

## Authority Mission Statement and Performance Measurements

**Name of Public Authority:** Ogdensburg Bridge and Port Authority  
1 Bridge Plaza  
Ogdensburg, NY 13669

**Public Authority's Mission Statement:**

Attached: (also posted on Authority Website)  
<http://www.ogdensport.com/accountability.html>

Mission Statement: (adopted January 5, 2007)

"While remaining self-sustaining, the Authority creates sound economic business development through the promotion of buildings, river, road, rail, and air transportation. This is accomplished by providing exceptional customer service, safe and secure facilities, responsible environmental stewardship, and focused professionalism."

**Date Adopted:** January 5, 2007 at a public meeting of the Authority's Board

**List of Performance Goals (If additional space is needed, please attach):**

- Attached: Adopted Recommended Strategy of the Ogdensburg Bridge & Port Authority  
(also posted on Authority website)  
<http://www.ogdensport.com/accountability.html>

Reporting: 2009 State of the Authority Message  
attached (also posted on Authority website) <http://www.ogdensport.com/accountability.html>

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## PUBLIC AUTHORITY ACCOUNTABILITY

**Ogdensburg-Prescott Int'l Bridge**

**Commerce Park**

**Marine Terminal**

**Airport Terminal**

**Railroad**

**International Trade**

**Real Estate Opportunities**

**Public Authority Accountability**

**Freedom of Information Request**

**Live Webcasting**

**Mission Statement:**

While remaining self-sustaining, the Authority creates sound economic business development through the promotion of buildings, river, road, rail, and air transportation. This is accomplished by providing exceptional customer service, safe and secure facilities, responsible environmental stewardship, and focused professionalism. - Adopted January 5, 2007

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The Ogdensburg Bridge and Port Authority (OBPA) is a self-sustaining New York State Public Benefit Corporation with a 7-member Board of Directors appointed by the Governor of New York State engaged in transportation services and real estate development for the commercial/industrial client. The recommended strategy enables the Authority to coordinate existing operations to fulfill its mission for the benefit of the community. The recommended strategy will be continually monitored and may be updated periodically by the Strategic Planning Committee.

### **Recommended Strategy:**

A combination strategy would enable OBPA to become significantly more competitive, while simultaneously maintaining and improving profitability.

The recommended combined strategy can be broken down into its short (1 yr), medium (1-2yr), and longer-term (3+ yr) components. In the short term: Increase cross utilization of assets, create a capital grant campaign, increase interaction with regional universities, and redevelop the Bridge Administration Building for revenue-generating activities. The medium-term strategy would include: engaging a marine terminal consultant, exploration of leasing the marine terminal, development of a comprehensive rail strategy, and implementing a management plan for OBPA's asset base. The longer-term strategy automates toll booth operations, and creates a high-technology park on the north side of the Airport to support aviation growth. Details follow:

#### **Short term:**

**Increase cross utilization of assets:** This option includes expanding the existing Commerce Park and exploring industry development potential with the marine terminal. An example of this strategy applied to the Commerce Park would be exploration of aggregate shipment through the marine terminal. This creates short-term potential revenue gains without a corresponding capital investment. Utilizing both the Executive Director and the Director of Commercial/Industrial Development marketing functions and the pre-existing interactions between business units, revenue can be effectively increased as various options are explored. Synergies between assets and actively managed, non-capital joint partnerships with the railroad can significantly increase revenue while capitalizing on OBPA's core competencies of managing partnerships and asset management.

**Create a Capital Grant Campaign:** This strategy focuses on OBPA's continued need to obtain resources to maintain its asset base. As capital grant funding is a function of relationship management, OBPA can exploit a core competency of the organization to further support both its long-term and short-term goals. This would entail OBPA staff going to Albany on a regular basis to raise the visibility of the bridge needs and invite the decision making powers to OBPA. This strategy accelerates and supports other strategic alternatives in both the medium and long-term.

**Increase interaction with regional universities:** Four regional universities offer OBPA a significant opportunity to engage and interact with regional economic drivers. As interaction with regional universities is a function of relationship management, OBPA can easily increase university interactions at little or no cost. This will result in studies which directly benefit OBPA and offer meaningful educational opportunities for the universities involved. Due to the unique nature of OBPA assets, an opportunity exists to create unpaid internships at OBPA on the bridge (engineering), marine terminal (operations), and management (technology/business improvement) which accelerates and supports other strategic alternatives. OBPA personnel will gain exposure to best practices and emerging concepts in the marketplace while providing the university with an effective learning opportunity for the student.

**Redevelop the Bridge Administration Building (BAB) for revenue-generating activities:** To increase available space and increase Bridge revenue, redevelop the BAB for revenue-generating activities. This strategy allows OBPA to redevelop a visible landmark, and stay within its core mission of providing transportation services and real estate development for the commercial/industrial client. This strategy will be executed through consolidation of OBPA's footprint and rental of prime space to commercial/industrial clients for general office space and other needs.

#### **Medium term:**

**The Marine Terminal:** This strategy simultaneously engages a consultant to identify and develop potential sources of marine terminal business and explores leasing the marine terminal to a third-party stevedoring operation. Leasing the marine terminal through the RFP process at the equivalent marine terminal revenue allows OBPA to focus on higher return business units while concurrently creating additional non-OBPA employment (its



implied mission). It also presents an opportunity for OBPA to learn from and observe a world-class stevedoring operation. This strategy develops new cargo for the marine terminal and allows OBPA to capitalize on its strengths of relationship and physical asset management for the greater good of the Ogdensburg region. This strategy immediately removes substantial barriers to obtaining new potential cargoes and offers a viable source of traffic for the bulk services and railroad operations, while focusing marketing and development efforts on higher return commercial/industrial customers. This strategy is accompanied by OBPA personnel learning how to effectively manage and market the marine terminal for possible assumption of duties once the lease expires.

**Develop a comprehensive rail strategy:** Rail strategy serves as a critical subcomponent of the marine terminal as it provides the marine terminal with a vital link to the region. This strategy develops new potential cargo for the marine terminal and allows OBPA to capitalize on its strengths of relationship and physical asset management as owner of the New York and Ogdensburg Railway assets. This includes investigating the redevelopment potential of the former rail yard in Norfolk, New York and leveraging additional funding sources outside of track rehabilitation funds for rail redevelopment. Exploring alternatives in conjunction with the third-party operator will result in additional revenue to the marine terminal operation benefiting both parties through additional marine terminal activity.

**Implement an Asset Management Plan for OBPA Assets:** This strategy recognizes the need for an asset management plan for OBPA's 673 assets valued at \$46.6 million. On an economic basis, assets will be evaluated in terms of fit with existing strategy and ongoing maintenance costs. Assets will be evaluated on the strategic and/or economic needs of the Authority according to OBPA's fixed asset policy. Longer term projects could be accelerated if an infusion of capital were to become available due to routine asset base maintenance. This strategy provides OBPA with a potential one time influx of capital to accelerate long-term plans, reduce debt, and decrease long term maintenance expenses while maintaining the overall asset base.

**Long term:**

**Automate toll booth operations:** This strategy facilitates customer interaction with OBPA and increases customer convenience. Many commercial vehicles and some passenger vehicles already possess EZ Pass technology. This technology is presently in successful use on many bridges. This is a low-risk approach that would reduce crossing time for both commercial and passenger traffic. In addition, it reduces long-term employee costs, both on the administrative side and on the operational side of OBPA as resources are re-directed to revenue generating activities. A longer term goal would be to fully automate toll booth operations once the toll plaza is relocated to obtain additional revenue gains and redeploy OBPA personnel to additional revenue-generating activities.

**Create a technology park on the north side of the airport.** This strategy leverages a core competency demonstrated by OBPA while supporting aviation growth; the management of a commercial/industrial park. This strategy yields the highest profit potential and diversifies the airport segment earnings. It offers potential clients two location options based on their needs and leverages the proximity of the airport for market access. In addition, grant dollars may be available to offset technology and infrastructure costs. Establishment of a Foreign Trade Sub-Zone will be investigated to further entice high technology defense-oriented industries to site in the north side airport technology park. This strategy allows OBPA to capitalize on operational excellence and transfer existing best practices from Commerce Park operations as a model for the new technology park. This means that only the best part of the existing operations would be used as a model for the new park. Problems would be solved before they were duplicated in a new environment. This would lead to cost savings in the new park, improved customer service, and increase the odds of success for the new high technology park.

This three-part strategy would allow OBPA to compete in slightly different markets, capitalizing on its strengths, while at the same time minimizing its weaknesses. The combination strategy allows OBPA's to remain consistent with its core mission of transportation services and real estate development for the commercial/industrial client, while simultaneously satisfying its implicit regional economic development and physical asset management mandate.





# Ogdensburg Bridge & Port Authority

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## NEWS RELEASE – 2009 Progress Report

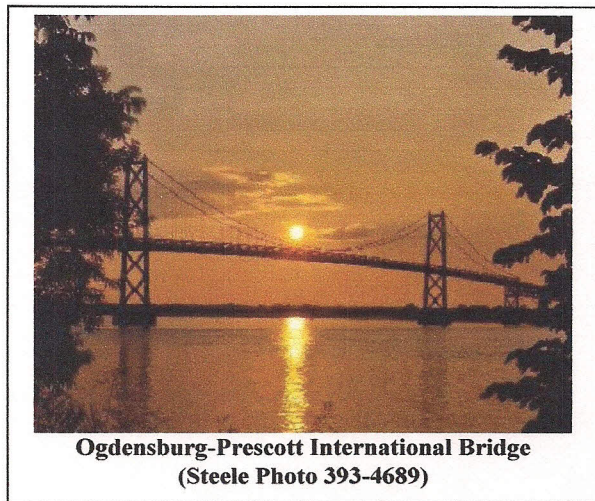
OGDENSBURG – Calendar year 2009 can be best defined as a period of planning for job creation, future growth, and economic development through infrastructure improvements in the bridge and port segments of the Authority. These projects will secure the ability of the Authority to create jobs and private investment for many years to come. A summary of 2009 activity at the Ogdensburg Bridge and Port Authority's facilities follows along with our "Outlook" for 2010.

### Ogdensburg-Prescott International Bridge

September 21, 2010 will be the 50th anniversary of the Ogdensburg Prescott International Bridge. Approximately \$1.4 billion dollars of goods enter the United States annually through this key regional structure. As we approach an important 50-year milestone, the bridge rehabilitation and toll booth relocation projects will serve as lasting legacies for the structure ensuring safe efficient operation for years to come.

Completion of the \$21.8 million plans, specifications, and engineering (PS&E) phase of the Ogdensburg-Prescott International Bridge Rehabilitation Project with the NYSDOT ensures that this project will generate badly needed jobs in the spring of 2010. The project, part of an ongoing effort to address the long-term capital needs on the 50+ year old span, will entail the complete re-decking of the suspension portion of the bridge. In addition, a \$3.2 million toll booth relocation project is slated for spring 2010 construction generating additional economic activity.

The Authority in conjunction with our elected officials continues to tirelessly promote the \$75 million in unmet capital need for rehabilitation of this key bridge to protect the region's economy.



**Ogdensburg-Prescott International Bridge**  
(Steele Photo 393-4689)

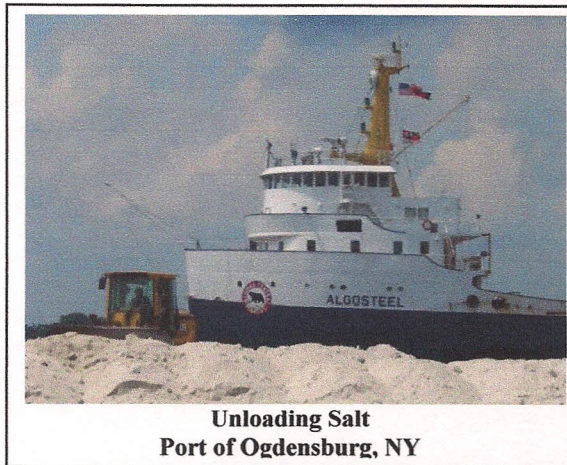


## Port of Ogdensburg

The Port received roughly 90,000 tons of road salt from three vessels. Smaller quantities of dried distillers grains, cottonseed, corn gluten and citrus pulp were also handled at the Port facilities during 2009.

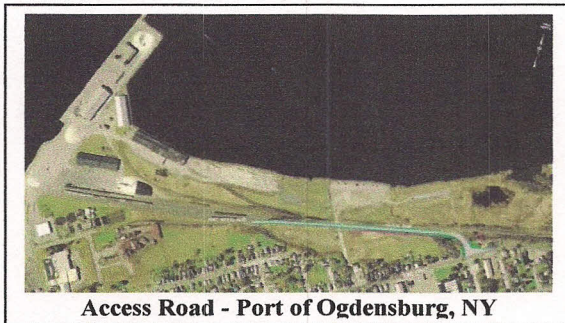
Despite the significant downturn in Seaway traffic, the Port of Ogdensburg remains well positioned to generate jobs in 2010 through solid 2009 planning and promotional efforts. The Authority plans to continue its aggressive marketing efforts during 2010 and is attempting to attract additional project cargoes and new bulk commodities. Promotion of the port to potential wind turbine clients in both the United States (AWEA) and Canada (CANWEA)

continue to have the potential to generate future jobs.



**Unloading Salt  
Port of Ogdensburg, NY**

Efforts to initiate a Section 107 study discussion with the Army Corps of Engineers continue which will result in dredging of the Ogdensburg Harbor, securing the ports competitiveness through reduced operational costs.



**Access Road - Port of Ogdensburg, NY**

Efforts to obtain funding for the Port Access Road continue and will secure the economic future of the port for over-sized over-dimensional cargo. The Authority has applied to the State of New York for a \$1.1 million grant to build a new access road to the Port off of outer Ford Street. If funded, this access road will improve the Port's ability to handle over-weight and over-dimensional cargo, and remove truck traffic from residential Paterson

Street within the City of Ogdensburg during the Paterson Street Rebuild project and beyond. In addition to the access road, future port upgrades and rail repairs will continue to preserve jobs through improved cost-competitiveness of the port facilities.

A new strategic direction for the Authority will be possible in 2010 through the completion of the North Country Freight Needs Study and Comprehensive Plan for the Authority. Elements from this project will present the Board with several options for inclusion into the Authority's strategic plan.

Efforts continue to develop additional business and employment within the port segment of the Authority at the New York and Ogdensburg Railway, Authority Industrial Parks, and the Ogdensburg International Airport.



### New York & Ogdensburg Railway

The New York & Ogdensburg Railway, is operated under lease by Vermont Rail System of Burlington, Vermont. It is estimated that rail traffic increased 20% from 2008 to 2009. Rail traffic continues to improve with over 1200 rail cars shipped on the short line railroad during 2009. Products handled included fertilizer, road salt, feed grain, glass cullet, iron oxide, and paper. Agricultural products show the most promise for continued growth in 2010. The railway also operates Seaway Bulk Services, a rail / truck multi-modal facility at the Port of Ogdensburg, handling resins, lubricants, pellets, agricultural products, chemicals, etc. Commodities are trans-loaded between rail and truck at this facility connecting rail service to industries throughout the region. See NYOG: <http://www.vrs.us.com/railroads/nyog.html> See SBS: <http://www.vrs.us.com/partners/sbs.html> for more information.

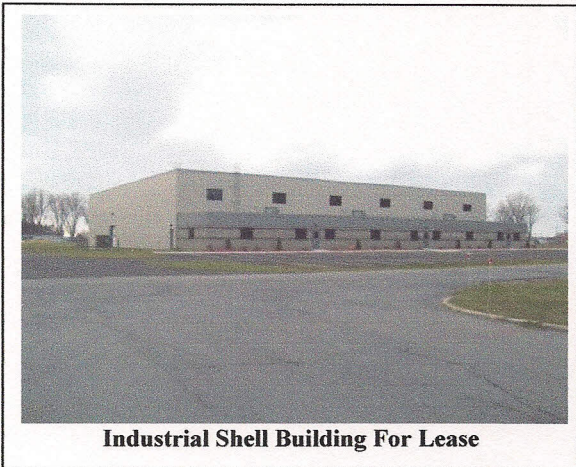


**New York & Ogdensburg Railway**  
[www.railpictures.net](http://www.railpictures.net) – Joe Hance Photo

### Industrial Parks

A 24,000 s.f. shell building was added to the Authority's light-industrial Commerce Park in Ogdensburg in 2008 in an ongoing effort to attract additional jobs and investment to Northern New York. The Authority-financed building currently houses Tulmar Manufacturing, Inc. and has in excess of 15,000 s.f. of additional space available for job creation. The Authority remains optimistic that additional tenants will locate in the building during 2010.

Commerce Park, which has been developed by the Authority over the past 20+ years, is home to over 25 companies that employ over 500 area residents in a mix of Authority-owned and privately-owned facilities.



**Industrial Shell Building For Lease**

The park is anchored by a variety of industrial firms, including BreconRidge, Allen-Vanguard, CoorsTek, Ara Shoes, and T-Base Communications. Other businesses in the park include the St. Lawrence Federal Credit Union, A.N. Deringer, Inc., DeFelsko Corporation, the International Corporate Center, Lincare, FedEx, Strader Ferris International and a number of other small businesses. The Authority's heavy-industrial park is home to ACCO Brands, Inc. The office products company is one of the area's largest employers. Graymont Materials, Inc., also operates a cement batch plant in the heavy-industrial park.

The Authority continues efforts to attract additional jobs and investment to Northern New York.



## Ogdensburg International Airport

During 2009, the Authority completed construction of a new airport transient hangar and apron expansion to further improve airport capabilities. A request for proposals (RFP) for this facility will be conducted in 2010 designed to create additional opportunities in aircraft maintenance and operations.



Cape Air, a Massachusetts-based airline, continues daily passenger flights out of Ogdensburg under the Essential Air Service (EAS) program with USDOT. With three daily direct flights to Albany, New York, most area residents have found the passenger service convenient and affordable.

While a revenue-producing challenge for the Authority, the airport remains an essential component of the region's overall economic development profile.

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## About the Ogdensburg Bridge & Port Authority

The Ogdensburg Bridge & Port Authority is a New York State Public Benefit Corporation, which operates the Ogdensburg-Prescott International Bridge, the Port of Ogdensburg, the New York & Ogdensburg Railway, Commerce Park and the Ogdensburg International Airport.

Members of the Board of Directors of the Ogdensburg Bridge & Port Authority include: Frederick J. Carter, Sr., Chairman, Steven J. Barlow, Ramona A. Breen, Samuel J. LaMacchia, Roger L. McBath, Mary M. Farley, and Donald J. Hooper.