



ST. LAWRENCE COUNTY INDUSTRIAL DEVELOPMENT AGENCY

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St. Lawrence County
Industrial Development Agency

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Kimberly Gilbert
St. Lawrence County
Industrial Development Agency

TO: St. Lawrence County Board of Legislators

FROM: Patrick J. Kelly
Chief Executive Officer

DATE: February 28, 2018

RE: Annual Report to the County Legislature

Attached please find our 2017 Annual Report to the County Legislature.

This report provides a detailed summary of the initiatives and activities undertaken in 2017 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 (including the St. Lawrence River Valley Redevelopment Agency and Greater Massena Economic Development Fund)
- St. Lawrence County IDA Civic Development Corporation

This report includes information on a variety of loans, IDA projects, civic and infrastructure development projects, financial assistance packages for local firms, and a number of other business support and economic development initiatives as well as a schedule of our planned 2018 marketing activities.

You will be provided our 2017 Audited Financial Statements as soon as they are available.

Highlights for 2017 include:

- IDA projects with Titan Mining Corporation, Parker Maple Farms, Inc., Canexsys Networks, Inc., Cives Steel, Atlantic Testing Laboratories, and New York Power Tools, Inc.
- Loan packages were provided or packaged for Potsdam Specialty Papers, Inc., Thew Associates, BH Trailers, Canexsys Networks, ATL, and LC Drives Corporation
- A CDC bond project was undertaken with Clarkson University
- The County, the IDA and our local and regional partners made significant progress on the J&L Site Remediation Project
- A new Comprehensive Economic Development Strategy was created, adopted by the County, and accepted by the US Economic Development Administration

Please contact me with any questions or comments.

Thank you.

We are an equal opportunity provider and employer. To file a complaint of discrimination, write:

USDA, Director, Office of Civil Rights, 1400 Independence Avenue, S.W., Washington DC 20250-9410, or call 800-795-3272 (voice) or 202-720-6382 (TDD)

St. Lawrence County Industrial Development Agency

Mission Statement

(Reviewed and Reaffirmed in Public Session on March 28, 2017)

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 with 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*

2017 Performance Review (January 2017 – December 2017)

- *Staff made approximately 2,000 contacts with 500 existing and prospective firms and organizations. This includes site visits to business customer locations as part of our annual reporting process to New York State, as well as our general business outreach and marketing efforts.*
- *Titan Mining Corporation, (the former St. Lawrence Zinc Mine), received approval from the IDA for Financial Assistance in the form of a sales and use tax exemption supporting approximately \$1 million in purchases needed for the initial phase of the mine's operational restart.*

There have been 8 jobs maintained at the facility for the past 5 years, as a result of the restart of operations, the facility now employs well over 100 people.

The IDA continues to work with the company as much as possible to assist with their restart plans and is leading the efforts to find resources to help train local workers for the facility. Resource partners working with the IDA to develop training assistance for the mine include SUNY Canton, the Workforce Development Institute, the Workforce Development Board, the NYS Department of Labor and the New York Power Authority.

- *Parker Maple Farm, Inc., a locally-owned maple syrup and value-added food production company with a national brand of maple syrup, maple butter and maple cotton candy products expanded into the Canton Industrial Park. The company is leasing approximately 9,000 square feet of space from the IDA and converting the space into a state-of-the-art production facility. The company's expansion will result in the retention of 7 jobs and the creation of 6 new jobs in Canton.*
- *The IDA, along with the OBPA and the US Commercial Services Staff from the Embassy in Ottawa, held an "Expand to the United States" seminar in 2015 in Ogdensburg. Canexsys Networks Inc., a subsidiary of an Ottawa-based company, attended the seminar. The company manufactures components for the high-speed internet industry. The IDA maintained contact with the firm since the seminar, making numerous site visits to their headquarters facility and hosting them on site visits to buildings in Canton, Massena, Potsdam and Ogdensburg.*

In early 2017 the company announced that they would open a facility in the Ogdensburg Commerce Park. That facility is now open and employs over 20 people.

As part of the attraction process, the IDA assembled a \$900,000 low-interest loan package consisting of participation from the SLCIDA-LDC, the River Valley Redevelopment Agency, the Greater Massena Economic Development Fund, the Ogdensburg Growth Fund and the North Country Economic Development Loan Fund. The IDA administers the first three funds, the latter two are administered by the Ogdensburg Growth Fund and the Development Authority of the North Country.

The company was also referred to the New York Power Authority's Northern New York Power Proceeds Fund by the IDA and received an award for \$200,000 to assist with their expansion.

- *The IDA and RVRDA provided a Sales and Use Tax Exemption and loan (respectively) to Atlantic Testing Laboratories for the \$218,160 acquisition of a Geoprobe Drilling Rig and associated Equipment in January. This project will assist ATL in maintaining 20 jobs and creating two new jobs in the company's Canton-based drilling division.*
- *The IDA referred Potsdam Specialty Paper to the New York Power Authority for a 400 kilowatt allocation of Preservation Power to support the company's coating expansion project. As part of the project, a loan package was provided to the company, consisting of funds from the IDA-LDC and the NCEDF.*

In addition to referring the company to NYPA, the IDA packaged \$900,000 in loan financing for the project, consisting of \$400,000 of funds from the SLCIDA-LDC and \$500,000 of funds from the North Country Economic Development Fund.

As a result of the project, the company is able to do more in-house coating work and will be creating 22 new full-time equivalent jobs in addition to the 71 full-time equivalent jobs already at the facility.

- *Financing was provided to Thew Associates as part of the company's project to acquire Unmanned Aerial Vehicles and LiDAR Sensor Equipment. The equipment will allow for efficient acquisition of topographic and planimetric spatial information for civil and environmental projects, and to perform a variety of inspection services. The thermal imaging sensor will be utilized to inspect electrical components such as overhead power lines, substations, solar panels, and other electrical infrastructure. The ability to do this work, which is currently outsourced to a non-local company, will put Thew Associates at the forefront of their industry in terms of UAV inspection capabilities. The project will assist with the retention of 14 local employees with plans to create at least 2 equivalent full-time positions over the next 3 years.*

- *BlastBoss, Inc. acquired the former Corning warehouse in Ogdensburg. The company was approved for loan financing from the IDA-LDC through the RVRDA for new machinery and equipment for their recycled glass distribution business. The project will improve underutilized commercial property in Ogdensburg (the former Corning warehouse facility is located on Ford Street in the City) and is expected to maintain 5.5 jobs and create 3 new full time equivalent jobs. The IDA also referred the company to National Grid to assist with upgrading the internal lighting system within the facility.*
- *Flexus Electronics, based in Ottawa, started operations in the Ogdensburg Commerce Park. The company manufactures wiring harnesses, cables and electro-mechanical assemblies. The IDA assisted the Ogdensburg Bridge and Port Authority in the Authority's efforts to attract the company to the new Commerce Park location.*
- *LC Drives was approved by the RVRDA and by the IDA-LDC for \$250,000 in financing as part of a project to set up a manufacturing operation within Clarkson's Damon Hall manufacturing incubator facility. Additionally, the IDA applied for \$47,621 in funding for the company through the USDA Rural Business Development Grant Program. The grant was approved and the project is expected to maintain 6 full-time equivalent positions with projections of hiring an additional full-time equivalent employee over the next 3 years.*
- *New York Power Tools, Inc., a subsidiary of JC Cayer Enterprises in Limoges, Ontario, has been leasing space in the Lot 17 Massena Industrial Park from the IDA and currently employs two (2) people. An application for financial assistance relative to a lease/purchase of the building and PILOT was received by the IDA from the company and a public hearing on the proposed acquisition of the building by the company was held and the project was approved by the IDA. As the project moves forward, the building, which currently has an assessed value of \$465,800, will go on the tax roll through the course of the proposed PILOT agreement.*
- *Clark Porter, owner of Small Town Supply, acquired the former DJ Walters Dealership Building in Gouverneur. In May, the NCA approved an application, sponsored by the IDA, for financing that will help support the redevelopment of the property as a general hardware store.*
- *After conducting a public hearing in December, St. Lawrence Soyway Company, LLC received authorization from the IDA for the issuance of Industrial Development Revenue Bonds to assist with constructing a 40,000 square foot building and state of the art soy processing equipment that will aide in the creation of 36 jobs at the proposed mechanical soybean crush plant in Massena. The plant will produce premium priced dairy feed (High Bypass Soymeal – HBPSM) and Feed Grade Crude Oil. These products are targeted to dairy, poultry, and hog nutrition in New York, New England and Southeastern Canada.*
- *In November, Building #4 in the Massena Industrial Park, occupied by Curran Renewable Energy, was destroyed in a fire. The 20,000 square foot building was constructed by the IDA in 1999 and was being sold to Curran Renewable Energy through a lease-purchase agreement that started in 2012. IDA staff have had several discussions with Company officials regarding the reconstruction of the facility.*
- *The IDA approved a Sales and Use Tax Exemption as part of a project to acquire and install equipment (an upgrade to the Conveyor/Lift and Carry System) for the Cives Steel Gouverneur Facility. The project is expected to retain 143 jobs as a result of this project.*
- *The IDA-LDC authorized a loan through the Microenterprise Revolving Loan Fund to BH Trailers, a start-up business which is leasing approximately 4,000 square foot space in the Lot 19 Building in the Massena Industrial Park. The project is anticipated to create 5 jobs.*

- *As part of a project to expand capacity, the IDA approved a Sales and Use Tax Exemption for Corning Inc. Canton Plant to aid in the construction and operation of approximately 9,000 square feet of warehouse space. The project is expected to assist with the retention of 249 jobs. A public hearing is scheduled for early 2018 to consider a PILOT agreement for the project.*
- *Kingston Pharma, LLC, a contract manufacturer of pharmaceutical products for both domestic and export markets based in Massena has leased 5,000 square feet of space from the IDA-LDC in the Lot 18 building in the Massena Industrial Park. Other tenants currently utilizing IDA Buildings include: Potsdam Commerce Park: National Coffee, From the Heart Cabinetry, and APC Paper. Canton Industrial Building: Parker Maple Products, LLC Massena Industrial Park: Corbet Material Handling, Fockler Industries, BH Trailers, Inc., Curran Renewable Energy and J&J Lawn Service.*
- *The IDA has been working with the Community Health Center of the North Country as the organization plans its expansion into a facility in the former downtown mall in Ogdensburg. As part of the project, the IDA connected the Health Center with National Grid, which is now providing a \$100,000 grant from its Main Street Revitalization program for the project.*
- *The IDA authorized an agreement with the City of Ogdensburg to help rehabilitate the former Newell Manufacturing facility to bring it back to productive use. In an effort to obtain funding for the project, the City of Ogdensburg recently submitted a Restore NY grant application to New York State listing the IDA as the project developer. The goal is to secure enough funding to renovate the facility and market it for reuse as an industrial facility. The City and IDA entered into an agreement wherein the IDA will provide the bridge financing necessary to complete the renovations for the facility should the Restore NY grant be approved. Once the renovations are complete, the IDA will take over the building and will work to find future tenants or owners for job and tax base development purposes.*
- *Phase I of the J&L Site Remediation Project is near completion. Hazardous material removal and demolition has been completed for 9 of the 11 buildings identified for this Phase. The IDA and County have applied for \$1.7 million in grants for Phase II of the project, which will result in the demolition and abatement of substantially all of the remaining buildings on the former J&L site.*
- *Newton Falls Branch Rail Rehabilitation Project: There are five (5) crossings to be completed in 2018. Currently, the rail is nearly operational and will be completely ready after all of the crossing work is complete. The IDA received notice of a rail grant award in the amount of \$500,213 from the New York State Department of Transportation for improvements on the Benson Corporation property served by the rail line. Staff continue to work with Benson Corporation to develop rail traffic opportunities, as well as with the IDAs located in Jefferson, Lewis, & Franklin Counties to discuss opportunities for marketing the rail to potential users.*
- *Due to a lack of prospects interested in operating or purchasing the brewery as an operating entity, the IDA-LDC authorized an auction to sell off the equipment housed in the space occupied by the former St. Lawrence Brewing Company in the Canton Industrial Building. Proceeds from the auctions will be split between the North Country Alliance, Adirondack Economic Development Corporation and IDA-LDC, less the final legal and auction related costs due to the IDA-LDC as part of the disposition process.*
- *The St. Lawrence County Industrial Development Agency - Civic Development Corporation ("IDA-CDC") issued bonds on behalf of Clarkson University in the amount of \$31 million for refinancing of existing debt and for enhancements to the college's existing campus infrastructure.*

- *Ritter and Paratore Contracting, based in Utica, acquired the Newton Falls Fine Paper property. The company specializes in excavation, site work and demolition. The IDA has expressed interest in redeveloping the property with Ritter and Paratore rather than the company tearing down the buildings. Following discussions with the company, a Priority Project Application was completed by the IDA staff to lay the ground work to seek out funds for redevelopment at the site. Future discussions are expected while the IDA continues to seek resources to redevelop the property and market the site.*
- *IDA staff, along with the Massena Business Development Corporation, met with the new owners of the St. Lawrence Centre Mall and discussed various development opportunities and options for the mall going forward.*
- *A ribbon cutting and open house were held at the newly remodeled Damon Hall Incubator. The IDA has committed \$57,000 and the RVRDA \$93,000 in partnership with Clarkson University for the redevelopment of this facility.*

- *The following loans were paid off over the course of the year:*

| <u>Borrower</u> | <u>Location</u> | <u>Issued</u> | <u>Amount</u> |
|----------------------------|-----------------|---------------|---------------|
| Adirondack Battery & Solar | Parishville | 2011 | \$ 20,000 |
| Atlantic Testing, Ltd. | Canton | 2014 | \$ 400,000 |
| BlastBoss, Inc. | Ogdensburg | 2014 | \$ 67,634 |
| Curran Renewable Energy | Massena | 2011 | \$ 600,000 |
| Hoosier Magnetics, Inc. | Ogdensburg | 2010 | \$ 200,000 |
| Louisville, Town of | Louisville | 2015 | \$ 16,000 |
| Massena Boys & Girls Club | Massena | 2017 | \$ 80,000 |
| OBPA | Ogdensburg | 2012 | \$ 81,000 |
| Riverlane Campground | Oswegatchie | 2010 | \$ 19,750 |
| Sam's Party Tents | Potsdam | 2013 | \$ 20,000 |
| SLC Chamber of Commerce | County | 2015 | \$ 22,000 |

- *During a joint RVRDA/SLCIDA-LDC meeting in June, a total of \$327,185 in funding through the RVRDA's Community Development and Environmental Improvement Program was awarded for the following projects:*

| | |
|---|---|
| Canton, Village of | Award: \$10,000. Restoration of Canton Fountain and upgrade to Canton Village Park |
| Boys & Girls Club of Massena | Award: \$50,000. Expand after school youth development program from part time to full time, add workforce training program |
| Louisville, Town of | Award: \$28,000. Replacing stair lift at Community Center |
| Hermon, Town of | Award: \$15,000. Feasibility study of a spring water bottling plant. |
| Ogdensburg, City of | Award: \$26,235. Phase II ESA pre-demolition asbestos survey, lead analysis, hazardous building assessment of Parcel A to work with potential greenhouse development project |
| Waddington, Town of (Iroquois Horse Trails) | Award: \$15,000. Clear Trail, Parking Area, Drilled Well, Electric & Portable Toilets for horse trail system in Waddington |
| Lisbon, Town of (Beach & Campground) | Award: \$133,075. Expand Lisbon Beach Campground, 15 additional full service RV sites, install electric, sewer and onsite wastewater field |
| Village of Waddington (Clark House) | Award: \$49,275. Renovation of first floor gallery, classroom, bathroom and studio space |

- *In 2014 the IDA successfully applied to the US Dept. of Agriculture’s Rural Development for a \$10,500 Rural Business Enterprise Grant that would help Tri-Town Packing prepare a succession plan and product development feasibility analysis. The award lay dormant until 2017 when the IDA helped the company revise and update the scope of the grant proposal to pair the succession plan with a marketing plan. It is anticipated that the two plans will be created in 2018.*
- *A new Comprehensive Economic Development Strategy (“CEDS”) for the County was developed by the IDA with input and participation from a number of local development partners. The CEDS was approved by the St. Lawrence County Board of Legislators. The updated CEDS incorporates the information and findings from the St. Lawrence County Economic Development Study and other local and regional planning and development documents and initiatives and has been accepted by the US Department of Commerce Economic Development Administration.*
- *The Northern New York Power Proceeds Allocation Board held its first meeting, as its purpose is to boost the St. Lawrence County economy by providing funding to businesses and other enterprises using money from New York Power Authority electricity sales. The Northern New York Power Proceeds Act, which Governor Andrew M. Cuomo signed into law in December 2014, authorizes NYPA to deposit the net earnings from the sale of a block of twenty megawatts of unallocated electricity from the Power Authority’s St. Lawrence-Franklin D. Roosevelt Power Project.*

The power proceeds board is comprised of the following members, appointed by Governor Cuomo: Chairman Patrick Kelly, CEO of the St. Lawrence County Industrial Development Agency; Ian Maxwell, Technical Sales Representative with DeFelsko Corporation, Ogdensburg; Robert McNeil, McNeil Accounting Services, Lisbon; Theresa Phalon, President and CEO of North Country Savings Bank, Canton; and Roger Sharlow, Principal of RJS Consulting, Waddington.

- *As part of the NYPA St. Lawrence County Economic Development Study’s initiatives, the SLCIDA has been actively involved with participation in the agriculture, materials and entrepreneur working groups which include various stakeholders throughout the County. The Entrepreneur Accelerator subcommittee held two small business focus group meetings with 17 business owners, hosted by the IDA.*

The Committee plans to hold additional meetings, which will help to decide what initiatives under local control to explore and implement that will attain the goal of accelerating small business startups and growth in St. Lawrence County. Also, staff met with a group of materials companies operating in the County (Alcoa, Corning, Hoosier Magnetics, and Potters Industries) to discuss the advanced materials initiative recommended by the study.

- *Approximately 20 people attended a forum held by the North Country Regional Economic Development Council Project Committee on June 12th at the offices of the IDA to learn about the opportunities available through the Consolidated Funding Application Process. St. Lawrence County has been more aggressive than any of the other seven counties in the region, receiving project approvals that amount to 30-45% of the total ESD funds awarded through the CFA process.*
- *Consolidated Funding Awards were announced in December. IDA Facilities Manager Richard Williams worked with Heidi Ames of the County Planning Office with the application and notice was received of an award in the amount of \$340,000 for the J&L site demolition project.*

Additionally, IDA staff worked with Arconic to prepare their CFA application, which involves a request for funding to assist with paving improvements to the company’s entry-way. Arconic also received notice they have been awarded CFA grant funding.

- *Since 2012 an IDALDC staff member has served – and continues to serve - as the Executive Director of the SLC Workforce Development Board (WDB). The WDB is responsible for overseeing the management of the One-Stop Career Center in Canton and for the expenditures of about \$930,000 in federal Workforce Innovation and Opportunity (WIOA) funds in the County to help provide a trained workforce to County employers.*

The past year has been especially busy because the WDB’s Executive Director has been responsible for preparing, securing approvals of, and implementing six foundation documents that implement the provisions of WIOA which must be in place to enable the County to continue to receive federal training funds through WIOA.

During the year WDB also began to allocate more of the County’s WIOA funds – the best example of this being the WDB’s action to reserve up to \$47,000 in On-Job-Training money to help Titan Mining Corporation train the people they needed to hire to reopen the Balmat zinc mine.

- *IDA staff attended an annual meeting of the New Economy Conference (part of the Adirondack North County Association), held in September in Massena where more than 15 entrepreneurs shared their experiences, successes and challenges. The topic was titled “Pioneers of the New Economy” and focused on the successes and challenges that exist in the region’s entrepreneurial eco-system and how budding and veteran businesses are navigating them.*
- *At the IDA’s Annual Meeting, the following officers were elected to a one-year term: Brian W. Staples (Chair); Ernest J. LaBaff (Vice-Chair); Lynn Blevins (Secretary), Patrick J. Kelly (CEO) and Kimberly A. Gilbert (CFO). The firm of Silver and Collins was reappointed as General Counsel.*
- *A modification to the current IDA-CDC mission policy was approved by the IDA-CDC board, which will allow greater flexibility for the CDC’s participation in economic development activities.*
- *As part of our Public Authority Law compliance program, we conduct annual policy reviews. In the first quarter the Property Disposition, Investment of Funds, Whistleblower, Code of Ethics, Defense & Indemnification, and Compensation, Reimbursement & Attendance policies were reviewed. Performance documents for 2016 were also reviewed.*
- *Board members approved the 2016 Independent Audit reports in March of 2017. The reports showed no findings. Legislators have been provided the reports electronically. In addition, the reports are available on our website at www.SLCIDA.com.*
- *The SLCIDA also continued aggressive marketing efforts, as follows:*
 - *St. Lawrence County Business Resource Mixers – (March, June, and September). All three events were held at the Best Western University Inn, Canton and were co-sponsored by the IDA. The Mixers were started as a result of the feedback received from the St. Lawrence County Economic Development Study which highlighted a lack of knowledge about resources available for small businesses in the County and a lack of connectivity between the businesses.*

The March event focused on Business and Economic Development Programs and had 103 people in attendance. The topic of the June event focused on Employee Retention and saw 88 people in attendance. The third event highlighted Sales and Marketing Techniques and recorded 76 people in attendance. The platform used for all 3 events helped promote the resources and programs available to local businesses and helped connect the businesses to each other. Feedback from all 3 events indicates an interest in continuing the Mixers, offering additional topics for discussion

- *An Expand to the U.S. Workshop was held in October at the Dobisky Center in Ogdensburg. This event is held every other year and is sponsored by the IDA, OBPA and U.S. Embassy of Ottawa. It mainly features presenters who are also resource representatives from the North Country Region. This year, 35 business officials from 28 different Canadian companies attended the event. Follow up discussions, site visits and tours highlighting available buildings are on-going.*
- *Outreach of select Canadian businesses in Ontario and Quebec to generate interest and possible expansion into St. Lawrence County through trade shows, events, and advertising. This includes a continuation of the digital marketing campaign with Northern New York Newspapers to allow for a broader range of advertising throughout Canada. The goal is to better inform local businesses of our resources, to attract outside businesses to St. Lawrence County, and seek-out alumni and former residents in the area who manage businesses outside the area to bring their business to the County.*
- *Facilitated Quarterly Countywide Economic Developers' Marketing meetings to ensure coordination of marketing efforts, strategic objectives and general operating activities of the local, county and regional developers.*
- *Maintained memberships in Canadian trade organizations 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, Watertown Daily Times, and St. Lawrence County Newspapers.*
- *Sponsored Content articles which featured local businesses highlighting the hidden role the local colleges play supporting economic development in the North Country, local and regional resource partners who work collectively to offer programs and bring financing packages to local businesses, business planning and financial services available in the County and events and activities relating to development initiatives in the County.*
- *The IDA was awarded a grant in the amount of \$10,000 from the National Grid Cooperative Business Recruitment Program for website redesign work. This work will include making the site a more robust business attraction platform for attracting firms and promoting the County.*
- *The St. Lawrence County IDA continues to partner with the Fort Drum Regional Liaison Organization, DANC, the Jefferson County Local Development Corporation and the Lewis County Office of Economic Development in the regional 'Drum Country Business' marketing initiative. The group has used funds provided by each member, and supplemented by National Grid, to collectively purchase and produce marketing lists, promotional materials, a shared website and outbound lead generation services for the region.*
- *OCO Global, head quartered in Belfast, Ireland, was hired as a result of the RFP sent out by the New York Power Authority to locate a Global Search Recruitment Firm to help attract more businesses and industry to St. Lawrence County. To initiate the global search recruitment process, IDA and NYPA staff met with representatives from OCO Global who visited the County over the last few months and provided tours to introduce them to the facilities and resources available in the County.*

The IDA participated in attended meetings in Quebec in December with prospect companies which were set up through OCO Global and continues to work with OCO and NYPA providing information and follow-up materials for these and other contacts being initiated through the global search process.

○ *Sponsorship, coordination and/or attendance at trade shows/events, including:*

- *Select USA (Washington, DC)*
 - *EpTech (Montreal & Ottawa)*
 - *Adirondack Day (Albany)*
 - *Women's Business Bootcamp (SUNY Canton)*
 - *North Country Symposium (SLU)*
 - *EASTEC (Massachusetts)*
 - *Accelerate Ottawa (Tech Conference)*
 - *CANSEC (Ottawa)*
 - *CANECT (Mississauga)*
 - *Economic Fusion (SUNY Potsdam)*
 - *Home, Garden and Business Expo (Potsdam)*
 - *Select USA-Canada Manufacturing Forum (Toronto)*
 - *Adirondack Park Local Governance Conf (Lake Placid)*
 - *Canadian Manufacturing Technology Show (Toronto)*
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ST. LAWRENCE COUNTY
INDUSTRIAL DEVELOPMENT AGENCY

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2018 Marketing Activities



ST. LAWRENCE COUNTY
INDUSTRIAL DEVELOPMENT AGENCY

Summary

In 2018, the St. Lawrence County Industrial Development Agency will continue to promote St. Lawrence County as a business investment destination to our targeted geographies and industry sectors. The Agency will undertake activities and action steps highlighted in the 2017 St. Lawrence County Comprehensive Economic Development Strategy (“CEDS”).

As highlighted in the CEDS, Developers will focus their efforts and resources on finding entrepreneurs and businesses located outside the County and help them start new businesses in or import their businesses to the County, who exhibit one or more of the following characteristics:

- a. They are primary industries, i.e., their products and services will be primarily sold to customers largely located outside the County.
- b. They will add value to the County's existing physical resources and/or capitalize on the existing workforce in the County.
- c. They will provide products or services that support primary (trade-able sector) enterprises located in the County.
- d. Their products and services will give County residents a locally-produced or delivered choice.

The resources to reach these outside individuals and enterprises are limited by cost and staff time available to commit on the sustained basis necessary to reach all, or even most, potential markets. In this strategy, available local resources will be focused on the highest probability, and most cost effective, outreach efforts. This includes the IDA managing its own series of promotional and sales activities and, especially, supplementing these efforts by partnering with the New York Power Authority on the global search initiative.

The 2018 marketing plan for the Agency will also include efforts to advance the “Research Agenda” outlined in the County’s CEDS. For example, exploring such questions as the destinations of “round” wood harvested in but exported from the County and whether and how turning such an exported resource into value-added products in the County could give an enterprise a competitive advantage by locating here.

As it has historically, the Agency will highlight our border location, available power assets, and the collaboration opportunities with our local colleges and universities. We will undertake initiatives to target alumni of the colleges in specific industry sectors who might be enticed to return to the area either as entrepreneurs or as decision-makers with current companies.

There are a number of former industrial properties which will be promoted for economic development re-use throughout the year as well, including the Newell Manufacturing Facility in Ogdensburg, the Newton Falls Paper Mill, the former Sunopta facility in Heuvelton, the excess Alcoa and Arconic sites and buildings in Massena. While currently closed or underutilized, the availability of these sites, each of which still have key industrial infrastructure in place, is key to the County’s redevelopment efforts.

Assets, Strengths & Value Proposition



Strategic Location:

Access to U.S., Canadian and World Markets

Power, Land, Water and Natural Resources

Available, Affordable Sites and Buildings

Productive and Capable Workforce

Educational Resources and Collaboration Opportunities

Aggressive Tax, Training, Financial and Energy Incentives

Air, Rail, Port and Road Transportation Systems

Focus Areas

- NYPA Global Search Initiative/Power Allocated for Use in St. Lawrence County
- Canada
- College-Based Outreach
- Upgrading Web and Technology-Based Tools
- Coordinated Regional Outreach
- Research Agenda
- Come Back Here/Come Here Initiative

Schedule of Activities

The IDA will carry out specific marketing activities as outlined in the pages that follow which serve to further its 2018 objectives. In addition, our efforts consist of many supporting activities that are performed on an ongoing basis throughout the year. These include:

- Collaboration with local partners on tradeshows and site visits
- Coordination with local, regional and State partners on lead fulfillment
- Participation in local and regional marketing efforts and initiatives
- Service on various local, regional and State boards and committees
- Membership in strategic organizations; participation in events and seminars
- Investigation of improved ways to outreach existing businesses and entrepreneurs
- Maintaining awareness of issues that impact economic development in County

First Quarter: *January, February, March*

- **Review marketing plan and finalize participation in tradeshows and other promotional events/activities**
- **Finalize promotional materials for the marketing of the former Newell Building in Ogdensburg to prospective companies**
- **Partner with New York Power Authority and OCO Global to follow up with prospects identified in global search campaign**
- **Design and print collateral materials and order promotional materials for tradeshow distribution**
- **Initiate process for revamping slcida.com and other supporting websites, focusing on resources and tools for promoting sites, power resources, workforce and incentives**
- **Utilize the new contact management database for managing outreach plan and ongoing company contact with local and prospective firms**
- **Strategic media placement and e-marketing highlighting attendance at upcoming tradeshows (magazines, show guides, advertising)**
- **Print Advertising: North Country This Week Progress Edition and Northern New York Newspapers Business Outlook**
- **Local Event: St. Lawrence County Business Resource Mixer/Business Roundtable**
- **Local Event: Women's Business Bootcamp, SBDC at SUNY Canton**

Second Quarter: April, May, June

- **Outreach (e-marketing, college alumni) highlighting attendance at upcoming tradeshows**
- **Direct Mailing: Power – Montreal and Toronto Audiences**
- **Direct Mailing: Power, target sectors that correlate with upcoming tradeshows**
- **Tradeshow: Attend the EpTech Show (Canada), (Montreal 4/24; Ottawa 4/26)**
- **Tradeshow: Exhibit at CANECT Show (Canada), (Mississauga 5/8 – 5/10)**
- **Tradeshow: Exhibit at MMTS Show (Canada), (Montreal 5/14 - 5/16)**
- **Local Event: The Home, Garden and Business Expo, (Potsdam 5/18 – 5/19)**
- **Tradeshow: Attend the CANSEC (Canada), (Ottawa 5/30-5/31)**
- **Local Event: North Country Symposium, St. Lawrence University**
- **Print Advertising: Sites and Buildings**
- **Print Advertising: Toronto area and PackEx Shows Guide**
- **Print Advertising: North Country This Week Visitor's Guide**
- **Print Advertising: NNY Newspapers Vacation Guide**
- **Tradeshow: Exhibit at Select USA, Washington D.C., (6/20-6/22)**
- **Local Event: St. Lawrence County Business Resource Mixer/Business Roundtable**

Third and Fourth Quarters: *July - December*

- **Digital Ad Campaign: Marketing to former residents returning to the area for the summer**
- **Print Advertising: Target out-of-town individuals visiting for the summer**
- **Facilitate local developers meeting**
- **Direct Mailing: POWER – for upcoming tradeshow & collaboration with colleges and universities to target alumni returning for campus events**
- **Social Media: Facebook outreach to identify potential alumni returning for campus events**
- **Local Event: Economic Fusion - SUNY Potsdam**
- **Tradeshow: Exhibit at Salon de Industrial Show (Canada), (Quebec 10/02-10/04)**
- **Tradeshow: Attend the EpTech Canada Show (Canada), (Mississauga 10/02)**
- **Tradeshow: Attend the PackEx Show (Canada), (Montreal 11/14-11/15)**
- **Local Event: Matchmaker Event, SBDC at SUNY Canton**
- **Local Event: St. Lawrence County Business Resource Mixer/Business Roundtable**
- **Digital Ad Campaign: Marketing to former residents returning to the area for the holidays**