



Mission Statement

(Reviewed and Reaffirmed in Public Session on March 25, 2025)

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.

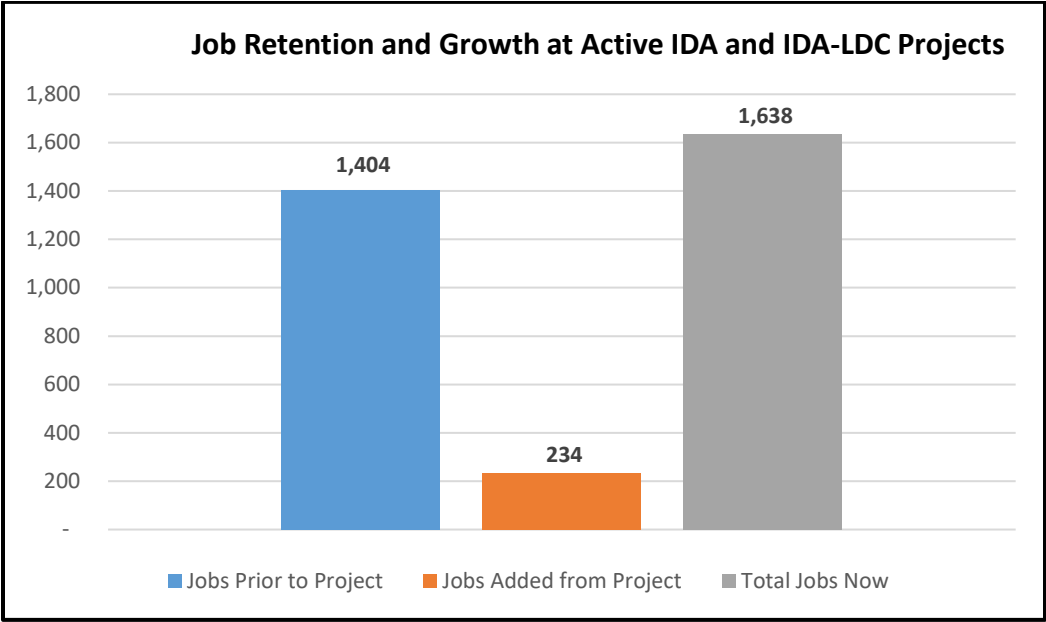


Performance Goals

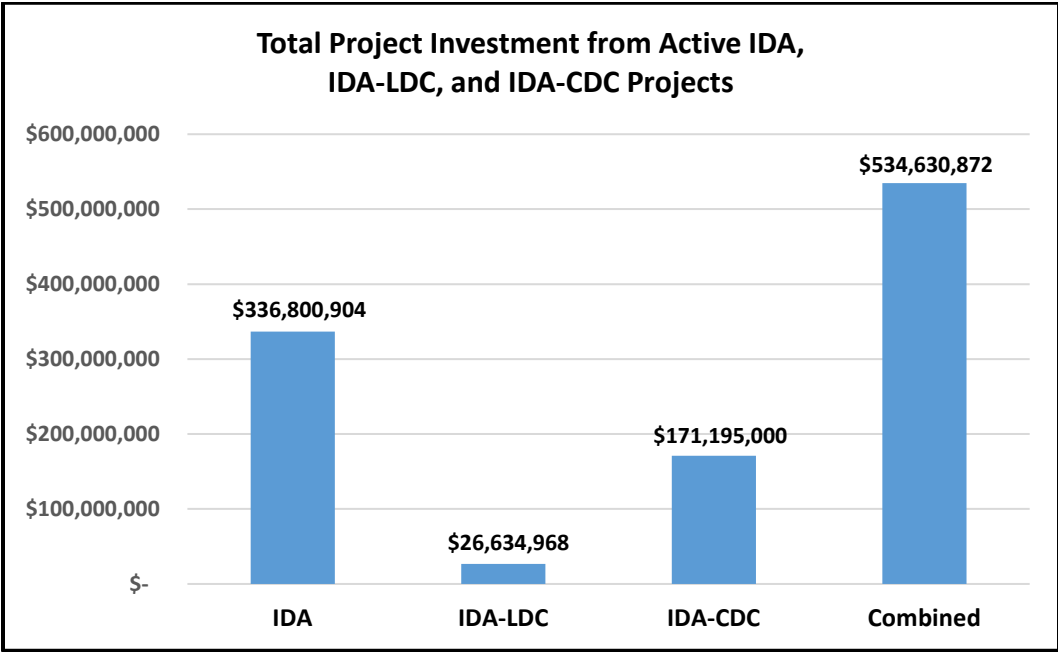
- To create new employment opportunities for St. Lawrence County citizens through the attraction of or the creation of new businesses
- To create new employment opportunities for St. Lawrence County citizens through the expansion of existing businesses
- To retain existing employment opportunities
- 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

2025 Performance Review (January 2025 – December 2025)

Overlapping projects, which include IDA and IDA-LDC participation (for example, an IDA PILOT and an IDA-LDC loan), have been reconciled to avoid double-counting in the numbers and graphics below.



The combined totals of active IDA, IDA-LDC, and IDA Civic Development Corporation (“IDA-CDC”) projects (again reconciled to prevent double counting of overlapping projects) represent over \$535 million in economic activity in St. Lawrence County. This is for active projects only and does not include historical project activity where IDA assistance has been completed or for IDA-LDC loans and IDA-CDC bonds which have been repaid.



Projects, Activities, and Initiatives

The IDA assembled a loan package for *Empire State Mines, LLC*, a subsidiary of Titan Mining Corporation, to help finance a commercial demonstration graphite processing facility at the company's Fowler mine. The \$2 million loan included \$1,500,000 authorized by the IDA-LDC and St. Lawrence River Valley Redevelopment Agency ("RVRDA") and \$500,000 from the North Country Economic Development Fund, administered by the Development Authority of the North Country ("DANC").

The last production of American, commercially-mined graphite was in 1956. China currently controls 77% of global natural flake graphite production. Other key supplier nations are Mozambique and Madagascar.

The United States imports 100% of its current graphite requirement creating a unique opportunity for ESM to play a key role in delivering to domestic needs. North American demand for graphite is projected to grow as demand for lithium-ion batteries continues to grow.

The demonstration phase began in 2025, and a series of other phases possible over the next one to four years. The company currently employs 135 people, and the project is expected to create an additional five jobs.



 **TITAN** | an augustagroup company

Titan Mining Commences Graphite Processing at Empire State Mines in New York

Positions Titan as America's Only End-to-End Domestic Producer of Natural Graphite; Enhances Domestic Supply of Critical Minerals

Gouverneur, NY, December 11, 2025 – Titan Mining Corporation (TSX:TI, NYSE-A:TII), ("Titan" or the "Company") an existing zinc concentrate producer in upstate New York and an emerging natural flake graphite producer (a key component of the broader rare earths and critical minerals ecosystem), announced that ore feeding has commenced at its Kilbourne graphite demonstration facility, advancing the project toward first graphite concentrate production. This marks a historic step toward restoring end-to-end U.S. natural flake graphite production for the first time in more than 70 years.

Legacy Crane, LLC was awarded loan financing through the IDA-LDC and DANC for the acquisition of assets for low cost, high strength industrial crane equipment.



Legacy Crane, LLC is acquiring equipment and assets from the now-closed Wilcox Crane Company. Currently, for projects requiring these types of cranes, companies have to go outside the area to get the equipment needed.

This will enable a service to be available that is not currently accessible in this area. The company anticipates creating 5 full-time equivalent jobs.

St. Lawrence Suds (dba Bent Beam Brewing) was approved for an extension of a Sales and Use Tax Exemption provided by IDA, and a final loan package from the IDA-LDC.

The company anticipates opening in 2026 and hiring up to 12 employees during the first three years of operation.



The St. Lawrence River Valley Redevelopment Agency and IDA-LDC authorized a \$500,000 loan to **Massena Arts and Theatre, Inc.** to provide bridge financing as the organization refurbishes the former Schine Theater structure in downtown Massena through a series of New York State grant programs and fundraising activities. This loan is being provided in partnership with the Development Authority of the North Country and SeaComm Federal Credit Union, each of which are also providing \$500,000 in bridge financing for the project.

Originally built in 1918 as a movie theater in a grand ornate style, the currently vacant and blighted 17,278 sq. ft. building will be transformed from a traditional movie theater to a multi-use community theater and event center. The theater is located on Main Street across from the Town/Village office building. Design plans will provide this community theater with flexibility for its programs; including traditional community theater offerings, movies, concerts, cabaret shows, and other performances. Additionally, the ability to accommodate conference presentations and other large audience events will fill additional voids that currently exist in the community while providing valuable revenue streams to support the arts and culture programming



Financing for a working capital loan request for *Villnave Construction Services, Inc.* was packaged with the IDA-LDC, North Country Alliance, and the Brasher Microenterprise Revolving Loan Fund. The loan will assist with retaining 28 full-time equivalent jobs.

Loan and Lease Portfolio Summary

The St. Lawrence County IDA and its affiliated development corporations have a robust portfolio of loans and building and equipment leases. In addition to IDA lease-purchase agreements with a combined outstanding balance of over \$1.1 million, the IDA-LDC has approximately 35 active loans and leases totaling over \$4.1 million in outstanding balances across a number of different loan funds and programs it administers. The combined original balance of all of these loans and leases was nearly \$10 million. In addition to its own funds, the IDA-LDC also administers the St. Lawrence River Valley Redevelopment Agency Fund, Greater Massena Economic Development Fund, St. Lawrence County Microenterprise Revolving Loan Fund, and the Brasher Microenterprise Revolving Loan Fund.

The following loans or long-term leases were paid off in 2025:

- Atlantic Testing, Canton \$344,500
- Atlantic Testing, Canton \$322,000
- Canexsys, Ogdensburg \$450,000
- Cornell Cooperative Extension, Canton \$25,000
- Curran Renewable Energy, Massena \$1,500,000
- NY Power Tools, Massena \$350,000
- Pepsi Bottlers, Ogdensburg \$200,000

Business Outreach and Workforce Development

A **Business Resource Mixer** was held on April 29th at the Best Western University Inn in Canton. Representatives of local businesses, colleges and universities attended the mixer, along with local, regional, and state business resource partners. Four local businesses (Atlantic Testing Laboratories, Con-Tech Building Systems, Frederic Remington Art Museum, and Summit Shre Labs) formed a panel of speakers to discuss their experiences with operating a business utilizing the business resources available in the County. IDA staff assisted with the coordination of the event, which will be a St. Lawrence County Chamber event going forward.



Staff attended a **Business-University Connections Event** at SUNY Canton which highlighted internships and experiential learning for students and local businesses.

A panel of students and local businesses shared the takeaways that benefited both parties and encouraged other businesses to consider an internship program.



The St. Lawrence County Center for Entrepreneurial Leadership ("STL-CEL"), a program collaboration with the University of Buffalo School of Management Center for Entrepreneurial Leadership, SUNY Canton, the IDA, and other member organizations of the St. Lawrence County Small Business Working Group, assembled 12 participants to be a part of the next cohort, set to begin in January 2026.

The IDA-LDC's Marijean Remington will help facilitate the 2026 class held weekly at the IDA main conference room from January through June



**St. Lawrence County
Industrial Development Agency**
proudly supports
**Agricultural and Agribusiness in
St. Lawrence County**



Looking to **start or expand** a business
in St. Lawrence County?

A Sample of IDA Agri-Business Projects Include:

- * Applewood Orchards (NCEDF)
- * Bregg Winery, Norfolk
- * Canton Apples & Cider (ARPA)
- * CCE (CDL-A Training, BOCES Ag Studies & Harvest Kitchen)
- * Finen Maple (ARPA)
- * GardenShare, Farmers Market Promotion
- * High Peaks Winery, Stockholm
- * M&M Eggs, Brasher
- * North Country Dairy, North Lawrence
- * North Country Grown Cooperative
- * Rocking TT Bar Water Buffalo Dairy, Hammond
- * Woodcrest Dairy (National Grid)

For more information
contact us today!

info@slcida.com
(315) 379-9806
www.slcida.com

St. Lawrence County
Industrial Development Agency

The IDA continued sponsorship of the ***St. Lawrence County Ag Tour***. Other sponsors for the tour included:

- *St. Lawrence County Board of Legislators*
- *Cornell Cooperative Extension of St. Lawrence County*
- *St. Lawrence County Agricultural and Farmland Protection Board*
- *St. Lawrence County Soil and Water Conservation District*

Stops on the 2025 tour included Greenwood Dairy, Canton Apples, Bourdeau Brothers, and the Cornell Cooperative Extension.

Regional Partnerships and Project Assistance

The IDA 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, the St. Lawrence County Economic Development Study Advisory Board, the St. Lawrence County Business Connections: Spotlight on Resources committee, and numerous other committees and working groups focused on community, economic, and workforce development in the county and region.

In addition to building local and regional awareness of service providers and their programs, these partnerships often result in direct financial support of projects in St. Lawrence County. Examples of current projects receiving assistance from DANC as a result of collaborative efforts with the IDA include:

- *St. Lawrence Suds dba Bent Beam Brewing*: closed on \$250,000 loan from the North Country Value Added Ag Fund
- *St. Lawrence County IDA*: received \$200,000 loan/grant from the North Country Redevelopment Fund for the 30 Buck Street building redevelopment
- *Massena Arts and Theater Association*: committed \$500,000 from the Economic Development Fund and \$100,000 from the North Country Redevelopment Fund
- *Empire State Mines*: closed on \$500,000 from the North Country Economic Development Fund as part of the Graphite Commercial Demonstration Facility project
- *Hammond Fair Association, Inc.*: committed \$50,000 from the Economic Development Fund

Administrative Activities

At the *IDA's Annual Meeting*, the following officers were elected to a one-year term: Brian W. Staples (Chair); Lynn Blevins (Vice-Chair); Ernest J. LaBaff (Secretary).

Andrew McMahon was reappointed by the County Board of Legislators to serve another three-year term on the IDA board.

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. Updates to the Open Meetings Law Policy and FOIL policy were also approved, and performance documents for 2024 were reviewed. In the fourth quarter, the Conflicts of Interest Policy, Procurement Policy, Investment Policy, and Assessment of the Effectiveness of Internal Controls policies were reviewed. Staff members also participated in interactive harassment prevention training, in conjunction with the policy and training materials.

Board members approved the 2024 Independent Audit reports in March, and members of the Board of Legislators were provided with the reports electronically. In addition, the reports are available on our website at www.SLCIDA.com.



The St. Lawrence River Valley Redevelopment Agency's Community Development and Environmental Improvement Program Applications for the 2025 funding year were made available in January, with a submission deadline of April 15th. A total of 12 applications were accepted totaling project requests of \$420,000. Since the program's inception about 14 years ago, over \$14 million in funds have been awarded for this program. This year the following nine awards totaling \$100,000 were approved.

Organization	Project Description	Award
Black Lake Fish & Game Association	Improvements To Fish & Game Complex and Ames Youth Outdoor Education Center	\$ 10,000
Cranberry Lake Mountaineers	Repairs to 2008 Piston Bully Groomer	\$ 10,000
Gouverneur Agricultural & Mechanical Society	Upgrade Camper Site on Fairgrounds	\$ 10,000
Lisbon, Town of	Rehabilitate Downstairs of Town Hall	\$ 10,000
Louisville, Town of	Holiday/Community Spirit Decorations	\$ 10,000
Ogdensburg, City of	Ventilation Improvements To Centrifuge Room of Water Pollution Control Facility	\$ 10,000
Potsdam Humane Society	Facilities Repairs and Upgrade to Shelter	\$ 20,000
TAUNY	Renovations To Main Street Downtown Location – Window Repair/Replacement	\$ 10,000
Waddington, Town of	Restore Windows of Old Town Hall	\$ 10,000

Marketing and Promotion

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:

- Staff exhibited and/or walked various tradeshows, including the Aeromart Montreal Show, the Select-USA show in Washington D.C., and the Canadian Association of Defense and Security Industries (“CANSEC”) show in Ottawa, to engage with a variety of companies to discuss business expansion opportunities in St. Lawrence County. Additionally, staff attended both the Adirondack Days in Albany and Adirondack Planning Forum in Saranac Lake, the Empire State Development Global NY North Country Roadshow in Lake Placid, the ADM Design and Manufacturing show in Toronto, the Empire State Development/Commercial Services trade event in Montreal, and the Select USA/Canada tradeshow in November.
- As part of our promotional efforts in Canada, along with a marketing grant received by National Grid, the IDA issued an RFP for lead generation services in Canada, a tool that will allow us to increase our business expansion messaging across the border. The lead generation will become an integral tool for making the appropriate contacts to generate leads from Canadian businesses that are interested in expansion in the United States.
- Representatives from Fort Drum attended the Business Mixer event in April and discussed the process of transitioning soldiers into the regional workforce. This relationship with Fort Drum was developed as part of this initiative.
- Distributing informational flyers with the “Come Back Home and Bring Your Business” theme at local alumni events, 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.
- 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. Postings offer information pieces as well as general updates and promotional messaging.



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

- Updated Facts and Figures pages with updated census data.
- Continuing the “Come Home to St. Lawrence County” campaign to encourage local college alumni and previous residents to come back to the County.
- Utilizing paid and organic posts for the alumni events.

- Continuing to develop social content highlighting prominent community events that benefit workforce development.
- Weekly posts have included information about key sectors in the local economy, and more quality-of-life posts on Instagram resulted in growth on the page.
- Utilizing Instagram stories and tagging larger institutions has driven more impressions and engagement on posts, leading to more followers.

Website and social media analytics include:

- For the calendar year 2025, the site had 15,789 visitors. The number of sessions is 21,960 with a 2.50 average rate of page views per user, signifying that users visited the site more than once and view multiple pages each visit.
- Users spent an average of 3 minutes 39 seconds on the site, a slight decrease from 2024 where the average session duration was 3 minutes 44 seconds.
- The Jobs page surpassed the Home page for most views, with users spending the most time on that page. The Home page received the second most visitors, with the alternate jobs page and properties page following. Jobs overall accounted for 14,012 views coming from 3,083 users.

Audience sources:

The best sources of traffic were organic searches leading traffic to the site, with direct traffic and user acquisition being the second highest source of traffic, with organic video third and referral traffic fourth.

Social Media Analytics Key Takeaways over the course of the year:

- There was an increase in follower growth across Facebook, Instagram, and LinkedIn, with slightly less engagement on Facebook, but more increases on Instagram and LinkedIn. This is attributed to an increase in frequency of regular postings across the platforms.
- For Facebook and Instagram, we will incorporate more video into the posts and will look at using some content from the business spotlights to increase posting engagement. For certain posts, it may be worthwhile investing in ad-spend as that has proven to be effective for increasing reach.
- We posted an average of 2-3 times per week on the SLCIDA Facebook page throughout the year. Analytics show there was an increase in audience growth (5.7%) compared to the prior year. Content reached 20.6k views and link clicks increased 10.5% from last year. The page gained 24 new followers.
- On LinkedIn, impressions increased to 18,487 and the page increased from 383 reactions to 723. The page and profile visits for 2025 ended at 225. Most of the views come from desktop users as opposed to mobile and most visitors come from the Higher Education industry and have business development roles. We attribute these increases to the increased frequency of posting we are doing on LinkedIn.
- On Instagram, page reach was at 2.8k. The page gained 33 new followers in 2025.

Once a month SLCIDA staff post available properties on LinkedIn to garner interest in both the properties and other offerings of the IDA. Our plan is to continue to feature one property per month in various locations around the County.

Grow Your Business Here

GET IN TOUCH

PLAN YOUR BUSINESS START-UP OR EXPANSION
ST. LAWRENCE COUNTY

The St. Lawrence County Industrial Development Agency offers a variety of programs and services to help businesses grow and succeed.

We can assist with:

- Low Interest Loans
- Bond Financing
- Tax Abatement Programs
- Site Selection Assistance
- Networking and Business Contacts
- Industrial Building Construction

Whether you are an entrepreneur or an established business, **The St. Lawrence County IDA** is your central point of contact!

For more information, please call (315) 379-9806 or visit us at www.SLCIDA.com

Life Undiscovered
ST. LAWRENCE COUNTY

St. Lawrence County Industrial Development Agency

ST. LAWRENCE COUNTY
**NOT JUST A HOLIDAY DESTINATION...
 A HOME FOR BUSINESS YEAR AROUND!**

Thinking about starting a business, or expanding your current business?

We want to help you lead a successful business at HOME in St. Lawrence County!

Contact us today!

St. Lawrence County Industrial Development Agency
 Commerce Lane, Canton, NY
 www.SLCIDA.com
 (315) 379-9806
 Info@slcida.com

Empire State Mines - Follow
 July 15, 2025

Exciting progress at ESM!
 Our all-American end-to-end natural flake graphite production construction is moving forward! We're on track to become the first U.S. producer of mined and processed natural flake graphite in nearly 70 years.

We're proud to partner with St. Lawrence County Industrial Development Agency and the Development Authority of the North Country on this project to bring new opportunities to our community.

Be sure to follow for more updates on this exciting progress!

• Luke Gates
 #CriticalMinerals #TitanMining #BTS

The St. Lawrence County IDA proudly supports the U.S. Army at Fort Drum

Welcome Service Members and Families to an **Exceptional Quality of Life in St. Lawrence County, NY!**

- 5 Military Friendly Colleges
- Employment Opportunities in a Variety of Industries
- Exceptional Education & Training Opportunities
- Recreational Fun for the Whole Family
- Community Support and Service Organizations
- Entrepreneurship: Ready to start your own business?
- Lower Cost of Living
- And so much more!!

Visit the St. Lawrence County Industrial Development Agency www.SLCIDA.com/living-here/military-to-civilian/

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:

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

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St. Lawrence County Industrial Development Agency
 CONTACT: St. Lawrence County Industrial Development Agency
 www.SLCIDA.com or Phone (315) 379-9806
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CSX select site

MASSEN
NEW YORK

The St. Lawrence County IDA proudly supports Agriculture and Agribusiness...

Start your business here!

Contact the St. Lawrence County Industrial Development Agency
www.SLCIDA.com

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- Gregg Winery, Norfolk
- Canton Apples & Cider (ARPA Funds)
- Cornell Cooperative Extension: BOCES Ag Studies and Harvest Kitchen
- GardenShare Farmers Market Promotion
- High Peaks Winery, Stockholm
- M&M Eggs, Brasher
- North Country Dairy, North Lawrence
- North Country Dairy Cooperative
- Woodcrest Dairy (National Grid)

St. Lawrence County Industrial Development Agency
 Life Undiscovered ST. LAWRENCE COUNTY

Applications Now Being Accepted!

ST. LAWRENCE COUNTY
 Center for Entrepreneurial Leadership
 TAP* Your Potential

CLICK HERE

Join Global NY's Canada Round Table

May 29 2025
 9-11am Presentations
 12-1pm One on One Consultations

Please Join Global NY and St. Lawrence County IDA at our upcoming Canada Roundtable in Canton, NY.

Why Canada?

- Abundant opportunities: Canada is the single

Overview
 Participants will be briefed on in Canada and may apply to report and partner search at NY's Canada Trade Office.

INVESTING IN THE U.S.

SELECTUSA INVESTMENT SUMMIT
 May 11-14, 2025

FDI - INCOMING



St. Lawrence County IDA
Local Development Corp

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.