

St. Lawrence County Economic Development Study

December 2015



**NY Power
Authority**

A Vision for St. Lawrence County

St. Lawrence County will be a leader among rural counties for healthy, diversified, and sustainable economic development. We will create a strong economy with vibrant small business growth, increased tourism and recreation, re-purposed manufacturing, and sustainable and diversified agriculture, capitalizing on our current strengths, assets, and attributes. The results will be jobs, opportunities, and growth for our community.

The St. Lawrence County Economic Development Study Advisory Board

Contents

Executive Summary.....	2
1. Background.....	4
Context and Summary of Diagnostic Findings.....	5
Selection and Prioritization Methodology.....	9
2. An Economic Development Blueprint for St. Lawrence County.....	11
Vision and Portfolio of Economic Development Strategies.....	11
Impact Potential	13
Investment Required and Sources of Funds.....	15
3. Next Steps	16
Governance	16
Long-term Implementation Milestones	17
Appendix: Supporting Materials	19

Cover photos Left to Right: North Country Dairy in North Lawrence; Massena neighborhood; boaters at Whittaker Park, Waddington, New York.

Executive Summary

This Study, commissioned by the New York Power Authority (NYPA), sets out a five-year economic development strategy for St. Lawrence County. NYPA has a long-standing commitment to the County—particularly the river communities of Louisville, Massena, and Waddington—to ensure continued economic development and best use of the many assets in the region. NYPA funded this study as part of its commitment under the first 10-year review of the Relicensing Settlement Agreement.

St. Lawrence County has faced challenging times over the past five years. It has trailed peers and the state on many macroeconomic indicators, including annual employment, gross domestic product growth, and poverty rates. Industry is concentrated in non-tradable sectors like government and healthcare, with above-average vacancy rates on main streets. The agricultural sector is highly dependent on volatile dairy prices, and the area's manufacturing sector has experienced a significant decline.

The time for economic renewal is now. Despite recent challenges, St. Lawrence County has many assets—particularly its abundant and low-cost power, water, and land; high-caliber universities; and natural beauty—all of which can serve as a base on which to build economic success in the years ahead. Add in the many supportive trends (e.g., technological advances in manufacturing, heightened value of ample water for agriculture) and an unprecedented level of commitment from the Governor's office for upstate

revitalization, and St. Lawrence County has a unique opportunity to reshape its economic future.

Through an economic development study blueprint composed of a portfolio of mutually supportive strategies emphasizing vibrant small business growth, increased tourism and recreation, re-focused manufacturing, and sustainable and diversified agriculture, St. Lawrence County could create 1,000 to 1,900 new jobs and \$105 million to \$190 million in annual incremental GDP by 2020 and become a leader among rural counties in the region for healthy, diversified, and sustainable economic development.

- **Accelerating Agriculture and Agri-business:** Through diversification and increased productivity, both within and beyond the dairy business, the agricultural sector could add 225 to 465 jobs over the next five years, and grow GDP up to \$60 million in 2020. The signature initiative, which centers on greenhouse attraction, could create more than 200 jobs and grow GDP by close to \$18 million in 2020.
- **Renew Manufacturing:** With initiatives to attract new firms, develop the existing St. Lawrence County workforce, and build an innovation collaboration fund, the manufacturing sector could create 230 to 580 jobs over the next five years, and grow GDP by close to \$80 million in 2020. The signature initiative, enhanced firm attraction, could create more than 300 jobs and grow GDP by close to \$35 million in 2020.



Left to Right: North Country Dairy in North Lawrence; New York raised cow.

- **Expand Rural Small Business:** By scaling existing growth-oriented businesses, helping residents start new small businesses, and adding entrepreneurial K-20 education curricula, small business could create more than 600 new jobs over the next five years and grow GDP by at least \$28 million by 2020. The signature initiative, the Entrepreneur Accelerator, could create up to 150 new jobs and grow GDP by close to \$7 million by 2020.

- **Revitalize Communities, Tourism, and Mindset:** Revitalization and tourism could rebuild main streets and accelerate efforts to attract tourists, create more than 200 jobs over five years and grow GDP by more than \$25 million by 2020.

This portfolio of strategies requires substantial resources for implementation, as much as \$300-400 million over five years. The great majority of this will be private investments and performance-based tax and other investment incentives, though other public resources will also play an important implementation role. The amount of public funds required (not including investment incentives) will vary considerably depending on the pace of execution, prioritization, and final design of the strategies, though could be as much as \$30-40 million. St. Lawrence County currently has access to local public sources of funds, but they are fragmented, typically have mandated functions, and are difficult for the average County resident to access. In general, funds are administered by a number of investment attraction and economic development agencies (EDAs) currently operating in St. Lawrence County.

The effort must be collective and focused. In the past, St. Lawrence County has spread its resources thinly among competing projects and across a host of strategies among its many towns and villages. To make the best use of these resources in the future, County leaders should come together to implement a connected set of economic development strategies and initiatives that can generate renewal in St. Lawrence County's economy. There is an opportunity to streamline funding sources and enhance current EDA capabilities, both for investment attraction and broader delivery of economic development work. Building on these existing funds and obtaining additional funding through regional and state processes, there is the potential for sufficient money available to St. Lawrence County for the public costs of implementation.



Apprentice job-shadowing at Alcoa switchyard.

This study is organized into the following chapters:

- **Chapter 1** provides the background and objectives of the study, a description of the stakeholder- focused strategy development processes, a summary of the diagnostic findings and the approach to prioritization and selection of the final proposed strategies.
- **Chapter 2** introduces an economic development blueprint with a vision for the County and the four strategies tailored to the County's assets and opportunities. These mutually reinforcing strategies will accelerate growth in two prioritized sectors: agriculture and manufacturing. They are also underpinned by cross-cutting enablers focused on fostering small business, and main street businesses, as well as revitalization of tourism.
- **Chapter 3** provides guidance on how to implement the plan. This includes the overarching structures required to create the appropriate capacity and capabilities to ensure successful execution.
- **Appendix** contains a glossary, methodologies, summary of stakeholder outreach and catalogue of potential public funding sources.

1. Background

This document charts an exciting path for St. Lawrence County's economic growth and development. It is based on a detailed examination of the region's current performance and potential, and was developed with substantial engagement and input from local stakeholders. This study was developed in two phases: a "diagnostic" research phase to establish a common fact base and preliminary set of strategies, followed by a detailed "design" phase to fine-tune the priority strategies and then craft proposed initiatives and clear, actionable plans.

The diagnostic findings substantiated that the County has faced difficult circumstances in recent years (e.g., declines in manufacturing, low GDP growth), but that it also has strong assets that can provide the foundation for vigorous economic development in the years ahead. Critical assets in the County include abundant, low-cost land and power, core industries in manufacturing and agriculture, a concentration of higher education institutions, and abundant natural assets for outdoor activities and recreation.

Given a variety of trends supportive of rural renewal (e.g., technological advances supporting manufacturing growth, changing consumer preferences and appreciation for local produce, etc.) and an unprecedented level of commitment from the Governor's office to upstate revitalization, St. Lawrence County has a unique opportunity to reshape its economic future.

Study objectives

For many years, NYPA has been, and continues to be, committed to supporting economic development and creating jobs across the North Country, specifically in St. Lawrence County and the river communities.



Tern habitat improvement.



Clarkson University, Potsdam, New York.

NYPA is delivering on its commitment to the St. Lawrence Local Government Taskforce to support the creation of economic development strategies and a draft economic development business plan for St. Lawrence County.

The study's objective was to outline a transformational economic development blueprint that could have a significant regional impact on the St. Lawrence County economy and meaningful return on investment of public and private funds in the County.

How the study was developed

The study was conducted from March to July 2015. The work was comprised of two main phases:

- **Diagnostic:** Collection and review of existing studies and data; face-to-face stakeholder engagement; expert interviews; best-practice and external research; quantitative analysis and fact-based development.
- **Design:** Strategy and initiative development, including creation of strategy-specific design working groups, further expert interviews and stakeholder conversations, case study, best practice research, and preliminary modeling.

The principles and best practices that governed the study work plan included:

- **Locally owned:** Engagement with community stakeholders, including respected local leadership; initiative co-development to ensure community support.

- **Data-driven:** Development of an analytical fact base to create a common understanding of the opportunities and challenges.
- **Principles-based:** Development and deployment of clear criteria for investment decisions—to both endorse and de-prioritize strategies and initiatives.
- **Aspirational:** Ideas and targets should be bold and transformational—and accompanied by clear and ambitious impact targets—to raise aspirations and make evident the scale of change possible.

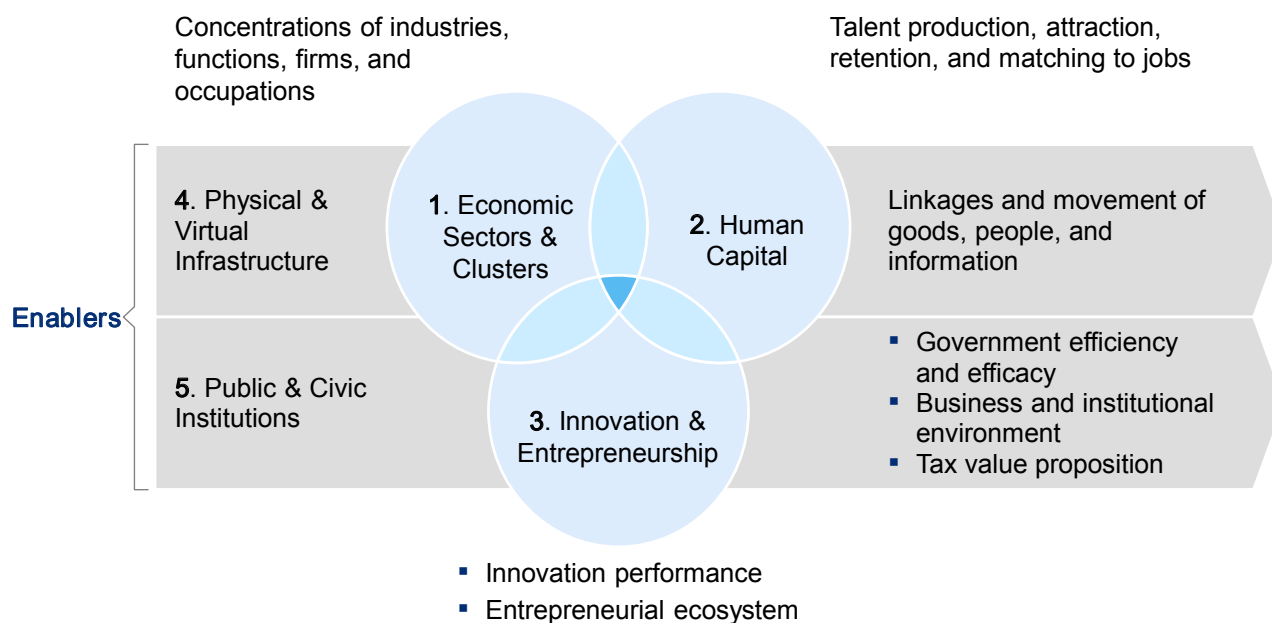
The design of project leadership and advisory groups, as well as the stakeholder management processes, ensured extensive local interaction and input, and the incorporation of the collective expertise in the County. At the outset of the study, an Advisory Board was convened that provided critical input throughout the duration of the effort. The Advisory Board consisted of 20 County leaders, representing a cross-section of government, business, and higher-education leaders (see Appendix for complete list of participants). In addition to five working sessions with the Board during the study, the group provided subject matter experts for “design teams” who offered input, along with other County experts, to initiative design. Additionally, over the course of the study, one-on-one meetings were held with a broad representation of the area’s communities and leadership. All in all, more than 130 unique stakeholders were engaged in more than 300 interactions over the four months of the

study. This helped ensure that local insight shaped the proposed strategies, and provided a strong basis for stakeholder support and momentum going forward.

Context and Summary of Diagnostic Findings

A detailed diagnostic was conducted to assess the current state and recent trends of St. Lawrence County’s strengths, assets and opportunities. Diagnostic research included analysis through five market “lenses”: 1. Economic sectors and clusters, 2. Human capital, 3. Innovation and entrepreneurship, 4. Physical and virtual infrastructure, and 5. Public and civic institutions (see Exhibit 1, below). Sectors refer to defined business segments of an economy, such as agriculture, health care or retail trade. Clusters are geographic concentrations of interconnected businesses, suppliers, and associated institutions in a particular field. Human capital is the capabilities of a work force. Innovation and entrepreneurship are indicators of an economy’s ability to exploit changes as opportunities for growth. These three drivers (sectors, human capital and innovation) are related but separate and each has an impact on economic growth. The remaining two drivers, physical and virtual infrastructure and public and civic institutions, are cross-cutting enablers that affect the other drivers and economic growth. This analysis was supplemented with a review of 20 peer counties and relevant cross-cutting trends. This integrated diagnostic provided a fact base for understanding the context and needs of the County.

EXHIBIT 1: FIVE LENSES TO ASSESS THE COUNTY ECONOMY



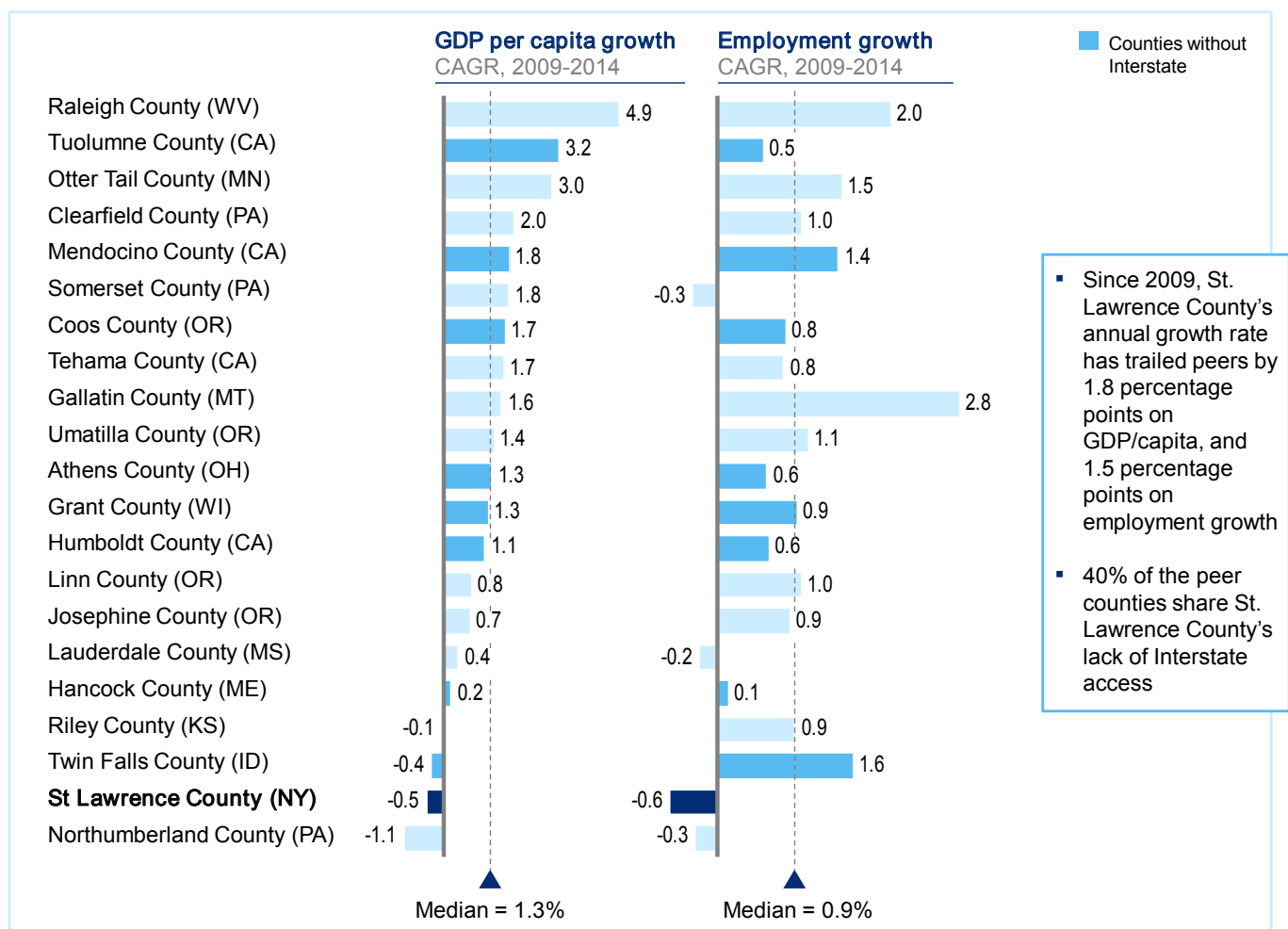
St. Lawrence County has endured tough times over the past several decades. A perfect storm of lower-than-average population density, productivity, and education; concentration of economic activity in non-tradable sectors like government and healthcare; and underutilization of plentiful physical assets has left St. Lawrence trailing regional and national peer counties as they recover from the Great Recession.

To evaluate St. Lawrence County's recent economic performance, a group of 20 U.S. counties was chosen that most

resemble the County. This peer group was identified using several criteria including size and industry metrics (e.g., total GDP, GDP growth rate, population, employment, physical area, industry concentration, etc.) as well as low urban influence. The peer group members, which include counties from virtually all sections of the country, are listed below.

The metrics of St. Lawrence County's economic recovery since 2009 were significantly lower than the median of peers on GDP growth from 2009-14, and on employment growth—as shown below.

EXHIBIT 2: ECONOMIC PERFORMANCE OF ST. LAWRENCE COUNTY VERSUS PEERS¹



Source: Moody's Analytics

¹ Peer selection started with all 3,085 US counties, then prioritized based on similarity to St. Lawrence County based on factors such as GDP per capita, population, area, industry mix, and distance from urban areas. Peer group was comprised of 20 counties.

While St. Lawrence County's economy has struggled, some of its peer counties (which started in similar situations in 2009) were more successful economically. The historical performance of these peer counties shows it is possible to change the trajectory of economic development. Top-performing peers had a clear economic development strategy linked to their assets, including taking advantage of tourist attractions and universities.

St. Lawrence County has a clear set of assets upon which it can build. It is rich in low-cost agricultural land and plentiful water supplies, at a time when many food-producing areas are undergoing water stress and urban pressures. Abundant low-cost, clean power is available for industry from the St. Lawrence-FDR Power Project. St. Lawrence is highly unusual for a county of its size in boasting five colleges and universities that specialize in complementary areas, providing ample supplies of talent, and supporting research

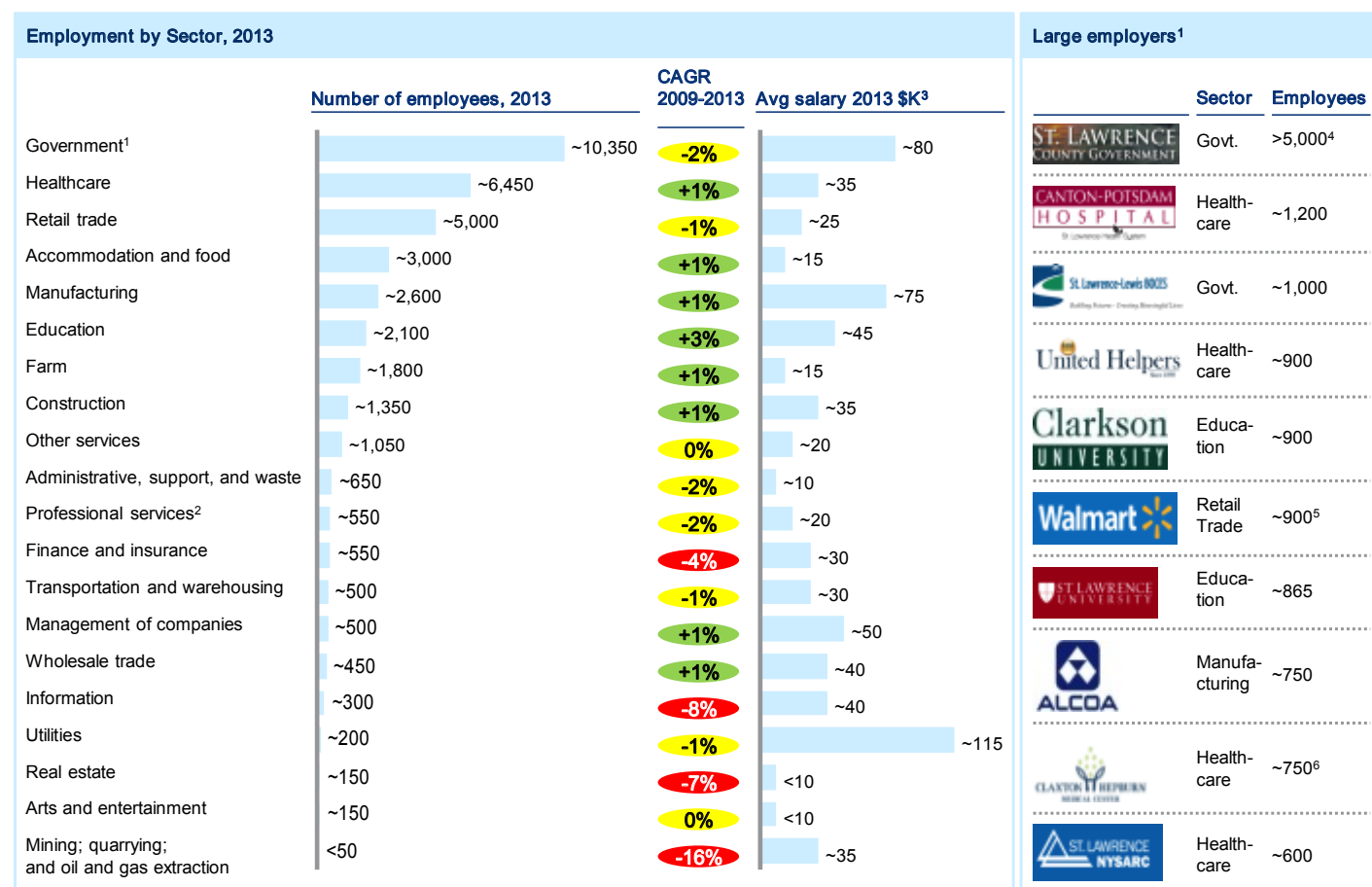
and entrepreneurial activity in the region. Moreover, the natural beauty of the region across all seasons is a draw for residents and visitors alike.

Below are additional details on the diagnostic results, organized along the five market lenses. This information was critical for the development of the strategies and initiatives for economic development in St. Lawrence County.

Economic sectors and clusters

More than 40 percent (and growing) of GDP and employment in St. Lawrence County is in non-tradable sectors that serve the local population, such as government and health care. Government (including public schools) alone represents more than 25 percent of the local economy. Majority tradable sectors like manufacturing and wholesale trade, on the other hand, have undergone significant job losses, and growth expectations are flat.

EXHIBIT 3: ST. LAWRENCE COUNTY EMPLOYMENT



1 As per St. Lawrence County profile, 2011

3 Total earnings divided by total employment

5 Estimated based on assumption of ~300 employees per supercenter

2 Includes consulting, advertising, IT

4 Includes K12 Education

6 As per LinkedIn

Source: US Census Bureau Decennial Census, American Community Survey, Moody's Analytics, St. Lawrence County profile

Human capital

Since 1990, the labor force has modestly contracted, with employment in manufacturing halving while increasing three-fold in health care. Talent to fill skilled mid-level roles (e.g., technician with computer and soft skills) is in shortest supply. This is partially due to recent substantial funding reductions to workforce development efforts, which face difficulties reaching scale for in-person training due to the County's dispersed population. While higher education institutions and Fort Drum are talent importers in the region, interviews suggest high-end professionals such as doctors or engineers are difficult to attract, particularly individuals without existing connections to the North Country.

Higher education is a critical and core cluster that is outsized for the scale of the County. This means the institutions in the County produce more graduates than needed in many areas—particularly in education, management, and finance—but are addressing some key industry gaps (e.g., agricultural and hospitality management). Despite this, workforce educational attainment is lower than for New York State, as a whole, and middle of the pack for North Country counties, with only half the population completing at least some college.

Given the trajectory of the County over the years, there is also a need to address perceptions and outlook. As with many regions that have experienced prolonged periods of economic hardship, interviews revealed that the mindset of some residents will need to be reframed to restore confidence and become willing to invest in the future.

Innovation and entrepreneurship

St. Lawrence County has experienced net business losses over the last five years, with over 30 percent more businesses closing than opening across all sectors, and the number of per capita small businesses with 10 or fewer employees lagging behind regional best in class by approximately 20 percent. Small-business loan volume and growth, another indicator of small-business health, is negligible compared to statewide figures.²

Key elements of the entrepreneurial ecosystem, including support for existing growth entrepreneurs (including coaching and mentorship), rich entrepreneurial networks, easily accessible shared support services, and fostering of an entrepreneurial culture and talent pipeline, are missing or weak. This substantially limits the potential for small business to achieve scale. Additionally, despite the presence of universities, innovation levels are substan-



Students at SUNY Canton in Canton, New York.

dard. St. Lawrence County is 43rd out of 62 counties in the state in patent production, producing half of the patents of neighboring Jefferson County. Services that support entrepreneurs and support innovation need to be expanded.

Fortunately, the County has a variety of assets to support small business and entrepreneurship, including centers at universities (Reh Center and Shipley Center at Clarkson; Small Business Development Center at SUNY Canton), a variety of County and regional micro-lending funds, and State programs (e.g., Start-Up NY).

Physical and virtual infrastructure

Natural assets are plentiful and available at low cost: The County has hundreds of thousands of acres of farmland and timberland, land prices less than half of surrounding regions, affordable water with low current and projected stress and power prices lower than all nearby regions except Quebec. Plentiful water features, fishing locations and other natural open areas are a competitive advantage, as highlighted by the selection of the County to host the Bassmaster Elite Series twice in the last two years.

Analytics and benchmarks highlight transportation in the County as a challenge, with most towns more than 50 miles from the nearest four-lane U.S. highway. In local interviews, transportation infrastructure was not raised as a decisive issue when making site or production decisions; however, it may emerge as more critical when engaging with large potential external investors depending on their industry.

Public and civic institutions

² U.S. Federal Financial Institutions Examination Council (FFIEC): Community Reinvestment Act (CRA)

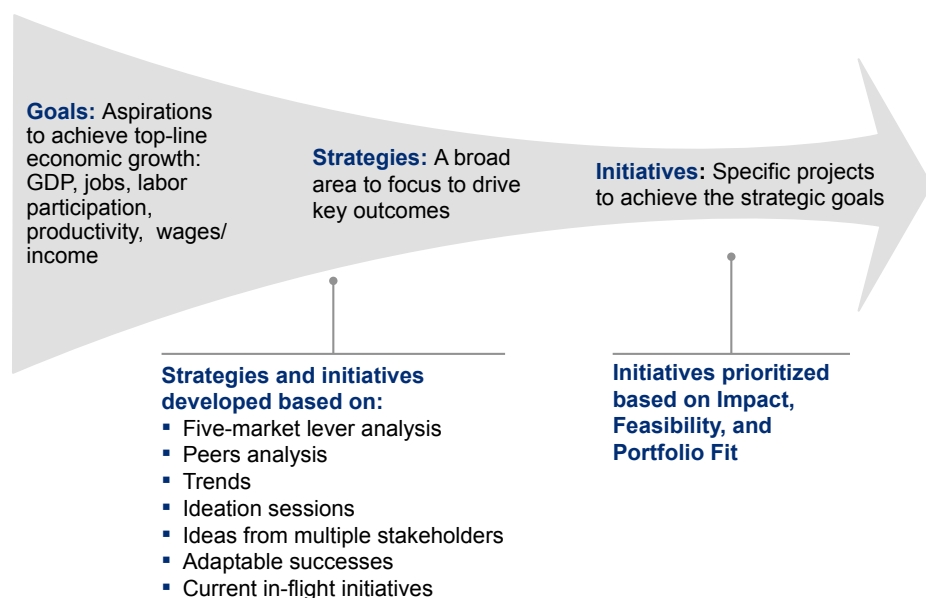
The County has been effective at securing ongoing funding support from a number of sources at the federal, state, and county levels. Many of those sources have restrictive mandates, however. Furthermore, there are three dedicated economic development agencies in the County (the St. Lawrence County Industrial Development Agency, the Development Authority of the North Country (DANC), and the Ogdensburg Bridge and Port Authority (OBPA), with more than a dozen other entities providing some economic development services. While this shows a commitment to economic development, at the same time it creates significant challenges for coordination of programs and mobilization of resources and talent. St. Lawrence County is the largest county by area in New York State, but it does not have one single population center. There are five population centers (Canton, Gouverneur, Massena, Ogdensburg and Potsdam) in the county that have more than 4,000 residents—but they are spread out geographically. This is a driver for the number of agencies, but there is also an acknowledged need for continued and enhanced cooperation and coordination. The county also has relatively high levels of government per resident, which provides local access to decision makers but also creates challenges of duplication, coordination, and scale.

implemented to identify and prioritize the highest potential strategies and initiatives (see Exhibit 4).

Selection and Prioritization Methodology

An iterative and interactive process combining detailed data collection and analysis, stakeholders and expert engagement, and applying a systematic evaluation “funnel” was

EXHIBIT 4: STRATEGY AND INITIATIVE SELECTION FUNNEL



While employment and GDP growth numbers are the most visible indicators of economic turnaround, additional metrics contributed to guiding evaluation of strategies for inclusion in the blueprint. A large number of potential initiatives to implement as part of the strategies were assessed using the following criteria:

Impact

- Job creation: Growth or preservation of good jobs in target sectors
- Economic expansion: Wage growth, productivity improvement, and/or export expansion
- Equity and inclusion: Reaching hard-to-employ and disadvantaged populations, reducing poverty and increasing access to services
- Quality of life: Improving the well-being and amenities for local communities

Feasibility

- Sustainability: Built on real assets and competitive advantages, resilient to external trends, reinforcing other priority initiatives and strategies
- Alignment: Synergies with local, regional, and state priorities, programs, and funding sources; existing local execution capacity and ownership

Portfolio fit

- Timing and risk: Appropriate mix of short-term wins and longer-term investments, as well as mix of “safer” vs. more ambitious investments
- Visibility: Initiatives that might receive public attention, raise awareness and prestige for the region, increase local excitement, and energy, and change existing mindsets
- Impact in Massena, Waddington, and Louisville: overall portfolio has a material, positive impact on river communities



Left to Right: North Country Dairy; boating at Whittaker Park, Waddington, New York.

2. An Economic Development Blueprint for St. Lawrence County

A mutually reinforcing set of strategies was identified, comprised of two sector-specific plays (in agriculture and manufacturing), combined with two cross-cutting investments in small business and revitalization. The collective impact of these strategies is estimated to be the creation of 1,000 to 1,900 new jobs by 2020, close to \$200 million in annual incremental GDP at growth rates at or above the top performers in the State.

Beyond the numbers, St. Lawrence County would have high-performing sectors driven by leading technologies and consumer preferences; greater levels of entrepreneurship and new business creation; vibrant Main Streets and

tourist activity; and an overall culture change of positive growth and momentum and renewed sense of pride among long-time residents, newcomers and visitors.

Vision and Portfolio of Economic Development Strategies

Four mutually reinforcing strategies emerged that best satisfied the criteria and charted a course for St. Lawrence County. They were designed to build upon the County's assets, factor in economic and technology trends, and align with regional and State priorities. Each stands alone in its fit and potential impact on jobs and GDP, yet collectively they reinforce one another such that the whole is greater than the sum of its parts. The signature initiatives are the most compelling and high-impact opportunities. Along with the other initiatives in the strategies, they are designed to complement existing activities taking place in the region.

EXHIBIT 5: ECONOMIC DEVELOPMENT PORTFOLIO OF STRATEGIES



Below is a brief summary of the strategies and signature initiatives (in-depth descriptions are included later in the document), followed by the aggregate impact on jobs and GDP, funding requirements and sources and a high-level timeline.

Accelerate agriculture and agri-business

Vision: Achieve full potential as a producer of high-value agricultural products by diversifying into high-value outputs, including covered horticulture; improving dairy productivity to become the leading dairy producer in the Northeast; and creating markets through the pursuit of dairy-processing facilities and mechanisms to match supply of local crops with regional demand.

Signature Initiative: Build a greenhouse cluster by identifying and attracting investors to construct commercial-scale greenhouse facilities in St. Lawrence County capable of year-round operations.

Reenergize advanced materials manufacturing

Vision: Build and grow a targeted advanced materials manufacturing cluster linked to county, regional, and Canadian markets by leveraging St. Lawrence County's manufacturing base, engineering expertise, and natural assets to reverse employment decline, grow existing businesses, boost productivity, and train advanced manufacturing talent. Advanced manufacturing involves both new ways to manufacture existing products, and the manufacture of new products with new advanced technologies—across engineering materials (e.g., metals, ceramic and glasses, polymers and elastomers, and composites).

Signature Initiative: Aggressively attract advanced materials companies through a focused and sustained campaign, defined roles for each player in the ecosystem, and customer and performance data analytics.

Expand small business

Vision: Build a powerful entrepreneurial ecosystem that generates economic and job growth through scaling small businesses and increasing business formation by investing in entrepreneurs and the supports and culture they need to succeed.

Signature Initiative: An Entrepreneur Accelerator, which will provide a comprehensive support program for high-potential entrepreneurs who want to grow their businesses, and in the process help create the best environment in rural upstate New York for growing businesses. This support program will include training, coaching and mentoring, and networking with other entrepreneurs.

Revitalize communities, tourism, mindsets

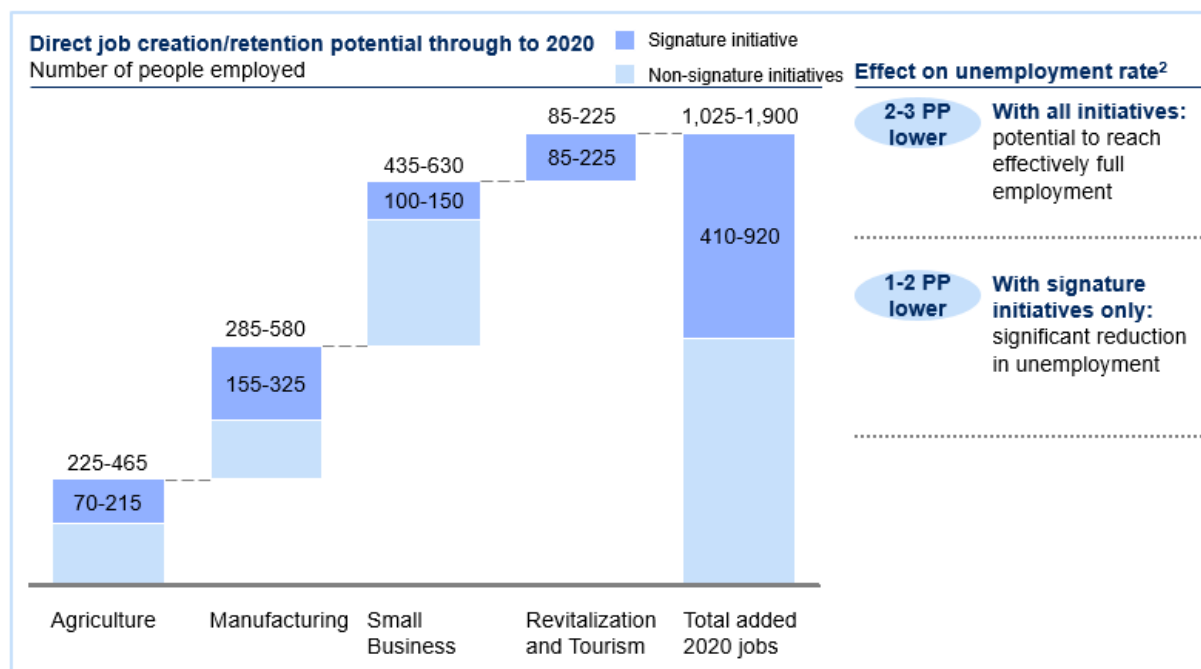
Vision: Build on the County's many natural and cultural assets to make it an even better place to live and visit, with increased coordination to improve Main Streets and attract visitors, while creating vibrant communities for residents.

Signature Initiative: A \$10 million St. Lawrence County Revitalization Fund, which would provide grants and loans to improve Main Streets, facilities, events and marketing.



Governor's 2015 BassMaster Challenge held at St. Lawrence-FDR Power Project.

EXHIBIT 6: BOTTOM-UP SIZING OF DIRECT JOBS



¹ Includes a 40% across-the-board discount to account for feasibility and overlap concerns; Does not include indirect or induced jobs created.

² Used Moody's Analytics for projected employment business as usual

Impact Potential

By pursuing the strategies broadly outlined above, St. Lawrence County can materially and positively impact employment and GDP growth. By closing the gap to best in class in several areas, like tourism spending or dairy productivity, and attracting new firms to establish commercial-scale greenhouses or additive manufacturing facilities, by 2020, St. Lawrence County could create between 1,025 to 1,900 direct jobs and increase GDP by \$105 to \$190 million. If indirect and induced jobs are included, the employment impact would increase by 250 to 500 jobs, for a total of 1,300 to 2,400.³

Job growth

The County is projected to gain approximately 2,700 jobs between 2015 and 2020 (from 39,900 current employment up to 42,600, with no strategic interventions).⁴

- With all initiatives implemented, the strategies and initiatives described in this Study could create an additional 1,025 to 1,900 direct jobs above 2020 projections. This would result in total employment in the

County of 44,300 to 45,800 jobs by 2020, which would imply an average compound annual growth rate (CAGR) of 2.1 percent to 2.8 percent. The absolute number of jobs would be 2.4 percent to 4.4 percent above 2020 projections (in the absence of any intervention). As a result, the unemployment rate in 2020 is estimated to be 2 percent to 3 percent lower than with no intervention.⁵

- Should St. Lawrence County choose to focus only on each strategy's signature initiative, the portfolio of strategies outlined in this Study could create 410 to 920 direct jobs by 2020.

³ Figures include a 40 percent reduction in impact for execution risks and overlap.

⁴ Based on projections from Moody's Analytics. Moody's employment numbers are lower than those reported by the NY Department of Labor and the U.S. Bureau of Economic Analysis due to a difference in survey methods and types of workers included.

⁵ Assuming labor force participation rate in 2020 is the same as it would otherwise be with no intervention, regardless of number of jobs created.

GDP growth

- Based on GDP growth rate projections⁶, St. Lawrence County is projected to gain about \$330 million in real annual GDP⁷ between 2015 and 2020 (from around \$3.52 billion to \$3.85 billion), corresponding to a CAGR of 1.8 percent. This growth rate is similar to the North Country average of 1.76 percent projected from 2015 to 2020, but lower than the State average of 2 percent.⁸
- By 2020, the portfolio of strategies outlined in this Study could grow GDP by an additional \$105 to \$190 million, to reach \$3.96 to \$4.04 billion. This would increase St. Lawrence County's average annual GDP growth rate to

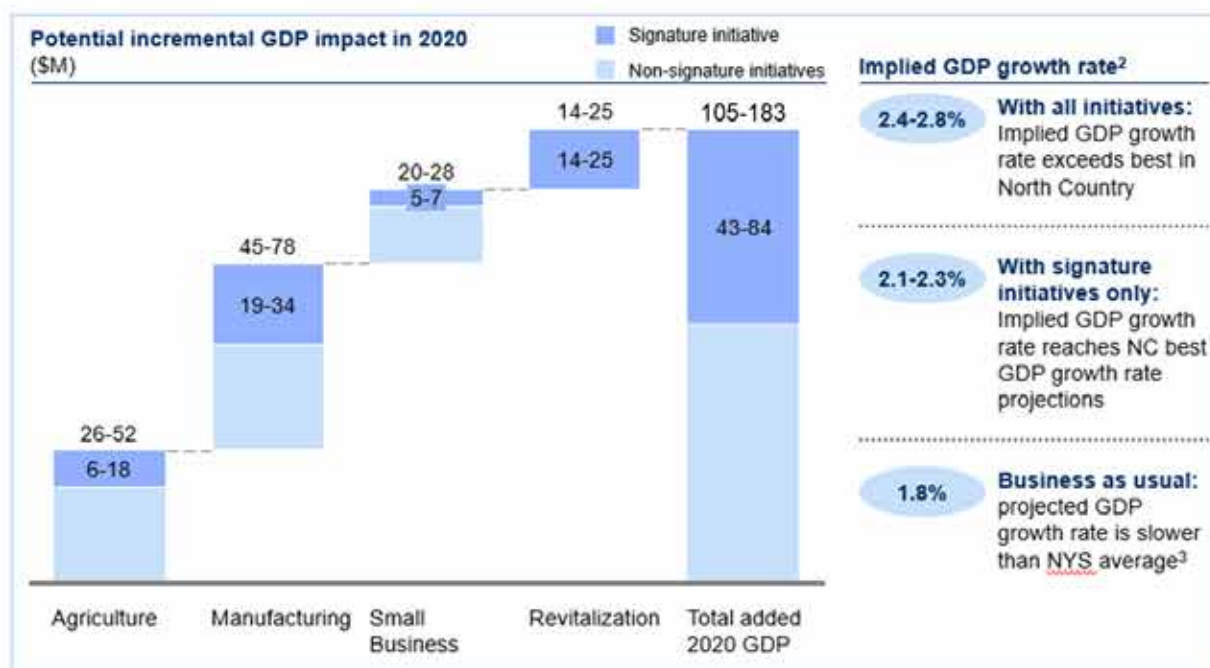
between 2.4 percent and 2.8 percent, which far exceeds the highest GDP growth rates in the North Country. The priority for delivery is each strategy's signature initiative, which would grow GDP by \$42 million to \$83 million, reaching a total GDP of \$3.90 billion to \$3.94 billion, in 2020.

6 Moody's Analytics, total GDP CAGR projections from 2015 to 2020

7 In general, we show GDP in real dollars (i.e., without showing the effects of inflation).

8 Moody's Analytics, total GDP CAGR projections from 2015 to 2020.

EXHIBIT 7: BOTTOM-UP SIZING OF GDP



1 Includes a 40% across-the-board discount to account for feasibility and overlap concerns

2 From USDA analytics for Agriculture, Moody's for Manufacturing, Censtats for Small Business, and Tourism Economics/Moody's for Revitalization

3 From Moody's projections

Investment Required and Sources of Funds

Should St. Lawrence County choose to pursue all the initiatives described in this Study, it is estimated that total investment required over five years will reach \$300-400 million. This number will vary depending in the final design, ambition, and scale of initiatives when executed. Included in these costs are an estimated \$40-55 million in performance-based investment incentives. Beyond

these investment incentives, another \$30-40 million will be required in public (or philanthropic) funding—mostly to fund operating expenses critical to starting-up and implementing the initiatives. The below exhibit is a summary of the estimated total investments required over the five years, split by signature and non-signature initiatives. The final funding needs for initiatives may vary widely based on certain factors, such as the number of firms that locate in the County.

EXHIBIT 8: SUMMARY OF INVESTMENT REQUIRED

		Public ¹	USD M		
		Opex ²	Capex ³	Incentives ⁴	Private
Signature initiatives	Agriculture	1.2-1.5	0	~5-10	25-75
	Manufacturing	1.7-2.1	0	~30-40	180-210
	Small business	9-11.5	0	0	0
	Revitalization	0.8-1.1	10	0	20-25
Total – Signature Initiatives		12.7-16.2	10.0	35-50	225-310
Non-signature initiatives	Agriculture	.75-1	5-5.5	5-5.5	30-40
	Manufacturing	2.8-3.2	0	0	12-17
	Small business	3.8-4.4	0	0	0
	Revitalization	0	0	0	0
Total – non-signature initiatives		7.1-8.6	5-5.5	5-5.5	42-57
Total – all initiatives		18.8-24.8	15-15.5	40-55.5	267-367

1 Funding from public or quasi-public agencies (e.g., state or local government, economic development agencies)

2 Funding for operational expenses (e.g., staff, marketing, grant funding, operational costs, etc.)

3 Funding for one-time capital expenses (e.g., building, equipment, capitalizing a fund, etc.)

4 Performance-based incentives to incentivize private investment (e.g., tax incentives, capital co-investments, etc.)

St. Lawrence County is projected to have \$75-115 million in local, regional, and state public funding to allocate toward economic development over the next five years. It is important to note, however, that many of these funds have already been committed or have specific narrow mandates; for example, some can only fund capital investments. However, a preliminary analysis of signature initiative public funding needs suggests some could be potentially addressed with existing/projected local funds. Close coordination of the quantity and timing of funding requests to sources and organizations will be necessary to help ensure that signature initiative funding needs are met.

The most important local and regional public funding sources include:

- The St. Lawrence County Industrial Development Agency (SLCIDA): With about \$2.1 million in funding, the SLCIDA is one of the larger and more active economic development agencies in the County.
- The River Valley Redevelopment Agency (RVRDA): Administered by the SLCIDA, the RVRDA is dedicated to furthering the quality of life of local communities affected by the hydroelectric facilities and the residents of St. Lawrence County as a whole. It currently has \$8.5 million available for potential use, and has available 20 megawatts (MW) of power to award.

- **North Country Economic Development Fund (NCEDF):** Administered by the Development Authority of the North Country (DANC), the NCEDF is a revolving loan fund of roughly \$9.4 million focused on the North Country, Herkimer County, and Akwesasne territory. The County might expect roughly 20-25 percent of that amount, given its geographic and population sizes.
- **Northern New York Economic Development Fund:** Established via state legislation and administered by NYPA, the Northern New York Economic Development Fund allocates an estimated \$2 million annually in grant funding for businesses in the region.

Importantly, New York State's Consolidated Funding Application (CFA) is likely to be an important funding source, given its large size and annual cycle. If St. Lawrence County is able to win its proportional share of the average allotment that the North Country has to date won annually, the County should be able to win \$50-60 million in CFA funding over the next five years.

In addition to these local and regional sources, the strategies can also be funded through additional State, federal and private funds, including private investment, bank loans, and philanthropic grants.



NYPA Hawkins Point visitor center grounds near St. Lawrence-FDR hydroelectric project

3. Next Steps

This section outlines the requirements of the governance model required to drive implementation. It also articulates the high-level long-term implementation milestones, as well as the short-term actions required to achieve initial momentum.

Governance

Implementation of the economic development study requires a highly functioning governance model. While the specific structure of the governance models can vary, the one selected must support some important outcomes, including:

- Alignment of key County-wide stakeholders
- Coordination of critical efforts to maximize impact for resources
- Accountability for delivery of action and results
- Learning and evolution of the program, based on results and the evolving context

The chosen governance structure should incorporate four key components:

- **Sponsorship.** Often achieved through a committee of influential and highly respected leaders, this element provides: overall guidance and accountability for implementation of the study; cross-regional coordination; identification and acquisition of needed resources; vocal public advocacy; and key support for partner attraction.
- **Overall program management.** Provides “air traffic control” for overall implementation, including: process management; financial management; impact measurement methodology; stakeholder coordination; and knowledge sharing.
- **Strategy management.** Manages the execution and renewal of each strategy including: initiative coordination; partner management (where partners cut across multiple initiatives); strategy-specific fundraising; issue identification and resolution; and opportunity identification and strategy evolution.
- **Initiative execution.** Responsible for delivering a specific initiative, including: execution of initiative work plan; impact data collection and tracking (based on program management methodology); ongoing initiative refinement and design.

Long-Term Implementation Milestones

Implementation should focus on hitting critical milestones that will drive real economic impact.

This high-level view emphasizes the significance of this effort.

High-Level Implementation Milestones			
	Timing		
	Year 1	Years 2-3	Years 4 and beyond
Accelerate agriculture and agri-business	<ul style="list-style-type: none"> Greenhouse attraction effort launched Dairy processor search launched Dairy Tech Fund established with Round 1 funding 	<ul style="list-style-type: none"> First large-scale greenhouse built Dairy processor operating Dairy Tech Fund receives Round 2 funding and disperses first funds Food hub launched 	<ul style="list-style-type: none"> Three large-scale greenhouses built, with expanded small-scale sites Best Practice Dairy Facility launched Shared infra-structure facilities built Food hub scaled regionally
Reenergize advanced materials manufacturing	<ul style="list-style-type: none"> Flagship campaign for Advanced Manufacturing firms launched with external Global Search partner Software, enhanced firm attraction methods in place Manufacturing talent and skills pipeline model developed 	<ul style="list-style-type: none"> One-two flagship companies attracted Pilot for new manufacturing workforce programs Advanced Manufacturing Innovation Fund launched and funds three projects 	<ul style="list-style-type: none"> Two-three additional smaller firms tied to cluster attracted Expanded number and size of workforce programs
Expand small business	<ul style="list-style-type: none"> Entrepreneurial Accelerator launched Entrepreneurship culture and targeted business formation efforts launched 	<ul style="list-style-type: none"> Expanded Entrepreneurial Accelerator program (e.g., double of RISE Fellows) Pilots for Youth Entrepreneurship launched 	<ul style="list-style-type: none"> Entrepreneurial Accelerator receives national acclaim and funding In-flow of entrepreneurs Youth Entrepreneurship programs in 15+ Districts
Revitalize communities, tourism and mindsets	<ul style="list-style-type: none"> SLC Revitalization Fund formed with Round 1 funding Initial funding of Theme 1 	<ul style="list-style-type: none"> SLCRF Round 2 funding expands fund to \$10M Theme 1 and 2 executed 	<ul style="list-style-type: none"> Themes 3+ executed

The efforts in early 2016 must focus on six key streams of work:

1. Adoption of the study as a St. Lawrence County

strategy: As an initial step, the County leadership that was involved in the study must adopt it as their strategy for action.

2. Establishing governance and leadership for the

effort: Implementation will demand substantial leadership, as well as coordinated decision-making and action. Many of the strategies will not be universally supported, or will require some uncomfortable changes in the County. Leaders must establish a governance model that maximizes alignment, accountability, and mutual support—and one that reinforces a County-wide mindset that acknowledges the interdependence of the towns and villages.

3. Identifying funding for immediate needs and pursu-

ing longer-term resources: Initial implementation for Year 1 will require approximately \$2-4 million in resources, which will need to be identified from what is currently available to the County. Additionally, an effort should be mobilized quickly to secure funding for Year 2 and beyond.

4. Gain support from key constituencies and engaging stakeholders:

The Advisory Board members and chosen strategy leaders must engage critical constituencies, helping them understand the content of the study, convincing them of the rationale and credibility of the process by which it was constructed and discussing what implications it might have for their actions.

5. Refine the blueprint: As additional insights are gathered through conversations with stakeholders, they should be incorporated to ensure the program fully reflects efforts to address the key strategies.

6. Launch initial implementation: All strategies have steps that must be undertaken immediately. For example, in the agriculture strategy, a key first step is convening the Greenhouse Engagement Taskforce.

St. Lawrence County Economic Development Study

Appendix: Supporting Materials

December 2015



Contents

Appendix: Glossary	21
Appendix: Methodologies and Assumptions	22
Appendix: Summary of Stakeholder Outreach	25
Appendix: Public Funding	26

Appendix: Glossary

3D —Three dimensional	MED —Massena Electric District
BAU —Business As Usual	NCEDF —North Country Economic Development Fund
BOCES —Boards of Cooperative Educational Services	NCGC —North Country Grown Cooperative
CAGR —Compound Annual Growth Rate	NFTE —National Foundation for Teaching Entrepreneurship
CAMP —Center for Advanced Materials Processing	NNY —Northern New York
CapEx —Capital Expenditure	NYPA —New York Power Authority
CFA —Consolidated Funding Application	NYS —New York State
CRA —Community Reinvestment Act	NYSERDA —New York State Energy Research and Development Authority
DA —Economic Development Agency	OBPA —Ogdensburg Bridge and Port Authority
DANC —Development Authority of the North Country	OJT —On the Job training
DEiR —Distinguished Entrepreneurs in Residence	OpEx —Operational Expense
DOL —Department of Labor	PMO —Project Management Office
DOT —Department of Transportation	R&D —Research and Development
EA —Entrepreneurial Accelerator	REAL —Rural Entrepreneurship through Action Learning
EIR —Entrepreneur in Residence	RIMS II —Regional Input-Output Multiplier System II
EL —Entrepreneurial Leaders	RISE —Rural Investment in Students of Excellence
EN —Entrepreneur Network	ROI —Return On Investment
ESDC —Empire State Development Corporation	RVRDA —The River Valley Redevelopment Agency
FCC —Federal Communications Commission	SBDC —Small Business Development Corporation
FFIEC —U.S. Federal Institutions Examination Council	SLCIDA —St. Lawrence County Industrial Development Agency
GET —Greenhouse Engagement Taskforce	SLCRF —St. Lawrence County Revitalization Fund
GDP —Gross Domestic Product	SMEs —Small and Medium Sized Enterprises
GE —General Electric	SPEC —Seaway Private Equity Corporation
GM —General Motors	STEAM —Science, Technology, Engineering, Arts, and Math
HUD —U.S. Department of Housing and Urban Development	STEM —Science, Technology, Engineering, and Math
IDA —Industrial Development Agency	SUNY —State University of New York
JA —Junior Achievement	USDA —U.S. Department of Agriculture
K-12 —Kindergarten through 12th Grade	USDOE —U.S. Department of Energy
K-16 —Kindergarten through 4 year college	WIB —Workforce Investment Board
LDC —Local Development Corporation	YE —Youth Entrepreneurship
LGTF —North Country Local Government Task Force	
Mbps —Megabits per second	

Appendix: Methodologies and Assumptions

These technical notes provide an overview of our key data sources and analytical approaches. This is not intended to be exhaustive, but to highlight the critical inputs and assumptions. This appendix on Methodologies and Assumptions has six sections:

- **Definitions:** describes our use of key terms and descriptors used throughout the Study.
- **The multiplier impact of regional activity:** outlines how North Country-specific multipliers were used to compute indirect/induced employment and value added.
- **Employment and GDP:** outlines methodology and assumptions behind calculating potential direct jobs and GDP impact.
- **Investment requirements:** outlines methodology and assumptions behind calculating public and private investment needs for each initiative.
- **Funding sources:** explains relationship between private and public funding as well as the methodology and assumptions used to identify potential local, regional, state, and federal sources that could be accessed to help provide a percentage of the public funds required for implementation.
- **Sources:** lists the sources of analysis and data used for impact, investment, and funding calculations.

Definitions:

- **Jobs:** In tallying potential jobs created through implementation of the study's initiatives, both overall in chapter two and in individual strategy sections, the Study refers to direct jobs (i.e., jobs created directly by the organizations and funds established and impacted through implementation of the initiatives). Indirect jobs (i.e., jobs created to serve the industries and businesses creating direct jobs) and induced jobs (i.e., jobs created in the broader community as a result of new direct and indirect employee income spent on other goods and services) are not included when jobs are referenced.
- **Gross Domestic Product (GDP):** In tallying GDP, the document refers to value added, which is the net output of a sector after summing all outputs and subtracting all intermediate inputs. GDP is calculated in terms of real 2009 dollars (i.e., the Study does not include inflation in calculations).

- **Discount:** an across-the-board decrease in projected jobs and GDP created via implementation of the initiatives to account for potential feasibility concerns and/or overlap among jobs and/or GDP created by particular initiatives.
- **Capital Expenditure (CapEx):** the cost to buy or add to the value of a fixed asset with a useful life extending beyond a year. An example for our strategies would be the cost of building a greenhouse.
- **Operating Expenses (OpEx):** the ongoing cost of maintaining or growing a business, including, but not limited to, salary and wages, advertising, office expenses, supplies, maintenance, taxes, legal fees and accounting changes. Examples for our strategies would also include the cost of program management, global search for firms, establishing governance, and stakeholder outreach.
- **Public Funding:** pools of money generated from governmental local, regional, state, or national sources, either in loan or grant form.
- **Private Funding:** pools of money generated from private sources, including businesses, banks, or philanthropic organizations.

The multiplier impact of regional activity

The U.S. Bureau of Economic Analysis produces Regional Input-Output Modeling System (RIMS II) multipliers to show how local demand shocks affect total gross output, value added, earnings and employment in the region. The Study uses North Country-specific RIMS II multipliers to estimate the total economic impact of Blueprint initiatives on employment and GDP in the region.

We estimated the potential indirect and induced jobs produced by each initiative by applying RIMS II employment multipliers to the direct jobs created in a given industry.

If necessary, to estimate GDP, RIMS II value-added multiplier were applied—which shows total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by a particular industry—to direct sales created in that industry. This was only necessary if the data produced sales or gross output; if the data already produced GDP, applying the value-added multiplier was unnecessary. For example, we were able to determine potential manufacturing GDP added via the Blueprint initiatives by using Moody's Analytics data

(discussed below) and industry benchmarks. In this case, applying the value-added multiplier was unnecessary. However, sources of data for both dairy productivity and annual tourism spend were in sales. So, once we determined potential added agriculture sales due to increased dairy productivity and added tourism sales due to implementation of the Revitalization Fund, we applied the corresponding industry-specific RIMS II value-added multipliers to determine GDP.

Employment and GDP

In calculating direct jobs and GDP added by these initiatives, we first determined which metrics, informed as much as possible by direct, objective data for St. Lawrence County, regional and national peer counties, and industry benchmarks where available, were the most indicative for current and future direct employment and GDP figures in a given industry. We then compared St. Lawrence County's current status, either on an absolute or per capita basis as well as using historical and projected compound annual growth rates (CAGR) where available, to regional and/or national peer county best in class and industry benchmarks. Doing so informed the level of success possible for a given initiative. Where appropriate and necessary, we used assumptions (e.g., the number of commercial-scale greenhouses St. Lawrence County might attract over a five-year period or each class size of entrepreneurs included in the Entrepreneur Accelerator) that were rigorously tested with internal, external, and St. Lawrence County subject matter experts. For each initiative, we then set conservative and aspirational employment and GDP creation goals based on realistic levels of success.

Finally, bottom-up estimates of jobs and GDP impact numbers were discounted by 40 percent at the strategy level (which aggregated up to an equivalent reduction overall) due to the following factors:

1. Potential overlap among initiatives: in a number of instances, added jobs or GDP could be claimed by two initiatives. For example, jobs created under Manufacturing Workforce Development training could also be claimed in a growing business whose owner received training under the Small Business Entrepreneur Accelerator. Another example could be businesses created through funding provided by the Revitalization Fund, but which also received help from the Main Street Small Business Concierge service.
2. Potential implementation risks: Certain factors could impede implementation of the initiatives over the five-year time span. Examples could include unforeseen budget/funding shortfalls, inability to attract as many manufacturing firms or greenhouses as predicted, or lower small business creation.
3. A maximum jobs cap based on achievable unemployment and labor participation rates: A discount on added jobs is necessary to ensure the predicted unemployment rate is not unrealistic.
 - a. According to the Federal Reserve, the long-term natural rate of unemployment is 5 percent to 5.2 percent.¹ While unemployment rates can dip below that for a short period of time, it will rise again even in a stable or growing economy due to workers leaving jobs or entering the labor market. We therefore used the natural rate of unemployment as the most ambitious unemployment rate this Study could help St. Lawrence County achieve.
 - b. The unemployment rate is contingent on both the number of people employed and labor-force size. Over the past decade, St. Lawrence County's overall labor force has declined by 0.4 percent per year. So, if St. Lawrence County's labor force shrinks or remains steady, but this effort helps the County create jobs, there must be a theoretical maximum on the number of jobs that can be filled. This theoretical maximum, over five years, is around 1,700. To ensure employment predications do not dramatically exceed this maximum, we applied a 40 percent discount to the projections, resulting in total jobs added to a maximum of 1,900. This would allow for a slight rise in the labor force due to implementation of these strategies (e.g., inward migration, improvement of the labor force participation rate).
4. GDP and job growth correlation: GDP is a product of the number of employees and average productivity. If the number of people employed grows, GDP must grow as well. Due to this correlation, we applied the same 40 percent discount to GDP impact as we did to expected jobs.

1 http://www.federalreserve.gov/faqs/economy_14424.htm

Investment requirements

To project potential investment requirements for each initiative over five years, we used known CapEx ratios to job and/or GDP growth where available (e.g., a commercial-scale greenhouse bringing 120-150 jobs will need around \$24 million in CapEx). Where possible, we also used known OpEx ratios for particular aspects of each initiative. Where appropriate and necessary, we employed CapEx or OpEx assumptions—tested with internal and external subject matter experts—to create as accurate as possible preliminary initiative cost estimates. We then set low and high investment requirements for each initiative based on conservative and aspirational job and GDP impact goals set above.

Funding sources

The initiatives outlined in this Study will require funding from public and private sources, as well as other incentives. Overall, is assumed a 1:10 ratio of public-to-private funding over the course of five years. Certain initiatives will require a greater ratio of public funding, and others will require a greater ratio of private funding. In general, we expect services provided as a public good and which will not provide significant financial return on investment for a private investor, such as the Entrepreneur Accelerator or Main Street Small Business Concierge, will require a greater ratio of public funding. Conversely, we expect initiatives that could provide significant financial return on investment, such as a commercial greenhouse, to attract higher levels of private funding.

To identify potential local, regional, state, and federal sources for the public funds required for implementation, we completed extensive primary research with St. Lawrence County, internal, and external funding subject matter experts, as well as secondary research via proprietary data sets and benchmarks.

Summary of main sources used

- Primary interviews with internal, external, and St. Lawrence County subject matter experts
- Secondary research, leveraging proprietary data sets and economic development experts
- Moody's Analytics for historical and projected employment in total and by industry
- Various press and industry websites for insight into particular industry/sector benchmarks regarding investment to jobs/GDP ratios and CapEx/OpEx needs
- USDA National Agriculture Statistics Service for dairy productivity and employment by county
- U.S. Census statistics for total businesses and business size by county
- Tourism Economics for historical tourism spend by county
- U.S. Bureau of Labor Statistics for industry wage data
- U.S. Bureau of Economic Analysis for regional employment and value-added multipliers

Appendix: Summary of Stakeholder Outreach

The below list is a sample of the stakeholders engaged during the process. Many of these individuals were engaged several times. The list is not exhaustive—and many names

have surely been omitted by mistake. We thank all those who contributed their time, attention and ideas.

EXHIBIT: STAKEHOLDER CONSULTATION

Municipal	Business and industry	
<ul style="list-style-type: none"> Kathryn Bamberger, Empire State Dev. Timmy Currier, Village of Massena Ruth Doyle, St. Lawrence County Joseph Gray, Town of Massena Supervisor Mark Hall, Town of Fine Supervisor Steve Hunt, Empire State Development Patrick Kelly, St. Lawrence County IDA Edward Kowalewski, Empire State Dev. Ernie Labaff, St. Lawrence County IDA Matilda Larson, SLC Planning Office Larry Legault, Town of Louisville Joseph Lightfoot, SLC Board of Legislators Bob McNeil, RVRDA Linda McQuinn, Town of Canton Fred Morill, Ogdensburg Bridge and Port Authority Ed Murphy, RVRDA Brian Murray, County Planning Board Janet Otto-Cassada, Waddington Mayor John Pinkerton, Ogdensburg Tom Platino, St. Lawrence County IDA Workforce Investment Board John Rishe, Ogdensburg Bridge & Port Authort Leigh Rodriguez, Canton Andrea Smith, Ogdensburg Russell Strait, RVRDA Carrie Tuttle, DANC Patty van Pattern, Town of Waddington Sandy Wright, Town of Waddington Keith Zimmerman, StCountyPlanning Office 	<ul style="list-style-type: none"> Dave Acker, St. Lawrence Health System Kevin Acres, Dairy farmer Akins Family, Dairy farmers Tony Arquiett, GM Taskforce Ron Bacon, Community Bank, NA Linda Beamish, DeFelsko Mike Beamish, DeFelsko Jason Bell, Potters Industries David Bicheau, Clifton Fine Hospital Ray Bodish, Never Tire farm Mike Burgess, Kinney Drugs Will Chapman, ACCO Rainbow Crabtree, Nature's Storehouse Pat Curran, Curran Renewables Ryan Demick, Yesteryear Vintage Doors Gary DeYoung, TII Tourism Council Mark Dzwonczyk, SLIC Manna Doyle, Tulmar Doug Drumm, Potsdam Specialty Paper Rust Eaddy, Outdoors Enthusiast Kate Fish, Adirondack NC Association Mike Frazer, Frazer Computing Blake Gendebien, Twin Mills Farms Patrick Jackson, Corning Steve Knight, United Helpers David Lucht, Corning Laurie Marr, Alcoa Don McCall, Med-Eng 	<ul style="list-style-type: none"> Jim McKenna, Regional Office of Sustainable Tourism Pat McKeown, Vanguard Consulting Travis McKnight, McKnight Farms Andy McMahon, Massena Electric Don Meissner, Fishcap Bill Murray, CITEC Adam Paul, SLC Film Fest Ed Pcolar, Agrimark Bob Penski, Penski Staffing Marjean Remington, Atlantic Testing Brooke Rouse, Chamber of Commerce Robert Seamon, Clifton Fine Hospital Mike Seymour, Outdoors Writer Greg Sharland, Alliance Energy John Simone, CT Main St. Center Patricia Spitzley, RACER Karen St. Hilaire, Vanguard Tom Sullivan, Massena BDC David Swanson, NC Savings Bank Leo Tilman, Capitol Peak Asset Managers Walter Todd, Clifton Fine Hospital Ted Totten, CIVES Denise Young, NC Telemedicine Project
Regional stakeholders	Education	
<ul style="list-style-type: none"> Carl McLaughlin, Fort Drum Regional Liaison Lindsay Tarbell, St. Regis Mohawk Tribe Christopher Thompson, St. Regis Mohawk Tribe <p>Plus over 30 more at North Country level</p>	<ul style="list-style-type: none"> Patrick Ames, Cornell Cooperative Extension SV Babu, CAMP Thomas Burns, SLL Boces Elisabeth Cain, CAMP Kelly Chezum, Clarkson University Tony Collins, Clarkson University Benjamin Dixon, St. Lawrence University 	<ul style="list-style-type: none"> Erin Draper, Reh Center Matt Draper, Shipley Center Marilyn Freeman, CAMP Joe Timmerman, SUNY Potsdam Lenore VanderZee, SUNY Canton John Wicke, SUNY Potsdam Zvi Szafran, SUNY Canton

Appendix: Public Funding

Public funding will be necessary to support the execution of the strategies outlined in this Study. There are elements of the strategies that will not be profitable in the near-term, so it is unlikely they can be financed with private investment. For these, public or philanthropic resources will need to be mobilized. There are many potential sources of public funding at the local, regional, state, and federal levels.

The below table summarizes some of these. While the aggregate amount is far greater than the public resources required to implement this Study, many of these sources already have existing mandates, commitments, or other challenges complicating their immediate allocation toward this Study's strategies.

Name	Objectives and Mandate	Fund allocation	Available Funds \$ Millions	Geography	Allocation to County	Availability 5-year \$ Millions
County						
RVRDA	Administer NYPA funds for economic development activities and programs. Funds are intended to further the quality of life of local communities impacted by hydroelectric facilities and the residents of St. Lawrence County.	One-time	\$8.5	County	100 percent	\$8.5
IDA-LDC	Real estate acquisition, building construction and rehabilitation, or machinery and equipment acquisition and rehabilitation, or working capital and inventory with adequate security for manufacturing, industrial, commercial and warehousing operations.	One-time	\$1.1	County	100 percent	\$1.1
IDA	Aims to promote, encourage, attract and develop job opportunities and economically sound commerce and industry in St. Lawrence County.	One-time	\$2.1	County	100 percent	\$2.1
Greater Massena Economic Development Fund—Loan Fund	Induce business enterprises to establish, maintain or expand plants, facilities or operations in the town of Massena and St. Lawrence County. A loan fund where applicants are eligible for loans of up to \$200,000.	One-time	\$1.6	County	100 percent	\$1.6
Seaway private Equity Corp. (SPEC) Fund	Early-stage investment funds to attract development of new technologies. Fund able to make equity investments up to \$1M, with a 1:2 match.	One-time	\$2.5	County	100 percent	\$2.5

(continued)

Name	Objectives and Mandate	Fund allocation	Available Funds \$ Millions	Geography	Allocation to County	Availability 5-year \$ Millions
County (continued)						
Ogdensburg Growth Fund–Loan Fund	Enhance the quality of life in Ogdensburg by fostering cooperation between city government, economic development agencies and the private sector to strengthen businesses and create innovative economic, housing, and career development opportunities for area residents. Loan fund where applicants are eligible for loans of up to \$150,000.	One-time	\$1	Greater Ogdensburg area	100 percent	\$1.0
Casino Compact	The Akwesasne Mohawk Casino on the St. Regis Reservation regularly provides 25 percent of net profits from its slot machines to NYS, which distributes 12.5 percent of its cut to St. Lawrence County. The 50% of the resources allocated to St. Lawrence County are no longer allocated for economic development.	Annual	\$1.5	Towns of Massena and Brasher	50 percent—the allotment to the towns of Massena and Brasher	\$7.5

(continued)

Name	Objectives and Mandate	Fund allocation	Available Funds \$ Millions	Geography	Allocation to County	Availability 5-year \$ Millions
Regional						
North Country Economic Development Fund– Loan Fund	Loan fund where applicants are eligible for loans of up to \$300,000. In some instances the total loan size can be \$500,000.	One-time	\$9.4	Regional	25 percent	\$2.35
North Country Value Added Agriculture Fund– Loan Fund	Establish/maintain agricultural operations/facilities. Loan fund where applicants are eligible for loans of up to \$250,000.	One-time	\$1	Regional	25 percent	\$0.25
North Country Transformational Tourism Community Loan Fund	Enhance quality/quantity of lodging in region and support tourism-related facilities. Loan fund where applicants are eligible for loans of up to \$250,000.	One-time	\$1	Regional	25 percent	\$0.25
North Country Digital Film Projector Conversion Fund– Loan Fund	Bridge fundraising efforts to purchase digital video projectors. Loan fund where applicants are eligible for loans of up to \$50,000.	One-time	\$0.4	Regional	25 percent	\$0.1
North Country Alliance Loan Fund	Business/employment establishment/expansion. Loan fund where applicants are eligible for loans of up to \$225,000.	One-time	\$1.4	Regional	25 percent	\$0.35
Farmland Drainage– Loan Fund	Farmland drainage. Loan fund where applicants are eligible for loans of up to \$20,000.	One-time	\$0.15	Regional	25 percent	\$0.04
Development Authority Value Added Agriculture Fund– Loan Fund	Creation of value-added products for retail consumption.	One-time	\$0.0	Regional	25 percent	\$0.0
Community Development Loan Fund	Large number of projects. Fund where applicants are eligible for loans of up to \$250,000.	One-time	\$2.0	Regional	25 percent	\$0.5
Point Positive	Equity investments for new or growing early-stage companies.	One-time	\$1.0	Regional	25 percent	\$0.3

(continued)

Name	Objectives and Mandate	Fund allocation	Available Funds \$ Millions	Geography	Allocation to County	Availability 5-year \$ Millions
NYPA						
Northern New York Economic Development Funds (NNY Proceeds)	Details of grant fund are still being finalized. Estimated that annual allocation will be approximately \$2M from the sale of excess power generation. Specific size of annual allocation will be driven by market factors and changes.	Annual	\$2	County	100 percent	\$10
Temporary North Country Discount Program	Funds currently not available, allocated to funding electricity bill discounts for eligible businesses and dairy farmers.	Annual	\$10.0	County	100 percent	\$30.0
State						
Consolidated Funding Application	Funding from various State agencies to support economic development projects that align with REDC strategic plans in the areas of community development, direct assistance to businesses and other organizations, waterfront revitalization, energy, environmental improvements, sustainability, education and workforce development and low-cost financing.	Annual	\$51.7	Regional	25 percent	\$64.6



St. Lawrence-Franklin D. Roosevelt Power Project



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