

Governance Committee Meeting

~Agenda~

ST. LAWRENCE COUNTY PROPERTY DEVELOPMENT CORPORATION

IDA Office, Main Conference Room

March 27, 2026

1. Call to Order
2. Governance Documents
 - i. Resolution: Review of: Compensation, Reimbursement, and Attendance Policy..... 1
 - ii. Resolution: Review of: Whistleblower Policy & Procedures2-4
 - iii. Resolution: Review of: Code of Ethics5-6
 - iv. Resolution: Review of: Defense and Indemnification Policy 7
 - v. Resolution: Review of Disposition of Real Property Guidelines 8-13
3. Current Policies
 - i. Financial Disclosure
4. Executive Session
 - i. Board Self-Evaluations
5. General Discussion
 - i. Mission and Performance Review
6. Adjournment

ST. LAWRENCE COUNTY
PROPERTY DEVELOPMENT CORPORATION
Res. No. PDC-26-03-xx
March 27, 2026

Approved and Adopted: July 19, 2018
Governance Committee Review: March 27, 2026

WHEREAS, the St. Lawrence County Property Development Corporation has caused to be conducted a review of its Compensation, Reimbursement and Attendance Policy, and

THEREFORE, BE IT RESOLVED, that the St. Lawrence County Property Development Corporation authorizes the following policy:

Compensation, Reimbursement and Attendance

Pursuant to and in accordance with the Not-For-Profit Corporation Law of the State of New York, the Board of Directors (the “Board”) of the St. Lawrence County Property Development Corporation (the “Corporation”) shall serve without salary and be appointed as described in the By-Laws of the Corporation but may be reimbursed for reasonable expenses incurred in the performance of Corporation duties at the approval of the Board.

The officers, employees and agents of the Corporation shall serve at the discretion of the Corporation Board at such compensation levels as may be approved by the Board from time to time and may be reimbursed for reasonable expenses incurred in the performance of Corporation duties at the approval of the Board.

The Board and officers of the Corporation shall be available as required to perform the operations of the Corporation and as set forth within the By-Laws of the Corporation, as may be amended, restated or revised by the Board from time to time, in accordance with the By-Laws. Said Board and officers of the Corporation shall put forth their best efforts to perform their respective duties as outlined in the By-Laws of the Corporation and any other directives of the Board relating to same.

Move:				
Second:				
VOTE	AYE	NAY	ABSTAIN	ABSENT
Blevins				
Hall				
LaBaff				
McMahon				
Morrill				
Reagen				
Staples				

I HEREBY CERTIFY that I have compared this copy of this Resolution with the original record in this office, and that the same is a correct transcript thereof and of the whole of said original record.

/s/

Lori Sibley
March 27, 2026

ST. LAWRENCE COUNTY
PROPERTY DEVELOPMENT CORPORATION
Res. No. PDC-26-03-xx
March 27, 2026

Approved and Adopted: July 19, 2018
Governance Committee Review: March 27, 2026

WHEREAS, the St. Lawrence County Property Development Corporation has caused to be conducted a review of its Whistleblower Policy and Procedures, and

THEREFORE, BE IT RESOLVED, that the St. Lawrence County Property Development Corporation authorizes the following policy:

Whistleblower Policy and Procedures
--

Every Director of the St. Lawrence County Property Development Corporation (the “Corporation”) and all officer and employees thereof, in the performance of their duties shall conduct themselves with honesty and integrity and observe the highest standards of business and personal ethics as set forth in the Code of Ethics of the Corporation (the “Code”).

Each Director, officer or employee is responsible to report any violation of the Code (whether suspected or known) to the Corporation’s Chief Executive Officer. Reports of violations will be kept confidential to the extent possible. No individual, regardless of his or her position with the Corporation, will be subject to any retaliation for making a good faith claim and, any employee who chooses to retaliate against someone who has reported a violation, shall be subject to disciplinary action which may include termination of employment. Regardless, any claim of retaliation will be taken and treated seriously and irrespective of the outcome of the initial complaint, will be treated as a separate offense.

The Chief Executive Officer is responsible for immediately forwarding any claim to the Corporation’s counsel who shall investigate and handle the claim in a timely manner.

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March 27, 2026

ST. LAWRENCE COUNTY
PROPERTY DEVELOPMENT CORPORATION
Res. No. PDC-26-03-xx
March 27, 2026

Approved and Adopted: July 19, 2018
Governance Committee Review: March 27, 2026

WHEREAS, the members of the Board and employees of the St. Lawrence County Property Development Corporation (the “Authority”) are bound by the provisions of, among others, Public Authorities Law and Public Officers Law, and

WHEREAS, the Authority has caused to be conducted a review of its Code of Ethics,

THEREFORE, BE IT RESOLVED, that the St. Lawrence County Property Development Corporation authorizes the following policy:

Code of Ethics

The Board members (the “Board”) of the St. Lawrence County Property Development Corporation (the “Corporation”), a duly established local development corporation created pursuant to Section 1411 of the Not-for-Profit Corporation Law of the State of New York (the “State”), along with the officers and staff of the Corporation, shall comply with and adhere to the provisions of the Not-For-Profit Corporation Law of the State.

Further, no board member, officer, or employee of the Corporation shall (1) accept other employment which will impair his or her independence of judgment in the exercise of his or her official duties; (2) accept employment or engage in any business or professional activity which will require him or her to disclose confidential information which he or she has gained by reason of his or her official position of authority; (3) disclose confidential information acquired by him or her in the course of his or her official duties nor use such information to further his or her personal interests; (4) use or attempt to use his or her official position to secure unwarranted privileges or exemptions for himself, herself or others; (5) engage in any transaction as a representative or agent of Corporation with any business entity in which he or she has a direct or indirect financial interest that might reasonably tend to conflict with proper discharge of his or her official duties; (6) by his or her conduct, give reasonable basis for the impression that any person can improperly influence him or her or unduly enjoy his or her favor in the performance of his or her official duties, or that he or she is affected by the kinship, rank, position or influence of any party or person; (7) make personal investments in enterprises which he or she has reason to believe may be directly involved in decisions to be made by him or her or which will otherwise create substantial conflict between his or her duty in the public interest and his or her private interest; and (8) pursue a course of conduct which will raise suspicion among the public that he or she is likely to be engaged in acts that are in violation of his or her trust.

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March 27, 2026

ST. LAWRENCE COUNTY
PROPERTY DEVELOPMENT CORPORATION
Res. No. PDC-26-03-xx
March 27, 2026

Approved and Adopted: July 19, 2018
Governance Committee Review: March 27, 2026

WHEREAS, the St. Lawrence County Property Development Corporation has caused to be conducted a review of its Defense and Indemnification Policy, and

THEREFORE, BE IT RESOLVED, that the St. Lawrence County Property Development Corporation authorizes the following policy:

Defense and Indemnification

Pursuant to the By-Laws of the St. Lawrence County Property Development Corporation (the “Corporation”), the Corporation shall indemnify all of the Corporation and each officer and employee thereof, in the performance of their duties, and to the extent authorized by the Board of Directors, each other person authorized to act for the Corporation or on its behalf, to the full extent to which indemnification is permitted under the Not-For-Profit Corporation Law of the State of New York.

Any and all previously-approved Defense and Indemnification policies of the Authority are hereby rescinded.

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Lori Sibley
March 27, 2026

St. Lawrence County Property Development Corporation
 Resolution No. PDC-26-03-xx
 March 27, 2026

Reviewed and Approved: July 19, 2018
 Governance Committee Review: March 27, 2026

2026 REVIEW OF DISPOSITION OF REAL PROPERTY GUIDELINES
 And
2025 REPORT OF PROPERTY

WHEREAS, Section 2896 of the Public Authority Law addresses the duties of public authorities with respect to (i) the adoption of guidelines for and (ii) the disposition of property, and

WHEREAS, under this section, “Guidelines approved by the public authority shall be annually reviewed and approved by the governing body of the public authority,”

WHEREAS, [St. Lawrence County Property Development Corporation] staff recommend designating the [SLCPDC]’s Chief Executive Officer as the “Contracting Officer,”

NOW, THEREFORE, BE IT RESOLVED the [St. Lawrence County Property Development Corporation], having reviewed said guidelines does hereby approve its “Guidelines for Disposition of Real Property” and

BE IT FURTHER RESOLVED that said guidelines, along with the required report (per Section 2896 (3) (a) of the Public Authorities Law) shall be forwarded to:

- The Comptroller of the State of New York
- Director of the Budget of the State of New York
- Commissioner of the New York State Office of General Services
- New York State Legislature (via distribution to the Majority Leader of the Senate and the Speaker of the Assembly)
- Authority Budget Office (Electronically through PARIS)

BE IT FURTHER RESOLVED that (also pursuant to Section 2896 (1) (b) of the PAL) this document shall be published electronically where it shall remain until the guidelines for the following year are reviewed and posted.

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Lori Sibley
 March 27, 2026

ST. LAWRENCE COUNTY PROPERTY DEVELOPMENT CORPORATION
DISPOSITION OF REAL PROPERTY GUIDELINES
ADOPTED PURSUANT TO SECTION 2896
OF THE PUBLIC AUTHORITIES LAW

SECTION 1. DEFINITIONS

- A. “Contracting officer” shall mean the officer or employee of the St. Lawrence County Property Development Corporation (the “Corporation”) who shall be responsible for the disposition of property.
- B. “Dispose” or “disposal” shall mean transfer of title or any other beneficial interest in personal or real property in accordance with section 2897 of the Public Authorities Law.
- C. “Property” shall mean personal property in excess of five thousand dollars (\$5,000) in value, and real property, and any inchoate or other interest in such property, to the extent that such interest may be conveyed to another person for any purpose, excluding an interest securing a loan or other financial obligation of another party.

SECTION 2. DUTIES

- A. The Corporation shall:
- (i) maintain adequate inventory controls and accountability systems for all property owned by the Corporation and under its control;
 - (ii) periodically inventory such property to determine which property shall be disposed of;
 - (iii) produce a written report of such property in accordance with subsection B herewith; and
 - (iv) transfer or dispose of such property as promptly and practicably as possible in accordance with Section 3 below.
- B. The Corporation shall
- (i) publish, not less frequently than annually, a report listing all real property owned in fee by the Corporation. Such report shall consist of a list and full description of all real and personal property disposed of during such period. The report shall contain the price received by the Corporation and the name of the purchaser for all such property sold by the Corporation during such period; and
 - (ii) shall deliver copies of such report to the Comptroller of the State of New York, the Director of the Budget of State of New York, the Commissioner of the New York State Office of General Services, and the New York State Legislature (via distribution to the majority leader of the senate and the speaker of the assembly).

SECTION 3. TRANSFER OR DISPOSITION OF PROPERTY

- A. **Supervision and Direction.** Except as otherwise provided herein, the duly appointed contracting officer (the “Contracting Officer”) shall have supervision and direction over the disposition and sale of property of the Corporation. The Corporation shall have the right to dispose of its property for any valid corporate purpose.

- B. **Custody and Control.** The custody and control of Corporation property, pending its disposition, and the disposal of such property, shall be performed by the Corporation or by the Commissioner of General Services when so authorized under this section and applicable law.

- C. **Method of Disposition.** Unless otherwise permitted, the Corporation shall dispose of property for not less than its fair market value by sale, exchange, or transfer, for cash, credit, or other property, with or without warranty, and upon such other terms and conditions as the Corporation and/or contracting officer deems proper. The Corporation may execute such documents for the transfer of title or other interest in property and take such other action as it deems necessary or proper to dispose of such property under the provisions of this section. Provided, however, no disposition of real property, any interest in real property shall be made unless an appraisal of the value of such property has been made by an independent appraiser and included in the record of the transaction and provided further, that no disposition of any other property, which because of its unique nature or the unique circumstances of the proposed transaction is not readily valued by reference to an active market for similar property, shall be made without a similar appraisal.

- D. **Sales by the Commissioner of General Services (the “Commissioner”).** When the Corporation, if authorized to do so by applicable law, shall have deemed that transfer of property by the Commissioner will be advantageous to the State of New York, the Corporation may enter into an agreement with the Commissioner of pursuant to which Commissioner may dispose of property of the Corporation under terms and conditions agreed to by the Corporation and the Commissioner. In disposing of any such property, the Commissioner shall be bound by the terms hereof and references to the contracting officer shall be deemed to refer to such Commissioner.

- E. **Validity of Deed, Bill of Sale, Lease, or Other Instrument.** A deed, bill of sale, lease, or other instrument executed by or on behalf of the Corporation, purporting to transfer title or any other interest in property of the Corporation in accordance herewith shall be conclusive evidence of compliance with the provisions of these guidelines and all applicable law insofar as concerns title or other interest of any bona fide grantee or transferee who has given valuable consideration for such title or other interest and has not received actual or constructive notice of lack of such compliance prior to the closing.

F. Bids for Disposal; Advertising; Procedure; Disposal by Negotiation; Explanatory Statement.

(i) Except as permitted by all applicable law, all disposals or contracts for disposal of property made or authorized by the Corporation shall be made after publicly advertising for bids except as provided in subsection (iii) of this Section F.

(ii) Whenever public advertising for bids is required under subsection (i) of this Section F

(A) the advertisement for bids shall be made at such time prior to the disposal or contract, through such methods, and on such terms and conditions as shall permit full and free competition consistent with the value and nature of the property proposed for disposition;

(B) all bids shall be publicly disclosed at the time and place stated in the advertisement; and

(C) the award shall be made with reasonable promptness by notice to the responsible bidder whose bid, conforming to the invitation for bids, will be most advantageous to the Corporation, price and other factors considered; provided, that all bids may be rejected at the Corporation's discretion.

(iii) Disposals and contracts for disposal of property may be negotiated or made by public auction without regard to subsections (i) and (ii) of this Section F but subject to obtaining such competition as is feasible under the circumstances, if:

(A) the personal property involved has qualities separate from the utilitarian purpose of such property, such as artistic quality, antiquity, historical significance, rarity, or other quality of similar effect, that would tend to increase its value, or if the personal property is to be sold in such quantity that, if it were disposed of under subsections (i) and (ii) of this Section F, would adversely affect the state or local market for such property, and the estimated fair market value of such property and other satisfactory terms of disposal can be obtained by negotiation;

(B) the fair market value of the property does not exceed fifteen thousand dollars (\$15,000);

(C) bid prices after advertising therefor are not reasonable, either as to all or some part of the property, or have not been independently arrived at in open competition;

(D) the disposal will be to the state or any political subdivision or public benefit corporation, and the estimated fair market value of the property and other satisfactory terms of disposal are obtained by negotiation;

(E) under those circumstances permitted by subsection (v) below; or

- (F) such action is otherwise authorized by law.
- (iv) (A) An explanatory statement shall be prepared of the circumstances of each disposal by negotiation of:
- (1) any personal property which has an estimated fair market value in excess of fifteen thousand dollars (\$15,000);
 - (2) any real property that has an estimated fair market value in excess of one hundred thousand dollars (\$100,000), except that any real property disposed of by lease or exchange shall only be subject to clauses (3) and (4) of this subparagraph;
 - (3) any real property disposed of by lease, if the estimated annual rent over the term of the lease is in excess of fifteen thousand dollars (\$15,000); or
 - (4) any real property or real and related personal property disposed of by exchange, regardless of value, or any property any part of the consideration for which is real property.
- (B) Each such statement shall be transmitted to the persons entitled to receive copies of the report required under Section 2(B) above not less than ninety (90) days in advance of such disposal, and a copy thereof shall be preserved in the files of the Corporation.
- (v) Disposal of Property for less than Fair Market Value (“FMV”).
- (A) No assets owned, leased or otherwise in the control of the Corporation may be sold, leased, or otherwise alienated for less than its FMV except if:
- (1) the transferee is a government or public entity and terms of transfer require ownership and use to remain with the government or public entity; or
 - (2) the purpose of transfer is within purpose, mission of the Corporation; or
 - (3) the Corporation provides written notification to the Governor, the Speaker of the Assembly, and the Temporary President of the Senate; provided, however, that such notification is subject to denial by the Governor, the Speaker of the Assembly, and the Temporary President of the Senate pursuant to the PAAA.

- (B) If the Corporation proposes to make a transfer below FMV, the following information is required to be provided to the Corporation's Board of Directors and the public:
- (1) a full description of the asset;
 - (2) an appraisal of the FMV of the asset;
 - (3) a description of purpose of transfer, the kind and amount of the benefit to the public resulting from the transfer such as jobs and wages created or preserved;
 - (4) a statement of the value to be received compared to FMV;
 - (5) the names of any private parties participating in the transfer, and, if different than the information required by paragraph 4 immediately above, a statement of the value to the private party;
 - (6) the names of other private parties that have made an offer for the asset being transferred, the value offered, and the purpose for which the asset would have been used.
- (C) The Board of Directors of the Corporation must make a written determination that there is no reasonable alternative to the proposed below-market transfer that would achieve the same purpose of such transfer.

The guidelines are subject to modification and amendment at the discretion of the Corporation board and shall be filed annually with all local and state agencies as required under all applicable law.

The designated Contracting Officer for the Corporation is the Corporation's CEO.

Inventory of SLCPDC Real Estate -2025 Report

SWIS	Tax Map #	Street	Town	Property Identification	Property ID (Internal)	Occupant(s)	Lot Size	Building Size	Value in our Books	Status	Assessment
401200	48.071-5-47.1	100 Paterson Street	Ogdensburg	Former Newell	100 Paterson	N/A	4.6	72,000	\$1,226,015	N/A	\$700,000
402201	88.050-2-1.1	30 Buck Street	Canton	30 Buck Street	30 Buck Street	SLCIDA	6.7	100,000	\$736,999	Lease	\$360,000
Disposition in 2025: None											

**ANNUAL STATEMENT OF FINANCIAL DISCLOSURE
County of St. Lawrence: For Year 2025**

Pursuant to St. Lawrence County Ethics Law and Section 2825 of the Public Authorities Law, Board members, Officers and Employees are required to file this statement each year for the preceding calendar year. Please answer all questions completely. Indicate not applicable (N/A) where appropriate. Attach additional pages, if necessary. The filing of this statement does not preclude you of your responsibility to comply with the reporting requirements of other entities. The Statement must be filed with the St. Lawrence County Board of Ethics by **March 31**.

Last Name	First Name	Initial
Title or Capacity in Which Statement is Required		Department or Agency in Which this Function Reports
Work Address		Telephone Number

If the answer to any of the following questions is "None", please so indicate.

1. Provide the name(s) of your spouse or domestic partner and all children.

Spouse/Domestic Partner	Child
Child	Child
Child	Child

2. Real Estate Ownership. List the address of each piece of property that you, your spouse, domestic partner, or dependent child own or have a financial interest in. List only real estate that is in the County of St. Lawrence or within one mile of the boundary of the County of St. Lawrence.

Address of Real Estate <i>e.g. 2 Main Street, Teatown</i>	Type of Interest <i>Residence</i>	Owner and Financial Interest <i>Self 100%</i>

3. Outside Employment or Business. List the name of any outside "non-county" employment or business from which you receive compensation for services rendered or goods sold or produced or of which you are a member of a board of directors, officer or employee. Also include any entity in which you have an ownership interest, except a corporation of which you own less than five percent of the outstanding stock. Identify the type of business, such as a partnership, corporation, self-employment, or a sole proprietorship and list your relationship to the employer or business.

Name of Non-County Employer/Business <i>e.g. Tech IM Computer e.g. Monument</i>	Nature of Business <i>Computer Realty</i>	Type of Business <i>Corporation Real Estate</i>	Relationship to Business <i>President/Shareholder Partnership/Employee</i>

**ANNUAL STATEMENT OF FINANCIAL DISCLOSURE
County of St. Lawrence: For Year 2025**

4. Other Income: If you derived any income from a business which is or has been doing business with St. Lawrence County or the Authority, identify the source and nature of such income in excess of \$1,000, including deferred income, employer contributions to a pension or retirement fund, profit sharing plan, severance pay, or payments under a buy-out agreement.

Name and Address of Income Source	Description of Income (e.g., pension, deferred, etc.)
_____	_____
_____	_____
_____	_____

5. Relatives in Authority or St. Lawrence County Service. List each relative who is an officer or employee of the Authority or St. Lawrence County, whether paid or unpaid, including relative's name, relationship to you, title and department. Relative is defined as "spouse, domestic partner, child, stepchild, grandchild, brother, sister, parent, stepparent, plus any person you claimed as a dependent on your latest income tax return, and that dependent's spouse or domestic partner."

Family Member Name	Relationship to You	Title	Department
<i>e.g. Alex Jones</i>	<i>Sister's husband</i>	<i>Code Enf.</i>	<i>Buildings & Grounds</i>

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

6. Spouse or Domestic Partner's Employment or Business. List the information for your spouse or domestic partner.

Employer/Business Name	Nature of Business	Type of Business	Relationship to Business
<i>e.g. TechIM</i>	<i>Computer</i>	<i>Corporation</i>	<i>President/Shareholder</i>
<i>e.g. Monument</i>	<i>Realty</i>	<i>Real Estate</i>	<i>Partnership/Employee</i>

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

7. Business Relationships with St. Lawrence County. To the best of your knowledge, list any office, trusteeship, directorship, partnership, or other position in any business, association, proprietorship, or not-for-profit organization held by you or by your spouse or domestic partner or by your children, if any such entities are doing business with the County.

Name of Family Member	Position	Organization	Nature of Involvement
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

8. Money You Owe. List any debts of \$10,000 or more that you owe to an officer or employee of the Authority or St. Lawrence County, or anyone that does business with the Authority or St. Lawrence County. Do not list debts that you owe to banking companies that have an official banking relationship with the Authority or St. Lawrence County. *Continued on next page...*

**ANNUAL STATEMENT OF FINANCIAL DISCLOSURE
County of St. Lawrence: For Year 2025**

Creditor <i>e.g. Legislator E. Nuff</i>	Type of Obligation <i>Promissory Note</i>
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9. Money Owed to You. List any debts of \$10,000 or more that an officer or employee of the Authority or St. Lawrence County, or anyone that does business with the Authority or St. Lawrence County, owes to you.

Debtor <i>e.g. XYZ Contractors</i>	Type of Obligation <i>Bridge Loan</i>
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10. Potential Conflicts of Interest. List and identify your potential conflicts of interest, if any. You may seek the advice of the Board of Ethics.

e.g. "I serve as President of the Adirondack Trail Riders Association."

For Board Members and Officers:

- 11. Pursuant to section 2824 of the Public Authority Law, I have completed the Public Authorities Board Member training regarding my legal, fiduciary, financial and ethical responsibilities as board members of the Authorities. Yes No
- 12. I have completed the St. Lawrence County Ethics Training. Yes No
- 13. Pursuant to Public Authority Law Section 2824, I have executed and caused to be filed with the authorities acknowledgments of my fiduciary obligation to perform my duties and responsibilities to the best of my ability, in good faith, and with proper diligence and care, consistent with the enabling statute, mission and bylaws of the Authority and the laws of New York State. Yes No
- 14. I have read and understand the St. Lawrence County Ethics Law. Yes No

For Board Members, Officers and Employees:

- 15. I have read and understand the Authorities' Code of Ethics. Yes No

Signature

Date



St. Lawrence County
Industrial Development Agency

WWW.SLCIDA.COM



2025 Annual Report



Includes reporting of the following IDA-affiliated entities:

ST. LAWRENCE COUNTY IDA - LOCAL DEVELOPMENT CORPORATION
ST. LAWRENCE COUNTY IDA - CIVIC DEVELOPMENT CORPORATION
ST. LAWRENCE COUNTY PROPERTY DEVELOPMENT CORPORATION
ST. LAWRENCE RIVER VALLEY REDEVELOPMENT AGENCY



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.



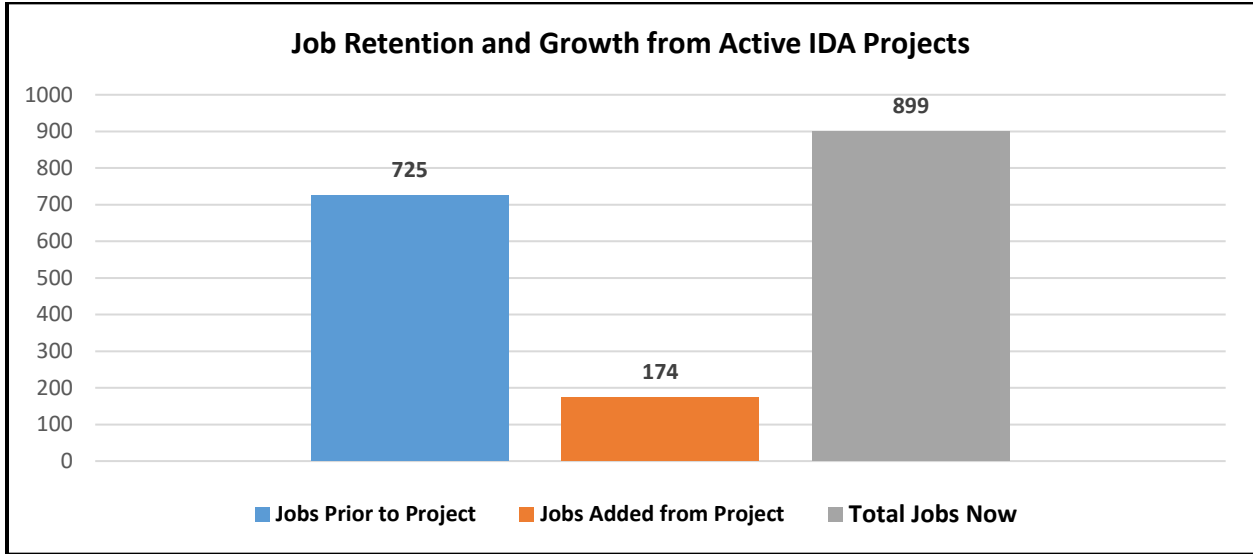
Performance Goals

- 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

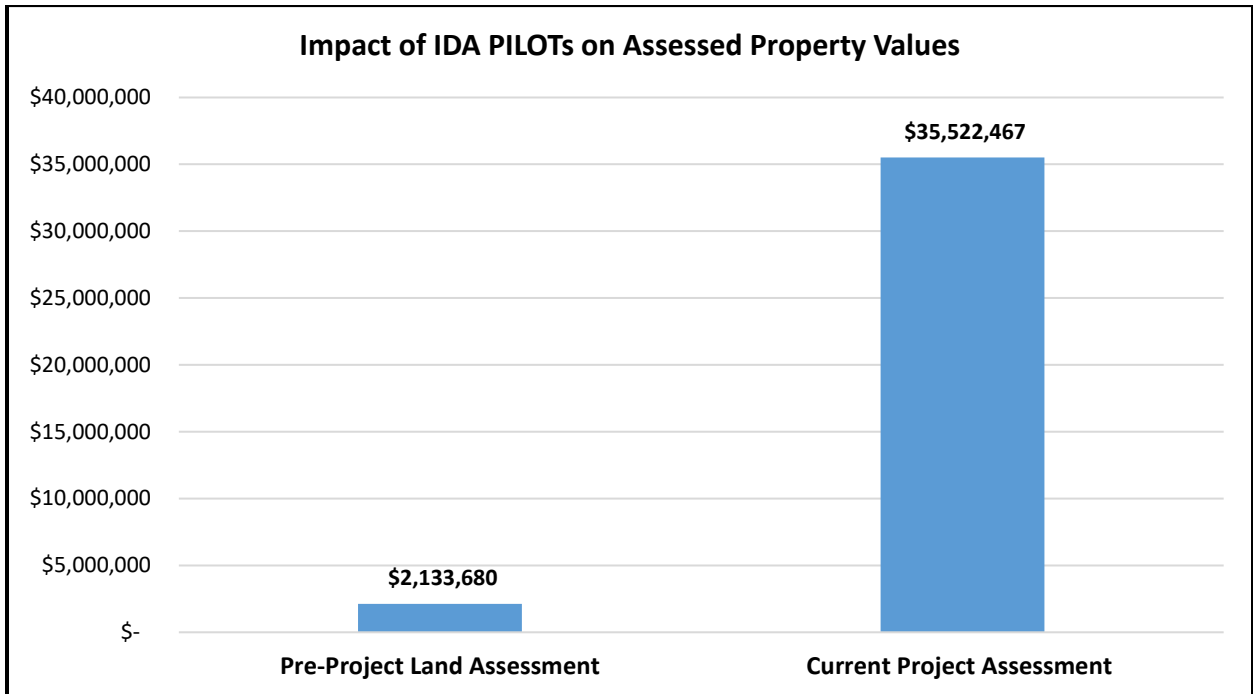
2025 Performance Review (January 2025 – December 2025)

Job, Payment-In-Lieu-of-Tax (“PILOT”) Payment, and Investment Impact

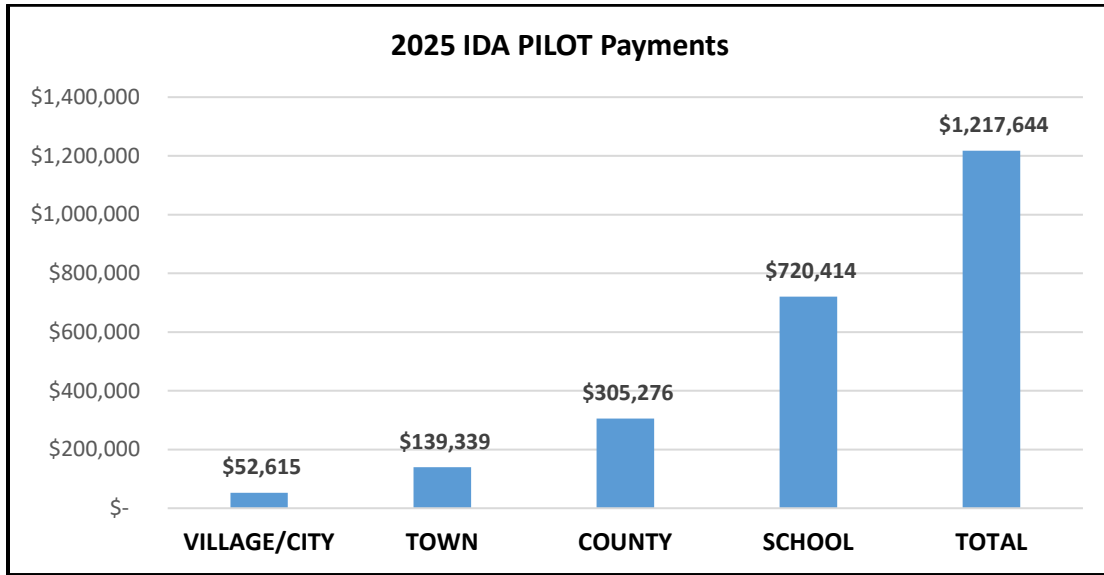
Active IDA projects significantly contribute to job creation and retention in St. Lawrence County. In 2025, 50 active IDA projects supported the retention of 725 jobs and the creation of 174 new jobs, for a total impact of nearly 900 jobs.



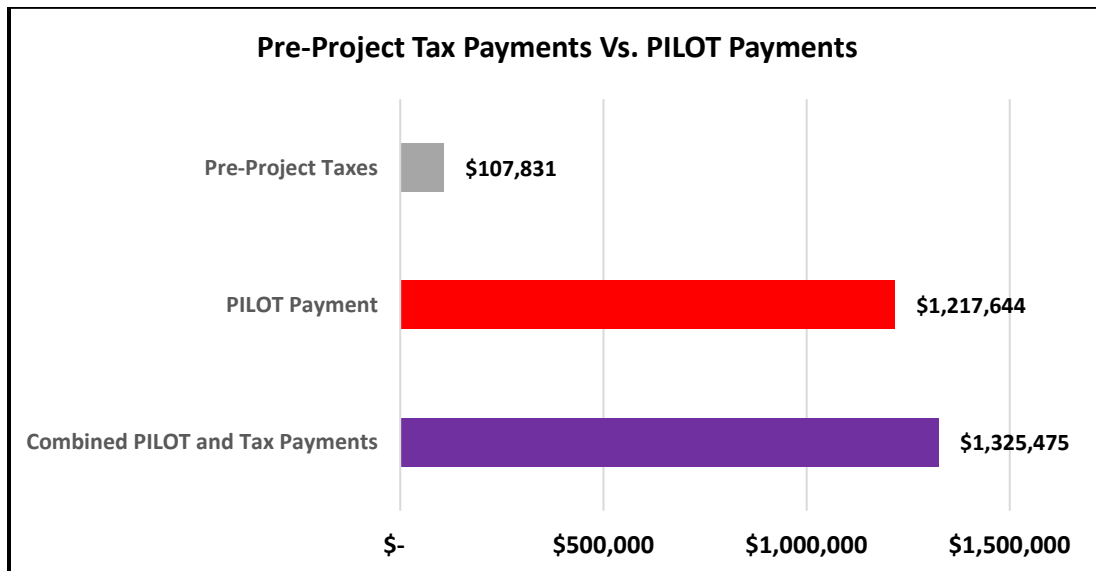
In addition to positive job impacts, these projects with IDA PILOTs also represent an increase of over \$33 million in assessed property value in the County. By the end of the PILOTs, the increase will reach over \$85 million based on the current assessed value of the projects.



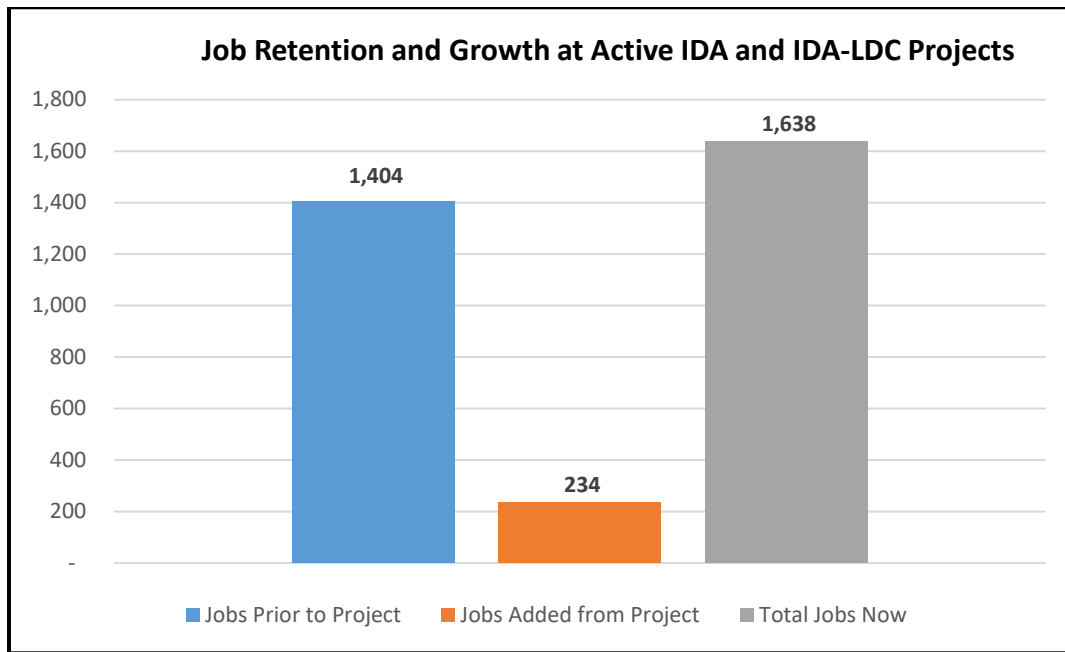
The 40 active IDA PILOTs in 2025 resulted in significant investment in the tax base and payments to local communities, schools, and the County. *Over \$1.2 million in PILOT payments related to IDA projects were made in 2025.* Of this amount, approximately \$52,000 went to local villages or the City of Ogdensburg, \$139,000 went to local towns, \$305,000 went to St. Lawrence County, and \$720,000 went to local school districts. These payments are provided to the taxing jurisdictions on the same pro rata basis as tax payments and are above and beyond the taxes paid on the underlying property for the projects.



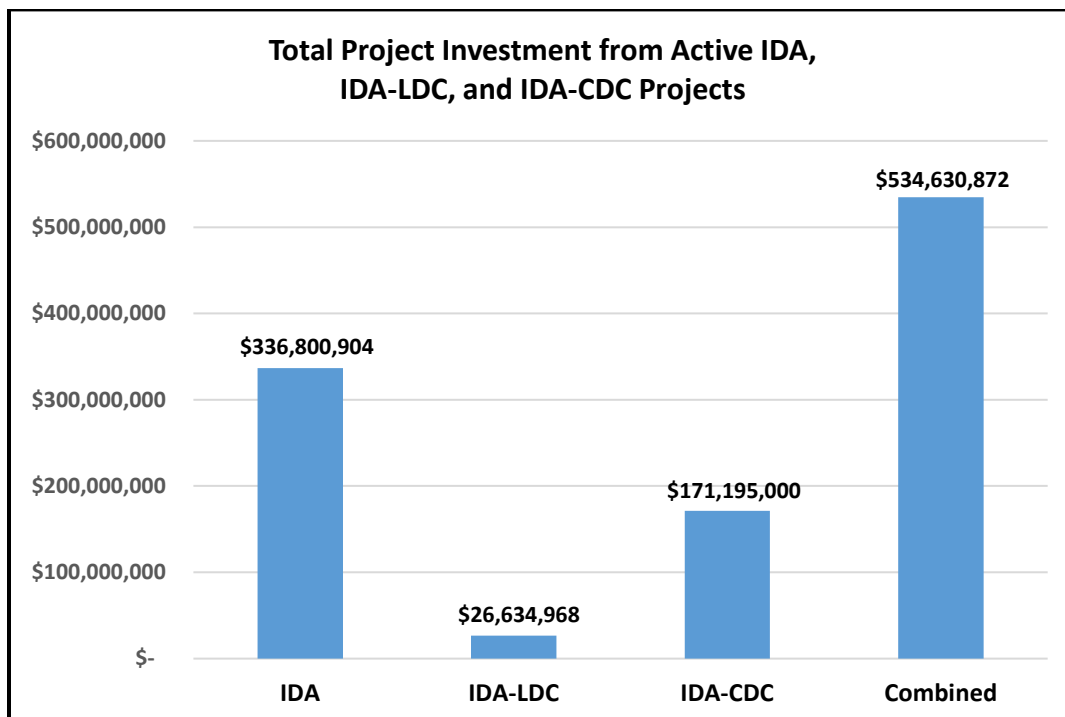
Prior to the inception of the IDA PILOTs, the underlying property for these projects generated \$108,000 in property taxes for the taxing jurisdictions (local, town, school, and county). The PILOT payments now represent an eleven-fold increase in revenue to the taxing jurisdictions.



The numbers and charts on the previous pages represent the performance of active IDA projects only, the consolidated numbers for IDA and IDA-Local Development Corporation (“IDA-LDC”) numbers are much higher. 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.

Cives Steel Company, Northern Division in Gouverneur is undertaking a project to improve its downtown office facility and to make safety, layout, efficiency, and product handling improvements to its production facility.



The work at the production facility will include craneway re-painting, replacement of windows and installation of new overhead doors at the company's shop facility, and the acquisition of new welding equipment for production. The company requested a Sales and Use Tax Exemption for the project from the IDA. Currently the company employs 139 people, an increase in four workers since the IDA engaged in a project with Cives Steel last year.

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.



Vecino Group New York, LLC submitted applications for PILOT, Mortgage Recording Tax, and Sales Tax Exemptions for proposed projects at the former Midtown Plaza property in Canton and the former Congdon Hall in Potsdam.

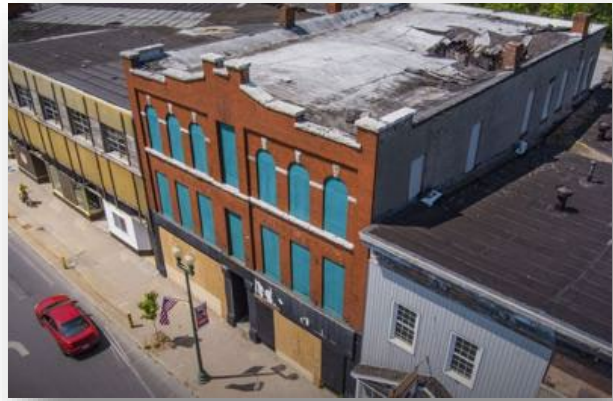
The Midtown Plaza project involves the proposed demolition of current buildings and construction of an innovation center and 55 low-income housing units.

The Congdon Hall project will require significant revitalization to include the development of 53 low-income housing units.



The IDA, in partnership with the Village of Massena, continues to move forward with the former *Massena School of Business* façade rehabilitation project.

As part of the Village’s 2021 DRI award, the IDA received \$1.9 million in funding from Empire State Development to demolish the dilapidated School of Business while preserving the façade, creating a courtyard and transition space between Main Street and the parking area/proposed riverwalk space behind the building.



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.

Kinney Drugs, Inc. was approved for a Sales and Use Tax Exemption to assist with the acquisition and installation of two SKUB stations (SKU Batch Station – Operators Dispense Unit of Use (SKU) Items in Batches) to allow for greater efficiency with prescription fill processing.

Currently the company employs 82.5 full-time equivalent workers at the Central Fill facility and anticipates hiring another 2 full-time equivalent workers at the project site.

The resulting upgrades from this project will allow for increased throughput and more efficient handling of prescription packages at the Central Fill facility, which fulfills prescription orders for both ProAct Mail Order Pharmacy and all 95 Kinney Drug Retail Pharmacy locations.





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.

Rochester Regional and St. Lawrence Health Systems were approved for a \$150 million multi-jurisdictional tax-exempt bond issuance in conjunction with four other counties. The St. Lawrence County IDA facilitated the bond approval process for St. Lawrence County, including the TEFRA hearing held in October. The project is expected to bring up to \$25 million in investments to their local facilities for energy infrastructure improvements.

The St. Lawrence County Property Development Corporation and the IDA entered into a lease agreement for the **former Kraft facility, located at 30 Buck Street** in Canton. This will enable the IDA to oversee the rehabilitation and redevelopment of the property, similar to the model used for the 100 Paterson Street property in Ogdensburg. The Property Development Corporation acquired the building in February 2025 with the goal of redeveloping the property to put it back into productive use as an asset for creating jobs and building the tax base.

The 30 Buck Street Canton Project began in 2025 with building maintenance and security work on the 100,000 square foot facility. Addition building envelope, HVAC, electrical, roof, and other miscellaneous building repairs and upgrades will be undertaken in 2026.



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

In January, IDA staff hosted representatives from New York State **Empire State Development** for a tour of various business locations in St. Lawrence County, including Alcoa, Potsdam Specialty Paper, Corning, and North American Forest Group, with site visits to the IDA's 100 Paterson Street facility, the Air Products construction site, and the Massena Electric Department. This type of interaction helps raise our profile and build an awareness of the available properties in St. Lawrence County when potential leads come into New York State.

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.



The IDA hosted an **Export to Canada Roundtable** in May, enabling local businesses to learn how to bring products to market in Canada. Approximately 20 people attended, including Empire State Development representatives from Montreal, local and regional economic developers, and St. Lawrence County businesses.

Business Connection: Spotlight on Resources, a subcommittee of the St. Lawrence County Workforce Pipeline Committee, of which the IDA is a member, held events at all three BOCES Tech Centers and the Canino School of Engineering at SUNY Canton.

These events enabled local employers to undertake group tours with students and instructors to help spotlight the programs and services offered. Many employers who attended the Business Connections events expressed interest in connecting with the students.



As a member of the STL Revitalization Working Group, an IDA representative actively participates in quarterly **Real Estate Roundtables** to explore our shared interests in business development. Recent topics have included professional development for local realtors to represent commercial properties in place of out-of-area firms unfamiliar with the region's needs, and exploring opportunities to address the lack of quality, affordable housing stock in the County.



In an ongoing effort to connect the regional military population to local job opportunities, the IDA and St. Lawrence County Chamber have partnered at employer connection events on **Fort Drum**, including job fairs, the North Country Expo, and other informational exchanges.

These efforts strengthen the connections between the region's employers and the Fort Drum-related talent pool of military spouses, transitioning soldiers, and veterans, while assisting local employers in their quest for workforce talent. The North Country Regional Economic Development Council, and various other community partners, collaborated on a \$10 million award to create the **Next Move NY Initiative**.

DANC, the program administrator for this initiative, established a team that launched the program in April 2025. IDA staff worked with DANC to outreach key economic development professionals, community stakeholders, and local businesses through informational sessions held around the county, to develop partnerships in this new endeavor.

The IDA, in partnership with St. Lawrence-Lewis BOCES Adult Education, arranged tours with manufacturers in St. Lawrence County for **Manufacturing Day**, held on October 17th.

Over a dozen businesses and school districts participated. Businesses included Alcoa, AmTech Yarns, Arconic, Bestway Lumber, Cives Steel, Curran Renewable Energy, Corning, Empire State Mines, Five Mile Farm, Heidelberg Materials, Kinney Drugs Central Fill and Distribution, Pepsi Cola Ogdensburg Bottlers, Potsdam Specialty Paper, Structural Wood, and the St. Lawrence Seaway.



Manufacturing Day allows local businesses to host high school students on tours of their facilities to see the operations, the products they manufacture, and the career opportunities available in their industries.

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 IDA hosted two student interns from SUNY Canton during the 2025 Fall semester. The interns learned about economic, community, and workforce development with a focus on financial systems and project management.

As part of a continuing partnership with St. Lawrence-Lewis BOCES Career Tech Education (CTE), staff served on the ***Comprehensive Learning Needs Assessment*** advisory committee to assess/evaluate criteria for BOCES CTE programs to assure alignment with local workforce needs.

IDA Staff presented at the quarterly high school guidance counselor's meeting in December with the St. Lawrence County One-Stop Career Center and the BOCES Adult Education. All 18-area high school guidance counselors and three BOCES CTE counselors were in attendance. The presentation focused on connecting students to employment and training resources in the county, whether students are seeking local employment opportunities during or after high school, after college, or after military service.

In April, staff attended and assisted with recruiting businesses for the ***Massena Central School District Job Fair***. This opportunity served to inform students about the local employers in the area and the types of career opportunities available to them.



In response to the heightened activity with the Department of Corrections, a number of representatives from the Ogdensburg and Gouverneur areas, including legislative representatives from the County and the IDA, worked together to help relay important messaging to state leaders highlighting the success and value of both the ***Gouverneur and Riverview Correctional facilities*** to keep the facilities in operation. St. Lawrence County Legislator and IDA board member Jim Reagen is the Chair of the group. A formal resolution was passed in February by the IDA in support of the correctional facilities remaining in operation in St. Lawrence County.

The New York Power Authority has been tasked with assessing the possible siting of *nuclear facilities* in communities around the state. IDA staff attended numerous nuclear forums in the region and responded to a NYPA Request For Interest relating to potential nuclear sites. As NYPA reviews the various responses, more activity is expected in 2026.

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*

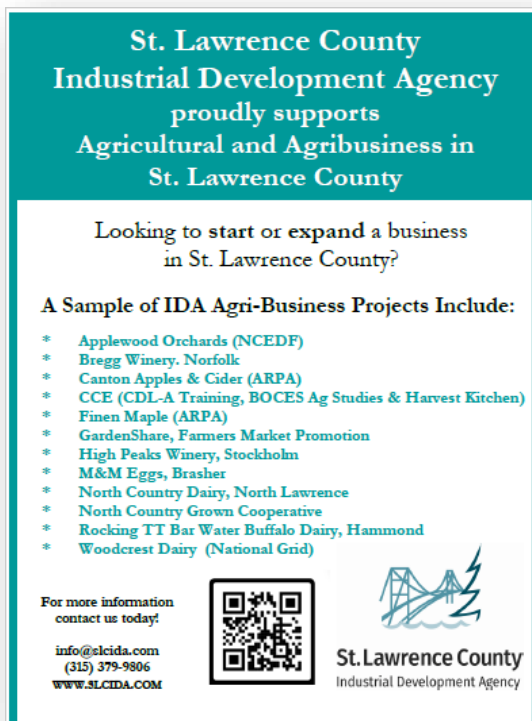
Stops on the 2025 tour included Greenwood Dairy, Canton Apples, Bourdeau Brothers, and the Cornell Cooperative Extension.

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.

Miscellaneous Workforce and Skill Development

Several training sessions were held in the Thomas A. Plastino Conference Room at the IDA Office Building in Canton to help promote a successful business climate in St. Lawrence County. Some of the sessions included topics such as Safety Training for the Canton Fire Department, various St. Lawrence Leadership Institute sessions, Center for Entrepreneurial Leadership training, Childcare Informational meetings, and more.





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 T T 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



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

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

In 2025, six projects or sponsorships directly impacting St. Lawrence County employers received assistance from the ***Workforce Development Institute*** (“WDI”). One specific example is at Med-Eng in Ogdensburg, where WDI supported a train-the-trainer program with hands-on instruction on sewing machine maintenance, troubleshooting, and basic setups for the varied types of equipment on the floor. **Fort Drum Regional Health Planning Organization’s** was supported by the WDI Medical Academy of Science and Health (MASH) Camps for 150+ students in grades 8-12 in St. Lawrence, Jefferson, and Lewis Counties to learn about healthcare careers through hands-on experiences.

IDA CEO Patrick Kelly currently serves as a Board Member and former Chair of the ***New York State Economic Development Council*** (“NYSEDC”). 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.



Northern New York Power Proceeds Allocation Board (“NNYPPAB”) and NNY Economic Development Fund: A portion of the revenue the New York Power Authority earns from selling the power generated at the St. Lawrence Power Project goes into a fund to support economic development projects in St. Lawrence County. New York State enacted legislation creating the Northern New York Power Proceeds Allocation Board to assist with the distribution of those funds.

The Northern New York Power Proceeds Allocation Board makes recommendations to the New York Power Authority (“NYPA”) Trustees for awards from the NNY Economic Development Fund for projects that demonstrate economic development benefits in St. Lawrence County. The Northern New York Power Proceeds Act, passed in December 2014, allows for NYPA to deposit the net earnings from the market sale of ten megawatts of unallocated power from the St. Lawrence-FDR Power Project into the fund.

The NNYPPAB is comprised of the following members appointed by the Governor: Chairman Patrick Kelly, CEO of the St. Lawrence County IDA, from Ogdensburg; Stacey Brekke, Director of Communications for Clarkson University, resident of Waddington; Robert McNeil, McNeil Accounting Services, Lisbon; and, Robert Smith, Labor Relations Specialist for NYS United Teachers, resident of Chase Mills. There remains one vacancy on the board awaiting gubernatorial appointment.

Through December 2025, total deposits to the NNY Economic Development Fund are \$13,210,349 with awards of \$6,229,417- making \$6,980,932 available for qualifying projects. Projects awarded to date have supported 149 jobs and \$53.7 million in investments, including:

Awardee	Amount
Canexsys	\$200,000
Clarkson University	\$60,000
North Country Children's Museum	\$170,000
AmTech Yarns, Inc.	\$370,000
SLC Chamber of Commerce	\$220,305
Criscitello & Criscitello LP	\$95,000
Structural Wood Corporation	\$169,112
St. Lawrence Power and Equipment Museum	\$25,000
In-Law Brewing Company LLC	\$51,000
Woodcrest RNG, LLC	\$300,000
Atlantic Testing Laboratories, Limited	\$220,000
Natural Insulation Products America, Inc.	\$1,209,000
Massena Arts and Theater Association, Inc.	\$640,000
Vecino Group New York, LLC	\$1,500,000
Empire State Mines, LLC	\$1,000,000
	\$6,229,417



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

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.

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 U.S.



- 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.

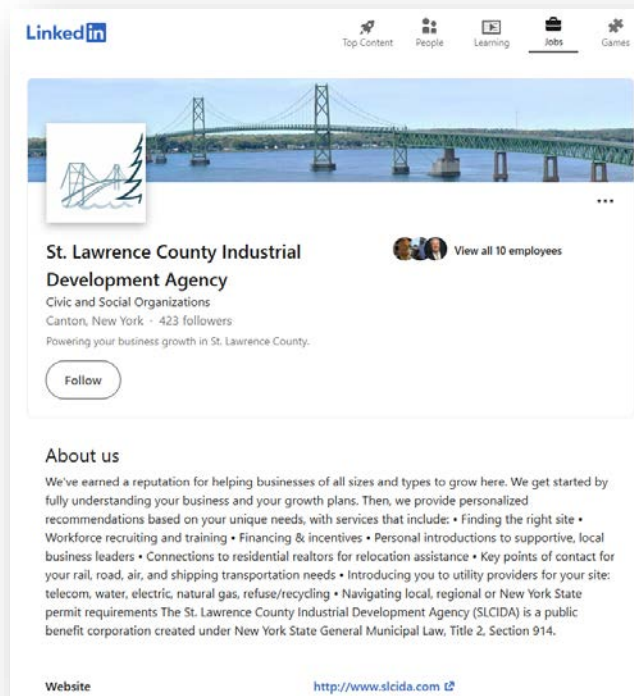
Audience sources:

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.



St. Lawrence County ARPA IDA Administration Program Update

The St. Lawrence County Finance Committee approved a resolution on May 2, 2022, “Accepting the ARPA Committee Recommendations for the American Rescue Plan Act (“ARPA”) Funds.” The St. Lawrence County Board of Legislators then allocated ARPA funds to be administered by the IDA, to assist organizations and individuals impacted by the COVID-19 Pandemic.

All of the \$3.2 million in ARPA funds provided to the IDA by the Board of Legislators to be distributed through a number of program categories has been allocated. Highlights of the ARPA funds distribution include the following:

- Approximately \$2.8 million was expended by the end of 2024.
- Another \$110,000 has been expended so far this year.
- Over 70 entities benefited from the Small Business and Non-Profit awards.
- 80 benefited from the Facility and Infrastructure Improvement award.
- 40 benefited from the Tourism awards.
- 60 individuals benefited from the CDL Training Program.

The IDA set aside \$25,000 of ARPA funds to assist with Workforce Pipeline Development. Specifically, for these funds, it was highlighted that to strengthen our local workforce, it is essential that we create, build, and initiate training program pipelines (talent pipelines) that work to alleviate the short- and long-term talent shortages that are present in our County. As part of the process to improve the local workforce pipeline development, the IDA issued an RFP and engaged the CITEC Consulting Group to conduct a survey and compile a report to inventory local workforce needs and challenges, the training resources available to fulfill those needs, and to identify the gaps in existing programs to better build and initiate talent training program pipelines in St. Lawrence County. Staff will continue to collaborate with our local workforce partners to address workforce pipeline issues and hopefully seek resources that will address these, and other, workforce challenges in St. Lawrence County.



St. Lawrence County
Industrial Development Agency

St. Lawrence County Property Development Corporation

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 Property 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.



St. Lawrence County
Property Development Corp