Jefferson County Industrial Development Agency

800 Starbuck Avenue, Suite 800
Watertown, New York 13601
Telephone 315-782-5865 / 800-553-4111
Fax 315-782-7915
www.jcida.com

TO: **JCIDA Loan Review Committee**
David Converse, Chair
Robert E. Aliasso, Jr.
Charles Capone
John Condino

FROM: Marshall Weir, CEO

DATE: November 18, 2026

SUBJECT: **JCIDA Loan Review Committee Meeting**

A JCIDA Loan Review Committee meeting has been scheduled for **Tuesday, November 24, 2026 at 8:00 a.m.** in the board room, 800 Starbuck Avenue, Watertown, NY.

The live stream link is available at www.jcida.com.

Zoom:
https://us02web.zoom.us/j/84355250468?pwd=R0t4VjRPdGJBZDJrL2JQYVVjKytDdz09
Meeting ID: 843 5525 0468
Passcode: 011440
1-929-205-6099 US (New York)

Please confirm your attendance with Peggy Sampson pssampson@jcida.com at your earliest convenience.

Thank you.

pss

c: Jay Matteson
Dorena Kimball
Hon. William Johnson
Paul Warneck
W. Edward Walldroff
Lisa L'Huillier
Rob Aiken
Dr. Dawn M. Robinson
Keith Perry
Justin Miller, Esq.
Media

Jefferson County Industrial Development Agency
800 Starbuck Avenue, Suite 800
Watertown, New York 13601
Telephone: (315) 782-5865 or (800) 553-4111 Facsimile (315) 782-7915
www.jcida.com

JCIDA LOAN REVIEW COMMITTEE
Tuesday, November 24, 2026
8:00 a.m.

AGENDA

I. **Call to Order**

II. **Pledge of Allegiance**

III. **Loans**

1. **RLF request from Watertown Industrial Center LDC**
2. **MICRO Enterprise Loan Write Offs**

IV. **Other/Unfinished business**

1. **146 Arsenal Street**
   - **YMCA Ground Lease**

V. **Adjournment**

LOAN COMMITTEE

NOVEMBER 24, 2026

RE: WATERTOWN INDUSTRIAL CENTER LOCAL DEVELOPMENT CORP.

BACKGROUND:

Anchor tenant of WICLDC, Brookfield Power (BFP), are planning an office renovation project. BFP has committed to $300,000 towards the project, and the loan request is shared between Watertown Local Development Corp. (WLDC) and JCIDA totaling $174,121. WLDC is taking the lead on this shared loan agreement. There is also a request for a reduction of two percent of the six percent interest rate. By lowering the rate of interest, it demonstrates to BFP that they have the support of the local economic development agencies.

PROPOSAL:

Provide a shared loan agreement with WICLDC for $87,060.50 at 4% interest, 5-year term with a monthly payment of $1,603.35. Application fee, loan fee, and legal fees will be provided by WICLDC. Anticipated start date of project is January 2027.

DRAFT

JEFFERSON COUNTY INDUSTRIAL DEVELOPMENT AGENCY
Resolution Number 12.03.2026.01

RESOLUTION FOR AUTHORIZING A REVOLVING LOAN TO WATERTOWN INDUSTRIAL CENTER LDC

WHEREAS, a request from the Watertown Industrial Center Local Development Corporation (WICLDC) for a Revolving Loan with a reduced rate to be used to renovate the front of Building A at the Watertown Center for Business and Industry (WCBI) to cover a portion of the Brookfield Power office renovation to modernize 4,000 square feet, and

WHEREAS, the Watertown Local Development Corporation (WLDC) and the JCIDA are being asked to fund $174,121 in financing. The WLDC will be the lead agency for this participation loan, and

WHEREAS, Staff has reviewed this request and recommended approval of a Revolving Loan in the amount of $87,060.50 at 4% for a five-year amortization. Co-proportional collateral with the WLDC. The WICLDC has two full-time employees, Brookfield Power has 42 employees and the total jobs at the WCBI is 153. The loan will be co-terminus and contingent on a Lease with Brookfield Power and participation by the WLDC, and

WHEREAS, on November 24, 2026, the Loan Review Committee of the Jefferson County Industrial Development Agency reviewed this request and recommended approval to the full Board of Directors, and

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors of the Jefferson County Industrial Development Agency that it herein approves the exception to our normal rate and approves the request for an Eighty Seven Thousand Sixty Dollar and Fifty Cent ($87,060.50) loan to the Watertown Industrial Center Local Development Corporation with all terms and conditions as set forth in this Resolution, and be it further,

RESOLVED, that the Chairman, Vice Chairman, Secretary and/or Chief Executive Officer are authorized and directed to execute any and all documents necessary to carry out the purposes of this Resolution.

This resolution shall take effect immediately.

_____
W. Edward Walldroff
Secretary

Compounding Period: Monthly

Nominal Annual Rate: 4.000%

Cash Flow Data - Loans and Payments

	Event	Date	Amount	Number	Period	End Date
1	Loan	01/01/2027	87,060.50	1		
2	Payment	02/01/2027	1,603.35	60	Monthly	01/01/2032

TValue Amortization Schedule - Normal, 360 Day Year

	Date	Payment	Interest	Principal	Balance
Loan	01/01/2027				87,060.50
1	02/01/2027	1,603.35	290.20	1,313.15	85,747.35
2	03/01/2027	1,603.35	285.82	1,317.53	84,429.82
3	04/01/2027	1,603.35	281.43	1,321.92	83,107.90
4	05/01/2027	1,603.35	277.03	1,326.32	81,781.58
5	06/01/2027	1,603.35	272.61	1,330.74	80,450.84
6	07/01/2027	1,603.35	268.17	1,335.18	79,115.66
7	08/01/2027	1,603.35	263.72	1,339.63	77,776.03
8	09/01/2027	1,603.35	259.25	1,344.10	76,431.93
9	10/01/2027	1,603.35	254.77	1,348.58	75,083.35
10	11/01/2027	1,603.35	250.28	1,353.07	73,730.28
11	12/01/2027	1,603.35	245.77	1,357.58	72,372.70
2027 Totals		**17,636.85**	**2,949.05**	**14,687.80**	
12	01/01/2028	1,603.35	241.24	1,362.11	71,010.59
13	02/01/2028	1,603.35	236.70	1,366.65	69,643.94
14	03/01/2028	1,603.35	232.15	1,371.20	68,272.74
15	04/01/2028	1,603.35	227.58	1,375.77	66,896.97
16	05/01/2028	1,603.35	222.99	1,380.36	65,516.61
17	06/01/2028	1,603.35	218.39	1,384.96	64,131.65
18	07/01/2028	1,603.35	213.77	1,389.58	62,742.07
19	08/01/2028	1,603.35	209.14	1,394.21	61,347.86
20	09/01/2028	1,603.35	204.49	1,398.86	59,949.00
21	10/01/2028	1,603.35	199.83	1,403.52	58,545.48
22	11/01/2028	1,603.35	195.15	1,408.20	57,137.28
23	12/01/2028	1,603.35	190.46	1,412.89	55,724.39
2028 Totals		**19,240.20**	**2,591.89**	**16,648.31**	
24	01/01/2029	1,603.35	185.75	1,417.60	54,306.79
25	02/01/2029	1,603.35	181.02	1,422.33	52,884.46
26	03/01/2029	1,603.35	176.28	1,427.07	51,457.39

	Date	Payment	Interest	Principal	Balance
27	04/01/2029	1,603.35	171.52	1,431.83	50,025.56
28	05/01/2029	1,603.35	166.75	1,436.60	48,588.96
29	06/01/2029	1,603.35	161.96	1,441.39	47,147.57
30	07/01/2029	1,603.35	157.16	1,446.19	45,701.38
31	08/01/2029	1,603.35	152.34	1,451.01	44,250.37
32	09/01/2029	1,603.35	147.50	1,455.85	42,794.52
33	10/01/2029	1,603.35	142.65	1,460.70	41,333.82
34	11/01/2029	1,603.35	137.78	1,465.57	39,868.25
35	12/01/2029	1,603.35	132.89	1,470.46	38,397.79
2029 Totals		**19,240.20**	**1,913.60**	**17,326.60**	
36	01/01/2030	1,603.35	127.99	1,475.36	36,922.43
37	02/01/2030	1,603.35	123.07	1,480.28	35,442.15
38	03/01/2030	1,603.35	118.14	1,485.21	33,956.94
39	04/01/2030	1,603.35	113.19	1,490.16	32,466.78
40	05/01/2030	1,603.35	108.22	1,495.13	30,971.65
41	06/01/2030	1,603.35	103.24	1,500.11	29,471.54
42	07/01/2030	1,603.35	98.24	1,505.11	27,966.43
43	08/01/2030	1,603.35	93.22	1,510.13	26,456.30
44	09/01/2030	1,603.35	88.19	1,515.16	24,941.14
45	10/01/2030	1,603.35	83.14	1,520.21	23,420.93
46	11/01/2030	1,603.35	78.07	1,525.28	21,895.65
47	12/01/2030	1,603.35	72.99	1,530.36	20,365.29
2030 Totals		**19,240.20**	**1,207.70**	**18,032.50**	
48	01/01/2031	1,603.35	67.88	1,535.47	18,829.82
49	02/01/2031	1,603.35	62.77	1,540.58	17,289.24
50	03/01/2031	1,603.35	57.63	1,545.72	15,743.52
51	04/01/2031	1,603.35	52.48	1,550.87	14,192.65
52	05/01/2031	1,603.35	47.31	1,556.04	12,636.61
53	06/01/2031	1,603.35	42.12	1,561.23	11,075.38
54	07/01/2031	1,603.35	36.92	1,566.43	9,508.95
55	08/01/2031	1,603.35	31.70	1,571.65	7,937.30
56	09/01/2031	1,603.35	26.46	1,576.89	6,360.41
57	10/01/2031	1,603.35	21.20	1,582.15	4,778.26
58	11/01/2031	1,603.35	15.93	1,587.42	3,190.84
59	12/01/2031	1,603.35	10.64	1,592.71	1,598.13
2031 Totals		**19,240.20**	**473.04**	**18,767.16**	
60	01/01/2032	1,603.35	5.22	1,598.13	0.00
2032 Totals		**1,603.35**	**5.22**	**1,598.13**	
Grand Totals		**96,201.00**	**9,140.50**	**87,060.50**	

Last interest amount decreased by 0.11 due to rounding.

ANNUAL PERCENTAGE RATE The cost of your credit as a yearly rate.	FINANCE CHARGE The dollar amount the credit will cost you.	Amount Financed The amount of credit provided to you or on your behalf.	Total of Payments The amount you will have paid after you have made all payments as scheduled.
4.000%	**$9,140.50**	**$87,060.50**	**$96,201.00**

NOV 1 9 2026

Inter-Agency

Public Financing

Programs

The following is a compilation of public financing program opportunities currently available within Jefferson County.

Please contact the agency listed for each financing program for more information regarding project eligibility and application process

An Application for Financial Assistance is enclosed.

Applicant (Company) Name: Watertown Industrial Center Local Development Corporation
Applicant Address: 800 Starbuck Ave. Suite 804, Watertown, New York 13601
Phone: 315-782-9277 Office, 315-767-1235 Cell
E-mail: bsoluri@wicldc.com

Application Date: 11-19-26

Internal Use Only
Staff Signature and Date of Submission:_____
Revised Date:_____, Revision #:_____
Completed Application Date:_____

Document Date: June 10, 2025

Application for Financial Assistance

Date of Application: 11-17-2026

Applicant (Company) Information:

Applicant Name: Watertown Industrial Center Local Development Corporation (WICLDC)

Amount Requested: $174,121.00

Applicant Address: 800 Starbuck Ave. Suite 804, Watertown, New York 13601

Phone: 315-782-9277 Fax:

Website: www.wicldc.com E-mail: bsoluri@wicldc.com

Federal ID# or Social Security Number if Sole Proprietor:

State and Year or Incorporation/Organization:

List of stockholders, members, or partners of Applicant: N/A

Individual Completing Application:

Name: Billy Soluri (WICLDC)

Title: Director of Site Facilities

Address: 800 Starbuck Ave. Suite 804, Watertown, New York 13601

Phone: 315-782-9277 or 315-767-1235 Fax: 315-405-4728

E-Mail: bsoluri@wicldc.com

Company Counsel (if applicable):

Name of Attorney: Megan Kendall and/or Kathryn Harrienger

Firm Name: Kendall, Harrienger & Burrows

Address: 120 Washington St, Watertown, New York 13601

Phone: 315-753-8080 Fax: n/a

E-mail: [redacted]

Company Acknowledgment and Certification: The contents contained in this Application to the best of my knowledge and belief are true, accurate and complete.

Billy Soluri (WICLDC)
Print Name

[redacted]
Signature

Director of Site Facilities
Title

11-19-26
Date

Internal Use Only:

Signature of Agency Representative Date

Revised Date: , Revision #:

Document Date: June 10, 2025

Description of items required in the business plan

Business Name and Form

Indicate legal name: Watertown Industrial Center Local Development Corporation
Address: 800 Starbuck Ave. Suite 804, Watertown, New York 13601
Telephone number: 315-782-9277
Federal Employment Identification Number (if available): [redacted]
Indicate form of Business (corporation, partnership, sole proprietorship):
501c3 Not-for-Profit
Year of organization:
1994
Federal Tax Identification Number:
[redacted]
New York State Unemployment Insurance Identification Number:
[redacted]
Standard Industry Classification (SIC) Code:

Principals and Officers

Indicate names and addresses including percentage of ownership of all principals and officers.

There are no principals and officers/members do not have any ownership.

President Michelle Capone, on the board since 2011
Vice President J. Paul Morgan, on the board since1995
Treasurer Mark Bellinger, on the board since 2013
Secretary Robert Cantwell III, on the board since 2018

Resumes

Attach resumes of principals including date of birth, business experience, length of association with business, salary, other compensation and outside directorships and business affiliations.

Personal Financial Statements (Schedule Included) & Tax Returns, Including All Supporting Data

Provide personal financial statements for each proprietor, partner, officer, and stockholder with ten percent or more ownership in the business. Also, include copies of personal tax returns for the 1st and 2nd page of most recent for each personal financial statement.

Bankruptcy, Litigation, Felony History (Schedule Included)

Describe any bankruptcy history, litigation history having a material effect on the business solvency, or convicted felony activity associated with the owners, management, or officers of the business.

Revised Date:_____, Revision #:_____

Document Date: June 10, 2025

Business Plan Narrative

A detailed narrative explaining your business and what you plan to do with the funds and how it will benefit your business as well as covering these additional topics; Physical Location, Management Team and their experience, Market Analysis, Personnel and if there any specific skillsets that are needed if any. (Add additional pages with details)

Business: A local development corporation created to manage the former NYAB property located at 800 Starbuck Ave known as the Watertown Center for Business and Industry (WCBI). The WCBI is business incubator facility with the purpose of leasing space, as well as providing resources that provide businesses with the ability to succeed while fostering job creation and retention. For additional business information see attached History of the WCBI.
Management Team: Billy Soluri is the Director of Site Facilities and has been associated with the WCBI for 30 years. He has been a part of every renovation project that has occurred at the WCBI and has the skill set and knowledge to oversee this project.
The funds will be used to cover a portion of the Brookfield Power (BFP) office renovation project. This project will modernize nearly 4,000 square feet of office space, increase the size of the board room, provide a break room and allow them to add additional staff as needed based on the design. The project includes demolition and reconfiguration of their leased office space located on the first floor of Bldg. A. There will be new metal framing, gypsum, carpet, LVT flooring, acoustical ceiling tiles, wood doors. The lighting within the renovated area will be upgraded alongside HVAC, plumbing and electrical upgrades. See attached document "B" for a floor plan of the demo portion of the project and final design.

Employment Plan (Schedule Included)

Information regarding the types, number and wage levels of current and anticipated positions must be provided for new and existing businesses.

Project Costs and Financing Sources

Provide details on total project costs and sources of financing. All costs associated with the project should be supported by third party quotations, purchase offers, appraisals, contractors estimates or similar documentation as appropriate. Explain how each component of the project will be financed, including the use of a loan through these programs. Indicate the order of lien preference and all sources of financing (include participants, amounts, percent of total, interest rate, and term). IN ALL CASES, where other lenders are proposed in the capital structure of the project, attach commitments from banks or other lending institutions. Where funding from these programs are the only lending source, provide documented evidence of the unavailability of other funding.

Example:

Sources		**Uses**	
Bank	$ 60,000	Leasehold Buildout	$ 30,000
WLDC	30,000	Equipment	60,000
Equity (Minimum of 10%)	10,000	Working Capital	10,000
Total:	$100,000	Total:	$100,000

Sources	See Attached Breakdown	**Uses**	
Bank			
WLDC	87,060.50		Renovation Cost
JCIDA	87,060.50		Renovation Cost
DANC			
NCA			Renovation Cost
Equity (Minimum of 10%)	465,000		Renovation Cost
Total:	639,121	Total	639,121

Revised Date:_____, Revision #:_____

Document Date: June 10, 2025

Profit and Loss Statements/Balance Sheets

For existing businesses, provide profit and loss statements and balance sheets for the last three (3) fiscal years. Statements must include or be accompanied by separate expense schedules for Cost of Goods Sold, Selling and General Administrative Expenses, including depreciation, salaries, and dividends. **If the most recent available statements are more than ninety (90) days old, interim statements must be provided. Where the request represents a refinancing, or where the business exhibits a degree of financial distress, an aging of accounts payable and receivable must be provided**. Provide business income tax returns for the last three (3) years.

Projected Profit and Loss Statements

Provide projected profit and loss statements for three (3) years. Statement must include projected interest payments and depreciation expenses. Describe assumptions on which projections were based. The projections should be supported by and be relevant to the narrative. *Note: Different programs require projections for different numbers of years into the future. It is important to consult program representatives before investing in the development of financial projections.*

Security Collateral

List any additional collateral (such as land, buildings, machinery, equipment) available for security. Indicate cost, net book value (cost less depreciation), an estimate of present market value and present loan balance. **For each item of collateral listed, provide a description of all associated liens thereon.**

State Environmental Quality Review (SEQR)

Does the project require site plan approval by the appropriate planning board or department? Yes___ No x___

If YES, please describe the status of any approvals or pending approvals: (please also include any site plans)

Has another entity been designated lead agent under the State Environmental Quality Review Act (SEQRA)? Yes____ No____

- If YES, please name the lead agency and describe the current status and timeline for completion:
- If NO, please complete the attached SEQR Short Form and include it with your loan application.

If your project is exempt from SEQR, please indicate the reason. (click on this link https://extapps.dec.ny.gov/docs/permits_ej_operations_pdf/part617seqr.pdf and scroll to page 11 to see Type II actions)

Revised Date:_____, Revision #:_____

Document Date: June 10, 2025

Schedule B

Bankruptcy, Litigation and Felony History

Describe any bankruptcy history, litigation history having a material effect on the business solvency, or convicted felony activity associated with the owners, management, or officers of the business.

		YES	NO
1.	Are any of the officers, owners, or management of the business presently under indictment, on parole, or probation? If yes, describe below:		X
2.	Have any of the owners, officers, or management of the business ever been charged with or arrested for any criminal offense other than a minor traffic infraction? If yes, describe below.		X
3.	Have any of the owners, officers, or management of the business ever been convicted of any criminal offense, other than a minor traffic infraction? If yes, describe below.		X
4.	Has the business, its present owners, officers, or management ever been the subject of bankruptcy proceedings? If yes, describe below.		X

[redacted] WICUDC 11-19-24

Signature Date

Billy Solari Director of Site Facilities

Printed Name and Title

Schedule C

Confirmation Documentation:

The applicant understands and agrees that if the Project receives assistance from the Agency/Corporation---either tax incentives or loans---the applicant agrees to provide the Agency/Corporation, if requested, with a copy of their 'Annual Report' , their 'Annual Audit Report', their corporate or personal tax returns and/or their New York State Form 'NYS-45' (Quarterly Combined Withholding, Wage Reporting and Unemployment Insurance Return), as appropriate, throughout the period that benefits are provided the company. These reporting requirements---specifically identified in Closing Documents, Loan Documents or other project specific agreements---may be used by the Agency/Corporation to assist us in verifying that commitments made as part of this application--- regarding stated goals for employment or capital investment in the project---are being achieved.

[redacted]

Signature of Applicant

11-19-24

Date

Schedule D

Employment Plan

(A) Job Title	(B) Annual or Hourly Wages $	(C) Current Number of Positions	(D) Jobs Created: Year One	(E) Jobs Created: Year Two	(F) Jobs Created: Year Three	(G) Total Jobs to be Created
WICLDC Director of Site Facilities	$ 92,779	1				
WICLDC Facilities Tech	$ 41,808	1				
BFP Staff at Project Site (42)	$	42				
Total Jobs at the WCBI (153)	$	153				
	$					
	$					
TOTALS:						

Instructions:

Column A: Insert the job titles that exist within the company at the time of application, as well as any job titles that will be established as a result of the project.

Column B: Indicate the entry level wage for each listed job title either in terms of hourly pay or annual salary.

Column C: For each listed job title insert the number of positions that exist at the time of application.

Column D: Insert the number of jobs to be created during year one of the project for each listed job title.

Column E: Insert the number of jobs to be created during year two of the project for each listed job title.

Column F: Insert the number of jobs to be created during year three of the project for each listed job title.

Column G: Indicate the total number of jobs to be created for each listed title as a result of the project. (Column D + Column E + Column F = Column G)

Use as many copies of this form as necessary.

Watertown Industrial Center Local Development Corporation

800 Starbuck Avenue – Suite 804
Watertown, New York 13601
Office: 315-782-9277 * Fax: 315-405-4728
www.wicldc.com

History and Successes of the
Watertown Center for Business and Industry
800 Starbuck Avenue, Watertown, New York
Managed by the Watertown Industrial Center Local Development Corporation



The Watertown Center for Business and Industry (WCBI) is made up of 4 former industrial buildings constructed during the same era as World War I and were formerly owned by the New York Air Brake/General Signal. These buildings are located on a remediated brownfield site and are now operated as a hybrid business incubator.

As of November of 2026, the WCBI is home to 16 tenants providing nearly 153 full and part-time positions. Several established businesses serve as anchor tenants, providing the financial stability that allows the Center to provide smaller entrepreneurial ventures with affordable, flexible space that can accommodate their changing needs as they grow. The WCBI is managed by the Watertown Industrial Center Local Development Corporation, and the success of the WCBI can be echoed in their Mission Statement:

> The Mission of the Watertown Industrial Center Local Development Corporation (WICLDC) is to facilitate job creation and retention in the community by providing eligible businesses with suitable leased facilities at rents, and under conditions that help them succeed.

History – The Community Comes Together to Avoid a Crisis:

In early 1994 the New York Air Brake was planning on moving its operations out of Watertown, and abandoning the buildings in place. Because of this a coalition of local government officials, economic development professionals, and community leaders came together for a two-day brainstorming and planning session.

The purpose of the session was to discuss whether or not it was feasible, and more importantly in the best interest of the community, for the public to take ownership of these former industrial buildings, so that they could be repurposed instead of becoming an abandoned eyesore, and more importantly another liability for the community.

After two days of brainstorming and discussions relating to structural, environmental, legal, and market capabilities for the reuse of these buildings, it was concluded that redevelopment of the site was not only feasible, but a desirable objective; however, it was apparent that only an aggressive, and single focused redevelopment plan would suffice to create a successful multiuse facility offering manufacturing, office and warehousing space to help stir regional economic development.

A Public Enterprise:

In June of 1994, the WICLDC was incorporated as a not-for-profit corporation with a specific purpose of overseeing the redevelopment, repurposing, maintenance, and operations of WCBI.

Reflective of the community effort it took to create the WCBI and its public purpose, membership on the WICLDC Board of Directors includes representatives from each of the following entities:

- Jefferson County Industrial Development Agency
- Watertown Local Development Corporation
- County of Jefferson
- City of Watertown
- New York Air Brake
- Development Authority of the North Country

How it Operates:

The WICLDC is staffed by a Director of Site Facilities who is responsible for all facility operations, fiscal management and reports to the WICLDC board of directors. He is assisted by a Facilities Tech. Together, these 2 employees provide general maintenance services for the tenants, they also conduct majority of the renovations required to accommodate tenants, and facility needs. This cost-effective approach reserves the use of outside contractors for special, or large projects such as HVAC, electrical services, roof replacement, etc.

Rent is comprised of the following components, Base, Taxes, Maintenance, Capital Improvement Reserve (for capital projects), Water, Natural Gas and Electricity. Leases are negotiated based on type of business (new, existing, relocating, expansion); type of space being occupied (office, warehouse, manufacturing, etc.); condition of the space (improved, or unimproved); number of employees (existing and estimated); and length of time the space has been vacant. Lease rates also have built in escalators, to allow for annual rate increase. The WICLDC also maintains a leasehold improvement

loan fund that tenants can access to help cover cost of their leasehold renovation expenses.

Success Story Examples:

The decision to take ownership and redevelop these 4 buildings into a Hybrid Incubator Facility has been the foundation for economic development here in Jefferson County. The WCBI is one of the greatest success stories for our community. The phased-in approach of redevelopment and upgrading the facility, and the financial commitments made by the founding members laid the foundation for what today is a successful incubator facility.

Thirty years later the WCBI, managed by the WICLDC, has outperformed even the greatest of expectations. Several startup businesses began at the WCBI, expanded at the WCBI, and then outgrew their space to the point of having to construct a new building to meet their needs--all while employing people from the local work force.

One example is Current Applications. Current Applications, a custom motor manufacturer, began at the WCBI in 2000 with only 6 employees. In a few years they moved to a new building in the City Center Industrial Park.

Similarly, Henderson Manufacturing—which manufactures vehicles accessories for heavy duty equipment such as snowplows, dump trucks, and sanders—began operations at the WCBI with a handful of employees and now occupies a 31,000 SF facility in the Jefferson County Corporate Park.

Pick and Go waste – which provide small- and large-scale trash and recyclable collection services. They started operations in the WCBI in the fall of 2015 with a crew of three people and one garbage truck. In the summer of 2025, they purchased their own property in Evans Mills, NY and relocated their operations to the new site. When they decided to purchase their own property, they had more than 10 employees, several trash/recyclables trucks, and many dumpsters and totes.

NYTRIC Electrical Contractors – started leasing the former Current Applications leased area in the fall of 2014. They started with a small staff and every year they grew both in staff and occupied space. Over the years NYTRIC invested heavily in their leased area and their business to become one of the largest electrical contractors in Jefferson County. In the fall of 2024 NYTRIC had purchased and renovated the former UPS building located on outer Coffeen Street. NYTRIC relocated their operations to the newly renovated, and repurposed building.

Since 1994, several businesses have gone onto construct their own buildings or lease additional space throughout the community:

- Current Applications
- Henderson Manufacturing
- Structural Associates, located in the Jefferson County Corporate Park
- Stephen Allocco Kitchen and Bath, Built his own shop
- Onsite Testing Services, Currently located in Brownville
- Belle Technologies

- Watertown Local Development Corporation
- Shred-Con, Located in Watertown
- Experimental Studios, Now Five Cedars, Located in Theresa NY
- NYTRIC Electrical Contractors, Inc.
- Pick and Go Trash Services

WIC's flexibility provides businesses with the ability to start small and grow as needed.

Servpro of Jefferson County is a great example of a company starting small, and expanding their workforce and space as their business grew, and the WCBI was able to meet their space needs, while working with them to keep their overhead down. In 2008, Servpro made the decision to move the business from their original home to the WCBI. To meet their facility needs the WICLDC approved a Leasehold Improvement Loan in the amount of $56,900 to renovate space in Building B. The space before renovations was unleasable, but after the renovation it became the perfect flex space for any small business. Servpro entered a 10- year agreement and had approximately 4 employees.

In 2011, Servpro was steadily increasing their work force and quickly outgrowing their space. The WIC renovated a 2,000 Sq.ft. space located in Building A, and formerly leased to Shredcon, to include a corporate office and a much larger shop area. Given the investment made by Servpro in Building B, their business, and their workforce, the WICLDC undertook this renovation at no additional expense to the tenant. The space was perfect for their needs; however, Servpro continued to grow, as did their workforce. They once again outgrew their leased space.

In 2014, the WICLDC completed renovations on a 5,400 Sq.ft. space in Building A, which included new offices, new electrical and water/sewer infrastructure. This was no small project; but was necessary to meet the needs of the tenant. Servpro accepted a new 10 year lease, they increased their original Leasehold Improvement Loan to include the new renovations. Servpro of Jefferson County now has over 10 employees, a fleet of three rapid response vehicles, and countless emergency response equipment.

Tenant Portfolio:

Every successful incubator needs anchor tenants to help cover the everyday uncertainties that come when leasing space, the WCBI is fortunate to have the following anchor tenants in the facility:

- Jefferson County Local Development Corporation
- Brookfield Renewable Power (Erie Blvd. Hydro)
- Converse Laboratories
- Black Horse Group
- Servpro of Jefferson County
- Newest tenant – Masseys Furniture Barn Distribution Warehouse

These tenants have made substantial investments in their workforce, and their leased area. These anchor tenants have made it possible for the WIC to establish a Capital Improvement Reserve fund to assist with the expenses associated with capital projects.

As indicated earlier, the WCBI has 16 tenants, and 100,000 Sq.Ft under lease. These 16 tenants represent a workforce of more than 150 at the WCBI complex.

Tenant Portfolio
All Ski Lifts - Larry Wollum
Bice Family LLC.
Converse Labs
Digi-Collect
Jefferson County Local Development Corporation
Massey's Furniture Barn – Distribution Warehouse
NYTRIC
Pick N Go Waste Services - Storage
ServPro of Jefferson County
Taylor's Surface
Black Horse Group
Brookfield Power
Upstate Construction
Upstate Testing and Control
W.B. Mason
Watertown Model Railroad Club

Benefit to the Community through Investments:

The WCBI is a hybrid business incubator created out of the need to protect the community from the burden of a blighted and contaminated brownfield site. To remain viable as a public not-for-profit enterprise that operates on a shoestring budget, it depends on a combination of established anchor tenants and smaller businesses. The age of the facility creates a significant strain on resources to manage capital projects; However, through effective management and board support, the WIC has been able to use its own cash and leverage its modest resources to obtain financing, coupled with occasional grant funding, to undertake major projects such as roof replacements on Buildings A, B, & a partial replacement on bldg. C, along with the most recent project known as the Infrastructure improvement project and BFP restroom project. The WIC is now looking at modernizing the BFP office space to help ensure they remain a key employer in the region for many years to come.

Over the years the WICLDC has invested greatly in the WCBI facility and it has renovated well over 200,000 sq.ft. of interior space, replaced the roof on Building A, B, and the center section of C with a 30-year insulated EPDM roof system. This project required the installation of new windows, siding, gutters, etc. The cost of this investment was approximately $2,000,000. In the past two years, the WICLDC completed the storm sewer infrastructure upgrade along the side of Bldg. A and completed a restroom renovation project for BFP, both projects when combined cost

nearly $450,000. This was paid for through capital improvement funds of the WIC, ARPA grant money, as well as direct Tenant contribution.

While the WICLDC has invested in the WCBI over the years, these investments have been made with very limited resources. We have borrowed funds where we can, received grants where applicable, and have utilized our cash reserves; however, it is costly to keep up a facility over 100 years old. The WICLDC is also limited by the rents it can charge for the space available. Therefore, we generally operate on a break-even level, and additional cash received is placed in reserves for future repairs and maintenance.

It is fair to say that over the past 30 years the Watertown Industrial Center Local Development Corporation with the leadership and guidance of their Board of Directors, dedicated staff, and the community found a way to limit the burden on taxing jurisdictions while transforming these former industrial buildings constructed during the First World War I, into a successful business incubator. The WIC has prevented these buildings, and the property from becoming a liability for the City of Watertown and a blight on the community. The WCBI will continue to be a key economic development asset for the county designed with the goal of bringing in new businesses, and offering existing businesses the ability to grow in a supportive environment tailored around their needs.

Sincerely,

Billy Soluri
Director of Site Facilities

Watertown Industrial Center LDC
Balance Sheet
October 31, 2026

ASSETS

Current Assets			
General Checking - Key Bank	$	63,381.99	
Capital Reserve		197,247.75	
Leasehold Improvement Fund		87,040.81	
Accounts Receivable		3,947.33	
Acc. Rec. LHI		(585.20)	
Rents Receivable		51,845.27	
Allowance for Bad Debt		(19,138.00)	
Total Current Assets			383,739.95
Property and Equipment			
Furniture/Fixtures/Equipment		68,568.05	
Allow. for Deprn. - FF&E		(64,088.27)	
Capital Improvements - Cap Imp		5,081,634.58	
Heat Separation Project		330,793.40	
Improvement Project - EDA		678,885.00	
Real Estate Contrib.-Buildings		531,300.00	
Real Estate Contrib.-Land		205,000.00	
Allow. for Deprn. - Buildings		(4,883,907.32)	
Total Property and Equipment			1,948,185.44
Other Assets			
Work In Process-Various		88,779.44	
Total Other Assets			88,779.44
Total Assets			$ 2,420,704.83

LIABILITIES AND CAPITAL

Current Liabilities			
Accounts Payable	$	30,336.96	
RETAINAGE PAYABLE		(0.45)	
Due HUD - Leasehold Impr. Fund		8.98	
NYS Income Tax Withheld		(0.02)	
ACCRUED PAYROLL		1,471.00	
Retirement Withheld		3.13	
Due WIC Rent		(0.50)	
Deferred Liab. Bldg. B Project		5.42	
DEFERRED LIAB. BACK OF A PROJ		0.17	
Due WIC LHI		(0.28)	
Deferred Revenue		(589.57)	
Refundable Advance - Back of A		122,485.00	
Total Current Liabilities			153,719.84
Long-Term Liabilities			
Bldg. B Renovation Loan-WLDC		0.42	
Roof Replacement Loan		106,102.39	
Total Long-Term Liabilities			106,102.81
Total Liabilities			259,822.65
Capital			

Watertown Industrial Center LDC
Balance Sheet
October 31, 2026

Fund Balance	567,474.66	
Capital Improvement Reserve	127,910.82	
Fund Balance - Leasehold Impr.	0.24	
Fund Balance - Capital Reserve	1,505,171.83	
Net Income	(39,675.37)	
Total Capital		2,160,882.18
Total Liabilities & Capital		$ 2,420,704.83

B

WICLDC - BFP Office Renovation Project

Created by: Bsoluri | Ver 1 | Updated on 11-16-26

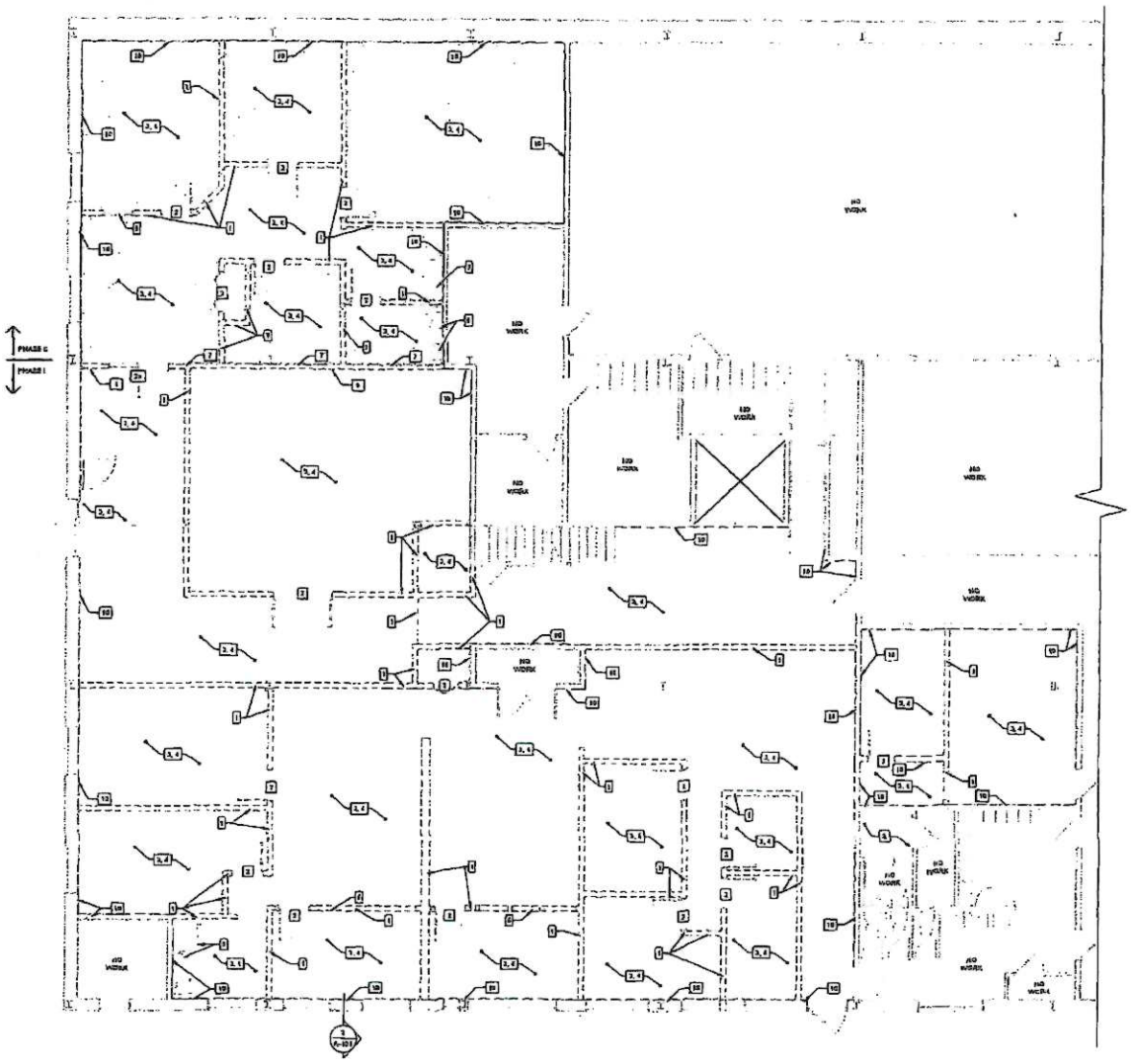
Project Costs			Note(s)
Project Estimate	$	578,211.00	100,000 Contingency included
Loan Closing Cost		8,500.00	Estimate
GYMO Paid To Date		38,000.00	
GYMO Remaining		13,800.00	
Converse Testing		610.00	
Total Project	**$**	**639,121.00**	

Expenses Paid to Date		
GYMO	$	38,000.00
Converse Testing		610.00
Expenses Paid to Date	**$**	**38,610.00**

Project Allocated Funds		
WICLDC	$	15,000.00
BFP 2025		150,000.00
BFP 2026		300,000.00
Total		**465,000.00**

Remaining Allocated Funds		
WICLDC	$	-
BFP 2025		126,390.00
BFP 2026		300,000.00
Total Remaining Allocated Funds	**$**	**426,390.00**

Remaining Project Cost	$	600,511.00	100,000 Contingency included
Remaining Allocated Funds		426,390.00	
GAP (Project Loan Needed)	**$**	**174,121.00**	$ 87,060.50 **WLDC - JCIDA Request**



FIRST FLOOR DEMOLITION PLAN
3/16" = 1'-0"

DEMOLITION NOTES:

1. CONTRACTOR SHALL VERIFY EXTENT OF NEW CONSTRUCTION AND IDENTIFY ANY CONFLICTING ISSUES NOT DEPICTED WITHIN THESE DRAWINGS PRIOR TO DEMOLITION
2. CONTRACTOR SHALL PROPERLY REMOVE AND DISPOSE OF ANY AND ALL DEMOLISHED MATERIAL
3. WORK SHOWN ON THIS PLAN AFFECTS, AND IS AFFECTED BY, THE WORK SHOWN ON SEVERAL OTHER DRAWINGS FOR THIS PROJECT. IT IS VERY IMPORTANT ALL CONTRACTORS AND TRADES REVIEW THE SCOPE OF WORK SHOWN ON ALL DRAWINGS PRIOR TO THE START OF ANY DEMOLITION WORK.
4. DO NOT REMOVE ITEMS SHOWN FOR DEMOLITION IF THE STRUCTURAL INTEGRITY OF ADJACENT OR RELATED CONSTRUCTION APPEARS TO BE COMPROMISED OR WILL BE ADVERSELY AFFECTED BY THE REMOVAL OF THE ITEMS SHOWN AS MIGHT BE APPARENT PRIOR TO DEMOLITION. CONTACT THE ARCHITECT IF THIS CONDITION IS APPARENT PRIOR TO THE START OF WORK.
5. ALL EXISTING COLORED WORK, STRUCTS AND FASTENERS SHALL REMAIN PLACE UNLESS OTHERWISE NOTED TO BE REMOVED OR ALTERED.
6. UNIDENTIFIED AND UNASSESSED ASBESTOS: WHEN ANY CONSTRUCTION ACTIVITY, SUCH AS DEMOLITION, REMODELING, RENOVATION OR REPAIR WORK INVOLVES POTENTIAL ASBESTOS CONTAINING MATERIAL (ACM) OR SUSPECTED MISCELLANEOUS ASBESTOS CONTAINING MATERIAL (ACM) WHICH HAS NOT BEEN IDENTIFIED BY THIS ASBESTOS SURVEY, OR HAS NOT BEEN IDENTIFIED BY OTHER INSPECTIONS (AS PER CURRENT OSHA OR EPA REQUIREMENTS) ALL AFFECTED AREAS, CLOSE TO THE AREA WHERE THE PACM OR SUSPECT MISCELLANEOUS ACM IS FOUND, THE ARCHITECT/OWNER WILL BE IMMEDIATELY INFORMED, AND WORK IN THE AREA SHALL NOT COMMENCE UNTIL SUCH TIME THAT THE MATERIAL HAS BEEN PROPERLY IDENTIFIED EITHER THROUGH SAMPLING AND LABORATORY ANALYSIS OR BY OTHER APPROPRIATE MEANS. IF THE MATERIAL IS POSITIVELY IDENTIFIED AS NOT CONTAINING ASBESTOS, THE CONTRACTOR'S WORK SHALL CONTINUE. IF THE MATERIAL IS FOUND TO CONTAIN ASBESTOS, A CERTIFIED ASBESTOS ABATEMENT CONTRACTOR MUST REMOVE THE MATERIAL.
7. PRIOR TO PROCEEDING WITH WORK ADJACENT AND OR SUPPORT SATISFACTORY TO APPROTECT AND STRUCTURAL ENGINEER SHALL BE PROVIDED BY CONTRACTOR PRIOR TO CUTTING INTO STRUCTURAL PORTIONS OF THE BUILDING.
8. PHASE I FIRE DEMOLITION & CAPPING: CAREFULLY DISCONNECT, CAP, AND COMPLETELY REMOVE THE INDICATED EXISTING SINK FIXTURE, FAUCET, TRAP, AND ASSOCIATED CARRIER/SUPPORT HARDWARE IN PHASE II.
9. THE CONTRACTOR SHALL TRACE BACK ALL EXPOSED AND CONCEALED HOT WATER, COLD WATER, AND DOMESTIC WASTE LINE BRANCHES SERVING THE REMOVED FIXTURES. ALL WATER SUPPLY LINES MUST BE PROPERLY CUT BACK INTO THE MAIN WALL CHASE, CAPPED, AND SOLDERED OR PLUGGED USING COMPLIANT CODE FITTINGS TO LIMIT NEW STAGNATED AND POTENTIALLY BACTERIA. THE WASTE LINE MUST BE SEALED WITH A CLEAN OR THREADED PVC/PLASTIC CAP AND STUBBED BACK FLUSH INSIDE THE STRUCTURAL ASSEMBLY SO THAT ALL SUPPLY STUBS IS COMPLETELY CONCEALED PRIOR TO THE APPLICATION OF NEW DRYWALL AND PAINT FINISHES. DO NOT ABANDON OPEN DRAINS
10. THE EXISTING EXTERIOR DOORS, CURTAIN WALL/STOREFRONT ASSEMBLY AND THE INTERIOR OPERABLE STOREFRONT DOOR/PARTITION ASSEMBLY SHALL REMAIN IN PLACE AND MAINTAINED THROUGHOUT CONSTRUCTION.

KEYNOTES:

0. REMOVE EXISTING WALL PARTITIONS IN ENTIRETY WHERE SHOWN ON THE PLAN.
1. REMOVE EXISTING DOORS AND DOOR FRAMES WHERE SHOWN ON THE PLAN.
2. EXISTING ALUMINUM STOREFRONT ENTRANCE ASSEMBLY AND GLASS DOOR TO REMAIN IN PLACE, PROTECTED, AND FULLY OPERATIONAL THROUGHOUT PHASE I CONSTRUCTION. DO NOT DISTURB FRAME, INTEGRAL GLASS, OR HARDWARE UNTIL PHASE II DEMOLITION.
3. REMOVE EXISTING FLOOR FINISH FRAGMENTS (CARPET, LVT, OR TILE) WHERE SHOWN ON THE PLAN.
4. REMOVE EXISTING ACOUSTICAL CEILING TILES AND GRID AND ANY OTHER ASSOCIATED COMPONENTS. REMOVE ALL CEILING FIXTURES SUCH AS LIGHTS, SPRINKLERS, DIFFUSERS, EXIT SIGNS, ETC. SALVAGE ALL FIXTURES AND STORE FOR REINSTALLATION.
5. REMOVE EXISTING GLASS TRANSOMS.
6. PHASE I DEMOLITION: WALL STRUCTURE IS TO REMAIN, FINISH ON PHASE I SIDE IS TO BE REMOVED AND PREP FOR NEW PAINT.
7. PHASE II DEMOLITION: STRUCTURE AND PHASE I FINISH IS TO REMAIN. REMOVE EXISTING WALL FINISH ON PHASE II SIDE AND PREP FOR A NEW PAINT.
8. REMOVE EXISTING TOILET, LAVATORY, AND ACCESSORIES. CAP ALL EXISTING PLUMBING.
9. REMOVE EXISTING CASEWORK, SINK, REFRIGERATOR, AND COUNTERTOP. CAP ALL EXISTING PLUMBING.
10. REMOVE EXISTING WALL FINISH AND PREP FOR NEW PAINT. EXISTING WALL TO REMAIN.

REVISIONS

No.	Description	Date

GYMO
Architecture
Engineering
Land Surveying
WWW.GYMODPC.COM
18369 US Route 11
Watertown, NY 13601
315.788.3909

COPYRIGHT © 2025 GYMO ARCHITECTURE, ENGINEERING & LAND SURVEYING, D.P.C.

IT IS A VIOLATION OF SECTION 7209, SUBDIVISION 2, OF THE NEW YORK STATE EDUCATION LAW FOR ANY PERSON, UNLESS ACTING UNDER THE DIRECTION OF A LICENSED PROFESSIONAL ENGINEER OR LAND SURVEYOR TO ALTER THIS DOCUMENT IN ANY WAY. IF ALTERED, SAID LICENSEE SHALL AFFIX TO SAID ITEM, AND THE NOTATION "ALTERED BY" FOLLOWED BY HIS OR HER SIGNATURE, DATE AND A SPECIFIC DESCRIPTION OF ALTERATION.

SEAL:

PROJECT NO:	2025-009
SCALE:	As Noted
DRAWN BY:	CAG
REVIEWED BY:	MAG
CHECKED BY:	MAG
DATE ISSUED:	10.15.2025

FIRST FLOOR DEMOLITION PLAN

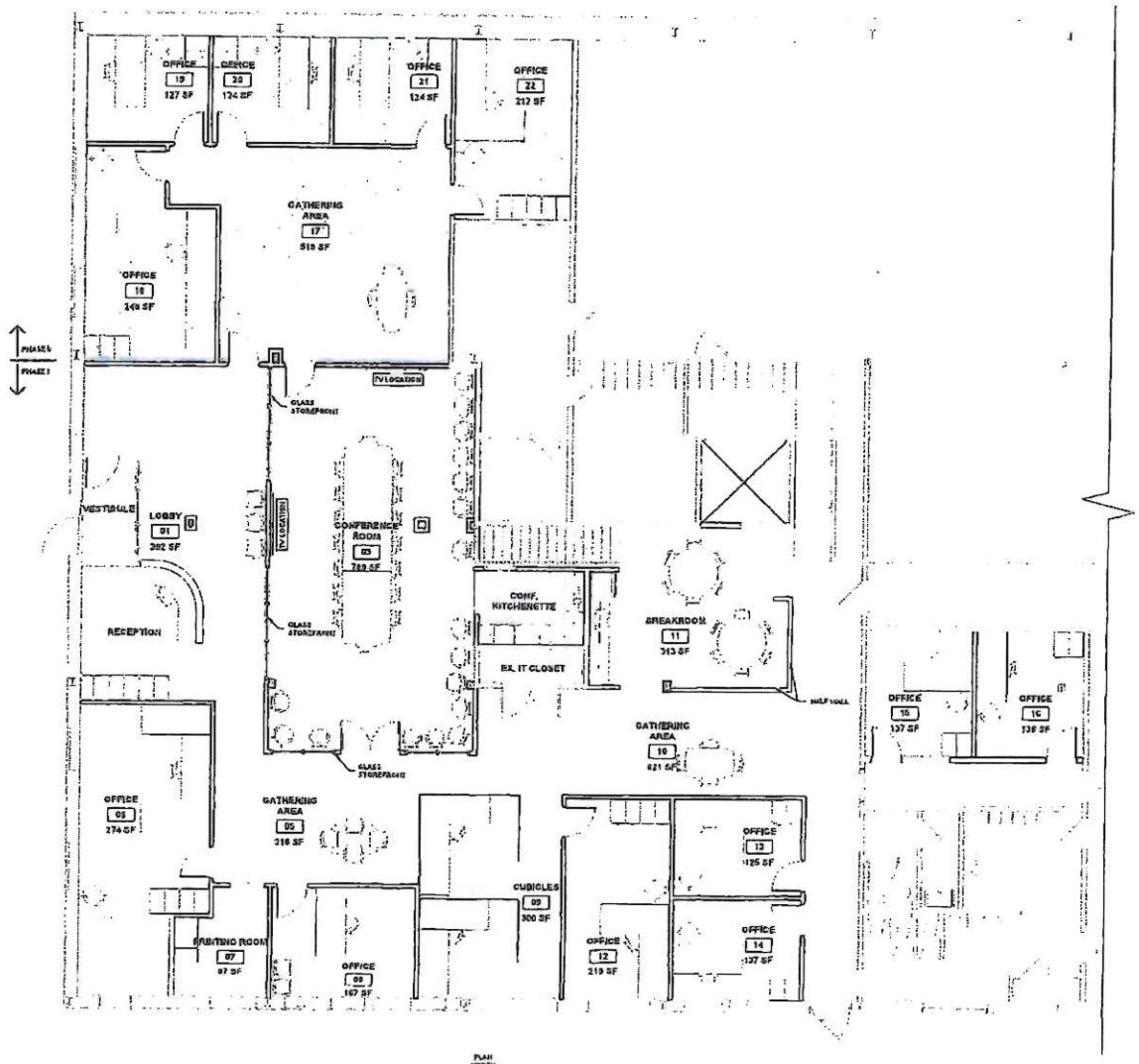
WKLDG - BROOKFIELD POWER RENOVATION
800 STARBUCK AVENUE - BUILDING A
CITY OF WATERTOWN, JEFFERSON COUNTY, STATE OF NEW YORK

LAST REVISED:

PRELIMINARY

DRAWING NO.

D-101



PLAN NORTH

FIRST FLOOR PLAN
3/16" = 1'-0"

GENERAL NOTES:

1. ALL FURNITURE, WORKSTATIONS, SEATING, CUBICLE PARTITIONS, AND FILE STORAGE FIXTURES SHOWN ON THIS PLAN ARE OWNER-FURNISHED, OWNER-INSTALLED. CONTRACTOR IS RESPONSIBLE FOR ALL CABLEWORK.
2. THE CONTRACTOR IS NOT RESPONSIBLE FOR PURCHASING OR INSTALLING FURNITURE, BUT SHALL COORDINATE AND FIELD-VERIFY THE EXACT LOCATION OF ALL WALL RECEPTACLES, OUTLETS, DATA PORTS, AND THE REAL PLUMBING ROUGH-INS TO ALIGN PRECISELY WITH THE FINISHED LAYOUT OF THE OWNER'S SUPPLIED SYSTEMS PRIOR TO FINISH WALL APPLICATIONS.

REVISIONS

No.	Description	Date

GYMO
Architecture
Engineering
Land Surveying
www.GYMOPC.com
11369 US Route 11
Watertown, NY 13601
315.788.3300

FURNITURE PLAN

WICLDC - BROOKFIELD POWER RENOVATION
800 STARBUCK AVENUE - BUILDING A
CITY OF WATERTOWN, JEFFERSON COUNTY, STATE OF NEW YORK

DRAWING NO.
A-106

§ 617.5 TYPE II ACTIONS

(a) Actions or classes of actions identified in subdivision (c) of this section are not subject to review under this Part, except as otherwise provided in this section. These actions have been determined not to have a significant impact on the environment or are otherwise precluded from environmental review under Environmental Conservation Law, article 8. The actions identified in subdivision (c) of this section apply to all agencies.

(b) Each agency may adopt its own list of Type II actions to supplement the actions in subdivision (c) of this section. No agency is bound by an action on another agency's Type II list. The fact that an action is identified as a Type II action in an agency's procedures does not mean that it must be treated as a Type II action by any other involved agency not identifying it as a Type II action in its procedures. An agency that identifies an action as not requiring any determination or procedure under this Part is not an involved agency. Each of the actions on an agency Type II list must:

(1) in no case, have a significant adverse impact on the environment based on the criteria contained in section 617.7(c) of this Part; and

(2) not be a Type I action as defined in section 617.4 of this Part.

(c) The following actions are not subject to review under this Part:

(1) maintenance or repair involving no substantial changes in an existing structure or facility;

(2) replacement, rehabilitation or reconstruction of a structure or facility, in kind, on the same site, including upgrading buildings to meet building, energy, or fire codes unless such action meets or exceeds any of the thresholds in section 617.4 of this Part;

(3) retrofit of an existing structure and its appurtenant areas to incorporate green infrastructure;

(4) agricultural farm management practices, including construction, maintenance and repair of farm buildings and structures, and land use changes consistent with generally accepted principles of farming;

(5) repaving of existing highways not involving the addition of new travel lanes;

(6) street openings and right-of-way openings for the purpose of repair or maintenance of existing utility facilities;

(7) installation of telecommunication cables in existing highway or utility rights of way utilizing trenchless burial or aerial placement on existing poles;

(8) maintenance of existing landscaping or natural growth;

DRAFT

JEFFERSON COUNTY INDUSTRIAL DEVELOPMENT AGENCY
Resolution Number 12.03.2026.02

RESOLUTION FOR AUTHORIZING MICRO ENTERPRISE LOAN WRITE OFFS

WHEREAS, Staff recommended approval to write off the following MICRO loans effective December 31, 2026:

- Colleen's Cherry Tree Inn $18,734.39
- Pink Kettle $8,962.66, and

WHEREAS, on November 24, 2026, the Loan Review Committee of the Jefferson County Industrial Development Agency reviewed this request and recommended approval to the full Board of Directors, and

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors of the Jefferson County Industrial Development Agency that it herein approves the request to write off these accounts and continue to seek collection, and be it further,

RESOLVED, that the Chairman, Vice Chairman, Secretary and/or Chief Executive Officer are authorized and directed to execute any and all documents necessary to carry out the purposes of this Resolution.

This resolution shall take effect immediately.

_____
W. Edward Walldroff
Secretary