



ST. LAWRENCE COUNTY INDUSTRIAL DEVELOPMENT AGENCY

Ernest J. LaBaff Industrial Building ~ 19 Commerce Lane, Suite 1 ~ Canton, New York 13617
Phone: (315) 379-9806 / TDD: 711 ~ Fax: (315) 386-2573 ~ www.SLCIDA.com

MEMBERSHIP

CHAIRMAN
Brian W. Staples
Brian Staples, CPA

*

VICE CHAIRMAN
Ernest LaBaff
President Emeritus,
Aluminum Brick & Glass
Workers International Union

*

SECRETARY
Lynn Blevins
Blevins Brothers, Inc.

*

James Reagen
St. Lawrence County
Board of Legislators

*

Mark C. Hall
Town of Fine, New York

*

Andrew McMahon
Massena Electric Department

*

Steven Morrill
Gebarten Acres

*

CHIEF EXECUTIVE OFFICER

Patrick J. Kelly
St. Lawrence County
Industrial Development
Agency

*

CHIEF FINANCIAL OFFICER

Kimberly Gilbert
St. Lawrence County
Industrial Development
Agency

TO: St. Lawrence County Board of Legislators

FROM: Patrick J. Kelly
Chief Executive Office

DATE: March 31, 2023

RE: Annual Report

Attached please find our 2022 Annual Report to the St. Lawrence County Board of Legislators.

This report provides a detailed summary of the initiatives and activities undertaken in 2022 by the St. Lawrence County Industrial Development Agency and its affiliated entities and development partners. As such, information is provided for the following entities:

- St. Lawrence County Industrial Development Agency
- St. Lawrence County IDA Local Development Corporation (including the St. Lawrence River Valley Redevelopment Agency)
- St. Lawrence County IDA Civic Development Corporation
- St. Lawrence County Property Development Corporation

This report includes information on a variety of IDA, civic, and infrastructure development projects, financial assistance packages for local firms, business support and economic development initiatives, and a schedule of our planned 2023 marketing activities.

Highlights for 2022 include:

- The announcement of a \$400 million investment by Air Products for the construction of a green hydrogen facility in Massena.
- Over \$1.3 million in IDA Local Development Corporation loans made to local businesses in Brasher, Canton, DeKalb, Gouverneur, Ogdensburg, and Potsdam. These loans leveraged an additional \$830,000 in local and regional economic development loan funds as well as over \$6 million in bank, private, and equity financing.
- The administration of numerous St. Lawrence County ARPA assistance, development, training, and promotion programs on behalf of the Board of Legislators.
- Bond issuances for St. Lawrence Health Systems (done in collaboration with the Rochester Regional Health System and Genesee County Funding Corporation) and St. Lawrence University.
- The third year of the St. Lawrence County Center for Entrepreneurial Leadership program, numerous business mixer events, and ongoing efforts to promote the County for outside investment and to assist existing employers in understanding the programs and services available to them.

Please contact me with any questions or comments.

Thank you.

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

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

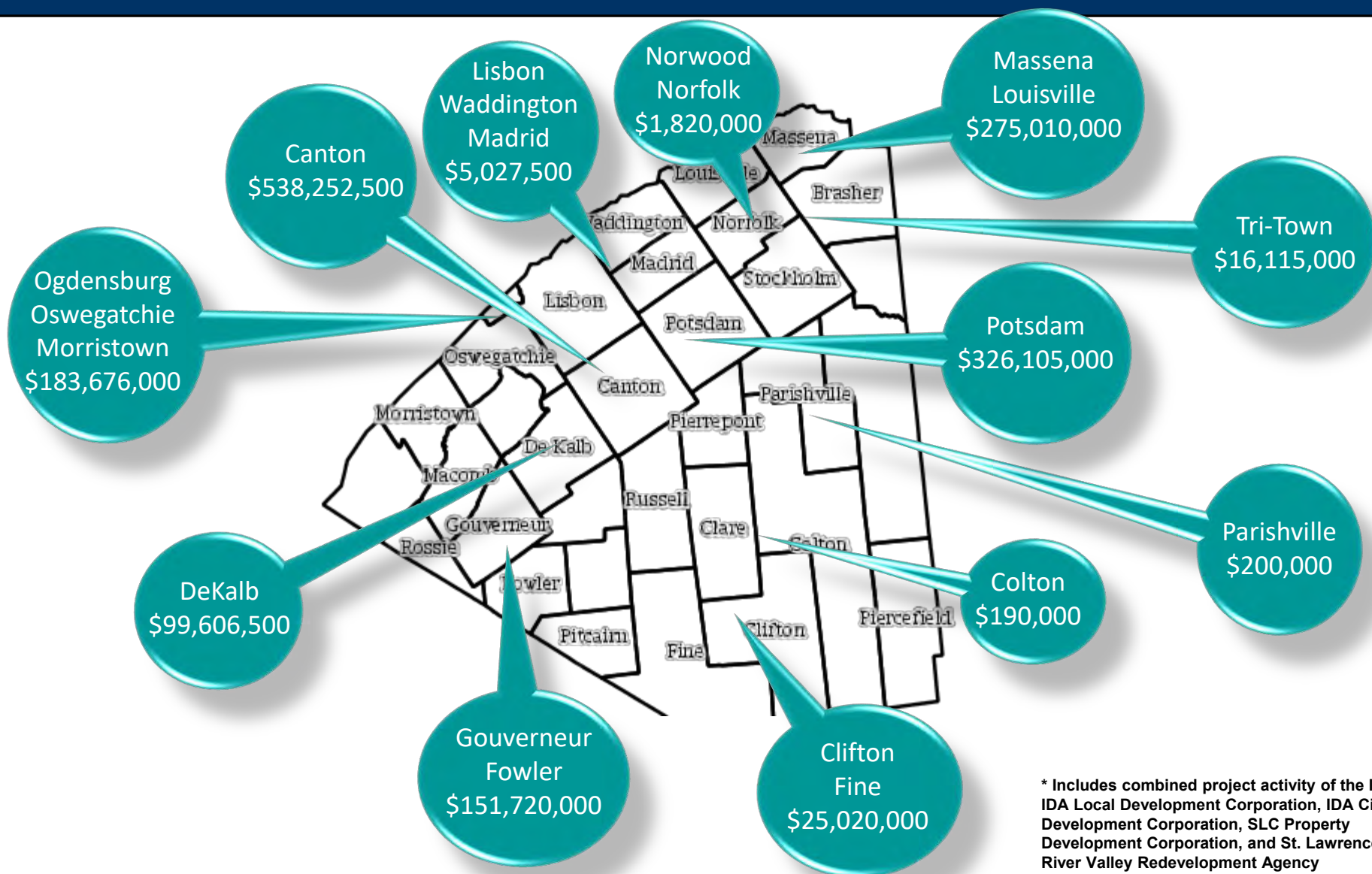
2022 ANNUAL REPORT



St. Lawrence County
Industrial Development Agency



IDA History of Project Activity*



St. Lawrence County Industrial Development Agency 2022 Annual Report

Mission Statement

(Reviewed and Reaffirmed in Public Session on March 29, 2022)

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.

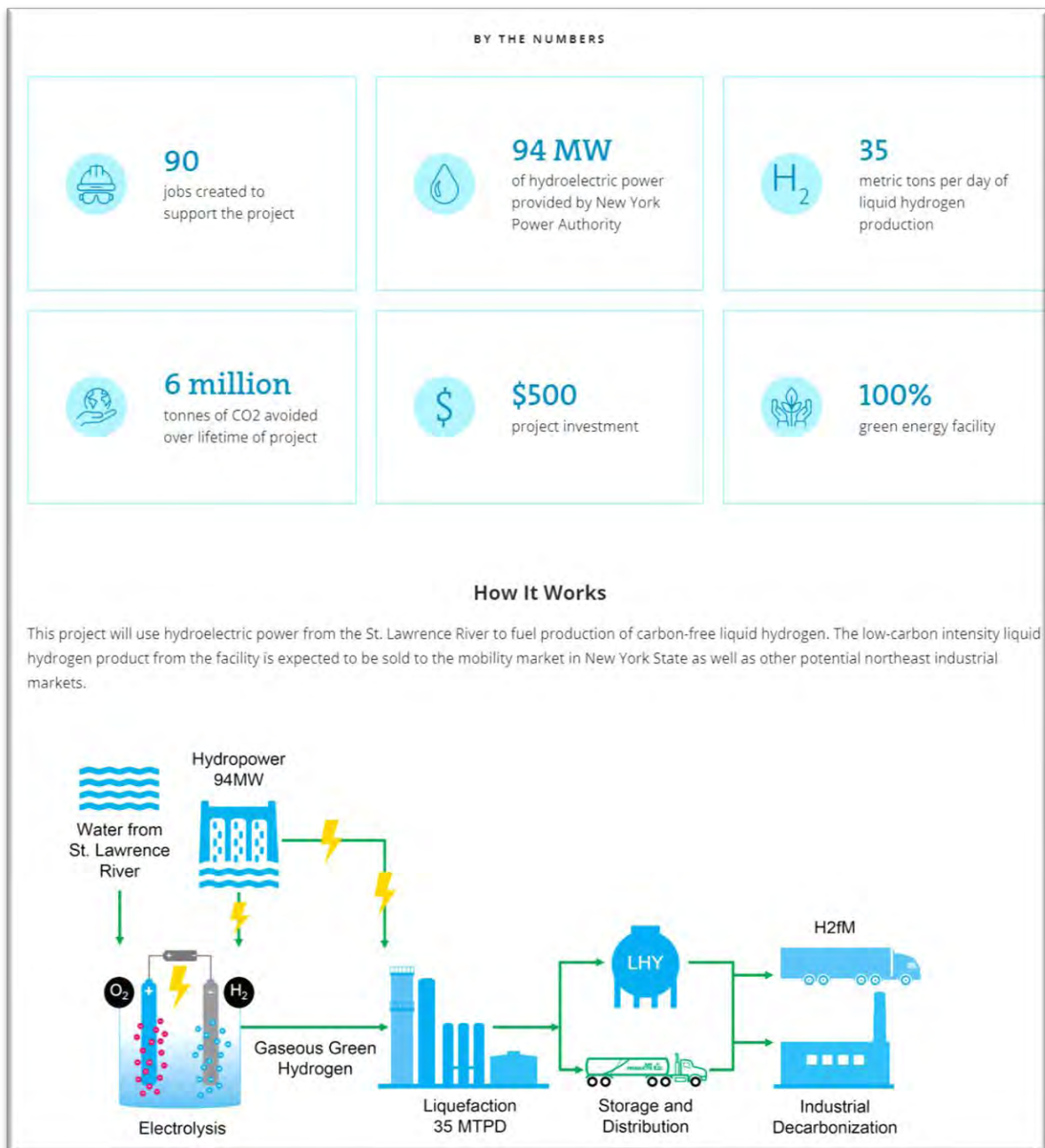


Performance Goals

- 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

2022 Performance Review (January 2022 – December 2022)

- In July, Air Products announced plans to invest approximately \$400 million to build, own and operate a 35-metric-ton-per-day facility to produce green liquid hydrogen in Massena. The company will invest another \$100 million in liquid hydrogen distribution and dispensing operations throughout the state. Discussions between the company, the New York Power Authority, Empire State Development, and the IDA, which have been underway for over a year, continue with the commercial operation of this facility is targeted to begin in 2026-2027.



- **St. Lawrence Suds** has acquired the former McCarthy's Furniture Barn in the Village of Canton. The company will operate a microbrewery in building under the planned name of "Bent Beam Brewery." The Village of Canton has submitted a Restore NY application for the restaurant component of the project. IDA incentives and a \$50,000 loan by the IDA Local Development Corporation will assist in the equipping and rehabilitating of the building envelope and brewing section of the facility.



Construction underway at the future home of the Bent Beam Brewery in Canton

- The St. Lawrence County Property Development Corporation ("SLCPDC") authorized the lease of Real Property located at the former Newell Manufacturing Property at 100 Paterson Street, Ogdensburg to the SLCIDA, allowing the SLCIDA to manage the property, make necessary improvements, and negotiate lease and PILOT agreements with potential tenants or buyers. **Canexsys Networks, Inc.** is expanding their current Ogdensburg operation into the 100 Paterson Street building, initially occupying 8,000 square feet with an option to expand to 38,000 square feet of space. This project marks a significant milestone taking a vacant building and returning it to productive use.



100 Paterson Street facility – new location for expanded Canexsys Networks, Inc.

- The NYS Department of Transportation (“DOT”) awarded two grants, one to the IDA and one to the IDA Local Development Corporation, through the Passenger and Freight Rail Assistance Program, that will enable upgrades to railroad lines at local manufacturing facilities. The IDA secured \$900,000 in program funds to assist Alcoa to replace ties, timbers, switches, rail anchors and signals at its operation in Massena.

Similarly, the IDA Local Development Corporation received \$1,832,360,000 in DOT grant funds for a proposed railroad improvements for the rail spur in Gouverneur that formerly served the local Dunn Paper facility. This project, for which the IDA-LDC was also awarded \$494,000 in funding from the Northern Border Regional Commission, will repair a railroad spur and trestle that leads to the paper mill and adjoins a site owned by the Town of Gouverneur. The three awards will assist in improving the rail infrastructure at two long-time county manufacturing operations which combined employ over 550 workers.

- Riverside Iron, LLC in Gouverneur was approved for a loan of up to \$250,000 by the St. Lawrence County IDA – Local Development Corporation, of which \$125,000 was approved for issuance by the St. Lawrence River Valley Redevelopment Agency. The loan will allow for the purchase of new equipment that will enable the company to fabricate products internally that it has had to source from suppliers in the past. The acquisition will not only enable Riverside to make its own products, it will also open new market opportunities for the business. With 7.5 full-time equivalent employees, projections indicate the company will hire two additional FTEs over the next three years.
- A private property developer has submitted a purchase offer for two acres of land in the Gouverneur Industrial Park to build a 10,000 square foot mental health services building.

Within the park, the IDA owns 24 acres of land, 16 of which is considered “developable.” The property has been vacant for quite some time. After speaking with local officials, it appears there is support for the proposed project at this location and both the Gouverneur Mayor and Town Supervisor indicated that the service would be valuable to the area.



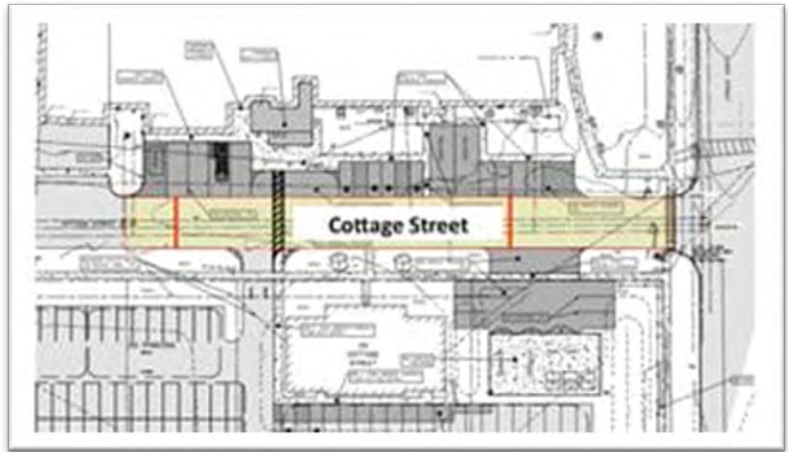
Two-acre parcel proposed for Gouverneur Wellness Center

The prospective tenant for the building is not able to expand at their current location in Gouverneur. The option is for the outright sale of the property and does not include the provision of IDA incentives. The developer is responsible for getting zoning and planning approval for the project before the project can move forward.

- The St. Lawrence County IDA collaborated with Genesee and Monroe Counties on a multi-jurisdictional bond financing package for the benefit of St. Lawrence Health System (which is now affiliated with Rochester Regional Health Systems) as well as other communities and facilities within the Rochester Regional Health System. The Genesee County Funding Corporation was the lead entity and issued the bonds, with the other entities working collectively to allow for one overall bond issuance as opposed to multiple bonds for projects in each county.

The St. Lawrence County Board of Legislators approved the bond issuance in May. The bond funds will be used for the construction of a four-story bed tower containing approximately 96,189 square feet on the Canton-Potsdam Hospital Campus. The portion of the bond funds allocated for expansion of services in St. Lawrence County was nearly \$50 million.

The new facility will house an expansion of CPH's emergency department, 60 medical/surgical beds, as well as shell space for future growth. Financing was also provided through the new bond for the refinancing of existing outstanding debt of St. Lawrence Health System.



Plans for the CPH expansion in Potsdam

- Potsdam Specialty Paper, Inc. was approved for a loan of up to \$195,000 from the SLCIDA-LDC to buy a new quality control system that will trim waste and enable the paper mill to operate with greater efficiency.



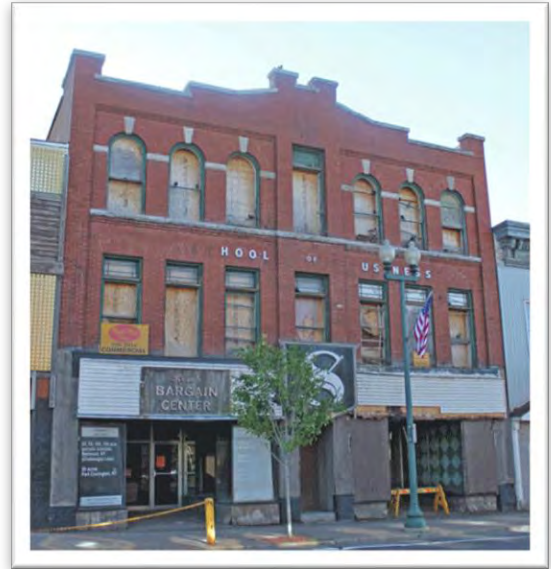
Paper coating machine at Potsdam Specialty Paper

The St. Lawrence River Valley Redevelopment Agency authorized \$97,500 (half of the SLCIDA-LDC loan) as part of the financing package and the North Country Economic Development Fund provided an additional \$158,000 in loan funds for the project.

There are over 80 full-time equivalent workers at the facility, and the company is seeking additional workers.

- As part of an Inducement Resolution passed by the IDA, LF Bioenergy LFI, LLC., a private, special purpose business entity, requested tax-exempt bond financing for a proposed anaerobic digester project that would take manure waste from Stauffer Farms in North Lawrence and turn it into renewable natural gas. A public hearing was held on March 24, 2022 and there were no comments made for or against the project. The company is currently assessing whether or not to use the bond financing structure for the project.
- The Massena Downtown Revitalization Initiative (“DRI”) local planning committee, co-chaired by Massena Mayor Greg Paquin and IDA CEO Patrick Kelly, commenced a call for projects to potentially be included as part of the Strategic Investment Plan for the DRI.

The IDA proposed project at the former Massena School of Business will convert the dilapidated building into a transitional space and courtyard/corridor which will connect to the neighboring buildings. This will leave the front façade of the building and convert the back portion to an open corridor which will avoid an unsightly gap in the building and create ease of getting between the buildings to connect the main street business corridor with the proposed river walk space behind the buildings.



The former Massena School of Business

- **M&M Heating and Air Conditioning of Gouverneur** was provided \$20,000 in loan funds through the IDA-Local Development Corporation Microenterprise Loan Fund (as well as \$20,000 from the Gouverneur Microenterprise Loan Fund) to assist a current employee in his effort to purchase the business from the current owners. The new owner agreed to retain five full-time equivalent jobs as a result of the business transition.
- **GR Brozzo, LLC**, a pallet making facility located in Gouverneur, received \$50,000 in loan financing from the IDA Local Development Corporation for costs associated with acquiring equipment as part of a project that will include moving and expanding the business to a new location in Gouverneur.
- **McLincoln Enterprises, LLC., dba Tri-Town Kids**, a new daycare center located in Brasher Falls, received \$50,000 in loan financing through the IDA-LDC Microenterprise Loan Fund and the Brasher Revolving Loan Fund (also administered by the IDA-LDC) to be used for the renovations and construction needed to establish its facility.
- **Eshelman’s Home and Lawn Services**, a business based in DeKalb Junction that performs mowing, maintenance, and cleaning services, received a \$6,500 microenterprise loan from the SLCIDA-LDC for working capital and for a trailer to move equipment to and from job sites.

- The IDA-Local Development Corporation led a partnership of the North Country Regional Economic Development Fund (“NCREDF”) administered by the Development Authority of the North Country, the Ogdensburg Growth Fund, and the St. Lawrence River Valley Redevelopment Agency to compile a \$950,000 loan package for **941 ACCO Way Acquisition**, an entity formed to acquire the ACCO Distribution Center in Ogdensburg.

The new entity plans to create 13 full-time equivalent jobs at the facility and will lease back a portion of the facility to ACCO. Additionally, one of the partners in the new entity plans to use a section of the building as a distribution center for his business, with the remaining portions of the building remaining available for new business prospects.

This project will preserve ACCO’s presence in Ogdensburg, while allowing for more businesses to occupy vacant space in the 303,000 square foot building. The new owners will prioritize the facility’s border location to try to attract distribution and warehousing business serving the northeast and Canada.

- The IDA- Civic Development Corporation authorized the issuance and sale of revenue bonds for **St. Lawrence University**, Series 2022. The University has over 750 full time employees and approximately 2,300 students, over half of which are from out-of-state. The estimated economic impact from the University is \$300 million a year with an economic impact of \$25 million from students and visitors according to a study by the Commission on Independent Colleges & Universities in New York State.

Education is listed as a key industry sector in the St. Lawrence County Comprehensive Economic Development Strategy. One of the objectives within the CEDS is to support “primary” industries as described in the following section from the CEDS:

Support “primary” industries, i.e., enterprises that sell significant percentages of their products and services to customers largely located outside the County. This may include government and not-for-profit enterprises – such as the universities and State correctional institutions – whose revenues largely come from out-of-County sources.



Johnson Hall of Science, St. Lawrence University

- The Ogdensburg Correctional Facility closed on March 10, 2022. The IDA is working with the County OCF Re-Use Task Force to find a productive reuse for the facility. The closure resulted in the loss of 270 jobs and a \$25 million payroll.

In light of the continued threat of prison closures in New York State, the IDA approved a resolution in support of the continued operation of the remaining two New York State correctional facilities, Gouverneur Correctional Facility and Riverview Correctional Facility, in St. Lawrence County.



The recently closed Ogdensburg Correctional Facility

- Business Connection: Spotlight on Resources, a subcommittee of the St. Lawrence County Workforce Pipeline Committee, of which the IDA is a member, held events in February, March, and April at each of the three BOCES Tech Centers in St. Lawrence County for local employers that included group tours with students and instructors to help spotlight the programs and services offered at the Tech Centers and to demonstrate how businesses can connect with students via internship and employment opportunities.



Business Connection: Spotlight on Resources BOCES Tech Center Tour Events

- Eight community-scale solar development projects approved for PILOT assistance by the IDA were completed in 2022. These projects will add nearly 32 MW of renewable energy production capacity in the County and will provide an additional \$146,000 in new PILOT revenue for the County and local taxing jurisdictions in the first year of the PILOT agreements, a figure that will increase by 2% per year over the life of the PILOTs. There are now 22 active community solar projects in the County representing approximately 86 MW of renewable energy, representing an increase of \$409,000 in new PILOT revenue to the County and local taxing jurisdictions. There are several more projects in the development pipeline as well as a small number of larger, utility-scale projects which have been proposed.

- **North American Forest Group (“NAFG”)** continues to work with the IDA to acquire wood materials processing equipment through funds provided to the IDA by the Northern Border Regional Council (“NBRC”). The new equipment at the sawmill, located at the former ACCO facility in the Town of Oswegatchie, will be more efficient and enhance the capabilities for improved production. The IDA received a grant for \$535,000 from the NBRC to purchase equipment for the facility, which will then be leased to the company.
- **The following loans were paid off in 2022:**

Borrower	Location	Fund	Year Issued	Total
Kingston Pharma	Massena	RVRDA	2017	\$ 100,276.49
Russell’s Groom & Board	Brasher Falls	BMRLF	2019	\$ 30,000.00
Riverside Iron, LLC	Gouverneur	GMEDF	2014	\$ 100,000.00
Riverside Iron, LLC	Gouverneur	RVRDA	2014	\$ 100,000.00
Oswegatchie Crematory	Oswegatchie	CDC	2018	\$ 120,475.00
SLCIDA (Canton Industrial Building)	Canton	RVRDA	2014	\$ 700,000.00

- The St. Lawrence River Valley Redevelopment Agency’s Community Development and Environmental Improvement Program Applications for the 2022 funding year were made available earlier this year, with a submission deadline of April 15th. A total of 12 applications were accepted, requesting \$222,250 in funding, representing \$994,019 in total project costs. The following projects received funding:

Organization	Project Description	Award
Cranberry Lake Mountaineers	Purchase a groomer machine	20,000
Louisville, Town of	Fire station repairs	10,000
Morristown Gateway Museum	Purchase and install a gazebo for covered space	5,000
Norwood Village Green Concert Series	Handicap ramp, railing & new roof to band shell	20,000
Potsdam, Town of	Pickle Ball court creation	10,000
Waddington, Town of	Repairs and renovations to Old Town Hall	5,000

- With the on-set of the COVID pandemic, working families found it increasingly difficult to find access to quality childcare. The IDA began working with the St. Lawrence Child Care Council and the Workforce Development Board back in 2020 to find a way to create greater access to quality childcare in St. Lawrence County.

A training program which began in Lewis and Jefferson Counties during the pandemic caught the eye of these organizations and soon a committee was formed to investigate the potential for creating a similar program in St. Lawrence County. The program will allow individuals to enter (or re-enter) the workforce, encourage new business development, while increasing access to high quality childcare options.

The program, with assistance from County ARPA funds, includes entrepreneurship training provided by the Small Business Development Center and enrollment in a 3-credit Early Childhood online course offered through SUNY Canton.

The three-year program launched in July, with a goal of 10-15 licensed providers in the first year, creating 60-120 new licensed childcare slots.



Launch of the Family Child Care Training Program

Family Child Care Training Program 2022 Scope of Work and Timeline

- o February-June: Program details finalized; marketing developed
- o July-August: Promotion, publicity, and participant recruitment
- o September-January:
 - Guidance with the NYS FCC Application Process, Regulations and Licensing Assistance by the St. Lawrence Child Care Council
 - Personalized Business Counseling, Family Child Care Business Training by the Small Business Development Center
 - Enrollment in 3-credit Early Childhood online course, and mentoring in the SUNY Canton Early Childhood Program

Program Impacts: Year 1

Goal: New Providers	Avg Childcare Slots Per	Goal: New Childcare Slots Created	Actual: New Providers, as of 2/2023	New Childcare Slots Realized	Communities Represented
10-15	6-8	60-120	8	80	Canton, Colton, Gouverneur, Heuvelton, Lisbon, Ogdensburg, Russell

- In 2020, the SLCIDA obtained an award from the USDA Rural Business Development Grant “RDBG” program to assist with tuition costs for the Class-A Commercial Driver’s License training program at SUNY Canton’s CREST Center. Now that the grant is completed and funds have been expended, the SLCIDA was able to assist a total of 18 adults with RDBG funds, six more than what was planned. During 2021 there were 22 students enrolled in the CDL-A program, of which 16 successfully completed the program and passed their NYSDMV road test to obtain their license and 6 students remain active in the program. In 2022, the CDL-A Training Program had 18 students enroll, of which 16 successfully completed the program and passed their NYS DMV road test to obtain their license. One student remains active in the program in the 2023 calendar year. This program is now being supported by ARPA funding allocated by the Board of Legislators being administered by the IDA.
- The St. Lawrence County Center for Entrepreneurial Leadership (“CEL”), a program collaboration with the University of Buffalo School of Management Center for Entrepreneurial Leadership, the SLCIDA, and other member organizations of the St. Lawrence County Small Business Working Group saw 10 graduates complete the 2021-2022 program in April of this year.



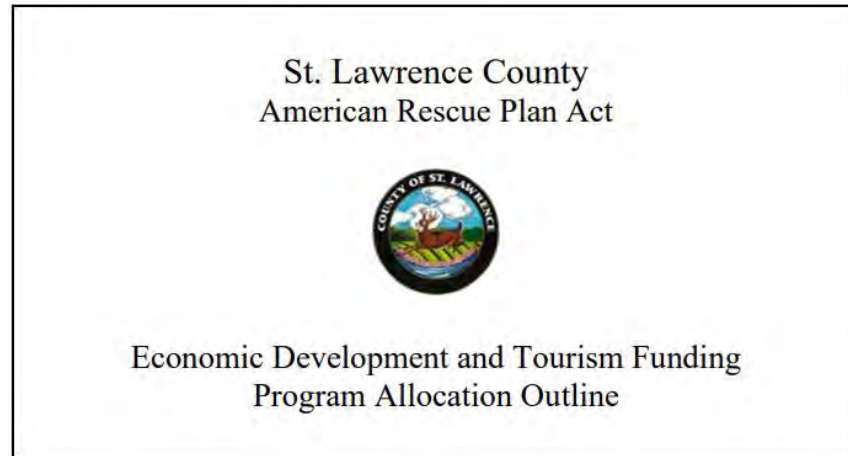
2022 St. Lawrence County Center for Entrepreneurial Leadership Graduates and Program Leaders

- In an ongoing effort to connect the regional military population to local job opportunities, the IDA and St. Lawrence County Chamber have partnered at events on Fort Drum including job fairs, a North Country Expo, and other informational exchanges. Also, both the IDA and Chamber have participated in meetings with the U.S. Chamber of Commerce Foundation for Hiring Our Heroes Program and with the Fort Drum Chapter of Military Spouse Professional Network to establish the Tri County Region as a Military Spouse Economic Opportunity Zone (MSEEZ).

The goal of this effort is to help strengthen the connections between the region’s employers and the Fort Drum related talent pool of military spouses and transitioning soldiers and help local employers in their quest for workforce talent. Similar initiatives are underway with the local schools, BOCES, and colleges and universities.

- The St. Lawrence County Comprehensive Economic Development Strategy (“CEDS”) was updated with assistance from various economic development partners providing detailed information for inclusion in the strategy. An evaluation matrix has been provided in the revised CEDS document and will be used as a basis for activity tracking. The CEDS was approved by the St. Lawrence County Board of Legislators on February 7th.
- Manufacturing Day was held on October 14, 2022. IDA staff served as tour guide assistants at various manufacturing facilities around St. Lawrence County to help introduce local high school students to real –world occupations in the manufacturing industry.
- The IDA continues to work in partnership with the Workforce Development Institute ("WDI") to address workforce challenges and opportunities. In 2022, eight projects in St. Lawrence County received assistance from WDI. A partnership with Cornell Cooperative Extension helped to establish an Agricultural Food Academy with a variety of training programs for small producers looking to find more markets and grow their business. WDI partnered with St. Lawrence University to provide OSHA 30 training for their facilities management and environmental health and safety teams. Riverside Iron was assisted with training for their new CNC Plasma Table. Additionally, the Potsdam Food Co-Op was assisted with strategic planning for their business in an effort to increase business and retain employees. Barkley's Safe and Lock was assisted with training to create standard work processes for their employees. A partnership with St. Lawrence Council for the Arts assisted them with management development essentials training. Potsdam Specialty Paper was assisted with financial and communication training for newly promoted employees. DeFelsko Corporation was assisted with leadership training for employees. These partnerships with WDI were estimated to directly impact 98 individuals by increasing their knowledge and skills base.
- In partnership with the Development Authority of the North Country, the IDA assisted with marketing the services offered by the Procurement Technical Assistance Center (“PTAC”) which is currently housed out of the Greater North County Chamber of Commerce offices. PTAC provides assistance to local businesses helping them understand and navigate the process for procuring military and other federal, state, and local government contract work that will enable them to grow their client base. PTAC schedules office hours at the IDA offices once a month to meet with local businesses in-person.
- As part of a combined effort with the St. Lawrence County Chamber of Commerce, IDA staff contacted businesses to see if they were interested in obtaining COVID-19 Test Kits for their employees. St. Lawrence County received a shipment and our staff delivered over 1,000 test kits to area manufacturing businesses where there are typically larger numbers of employees working in proximity. This effort was well received by the businesses.
- The IDA sought input from several workforce stakeholders to help prepare a grant application that was submitted to the Economic Development Administration through the “Good Jobs Challenge.” The IDA requested \$5.3 million to help build a more refined career ladder training system to support and develop our local workforce. While the application was not approved, efforts are ongoing to leverage the connections between economic and workforce development in the County in order to assist employers and job seekers.

- The IDA worked with the St. Lawrence County Board of Legislators to develop a comprehensive plan for utilizing American Rescue Plan Act (“ARPA”) Funds to assist with pandemic response and recovery in the County. At its August board meeting, the St. Lawrence County Board of Legislators allocated American Rescue Plan Act (“ARPA”) funds to be administered by the St. Lawrence County Industrial Development Agency.



The Board of Legislators declared that [“economic development and tourism are essential to improving the services and activities available in St. Lawrence County”](#) and allocated \$2,900,000 in ARPA funds to be distributed through the IDA to organizations impacted by the COVID-19 pandemic through a number of program categories.

- The first round of ARPA funds totaling \$67,500 was awarded in September
- The second round of ARPA funds totaling \$196,728 was awarded in November
- The third round of ARPA funds totaling \$470,353 was awarded in December
- While the fourth round of ARPA applications was released in December, the deadline for those applications to be submitted was January 30, 2023.

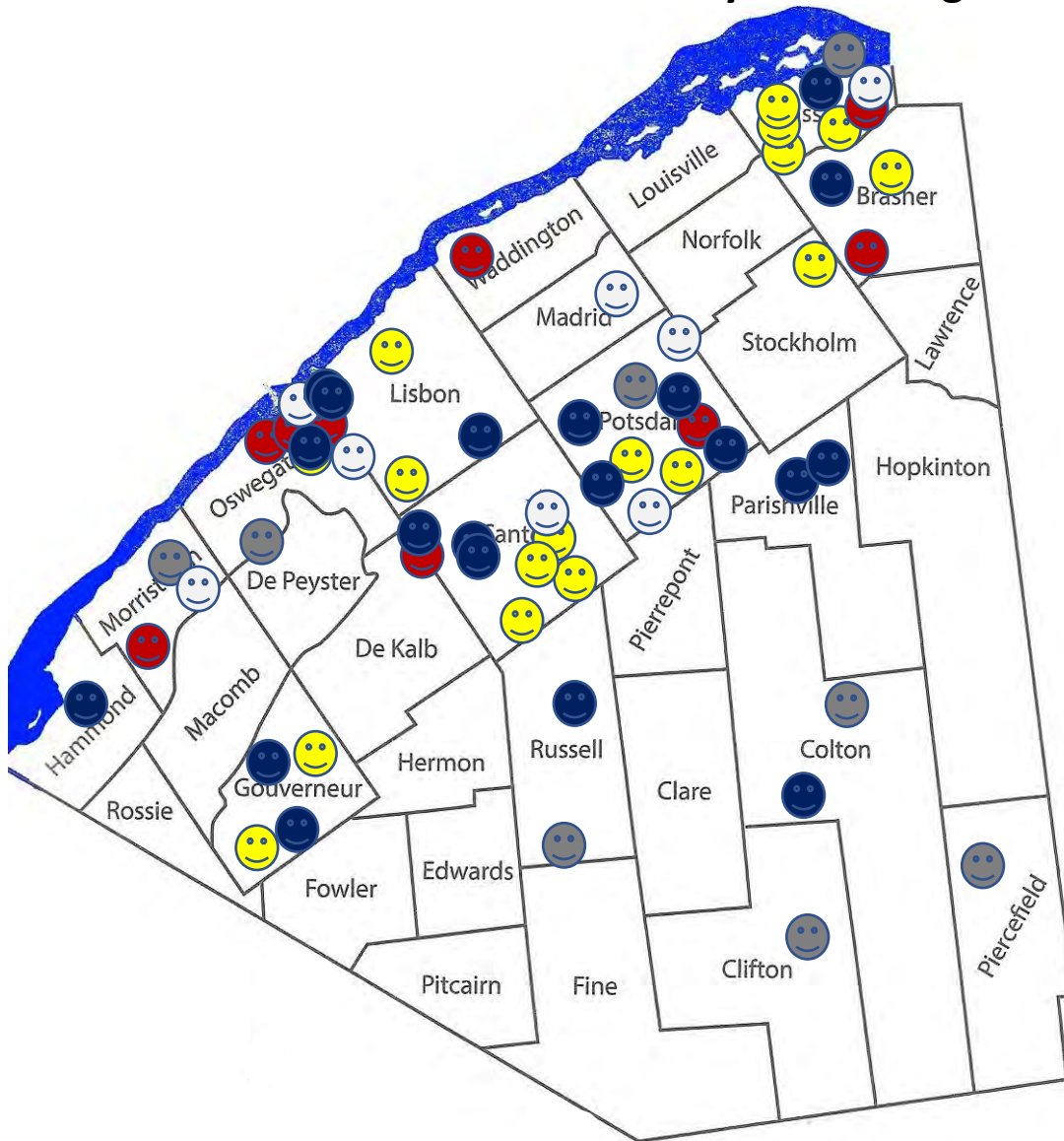
2022 ARPA Award Summary:

- Small Business: \$50,000
- Facility and Infrastructure: \$198,312
- Workforce Training
 - Existing Worker Training: \$27,269
 - New Worker Training: \$65,000
 - CDL-A (SUNY Canton CREST Center): \$24,500 (5 participants served)
 - Tourism, Travel and Hospitality Capacity Building: \$280,000
 - Tourism, Travel and Hospitality Promotion: \$39,500
 - Business/Partner Marketing Opportunities (Airports): \$50,000

Total ARPA Funds Awarded in 2022: \$ 734,581

(see attached Appendix A for full 2022 ARPA Award Summary)

2022 SLCIDA St. Lawrence County ARPA Program Allocations



Program	Allocation to Date	Location
Small Business and Nonprofit Assistance Program	\$ 50,000	😊
Facility and Infrastructure Improvements Fund	\$198,312	😡
Workforce Training and Development New and Existing Worker Program	\$116,769	😞
Tourism, Travel, and Hospitality Capacity Building Grants	\$280,000	😐
Tourism, Travel, and Hospitality Promotion Grants	\$ 89,500	😊

- 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.
- Andrew McMahon was appointed to serve another three-year term on the IDA by the St. Lawrence County Board of Legislators.
- Board members approved the 2021 Independent Audit reports in March of 2022. 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.
- As part of our Public Authority Law compliance program, annual policy reviews are conducted by the IDA and its affiliated organizations. In the first quarter the Property Disposition, Whistleblower, Code of Ethics, Defense & Indemnification, and Compensation, Reimbursement & Attendance policies were reviewed. Performance documents for 2021 were also reviewed.
- Board members participated in an Ethics refresher exercise. Continuing training exercises such as this will help to ensure board members are kept informed of Best Practices, regulatory and statutory changes.
- Due to the passing of long-time local businessperson Ed Murphy, a new member was appointed to the St. Lawrence River Valley Redevelopment Agency. In May, Dale Kramer was appointed to the RVRDA to represent the Town and Village of Massena.
- IDA CEO Patrick Kelly's two-year term as Chairman of the New York State Economic Development Council ("NYSEDC") expired in May. The NYSEDC is the state's principal organization representing economic development professionals. The organization's 900 members includes Industrial Development Agencies, Local Development Corporations, commercial and investment banks, underwriters, law firms, utilities, chambers of commerce, higher education institutions, and private corporations.

The purpose of NYSEDC is to promote the economic development of the state and its communities, to encourage sound practices in the conduct of regional and statewide development programs, and to develop education programs that enhance the professional development skills of its members.

The SLCIDA also remains active with a number of local and regional organizations, including the North Country Alliance, Drum Country Business, the St. Lawrence County Chamber of Commerce, the North Country Chamber of Commerce, and numerous other committees and working groups focused on community, economic, and workforce development in the region.

- The IDA also continued aggressive marketing efforts to better inform local businesses of our resources, to attract outside businesses and investment to St. Lawrence County, and to seek out alumni and former residents of the area to return to the County. Some of these efforts include:
 - Streaming TV advertisements in Canada using the video created for the IDA website. While reviewing analytical data, response to the commercial appeared strong with a higher percentage than expected of people viewing the commercial in its entirety.
 - Attending the Select USA Investment Summit in Washington D.C., the highest profile event for promoting Foreign Direct Investment. Also, staff attended the Montreal Manufacturing Technology Show.
 - Distributing informational flyers with the “Come Back Home and Bring Your Business” theme and attending local alumni events, mega reunions, and festivals this summer to foster attraction efforts.
 - The creation and utilization of advertising and media promotion pieces, including placements in North Country This Week and Northern New York Newspapers.
 - Maintaining memberships in Canadian trade organizations to facilitate access to events and to maintain key contacts with Canadian companies and multiplier organizations.
 - Outreach to numerous businesses in the following industry sectors:
 - Food production
 - Glass manufacturing
 - Plastics and plastic manufacturing, molding, extrusion
 - Fiber, yarn, filament, thread manufacturing
 - Paper/packaging industries
 - Music industry
 - Businesses whose operations would benefit from the graduates, faculty, and facilities at the local universities
 - Collaborating with NYPA to enhance the value of the IDA’s website and social media presence. We continue to promote business resources in St. Lawrence County and to position the County as a location for new investment and a destination from outside the area.

Since the start of the new year, there has been an increase in activity utilizing the website and social media platforms. Postings offer information pieces as well as general updates and promotional messaging.

Notable highlights to the website and related social media platforms include:

- Developing a campaign “Come Home to St Lawrence County” to encourage alumni and previous residents to come back to the county
- Utilizing paid and organic posts for the alumni events and mega reunions
- Continuing to develop social content highlighting prominent community events that benefit workforce development
- Social posts have highlighted important stories from community members
- Weekly posts have included information about key sectors in the local economy

Website and social media analytics include:

- On average, there are about 900 people visiting the site per month and about 13% of them are returning visitors
- Highest number of users per month in this period was in April, May and August 2022, which demonstrates that our social media efforts are working
- Users spent an average of 2 minutes on the site

The following Business Spotlight videos were created in 2022. *We look forward to featuring more local businesses through video and other media platforms in 2023.*

- Atlantic Testing Labs
- Russell Groomers
- Five Mile Farm

Social Media Analytics Key Takeaways in 2022:

Over the course of the year, we saw performance levels grow significantly across all platforms:

- There was a large increase in page and profile visits for Facebook at 55.3% for the year. This means more viewers are seeking the information that the page provides. We posted a minimum of 2 times per week on the SLC IDA Facebook page throughout the year
- A major change in followers on Instagram with a 450% increase
- The Engagement Rate on Twitter increased in 2022 with a high of 3.5%. This is the highest engagement we’ve seen on the platform to date



St. Lawrence County
Industrial Development Agency

Appendix A

ARPA Award Summary (AS OF 12/16/2022)

The St. Lawrence County Industrial Development Agency :

SMALL BUSINESS AND NON-PROFIT ASSISTANCE PROGRAM:

		Budgeted	\$ 300,000
Helena General Store (Helena)	Resolution IDA-22-09-18	\$	2,500
Shoulette's Redemption Center (Canton)	Resolution IDA-22-09-18	\$	2,500
Route 68 Deli (Lisbon)	Resolution IDA-22-09-18	\$	2,500
GardenShare (Canton)	Resolution IDA-22-09-18	\$	2,500
Maple Ridge Kennels (Canton)	Resolution IDA-22-11-26	\$	2,500
J&J Appliance Services, LLC. (Winthrop)	Resolution IDA-22-11-26	\$	5,000
North Country Showcase (Massena)	Resolution IDA-22-11-26	\$	5,000
Potsdam Consumer Cooperative, Inc. (Potsdam)	Resolution IDA-22-11-26	\$	2,500
Railroad Productions Co. (Canton)	Resolution IDA-22-11-26	\$	5,000
Simplicity Clothing (Massena)	Resolution IDA-22-11-26	\$	2,500
Strandz Salon (Gouverneur)	Resolution IDA-22-11-26	\$	2,500
BB Rey, LLC (Gouverneur)	Resolution IDA-22-11-26	\$	2,500
Forevermore Studio (Massena)	Resolution IDA-22-11-26	\$	2,500
Ellen Mills Rentals (Lisbon)	Resolution IDA-22-11-26	\$	2,500
Foster the Plant Café (Potsdam)	Resolution IDA-22-11-26	\$	2,500
Alex's Ice (Massena)	Resolution IDA-22-12-28	\$	2,500
Body by Johnnie (Ogdensburg)	Resolution IDA-22-12-28	\$	2,500

Total awarded \$ 50,000

Balance Remaining \$ 250,000

ARPA Award Summary (AS OF 12/16/2022)

The St. Lawrence County Industrial Development Agency :

FACILITY AND INFRASTRUCTURE IMPROVEMENTS FUND:

		Budgeted	\$	1,000,000
TBB River Road LLC (Main St Perc) (Waddington)	Resolution IDA-22-09-18	\$	5,000	
Fabulous Finds Boutique (Massena)	Resolution IDA-22-11-26	\$	24,553	
Morristown Gateway Museum (Morristown)	Resolution IDA-22-11-26	\$	12,675	
Northern Physical Therapy (Ogdensburg)	Resolution IDA-22-11-26	\$	50,000	
Canton Potsdam Hospital (Potsdam)	Resolution IDA-22-12-28	\$	30,087	
Phillip's Diner (Ogdensburg)	Resolution IDA-22-12-28	\$	17,530	
Pike's Place Venue, Inc. (Brasher Falls)	Resolution IDA-22-12-28	\$	25,000	
Seaway Valley Prevention (Ogdensburg)	Resolution IDA-22-12-28	\$	22,797	
Tradesman Contracting LLC (Rensselaer Falls)	Resolution IDA-22-12-28	\$	10,670	
		Total awarded	\$	198,312
		Balance Remaining	\$	801,688

ARPA Award Summary (AS OF 12/16/2022)
The St. Lawrence County Industrial Development Agency :

TOURISM, TRAVEL & HOSPITALITY CAPACITY BUILDING GRANT PROGRAM

		Budgeted	\$	350,000
Cranberry Lake Mountainers Snowmobile Assoc. (Cranberry Lake)	Resolution IDA-22-09-18 Purchase Groomer	\$		40,000
Black Lake Association (Black Lake)	Resolution IDA-22-12-28 Cut Water Chestnuts, Milfoil & inc. water quality	\$		40,000
Boondockers Sno Club, Inc (Russell)	Resolution IDA-22-12-28 Purchase used tractor with front end loader	\$		40,000
Fish Massena, Town of Massena (Massena)	Resolution IDA-22-12-28 2023 season - 5 events	\$		35,000
Morristown Gateway Museum (Morristown)	Resolution IDA-22-12-28 Exhibit - The Small Fish of Black Lake	\$		20,000
North County Children's Museum (Potsdam)	Resolution IDA-22-12-28 2nd floor expansion, 6 new exhibits	\$		25,000
St. Lawrence County Snowmobile Association (Piercefield)	Resolution IDA-22-12-28 Bridge to connect Adirondack Rail Trail to Lake Placid	\$		40,000
St. Lawrence County Trails (Colton/Parishville)	Resolution IDA-22-12-28 Bridge to connect Colton & Parishville trails	\$		40,000
		Total awarded	\$	280,000
		Balance Remaining	\$	70,000

TOURISM, TRAVEL & HOSPITALITY PROMOTION GRANT PROGRAM

		Budgeted	\$	350,000
Massena International-Richards Field Airport (Massena)	Resolution IDA-22-11-26	\$		25,000
Ogdensburg International Airport (Ogdensburg)	Resolution IDA-22-11-26	\$		25,000
Fort La Presentation Association (Ogdensburg)	Resolution IDA-22-12-28 Traveling Outreach Exhibit	\$		4,000
Norwood Village Green Concert Series (Norwood)	Resolution IDA-22-12-28 Promote 50th anniversary	\$		6,000
St. Lawrence County Arts Council (Potsdam)	Resolution IDA-22-12-28 North Country Arts Festival Promotion	\$		10,000
St. Lawrence Power & Equipment Museum (Madrid)	Resolution IDA-22-12-28 National Allis Chambers Tractor Show	\$		5,000
Swing Time Golf (Canton)	Resolution IDA-22-12-28 Create online presence, advertising	\$		5,000
Morristown Gateway Museum (Morristown)	Resolution IDA-22-12-28 Create Marketing Plan & Implement	\$		2,000
North County Children's Museum (Potsdam)	Resolution IDA-22-12-28 New Website - promote expansion	\$		7,500
		Total awarded	\$	89,500
		Out of Area Destination Marketing Campaign- SLC COC	\$	150,000
		Balance Remaining	\$	110,500

ARPA Award Summary (AS OF 12/16/2022)
The St. Lawrence County Industrial Development Agency :

WORKFORCE TRAINING AND DEVELOPMENT

		Budgeted	\$	900,000
St. Lawrence County ARC (Canton)	Resolution IDA-22-09-18 Existing Worker		\$	7,500
Adirondack Fragrance & Flavor Farm (Parishville)	Resolution IDA-22-09-18 New Worker Training		\$	5,000
CREST Center, SUNY Canton* (Multiple locations)	Resolution IDA-22-11-26 5 Participants served		\$	24,500
Adirondack Flavor & Fragrance Farm (Parishville)	Resolution IDA-22-12-28 Existing Worker		\$	7,500
Alcoa USA Corporation (Massena)	Resolution IDA-22-12-28 New Worker Training		\$	35,000
Defelsko Corporation (Ogdensburg)	Resolution IDA-22-12-28 New Worker Training		\$	25,000
Foster the Plant Café (Potsdam)	Resolution IDA-22-12-28 Existing Worker		\$	2,569
Potsdam Specialty Paper Inc. (Potsdam)	Resolution IDA-22-12-28 Existing Worker		\$	7,500
Tradesman Contracting LLC (Rensselaer Falls)	Resolution IDA-22-12-28 Existing Worker		\$	2,200
SUNY Canton - ChildCare Program** (Multiple locations)	<i>Expenses Anticipated-Class ongoing</i> 10 Participants served - 1st Cohort		\$	50,000
SUNY Canton - ChildCare Program** (Multiple locations)	<i>Expenses Anticipated-Class Starts end of 12/22</i> 9 Participants in process-2nd Cohort		\$	45,000
		Total awarded	\$	211,769
		Balance Remaining	\$	688,231
		TOTAL ARPA FUNDS AWARDED TO DATE	\$	829,581
		Total remaining to award	\$	2,070,419

ST. LAWRENCE COUNTY INDUSTRIAL DEVELOPMENT AGENCY

2023 Marketing Plan



St. Lawrence County
Industrial Development Agency



Marketing Activities

Summary

The St. Lawrence County Industrial Development Agency will continue to promote St. Lawrence County as a business investment destination to our targeted geographies and industry sectors. As part of these promotional efforts, the Agency will focus on the activities and action steps highlighted in the 2022 St. Lawrence County Comprehensive Economic Development Strategy (“CEDS”).

As outlined in the CEDS, the County’s strategy for growing its economy starts by recognizing that jobs and tax base are created by the success of **profitable enterprises**. **As a result, the County must concentrate on expanding existing operations and growing new operations**, while pursuing a strategy which consistently demonstrates how it helps: (1) existing enterprises to become/stay profitable and expand their operations and/or (2) identify and create new enterprises that can start or locate profitable operations in the County.

While it is important for the County to ensure the continuing operations of enterprises that have reached maturity, the County can only reverse its economic deterioration by helping existing enterprises to expand and/or grow or to locate new enterprises in the County.

Four key objectives related to marketing and business outreach must be accomplished in order to achieve the goals of expanding and increasing the County’s employer base, they are:

- Encourage and assist existing employers to maintain their current operations (hereafter “retention”) that provide stable employment and traditional products and services to customers within and outside the County.
- Encourage and assist existing employers in the County to expand their operations (hereafter “expansion”) by using the tools at the developers’ command to help them to become more cost-efficient, to develop new products and services, and to locate new customers.
- Identify entrepreneurs already resident in the County and encourage them to start up new businesses in the County (hereafter called “already here” startups).
- Identify entrepreneurs and businesses located outside the County who could profitably start businesses in the County and/or profitably move their businesses to the County (hereafter called “come here” startups).

The resources to reach both existing in-County and outside individuals and enterprises are limited by cost and staff time available to commit on the sustained basis necessary to reach all, or even most, potential markets. As a result, in marketing resources will be focused on the highest probability, and most cost effective, outreach efforts. This includes the IDA managing its own series of promotional and sales activities and, especially, supplementing these efforts by partnering with other local, regional and State development organizations.

Marketing Activities

The 2023 marketing plan for the Agency will also include efforts to advance the “Research Agenda” outlined in the County’s CEDS. For example, exploring such questions as the destinations of “round” wood harvested in but exported from the County and whether and how turning such an exported resource into value-added products in the County could give an enterprise a competitive advantage by locating here.

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

There are a number of former industrial or otherwise under-utilized properties which will be promoted for economic development re-use throughout the year as well, including the 100 Paterson Street facility in Ogdensburg, the industrial properties in Newton Falls and Star Lake, the excess Alcoa and Arconic sites and buildings and St. Lawrence Centre mall and former Hannaford spaces available in Massena. While some of these properties are currently vacant or not in productive use, the availability of these sites, each of which still have key infrastructure in place, is an asset to the County’s redevelopment efforts.

Specific to the 100 Paterson Street facility, The IDA has already secured one tenant and has been showing the building to several other potential occupants. The goal of this year’s plan will be to build on this success.



Marketing Activities

Assets, Strengths & Value Proposition



Strategic Location:
Access to U.S., Canadian and World Markets

Power, Land, Water and Natural Resources

Available, Affordable Sites and Buildings

Productive and Capable Workforce

Educational Resources and Collaboration Opportunities

Aggressive Tax, Training, Financial and Energy Incentives

Air, Rail, Port and Road Transportation Systems

Focus Areas

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

Marketing Activities

Schedule of Activities

The IDA will carry out specific marketing activities as outlined in the pages that follow which serve to further its 2023 objectives. In addition, our efforts consist of many supporting activities that are performed on an ongoing basis throughout the year. These include:

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

First Quarter: *January - March*

- Continue promotional efforts to prospective companies for the marketing of available space in the 100 Paterson Street Building in Ogdensburg
- Design and print collateral materials and order promotional materials for tradeshow distribution
- Advancing our efforts with the IDA website and other media platforms, focusing on resources and tools for promoting available sites & buildings, power resources, workforce, and incentives
- Strategic outreach, including media placement and e-marketing, highlighting local businesses and industries and various assistance programs
- Print Advertising: North Country This Week Progress Edition and Northern New York Newspapers Business Outlook
- Local Event: Business Connections - Spotlight on Resources (program/tour of BOCES). January 18th - Seaway Tech in Norwood and February 15th - Northwest Tech in Ogdensburg
- Local Event: Business Resource Mixer at Best Western University Inn in Canton on March 8th
- Recruitment Event: Fort Drum Career Fair, February 2nd. Outreach to transitioning soldiers and families
- Promotional efforts for the various ARPA related training programs: Family Childcare, CDL, Heavy Equipment Operator, and Certified Clinical Medical Assistant

Second Quarter: *April – June*

- Outreach (e-marketing, college alumni) highlighting attendance at upcoming tradeshow
- Tradeshow: SIAL Canada, Toronto, Canada (05/9 – 05/11)
- Tradeshow: CANECT, Ontario, Canada (05/09-05/11)
- Tradeshow: CANSEC, Ottawa, Canada (05/31 - 06/01,
- Local Events: Advertising and/or Attendance at local events that draw large crowds of people home to St. Lawrence County (Festivals, Alumni Reunions, Fishing Tournaments, etc...)
- Television Streaming: Targeted outreach to potential Canadian business prospects
- Print Advertising: North Country This Week Visitor's Guide
- Print Advertising: NNY Newspapers Vacation Guide
- Collaborative outreach with colleges to alumni
- Social media: Local business profiles, quality of life, general economic development outreach
- Ongoing promotion and highlights of St. Lawrence County sites and buildings with Empire State Development
- Research and outreach agenda: Industries using milk (cheese, yogurt, baby formula, and other miscellaneous milk processing)



Third and Fourth Quarters: *July - December*

- Local Event: Business Resource Mixer Event (Southern Part of St. Lawrence County)
- Recruitment Event: Fort Drum Career Fair, August 3rd. Outreach to transitioning soldiers and families
- Digital Ad Campaign & Print Advertising: Marketing to former residents returning to the area for the summer, and the holidays. Social media outreach to identify potential alumni
- Initiation of Canadian based lead generation and business development engagement
- Direct Mailing: POWER – for potential upcoming tradeshows & collaboration with colleges and universities to target alumni returning for campus events
- Tradeshow: EpTech, Montreal, Canada (09/06)
- Tradeshow: BioMed, Boston, Massachusetts (09/20 – 09/21)
- Local Event: Business Resource Mixer Event (Northern Part of St. Lawrence County)
- Tradeshow: Advance Design and Manufacturing Expo, Toronto, Canada (11/07-11/09)
- Tradeshow: Select USA-Canada (Date TBD)
- Ongoing promotion and highlights of St. Lawrence County sites and buildings with Empire State Development
- Implementation of enhanced Contact Management System



MEGA REUNION & BLOCK PARTY

ARE YOU VISITING FOR MEGA-REUNION WEEKEND BUT WISHING YOU COULD STAY?

Why not BRING YOUR BUSINESS or START ONE HERE?

The ST. LAWRENCE COUNTY INDUSTRIAL DEVELOPMENT AGENCY is your central point of contact.

WE CAN ASSIST YOU WITH:

- Low interest loans
- Bond financing
- Tax abatement programs
- Networking and business contacts
- Industrial building construction
- Site selection assistance
- Start-up advising
- Workforce training

For more information contact the IDA today!

Email: info@slcida.com
Phone: (315) 379-9806
www.SLCIDA.com

St. Lawrence County Industrial Development Agency

WORK-LIFE BALANCE

Room to Grow

Innovative Entrepreneurship

NORTH COUNTRY PROCUREMENT TECHNICAL ASSISTANCE CENTER

& St. Lawrence County IDA

Meet with a PTAC representative at The SLC IDA Offices on Thursday August 12th

POWER Your Business

St. Lawrence County, New York

Renewable, Reliable & Inexpensive Hydropower
Strategically Located on the US / Canadian Border
Incentives, Financing, World Class University R&D

ST. LAWRENCE COUNTY INDUSTRIAL DEVELOPMENT AGENCY

Bring Your Business to St. Lawrence County in Northern New York State

Make St. Lawrence County Home to Your Business!

In St. Lawrence County, residents have access to a number of **advantages** for their business growth and development. Including but not limited to:

- Aggressive Tax, Training, Financial & Energy Incentives
- Convenient access to Key U.S. & Canadian Markets
- Access to Air, Rail and Port Transportation
- Variety of Available Sites & Buildings
- Five Area Colleges & Universities

St. Lawrence County Industrial Development Agency

CONTACT: St. Lawrence Co www.SLCIDA.com
[f/SLLawrenceCountyIDA](https://www.facebook.com/SLLawrenceCountyIDA)

Energize your business and discover success in St. Lawrence County

HAPPY 4TH OF JULY

Come Home To St. Lawrence County

FIVE MILE FARM

Career Fair

60+ Employers

Thursday
05 MAY 22
1000-1400

The Commons
4350 Euphrates River Valley Rd.
Fort Drum, NY 13602

Scan to Register