

# St. Lawrence County Industrial Development Agency

## Mission Statement

*(Reviewed and Reaffirmed in Public Session on March 26, 2019)*

*The mission of the St. Lawrence County Industrial Development Agency (“IDA”) is to promote, encourage, attract and develop job opportunities and economically sound commerce and industry in St. Lawrence County. To accomplish its mission, the IDA constructs and owns industrial sites and buildings, administers loan packaging and industrial revenue bond financing and provides a variety of tax-reduction incentives.*

## Performance Goals

- *To create new employment opportunities for St. Lawrence County citizens through the attraction of or the creation of new businesses*
- *To create new employment opportunities for St. Lawrence County citizens through the expansion of existing businesses*
- *To retain existing employment opportunities*
- *To leverage the greatest level of private investment in St. Lawrence County businesses*
- *To educate County businesses, elected officials and community representatives regarding available economic development resources*
- *Act as a liaison with businesses and government to help coordinate economic development services and reduce bureaucracy*
- *Work cooperatively with area economic development agencies to market County assets and economic development resources to potential new or expanding businesses*
- *Ensure a transparent and accountable operation with responsibly-managed Agency assets*

## 2019 Performance Review (January 2019 – December 2019)

- *Staff made approximately 2,000 contacts with over 450 existing and prospective firms and organizations. This includes site visits to business customer locations as well as our general business outreach and marketing efforts.*
- *From The Heart Cabinetry, a tenant in the IDA’s Potsdam Commerce Park Building, has entered into a lease-purchase agreement with the IDA to acquire the building. The Company has undertaken nearly \$100,000 in buildouts to accommodate its need for additional manufacturing and office space. An award from the New York Power Authority’s Northern New York Economic Development Fund in the amount of \$95,000 will assist with the building acquisition and renovations. After a public hearing was held in February, the IDA approved a PILOT agreement for the project. The project will create additional jobs in the area and will also help move the property onto the tax rolls. From the Heart Cabinetry currently employs 5 people and is planning to add another 5 as a result of the project.*

- *Following the public hearing held in April, the IDA approved a sales tax exemption and PILOT for the construction of an addition consisting of a 16,000 square foot Annealing/Mason Shop at the Corning, Inc. Canton Plant. This project is the second phase of a project started in 2018. The project will enable Corning to add increased forming capacity at the local plant, resulting in greater production volumes and capabilities.*

*The project will assist in the retention of approximately 260 jobs at the Canton facility. Over the past five years Corning has added over 75,000 square feet of manufacturing and warehousing space at the local plant through a series of IDA projects.*

- *Community Preservation Partners requested financial assistance through the issuance of tax-exempt bond financing for the acquisition and renovation of the Lawrence Avenue Apartment complex in Potsdam. The project consists of the acquisition of approximately 10.5 acres of land in Potsdam with six residential buildings containing 137 affordable multifamily housing units, and the renovation, equipping, and modernization of the buildings and reconstruction of eight apartment units made uninhabitable by fire damage. A public hearing was held regarding the project in April in Potsdam.*

*The Company requested the IDA issue up to \$18 million in Multi-Family Housing Revenue bonds for the project. The IDA's annual bond allocation from New York State is approximately \$3.8, so the IDA applied to the State for an additional \$14.2 million in bond volume allocation for the project. The State approved the increase in the bond allocation to award \$14.1 million of additional bond cap to help finance the project. The IRS requires the County to approve the tax-exempt bond issuance, which the County did in August. The final bond amount for the project was \$15,143,000.*

- *The IDA approved a PILOT for AmTech Yarns, a subsidiary of a Canadian company that specializes in the production of nylon fibers/yarn, as part of the company's acquisition of the 20,000 square foot Lot 18 building at 21 Trade Road in the Massena Industrial Park. The Company added a 3,600 square foot addition to the building to accommodate equipment for the operation. The project is expected to create 9 new jobs over three years.*
- *As part of an expansion project upgrading its local facilities, Pepsi-Cola Ogdensburg Bottlers, Inc. (Pepsi Ogdensburg) is acquiring two new pieces of equipment, a baler and a perforator and adding chilled warehousing space. The baler will help assist the company's bottle and can recycling operation, while the perforator machine will perforate the bottles and enable the baler to maximize its bale weight.*

*The project will enable greater efficiencies within the Company's recycling division, provide an improved work environment, maintain and expand employment, and will enable the Company to move into a new product arena (chilled beverage delivery). The IDA assisted through a sales tax exemption on material purchases for the expansion. Pepsi-Cola Ogdensburg Bottlers, Inc. plans to retain 44 jobs and create at least 1 new job over three years as a result of the project.*

- *Quarry Potsdam, LLC was formed by the Vecino Group, a property development company based in Springfield, Missouri, for the purpose of acquiring a leasehold interest in Old Snell Hall from Clarkson University. Old Snell Hall, located on Clarkson's downtown campus, is largely vacant and has been for many years. Within Old Snell currently, Clarkson University*

*has a few offices and St Lawrence Arts utilizes limited space, while the remainder of the building is vacant.*

*Quarry Potsdam plans to renovate, rehabilitate, and redevelop the property into a mixed-use facility with 59 affordable housing units, as well as a space that is proposed to be leased to Clarkson University and the St. Lawrence County Arts Council. The Vecino Group submitted a PILOT application to the IDA for the proposed 2020 project.*

- *An application was completed by IDA staff to request funding assistance through the Consolidated Funding Application process for a strategic planning and feasibility study for the Arconic property in Massena. The IDA, in partnership with Arconic, would like to create a master plan to develop Arconic's excess properties. The goal is to create a comprehensive, cohesive view for developing the 2,500 acres as a mixed use industrial, technology, commercial and agri-business campus. The feasibility study of the Arconic property in Massena would provide the information and data needed to develop the sites for future growth and expansion. The project was awarded \$90,000 from the State in December.*
- *In early 2019, the Empire State Mines facility in Balmat facility reached a peak of nearly 200 workers. However, the company underwent a restructuring of their operations and reduced their workforce to a total of 87 workers. As part of the IDA orientation process for new County Legislators, a tour was held on April 26<sup>th</sup> at the mine. During the tour, the Company mentioned they anticipate spending approximately \$2 million on exploration this year. Even with the lower workforce numbers, the facility is still a major employer and contributor to the local economy and the IDA continues to stay in contact with the facility's management team. By the end of the year, the facility employed over 100 workers.*
- *North American Forest Group, Inc. ("NAFG"), an affiliated company of Curran Renewable Energy and Seaway Timber Harvesting, is moving forward with plans to update the former ACCO Manufacturing Facility in the Town of Oswegatchie. This 144,000 square foot facility had been vacant since ACCO consolidated their operations into their distribution center five years ago. The IDA has assisted with various financing packages for the \$2,000,000 project from a number of local and regional funding sources.*

*Earlier in the year, the IDA applied to the Northern Border Regional Council requesting \$800,000 to assist in the acquisition of \$1.2 million in equipment for NAFG's new Ogdensburg Facility. In a response from the NBRC, the grant was approved for \$535,000. The grant is specifically designed for the forest industry and will help NAFG accelerate plans for the start-up and functionality of the sawmill operation. The IDA will continue to work with the company to fill any remaining financing gaps in the project. The project is expected to create 20 jobs over the next 3 years.*

- *Fockler Industries extended its lease in the Lot 19 Building in the Massena Industrial Park for an additional 3 years. The Lot 18 and 19 Buildings in the Massena Park acquired with funds from the River Valley Redevelopment Agency, are now at 3/4 capacity. This represents approximately 30,000 square feet of space of formerly vacant buildings being returned to the tax roll through the course of IDA PILOT agreements on the occupied space in each facility.*
- *Discussions regarding location and funding opportunities continue with St Lawrence Soyway. The Company proposes to construct and operate an 822 ton/day mechanical soybean crush plant. The plan will produce premium price dairy feed (High Bypass Protein*

*Soybean Meal and Feed Grade Oil). These products are targeted to dairy, poultry, turkey and hog nutrition in New York, New England, Southeastern Ontario & Quebec and international export.*

- *Phase 2 of the former J&L site rehabilitation project is now complete. This phase of the project included the removal of hazardous material and demolition of the buildings closest to Route 3. As a result, much of the landscape has changed and progress is being made on repurposing the property for future redevelopment*
- *In September, an announcement was made that the New York Power Authority will award a power allocation for a proposed greenhouse operation on property owned by Arconic in Massena. IDA staff has been working closely with Confluent Energies, Inc., the project developer to secure a location and provide incentives for the start-up operation.*
- *The IDA is furthering its efforts to work in partnership with the Workforce Development Institute (“WDI”) to address workforce challenges and opportunities. Numerous projects around the County received assistance from the WDI, including two projects in food safety training for North Country Dairy, region-wide training upgrades for IBEW 910, Global Supply Chain Management training for Kingston Pharma, safety training for Losurdo Foods, two projects for skilled trades training at Arconic, multiple projects for training and equipment at LC Drives and OSHA 10 construction class to prepare workers for the Ogdensburg Waste Water Treatment plant project.*
- *Starting in June 2018 the IDA, working with the Workforce Development Institute (“WDI”), the St. Lawrence County Workforce Development Board, NYPA, BOCES, and SUNY Canton hosted a series of meetings with County companies that focused on the difficulties they were experiencing in securing truck drivers who hold Commercial Drivers’ Licenses. The companies made it clear that one of their major needs was a local training program to prepare individuals to take and pass the CLD-A drivers’ tests. One of the reasons that so few qualified drivers are available in the County is that the training options currently available, all located outside the County, are both inconvenient and expensive.*

*To create a CDL training program in the County, at least four things had to happen: (1) an organizational “home” for the program had to be selected; (2) a qualified instructor had to be secured; (3) a curriculum had to be developed; and (4) a tractor and a trailer for behind the wheel training had to be secured.*

*SUNY Canton has agreed to house the program through its CREST Center. The College has hired a qualified and experienced trainer to do both the classroom and behind-the-wheel training. With the help of a WDI grant, the instructor developed a curriculum for the program. In addition, Pepsi Ogdensburg had agreed to donate a trailer to the program. Once the truck was secured from Route 11 Trucking a class schedule was initiated and the first training class began on October 1<sup>st</sup>. The next class will be ready to start in January 2020.*

- *A Center for Entrepreneurial Leadership (“CEL”) program was formed in St. Lawrence County, sponsored by SUNY Canton, with assistance provided by the SLCIDA. The program is an offshoot from the program that has been in place at the University of Buffalo for over 30 years. It is designed for entrepreneurs to overcome business challenges, create new opportunities and develop meaningful connections within the local business community. The*

*first session began in October with ten (10) registrants and runs weekly in the SLCIDA conference room until the anticipated April 2020 commencement date. This is part of the Comprehensive Economic Development Strategy's goal to better connect the businesses of the County and to provide enhanced startup and expansion services.*

- *The Village of Potsdam was awarded a \$10 Million Downtown Revitalization Initiative award in October by Lt. Governor Kathy Hochul, Chair of the Regional Economic Development Councils. The local planning committee has asked the IDA to serve in an advisory capacity for the Potsdam DRI project planning and implementation discussions.*
- *The IDA received approval from the Development Authority of the North Country for a \$750,000 loan to ensure sufficient funds would be available to manage the expenditures involving the upfront costs of the second phase of the J&L Demolition and Rehabilitation Project. The IDA also received a check in the amount of \$211,000 from the National Grid Brownfield grants program as reimbursement for the latest phase of the project. This phase of the project, which is substantially complete, includes the removal of hazardous material and demolition of the buildings closest to Route 3. As a result, much of the landscape has changed and progress is being made on repurposing the property for future redevelopment.*
- *The IDA is working with the City of Ogdensburg to rehabilitate the former Newell Manufacturing Building on Paterson Street in Ogdensburg. Continental Construction, headquartered in Gouverneur, has started rehabilitation of the former 64,000 square foot building. The initial phase of this project, costing approximately \$1.5 million, includes asbestos abatement, parapet repairs, roof replacement, and new windows and façade work.*

*The renovations for the roof and building shell are near completion. The IDA is providing the upfront costs that will be reimbursed through a \$1 million Restore NY grant to the City of Ogdensburg and a \$300,000 commitment from National Grid. When the project is finished, the building will be turned over to the IDA to be developed for lease or sale.*

- *Liberty Utilities recently acquired the assets of St. Lawrence Gas Company. In doing so, the company requested that the PILOT agreement for the St. Lawrence Gas Company project be transferred into Liberty Utilities' name. As there are no changes that will affect the terms in the PILOT agreement, the IDA approved the transfer.*
- *As part of another company acquisition, Kingston Pharma has transferred ownership to Seaway Pharma, and a request has been made to also transfer the existing loan and lease agreements into the new company's name. The new Seaway Pharma ownership group maintains that operations in Massena will remain unchanged. The IDA has a long history working with Kingston and will continue to work with Seaway Pharma.*
- *Following the announcement that was made by ACCO to close their manufacturing division in Ogdensburg, a meeting was held with ACCO that was attended by Senator Ritchie, Assemblyman Walczyk, the IDA, Empire State Development and the Ogdensburg Bridge and Port Authority. Though the company did not change its decision to move manufacturing from Ogdensburg, its distribution operations will remain. The IDA and its partners will continue to work with ACCO to seek out opportunities for future employment growth in Ogdensburg.*

- *Numerous inquiries related to potential solar power projects around the county have led to discussions with several municipalities concerning solar power PILOT requests. Each request is being handled on a case by case basis with each of the respective municipalities. The range of projects being proposed runs from smaller, community-based solar installations in the 5MW range all the way up to large, utility-scale projects of over 100 MW.*
- *In 2017, A new Comprehensive Economic Development Strategy (“CEDS”) for the County was developed by the IDA with input and participation from several local development partners. Currently, staff is working on updating the plan, as required every three years by the US Department of Commerce Economic Development Administration. A draft copy of the revised version of the CEDS is expected to be available for review this Spring.*
- *To further enhance the marketing efforts of the IDA, we have partnered with the North Country Procurement Technical Assistance Center (“PTAC”), a federal program that works to expand the number of large and small businesses capable of participating in the government marketplace on the federal, state and local level. This program is a resource that connects businesses with opportunities through a Bid-Match service, conducts one-on-one counseling, assists with registrations, certifications and market research, facilitates connections, and offers networking and targeted training events. PTAC assistance is available free of charge to all businesses.*

*Currently, North Country PTAC serves 76 St. Lawrence County businesses, 5 are new to the program since August 2019. 14 of the 71 businesses participate in the Bid-Match service and \$7.6M in government contracts and subcontracts were secured in 2019 by PTAC’s St. Lawrence County client base.*

- *An announcement by the Governor in February that he would close three of the State’s correctional facilities prompted the IDA to take proactive measures to pass a resolution in support of the continued operation of the three State correctional facilities in St. Lawrence County. Representatives from the IDA, the County, and both the Gouverneur and Ogdensburg areas met to coordinate support activities to advocate for the facilities and to prepare in case one of the local facilities was selected for closure. Fortunately, none of the local facilities in the County were placed on the closure list in 2019, but the issue will remain a threat to the facilities in 2020.*
- *After several conversations with the communities along the river which have been affected by the high water levels in relation to the Lake Ontario Resiliency and Economic Development Initiative (“REDI”), staff asked local community officials to submit any potential projects or infrastructure investment ideas to the SLC Planning Office to be forwarded to the State for vetting. Businesses were also encouraged to submit their ideas for waterfront development and sustainability to their town supervisors to be included in the requests for funding. The Planning Office then forwarded the list of ideas and projects to the consultant the State had engaged to tailor the State’s funds so they can be used to assist with the high-water issues now and to prepare for future issues.*

*The State announced it is administering a fund for business resilience improvements along the St. Lawrence River that will require a 5% local match from municipalities. The IDA will assist those businesses that wish to take advantage of the program which is designed to help improve the resiliency of waterfront properties in light of the expected continued high-water levels, and to assist with economic development and continued growth in the area.*

- *In March, a manufacturing roundtable was held at ACCO in Ogdensburg, moderated by the IDA. Several manufacturing companies, including Hoosier Magnetics, ACCO Brands, Curran Renewable Energy, Potsdam Specialty Paper, Med-Eng, and Arconic participated, as did IDA Board Members Mr. Blevins and Mr. Reagen.*
- *A new law that went into effect last year requires every employer in New York State to adopt a sexual harassment prevention policy. The IDA hosted a sexual harassment training seminar at its facility in January that was open to all employers in the County. The session was administered by the SLC Chamber and conducted by Northern Insuring Agency Inc.*
- *IDA Building Occupancy continues to grow, with the following companies currently leasing or acquiring space in IDA developed or owned properties:*
  - *Potsdam Commerce Park: From the Heart Cabinetry and APC Paper.*
  - *Massena Industrial Park: Fockler Industries, Op-Tech (NRC), New York Power Tools, Curran Renewable Energy, and AmTech Yarns*
  - *Canton Industrial Building: Parker Maple’s lease terminated the end of December*
- *The Northern New York Power Proceeds Allocation Board (“NNYPPAB”) continues to make funding recommendations to the New York Power Authority for projects that demonstrate clear economic development benefits to St. Lawrence County. The Northern New York Power Proceeds Act, which Governor Andrew M. Cuomo signed into law in December 2014, authorizes NYPA to deposit the net earnings from the sale of a block of 20 megawatts of unallocated electricity from the Power Authority’s St. Lawrence-Franklin D. Roosevelt Power Project for this program.*

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

*As of December 2019, Power Proceeds’ deposits exceeded \$5 million, with awards of \$1.8 million, leaving \$3.3 million currently available for qualifying projects. Projects receiving awards – supporting 234 jobs and \$14-million investments – through the end of 2019 included:*

○ <i>Canexsys</i>	<i>\$200,000</i>
○ <i>Clarkson University</i>	<i>\$ 60,000</i>
○ <i>North Country Children’s Museum</i>	<i>\$140,000</i>
○ <i>Empire State Mines</i>	<i>\$330,000</i>
○ <i>Kingston Pharma, LLC</i>	<i>\$200,000</i>
○ <i>AmTech Yarns, Inc.</i>	<i>\$370,000</i>
○ <i>SLC Chamber of Commerce</i>	<i>\$220,305</i>
○ <i>Queenair Technologies, Inc.</i>	<i>\$ 59,600</i>
○ <i>Criscitello &amp; Criscitello, LP</i>	<i>\$ 95,000</i>
○ <i>Structural Wood Corporation</i>	<i>\$169,112</i>

- *IDA staff has been appointed to serve as a member of the Tradeable Sectors Workgroup, a subcommittee formed through the North Country Regional Economic Development Council.*
- *At the IDA's Annual Meeting, the following officers were elected to a one-year term: Brian W. Staples (Chair); Ernest J. LaBaff (Vice-Chair); Lynn Blevins (Secretary), Patrick J. Kelly (CEO) and Kimberly A. Gilbert (CFO). The firm of Silver and Collins was reappointed as General Counsel.*
- *Board members approved the 2018 Independent Audit reports in March of 2019. 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](http://www.SLCIDA.com).*
- *As part of our Public Authority Law compliance program, annual policy reviews are conducted by the IDA and its affiliated organizations which include 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 were reviewed. Performance documents for 2018 were also reviewed.*
- *Appointments/Reappointments: Andrew McMahon was reappointed in September to a three-year term on the IDA board by the St. Lawrence County Board of Legislators.*
- *The St. Lawrence County Board of Legislators approved a four-year agreement that will allow the IDA to continue to receive funding for economic development services provided to the County.*
- *The IDA also continued aggressive marketing efforts to better inform local businesses of our resources, to attract outside businesses to St. Lawrence County, and seek-out alumni and former residents of the area who manage businesses outside the area to bring their businesses to the County. Some of those efforts include:*
  - *Expand to the US Workshop, held in May at the Dobisky Center in Ogdensburg, saw 30 people from 20 different companies attending the day-long event. In partnership with the Ogdensburg Bridge and Port Authority and the US Embassy in Canada, the IDA hosted the business information and recruitment sessions for Canadian companies interested in expanding their business into the U.S. Staff have been in contact with each of the businesses as part of our follow up efforts for the event. In many cases, staff have visited their facilities in Canada and/or provided tours/ meetings in St. Lawrence County, as a way of familiarizing them with the County's available resources.*
  - *Follow up with potential leads and participating in prospective company site visits generated by OCO Global as the New York Power Authority's funded "global search" campaign is wrapping up.*
  - *An agreement was signed with NYPA to enhance the value of the IDA's website through a more modern platform. The new site will better assist the IDA to market to the outside world with technology that is state-of-the-art. A film crew was in the County in September taking photos and conducting interviews with a select group of businesses that will be featured in the videos on the new site. The new site is targeted for launch in mid-2020.*



- *Sponsorship, coordination and/or attendance at trade shows/events, including: Select USA Canada Manufacturing Forum -Toronto, Canadian Association of Defense and Security Industries Show (“CANSEC”) - Ottawa and Advanced Design and Manufacturing Expo -Toronto. Canadian Manufacturing Technology Show (“CMTS”) in Mississauga, Ontario and Electronics Products & Technology Show (“EpTech”) in Ottawa. Local and regional events included Adirondack Day in Albany, Women’s Business Bootcamp at the SUNY Canton’s Small Business Development Center, Business Expo at the St. Lawrence Centre Mall, Adirondack Park Local Government Conference in Lake Placid, North Country Symposium at St. Lawrence University, and Placemaking Summit in Clayton.*
- *The creation and utilization of advertising and media promotion pieces, including placements in North Country This Week and Northern New York Newspapers.*
- *The IDA took part in an internet streaming advertisement series during the Clarkson University hockey games. Ads were also posted on the Northern New York Newspapers websites and North Country Now to attract businesses from outside the area to St. Lawrence County. This is part of an effort to attract alumni living outside the County to come back here and expand their businesses into St. Lawrence County. Additionally, a brochure highlighting incentives for startup or business expansion was distributed to SUNY Canton alumni in June as part of the Alumni weekend informational packet.*
- *Continuing to outreach Canadian businesses in Ontario and Quebec to generate interest and possible expansion into St. Lawrence County through direct calls, trade shows, events, and advertising.*
- *Targeted placement of advertisements, including a continuation of the digital marketing campaign with Northern New York Newspapers to allow for a broader range of advertising throughout Canada.*
- *Maintaining memberships in Canadian trade organizations to facilitate access to events and to maintain key contacts with Canadian companies and multiplier organizations.*



ST. LAWRENCE COUNTY  
INDUSTRIAL DEVELOPMENT AGENCY

## St. Lawrence County Industrial Development Agency

### 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 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.