

ST.LAWRENCE RIVER VALLEY REDEVELOPMENT AGENCY START-UP STRATEGIC PLAN

12/14/2010

Parts 1 and 2

Criteria and Strategic Objectives

1. Context, Terminology, and Methodology

- a. **Context.** Two agreements – both dated June 2, 2010 – structure the strategic thinking that is outlined below. They are (1) an “Agreement Regarding Funding of the St. Lawrence River Valley Redevelopment Agency” (the “Tripartite Agreement”) between the Power Authority of the State of New York (NYPA), the St. Lawrence River Valley Redevelopment Agency, and the St. Lawrence County Industrial Development Agency Local Development Corporation and (2) an agreement between the St. Lawrence River Valley Redevelopment Agency and the St. Lawrence County Industrial Development Agency Local Development Corporation (“Agency/Corporation Agreement”). Between them these two agreements allocate NYPA resources to economic development activities in St. Lawrence County and institute the basic mechanisms through which these resources will be deployed.

On August 1, 2010 the St. Lawrence River Valley Redevelopment Agency entered into a third agreement with the Massena Electric Department. Such an agreement was clearly anticipated in the June 2 Funding Agreement and established some of the ground rules whereby the “Power Agreement” described in the Funding Agreement will be implemented. The Power Agreement has not yet been executed by the Governor and is not yet in effect.

- b. **Terminology.** Throughout this document the “Agency” is the St. Lawrence River Valley Redevelopment Agency; the “Corporation” is the St. Lawrence County Industrial Development Agency Local Development Corporation. “Staff” is the Corporation’s staff, provided to the Agency by the Corporation under the June 2 agreements. The “Consultant” is Tom Plastino, a CITEC Business Advisor, retained by the Agency to help prepare this plan.
- c. **Methodology.** After reviewing relevant documents and making preliminary personal inquiries, the Consultant drafted a uniform checklist of questions that was designed to identify the strategic and operational expectations of the Agency Board and staff regarding how the Agency would operate, what criteria it would use to prioritize its efforts, and what projects/programs it would begin implementing. Starting during the week of September 20, 2010, the Consultant interviewed each of the Agency members and staff on a confidential basis one-on-one, using the checklist as a guide to organizing the viewpoints and data collected.

The Consultant summarized his findings in a first draft plan that focused largely on the broad consensus items that emerged during the interviews (expanded by subsequent phone and personal conversations) among both Agency members and staff regarding (1) the criteria that the Agency should propose to use when allocating the NYPA resources entrusted to its care and (2) the immediate actions it should initiate in order to begin deploying those resources. After the Agency members had an opportunity to comment on the draft, the Consultant amended the draft and forwarded it to Agency staff for the next stage in the process.

Based on the revised draft, the Agency's staff conducted a public comment period on the draft plan on November 4, 2010 in Louisville. The Consultant reviewed the input from the November 4 meeting, combined it with further consultations he had with Agency members and staff, Town supervisors, and Corporation members, and produced a third draft of the plan. The Agency reviewed and approved this draft – which is really the first two parts of the three-part plan – on November 30, 2010.

That document, however, was not the complete, final plan, because it did not yet include an operational plan for the plan's first year (2011). Over the following weeks, the Consultant, consulting with an Agency committee and its staff, built the 2011 operational plan on the objectives and criteria included in the November 30 version of the plan's first two parts. The Agency reviewed and approved (as revised) the final version of this document, which included the criteria, the operational objectives, and the first year operational plan plus two appendices, as its complete strategic plan at its regular December 14, 2010 meeting.

2. Basic Operational Criteria

- a. **Consensus Items.** What follows represents the criteria and immediate strategic objectives that the Consultant developed as a result of extensive interviews and follow-up conversations with the Agency members and staff. He has tried to play the role of the "honest broker". The Consultant has done his best to keep his own preconceptions and preferences out of the plan.

With that said, it is accurate to say that the operational criteria and preliminary strategic objectives that follow are points on which almost all of the interviewees share a broad consensus. Though the Agency members and staff disagree on several issues, almost all the informants agreed that this strategic plan should focus on creating consensus among the participants.

- b. **Role of This Plan.** The final plan that the Agency expects to adopt in December is a first effort. The needs of the County are so pressing that Agency must get away from the dock and out of port, even though it realizes that the chart of its final course will have to be completed and changed while under way.

In other words, because the time is of the essence, the Agency, its staff, and the Corporation expect to "learn by doing." They expect that this first effort at a strategic plan

will regularly require amendment and revision. The rules of engagement summarized here and the initial project/program directions almost inevitably will require re-examination as the Agency engages in systematic economic research and program development.

In spite of its tentativeness, the Agency will not make significant commitments to allocate resources to specific project recipients either from its \$16 million, its 20 megawatts, or any revenue from monetized power before it has adopted this strategic plan – which it intends to do well before the end of the year.

- c. **Long Haul Responsibilities.** The Agency should **not** plan intentionally to allocate all its resources as soon as possible and then fade away. The Agency and the Corporation should take a long-term perspective on how best to apply their mutual resources so that they can play a key role in re-invigorating the County's economy.

A corollary to this criterion is that the Agency should look upon the allocations of its resources as investments and try to emphasize, where appropriate, getting a revenue return on its assets so that it will have "recycled" resources to provide future seed and fertilizer to grow the County's economy.

- d. **Resource Maximization.** As permitted by the agreements, the Agency should prioritize monetizing the portion of the power that the agreements allow to be monetized and should preferentially, at least in the early years, try to spend this money before it taps into the \$16 million and the interest that will accrue on it.
- e. **Making the Partnership Work.** The Agency recognizes that it cannot manage and deploy NYPA's resources without active collaboration with the Corporation and its staff. The Agency will do its part to make this partnership work.

The partnership between the Agency and the Corporation set up by the June 2 agreements marries the two organizations in a way that has little precedent. Aside from the fact that the Corporation staff handles the Agency's affairs and finances, neither the Agency nor the Corporation can by themselves use the resources allocated to the Agency under the Tripartite Agreement. The Agency recognizes that there has been a long negotiation over who would "control" the NYPA resources allocated under the agreements. The time for arguing over control is past. The time is **now** for recognizing that neither organization can do without the other in order to serve the interests of the County's communities.

To take this one step further, the Agency hopes that the Corporation and its staff will actively bring their professional development experience to bear on the best uses of the resources jointly entrusted to them and not be reticent in proposing investments to explore and consider (see section 3.d below).

- f. **Concentration of Resources.** The Agency realizes that the resources allocated to it and to the Corporation by NYPA present a once-in-a-lifetime opportunity to jump-start a transformation of the County's economy. It is important, therefore, for the Agency to

carefully concentrate its resources so as to have maximum sustained impact and not to scatter its resources all over the development spectrum.

- g. **Damn the Torpedoes, Full Speed Ahead.** The Agency will be active, as well as reactive. Though the Agency must deliberately over time identify a manageable number of strategic objectives and create programs directed towards achieving measureable results in pursuing them, it cannot study options to death.

The Agency will not only wait for others to bring proposals to it. It will of course encourage such proposals, but it must be diligent and prompt in doing the economic and program research required to identify and promote development initiatives that promise to create significant positive impacts.

- h. **Flexibility.** Nonetheless, the Agency will always retain the discretion to adapt to unexpected opportunities and incorporate these into its strategic plan as occasions warrant.

No matter how good the Agency might be in mapping out its strategic criteria and objectives, the essence of the attitude it expects to adopt is that it cannot be deaf to new developments.

- i. **New Jobs.** With the partial exception of the community development/environmental improvement program (see 3.a below), the Agency will put an overriding emphasis on new jobs, both direct and indirect, created by its investments. The Agency realizes that job retention is critical but, in the interest of concentrating resources, the projects in which it invests will predominantly focus on new employment. No specific minimum wage/benefit threshold will be identified now, but (obviously) the higher the wages/benefits the better.
- j. **New Revenues.** The Agency will make investments in projects that expand locally-based employers or bring in new employers. The Agency will assume that others are investing in the effort to maintain existing employers through existing initiatives.
- k. **Duplication of Resources.** The Agency hopes not to duplicate development resources and mechanisms already available through other local, State, or national programs.
- l. **Investment Location.** The quality of the proposed investments should be the determining factor in securing the Agency's approval and their locations in the County are secondary (but not necessarily irrelevant).
- m. **Delivery mechanisms.** The mechanisms through which the Agency makes its investments -- e.g., through equity purchases, loans, property acquisition, etc -- are less important than the quality of the investment opportunities themselves. The Agency will remain open to adapting the investment vehicles it uses to the requirements of the investments, especially relying on the Corporation's expertise in these matters.
- n. **Regional Infrastructure.** The Agency expects to be asked to play a role in the development of critical general infrastructure (e.g., fiber optic telecomm lines) in the region.

All it can say right now is that it will consider making such investments but that the rules guiding its investments will first require significant research and consideration.

- o. **Initial Investment Objectives.** The Agency will engage in research into a series of targeted investment sectors and mount major marketing and sales programs designed to achieve economic growth through attracting and growing such sectors in the County. The actual sectors are yet to be defined (see 3.c below) but many have already been proposed to the Agency both by Agency and Corporation Board members, by staff, and by outside advisors.

3. Initial Strategic Objectives

- a. **The "5%" Program – Community Development/Environmental Improvement.** As soon as possible, the Agency will decide what amount of funding to allocate to the program of community development and environmental improvement projects specified in the Funding Agreement. Also as soon as possible, the Agency will authorize the staff to implement a **competitive** community development/environmental improvement program based on at least the following guidelines:
 - i. An annual competition window (starting early in 2011) with all projects being due by a certain date and to be judged according to set standards.
 - ii. More points to be given to proposals that include a new job creation component.
 - iii. More points to be given to proposals that will bring new revenues into the County from outside.
 - iv. Extra (bonus) points to be awarded to proposals located in any of the four river towns.
 - v. The Agency prefers to support capital projects. No points will be given to proposals that ask for money to pay the operating and maintenance expenses of facilities, programs, or organizations that would routinely be paid out of municipal or organizational budgets.
 - vi. More points given to proposals that use the Agency's resources to leverage and match other funds from State, federal, or other outside sources.
 - vii. The Agency will **not** be obligated to expend the full amount of the allocated annual funding if in its judgment there are not enough quality proposals to justify the expenditures.
- b. **IDA/LDC Proposal.** Aside from the actions included in sections 3.b and 3.c above, the Agency will authorize the staff to prepare and present a detailed and comprehensive proposal that will outline how the resources available through the RVRDA could be used to expand the IDA/LDC's current successful economic development programs and/or to engage in initiatives that they have not had the resources to do before (but that they think make sense to do). These might include economic research into activities beyond the four listed in 3.c above and might also include some of the mechanisms whereby economic growth may be fostered (e.g., equity investment arrangements, tax abatements, loan guarantees, etc).
- c. **Expanding/Growing Existing Employers.** As soon as possible, the Agency will authorize the staff to implement an expansion assistance program under which the Agency

and the Corporation could invest either money and/or power based on the following guidelines:

- i. Agency staff identifies possible County employers with whom to explore expansion possibilities that would be made possible (in part) by Agency investments of funds and/or electric power.
 - ii. Such organizations should give evidence of being financially sound from a cash flow perspective and should be well managed.
 - iii. Such organizations do not have to demonstrate that they are in any sector targeted by the Agency – simply that they are prepared to expand their employment, preferably by selling products and/or services that predominantly bring new revenues into the County, and provided that they are not excluded from investment by the Agency/Corporation agreement (see the last paragraph of 3.c below).
 - iv. The Agency may provide matching funds to such organizations that will help them pay the costs of developing a strategic expansion plan that could be a foundation document in accessing financing for such expansions.
 - v. Agency staff will confer with the management of such organizations to identify the package of incentives and other services that could help them expand their operations.
- d. **Targeted Economic Research Sectors.** As soon as possible, the Agency will authorize the staff to implement an economic development research program in at least the following enterprise sectors:
- i. The potential for establishing data centers in the local communities.
 - ii. The potential for attracting large Ontario Hydro customers to the local communities.
 - iii. The potential for establishing an ultra-high temperature milk processing plant to the local communities.
 - iv. The possibility of acquiring and constructing a modern industrial park in one of the local communities.

The purpose of such research is to develop the information that will permit the Agency to make informed decisions about whether to mount a major marketing and/or development program in any or all of the sectors and whether to invest in enterprises associated with them. The Agency does not automatically assume that any or all of these investigations will result in future investments in enterprises associated with the sectors. The Agency and its staff will continue to explore other sectors to target so that it will have a pipeline of investment options moving forward.

Ultimately the Agency expects its staff to be actively and aggressively doing the economic research that will enable the Agency and the Corporation to invest in a series of major business attraction efforts that would target new employment sectors to the County and/or would coordinate with (but not duplicate) and expand on existing attraction programs managed by County development agencies.

Such research will not be in the following enterprise categories, which the Agency/Corporation agreement explicitly excludes from the Agency's purview: religious

and governmental facilities (other than projects in the community development competition); lodging facilities (except as part of a tourism destination project); legal, medical, or nursing facilities; retail and farm-based businesses; residential establishments; and casinos and other gaming establishments.

Section 3

RIVER VALLEY REDEVELOPMENT AGENCY – 2011 OPERATIONAL PLAN				
Operational Objective	Specific Tasks	Work Product/Metrics	Completion Date	Responsibility
1. Design and Implement the Community Development/ Environmental Improvement Program	a. Allocation decision – define prior to January 1, 2011 what resources to allocate to program and project categories from the RVRDA fund balance	Resolution	12/14/10*	RVRDA Board
	b. Designate the percentage of unallocated RVRDA cash to expend for the CD/EI program for 2011 (up to 5%)	Resolution	12/14/10*	RVRDA Board
	c. Prepare a project solicitation for CD/EI program, including: <ul style="list-style-type: none"> ▪ Timeline for implementation ▪ Point systems for ranking applications Application deadline date ▪ Application format ▪ Eligible applicants ▪ Eligible projects and minimum requirements ▪ Implementation information ▪ Point system for ranking applications 	Full draft solicitation	1/11/11*	Staff

RIVER VALLEY REDEVELOPMENT AGENCY – 2011 OPERATIONAL PLAN

Operational Objective	Specific Tasks	Work Product/Metrics	Completion Date	Responsibility
	d. Prepare a marketing plan for promoting the CD/EI program	Plan ready to go	No later than January RVRDA meeting	Staff
	e. Adoption of 2011 CD/EI RFP by RVRDA Board	Resolution	January, meeting	RVRDA Board
	f. Adoption of 2011 CD/EI RFP by LDC Board	Resolution	January meeting	LDC Board
	g. Implement promotional program	Newspaper ads, web postings, press releases, etc	Before 1/31/11	Staff
	h. Close application period and begin review		2/23/11 -- 2 weeks before March RVRDA meeting*	Staff
	i. Review staff recommendations and summaries of applications and then make awards	Resolution	March meeting	RVRDA Board
	j. Review and approval of RVRDA awards by LDC	Resolution	March meeting	LDC Board
	k. Award contracts executed	Contracts	No later than 5/31/11	Staff/Chairman

RIVER VALLEY REDEVELOPMENT AGENCY – 2011 OPERATIONAL PLAN

Operational Objective	Specific Tasks	Work Product/Metrics	Completion Date	Responsibility
	i. Revise 2012 CD/EI program solicitation, based on 2011 experience	Full draft of revised solicitation	No later than November, 2011	Staff
	m. Adopt 2012 CD/EI project solicitation	Resolution	No later than 12/31/11	Both Boards
	n. Review and revise 2011 allocations and decide what percentage of unallocated cash to allocate in 2012 to program and project categories from the RVRDA fund balance	Resolutions	No later than 12/31/11	Both Boards

ST.LAWRENCE REVER VALLEY REDEVELOPMENT AGENCY START-UP STRATEGIC PLAN

RIVER VALLEY REDEVELOPMENT AGENCY – 2011 OPERATIONAL PLAN				
Operational Objective	Specific Tasks	Work Product/Metrics	Completion Date	Responsibility
2. Define and Implement the RVRDA Fund Programs	a. Define the details of the programs through which the RVRDA's resources can assist existing local companies to expand (see attachment 2 -- "Initiatives, Incentives and Allocations" program description) – according to the following priorities: <ol style="list-style-type: none"> 1. Site and Building Development -- business case analysis of potential site, building, and commerce/industrial park options 2. Loan Guarantee Program 3. Initial Equity Investments 4. Job Creation Incentive Credits 5. Training Reimbursement Program 6. Business and Energy Assistance Scholarships 7. Renewable Energy Conversion Fund 8. Energy Subsidy Fund 	Program descriptions	4Q2011 2Q2011 1Q2011 1Q2011 1Q2011 1Q2011 3Q2011 1Q2011	Staff

RIVER VALLEY REDEVELOPMENT AGENCY – 2011 OPERATIONAL PLAN

Operational Objective	Specific Tasks	Work Product/Metrics	Completion Date	Responsibility
3. Expanding/Growing Existing Employers	a. Prepare list of SLC employers who sell products/services mostly outside St. Lawrence County and whom the staff believes should be approached about expanding their operations in the County	Spreadsheet	No later than March, 2011	Staff
	b. Prepare a marketing plan designed to make it clear to all these employers that the RVRDA Fund has a comprehensive program of incentives in place to help them expand	Plan	No later than March 2011	Staff
	c. Implement the E/GEE marketing plan just described	Substantive initial contacts with at least 5 companies per month.	Starting no later than 3/31/11, or after the earlier completion of 1Q2011 tasks listed in 2.a above	Staff
	d. Review incentive programs to determine whether they are what is needed to help local employers to expand – revise if necessary	Revised E/GEE Marketing Plan	No later than 9/30/11	Staff

RIVER VALLEY REDEVELOPMENT AGENCY – 2011 OPERATIONAL PLAN

Operational Objective	Specific Tasks	Work Product/Metrics	Completion Date	Responsibility
4. Targeted Economic Research	a. Data centers – go/no go preliminary analysis	Preliminary report	No later than 1/15/11	Staff/Consultant
	b. Ontario Hydro customers – go/no go preliminary analysis	Preliminary report	No later than 2/15/11	Staff/Consultant
	c. Ultrahigh temperature milk processing – go/no go preliminary analysis	Preliminary report	No later than 3/15/11	Staff/Consultant
	d. Modern industrial and/or business park business case analysis	Preliminary report	No later than 10/15/11	Staff
	e. Prepare comprehensive basic marketing materials to use to follow up on any or all of the targeted research sectors that pass through initial and secondary screening stages – modified as required to target specific targets	Basic marketing materials	No later than 3/31/11	Staff
	f. Create a process/procedure that the Board will use to review and select other targeted economic research topics for research and create a pipeline of possible investment sectors to explore as targets of RVRDA investment – run new ideas through this process at least once a year	Format	No later than 6/30/11	Staff

RIVER VALLEY REDEVELOPMENT AGENCY – 2011 OPERATIONAL PLAN

Operational Objective	Specific Tasks	Work Product/Metrics	Completion Date	Responsibility
	g. Do first new product development exercise	Event	No later than 7/31/11	Staff

RIVER VALLEY REDEVELOPMENT AGENCY – 2011 OPERATIONAL PLAN

Operational Objective	Specific Tasks	Work Product/Metrics	Completion Date	Responsibility
5. Other Objectives	a. Complete general marketing plan – focused on how staff will market the RVRDA Fund resources, in collaboration with the IDA and LDC’s efforts, generally to attract employers to the County, supplementing and incorporating specific marketing efforts described above.	Plan	No later than 6/30/11	Staff
	b. Develop and adopt a position on making investments in regional infrastructure	Position Paper	No later than 9/30/11	Staff and Board
	c. After the Governor has taken action, finalize the role the RVRDA will play and the procedures it will follow to invest the 20 megawatts in ways that will create employment in the County	Utilization Plan	Within 30 days after the Governor signs	Staff

* This Plan assumes that the Agency will meet on the second Tuesday of each month and that the LDC meets later in the month.

Appendix 1

RIVER VALLEY REDEVELOPMENT AGENCY – 2011 OPERATIONAL PLAN

TASK LIST TIMELINE – START (S) OR COMPLETION (C) DATES

2011 Tasks	Dec 2010	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
1.a Allocation decision – define prior to January 1, 2011 what resources to allocate to program and project categories from the RVRDA fund balance --	C												
1.b Designate the percentage of unallocated RVRDA cash to expend for the CD/EI program for 2011 (up to 5%)	C												
1.c Prepare a project solicitation for CD/EI program		C											
1.d Prepare a marketing plan for promoting the CD/EI program		C											
1.e Adoption of 2011 CD/EI RFP by RVRDA Board		C											
1.f Adoption of 2011 CD/EI RFP by LDC Board		C											
1.g Implement promotional program		S											
1.h Close application period and begin review			C										
1.i Review staff recommendations and summaries of applications and then make awards				C									
1.j Review and approval of RVRDA awards by LDC				C									
1.k Award contracts executed						C							
1.l Revise 2012 CD/EI program solicitation, based on 2011 experience												C	
1.m Adopt 2012 CD/EI project solicitation													C
1.n Review and revise 2011 allocations and decide what percentage of unallocated cash to allocate in 2012 to program and project categories from the RVRDA fund balance													C

2011 Tasks	Dec 2010	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
2.a.1 Define the details of the Site and Building Development Program												C	
2.a.2 Define the details of the Loan Guarantee Program					C								
2.a.3 Define the details of the Initial Equity Investments Program				C									
2.a.4 Define the details of the Job Creation Incentive Credits Program		C											
2.a.5 Define the details of the Training Reimbursement Program		C											
2.a.6 Define the details of the Business and Energy Assistance Scholarships Program		C											
2.a.7 Define the details of the Renewable Energy Conversion Fund									C				
2.a.8 Define the details of the Energy Subsidy Fund		C											
3.a Prepare prioritized list of SLC employers who sell products/services mostly outside St. Lawrence County and whom the staff believes should be approached about expanding their operations in the County				C									
3.b Prepare a marketing plan designed to make it clear to all these employers that the RVRDA Fund has a comprehensive program of incentives in place to help them expand				C									
3.c Implement the E/GEE marketing plan				S									
3.d Review incentive programs to determine whether they are what is needed to help local employers to expand – revise if necessary										C			

2011 Tasks	Dec 2010	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
4.a Data centers – go/no go preliminary analysis		C											
4.b Ontario Hydro customers – go/no go preliminary analysis			C										
4.c Ultrahigh temperature milk processing – go/no go preliminary analysis				C									
4.d Modern industrial and/or business park business case analysis											C		
4.e Prepare comprehensive basic marketing materials to use to follow up on any or all of the targeted research sectors that pass through initial and secondary screening stages				C									
4.f Create a process/procedure that the Board will use to review and select other targeted economic research topics for research and create a pipeline of possible investment sectors to explore as targets of RVRDA investment							C						
4.g Do first new product development exercise								C					
5.a Complete general marketing plan								C					
5.b Develop and adopt a position on making investments in regional infrastructure											C		
5.c Finalize the role the RVRDA will play and the procedures it will follow to invest the 20 megawatts in ways that will create employment in the County		C											



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

Brian W. Staples
Chairman

Raymond H. Fountain
Chief Executive Officer

Appendix 2

**RIVER VALLEY REDEVELOPMENT AGENCY – 2011 OPERATIONAL PLAN
St. Lawrence River Redevelopment Agency
Initiatives, Incentives and Allocations**

\$16 Million Economic Development Fund	20 Megawatts (monetized portion)
Commerce and Industrial Park Development	Community Development and Environmental Projects
Loan Guarantee, Bridge Loan and Other Non-Traditional Lending Programs	Job Creation Incentive Credits
Initial Equity Investments	Training Reimbursement Program
Unallocated Cash and Other Eligible Liquid Investments	Business and Energy Assistance Scholarships
IDALDC, Legal and Other Administrative Costs	Renewable Energy Conversion Fund
	Energy Subsidy Fund
	Research and Development
	Marketing

\$16 Million Economic Development Fund

Initiative: Site and Building Development

Recommended Allocation: 25% of Economic Development Fund

Action Plan: Allocate funds to develop an asset base of marketable and competitive sites and buildings to lease or sell for new business expansions. Speculative buildings, build-to-suit facilities, as well as commerce and industrial Park development could all be undertaken at a number of existing and undetermined locations. Pursue development of a "Power Park" that capitalizes on the cost, quality, reliability and green attributes of the electricity in Massena provided by the existing power infrastructure and the available RVRDA/NYPA/MED incentives.

Timeline: Initial assessment of asset investment opportunities first quarter of 2011, with actual site development and building projects selected by late 2011 and initiated in 2012.

Initiative: Loan Guarantee, Bridge Loan and Other Non-Traditional Lending Programs

Recommended Allocation: 25% of Economic Development Fund

Action Plan: Stimulate activities of the existing local and regional economic development loan fund by providing 75% loan guarantees. Place the allocation in an interest bearing account and generate renewable revenue by charging the lenders an origination fee.

Timeline: Inform local lending agencies and begin processing applications second quarter of 2011.

Initiative: Initial Equity Investments

Recommended Allocation 12.5% of Economic Development Fund

Action Plan: Select lower risk, more established local firms and strong, and potentially also lower risk, new firms to the area and offer to make an equity investment in their operations. Research will be required to determine equity structuring options and to ascertain a means to capture value (and return) for the investments.

Timeline: Conduct legal and other related research by the 1st quarter of 2011 and have procedures in place to make investments by the end of the year.

Initiative: Unallocated Cash and Other Eligible Liquid Investments

Recommended Allocation: 37.5% of Economic Development Fund

Action Plan: Maintain flexibility, strategic options, and ongoing organizational viability by allocating a significant amount of the RVRDA's liquid assets in authorized deposit investment accounts. Until the monetization process is implemented, utilize the interest from these

investments to cover IDALDC, MED, legal and other administrative costs necessary to run the operation and fulfill its organizational goals.

20 Megawatts (monetized portion) with Suggested Allocations

Initiative: Community Development and Environmental Projects

Allocation: Up to 5% of unallocated funds are set aside to be utilized for community development and environmental projects.

Action Plan: Create a structured process for the application, review, funding and monitoring of community development and environmental projects. Applicants will be required to provide information about the project, including a budget, evidence of other sources of financing either proposed or committed, a detailed summary of the project and the proposed community benefit.

Timeline: The following schedule will be utilized for the collection, review, approval and funding of Community Development Proposals for this initial allocation:

Applications Accepted:	January – February 2011
Application Review Period:	March 2011
Approval and Award Notification:	April 2011
Application Funding:	2 nd Quarter 2011

Initiative: Job Creation Incentive Credits

Allocation: Estimating creation of 100 jobs would cost \$100,000 per year for 5 years. There would be no cost in 2011, with an estimated cost of \$500,000 over ensuing 5 year allocation.

Action Plan: \$1,000 per permanent full-time equivalent (PFTE) job created for five year period with a minimum job creation total required (10). Applicants would have to complete an application and eligibility certification process. If 100 jobs are created in 2011 budget cost of incentive is \$100,000 payable in January, 2012. Companies would receive benefit for each of the 4 following years the jobs are retained (and would receive additional credit for new jobs created). The program could be reviewed and renewed or altered on a yearly basis.

Timeline: Announce credit in 1st quarter 2011, solicit and process applications throughout 2011 with first payments made upon proof of compliance in January 2012.

Initiative: Training Reimbursement Program

Allocation: Estimating funding for 300 jobs would cost \$1,500,000 annually.

Action Plan: \$5,000 initial training stipend per PFTE job created in first year of hire payable in 5 monthly installments after hire date. Minimum requirement of 5 PFTE jobs required and eligibility would be subject to application, certification and compliance monitoring processes.

Timeline: Announce credit in 1st quarter 2011 with application process starting at that time.

Initiative: Business and Energy Assistance Scholarships
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Allocation: \$500,000

Action Plan: Pay the local cost requirements for SLC companies to take advantage of Energy Assistance and Efficiency programs available through NYSERDA, National Grid, Massena Electric, St. Lawrence Gas, and other approved service providers. Additionally, funds would be provided to pay for the cost and/or matching fund requirements for local firms to utilize business assistance programs through existing technical resources such as Citec, the Clarkson Entrepreneurial Center, and other approved service providers. Support payments could be made through this allocation for general business service providers such as the Small Business Development Center and the Workforce Investment Board.

Timeline: Create a registration process in the 1st quarter of 2011, with certified assistance providers determined and scholarship payments made beginning in 2nd quarter.

Initiative: Renewable Energy Conversion Fund

Allocation: \$500,000

Action Plan: Provide grant funds to local firms seeking to convert to renewable energy sources, with enhanced assistance to those firms working with locally-based suppliers of renewable fuels.

Timeline: Create application process in 1st quarter. Require feasibility and cost analysis in order to review applications (funds for this analysis could be provided through the above-listed scholarship program) with goal of providing funds for renewable conversions by the 3rd quarter.

Initiative: Energy Subsidy Fund
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Allocation: \$500,000

Action Plan: Create a simplified process to provide funding to offset the costs of energy by providing subsidy payments for firms that are adding jobs. Utilize an application and review process that provides for a mutually-agreed upon timeframe for job creation (and the retention of the jobs created) and future subsidy payments.

Timeline: Create application and review process 1st quarter 2011, with subsidy payments beginning by the end of the year.

Initiative: Research Projects

Allocation: \$200,000

Action Plan: Develop a better understanding of the region's ability to support various industries, initiatives and growth opportunities by dedicating resources to conduct professional research on behalf of the Agency.

Initiative: Marketing

Allocation: \$200,000

Action Plan: Enhance and extend the IDA's marketing plan through a coordinated series of branding and promotional activities within a broadened geographic and sector range.

Timeline: Review IDA 2011 marketing plan and allocate resources to either further advance the IDA's efforts or to fund activities either not contemplated, or not financially feasible, through the IDA plan. Fund and undertake activities in the second half of 2012.