

ST. LAWRENCE RIVER VALLEY REDEVELOPMENT AGENCY

AGENDA

~Agenda Subject to Change~

**February 21, 2012 at 6:00 PM
Town of Louisville Municipal Building**

Call to Order	<ul style="list-style-type: none"> ▪ Robert McNeil, Chair
Roll Call and Determination of Quorum	
Public Notice	<ul style="list-style-type: none"> ▪ February 10, 2012
Presentations	
Approval of Minutes	<ul style="list-style-type: none"> ▪ January 17, 2012..... 1-3
Financial Reports	<ul style="list-style-type: none"> ▪ <i>December 2011 4-6</i>
Committee Reports	
Old Business	
New Business	
Staff Report	
Public Comment	
Executive Session	
Adjournment	

St. Lawrence River Valley Redevelopment Agency
Minutes of January 17, 2012 Meeting ~ Town of Louisville Municipal Offices, Massena NY

Call to Order: The meeting was called to order at 6:13 PM by Chairman Robert McNeil.

Roll Call/Determination of Quorum: Msrs. McNeil, Murphy, Burns, Carroll and Strait attend. NYPA's Michael Huvane joins the meeting via conference call, while NYPA's Karen White is also in attendance. The quorum is recognized.

Public Notice: Public notifications were sent January 6, 2012 to, at a minimum: St. Lawrence County's newspapers designated for the publication of local laws and other matters required by law to be published; additional local media sources and websites.

Approval of Minutes: Burns/Carroll motion to accept the December 20, 2011 regular meeting minutes. Accepted.

Financial Report: Mrs. Gilbert reviews the November 2011 financials. Mr. Burns asks if we have a prospect for the vacant Lot 19 Building. Mr. Kelly answers by stating a prospect has toured the building a couple of times and discussions are ongoing. Mr. Burns asks how long it will take to have the building ready if a prospect is interested. Rich Williams, IDA Facilities Manager, responds by stating the building could be ready for occupancy within six (6) weeks. Carroll/Murphy motion to accept the financials as presented. Accepted.

Committee Report: Mr. Carroll motions to recommend the current roles remain the same for one more term. Chairman McNeil remains as Chair and Mr. Strait as Vice Chair. Mr. Burns seconds the motion. Motion passes with unanimous consent.

Old Business:

Power Contract: Attorney Gustafson advises the group that an additional draft was received by Judith McCarthy and NYPA General Council and was forwarded to the IDA LDC for review. A meeting between the IDA LDC and RVRA review group is scheduled for Thursday, January 19th to review comments. Mr. Burns asks if the group will be able to review the content soon. Mr. Gustafson notes a final draft is expected by the end of January, and if accepted, will likely come to the members in February. Attorney Gustafson confirms Mr. Burns' questions by stating the contract is still written for 20 megawatts of power. Any of the 20 megawatts of power that has not been assigned to monetization should be open to industries that express interest. Mr. McNeil notes that getting the power contract in place is the first priority, with plans to tackle the monetization issue to follow.

New Business:

Resolution: Annual Review of Procurement Policy. Strait/Carroll motion to accept. Motion passes with unanimous consent.

Resolution: Annual Review of Investment Policy and Authorization of Depositories. Mr. Kelly notes that it is suggested by Attorney Gustafson that the initials IDA LDC should be placed in front of the title Chief Executive Officer under Section 3 of the policy. Burns/Murphy motion to accept. Mr. Strait abstains due to personal involvement with NBT Bank.

Staff Report:

Mr. Kelly gives a report on the 2011 activities of the RVRDA.

2011 Community Development & Environmental Improvement Program: Mr. Kelly notes that of the nine (9) projects awarded in 2011, three (3) have been funded at this time. The other six (6) projects have submitted formal requests to extend the use of funds and have been advised of their approved six (6) month extension to complete the project.

2012 Community Development and Environmental Improvement Program Applications are available on the SLRVRA website. There are two application forms available, one that can be downloaded and another that can be printed. So far, we have had approximately a dozen people inquire about the application.

Citec – Marketing initiative. Mr. Plastino applied to National Grid for funding and expects to have a response within a week.

Lots 18 & 19 (Massena Industrial Park): Prospect visited Lot 19 on 2 separate occasions. The IDA has been going back through its historical leads from the past few years to reconnect and attempt to re-establish a dialogue with potential prospects.

FISHCAP initiative Annual Report received from the St. Lawrence County Chamber of Commerce. This piece of information was intended to keep members informed of their progress.

Mr. Kelly provides the members a follow up to the June report, where he reviews various projects and activities that occurred throughout the year. Mr. Kelly notes this type of outline is also used for the IDA, IDA LDC, IDA CDC, and SLC Micro. In summary, objectives not related to power are completed or underway. Mr. Kelly adds that the auditors will be conducting the 2011 audit the week of January 23rd and the RVRDA fund will be audited.

SLRVRA website was completed in December and is now operational. A couple hundred hits have already been registered from the site. Mr. Kelly also notes the RenewSLC.org website is busy with approximately 2,500 hits/month.

Data Centers: Mr. Kelly notes that talks are on-going with Clarkson University. Mr. Murphy advises the members of a zoning issue with lack of parking at the Clarkson site downtown. Changes that are needed have stalled efforts for a short time.

Business Development Corporation for a Greater Massena/Alcoa: Discussions regarding the Horton Road site are still ongoing.

The Structural Wood loan will be closing soon with the IDA LDC.

Energy Related Issues: Two (2) applications were sponsored by the IDA for NYPA's Preservation Power. North Country Dairy received 3 mw and Newton Falls Fine Paper received 5 mw. Discussion ensues over the meaning of Preservation Power. Mr. McMahon and Mr. Huvane give the members a brief description of Preservation Power versus other power allocation programs. Mr. McNeil asks if someone can apply for Preservation Power Program and another allocation of power at the same time. Mr. McMahon responds "yes". Mr. Burns asks if the Preservation Power should be used initially, before any allocations of RVRDA power. Mr. McMahon responds "yes". The conversation leads into a discussion of the North Country Power Advisory Group, where Mr. Burns asks who appoints the members of this group. Mr. Kelly and Mr. Huvane concur that the members are assigned by the County

Legislature. Mr. Burns suggests Mr. Kelly be formally appointed to the seat formally held by Mr. Fountain, as Mr. Fountain retired the first of this year. Mr. Kelly was Mr. Fountain's alternate. Mr. Huvane agrees that Mr. Kelly should be formally appointed and that he should have an alternate appointed as well. Mr. McNeil suggests Mr. Kelly's deputy to be appointed the alternate.

Marketing: In 2011 there were 1,500 contacts with over 400 new or existing companies and over 4,400 pieces of mail were sent to Canadian businesses. In addition, the IDA is partnering with Drum Country Business to supplement what it's already doing to promote the North Country.

Public Comment:

Mark Dzwonczyk, President and CEO of Nicholville Telephone Company, Inc. thanks the RVRDA for funding Nicholville Telephone received in 2011 and notes:

- Funds have already been put to use. Nicholville Telephone has hired one employee (working outside the plant) and there is one requisition in the works for a Staff Accountant.
- 350 homes have been completed, with approximately 70 more to go, and approximately 70% of underserved areas have been covered up to this point. Target is 60% sign up and Nicholville Telephone is currently at 50%.

Mr. Murphy questions the work Nicholville will be doing in the business park in Ogdensburg, as he understood there to be some prohibition to connect with Canada. Mr. Dzwonczyk states he is not aware of any prohibition to connect with Canada that would affect the work Nicholville Telephone will be doing in the business park in Ogdensburg.

Mr. McNeil asks if Amish farms lower the % of covered areas. Mr. Dzwonczyk notes that this has not affected their acceptance rates.

Mr. Dzwonczyk adds that the work is on-target and he speaks for Nicholville Telephone when he says they appreciate the efforts of the RVRDA in assisting them with funding their project.

Executive Session:

Murphy/Carroll motion for Execution Session at 6:54 PM to discuss the financial history of a company.

Mr. Carroll leaves executive session at 7:20 PM.

The RVRDA returns to regular session and motions to adjourn the meeting at 7:45PM, upon the motion by Burns/Murphy.

Note: The next regularly scheduled meeting of the St. Lawrence River Valley Redevelopment Agency will be held at 6:00PM on Tuesday, February 21, 2012 at the Town of Louisville Municipal Offices.

St. Lawrence River Valley Redevelopment Agency

Balance Sheet

As of December 31, 2011

	Dec 31, 11
ASSETS	
Current Assets	
Checking/Savings	
201 - Cash Restricted	
201E - HSBC - Money Market	7,313,542.35
201F - KEY - Money Market	5,914,614.25
201G - NBT- Checking	62,341.76
201H - NBT - Money Market	1.00
Total 201 - Cash Restricted	13,290,499.36
202 - Security Deposits	34,000.00
Total Checking/Savings	13,324,499.36
Total Current Assets	13,324,499.36
Fixed Assets	
100 - Massena Lot 18	
100A - Massena Lot 18 - Building	359,800.00
100B - Massena Lot 18 - Depreciation	-1,199.33
Total 100 - Massena Lot 18	358,600.67
101 - Massena Lot 19	
101A - Massena Lot 19 - Building	340,200.00
101B - Massena Lot 19 - Depreciation	-1,134.00
Total 101 - Massena Lot 19	339,066.00
Total Fixed Assets	697,666.67
Other Assets	
Notes Receivable	
485 - N/R - North Country Dairy, LLC	400,000.00
486 - N/R - SLIC Network Solutions	825,000.00
487 - N/R - Structural Wood Corp	150,000.00
Total Notes Receivable	1,375,000.00
210 - Accrued Interest Receivable	2,941.95
Total Other Assets	1,377,941.95
TOTAL ASSETS	15,400,107.98
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
2100 - Rental Deposits	34,000.00
Total Other Current Liabilities	34,000.00
Total Current Liabilities	34,000.00
Total Liabilities	34,000.00
Equity	
3900 - Net Assets	15,791,062.59
Net Income	-424,954.61
Total Equity	15,366,107.98
TOTAL LIABILITIES & EQUITY	15,400,107.98

St. Lawrence River Valley Redevelopment Agency

Income	2011 Budget	December-11	YTD	Balance
OPERATING REVENUE- Other				
2409 · Interest Income	100,000.00	5,654.29	45,231.40	54,768.60
2410 · Power Contract Revenue	1,104,000.00	0.00	0.00	1,104,000.00
2412 · Miscellaneous Income(App Fees)	2,300.00	0.00	2,300.00	0.00
	<u>1,206,300.00</u>	<u>5,654.29</u>	<u>47,531.40</u>	<u>1,158,768.60</u>
MASSENA INDUSTRIAL BUILDING LOT18				
2422 - MIB18 - Rent	23,530.00	0.00	15,528.94	8,001.06
	<u>23,530.00</u>	<u>0.00</u>	<u>15,528.94</u>	<u>8,001.06</u>
6486408 · MIB18 - Maintenance Expense	3,000.00	0.00	0.00	3,000.00
6486411 · MIB18 - Insurance Expense	3,500.00	3,767.79	3,767.79	(267.79)
6486415 · MIB18 - Cleanup-Repair Expense	10,000.00	0.00	(1,000.00)	11,000.00
6486416 · MIB18 - Utility Expense	4,000.00	0.00	0.00	4,000.00
6486450 · MIB18 - Property Tax Expense	11,000.00	0.00	10,157.58	842.42
6486499 · MIB18 - Miscellaneous Expense	2,000.00	0.00	600.00	1,400.00
6486500 · MIB18 - Depreciation Expense	0.00	1,199.33	1,199.33	(1,199.33)
	<u>33,500.00</u>	<u>4,967.12</u>	<u>14,724.70</u>	<u>18,775.30</u>
Total MASSENA INDUSTRIAL BUILDING LOT18	<u>(9,970.00)</u>	<u>(4,967.12)</u>	<u>804.24</u>	<u>(10,774.24)</u>
MASSENA INDUSTRIAL BUILDING LOT19				
6487408 · MIB19 - Maintenance Expense	3,000.00	0.00	0.00	3,000.00
6487411 · MIB19 - Insurance Expense	3,500.00	4,463.68	4,463.68	(963.68)
6487415 · MIB19 - Cleanup-Repair Expense	20,000.00	0.00	0.00	20,000.00
6487416 · MIB19 - Utility Expense	6,000.00	11.70	11.70	5,988.30
6487450 · MIB19 - Property Tax Expense	11,000.00	0.00	10,376.86	623.14
6487499 · MIB19 - Miscellaneous Expense	2,500.00	0.00	600.00	1,900.00
6487500 · MIB19 - Depreciation Expense	0.00	1,134.00	1,134.00	(1,134.00)
	<u>46,000.00</u>	<u>5,609.38</u>	<u>16,586.24</u>	<u>29,413.76</u>
Total MASSENA INDUSTRIAL BUILDING LOT19	<u>(46,000.00)</u>	<u>(5,609.38)</u>	<u>(16,586.24)</u>	<u>(29,413.76)</u>
Operating Expenditures				
6460411 · Director's & Officer's Insurance	3,000.00	0.00	527.18	2,472.82
6460429 · Contractual Expenses-Other	20,000.00	4,225.00	21,195.95	(1,195.95)
6460430 · Contractual Expenses to MED	54,000.00	0.00	54,000.00	0.00
6460431 · Contractual Expenses to IDALDC	300,000.00	0.00	300,000.00	0.00
6460433 · Legal Expense	25,000.00	3,615.00	24,160.46	839.54
6460442 · Meeting Expense	500.00	0.00	0.00	500.00
6460443 · Other Travel Expense	4,000.00	0.00	0.00	4,000.00
6460450 · Community Devel. & Improve Projects	800,000.00	15,000.00	56,079.00	743,921.00
6460499 · Miscellaneous Expense	2,500.00	255.71	741.42	1,758.58
Total RVRA Operating Expenditures	<u>1,209,000.00</u>	<u>23,095.71</u>	<u>456,704.01</u>	<u>752,295.99</u>
Total Revenue	\$ 1,229,830.00	\$ 5,654.29	\$ 63,060.34	\$ 1,166,769.66
Total Expenditures	\$ 1,196,500.00	\$ 33,672.21	\$ 488,014.95	\$ 741,657.53
Net Income	\$ 33,330.00	\$ (28,017.92)	\$ (424,954.61)	\$ 425,112.13

St. Lawrence River Valley Redevelopment Agency Check Register

Type	Date	Ck Num	Name	Memo	Amount
				Beginning Balance for December 2011	\$ 14,728,125.90
Check	12/02/2011	1090	North Country Dairy, LLC	Loan	-400,000.00
Check	12/08/2011	1091-1114	VOID	VOID:	0.00
Check	12/08/2011	BANK CHEC	SLC IDA Local Development Corp	SLIC Loan	-825,000.00
Check	12/15/2011	1115	Erie Insurance Company	Insurance on lot 18 & 19	-8,231.47
Check	12/15/2011	1116	Paetec	Phone bill	-35.71
Check	12/15/2011	1117	Town of Waddington.	CDEIP Grant	-4,325.64
Check	12/15/2011	1118	LaBerge Group	Town of Waddington CDEIP Grant	-10,674.36
Check	12/19/2011	1119	Web Marketing Worx	Domain Names	-220.00
Check	12/19/2011	1120	Haenel Communication Technologies	Balance of website development	-4,225.00
Check	12/19/2011	1121	Pease and Gustafson, LLP	legal costs	-3,615.00
Check	12/20/2011	1122	Structural Wood Corp.	Loan to Structural Wood	-150,000.00
Check	12/27/2011	1123	St. Lawrence County IDA	Massena Water Bill for Lot 19	-11.70
Deposit	12/31/2011		NBT Bank	Interest	8.81
Deposit	12/31/2011		HSBC Bank	Interest	1,950.08
Deposit	12/31/2011		Key Bank	Interest	753.45
				Ending Balance for December 2011	\$ 13,324,499.36




St. Lawrence County Industrial Development Agency

80 State Highway 310, Suite 6 ~ Canton, New York 13617

Phone: (315) 379-9806 ~ Fax: (315) 386-2573 ~ www.slcida.com

MEMORANDUM

TO: Donald Peck, Chairman
Operations Committee

FROM: Patrick J. Kelly 
Chief Executive Officer

DATE: January 31, 2012

RE: 2011 Performance Report to St. Lawrence County Legislature

Attached please find our 2011 Performance Report to the St. Lawrence County Legislature.

This report provides a detailed summary of the initiatives and activities undertaken in 2011 by the St. Lawrence County Industrial Development Agency and its affiliated agencies and development partners. As such, performance reporting information is provided for the following entities:

- St. Lawrence County Industrial Development Agency
- St. Lawrence County IDA Local Development Corporation
- St. Lawrence County IDA Civic Development Corporation
- St. Lawrence County Local Development Corporation

A fair amount of work the IDA undertakes involves not only utilizing our own programs and services, but also leveraging the resources of our partner development agencies. As a result, a number of the activities in this report involved shared efforts between these partners.

For example, the IDA played an active role in the marketing and reopening of the North Country Dairy facility in North Lawrence, a project which ultimately received assistance from the IDA, the IDA Local Development Corporation ("IDALDC"), the River Valley Redevelopment Agency ("RVRDA"), Empire State Development Corporation and the New York Power Authority.

Another instance of this cooperation is the support being provided to Slic Network Solutions for their broadband network expansion project. In addition to the project's primary funding through a USDA Rural Utilities Service program, it has also received financing support from the IDA, the IDALDC and the RVRDA.

As a result of the cooperative efforts of the IDA and our development partners, this report includes information on a variety of microenterprise loans, civic and infrastructure development projects, financial assistance packages for local firms, and a number of other business support and economic development initiatives. The report also includes the most up-to-date version of our 2012 marketing plan.

Please contact me with any questions or comments.

MEMBERSHIP

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Brian W. Staples
Brian Staples, CPA

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VICE CHAIRMAN
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Aluminum Brick & Glass
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Board of Legislators

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R. Joseph Weekes, Jr.
Weekes Agency

*

**CHIEF EXECUTIVE
OFFICER**
Patrick J. Kelly
St. Lawrence County
Industrial Development Agency

*

**CHIEF FINANCIAL
OFFICER**
Kimberly Gilbert
St. Lawrence County
Industrial Development Agency

St. Lawrence County Industrial Development Agency

Mission Statement

Reviewed and Adopted in Public Session on January 26, 2012

The mission of the St. Lawrence County Industrial Development Agency is to promote, encourage, attract and develop job opportunities and economically sound commerce and industry in St. Lawrence County. To accomplish its mission, the IDA constructs and owns industrial sites and buildings, administers loan packaging and industrial revenue bond financing and provides a variety of tax-reduction incentives.

Performance Goals

- *To create new employment opportunities for St. Lawrence County citizens through the attraction of or the creation of new businesses*
- *To create new employment opportunities for St. Lawrence County citizens through the expansion of existing businesses*
- *To retain existing employment opportunities*
- *To leverage the greatest level of private investment in St. Lawrence County businesses*
- *To educate County businesses, elected officials and community representatives regarding available economic development resources*
- *Act as a liaison between businesses and government to help coordinate economic development services and reduce bureaucracy*
- *Work cooperatively with area economic development agencies to market County assets and economic development resources to potential new or expanding businesses*
- *Ensure a transparent and accountable operation with responsibly-managed Agency assets*

2011 Performance Review

- *The Agency entered into a four-year contract with Blue Springs Energy, LLC to design, host and maintain a website to promote the adoption of energy conservation, efficiency and renewable measures within St. Lawrence County. The site includes an updated collection of clean energy related programs for residents and businesses from Federal, State utility and third party sources; educational content related to the benefits of adopting energy conservation, efficiency and renewable energy measures; county green energy project results, such as energy and carbon savings, project descriptions and pictures; and answers to questions submitted online by community residents and businesses. The site has received approximately 14,000 visits since its launch in June.*
- *The Agency held an orientation for new Legislators in April 2011.*
- *The transfer of property from the County to the IDA for the development of an industrial park in Canton was finalized.*
- *The Agency accepted the proposal of Tisdell Associates to assist in the areas of conceptual design, potential finishes and cost projections for an approximately 15,000 square foot light industrial/office building to be considered for construction by the Agency in 2012. The conceptual portion of the building near completion, the Agency accepted proposals for geotechnical evaluation services and survey services for the proposed building lot.*

- *In order to comply with GASB 45, the Agency released a Request for Proposal to secure an Actuarial Study for Post-Employment Benefits Other than Pensions. The Agency accepted the sole bid of Armory Associates, LLC and entered into a 3-year agreement.*
- *The Agency turned over administration of Northern Corridor Transportation Group funds to the Massena BDC effective December 20, 2011. While the Agency is a long-time supporter of the Group, it decided that administration by the BDC would be more efficient.*
- *The Agency authorized revisions to its Travel and Credit Card Usage policies, based on recommendations of its Governance Committee. It also reformatted its Code of Ethics document to provide clarity for Board members, directors and employees. The Agency also modified its Whistleblower Policy, pursuant to the guidelines set forth by the Authorities Budget Office.*
- *Recognizing and supporting the economic benefits of snowmobiling throughout St. Lawrence County, the Agency granted the St. Lawrence County Snowmobile Association use of the Newton Falls Railroad for use as part of a trail system.*
- *The lease agreements with both Kent Grove Realty (St. Regis Nursing Home) and the Highland Nursing Home were terminated, and the Agency conveyed title to the properties to the respective companies.*
- *The Agency authorized execution of a PILOT for St. Lawrence Gas' expansion project in northeast St. Lawrence County and into Franklin County.*
- *The late Douglas B. Schelleng was honored by the Agency for his outstanding level of assistance and support to the St. Lawrence County IDA. Doug was employed by NY Empire State Development Corporation and was killed in a car accident in March of this year.*
- *The Agency formalized its support of OBPA's efforts to secure additional funding for the rehabilitation of the Ogdensburg-Prescott International Bridge.*
- *The Agency extended and increased its revolving bridge loan financing from \$250,000 to \$300,000 for Slic Network Solutions, Inc. as the company continues its broadband initiative expansion program through the Rural Utility Services. This expansion continues the company's growth as a CLEC providing telephone and internet service to commercial customers in St. Lawrence County.*
- *The Agency continues to assist to resolve a water pressure issue that is affecting Kinney Drugs' warehousing and distribution operation in Gouverneur, New York. The Agency held its January 2011 meeting in Gouverneur, allowing all interested parties an opportunity to be heard on the issue and to coordinate a plan of action.*
- *The Agency extended a purchase option with Curran Renewable Energy, as the company considers plans for purchasing Lots 12 and 13 within the Massena Industrial Park.*
- *ADK Compliance was awarded a contract with the Agency to identify the location of and catalog the current conditions of the Newton Falls Rail bed. ADK was the lower of the two bids received.*
- *Year to date, Agency staff have made approximately 1,500 contacts with over 400 existing and prospective companies, organizations and general businesses.*
- *The Agency is coordinating the St. Lawrence County portion of the Creative Core Connect mobile application. The application was created in partnership by New York's Creative Core, CenterState CEO, and the Central Upstate Regional Alliance, and connects businesses with potential customers. Customers can search the database by business name, category, or county. The "app" provides the customer with the business' name, phone number, website, and directions (walking and driving). There is no listing fee for businesses and no download fee for customers. The enrollment form can be found on the IDA's website: www.slcida.com. Click on the Creative Core Connect icon on the left side of the home page.*
- *The Agency appointed Successor Trustees for its St. Lawrence University and Clarkson University projects.*
- *The Agency sponsored two applications for New York Power Authority Preservation Power: 5 mw for Newton Falls Fine Paper and 3 mw for North Lawrence Dairy. Both applications were approved.*
- *The Agency has been in numerous discussions with Eagle Creek Renewable Energy relating to the potential repair of the Alliance Energy facility utilizing biomass as a fuel source. The Agency has also had multiple discussions with other firms considering similar conversion projects.*

- *Citing the costliness of continued pursuit, the Agency authorized staff to write off the balance (\$3,499) of a repayment agreement with Miller Farms and Gary Pecore.*
- *The Agency is working with Dockside Village of the 1000 Islands as it modifies the size and scope of its project for resubmission to the Agency.*
- *The Agency recognized the contributions of Kinney Drugs, St. Lawrence Valley Roasters, and Hoosier Magnetics for their contributions to the County's economy.*
- *The Agency adopted its 2012 Budget.*
- *The Agency is serving and acting as the lead agency for the purposes of SEQR on the Massena Industrial Park rail spur project.*
- *At their request, Claxton Hepburn Medical Center's 2006 Bonds were converted to Bank Rate Mode.*
- *The Agency passed a resolution supporting the Massena International Airport runway extension project.*
- *The bid of Sullivan's Office Supply was accepted as provider of Agency office supplies. This is a one-year contract, with 3 one-year renewal options.*
- *The Agency authorized the St. Lawrence County Highway Department to perform emergency rail bed siding repair on the Newton Falls Rail Line. This work has been completed.*
- *The Agency participated in two working groups in support of the North Country Regional Economic Development Council (NCREDC). The Agency had forwarded five (5) "priority project submission" documents to the NCREDC. The projects submitted were: Newton Falls Rail, Canton Industrial Park, Gouverneur Industrial Park, Clearwater Paper Trestle Repair, and Village of Heuvelton Water. The Agency submitted Consolidated Funding Applications for all but the Village of Heuvelton, which submitted its own application. In addition, the Agency wrote a number of letters in support of projects being submitted by local economic development and municipal agencies. Project applications for funding through the NCREDC were awarded in December of this year. The Newton Falls Rail Rehabilitation Project was approved for funding at \$9,972,000 and the Clearwater Paper Trestle Repair Project in Gouverneur received funding of \$200,000.*
- *IDA Deputy CEO Patrick Kelly, along with Jason Clark, Mark Bellardini and Ron McDougall traveled to Albany on October 25 to discuss and advocate for the I-98 project. They met with the Assistant Secretary for Economic Development, who offered to coordinate a meeting with the Transportation Commission and research the status of the \$6.3Million in Federal funds secured in 2003 for the project and currently being held by the NYS DOT.*
- *Provided local coordination and sponsorship of a webinar, "GIS Planning/ESD Site and Building Data Base Training Program" to provide local and regional economic development organizations with information about how they can populate the ESD/GIS Planning site with local site and building information from their area. Economic and planning partners within the County attended.*
- *Staff attended the September 14 informational meeting for ReCharge NY, a statewide economic development program to make available low-cost electricity to attract new businesses, and encourage existing businesses and non-profits to stay and grow in New York.*
- *Staff attend and participate in the County's Agriculture and Farmland Protection Board meetings.*
- *The Agency has provided ongoing assistance to the North Country Pastured mobile poultry processing project.*
- *The Agency is working with New York State and the local Workforce Investment Board to coordinate the Economic Enhancement Committee's training proposal.*
- *The Agency, along with Massena Electric and National Grid, co-sponsored a USDA/Rural Business roundtable, focusing on rural communities business program opportunities available through USDA/Rural Development. Over 40 people attended the event.*
- *The Agency continued its involvement with the redevelopment of the former GM site through its participation in the North Country Redevelopment Task Force.*
- *The Agency continued its participation in the Ogdensburg Correctional Facility Community Task Force. No County facilities were included in the 2011 Correctional Facility Closure List for 2011.*

- IDA representatives from St. Lawrence, Jefferson and Lewis counties met to continue strategy discussions regarding the reconstruction/revitalization of the Newton Falls Rail Line.
- The Agency approved a mortgage recording tax exemption for North Country Dairy. The company purchased the former North Lawrence Dairy facility after the previous owners announced in April 2011 their intention to cease operations. North Country Dairy has reopened the facility and now employs approximately 43 people.
- In December, Affinity Realty Partners submitted an application for Agency assistance. The project deviates from the Agency's uniform tax exemption policy and, therefore, consent of all affected local taxing jurisdictions is required before the Agency will approve a payment in lieu of tax agreement.
- One FOIL request was received during the 2011 calendar year.
- Patrick J. Kelly was appointed the Agency's Chief Executive Officer effective January 1, 2012.
- The Agency continues ongoing discussions with Clarkson University regarding the formation of a green datacenter in the Old Main building on the downtown campus.
- The Agency continued its compliance efforts with provisions of Public Authority Accountability Act and Public Authority Reform Act: Reporting, policy review, training, website development, etc.
- The Agency spearheaded a website consolidation project for the IDA, the IDALDC, and the LDC Microenterprise program. This consolidation has made access to information much easier for the consumer.
- The following companies fulfilled their financing obligations during 2011:

<i>Company</i>	<i>Loan Amount</i>	<i>Loan Date</i>	<i>Loan Term</i>	<i>Payoff Date</i>	<i>Loan Fund</i>
OBPA	\$325,417	05/01/99	15 Years	03/09/11	Progress Fund
OBPA-Breconridge Project	\$600,000	04/15/05	15 Years	03/09/11	Progress Fund
Ansen	\$205,000	07/01/03	10 Years	06/13/11	Progress Fund

- Aggressive marketing efforts, as follows, continue:
 - Outreach of select Canadian businesses in Ontario and Quebec to generate interest and possible expansion into St. Lawrence County through the mailing of marketing pieces
 - Maintained memberships in Canadian trade organizations (e.g. Ottawa Manufacturer's Network, Ottawa Centre for Research and Innovation, and American Chamber of Commerce in Canada) to facilitate access to events and to maintain key contacts with Canadian companies and multiplier organizations.
 - Advertising and media promotion pieces created and utilized, including placements in North Country This Week, Drum Country Business Site Selector Magazine, Watertown Daily Times, St. Lawrence County Newspapers, County Pennysaver, and on North Country Public Radio.
 - Partnered with DANC, Jefferson and Lewis County economic development entities, National Grid and the Fort Drum Regional Liaison Organization to launch the Drum Country Business regional marketing initiative. The initiative targets firms across the country to locate in the region by highlighting our economic assets and proximity to Fort Drum. Approximately 8,000 direct mailings have been sent to site selectors and targeted industries in back office and general manufacturing, and advertisements in Site Selection magazines. The Drum Country marketing materials are currently being updated.
 - The St. Lawrence County Chamber of Commerce's FISHCAP initiative received \$25,000 in funding from the Agency. This funding was the second of a 3-year, \$25,000 per year-commitment to the economic and tourism development initiative.
 - Coordination of four Countywide Economic Developers' Marketing meetings to ensure coordination of Countywide marketing efforts, strategic objectives and general operating activities of the local, county and regional developers.

- *Participation in CITEC initiative with National Grid, Clarkson University, NYSTAR and RVRDA to effectively market both the Peyton Hall incubator and the County in Ontario and Quebec.*
- *Sponsorship, coordination and/or attendance at 16 trade shows/marketing events in Northern New York and Canada:*

February 2011

- *Center for Entrepreneurship at Clarkson University – My Small Business 101*

March 2011

- *NYS SBDC Women’s Business Bootcamp*
- *Drum Country Business Kickoff, Watertown*
- *AMERICANA, Montreal*
- *CenterState Business Showcase, Syracuse*
- *Canadian Technical Security Conference, Cornwall*

April 2011

- *North Country Symposium, SLU*
- *EPTECH, Montreal*
- *Ottawa Business Summit*
- *Mastering the Global Marketplace Seminar, Watertown*

May 2011

- *EPTECH, Ottawa*
- *Canadian Environmental Conference and Tradeshow (CANECT), Toronto*
- *North Country Business Expo*
- *North Country Technology Symposium*
- *Canton SBDC Annual Conference, Lake Placid*

June 2011

- *CANSEC, Ottawa*
- *Reh Center for Entrepreneurship, Clarkson*
- *Pack Ex, Toronto*

August 2011

- *Port Commerce Day, Ogdensburg*

October 2011

- *Exporting to the US, seminar, Ontario*
- *Forever Wired, Clarkson*
- *Local Government Conference, SUNY Potsdam*
- *AmCham, Ottawa*

November 2011

- *Association of Power Producers of Ontario, Ottawa*
- *USDA Rural Business Roundtable, Canton*

**St. Lawrence County Industrial Development Agency
Local Development Corporation**

Mission Statement

Reviewed and Adopted in Public Session on January 26, 2012

The mission of the St. Lawrence County IDA Local Development Corporation is to stimulate the growth of private sector employment in St. Lawrence County by providing financial assistance to new and expanding industries, and to certain retail/market-driven facilities.

The purpose of the Corporation shall be to relieve and reduce unemployment; promote and provide for additional and maximum employment; better and maintain job opportunities; instruct or train individuals to improve or develop their capabilities for jobs; carry on scientific research for the purpose of aiding the community of St. Lawrence County, New York by attracting industry to the community and by encouraging the development of, or retention of, an industry in the community; lessen the burdens of government and act in the public interest and administer the St. Lawrence County Revolving Loan Fund.

Performance Goals

- *To create new employment opportunities for St. Lawrence County citizens through the attraction of or the creation of new businesses*
- *To create new employment opportunities for St. Lawrence County citizens through the expansion of existing businesses*
- *To retain existing employment opportunities*
- *To invest in local companies through responsible lending assistance*
- *To leverage the greatest level of private investment in St. Lawrence County businesses*
- *To educate County businesses, elected officials and community representatives regarding available economic development resources*
- *Act as liaison between businesses and government to help coordinate economic development services and reduce bureaucracy*
- *Work cooperatively with area economic development agencies to market County assets and economic development resources to potential new or expanding businesses*
- *Ensure a transparent and accountable operation with responsibly-managed Corporation assets*
- *Responsibly administer the assets of the St. Lawrence County IDA Local Development Corporation Revolving Loan Fund, the Greater Massena Economic Development Fund and the St. Lawrence River Valley Redevelopment Agency*

2011 Performance Review

- *Authorization of lending assistance of \$162,000 to Ansen Corporation. The Greater Massena Economic Development Fund (GMEDF) and the IDA Local Development Corporation each authorized \$81,000. The Company requested the funding assistance for machinery and equipment upgrades and working capital for facility improvements. The project included installation of an in-house conformal coating operation, installation of an automated, lead-free soldering process, and installation of improved efficiency lighting and HVAC units. The project also received \$81,000 in financing assistance through an IDA-sponsored loan from the North County Alliance.*
- *Authorization of \$150,000 funding assistance for Clifton-Fine Healthcare Corporation by the GMEDF was finalized in May. The funds were part of a project to replace the hospital's primary care clinic building, which was damaged beyond use from a fire that occurred on October 11, 2008. The Hospital is a small rural Critical Access Hospital which operates 20 beds for acute and long-term care.*
- *The Corporation authorized \$800,000 in low-interest loan financing to Upstate Niagara Cooperative, Inc. for the acquisition of the North Lawrence Dairy facility in North Lawrence. Both the St. Lawrence River Valley Redevelopment Agency (SLRVRA) and the IDA Local Development Corporation allocated \$400,000 from each of their loan funds. The funding was part of an \$11,000,000 project to restart operations at the facility. The project is expected to create 54 jobs over a 3-year period. At the loan closing, the company had 43 employees.*
- *Authorized the use of SLRVRA funds to conduct a research project with Slic Network Solutions, Inc. to assess the ability of the region to attract IT and data center services/firms.*
- *Completion of SLRVRA-funded SLC/Ontario power comparison study by AITIA Analytics.*
- *Authorized the allocation of \$790,000 in SLRVRA's Community Development / Environmental Improvement Program funds to support 9 projects in St. Lawrence County:*
 - *Frederic Remington Art Museum, Ogdensburg: \$15,000 grant to help with architectural repairs.*
 - *Massena BDC: \$65,000 grant and \$250,000 short-term loan to enhance rail access within the Massena Industrial Park.*
 - *Massena BDC: \$10,000 toward marketing efforts for a regional four-lane highway.*
 - *St. Lawrence Co. Chamber: \$25,000 for two years, with a potential 3rd year allocation of an additional \$250,000 for the FISHCAP initiative.*
 - *Town of Waddington: \$15,000 grant for trail planning efforts to connect Coles Creek to the Village.*
 - *North Country Pastured, LLC: \$50,000 grant to acquire a mobile poultry slaughter unit (The applicant withdrew a \$50,000 loan request).*
 - *Village of Gouverneur: \$100,000 grant for water distribution system upgrades.*
 - *City of Ogdensburg: \$100,000 grant for environmental cleanup at the former Shade Roller site.*
 - *Village of Waddington: \$160,000 grant for renovation and improvements to the Community Civic Center.*
- *Authorized a \$700,000 allocation of SLRVRA funds for the purchase of Lots 18 and 19 within the Massena Industrial Park.*
- *Authorized a \$54,000 allocation of SLRVRA funds to the Massena Electric Department to assist the SLRVRA in allocating the 20 megawatts of power made available to the SLRVRA through an agreement with the New York Power Authority.*
- *Adopted a 2012 budget.*
- *Authorized an \$825,000 allocation of SLRVRA funds to Slic Network Solutions, Inc. for working capital financing as the company continues its ongoing RUS-funded broadband infrastructure build-out throughout the rural areas of St. Lawrence County and into Franklin County.*
- *Finalized \$300,000 in loan financing (\$150,000 each of SLRVRA funds and GMEDF funds) to Structural Wood Corporation, to assist the company in its ownership transition project.*

- *Recognizing that it has taken all steps possible to secure its collateral, the IDALDC declared the St. Lawrence Food Corporation debt as uncollectible and has written off the balance of the loan.*
- *Per NYSABO Governance Practice Bulletin, the IDALDC revised its Whistleblower Policy and Procedures.*
- *Authorized an allocation of \$100,000 in SLRVRA funds to recapitalize the St. Lawrence County LDC Microenterprise funds. Funds will be transferred pending a signed agreement with the LDC.*
- *Ongoing discussions with Clarkson University regarding the formation of a green datacenter in the Old Main building on the downtown campus.*
- *Ongoing compliance with provisions of Public Authority Accountability Act and Public Authority Reform Act: Reporting, policy review, training, website development, etc.*
- *The Corporation reviewed and reformatted its Code of Ethics document to provide greater clarity to Board members, directors and employees.*
- *Appointed Patrick J. Kelly, Chief Executive Officer effective January 1, 2012.*
- *The following companies fulfilled their financing obligations during 2011:*

Company	Loan Amount	Loan Date	Loan Term	Payoff Date	Loan Fund
Four-C-Aire	\$104,000	08/09/06	5.25 Yrs.	12/20/11	GMEDF
Four-C-Aire	\$146,000	09/21/06	5.25 Yrs	12/20/11	IDALDC-RLF
Newton Falls Fine Paper Co.	\$200,000	11/05/08	10 Years	09/01/11	GMEDF
Newton Falls Fine Paper Co.	\$200,000	11/27/06	10 Years	09/01/11	IDALDC-RLF
Newton Falls Fine Paper Co.	\$150,000	12/29/06	10 Years	09/01/11	IDALDC-RLF
North Lawrence Dairy	\$200,000	08/07/09	7 Years	06/03/11	GMEDF
North Lawrence Dairy	\$200,000	08/03/09	7 Years	06/03/11	IDALDC-RLF
T-Base Communications	\$55,000	12/15/05	5 Years	03/01/11	GMEDF

**St. Lawrence County Industrial Development Agency
Civic Development Corporation**

Mission Statement

Reviewed and Adopted in Public Session on January 26, 2012

The St. Lawrence County Industrial Development Agency Civic Development Corporation was established on April 13, 2010 as a not-for-profit local development corporation. Created by St. Lawrence County, the IDACDC helps to support the operations of not-for-profit corporations within the County to increase employment opportunities for the residents of the County, and provide financing through the issuance of tax-exempt and taxable bonds to projects of not-for-profit corporations, which is essential to the continued development, construction, improvement and operation of projects by not-for-profit corporations.

Performance Goals

- *To provide assistance to the numerous hospitals, colleges and other civic facilities that operate within the County through the issuance by St. Lawrence County of tax exempt civic facility bonds*
- *Ensure a transparent and accountable operation with responsibly-managed Corporation assets*

2011 Performance Review

- *The Corporation is finalized an approximately \$25,000,000 project with Clarkson University. The project involves renovation of Moore House, renovation of 10 units in Woodstock Village and completion of the University's NAB Lab. The project is expected to create 150 construction jobs.*
- *Creation of a Civic Development Fund to assist community development organizations. Funds would be used toward projects that fit the criteria for which the Corporation was formed.*
- *Authorized a resolution in support of the I-98 Project.*
- *Authorized loan financing from the Civic Development Fund to EJ Noble Hospital to fund one-half (\$97,500) of the project cost of a State-mandated sprinkler system for the hospital and the Kinney Nursing Home. The DANC provided loan financing for the remaining half. The hospital would later advise DANC that it had secured another funding source and withdrew its application.*
- *Adopted a 2012 budget.*
- *Pursuant to NYS Authorities Budget Office Governance Practice Bulletin, the Corporation revised its Whistleblower Policy and Procedures. In addition, the Corporation reviewed and reformatted its Code of Ethics document to provide greater clarity to Board members, directors and employees.*
- *Ongoing compliance with provisions of Public Authority Accountability Act and Public Authority Reform Act: Reporting, training, policy review, website development, etc.*
- *Patrick J. Kelly was appointed Chief Executive Officer effective January 1, 2012.*

St. Lawrence County Local Development Corporation

Mission Statement Adopted February 9, 2011

The mission of the St. Lawrence County Local Development Corporation is to increase adequately remunerated employment in St. Lawrence County; support existing microenterprises and the creation of new microenterprises; instruct and train individuals to develop and/or enhance their entrepreneurial and work skills; conduct research to identify new microenterprise opportunities and support the development of these opportunities; act in the public interest and lessen the burdens on government; and administer the St. Lawrence County Local Development Corporation Microenterprise Loan (and Grant) programs.

The St. Lawrence County Local Development Corporation is devoted to encouraging the economic advancement of St. Lawrence County's low-moderate income citizens and the preparation of citizens for business ownership through the responsible provision of financial products, training, technical assistance and support to new and expanding microenterprises.

Performance Goals

- *Entrepreneurial assistance to St. Lawrence County's new and expanding microenterprises through the responsible provision of financial products, training, technical assistance and support that encourages the economic advancement of St. Lawrence County's low-moderate income citizens.*
- *Ensure a transparent and accountable operation with responsibly-managed, authority assets.*
- *Market authority programs and partner with local entities that provide small business training program assistance.*
- *Accountable and informed business lending assistance that encourages job creation or retention.*

2011 Performance Review

- *Authorized \$19,845 in grant assistance to Honey Dew Acres' Red Shed Tack Shop, located in Canton, New York. The full-service equestrian facility will use the funds to purchase inventory and equipment, and for working capital for their newly-opened on-farm store. This project will assist in generating one full time equivalent (FTE) job over the next three years.*
- *Authorized \$22,050 in grant assistance to Harvest House Gift & Frame, located in Canton, New York. The business provides custom picture framing and large format, photo-quality inkjet or Giclee prints, and has recently started accepting local artists' work on consignment. The funds are being used to purchase equipment, and for working capital. This project will assist in generating 1.5 FTE jobs over the next three years.*
- *The Corporation authorized \$15,750 in grant assistance to Ablan's Business Center, Inc. in Gouverneur, New York. This full-service business center will use the funds to assist in the purchase of inventory, and for working capital. This project is expected to generate 1.25 FTE jobs over the next three years.*
- *The House of Photography and Imagery, located in Ogdensburg, New York, received \$17,640 in grant assistance to help in the expansion of his photography, disc jockeying and video production business. The project is expected to generate 1 FTE job over the next three years.*
- *Maple Run Emporiums, Inc., located in Potsdam, New York, received loan financing in the amount of \$20,000 to help purchase the inventory necessary to open her Market Street business. Maple Run specializes in the sale of maple products (sap, wood, gourmet and artisan foods, bath and beauty products, etc.). The project is expected to create 2 FTE jobs over the next three years.*

- *Grant and loan financing will help The Main Grind Coffeehouse, located at the St. Lawrence Centre Mall. The \$17,328 grant and \$9,900 loan will help the coffeehouse purchase a two-kilo coffee roaster and coffee dispensing equipment that should expand its business clientele. This project will assist in the retention of 2.5 FTE jobs.*
- *Tony's Canvas & Leather, located in Massena, New York, received grant and loan financing (\$13,860 and \$5,000, respectively) to help owner Tony O'Geen expand the home-based business he started in 2001. The funds will be used to purchase equipment that will improve the productivity and efficiency of his custom business and sports apparel business. This project will assist in generating 1 FTE job over the next three years.*
- *The Corporation authorized \$19,417 in grant financing to Bountiful Harvest, located in Gouverneur, New York. Bountiful Harvest provides natural foods, supplements and alternative foods such as gluten-free and almond butter, along with seasonal herbs and fresh produce. The funds will be used to purchase inventory and equipment, and for working capital and will assist in generating .75 FTE jobs over the next three years.*
- *A \$19,953 grant and an \$8,000 loan will assist River Run Fitness, located in Waddington, New York, to open a fitness center in a 3,000 square foot, renovated 8-lane bowling alley. The funds will be used to purchase equipment and for working capital to start the operation. The project will assist in the generation of 2 FTE jobs over the next three years.*
- *New Horizons Wireless, Inc. received \$35,000 in grant assistance and \$20,000 in loan financing assistance to restart a wireless telecommunications business that has been in development since 2008. The funds will be used for equipment and for working capital to help with startup costs, and will assist in generating 4 FTE jobs over the next three years.*
- *The Wanakena General Store, located in Wanakena, New York, received a \$10,000 grant to help purchase the store that has been serving the small Adirondack hamlet since about 1900. The project funds will be used for working capital and provide an opportunity to create a purchasing efficiency for their nearby Packbasket Adventures Lodge. The project will assist in generating 1.5 FTE jobs over the next three years.*
- *Sugar Shack Bakery & Café received \$15,000 in loan financing assistance to purchase equipment and furniture, which will assist the bakery's startup. Located in Potsdam, the project is expected to assist in generating 4 FTE jobs over the next three years.*
- *A Brasher Falls project received \$8,000 in loan financing assistance to assist the owner in opening a retail pet store and pet-grooming boutique. A Unique Boutique for Creatures Great and Small is located on Main Street in Brasher Falls.*
- *\$14,900 in loan financing was authorized for Splendid Space. The owner requested assistance to refinance her existing mortgage loan with the Corporation for the purpose of repairing an aging roof on the Star Lake-based bed and breakfast.*
- *The Corporation authorized \$20,000 in loan financing for Adirondack Battery, LLC, a distributor and supplier of multiple types of batteries. The Parishville NY-based company will use the funds for working capital and to purchase testing and charging equipment to support the business, and is expected to assist in generating 1 job over the next three years.*
- *The Corporation adopted a 2012 Budget.*
- *The Town of Brasher has asked the Corporation for assistance in administering the Town's microenterprise loan fund. The Town set aside Tribal-State Compact funds for this purpose, which the Corporation will accept once an agreement with the Town is in place.*
- *The Corporation authorized loan financing in the amount of \$10,000 and consolidation of existing debt to St. Lawrence Valley Roasters. The \$10,000 will be used to assist the business in purchasing equipment. The project is expected to assist in generating 1 job over the next three years.*

- *Active participation and dissemination of information to approximately 105 St. Lawrence County businesses and entrepreneurs as participants of the Reh Center for Entrepreneurship at Clarkson's My Small Business 101 sessions.*
- *Conducted an orientation session for new three new LDC Board members. One of these members later retired and subsequently resigned from the Board effective 12/31/2011.*
- *The Corporation has agreed to accept funding from the St. Lawrence River Valley Redevelopment Agency in the amount of \$100,000. The funding will be used to recapitalize the microenterprise revolving loan fund. The funds will be accepted once an agreement with the Agency is executed.*
- *Ongoing compliance with provisions of Public Authority Accountability Act and Public Authority Reform Act: Reporting, training, website development, etc. Also, amendment of Whistleblower Policy and Procedures, new board member orientation.*
- *The following companies fulfilled their financing obligations during 2011:*

<i>Company</i>	<i>Amount</i>	<i>Date</i>	<i>Term</i>	<i>Payoff</i>	<i>Source</i>
<i>Bedrock Café</i>	<i>\$20,000</i>	<i>01/24/07</i>	<i>5 Years</i>	<i>08/15/11</i>	<i>MRLF</i>
<i>J&J Lawn Care</i>	<i>\$20,000</i>	<i>02/17/09</i>	<i>5 Years</i>	<i>07/06/11</i>	<i>MRLF</i>



ST. LAWRENCE COUNTY
INDUSTRIAL DEVELOPMENT AGENCY

St. Lawrence County Industrial Development Agency 2012 Marketing Plan



ST. LAWRENCE COUNTY
INDUSTRIAL DEVELOPMENT AGENCY

www.slcida.com

The following plan summarizes the focus areas and activity schedule through which the St. Lawrence County Industrial Development Agency will undertake its marketing efforts in 2012. The Agency Local Development Corporation has budgeted \$100,000 in support of this plan.



Marketing the County: Assets – Our Strengths and Value Proposition

- A Strategic Location with Access to US, Canadian and World Markets
- Power, Land, Water, and Natural Resources
- Available, Affordable Sites and Buildings
- A Productive and Capable Workforce
- Educational and Technical Resources and Collaboration Opportunities
- Aggressive Tax, Training, Financial and Energy Incentives
- Air, Rail, Port and Road Transportation Systems
- A Commitment to Assist



Marketing the County: 2012 Focus Areas

The IDA will primarily direct its marketing resources toward the following focus areas in 2012:

- Enhanced and Intensified Activities in Canada
- Power – the cost, quality and unique attributes of the energy available in the County
- Building on Regional Assets and Target Sectors
- Ongoing usage of Social and Digital Media
- Continued Cross-Organizational Coordination
- Increased Local Outreach and Project Development

Focus Area: Canada

- Collaborative Partnership – Citec, Clarkson, National Grid, NYSTAR, RVRDA
- Direct Mail / Fulfillment
- Conference and Trade Show Marketing
- Media Placement
- Seminars and Special Events
- Site visits and hosted tours
- Memberships & Other Activities



The U.S. Market Starts Here ...
St. Lawrence County, New York

Located just 45 minutes from Canada's capital, St. Lawrence County provides a strategic and easily accessible U.S. border location for establishing manufacturing or distribution facilities.



ST. LAWRENCE COUNTY
INDUSTRIAL DEVELOPMENT AGENCY

If meeting U.S. content requirements for federal or local government contracts, ensuring 24/7 unrestricted access to the world's largest defense market, or simply being closer to your customers is critical to your business, then locating a facility in St. Lawrence County is a competitive strategy you must consider!

WWW.SLCIDA.COM

Focus Area: Power – Cost & Quality

- Research and Analysis
 - Utilize benchmarking analysis of RVRDA's power offering
 - Develop market intelligence, define target market segments & industry participants
- Branding & Market Positioning
 - Development of brand strategy for positioning the RVRDA power offering
 - Creation of associated marketing tools and products
 - Development of local, national and international marketing campaigns and activities
- Sales and Marketing
 - Implementation of marketing outreach programs in target market segments
 - Expansion of IDA's Canadian sales outreach program with a formalized market presence and increased in-country sales capability





Focus Area: Building on Regional Assets and Target Sectors

- Power, Land, Water, Natural Resources, Outdoor Recreation and Adirondack Park
- Assessment of existing sectors, including agribusiness, wood and forest products, plastics, defense and security, electronics assembly and heavy industry for competitive attributes, gaps, and development potential
- Research emerging industry sectors and key site selection determinants for match with County's assets and strengths
- Further investigation of local educational, research, technical resources and collaboration opportunities
- Inform site selector market of the new RVRDA assets
- Drum Country Business Initiative



Focus Area: Social and Digital Media Development

- Build on existing IDA website and online activities by developing a digital marketing capability which incorporates the latest communications techniques and outreach methods.
- Investigate and advance use of social marketing vehicles where appropriate, including Facebook, Twitter, Linked-in and related sites and mediums
- Develop a social networking e-marketing strategy for non-traditional outreach to current and former residents, employers and potential new firms
- Develop e-news broadcast to communicate new developments, programs, initiatives, incentives and activities to stakeholders and prospects





Focus Area: Cross-Organizational Coordination

- Continue to foster cooperative relationships at the local, county, regional and state development levels
- Develop coordinated marketing strategy with major local development organizations
- Facilitate our local developers' meetings
- Maintain an active presence with the local development organizations in the County
- Further our interests and participation in both the existing and emerging regional, state and national organizations that have an impact on the economic development activities in St. Lawrence County



Focus Area: Increased Local Outreach and Project Development

Successful economic development in the North Country requires the building of cooperative and creative partnerships. Outreach efforts and relationship development activities will target:

- Private Business and Industry
- Local Communities, Elected Officials and Government Agencies
- Regional Economic and Workforce Development Agencies
- Chambers of Commerce
- Utility Providers
- Colleges and Universities
- The General Population



Projected Marketing Activity Schedule: 1st Quarter

January

- FishCap Initiative Investment – 2nd year
- Initiate historical prospect site visit and outreach plan
- Complete 2011 Summary Review

February

- Design and order trade show displays
- Trade Show – Ottawa Business Summit (February 14)
- Direct Mail – Eastern Ontario, 2,500 pieces
- My Small Business 101 Series

March

- Direct Mail – EpTech Toronto Seminar, 2,500 pieces
- Trade Show – FABTECH 2012-Canadian Manufacturing Week (Mar 20-22), Toronto
- Women's Business Bootcamp, SUNY Canton



Projected Marketing Activity Schedule: 2nd Quarter

April

- Direct Mail – Power, 5,000 pieces
- Seminar – EpTech Toronto (April 17th)
- Trade Show – EpTech Montreal (April 19th)
- Trade Show – BioMEDevice/Design & Manufacturing New England, Boston (April 25-26)
- North Country Symposium, St. Lawrence University
- Women’s Business Bootcamp
- North Country Business Expo / The Really Big Show

May

- Direct Mail – Border Event, 2,500 pieces
- Direct Mail – Power, 2,500 pieces
- Trade Show – CANECT, Mississauga (May 1-2)
- Trade Show – Montreal Manufacturing Tech Show (May 14-16)

June

- Print Ads – Cross Border Event
- Seminar – Cross Border Investment Event, Ogdensburg/Massena



Projected Marketing Activity Schedule: 3rd - 4th Quarters

September

- Radio – Power Campaign
- Direct Mail – Embassy Seminar Ottawa, 2,500 pieces
- Direct Mail – Ontario generic with power, 5,000 pieces

October

- Trade Show – EpTech, Ottawa (October 25th)
- Trade Show – SecureTech, Ottawa (October 30-31)
- Seminar – US Embassy, Ottawa

November

- Trade Show – Contract Manufacturing Expo & PackEx, Montreal (Nov 14th-15th)