**

The Town of Newport, NH and partners want to connect Newport's main street with nearby outdoor recreation assets, including a rail trail, and market and brand downtown as a destination for visitors. Through their RERC project, they hope to boost economic opportunity for residents; revitalize main street and improve walkability, wayfinding, and public spaces; and connect to broader regional trail systems and other efforts around outdoor recreation. This project will take into consideration flooding concerns and the conservation of sensitive ecosystems.

### VERMONT

- **Johnson, Vermont**

The Town of Johnson, VT and partners want to capitalize on their location adjacent to the longest rail trail in New England and to increase flood resilience and recovery following historic floods in 2023. Through their RERC project, they hope to connect the rail trail to the village center; ensure that residents have access to affordable housing, jobs, and outdoor recreation amenities; and promote economic development opportunities for local businesses on main street, all while enhancing community resilience. This project will address recovery from the 2023 flood and will help the community plan for long term economic recovery and resilience.

# PARTNERSHIP PROGRAMS

## RECREATION ECONOMY FOR RURAL COMMUNITIES (RERC)

- **Newport, Vermont**

Newport Downtown Development and partners want to develop a cohesive strategy for a four-seasons recreation economy in Newport that serves both residents' and visitors' needs. Through their RERC project, they hope to develop downtown amenities and outdoor recreation offerings to attract visitors; ensure affordable housing, jobs, and access to outdoor recreation for residents; and foster downtown redevelopment to make it an attractive economic and commercial hub for residents and visitors. This project will take into consideration water quality concerns, particularly around lake pollution; frequent flooding; and decreasing snowfall, all of which impact the recreation economy.

### NEW YORK

- **Fulton, New York**

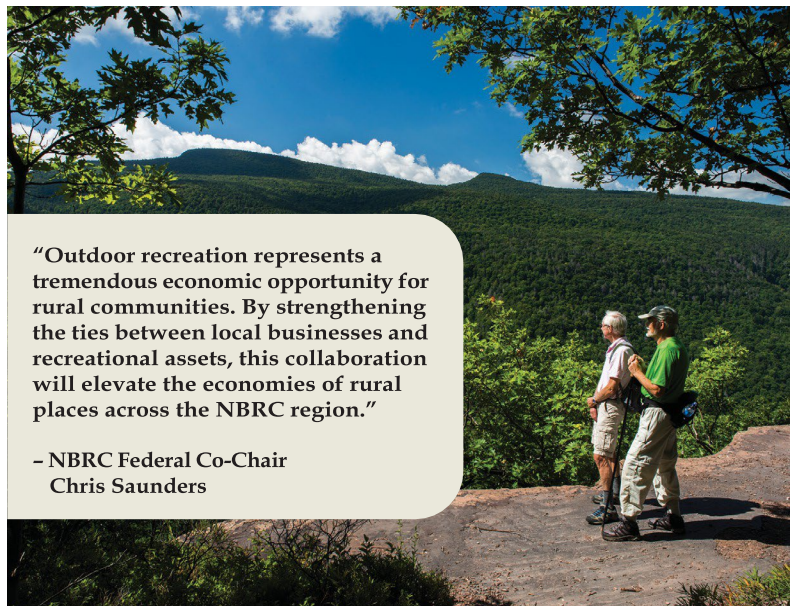
The City of Fulton, NY and partners want to tie together recreational assets in downtown Fulton and the surrounding area while enhancing quality of life and economic opportunity for residents. Through their RERC project, they hope to revitalize main street; engage community members, including young people and seniors, in planning for Fulton's future; and make Fulton a vibrant destination that offers recreational, cultural, and educational activities that will bring visitors and residents to Fulton and its businesses. This project will take into consideration brownfield site assessment, clean up, and redevelopment and water quality concerns with lakes and rivers.

- **Hamilton County, New York**

Hamilton County, NY and partners want to create a shared vision for outdoor recreation for communities in the county as they seek to tap into the growing outdoor recreation economy. Through their RERC project, they hope to connect communities throughout the county through trails; revitalize main streets and expand amenities and offerings for residents and visitors; leverage greater economic activity for local businesses; and plan ahead for future community needs around housing, infrastructure, and lodging for visitors. This project will take into consideration issues around the overuse of outdoor recreation assets and decreasing snowfall, which impact the recreation economy, and will plan for sustainability and stewardship in managing natural resources.

- **Jay, New York**

The Town of Jay, NY and partners want to revitalize main street and leverage the growing outdoor recreation economy while planning ahead for workforce housing, transportation, and the stewardship and restoration of natural assets. Through their RERC project, they hope to provide jobs, housing, shops, and amenities for residents and visitors; implement promotion, branding, wayfinding to draw visitors to the area; manage and build new trails and a recently-acquired Forest Preserve for the benefit of the community; and ensure that outdoor amenities are accessible by all, including young people and seniors. This project will take into consideration issues such as flooding, water quality, and habitat restoration.



*"Outdoor recreation represents a tremendous economic opportunity for rural communities. By strengthening the ties between local businesses and recreational assets, this collaboration will elevate the economies of rural places across the NBRC region."*

- NBRC Federal Co-Chair  
Chris Saunders

## PARTNERSHIP PROGRAMS

### RECREATION ECONOMY FOR RURAL COMMUNITIES (RERC)

In collaboration with the Northern Border Regional Commission (NBRC), in 2025 HRSA funding was awarded to 8 organizations in Maine, New Hampshire, New York, and Vermont. Grant recipients will use the resources to improve access to treatment and recovery services for substance use disorder and opioid use disorder.



HRSA collaborates with regional partners like the Northern Border Regional Commission to expand access to high-quality healthcare and services in underserved areas to address healthcare disparities, improve health outcomes, and strengthen local health systems, ensuring residents in these rural communities receive the care they need.

The awards made in 2025 total **\$3,030,268** for the following organizations:

RECIPIENT	STATE	AMOUNT
Medical Care Development, Inc.	ME	\$399,314
University of New England	ME	\$399,998
University System of New Hampshire	NH	\$366,346
Belknap Project Associates LLC	NH	\$400,000
HealthFirst Family Care Center, Inc.	NH	\$400,000
Mary Hitchcock Memorial Hospital	NH	\$399,917
The Research Foundation for the State University of New York	NY	\$264,693
New England Rural Health Association, Inc.	VT	\$400,000

# 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.

## Federal In-Kind



- Federal Co-Chair**  
Salary and Benefits
- Alternate Federal Co-Chair**  
Salary and Benefits
- Inspector General**  
Salary and Benefits
- Operating**  
Travel, Rent, Phones, Etc.

## Funding For Grants

## Maine In-Kind

- Governor's Alternate**  
Salary and Benefits
- NBRC State Program Manager**  
Salary and Benefits
- Others**  
Salary and Benefits
- Operating**  
Travel, Rent, Phones, Etc.



## New Hampshire In-Kind

- Governor's Alternate**  
Salary and Benefits
- NBRC State Program Manager**  
Salary and Benefits
- Others**  
Salary and Benefits
- Operating**  
Travel, Rent, Phones, Etc.



## New York In-Kind

- Governor's Alternate**  
Salary and Benefits
- NBRC State Program Manager**  
Salary and Benefits
- Others**  
Salary and Benefits
- Operating**  
Travel, Rent, Phones, Etc.



## Vermont In-Kind

- Governor's Alternate**  
Salary and Benefits
- NBRC State Program Manager**  
Salary and Benefits
- Others**  
Salary and Benefits
- Operating**  
Travel, Rent, Phones, Etc.



## 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.



## Northern Border Regional Commission

- Executive Director**  
Salary and Benefits
- NBRC Staff**  
Salary and Benefits
- Operating**  
Travel, Rent, Phones, Etc.





**Northern Border Regional Commission**

[www.nbrc.gov](http://www.nbrc.gov)