

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

Mission Statement

Reviewed and Reaffirmed in Public Session on March 28, 2018

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

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

Performance Goals

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

2018 Performance Review (January 2018 – December 2018)

- *AmTech Yarns, Inc. is acquiring the 20,000 square foot Lot 18 building at 21 Trade Road in the Massena Industrial Park owned by the IDA-LDC and RVRDA and is building a 3,600 square foot addition to the building to accommodate equipment for the operation. Additionally, the New York Power Authority Proceeds Allocation Board has recommended to the NYPA Board of Trustees the approval of a grant in the amount of \$370,000 to assist with the project. It is expected the project will create 11 new jobs over three years.*

- *In 2011, North Country Dairy, LLC (a subsidiary of Upstate Niagara Cooperative) acquired the former Kraft/Coolbrands/Healthy Food Holdings yogurt production facility in North Lawrence. The facility had been closed and would have been scrapped had Upstate Niagara not acquired it. At that time, the St. Lawrence County Industrial Development Agency Local Development Corporation (“IDA-LDC”) provided \$800,000 in low interest loans to the company as part of a project through which the Company agreed to create 55 jobs and invest over \$10 million to acquire and modernize the facility. The company has surpassed the initial job requirements from that project and now employ 73 people at the facility.*

The Company is now planning an expansion which will include the acquisition and installation of processing equipment and machinery for the production of a new specialty yogurt at the plant. With this expansion, the company plans to add 17 full-time jobs at the facility. Together, the IDA-LDC and the St. Lawrence River Valley Redevelopment Agency (“RVRDA”) have agreed to provide \$1 million in loan funds to assist with this \$3.4 expansion.

- *The IDA-LDC approved a \$75,000 loan for Kingston Pharma in Massena. The loan is part of a \$150,000 loan package the IDA structured for the company with the North Country Alliance, which is also providing \$75,000 in loan funds for the project. The company will use the funding for working capital to help with the growth of its operations.*

The IDA-LDC and RVRDA assisted Kingston Pharma with an equipment lease in November 2016. The RVRDA authorized a loan of up to \$96,000 to the company to assist in the purchasing of equipment leased from the previous tenant (Purine Pharma). At that time, the company had 11 full-time equivalent employees and pledged to create 5 more jobs as part of the equipment lease project. At this time, the company has exceeded those projections and currently has 25 full-time equivalent positions at the Massena facility.

- *In October, the IDA-LDC authorized a loan of up to \$400,000 to North American Forest Group, Inc. (an affiliated company of Curran Renewable Energy and Seaway Timber Harvesting) for the proposed acquisition and equipping/updating of the former ACCO Manufacturing Facility in the Town of Oswegatchie. This 144,000 square foot facility had been empty since ACCO consolidated their operations into their distribution center five years ago. The IDA compiled a financing package for the \$2,000,000 project from a number of local and regional funding sources, including a \$400,000 IDA-LDC loan and a \$100,000 loan from the RVRDA. The project is expected to create 20 jobs over the next 3 years.*
- *The IDA-LDC and RVRDA approved a loan for \$44,600 to Adirondack Fragrance & Flavor Farm (Sandy Maine, Inc.) as part of a project that includes purchasing and installing product wrapping equipment, purchasing peripheral equipment and fixtures, making facility improvements to expand production process efficiencies, as well as working capital to help expand the business. The project will assist in the retention of 6 jobs and the creation of 1.5 new full-time equivalent positions over the next three years and will help with the production, packaging and selling of locally-made products both in and outside of this area.*
- *The IDA-LDC and RVRDA approved a bridge loan as part of a loan package with the Village of Potsdam Growth Fund, the Adirondack Economic Development Corporation, and the North Country Alliance to provide interim financing to LC Drives until the company receives funds from a \$500,000 Empire State Development grant it was awarded in late 2016. The company now employs 16 people in the Damon Hall incubator facility in the former downtown Clarkson campus.*

- *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.

- *Loan financing was provided to Bregg Winery, Inc. in the amount of \$30,000 by the IDA-LDC for the purchase of equipment to produce fruit juices, hard ciders and wine at the facility the company is renovating on Main Street in Norfolk. The company has agreed to retain one full-time equivalent position and create a part-time position as part of the project.*
- *The IDA-LDC authorized a loan of up to \$55,000 to LKR Enterprises as part of a loan package with the North Country Alliance to assist LKR in the operation of its Star Lake Great American store, as well as stores in Boonville and Watertown. The company plans to increase product levels in their stores to remain competitive in their markets.*
- *The IDA-LDC authorized a loan of up to \$20,000 to Sharrow’s Home Repair and Renovation, LLC to assist with the purchase and construction of a facility garage for the business.*
- *The IDA-LDC provided a \$15,000 micro loan to BH Trailers to assist with the company’s plans to manufacture trailers in Massena.*
- *In 2017, the IDA-LDC provided a loan to Potsdam Specialty Paper as part of a project to install a coating machine within their facility. In 2018, IDA-LDC modified this loan to enable the company to take advantage of a vendor financing program which will assist with the cash flow requirements necessary to service the new business created by the coating machine.*
- *The following loans were paid off over the course of the year:*

<i>Borrower</i>	<i>Location</i>	<i>Fund</i>	<i>Issue Date</i>	<i>Amount</i>
<i>Felician House B&B</i>	<i>Richville</i>	<i>Micro Fund</i>	<i>2008</i>	<i>\$ 11,200</i>
<i>Proline Striping</i>	<i>Depeyster</i>	<i>Micro Fund</i>	<i>2014</i>	<i>\$ 20,000</i>
<i>Hebel Welding</i>	<i>Canton</i>	<i>Micro Fund</i>	<i>2014</i>	<i>\$ 20,000</i>
<i>SLCIDA (GM Vendor)</i>	<i>Canton</i>	<i>GMEDF</i>	<i>2004</i>	<i>\$ 600,000</i>
<i>LC Drives</i>	<i>Potsdam</i>	<i>RVRDA</i>	<i>2018</i>	<i>\$ 100,000</i>

- *The Town of Brasher requested the IDA-LDC assist the Town with the creation and administration of a Microenterprise Revolving Loan Fund. The IDA-LDC will be managing the fund for the Town, eliminating the need for the creation, funding and ongoing oversight of a new local public authority.*

- *The RVRDA and IDA-LDC approved \$100,000 in funding through the RVRDA’s Community Development and Environmental Improvement Program for the following projects:*

Organization	Project	Award
Boys & Girls Club of Massena	Kitchen Upgrades	\$ 15,000
Canton Day Care	Expand Second Floor into Classrooms	\$ 5,500
Frederic Remington Art Museum	Boiler System Upgrade	\$ 15,000
Heuvelton, Village of	Removal of Blighted Property and Improved Parking in Downtown	\$ 20,000
Louisville, Town of	Install Electronic Sign in Front of Town Offices	\$ 12,250
Morristown, Town of	Gateway Museum Upgrades	\$ 12,250
Waddington, Village of	Bass Masters Event	\$ 20,000

- *Since 2012 an IDA-LDC 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.*

In 2018 the WDB allocated about \$40,000 of WIOA funds to five County employers who provided in-job-training to 13 employees.

- *At the IDA-LDC’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.*
- *Appointments/Reappointments: Mark Hall and Lynn Blevins were each reappointed for 3-year terms, while Steven Morrill was newly appointed to serve on the IDALDC advisory board. Lawrence Clark was appointed a new member of the RVRDA by the Town of Louisville. He replaces Gail Schneider who was temporarily filling in for the vacant seat left by Tom Carroll.*
- *As part of our Public Authority Law compliance program, we conduct annual policy reviews which included Conflicts of Interest, Procurement, Investment and Assessment of Internal Controls, Property Disposition, Investment of Funds, Whistleblower, Code of Ethics, Defense & Indemnification, and Compensation, Reimbursement & Attendance policies. In addition, the following policies were updated: Sexual Harassment Policy, Cellular Phone Usage Policy and Personnel Guidelines, as noted in the Employee Handbook. Additionally, the IDA-LDC accepted revisions to the Travel and Miscellaneous Expense Reimbursement Policy. Performance documents for 2017 were also reviewed.*

- *Board members approved the 2017 Independent Audit reports in March of 2018. 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 IDA-LDC partnered with the IDA on a number of marketing initiatives throughout the year.*
- *An intern was hired to work a part-time, temporary assignment with the IDA-LDC to conduct research for the Come Back Here/Come Home Campaign. Part of the assignment involved an interview process with local business people who have either come back here to start a business or who came here to start a business. The intern's part of the project is complete. The information will be used for several purposes, with the ultimate goal of trying to attract people and businesses to the County.*

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Additional Questions

1. Have the board members acknowledged that they have read and understood the mission of the public authority?

ANS: Yes – the Board members reviewed and approved (by formal resolution) the mission statement and performance measures of the board.

2. Who has the power to appoint the management of the public authority?

ANS: Management is appointed by the Board members of the authority.

3. If the board appoints management, do you have a policy you follow when appointing the management of the public authority?

ANS: The Board of the St. Lawrence County Industrial Development Agency Local Development Corporation appoints its Chief Executive Officer and Chief Financial Officer. The Chief Executive Officer appoints management and staff.

4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

ANS: The Board, with assistance of management, works to develop the authority's mission, and evaluate the authority's goals and performance.

Management ensures that the board's mission and goals are carried out in a manner which achieves the intended public purpose - a process involving program evaluation, reporting, feedback and recommendation.

5. Has the board acknowledged that they have read and understood the responses to each of these questions?

ANS: The Board acknowledges its understanding of this document by formally approving the document in public session.