

## **St. Lawrence County Industrial Development Agency**

### **Mission Statement**

*Reviewed and Adopted in Public Session on January 26, 2012*

*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*
- *Act as a liaison between 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*

### **2011 Performance Review**

- *The Agency entered into a four-year contract with Blue Springs Energy, LLC to design, host and maintain a website to promote the adoption of energy conservation, efficiency and renewable measures within St. Lawrence County. The site includes an updated collection of clean energy related programs for residents and businesses from Federal, State utility and third party sources; educational content related to the benefits of adopting energy conservation, efficiency and renewable energy measures; county green energy project results, such as energy and carbon savings, project descriptions and pictures; and answers to questions submitted online by community residents and businesses. The site has received approximately 14,000 visits since its launch in June.*
- *The Agency held an orientation for new Legislators in April 2011.*
- *The transfer of property from the County to the IDA for the development of an industrial park in Canton was finalized.*
- *The Agency accepted the proposal of Tisdell Associates to assist in the areas of conceptual design, potential finishes and cost projections for an approximately 15,000 square foot light industrial/office building to be considered for construction by the Agency in 2012. The conceptual portion of the building near completion, the Agency accepted proposals for geotechnical evaluation services and survey services for the proposed building lot.*

- *In order to comply with GASB 45, the Agency released a Request for Proposal to secure an Actuarial Study for Post-Employment Benefits Other than Pensions. The Agency accepted the sole bid of Armory Associates, LLC and entered into a 3-year agreement.*
- *The Agency turned over administration of Northern Corridor Transportation Group funds to the Massena BDC effective December 20, 2011. While the Agency is a long-time supporter of the Group, it decided that administration by the BDC would be more efficient.*
- *The Agency authorized revisions to its Travel and Credit Card Usage policies, based on recommendations of its Governance Committee. It also reformatted its Code of Ethics document to provide clarity for Board members, directors and employees. The Agency also modified its Whistleblower Policy, pursuant to the guidelines set forth by the Authorities Budget Office.*
- *Recognizing and supporting the economic benefits of snowmobiling throughout St. Lawrence County, the Agency granted the St. Lawrence County Snowmobile Association use of the Newton Falls Railroad for use as part of a trail system.*
- *The lease agreements with both Kent Grove Realty (St. Regis Nursing Home) and the Highland Nursing Home were terminated, and the Agency conveyed title to the properties to the respective companies.*
- *The Agency authorized execution of a PILOT for St. Lawrence Gas' expansion project in northeast St. Lawrence County and into Franklin County.*
- *The late Douglas B. Schelleng was honored by the Agency for his outstanding level of assistance and support to the St. Lawrence County IDA. Doug was employed by NY Empire State Development Corporation and was killed in a car accident in March of this year.*
- *The Agency formalized its support of OBPA's efforts to secure additional funding for the rehabilitation of the Ogdensburg-Prescott International Bridge.*
- *The Agency extended and increased its revolving bridge loan financing from \$250,000 to \$300,000 for Slic Network Solutions, Inc. as the company continues its broadband initiative expansion program through the Rural Utility Services. This expansion continues the company's growth as a CLEC providing telephone and internet service to commercial customers in St. Lawrence County.*
- *The Agency continues to assist to resolve a water pressure issue that is affecting Kinney Drugs' warehousing and distribution operation in Gouverneur, New York. The Agency held its January 2011 meeting in Gouverneur, allowing all interested parties an opportunity to be heard on the issue and to coordinate a plan of action.*
- *The Agency extended a purchase option with Curran Renewable Energy, as the company considers plans for purchasing Lots 12 and 13 within the Massena Industrial Park.*
- *ADK Compliance was awarded a contract with the Agency to identify the location of and catalog the current conditions of the Newton Falls Rail bed. ADK was the lower of the two bids received.*
- *Year to date, Agency staff have made approximately 1,500 contacts with over 400 existing and prospective companies, organizations and general businesses.*
- *The Agency is coordinating the St. Lawrence County portion of the Creative Core Connect mobile application. The application was created in partnership by New York's Creative Core, CenterState CEO, and the Central Upstate Regional Alliance, and connects businesses with potential customers. Customers can search the database by business name, category, or county. The "app" provides the customer with the business' name, phone number, website, and directions (walking and driving). There is no listing fee for businesses and no download fee for customers. The enrollment form can be found on the IDA's website: [www.slcida.com](http://www.slcida.com). Click on the Creative Core Connect icon on the left side of the home page.*
- *The Agency appointed Successor Trustees for its St. Lawrence University and Clarkson University projects.*
- *The Agency sponsored two applications for New York Power Authority Preservation Power: 5 mw for Newton Falls Fine Paper and 3 mw for North Lawrence Dairy. Both applications were approved.*
- *The Agency has been in numerous discussions with Eagle Creek Renewable Energy relating to the potential repair of the Alliance Energy facility utilizing biomass as a fuel source. The Agency has also had multiple discussions with other firms considering similar conversion projects.*

- *Citing the costliness of continued pursuit, the Agency authorized staff to write off the balance (\$3,499) of a repayment agreement with Miller Farms and Gary Pecore.*
- *The Agency is working with Dockside Village of the 1000 Islands as it modifies the size and scope of its project for resubmission to the Agency.*
- *The Agency recognized the contributions of Kinney Drugs, St. Lawrence Valley Roasters, and Hoosier Magnetics for their contributions to the County's economy.*
- *The Agency adopted its 2012 Budget.*
- *The Agency is serving and acting as the lead agency for the purposes of SEQR on the Massena Industrial Park rail spur project.*
- *At their request, Claxton Hepburn Medical Center's 2006 Bonds were converted to Bank Rate Mode.*
- *The Agency passed a resolution supporting the Massena International Airport runway extension project.*
- *The bid of Sullivan's Office Supply was accepted as provider of Agency office supplies. This is a one-year contract, with 3 one-year renewal options.*
- *The Agency authorized the St. Lawrence County Highway Department to perform emergency rail bed siding repair on the Newton Falls Rail Line. This work has been completed.*
- *The Agency participated in two working groups in support of the North Country Regional Economic Development Council (NCREDC). The Agency had forwarded five (5) "priority project submission" documents to the NCREDC. The projects submitted were: Newton Falls Rail, Canton Industrial Park, Gouverneur Industrial Park, Clearwater Paper Trestle Repair, and Village of Heuvelton Water. The Agency submitted Consolidated Funding Applications for all but the Village of Heuvelton, which submitted its own application. In addition, the Agency wrote a number of letters in support of projects being submitted by local economic development and municipal agencies. Project applications for funding through the NCREDC were awarded in December of this year. The Newton Falls Rail Rehabilitation Project was approved for funding at \$9,972,000 and the Clearwater Paper Trestle Repair Project in Gouverneur received funding of \$200,000.*
- *IDA Deputy CEO Patrick Kelly, along with Jason Clark, Mark Bellardini and Ron McDougall traveled to Albany on October 25 to discuss and advocate for the I-98 project. They met with the Assistant Secretary for Economic Development, who offered to coordinate a meeting with the Transportation Commission and research the status of the \$6.3Million in Federal funds secured in 2003 for the project and currently being held by the NYS DOT.*
- *Provided local coordination and sponsorship of a webinar, "GIS Planning/ESD Site and Building Data Base Training Program" to provide local and regional economic development organizations with information about how they can populate the ESD/GIS Planning site with local site and building information from their area. Economic and planning partners within the County attended.*
- *Staff attended the September 14 informational meeting for ReCharge NY, a statewide economic development program to make available low-cost electricity to attract new businesses, and encourage existing businesses and non-profits to stay and grow in New York.*
- *Staff attend and participate in the County's Agriculture and Farmland Protection Board meetings.*
- *The Agency has provided ongoing assistance to the North Country Pastured mobile poultry processing project.*
- *The Agency is working with New York State and the local Workforce Investment Board to coordinate the Economic Enhancement Committee's training proposal.*
- *The Agency, along with Massena Electric and National Grid, co-sponsored a USDA/Rural Business roundtable, focusing on rural communities business program opportunities available through USDA/Rural Development. Over 40 people attended the event.*
- *The Agency continued its involvement with the redevelopment of the former GM site through its participation in the North Country Redevelopment Task Force.*
- *The Agency continued its participation in the Ogdensburg Correctional Facility Community Task Force. No County facilities were included in the 2011 Correctional Facility Closure List for 2011.*

- *IDA representatives from St. Lawrence, Jefferson and Lewis counties met to continue strategy discussions regarding the reconstruction/revitalization of the Newton Falls Rail Line.*
- *The Agency approved a mortgage recording tax exemption for North Country Dairy. The company purchased the former North Lawrence Dairy facility after the previous owners announced in April 2011 their intention to cease operations. North Country Dairy has reopened the facility and now employs approximately 43 people.*
- *In December, Affinity Realty Partners submitted an application for Agency assistance. The project deviates from the Agency's uniform tax exemption policy and, therefore, consent of all affected local taxing jurisdictions is required before the Agency will approve a payment in lieu of tax agreement.*
- *One FOIL request was received during the 2011 calendar year.*
- *Patrick J. Kelly was appointed the Agency's Chief Executive Officer effective January 1, 2012.*
- *The Agency continues ongoing discussions with Clarkson University regarding the formation of a green datacenter in the Old Main building on the downtown campus.*
- *The Agency continued its compliance efforts with provisions of Public Authority Accountability Act and Public Authority Reform Act: Reporting, policy review, training, website development, etc.*
- *The Agency spearheaded a website consolidation project for the IDA, the IDALDC, and the LDC Microenterprise program. This consolidation has made access to information much easier for the consumer.*
- *The following companies fulfilled their financing obligations during 2011:*

<i>Company</i>	<i>Loan Amount</i>	<i>Loan Date</i>	<i>Loan Term</i>	<i>Payoff Date</i>	<i>Loan Fund</i>
<i>OBPA</i>	<i>\$325,417</i>	<i>05/01/99</i>	<i>15 Years</i>	<i>03/09/11</i>	<i>Progress Fund</i>
<i>OBPA-Breconridge Project</i>	<i>\$600,000</i>	<i>04/15/05</i>	<i>15 Years</i>	<i>03/09/11</i>	<i>Progress Fund</i>
<i>Ansen</i>	<i>\$205,000</i>	<i>07/01/03</i>	<i>10 Years</i>	<i>06/13/11</i>	<i>Progress Fund</i>

- *Aggressive marketing efforts, as follows, continue:*
  - *Outreach of select Canadian businesses in Ontario and Quebec to generate interest and possible expansion into St. Lawrence County through the mailing of marketing pieces*
  - *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, Drum Country Business Site Selector Magazine, Watertown Daily Times, St. Lawrence County Newspapers, County Pennysaver, and on North Country Public Radio.*
  - *Partnered with DANC, Jefferson and Lewis County economic development entities, National Grid and the Fort Drum Regional Liaison Organization to launch the Drum Country Business regional marketing initiative. The initiative targets firms across the country to locate in the region by highlighting our economic assets and proximity to Fort Drum. Approximately 8,000 direct mailings have been sent to site selectors and targeted industries in back office and general manufacturing, and advertisements in Site Selection magazines. The Drum Country marketing materials are currently being updated.*
  - *The St. Lawrence County Chamber of Commerce's FISHCAP initiative received \$25,000 in funding from the Agency. This funding was the second of a 3-year, \$25,000 per year-commitment to the economic and tourism development initiative.*
  - *Coordination of four 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.*

- *Participation in CITEC initiative with National Grid, Clarkson University, NYSTAR and RVRDA to effectively market both the Peyton Hall incubator and the County in Ontario and Quebec.*
- *Sponsorship, coordination and/or attendance at 16 trade shows/marketing events in Northern New York and Canada:*

*February 2011*

- *Center for Entrepreneurship at Clarkson University – My Small Business 101*

*March 2011*

- *NYS SBDC Women's Business Bootcamp*
- *Drum Country Business Kickoff, Watertown*
- *AMERICANA, Montreal*
- *CenterState Business Showcase, Syracuse*
- *Canadian Technical Security Conference, Cornwall*

*April 2011*

- *North Country Symposium, SLU*
- *EPTECH, Montreal*
- *Ottawa Business Summit*
- *Mastering the Global Marketplace Seminar, Watertown*

*May 2011*

- *EPTECH, Ottawa*
- *Canadian Environmental Conference and Tradeshow (CANECT), Toronto*
- *North Country Business Expo*
- *North Country Technology Symposium*
- *Canton SBDC Annual Conference, Lake Placid*

*June 2011*

- *CANSEC, Ottawa*
- *Reh Center for Entrepreneurship, Clarkson*
- *Pack Ex, Toronto*

*August 2011*

- *Port Commerce Day, Ogdensburg*

*October 2011*

- *Exporting to the US, seminar, Ontario*
- *Forever Wired, Clarkson*
- *Local Government Conference, SUNY Potsdam*
- *AmCham, Ottawa*

*November 2011*

- *Association of Power Producers of Ontario, Ottawa*
- *USDA Rural Business Roundtable, Canton*

## St. Lawrence County Industrial Development Agency

### Additional Questions

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

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

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

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

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

ANS: The board of the St. Lawrence County Industrial Development Agency appoints its Chief Executive Officer and Chief Financial Officer. The Chief Executive Officer appoints management and staff.

4. Briefly describe the role of the Board and the role of management in the implementation of the mission.

ANS: The Board, with assistance of management, works to develop the authority's mission, and evaluate the authority's goals and performance.

Management ensures that the Board's mission and goals are carried out in a manner which achieves the intended public purpose - a process involving program evaluation, reporting, feedback and recommendation.

5. Has the Board acknowledged that they have read and understood the responses to each of these questions?

ANS: The Board acknowledges its understanding of this document by formally approving the document in public session.