

St. Lawrence County Industrial Development Agency

Mission Statement

Adopted in Public Session on March 24, 2011

The mission of the St. Lawrence County Industrial Development Agency 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*
- *Liaise 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*

2010 Performance Review

- *The Agency actively served on the Ogdensburg Correctional Facility Task Force to assist the community in its fight to keep the State from closing the facility, a major employer in St. Lawrence County. Participation included researching and gathering economic impact data and design of an informational handout; compiling pertinent data and authoring a narrative and comparative analysis to demonstrate the magnitude of the closure on the region; sponsoring a newspaper ad inviting local individuals and businesses to submit their personal accounts of how the closure of the facility would affect them; and managing the development of a comprehensive binder supporting the ongoing operation of the facility, which was delivered to State Legislators and leaders in Albany.*
- *The Agency, a long-time member of the North Country Alliance, continued its relationship through the Alliance's evolution from an economic development and chamber of commerce-based organization into a public-private partnership of developers, chambers, financial institutions, private industries, educational institution and other organizations more representative of the region's economic diversification. The Agency represents St. Lawrence County as one of the 15 board members of the new NCA.*
- *Drum Country Business Initiative is a collaborative effort between the Fort Drum Regional Liaison Organization, National Grid, DANC and the IDAs of St. Lawrence, Jefferson and Lewis counties. It works to promote a regional approach for economic development, while using our proximity to Fort Drum as a*

potential drawing card for new business. The Initiative just completed a regional marketing prospectus and marketing plan to be used to outreach site selectors and other interested businesses.

- *The General Motors Task Force was created in 2007 to address the many issues associated with the closing of the General Motors Powertrain Facility in Massena. The Task Force's efforts are ongoing. In December 2010 it held a GM Massena Site Reuse Assessment Working Session to solicit community input on the initial draft redevelopment strategies provided by the consultant group E2, Inc.*
- *The Agency continued its ongoing search for funding to rehabilitate the rail line leading to Newton Falls. The campaign has been ongoing since 2008, and the Agency continues to lead the effort to locate potential funding sources and discuss potential lease options with short line rail operators. Although funding has proven elusive, we have successfully kept the issue in the forefront; and Local and State representatives are keenly aware of the environmental and economic impact that this rail has on the County and the Adirondack Park. The reopening and rehabilitation of this section of railroad is sought in order to restore the most efficient, safe, reliable and environmentally acceptable transportation mode into the Adirondacks. This would provide the most cost-effective transportation to service the paper mill at Newton Falls and Benson Mines in Star Lake.*
- *The Agency approved the amendment and modification of an existing letter of credit with United Helpers, with the Agency's 1998 Civic Facility Bond issue.*
- *The Agency completed the update of its website and coordinated the process of creating a website for the St. Lawrence River Valley Redevelopment Agency.*
- *The Agency authorized an extension of its Agent Agreement with Dockside Village of the 1000 Islands through February 2011. This is a continued extension of the assistance negotiated for the project through a PILOT package negotiated with the Town and Village of Morristown, and the Morristown Central School District.*
- *The Agency reaffirmed its corporate alliance with Electric Strategies, Inc., a Canadian-based marketing firm which assists the Agency in its marketing efforts in Canada.*
- *The Agency joined the Adirondack Partnership, which has been created to serve as a forum for local governments, State agencies, nonprofit organizations and other institutions to work in partnership to address complex Adirondack issues in a coordinated manner.*
- *The Agency held four (4) public hearings to solicit input on the PILOT agreement negotiated between St. Lawrence Gas Company and the affected local taxing jurisdictions for the company's proposed expansion into Franklin County. After receiving the comments from the hearings, the Agency approved the terms of the proposed PILOT.*
- *The Agency continues to be a participant in the St. Lawrence County Grass Bio-Energy Working Group, which works to develop a viable, local grass energy economy in the North Country that will displace fossil fuel use for space heating and hot water, increasing the local economic benefits and reducing greenhouse gas emissions. The group is working on a demonstration project that would document all aspects of producing, transporting and burning grass briquettes locally.*
- *The Agency continues its membership on the County's IT Committee, whose goal it is to move St. Lawrence County toward an Information Technology based community by improving broadband service availability to rural businesses and residents, grow IT industry sector employment in St. Lawrence County, and improve service to taxpayers through recommendations to Legislators.*
- *The Agency is working on a Lease-Purchase Agreement with OpTech Environmental Services, Inc. to assist the company in relocating its Massena operation to a larger facility. This project will retain 39 jobs and create 19 jobs over the next three (3) years.*
- *The Agency is assisting Kinney Drugs, Inc. to resolve a water pressure issue that is affecting the company's warehousing and distribution operation in Gouverneur, New York. The Agency has liaised with Kinney*

Drugs and Gouverneur Village officials. The Agency was successful in securing a \$200,000 grant from the Northern Border Regional Commission, and is assisting with the submission of a grant application to the US EDA to assist with approximately \$600,000 of the remaining gap. This project will assist in the retention of 312 jobs at the Gouverneur facility and will improve water service to the East side of Gouverneur.

- *Slic Network Solutions, Inc is continuing its broadband and network services to the Ogdensburg, Brasher Falls and Newton Falls areas. This expansion continues the company's growth as a CLEC providing telephone and internet service to commercial customers in St. Lawrence County. The company was awarded two RUS loan/grant packages through USDA for the construction of 136 miles of fiber optic cable which will pass 726 homes in Franklin County. The second RUS BIP will be used to construct 660 miles of fiber-optic cable expanding their network to deliver advanced broadband services to almost 5,900 households, 112 businesses and 30 anchor institutions in 16 townships in St. Lawrence County. The Agency provided a \$250,000 line of credit to assist Slic Network Solutions, Inc in the build out of its expansion projects.*
- *The Agency and CITEC collaborated with Woodruff Block (of Potsdam, New York) on an application to Empire State Development's Environmental Investment Program to assist the company in its purchase of equipment that would make its glass dust hopper project more efficient. The glass dust hopper feed system would give the business the opportunity to use more glass dust (approximately 140,000 lbs per year); take 140,000 lbs per year out of the waste stream; and improve the opportunity for construction firms to build LEED-compliant structures using glass dust-enhanced cement blocks. This project will aid in the retention of 17 jobs and stimulate the creation of new markets.*
- *The Agency negotiated with Curran Renewable Energy, LLC for the sale of Lots 12 and 13 within the Massena Industrial Park. Approved by the Agency board on October 26, 2010, this project will assist in maintaining employment at Curran Renewable Energy and Seaway Timber Harvesting.*
- *Agency staff interacted with over 300 existing and prospective companies, organizations and general business contacts.*
- *The Agency continued its compliance efforts with provisions of Public Authority Accountability Act and Public Authority Reform Act: Reporting, training, website development, etc.*
- *The Agency also continued aggressive marketing efforts, as follows:*
 - *Over 13,000 marketing pieces mailed to select Canadian businesses in Ontario and Quebec to generate interest and possible expansion into St. Lawrence County.*
 - *Coordination of three Countywide Economic Developers' Marketing meetings to ensure coordination of Countywide marketing efforts, strategic objectives and general operating activities of the local, county and regional developers.*
 - *Maintained memberships in Canadian trade organizations (e.g. Ottawa Manufacturer's Network, Ottawa Centre for Research and Innovation, and American Chamber of Commerce in Canada) to facilitate access to events and to maintain key contacts with Canadian companies and multiplier organizations.*
 - *Advertising and media promotion pieces created and utilized, including placements in North Country This Week, Watertown Daily Times, St. Lawrence County Newspapers, County Pennysaver, and on North Country Public Radio.*
 - *The Agency committed \$75,000 (\$25,000 per year for three years [with the third year being contingent upon the success of the program over the first two years] to the St. Lawrence County Chamber's FishCap initiative.*

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Additional Questions

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

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

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

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

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

ANS: The board of the St. Lawrence County Industrial Development Agency 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.