

Board Resolution No. 2026-03-22
March 26, 2026

APPROVING MODIFICATIONS TO FLEET MANAGEMENT POLICY

Whereas, the Development Authority of the North Country operates according to Board policies and administrative guidelines as may be amended from time to time, and

Whereas, the Fleet Management Policy of the Development Authority of the North Country is posted on the Development Authority's website, and

Whereas, executive management has reviewed and recommends modification as reflected in the attached Fleet Management Policy.

Now, therefore be it

RESOLVED, that the Development Authority of the North Country does hereby approve the Fleet Management Policy, attached hereto and incorporated in this Resolution.

Motion by: D. Mastascusa

Seconded by: E. Virkler

Voting:

Bibbins – **Absent**

Doheny – **Yes**

Hall – **Yes**

Hefferon – **Yes**

MacKinnon - **Yes**

Mastascusa - **Yes**

Murray – **Absent**

Virkler – **Yes**

Non-Voting:

Flint - **Absent**

Henry – **Present***

Hunt – **Present**

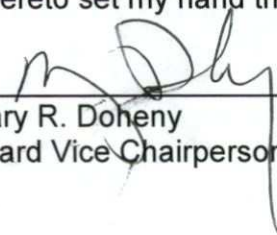
McGrath – **Present***

* - indicates attendance via videoconference.

* - indicates voting member attending using audio only, unable to vote.

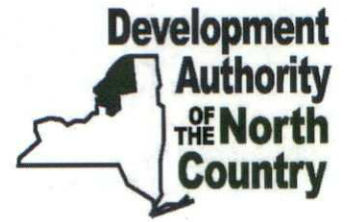
DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-22 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson

Development Authority of the North Country



Subject: Fleet Management Policy

Adopted: 03-276-20256

Resolution: 20256-03-21XX

FLEET MANAGEMENT POLICY

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SECTION 1.0 SUMMARY

This document establishes the Development Authority of the North Country's policy for the acquisition, maintenance, acceptable use and designation of Authority light duty, over-the-road vehicles, including cars, pick-up trucks and SUV's. This policy shall apply to all Authority employees authorized by the Authority to use company and personal vehicles for business use.

SECTION 2.0 PURPOSE & BACKGROUND

The purpose of this policy is to establish criteria and procedures for the acquisition, maintenance, acceptable use and designation of Authority owned or leased vehicles. Use of the vehicle is a benefit granted by the Authority, subject to change at the direction of Authority management. This policy shall apply to all Authority employees authorized by the Authority to use vehicles, and establishes a single policy to guide vehicle management practices.

SECTION 3.0 FLEET MANAGER

A Fleet Manager will be designated by the Executive Director, and be responsible for the following:

- I. Evaluate and recommend all vehicle procurement actions to the Executive Director, and direct authorized procurements
- II. Review vehicle designations and use agreements
- III. Establish and implement maintenance procedures
- IV. Identify surplus vehicles for sale or disposition
- V. Maintain vehicle documentation, history and other records
- VI. Monitor direct and indirect fleet costs

SECTION 4.0 VEHICLE ACQUISITION

4.1 The acquisition, designation and use of vehicles shall be based on all available options for securing transportation. This should reflect the statewide policy objectives of using the most economical means of transportation, acquiring vehicles in a cost-effective manner, and becoming more energy efficient and environmentally aware in accordance with the Federal Energy Policy Act (EPAct), ~~NYS Executive Order No. 111 and NYS Executive Order No. 142~~.

- I. **Light Duty Vehicles:** The purchase or lease of light duty vehicles (Class I – compact/subcompact sedans) will be focused on obtaining the most fuel-efficient vehicles available on State Contract that will meet the operational needs of the users. When purchasing vehicles, the use of Discretionary MWBE will be considered providing that pricing is competitive with what can be obtained on State Contract. Non-State contract vehicles will be considered only when necessary. The purchase or lease of larger vehicles, small trucks and 4-wheel drive vehicles will be determined based on the following:
 - A. Service vehicle use requirements, if applicable
 - B. Significant off-road or undeveloped road travel in the course of job accomplishment
 - C. Significant winter time travel in areas that have high accumulations of snow
 - D. A significant need for towing and passenger carrying capability
 - E. Additional passenger and/or cargo room is required and/or other special circumstances apply

II. **Acquisition Analysis:** Most vehicle acquisitions made by the Authority will be for the replacement of existing assets, however new (additional) vehicles will be purchased by the Authority as required and pursuant to Board authorization.

A. **Replacement Vehicles:** Vehicles may be eligible for replacement based on the following factors:

1. **Age:** When a vehicle is ten or more years of age.
2. **Mileage:** When a vehicle has accumulated over 100,000 miles.
3. **Use:** Vehicles used primarily for on-road purposes may be replaced sooner than those used primarily for off-road purposes (i.e., landfill vehicles).
4. **Damage:** Vehicles that have been involved in an accident and damaged beyond repair.
5. **Deterioration:** Once a vehicle deteriorates to the extent that it is no longer economically repairable.
6. **Lease Expiration:** If applicable.

B. **New (additional) Vehicles:** New vehicles will be purchased only in support of new tasks. Prior to making any purchases of new vehicles, full consideration will be given to the ability to satisfy the new requirement via realignment of existing vehicles in the fleet.

C. **Purchase Analysis:** The Authority will adhere to its Procurement Policy for the acquisition of fleet vehicles. Authority staff shall consider NYS Contract pricing, MWBE Discretionary, etc. On a periodic basis, the Fleet Manager may consider the cost vs benefit of leasing vehicles; such review shall be conducted and documented as deemed appropriate. In most cases, unless other determining factors outweigh the cost vs. benefit, the lowest long-term cost option will be selected.

4.2 In all cases, written justification for replacement of new vehicles will be prepared using the Project Initiation Form (PIF). If the lowest long-term cost option will not be selected, a written justification detailing other determining factors will be included with the requisition. Such justification will be prepared by the Fleet Manager and approved by the Executive Director.

SECTION 5.0 VEHICLE DESIGNATION

5.1 The Executive Director shall not be assigned a permanent vehicle, but shall have unrestricted use of fleet vehicles.

5.2 Certain on-call response employees may be assigned long-term use of vehicles as authorized by the Executive Director. The Fleet Manager shall maintain a listing of such positions authorized. Such designations will be considered only to the extent that the primary work tasks for each of these employees is to service multiple Authority and customer facilities throughout the region, and provide emergency response thereto. All employees assigned a company vehicle must execute a Vehicle Use Agreement (attachment 1), an Imputed Income Statement (attachment 2) and Initial Inspection Form (attachment 3).

5.3 The Fleet Manager will review the use of all vehicles, including an analysis of underused vehicles, and will recommend adjustments in the designation of vehicles in order to maximize the useful life of the vehicles.

5.4 The taxable value of use of an employer provided non-exempt¹ vehicle is subject to income and Social Security/Medicare taxes and must be reported as income on an employee's W-2 Statement. The Authority will withhold Federal, State, Local, and Social Security/Medicare taxes as required. The amount is not considered salary for the purposes of computing retirement benefits. An employee provided with an Authority-

¹ The Authority has no vehicles which are exempt under the Code at the time of this revision.

vehicle to drive to and from work for valid business reasons in accordance with this policy shall report the value of the personal use (commuting) for taxable purposes for the period from November through October for each year. The report shall be made by the employee completing and signing the appropriate Authority form (attachment 2). **All report forms must be submitted to the Finance Department no later than November 15th, or W-2 Statements will have to be held and corrected W-2 Statements reissued.**

An employee using an Authority vehicle is subject to taxation on the value of commuting when an employee leaves their house using an assigned company vehicle and reports to any location to perform work related duties. The trip from their house to the work location is one trip. The trip from a work location to home is another trip.

There are two methods contained in the Internal Revenue Code (Publication 15-B) to determine the taxable value of personal use of the Authority provided vehicle, but because Authority employees are prohibited from using the vehicle for personal purposes under this policy, they may only use one method, the "Commuting Rule," for reporting. The IRS determines the value of each one-way commute (or trip). This amount shall be adjusted per IRS guidelines as appropriate.

5.5 Motor Pool Vehicles: All other vehicles shall be considered motor pool vehicles. All drivers must comply with vehicle use guidelines and will sign a Vehicle Use Agreement (attachment 1). The Fleet Manager will review the use of all pool vehicles, including an analysis of underused vehicles, and will recommend and/or implement adjustments as required. Each Division Director or their designee will ensure compliance with these policies and effective utilization of assigned fleet, as well as serve as the point of contact for the Fleet Manager.

5.6 Each year, as part of the annual budget process, the Fleet Manager working with Finance, will provide a detailed fleet spreadsheet to Division Directors and Executive Management. Such fleet spreadsheet will include: vehicle description (year, make, model), actual miles per vehicle, acquisitions and elimination of vehicles, number of alternative fuel vehicles in the fleet, number of vehicles with specialized alterations, Division, driver, and average miles driven. Subsequent to review with Directors, the Fleet Manager will make recommendations to Executive Management for acquisition or elimination of vehicles taking into consideration any underutilized vehicles. If a vehicle is leased externally, the lease expiration, lease number, monthly payment, vendor, and miles allowed by lease will be provided.

SECTION 6.0 VEHICLE USE

6.1 Vehicle Use Guidelines:

- I. All drivers must have a fully executed Vehicle Use Agreement (Attachment 1) on file with Human Resources; have a New York State driver license, and any necessary endorsements. A driver license must be current and not under suspension. If an employee's driver license is suspended or revoked, HR must be notified immediately.
- II. All employees receiving a traffic violation (moving or non-moving) while in a company vehicle must report the violation to their manager and HR. Employees in a personal vehicle, but on company time, who receive a moving violation must report the violation to their manager and HR.
- III. All employees utilizing their own personal vehicles for business related activities must maintain personal automobile liability insurance coverage.
- IV. Drivers must comply with all traffic laws and regulations and are liable for any penalties resulting from violating traffic laws and regulations that are caused or incurred by their operation of a vehicle (e.g., speeding or parking tickets).

- V. HR will obtain and review employee Motor Vehicle Records periodically to ensure compliance with Authority policy requirements.
- VI. Those employees that are required to operate an Authority vehicle must attend a Defensive Driving course and Vehicle Safety Training offered by the Authority as required.
- VII. Those employees assigned an Authority vehicle must complete an Initial Vehicle Inspection Form (Attachment 3) prior to driving the vehicle for the first time. Completed forms should be signed by the employee, approved by the employee's manager and sent to the Fleet Manager for review and retention in the Asset Management software.
- VIII. All vehicles will be used for **official Authority business only**. Only those passengers and/or materials necessary to conduct this business will be transported. It is the shared responsibility of the Fleet Manager, directors, supervisors, and employees to ensure that vehicles are used properly. The misuse of a vehicle may result in appropriate disciplinary action.
- ~~IX. Employees driving an assigned vehicle shall keep an updated logbook that includes the date of travel, the beginning mileage, the destination and the ending mileage and any other information as prescribed by the Fleet Manager. This logbook will be provided by the employee's supervisor. Completed books shall be turned into the Division Director for retention. For pool vehicles, employees shall complete the same information per trip, along with the name of the employee using the vehicle.~~
- ~~X.IX.~~ Except for landfill vehicles, which may receive on-site fuel and/or maintenance, all vehicles are provided a vehicle specific fuel card. Drivers are assigned a PIN number which must be used with any fuel card purchase. The PIN number shall not be shared with anyone. **All** purchases of fuel, maintenance and other items needed for the operation of a fleet vehicle, and emergency repairs (e.g. flat tire) will be made using **only** the fuel card. Only in an emergency situation where the repair shop does not accept the fuel card, may vehicle maintenance be secured with a personal credit card or cash; however, to the extent possible, employees shall contact the Fleet Manager or immediate supervisor before emergency repairs are completed. All purchases must be accompanied by a proper receipt; payment for purchases not accompanied by proper documentation will be the responsibility of the operator. Procedures for purchasing fuel require the operator to enter a PIN number and current odometer reading. The Fleet Manager will review fuel card monthly statements to verify specific transaction information including, but not limited to: date, time, location, amount, and type of each purchase. In addition, detailed fleet management transaction reporting, such as the average mileage of vehicles or the frequency and timing of purchases will be monitored to assist the Fleet Manager in evaluating employee compliance with this Policy and scheduling maintenance. Use of the fuel card for personal vehicles is not authorized, and may result in revocation of the vehicle use benefit, or other disciplinary action as appropriate.
- ~~XI.X.~~ Use of seat belts by drivers and all passengers, regardless of seating locations, is mandatory.
- ~~XII.XI.~~ Because of the potential safety risks involved and to ensure compliance with State law, the use of hand-held mobile phones while operating an Authority vehicle, is prohibited. Hands free phones and communication devices can be used while operating an Authority vehicle in accordance with NYS laws.
- ~~XIII.XII.~~ The sending or viewing of emails or text messages while driving is strictly prohibited.
- ~~XIV.XIII.~~ The use of headlights is required at all times. Vehicles equipped with daytime running lights may utilize that function during daylight hours. All other vehicles will turn on the headlights while operating the vehicle.

- XV.XIV.** A vehicle will never be operated by an individual when under the influence of alcohol, marijuana, illegal drugs, or prescription drugs that impair the ability to operate a motor vehicle. Also, possession and/or use of alcohol, marijuana, illegal drugs, or other intoxicating substances in an Authority vehicle are strictly prohibited.
- XVI.XV.** The carrying of firearms and other weapons in an Authority vehicle is prohibited, with the exception of special situations at the MMF, which may require the use of a pyrotechnic devise for vector control. (Refer to the Health & Safety Manual for further handling details).
- XVII.XVI.** Authority vehicles will be secured and locked when left unattended.
- XVIII.XVII.** An Authority vehicle is considered an extension of the workplace. As such, smoking in the vehicle is prohibited.
- XIX.XVIII.** When employees are travelling outside of their regular work area on official business, they are permitted to use Authority vehicles for transportation to home and/or hotels, eating places, and other places for reasonable necessities and amenities incidental to business travel. Employees traveling outside their regular work areas on business are not considered to be in work status for purposes of OSHA/PESH reporting when they are engaged in travel that is not work-related. An Authority vehicle may be taken home the day prior to and following the last day of a planned trip when waiting to obtain or prematurely returning a vehicle would result in inefficient use of human or fiscal resources
- ~~When an employee is in official travel status (more than 100 miles from both the official duty station and place of residence), the employee is on official business. Employees in travel status are permitted to use Authority vehicles for transportation to home, eating places, and other places for reasonable necessities and amenities incidental to a field trip or other official business. An Authority vehicle may be taken home the day prior to and the last day of a planned trip when waiting to obtain or prematurely returning a vehicle would result in inefficient use of human or fiscal resources.~~
- XX.XIX.** Employees are not permitted to use Authority vehicles for personal reasons, including stops for food and drink, unless the use is incidental to official business. An example is employees whose duties necessitate "in-service" area travel (traveling within a 100 mile radius of their official work station on Authority business) for the majority of their day. In such circumstances, employees are allowed to stop for food or drink purchases or required meal breaks. Employees that spend the majority of their day at their duty station should not use Authority vehicles for personal reasons while out on official Authority business. Any circumstances outside of this would need prior approval from the appropriate Division Director.
- XXI.XX.** All Authority vehicles are required to have official license plates and logos, except as authorized by the Executive Director.
- XXII.XXI.** Except as required by traffic, weather, or road conditions, travel should be by the most direct route possible, taking into consideration cost effectiveness, actual distance traveled, and the time to travel such distance.
- XXIII.XXII.** Each Authority owned vehicle is equipped with a GPS unit and forward-facing camera. Employees driving an Authority vehicle shall not tamper with, disconnect, or in any way interfere with these devices and shall notify their Division Director if the device in their vehicle is not functioning.
- XXIV.XXIII.** Employees receiving cell phone reimbursement must connect their cell phone to the GPS driver's application whenever driving a fleet vehicle not directly assigned to them.

6.2 Selection of Authority/Private/Rented Vehicle Support:

The most cost-efficient means of vehicle transportation will be used whenever possible. Initial consideration will always be given to the use of an Authority vehicle whenever one is available.

If it is determined more cost-efficient or if use of an Authority vehicle is inappropriate, with the director's approval, employees may choose to use their personal car. If an Authority vehicle is not available or is inappropriate and the employee chooses not to use their personal vehicle, use of a rental vehicle is authorized with prior approval of the director. Directors should use sound fiscal management principles when determining if employees use an Authority vehicle, their own vehicle with reimbursement, or a rental vehicle. The goal of this policy is to be cost-efficient yet flexible given the specific circumstances.

If a rental vehicle is approved by the director, the employee shall use the corporate rental account established by the Authority. Account information can be obtained from the Procurement Coordinator.

Exceptions to the use of an Authority vehicle include:

1. Employees with physical disabilities or who have a documented medical condition requiring use of a personal or specially equipped vehicle.
2. Director approval of the use of a privately owned vehicle or rental vehicle when use of an Authority vehicle would likely raise the perception of misuse of public assets or be counterproductive, such as during an investigation.
3. Director approval of the use of a privately owned vehicle or rental vehicle when use of an Authority vehicle would present an unwarranted and counterproductive hardship on the employee (e.g., employees traveling from an end-of-day meeting which would require backtracking to pick up a personal vehicle from a work location).
4. The Authority may not dedicate a vehicle to specific individuals except in extraordinary circumstances approved by the Executive Director, and the use of such vehicle shall strictly be for carrying out Authority duties.

6.3 Parking Authority Vehicles:

It is the policy of the Authority that all vehicles shall be parked at official Authority facilities except those vehicles designated to employees per Section 5.0.

6.4 Vehicle Misuse:

The unauthorized and/or inappropriate use of a vehicle is considered misuse and includes the following:

1. Use of the vehicle for personal gain
2. Transportation of family or friends in support of non-work related activities
3. Loaning of the vehicle to a non-Authority employee

The unauthorized or inappropriate use of an Authority vehicle or any violation of this policy may result in the revocation of Authority vehicle use privileges and may subject an employee to formal disciplinary actions.

SECTION 7.0 VEHICLE PREVENTATIVE MAINTENANCE

The Fleet Manager is responsible for overseeing the routine service and maintenance of all vehicles. Vehicle service and maintenance will be performed per factory recommendations specific to each manufacturer and vehicle. A minimum of once a month, the Fleet Manager will record the odometer reading of all Authority Over-the-Road (OTR) vehicles in a computerized maintenance program. The computerized maintenance program is pre-programmed for vehicle preventative maintenance based upon set mileage intervals, with the exception of some vehicles that are based on a time interval because of minimal mileage. The maintenance program will generate a work order when the threshold for the next preventative maintenance service is reached. An auto-generated email notification that a work order has been created is sent to the Fleet Manager and the designated Vehicle Manager. The Vehicle Manager will notify the driver of the assigned vehicle and what service is required. The driver of the vehicle then performs the service or maintenance on the vehicle and returns the receipt or invoice to the Vehicle Manager, who enters the information into the computerized maintenance program. Drivers will not have routine Preventative Maintenance work performed in advance of a work order being generated without the authorization of the Fleet Manager.

If the Preventative Maintenance work is warranted prior to the next mileage interval being reached, the Fleet or Vehicle Manager will manually create a work order for the service. The Fleet Manager tracks any and all service and maintenance through both the computerized maintenance system and the fuel card monthly invoice. The Fleet Manager will review mileage on each vehicle on a monthly basis. The average monthly mileage will determine which, if any, vehicles should be rotated to ensure maximum vehicle utilization. The Fleet Manager will notify the Division Director of any driver who is not performing scheduled maintenance as required, and follow-up until in compliance.

SECTION 8.0 UNSCHEDULED MAINTENANCE

The Fleet Manager shall be notified immediately by the driver (by emailing Procurement@danc.org) of the vehicle of the need for unscheduled maintenance, including recalls, warranty work, general body repair or tire wear, and vehicle modifications or accessories. The Fleet Manager will assess the unscheduled maintenance and make the determination as to where and when repairs will be made. Generally, maintenance is performed in-house or is authorized through a purchase order. A work order must be prepared by either the Fleet or Vehicle Manager for all unscheduled maintenance. Any invoices for parts, outside labor or other costs must be entered in the work order and supporting documentation attached. When the work order is prepared by the Vehicle Manager, the Fleet Manager must be listed on the work order (as supervisor) so as to receive notifications when work orders are generated and work is being done on Authority vehicles.

SECTION 9.0 EMERGENCY MAINTENANCE

For emergency repairs, the vehicle shall be driven or towed to a secure location. If emergency repairs are required, employees shall contact their immediate supervisor before emergency repairs are completed. The Division Director, or their designee, will contact the Fleet Manager. Minimum essential vehicle repairs may be accomplished using the fuel card. Only in an emergency situation where the repair shop does not accept the fuel card, may vehicle maintenance be secured with a personal credit card or cash. A work order must be created for all emergency repairs and all costs captured in the work order.

SECTION 10.0 OPERATOR RESPONSIBILITY

All drivers of an Authority vehicle are responsible for the proper care of the vehicle. The following operator care procedures will be followed:

1. Drivers shall complete a pre-use check of the vehicle and report any damage to their supervisor immediately.

2. Drivers will ensure that the engine coolant and oil levels are maintained at the proper level. The lights, wipers, belts and transmission fluid will be checked and corrective action taken as needed.
3. Tire pressure will be checked and properly maintained.
4. When needed, drivers will change flat tires, if possible, or make arrangements to have them changed. Tire replacement must be pre-approved by the Fleet Manager before purchase. A work order must be created for all tire purchases and the costs captured in the work order. Tire purchases will be at the nearest OGS contract facility. Exceptions will be on an emergency basis only.
5. Drivers will be responsible for completing scheduled maintenance as required.
6. Warranty issues will be reported to the Fleet Manager and scheduled for repair at the nearest dealer facility. A work order must be created to document the repairs, even if there is no charge for the repairs.
- ~~7. Annual New York State vehicle inspections will be performed at the MMF site whenever practical.~~
- 8.7. Drivers will be responsible for keeping the vehicle clean.

SECTION 11.0 VEHICLE ACCIDENT REPORTING PROCEDURES

The Operator of any Authority vehicle involved in an accident will ensure the incident is reported as outlined in the Health & Safety Manual.

SECTION 12.0 RECORD OF REVISIONS

Revision Date	Resolution Number
April 10, 2007	2007-03-21
March 27, 2008	2008-03-11
March 13, 2009	2009-03-20
July 2, 2009	2009-07-05
December 3, 2009	2009-12-10
August 26, 2010	2010-08-03
March 23, 2017	2017-03-29
January 28, 2021	2021-01-02
March 28, 2024	2024-03-22
March 27, 2025	2025-03-21
March 26, 2026	2026-03-XX

Attachment 1 (Vehicle Use Agreement)

FLEET MANAGEMENT POLICY Vehicle Use Agreement

I have been approved to drive an Authority vehicle or have been authorized to drive my personal vehicle on company time and acknowledge and understand the following terms and conditions:

1. When the Authority makes a vehicle available for my use, I will use it for the performance of my official duties only and the subject vehicle will not be used for personal business.
2. Unauthorized use of any Authority vehicle may result in the revocation of vehicle privileges and cause me to be subject to appropriate disciplinary measures.
3. If I am assigned an Authority vehicle, I agree to provide the Fleet Manager with an actual statement of personal use as stated in Section 5.4 and attachment #2 of the policy.
4. I am responsible for the proper care of the Authority vehicle. I will maintain the vehicle pursuant to the Fleet Management Policy. If driving a pool vehicle, I will notify my supervisor if vehicle maintenance is needed.
5. At no time will non-Authority passengers be traveling in an Authority vehicle with the exception of work related matters and emergencies.
6. I have a valid New York State driver license for the vehicle I will be operating. If my license ever becomes suspended, revoked, or restricted, I will notify my manager immediately and I realize that my vehicle privileges may be impacted.
7. If I receive a traffic violation (moving or non-moving) in a company vehicle, I will report that violation to my director and HR as soon as possible but no later than the next business day. If I am in my personal vehicle, but on company business, and receive a moving violation I will report that violation to my director and HR as soon as possible but no later than the next business day.
8. When driving a personal vehicle for business related activities, I will maintain personal automobile liability insurance coverage.
9. I understand that I am required to attend the Defensive Driving course and Vehicle Safety Training provided by the Authority.
10. I have read, understand and agree to follow the Fleet Management Policy.

The undersigned acknowledges the above statements:

Employee Name

Date

Attachment 2 (Statement of Personal Use)

**ACTUAL STATEMENT OF PERSONAL USE
FOR AUTHORITY PROVIDED VEHICLE**

Reporting Year: November 1, 20xx – October 31, 20xx

THIS FORM IS TO BE COMPLETED BY AUTHORITY EMPLOYEES THAT ARE PROVIDED AN AUTHORITY VEHICLE FOR AUTHORITY BUSINESS PURPOSES. PLEASE COMPLETE THIS FORM BY COMPUTING THE ACTUAL NUMBER OF TRIPS (HOME TO WORK LOCATION and WORK TO HOME LOCATION) MADE BETWEEN NOVEMBER 1, 20xx AND OCTOBER 31, 20xx UTILIZING AN AUTHORITY PROVIDED VEHICLE.

Please complete sections 1 & 2 below, sign and submit to the Fleet Manager no later than November 15th.

EMPLOYEE NAME: _____

#1 SPECIAL COMMUTING RULE

_____ X \$ _____ * = _____
ACTUAL NO. TRIPS COMMUTING TAXABLE FRINGE BENEFIT AMOUNT
(From home to any work location is considered one trip and any work location to home is considered one trip) *(Amount will be reported on W-2)*

#2 USE THE 20xx ACTUAL # OF TRIPS AS MY ESTIMATE FOR 20xx

YES _____ NO _____

If NO, what will your estimated # of trips be for 20xx? _____

EMPLOYEE SIGNATURE

DATE

* Note: See Internal Revenue Service Publication 15-B, "Commuting Rule" section for the most recent value of one way commute or call the Authority Comptroller for the current value.

Attachment 3 (Initial Vehicle Inspection Form)

Initial Vehicle Inspection Form
(To be completed by the employee once they are assigned a company vehicle)

INSPECTION		
DATE:	NAME:	DIVISION:
VEHICLE:	PLATE #:	MILEAGE:
EXTERIOR (CHECK IF WORKING/FREE FROM DEFECT)		
HEADLIGHTS (HIGH & LOW BEAMS)		<input type="checkbox"/>
TAIL LIGHTS		<input type="checkbox"/>
BRAKE LIGHTS		<input type="checkbox"/>
TURN SIGNALS (FRONT & REAR)		<input type="checkbox"/>
4-WAY FLASHERS (FRONT & REAR)		<input type="checkbox"/>
REVERSE LIGHTS (BACK-UP LIGHTS)		<input type="checkbox"/>
LICENSE PLATE LIGHT		<input type="checkbox"/>
WINDSHIELD & WINDOWS		<input type="checkbox"/>
WINDSHIELD WIPER BLADES		<input type="checkbox"/>
MIRRORS		<input type="checkbox"/>
EXTERIOR- BODY (CHECK IF PRESENT AND USE DIAGRAM TO DESCRIBE AND SHOW LOCATION)		
MINOR SCRATCHES		<input type="checkbox"/>
MAJOR SCRATCHES		<input type="checkbox"/>
EXTERIOR DENTS (MINOR)		<input type="checkbox"/>
EXTERIOR DENTS (MAJOR)		<input type="checkbox"/>
OTHER EXTERIOR DAMAGE		<input type="checkbox"/>
TIRES (CHECK IS ACCEPTABLE)		
GENERAL CONDITION (LOOK FOR CRACKS, UNEVEN WEAR, ETC...)		<input type="checkbox"/>
TREAD DEPTHS (5/32" MINIMUM)		<input type="checkbox"/>
TIRE PRESSURE (CHECK VEHICLE DRIVERS MANUAL FOR SPECS)		<input type="checkbox"/>
INTERIOR		
GENERAL CONDITION (NOTE ANY STAINS, DAMAGES, CLEANLINESS):		
GAUGES/WARNING LIGHTS (LIST ANY INDICATORS THAT ARE ON):		

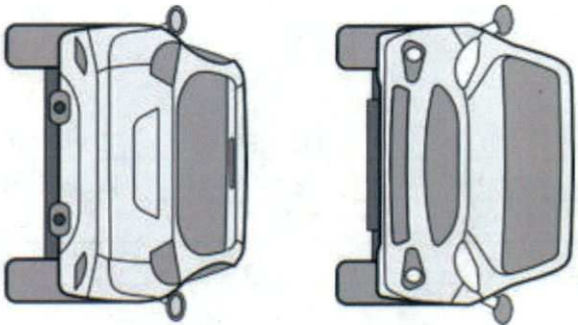
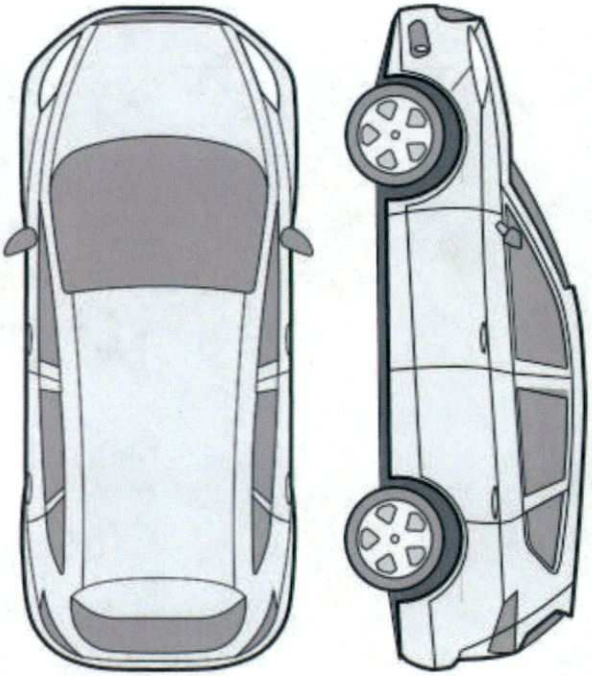
SEAT BELTS (CORRECT NUMBER AND WORKING)	<input type="checkbox"/>
HORN (CHECK IF WORKING)	<input type="checkbox"/>
COMMENTS	
USE THIS SECTION TO NOTE ANY CONCERNS (I.E. NOISES THE VEHICLE IS MAKING OR OTHER DAMAGES NOT DESCRIBED ABOVE):	

Complete this form and **return to the Fleet Manager**.
 This form will be uploaded into the computerized maintenance management system under
 the appropriate vehicle asset.

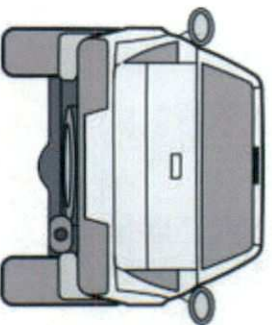
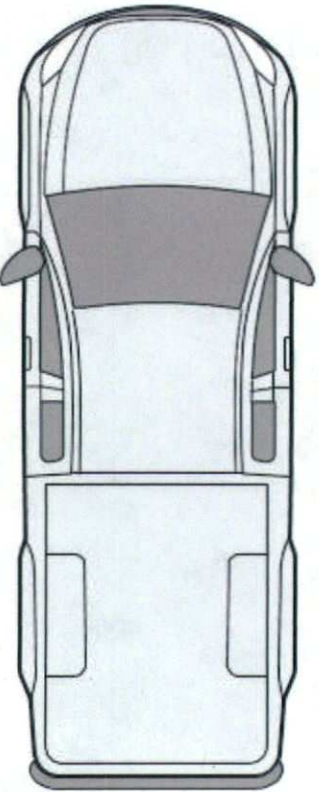
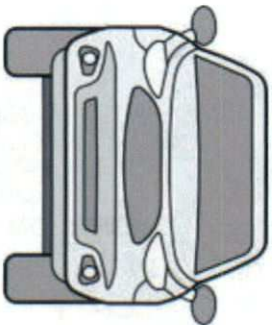
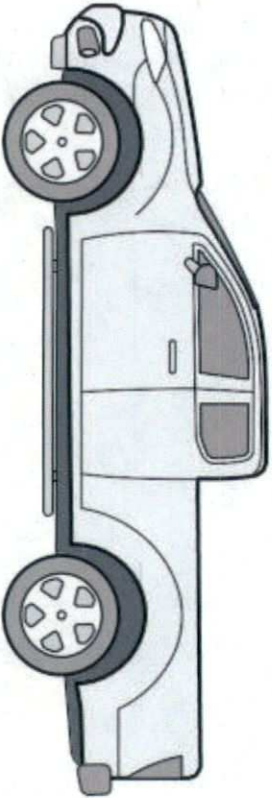
Completed by: _____ Date: _____

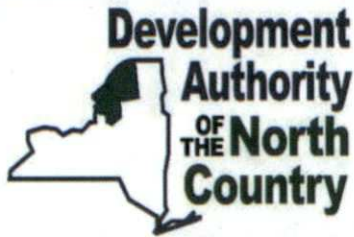
Manager Approval: _____ Date: _____

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PICK UP





Board Resolution No. 2026-03-23
March 26, 2026

AUTHORIZING PROFESSIONAL SERVICES CONTRACTS

Whereas, General Municipal Law Section 103 states that for reasons of efficiency or economy there is need for standardization for a particular type or kind of equipment, material, supplies or services, and

Whereas, the Development Authority of the North Country maintains professional service contracts with firms that provide specialized expertise, skills, and knowledge to the Authority, and

Whereas, the professional services firms listed below have direct experiential knowledge of the specialized operations of the Authority, the needed expertise, and a proven record of performance, such that a continued relationship will be a benefit to the Authority, and

Whereas, the fees or rates charged by the professional services firms listed below are commensurate with those charged for such services in their respective professions in this locale, and

Whereas, the Development Authority of the North Country's Procurement Policy requires Board authorizations for professional services contracts on an annual basis.

Now, therefore, be it

RESOLVED, that the Development Authority of the North Country does hereby authorize the professional services contracts as identified on Schedule A, and be it further

RESOLVED, that this Resolution shall take effect immediately.

Resolution No. 2026-03-23
Schedule A
PROFESSIONAL SERVICES STANDARDIZATION

<u>PROFESSIONAL SERVICE</u>	<u>SERVICE PROVIDER</u>
Architectural & Engineering Services	Barton & Loguidice, PC
Computer/Network/Telephone Services	Brite Computers (aka Upstate Wholesale Supply Inc) Cisco WebEx Colibri Solutions Evo Studios HACH Naviant NexGen Oplign Optimation Technology Paradigm Software ProArch Scadatek SVA Consulting Vector Solutions Verizon Verbit – Captioning Service VHB Engineering Waypoint Technology Group Winslow Technology Group
Consulting Services	Alpha Geoscience CC Environmental & Planning Davey Resource Group HROne Lovell Safety Management OneDigital TRC Companies
Financial Advisor	Fiscal Advisors and Marketing, Inc.
Financial Services	The Bank of New York Comerica RBC Dain Rauscher Community Bank NA
Legal Services	Hage and Hage LLC Bond, Schoeneck & King Germano & Cahill, PC Hancock Estabrook LLP Wladis Law Schwerzmann & Wise PC Barclay Damon
Media Production Services	Fourth Coast Productions
Security Services	Chimera Integrations

Motion by: M. Hall
Seconded by: D. Mastascusa

Voting:

Bibbins – **Absent**
Doheny – **Yes**
Hall – **Yes**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa - **Yes**
Murray – **Absent**
Virkler – **Yes**

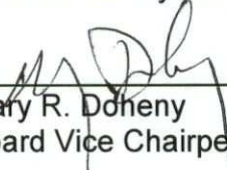
Non-Voting:

Flint - **Absent**
Henry – **Present***
Hunt – **Present**
McGrath – **Present***

* - indicates attendance via videoconference.
* - indicates voting member attending using audio only, unable to vote.

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-23 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson



Board Resolution No. 2026-03-24

March 26, 2026

AUTHORIZING STANDARDIZED COMPUTER SOFTWARE PROGRAMS

Whereas, General Municipal Law Section 103 states that for reasons of efficiency or economy there is need for standardization for a particular type or kind of equipment, material, supplies or services, and

Whereas, the Development Authority of the North Country utilizes a variety of computer software programs to provide for efficient operations across multiple Authority Divisions. Such programs track and manage critical data to provide for continuity of operations across the multiple divisions of the Authority, and

Whereas, maintaining standardized software programs provides for economy of scale and is deemed cost effective by 1) assuring compatibility with existing technology and operations, 2) reducing downtime in the event of IT system failure, and 3) providing for common platform for training staff, and

Whereas, the computer software programs listed below provide for a common IT infrastructure across Authority Divisions. The software contains historical data, such that continued use and upgrades will be a benefit to the Authority, and

Whereas, General Municipal Law 103 requires board authorization for standardization of equipment, materials, supplies or services.

Now, therefore, be it

RESOLVED, that the Development Authority of the North Country does hereby authorize the standardization of computer software programs as identified on Schedule A, and be it further

RESOLVED, that this Resolution shall take effect immediately.

Resolution No. 2026-03-24
Schedule A
COMPUTER SOFTWARE STANDARDIZATION

DESCRIPTION	SOFTWARE PROGRAM
Accounting Software	Microsoft Dynamics SL
Purchase Requisition Software	eRequester (Paperless Business Systems)
Office Suite Applications	Microsoft Office, Office 365, Adobe Professional
Engineering Drawings	Bluebeam Revu
Network Security Software	OpenDNS, Barracuda WAFaaS
Antivirus Software	Webroot
SCADA Software/RTU	GE Intelligent Platforms: IFIX and Historian Smartsights: XLReporter Emerson Process Mgmt / Bristol: OpenBSI Suite Smartsights Win911: Alarm notification software
GIS/Drone Software	ESRI
MMF Scale & Billing Software	CompuWeigh (Paradigm Software)
MMF Fuel System	FuelMaster
Water & Sewer Data Collection Software	WIMS/RIO (HACH)
Pipeline Inspection Software	PipeLogix, Pro Pipe
Fiber Assignment Software	FileMaker
Fiber Assignment Software	3GIS
GPS Compaction Software	Geologic Orion
Asset Management Software	NexGen Utility Management
Asset Management Software IT	Snipe-IT
Electronic Content Management System	OnBase (Hyland)
Loan Portfolio Management Software	PIDC
IT Management and Imaging Software	Desktop Central
Network Alarm Software	PRTG Network Monitoring
3-D Draw & Design Software	AutoCad, Civil3D
E-mail Phishing Software	KnowBe4
Two-Factor Authentication Software	Duo, Microsoft Azure
HR Software	Bamboo HR
Secure File Sharing Software	ShareBase
Network Web Filter Software	Barracuda
Backup & Disaster Recovery	Barracuda
Remote Access Software	Team Viewer, RealVNC
Video Conferencing Software	Zoom, Cisco WebEx
VPN	Fortinet VPN Client, Barracuda VPN Client
Amortization Software	Time Value
Server Monitoring Software	Uptime Robot
Email Filtering Software	ORF Fusion, SpamTitan
Internet and Intranet Web Host	EVOGOV
Radiation Detection Software	RadComm Controller
Password Management Software	Keeper
Network Access Control	Forescout
Cloud Server	Microsoft Azure, Amazon AWS
Fleet GPS	Motive
Job Matching Portal (NMNY)	Oplign

Motion by: T. Hefferon
Seconded by: E. Virkler

Voting:

Bibbins – **Yes***
Doheny – **Yes**
Hall – **Yes**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa -**Yes**
Murray – **Absent**
Virkler – **Yes**

Non-Voting:

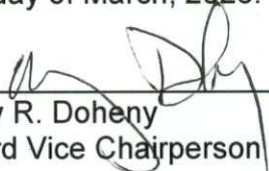
Flint - **Absent**
Henry –**Present***
Hunt – **Present**
McGrath – **Present***

* - indicates attendance via videoconference.

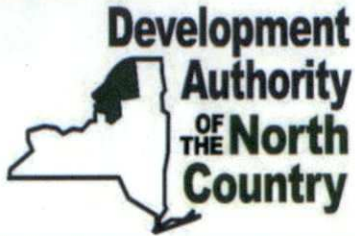
* - indicates voting member attending using audio only, unable to vote.

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-24 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson



Board Resolution No. 2026-03-25
March 26, 2026

**STANDARDIZING UPON CERTAIN EQUIPMENT FOR USE IN
RELATION TO THE MATERIALS MANAGEMENT DIVISION**

Whereas, General Municipal Law Section 103 states that for reasons of efficiency or economy there is need for standardization for a particular type or kind of equipment, material, supplies or services, and

Whereas, Development Authority of the North Country's Materials Management Division utilizes sophisticated equipment purchased and installed in accordance with the engineered design and construction specifications, and

Whereas, the experience to date with the operation of the Materials Management Division has shown the equipment to be performing in accordance with all expectations and intentions, and

Whereas, staff recommends that the Authority standardize on specific manufacturers for the purchase of certain classes or items of Materials Management Division equipment based upon the following reasons: 1) to assure the best compatibility with the existing technology and operation, and 2) to realize economic benefits through the ability to provide for consistent trouble shooting, the ease of maintaining back-up inventory, and the ease of providing common training for staff, and

Whereas, General Municipal Law 103 requires board authorization for standardization of equipment, materials, supplies or services and

Now, therefore, be it

RESOLVED, that the Development Authority of the North Country hereby finds that standardization for purchases of certain classes of equipment for use in the Materials Management Division, as defined in Schedule A, as necessary for construction or operational activities and will provide economic and efficiency benefits, and is therefore in the best interests of the Authority, and further be it

RESOLVED, that this Resolution shall take effect immediately.

Resolution No. 2026-03-25**Schedule A****MATERIALS MANAGEMENT DIVISION EQUIPMENT STANDARDIZATION**

CLASSIFICATION	MANUFACTURER/MODEL
Articulated Hauler (Ejector)	Caterpillar (740 EJ)
Din Mounted Battery Control Module	Rhino
Din Mounted Circuit Breakers	Eaton
Din Mounted Ethernet Switches	Stride
Din Mounted Intrinsically Safe Relays	Macromatic
Din Mounted Power Supplies	Rhino
Din Mounted Powerline Filters	Eaton
Din Mounted Relays	Idec
Drone Equipment	Skydio
Electric Unit Heater	Marley Engineered Products
Electric Louver	Greenheck Fan Corporation
Exhaust/Supply Fan	Greenheck Fan Corporation
Full Flow Pipe Flow Meters	Emerson-Rosemount
GPS Locating Equipment	Trimble
HDPE Fusion Equipment	McElroy Manufacturing
Human Interface Machine (HMI)	Red Lion Controls
Landfill Compactor	Caterpillar (836)
Leachate Pumps	Homa Pump Technology
LFG Wellheads	QED Environmental Systems Elkins Earthworks, LLC
LFG Gas Metering	Elkins Earthworks, LLC
LFG Well Pumps	QED Environmental Systems
Pipeline Inspection Equipment	Proteus by Minicam
Thermal Mass Flow Meters	Thermal Instrument/Model #62-9
Open Channel Flow Meters	ISCO, Inc., HACH Company
Pressure Transmitters	Schneider Electric - Foxboro
Radiation Monitoring Equipment	RadComm
Remote Terminal Units (RTU)	Emerson Process Management/Bristol
Spread Spectrum RTU Radios	GE-MDS, LLC
Surgebuster Swing Check Valves	Val-Matic Valve & Manufacturing Corp.
Variable Frequency Drives	ABB

Motion by: M. Hall
Seconded by: D. Mastascusa

Voting:

Bibbins – **Yes***
Doheny – **Yes**
Hall – **Yes**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa -**Yes**
Murray – **Absent**
Virkler – **Yes**

Non-Voting:

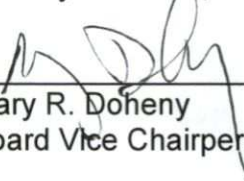
Flint - **Absent**
Henry –**Present***
Hunt – **Present**
McGrath – **Present***

* - indicates attendance via videoconference.

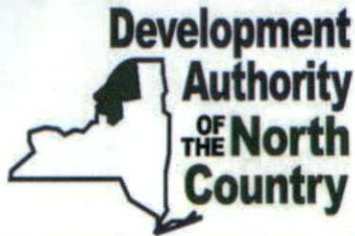
* - indicates voting member attending using audio only, unable to vote.

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-25 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson



Board Resolution No. 2026-03-26
March 26, 2026

**STANDARDIZING UPON CERTAIN EQUIPMENT FOR USE IN
RELATION TO THE TELECOMMUNICATIONS DIVISION**

Whereas, General Municipal Law Section 103 states that for reasons of efficiency or economy there is need for standardization for a particular type or kind of equipment, material, supplies or services, and

Whereas, the construction of the Telecommunications Network by the Development Authority of the North Country involved the use of sophisticated equipment purchased and installed in accordance with the engineered design and construction specifications, and

Whereas, the experience to date with the operation of the Telecommunications Network has shown the equipment performing in accordance with all expectations and intentions, and

Whereas, staff recommends that the Authority standardize on specific manufacturers for the purchase of telecommunications equipment for use in the Telecommunications Network based upon the following reasons: 1) to assure compatibility with our existing network technology and operation; in addition to being able to transmit data across the network, all network elements must also have the capability to exchange signaling and alarm information, interoperate with similar protocols and features, create data transfer sessions, have a common network management platform, require remote access for diagnostic information, and must be able to interoperate with adjacent nodes, 2) provide consistent troubleshooting for more rapid repair of customer troubles, 3) to enable replacement of like parts in the event of an equipment failure, 4) to enable a more efficient upgrade of our network, 5) to reduce the cost of having multiple vendor maintenance fees, 6) for providing the most cost-effective means of maintaining spare inventory, and 7) for providing common training for staff, and

Whereas, General Municipal Law 103 requires board authorization for standardization of equipment, materials, supplies or services.

Now, therefore, be it

RESOLVED, that the Board of the Development Authority of the North Country hereby finds that standardization for purchases of certain classes of information technology and telecommunications equipment for use in the Telecommunications Network, as defined in Schedule A, as necessary for construction or operational activities and will provide economic and efficiency benefits, and is therefore in the best interests of the Authority, and further be it

RESOLVED, that this Resolution shall take effect immediately.

Resolution No. 2026-03-26

Schedule A

TELECOMMUNICATIONS NETWORK EQUIPMENT STANDARDIZATION

CLASSIFICATION	MANUFACTURER/MODEL
Transport/Data/Media Conversion	Advantage Optics
	Ciena
	Cisco Systems
	Precision Optics
Monitoring	DPS Telecom
	Orion/SolarWinds
Electrical/Optical Cross Connect	ADC (TE Connectivity)
	Fiberone
	FIS
	Multilink
Power	J&M Schaeffer
	Vertiv
Superstructure	Moreng Telecom
	Pair Gain
DWDM	Nokia (formerly Infinera)
	Ekinops (alternate to Infinera/Nokia)
Fire Suppression	Sanders Fire and Safety
Fiber Panels	Clearfield FDP (CO)
	FiberOne(Cell Towers)
	Multilink (GPON)
	Century (Customer Premise)
Splice Case	Comscope
	Multilink
Optical Fiber	Corning SMF28 Ultra

Motion by: A. MacKinnon
Seconded by: E. Virkler

Voting:

Bibbins – **Yes***
Doheny – **Yes**
Hall – **Yes**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa - **Yes**
Murray – **Absent**
Virkler – **Yes**

Non-Voting:

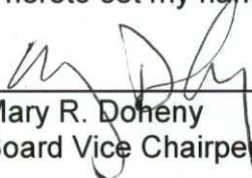
Flint - **Absent**
Henry – **Present***
Hunt – **Present**
McGrath – **Present***

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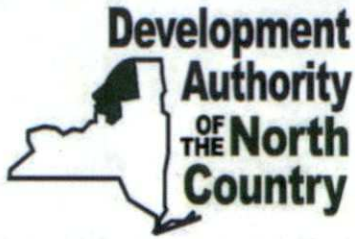
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DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-26 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson



Board Resolution No. 2026-03-27
March 26, 2026

**AUTHORIZING THE WRITE-OFF OF CERTAIN
 ACCOUNTS RECEIVABLE AS BAD DEBTS**

Whereas, the Development Authority of the North Country ("Authority") reviews its receivables using Generally Accepted Accounting Principal guidelines to determine the collectability of all accounts on the Authority's Statement of Net Position, and

Whereas, the Authority provides telecommunications services to the Adirondack Champlain Telemedicine Information Network (ACTION) and the North Country Telemedicine Project (NCTP), and

Whereas, the Fort Drum Regional Health Planning Organization (FDRHPO) is the program administrator for the ACTION and NCTP Networks that participate in FCC's Healthcare Connect Fund (HCF) that is managed by Universal Service Administrative Company (USAC), and

Whereas, for the Fiscal Years 2018 through 2021 the FDRHPO was required to submit waivers to receive reimbursement from USAC. Such waivers resulted in the receipt of funding of approximately \$673,000 and a determination that 12 sites - that were once eligible for funding under the Rural Health Care Pilot Program - did not meet the eligibility guidelines for the Healthcare Connect Fund and denied funding, and

Whereas, based on such review, the following accounts receivable has been deemed uncollectable and recommended for write-off by Management:

Customer Name	Revenue	Pass-through	Total
Action-01 Adirondack Medical	\$0	\$195	\$195
Action-27 Glens Falls Hospital	\$0	\$195	\$195
Action-28 Advanced Imaging	\$23,751	\$25,818	\$49,569
Action-30 Glens Falls Broad St.	\$19,461	\$23,673	\$43,134
Action-32 Ft Edward Family Medicine	\$390	\$7,215	\$7,605
Action-38 Glens Falls Sleep Lab	\$390	\$7,215	\$7,605
Action-42 Medical Center Wilton	\$19,461	\$23,673	\$43,134
Action-43 Hudson Falls Internal Medicine	\$19,461	\$23,673	\$43,134
Action-45 Rehab Center	\$19,461	\$23,673	\$43,134
Action-46 Main St Physical Therapy	\$19,461	\$23,673	\$43,134
Action-47 Adirondack Cardiology Assoc.	\$19,461	\$23,673	\$43,134
NCTP-30 SMC Urology Clinic	\$8,775	\$585	\$9,360
Totals:	\$150,072	\$183,261	\$333,333

Now, therefore be it

RESOLVED, the Development Authority of the North Country does hereby authorize the write-off of the above identified accounts receivable and further directs the Chief Financial Officer to make adjustments to the Authority's financial statements to reflect this transaction.

Motion by: E. Virkler

Seconded by: T. Hefferon

Voting:

Bibbins – **Yes***

Doheny – **Yes**

Hall – **Yes**

Hefferon – **Yes**

MacKinnon - **Yes**

Mastascusa -**Yes**

Murray – **Absent**

Virkler – **Yes**

Non-Voting:

Flint - **Absent**

Henry –**Present***

Hunt – **Present**

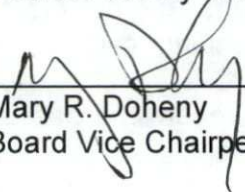
McGrath – **Present***

* - indicates attendance via videoconference.

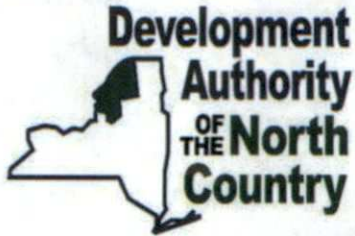
* - indicates voting member attending using audio only, unable to vote.

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-27 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson



Board Resolution No. 2026-03-28
March 26, 2026

**AUTHORIZING THE WRITE-OFF OF CERTAIN
LOAN RECEIVABLE AS BAD DEBTS**

Whereas, the Development Authority of the North Country reviews its receivables using Generally Accepted Accounting Principal guidelines to determine the collectability of all accounts on the Authority's Statement of Net Position, and

Whereas, based on such review, the following loan receivable, and any accrued interest, has been deemed uncollectable and recommended for write-off by Management:

North Country Transformational Community Tourism Revolving Loan Fund
Woods Inn 1894, LLC \$194,446.54

Now, therefore be it

RESOLVED, the Development Authority of the North Country does hereby authorize the write-off of the above identified loan receivable, and any accrued interest, and further directs the Chief Financial Officer or Comptroller to make adjustments to the Authority's financial statements to reflect this transaction.

Motion by: D. Mastascusa
Seconded by: M. Hall

Voting:

Bibbins – **Yes***
Doheny – **Yes**
Hall – **Yes**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa - **Yes**
Murray – **Absent**
Virkler – **Yes**

Non-Voting:

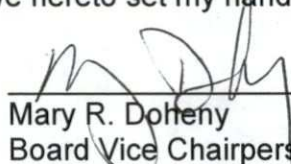
Flint - **Absent**
Henry – **Present***
Hunt – **Present**
McGrath – **Present***

* - indicates attendance via videoconference.

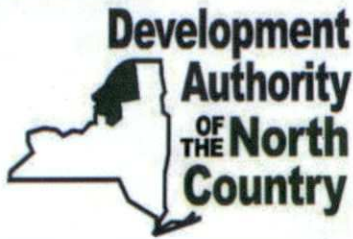
* - indicates voting member attending using audio only, unable to vote.

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-28 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson



Board Resolution No. 2026-03-29
March 26, 2026

TECHNICAL ASSISTANCE SERVICES AMENDMENT 2
VILLAGE OF CHATEAUGAY
SEWER IMPROVEMENTS PROJECT

Whereas, pursuant to **Resolution No. 2023-05-33** the Development Authority of the North Country (Authority) and Village of Chateaugay (Village) entered into an agreement dated July 11, 2023 not to exceed \$15,000 to provide technical services related to project management, funding administration, design, and bidding pertaining to the Village's Sewer Improvements Project, and

Whereas, pursuant to **Resolution No. 2025-12-68** the Authority and the Village extended the Authority's services via Amendment No. 1 to support the design and bidding phase through December 2026 that increased the Authority's level of effort, resulting in additional expenses of \$25,000, bringing the not-to-exceed amount of the contract to \$40,000, and

Whereas, the project is being funded, in part, through the Clean Water State Revolving Fund (CWSRF) administered by the New York State Environmental Facilities Corporation (EFC), and

Whereas, the EFC funding program requires the inclusion of the Mandatory State Revolving Fund Equivalency Project Terms and Conditions dated October 1, 2023, and

Whereas, the Agreement dated July 11, 2023 between the Village and Authority shall be amended to include the Mandatory State Revolving Fund Equivalency Project Terms and Conditions dated October 1, 2023 as required by EFC, and

Whereas, this amendment will not change the cost of this agreement and the Authority will apply for a full waiver of the requirements as they are not applicable to the scope of work that the Authority is providing, and

Whereas, if a full waiver is not approved, then the Authority will not be able to complete the work as proposed.

Now, therefore be it

RESOLVED, that the Technical Services Agreement, by and between the Authority and the Village of Chateaugay, is hereby amended. The Executive Director is hereby authorized and directed to execute said Amendment.

Motion by: D. Mastascusa
Seconded by: E. Virkler

Voting:

Bibbins – **Yes***
Doheny – **Yes**
Hall – **Yes**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa - **Yes**
Murray – **Absent**
Virkler – **Yes**

Non-Voting:

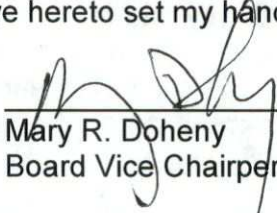
Flint - **Absent**
Henry – **Present***
Hunt – **Present**
McGrath – **Present***

* - indicates attendance via videoconference.

* - indicates voting member attending using audio only, unable to vote.

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-29 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson

AMENDMENT NO. 2
TO TECHNICAL SERVICES AGREEMENT FOR WASTE WATER SYSTEM IMPROVEMENTS PROJECT
BETWEEN
VILLAGE OF CHATEAUGAY
AND
THE DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY
February 10, 2026

WHEREAS, The Development Authority of the North Country (Authority) and the Village of Chateaugay (Village) entered into an Agreement dated July 11, 2023 for an amount not to exceed \$15,000 to perform services related to project management, funding administration, and design pertaining to the Village's Waste Water System Improvements Project. These services are detailed in Phase 1 of the original agreement, and

WHEREAS, the Authority assisted the Village with reviewing an alternatives analysis for the project, to include the possibility of conveying the wastewater to the Village of Malone, and

WHEREAS, the Authority assisted the Village in applying for and securing funding through a New York State Water Infrastructure Improvement Act (WIIA) Grant on November 1, 2024 in the amount of \$6,571,636, and a 2025 Federal Additional Subsidy – Non Equivalency Grant on January 3, 2025 in the amount of \$6,571,637, and

WHEREAS, the Village experienced delays with the securing of an Engineering Consultant for completion of the preliminary design on this project, resulting in the Authority assisting with a second request for qualifications and interview phase, and

WHEREAS, the Village has requested the Authority provide additional project management through the design and bidding, as detailed in the original agreement, and

WHEREAS, the Village approved Amendment 1 dated December 2, 2025 to extend the Authority's service to support the design and bidding phase through December 2026 and increased the Authority's level of effort, resulting in additional expenses of \$25,000, bringing the not-to-exceed amount of the contract to \$40,000, and

WHEREAS, the Agreement dated July 11, 2023 between the Village and Authority shall be amended to include the Mandatory State Revolving Fund Equivalency Project Terms and Conditions dated October 1, 2023 as required by Environmental Facilities Corporation (EFC), and

WHEREAS, the Authority will apply for a full waiver of the requirements as they are not applicable to the scope of work that the Authority is providing, and

WHEREAS, if a full waiver is not approved, then the Authority will not be able to complete the work as proposed.

NOW, THEREFORE, the Authority and the Village agree to amend the agreement for the inclusion of the Mandatory State Revolving Fund Equivalency Project Terms and Conditions dated October 1, 2023.

NOW, THEREFORE, the Authority and the Village agree to amend the agreement to \$40,000.

The return of one signed copy of the Amendment, together with the formal resolution of approval, constitutes acceptance of this Amendment and shall be written authorization for the Authority to proceed with contract services up to the amount agreed upon.

All of the above is established by the signatures of the authorized representatives of the parties.

**DEVELOPMENT AUTHORITY
OF THE NORTH COUNTRY**

By: _____

Carl E. Farone, Jr.

Title: Executive Director

VILLAGE OF CHATEAUGAY

By: _____

Matthew Clarke

Title: Village Mayor



**Board Resolution No. 2026-03-30
March 26, 2026**

**ARMY WATER LINE & ARMY SEWER LINE
FYE 2026 OPERATING BUDGET AMENDMENTS
WATER QUALITY DIVISION**

Whereas, the Development Authority of the North Country adopted an Operating Budget for the Army Water Line and the Army Sewer Line for FYE 2026 pursuant to **Resolution No. 2025-02-10**, and

Whereas, the FYE 2026 budget authorized expenditures of \$25,000 for Utilities (GL 5802) for the Army Water Line and \$65,000 for the Army Sewer Line, and

Whereas, due to increases in National Grid's electrical service and delivery charges, unused funds have been transferred from other general ledger line items to increase the Army Water Line utilities budget to \$27,300 and the Army Sewer Line to \$94,000, and

Whereas, utility rates increased in December 2025 by 87%, which includes an increase in both demand and usage, and

Whereas, there are no remaining expense line items available to transfer funds from and,

Whereas, it is estimated that an additional \$10,000 will be needed for utility costs for the Army Water Line and \$20,000 for Army Sewer Line, and

Whereas, the additional utilities costs will be offset by customer billings.

Now, therefore be it

RESOLVED, that the Development Authority of the North Country hereby amends the FYE 2026 Army Water Line & Sewer Line Budgets as follows:

ARMY WATER LINE	Current Budget	Proposed Increase	Amended Budget
Customer Billings (GL 4001)	\$3,188,514	\$10,000	\$3,198,514
Utilities (GL 5802)	\$27,300	\$10,000	\$37,300
Change in Net Position		\$0	

ARMY SEWER LINE	Current Budget	Proposed Increase	Amended Budget
Customer Billings (GL 4001)	\$4,799,323	\$20,000	\$4,819,323
Utilities (GL 5802)	\$94,000	\$20,000	\$114,000
Change in Net Position		\$0	

Motion by: M. Hall
Seconded by: A. MacKinnon

Voting:

Bibbins – **Yes***
Doheny – **Yes**
Hall – **Yes**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa -**Yes**
Murray – **Absent**
Virkler – **Yes**

Non-Voting:

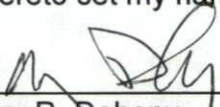
Flint - **Absent**
Henry –**Present***
Hunt – **Present**
McGrath – **Present***

* - indicates attendance via videoconference.

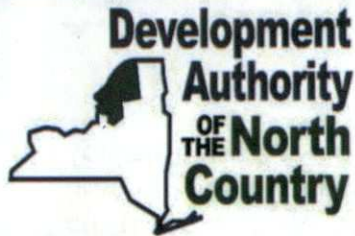
* - indicates voting member attending using audio only, unable to vote.

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-30 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson



Board Resolution No. 2026-03-31
March 26, 2026

COMMUNITY RENTAL HOUSING PROGRAM
NORTH COUNTRY REDEVELOPMENT LOAN FUND
GOCO MASSENA, LLC
LOAN MODIFICATION

Whereas, **Resolution No. 2023-03-29** approved a loan of \$500,000 from the Community Rental Housing Program to GoCo Massena LLC to create 6 units of residential apartments at 30 Main Street, Massena, and

Whereas, **Resolution No. 2023-03-30** approved \$500,000 (\$250,000 grant/\$250,000 loan) from the North Country Redevelopment Fund to GoCo Massena LLC for the same project to include first floor commercial space, and

Whereas, the loans closed on July 17, 2024 allowing for periodic disbursements for work completed with interest-only payments due for the first 20 months, and

Whereas, the borrower drew the balance of the North Country Redevelopment Loan on February 25, 2026, and

Whereas, the borrower has submitted eligible expenses to draw on the Community Rental Housing Loan, and

Whereas, the Note for the Community Rental Housing Loan stated that all funds needed to be disbursed no later than February 1, 2026, and

Whereas, the project is still under construction with work progressing on the apartments, and

Whereas, the interest-only period expired on March 1, 2026 for both loans, and

Whereas, the borrower has requested a 9-month extension to the interest-only period through December 1, 2026, and

Whereas, the loans will be re-amortized to term-out within the original maturity date with all other terms and conditions remaining the same, and

Whereas, this is identified as a transformational project in the Village of Massena's Downtown Revitalization Initiative Award.

Now, therefore be it

RESOLVED, the Development Authority of the North Country does hereby approve a modification to the \$500,000 loan from the Community Rental Housing Program to GOCO Massena, LLC to allow for the disbursement of funds from the loan after February 1, 2026 and to extend the interest-only period for an additional 9-months to December 1, 2026, and further authorizes the Executive Director or Chief Financial Officer to execute all documents necessary for the modification, and be it further

RESOLVED, the Development Authority of the North Country does hereby approve a modification to the \$250,000 loan from the North Country Redevelopment Loan Program to GOCO Massena, LLC to extend the interest-only period for an additional 9-months to December 1, 2026, and further authorizes the Executive Director or Chief Financial Officer to execute all documents necessary for the modification.

Motion by: A. MacKinnon
Seconded by: D. Mastascusa

Voting:

Bibbins – **Yes***
Doheny – **Yes**
Hall – **Yes**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa - **Yes**
Murray – **Absent**
Virkler – **Yes**

Non-Voting:

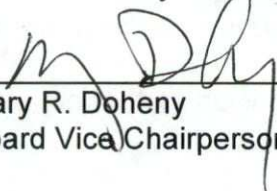
Flint - **Absent**
Henry – **Present***
Hunt – **Present**
McGrath – **Present***

* - indicates attendance via videoconference.

* - indicates voting member attending using audio only, unable to vote.

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-31 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson

TERM SHEET

Borrower: GOCO Massena, LLC

Loan Fund: Community Rental Housing Program/North Country
Redevelopment Loan Fund

Amount: \$500,000.00/\$250,000

Loan Term: 240 months

Loan Rate: 5.25% for CRHP loan /1% for North Country Redevelopment
Loan Fund

Loan Payment: 29 months interest-only; then principal and interest to fully
amortize the loan over 231 months

Collateral: Construction Period: Third mortgage on real estate located
at 30 Main Street, Massena, NY 13662 and assignment of
rents and leases

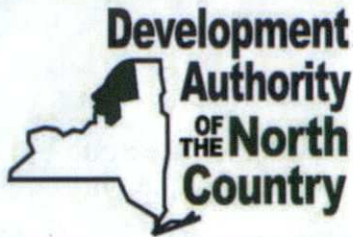
Permanent Financing: Second mortgage on real estate and
assignment of rents and leases on real estate located at 30
Main Street, Massena, NY 13662.

Lien on all business assets of GOCO Massena LLC

Guarantors: William V. Fiacco and Susan M. Fiacco

Conditions:

- Owner cash equity of \$168,500
- Downtown Revitalization Initiative financing of \$1,633,000
- NY Main Street Stabilization Grant of \$500,000
- ESD Grant of \$163,681
- DANC Redevelopment Funding loan of \$300,000 (\$150,000
Grant/\$150,000 Loan)
- Construction loan financing of at least \$2.5 million
- Third party broker opinion or as completed appraisal with a
minimum value of \$860,000 for a 1:1 loan-to-value
- Guarantees from William V. Fiacco and Susan M. Fiacco
- Copies of invoices or AIAs and cancelled checks or bank
statements
- Loan will be disbursed as construction loan
- All necessary permits and approvals



Board Resolution No. 2026-03-32
March 26, 2026

**REGIONAL TOURISM TRANSFORMATIONAL COMMUNITY
REVOLVING LOAN FUND
CEDAR RIVER ECO-RESORT LLC
LOAN RATIFICATION**

Whereas, **Resolution No. 2013-08-12** establishes the Regional Tourism Transformational Community Revolving Loan Fund, and

Whereas, the Regional Loan Review Committee has the authorization to commit loans of up to \$250,000 with the Authority Board ratifying the loan at its next meeting, and

Whereas, **Resolution No. 2024-03-37** ratified a loan of \$250,000 to Cedar River Eco-Resort LLC to make improvements and add additional lodging at their facility located at 622 Cedar River Road, Indian Lake, NY (Hamilton County), and

Whereas, Cedar River Eco-Resort had not yet closed on the loan as it was working through the permitting process, and

Whereas, since the commitment lapsed staff asked that Cedar River Eco-Resort resubmit an updated application for funding, and

Whereas, the Regional Loan Review Committee met March 12, 2026 to review an application from Cedar River Eco-Resort, LLC requesting \$250,000.00 from the Regional Tourism Transformational Community Revolving Loan Fund in order to make improvements and add additional lodging at their facility located at 622 Cedar River Road, Indian Lake, NY (Hamilton County), and

Whereas, the Regional Loan Committee felt that the improvements to be made at Cedar River Eco-Resort meet the objectives of the Fund, and

Whereas, the Regional Loan Review Committee approves a commitment of \$250,000 from the Regional Tourism Transformational Community Revolving Loan Fund at the terms and conditions attached.

Now, therefore be it

RESOLVED, Development Authority of the North Country does hereby ratify a loan in the amount of \$250,000 from the Regional Tourism Transformational Community Revolving Loan Fund to Cedar River Eco-Resort LLC at the terms and conditions outlined on the attached Term Sheet, and further authorizes the Executive Director or the Chief Financial Officer to execute all documents necessary to make the loan, and further be it

RESOLVED, this is considered a Type II Action under the State Environmental Quality Review (SEQRA) and is considered an exempt activity requiring no further action.

Motion by: T. Hefferon
Seconded by: D. Mastascusa

Voting:

Bibbins – **Yes***
Doheny – **Yes**
Hall – **Abstained**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa - **Yes**
Murray – **Absent**
Virkler – **Yes**

Non-Voting:

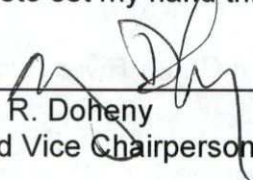
Flint - **Absent**
Henry – **Present***
Hunt – **Present**
McGrath – **Present***

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DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

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Mary R. Doheny
Board Vice Chairperson

TERM SHEET

Borrower: Cedar River Eco-Resort LLC

Loan Fund: Regional Tourism Transformational Community Revolving Loan Fund [Empire State Development Funds]

Amount: \$250,000.00

Loan Term: 20 years

Loan Rate: 1%

Loan Payment: 12 months interest-only, monthly principal and interest to term out loan over 228 months

Collateral: Second mortgage and assignment of rents and leases on 622 Cedar River Road, Indian Lake, NY 12842 (owned by John Hall);

Lien on all machinery and equipment, furniture and fixtures, inventory, accounts receivable, and general intangibles of Cedar River Eco-Resort LLC.

Conditions:

- Cash equity identified to be committed to the project.
- Labor peace does not apply as it will have less than 15 FTE.
- Personal Guarantees of Jacob Weaver, John Hall, David O'Connor, and Lukas Scheurer.
- Acceptable lease agreement between John Hall and Cedar River Eco-Resort LLC
- All required permits and approvals, including APA and flood insurance if necessary.

TRANSFORMATIONAL TOURISM FUND

Borrower: Cedar River Eco-Resort LLC

Project Location: 622 Cedar River Road, Indian Lake, NY 12842
55.015-1-14.112; 55.013-1-48; 55.015-1-14.100; 55.015-1-14.111; 55.015-1-14.200

Borrower Address: 2334 Roxboro Road, Cleveland Heights, OH 44106

Ownership: Jacob Weaver-25%; John Hall-25%, David O'Connor-25%, and Lukas Scheurer-25%

Loan Amount: \$250,000.00

Term: 20 years

Rate: 1%

Payments: 12 months interest-only, Monthly principal and interest thereafter to amortize over remaining 228 months

Guarantor: Jacob J. Weaver, John C. Hall, David G. O'Connor, Lukas Scheurer

Use of Funds: Improvements

Collateral: Second mortgage and assignment of leases and rents on land

Jobs: Existing: 0 FTE
Years 1-3: 1 FTE

Total Project Costs

<i>Sources of Funds</i>		<i>Uses of Funds</i>	
Tourism Loan Fund	\$ 250,000.00	25% Improvements	\$ 635,462.00
Owner Equity	\$ 420,462.00	FFE	\$ 35,000.00
Total	\$ 670,462.00	Total	\$ 670,462.00

Cash equity-Cash contributed by applicant

Description of Project

Cedar River Eco-Resort is requesting \$250,000 from the Tourism Fund to add lodging and to make improvements to their eco-resort in Indian Lake, Hamilton County. A Tourism loan was approved at the March 28, 2024 board meeting for \$250,000, however since it has been 2 years since the approval, and since certain aspects of the use of funds has changed, staff revoked the commitment and asked for the applicant to resubmit.

Cedar River Eco-Resort, LLC is a New York State Business established on February 16, 2024 to operate short term rental vacation accommodations at 622 Cedar River Road in the Town of Indian Lake within Hamilton County. The property was a former 9-hole golf course and 10-bedroom hunting lodge with restaurant, large dining room, and pro-shop overlooking a private lake. It is located on 330+ acres featuring a private 25-acre lake with a depth of 25 feet, river frontage on both sides of the Cedar River, multiple islands and a wide variety of open space and wooded areas with views of Blue Mountain and Sawyer Mountain. The APA had previously approved the location for a 50-unit development and expansion for an 18-hole golf course.

The owners of Cedar River Eco-Resort initially wanted to open in April 2024 for the Solar Eclipse, however permitting has taken longer than expected. They are now close to obtaining their final permitting and hope to open in 2026. The applicant still needs final APA approval for this project, however expects it by May 2026.

The owners plan to operate 24/7 from April 1st to November 1st as they have a digital self check-in process. Once they renovate the existing 10-bedroom lodge/recreation center, as part of a future phase, and install the heated structures, they will operate year-round. They have already purchased 4 Empire A-Frame cabins, 4 Geodesic Domes, 16 Safari tents, 1 Zook A-Frame Cabin, and 1 wood fired sauna totaling \$420,462.

Prior to establishing Cedar River Eco-Resort LLC, the members operated as a DBA to explore the viability of the business and rented three Safari Tents via Airbnb as a small market analysis. In 2024 they noted that with very little investment in marketing, they were able to rent the tents almost every weekend throughout the summer months for the prior two years bringing in \$18,514.72 with an Average Daily Rate (ADR) of \$174 and a 4.95 out of 5 star rating giving them Superhost status on the Airbnb platform. They have also received over 40 glowing guest reviews and have had several return guests who have made it an annual tradition. They have a wide range of customers ranging from young couples and families to retired nature seekers. Guests can enjoy their pet friendly policy, and amenities such as kayaks, canoes, river tubes, fire pit grills, hiking trails, fishing, stargazing, foraging, and the overall privacy and tranquility that the property provides.

Cedar River Eco-Resort LLC has a 30 year lease with option to extend from the property owner who is a partner in the LLC. All members of the LLC also own equity in the land and will earn more equity as more money and resources are invested into developing the property. They structured it this way to incentivize all partners to continue investing in the property and growing the business in years to come. They currently don't have any employees because each member of the LLC shares in the roles and responsibilities of the business. As they add more accommodations and amenities, they plan to employ some part-time independent contractors for support with housekeeping and maintenance. They are also actively developing strategic partnerships with local guides, outfitters, chefs, and restaurants

to provide unique excursions and experiences for our guests. They believe this will further stimulate the local economy.

Original Proposed Project

The project proposed to:

- Renovate the existing 4,752 s/f lodge which will include 8 bedrooms, great room/multifunction space; glamping lounge in former pro-shop with community bathrooms, and commercial kitchen for events and larger gatherings;
- Purchase furniture and appliances for the lodge;
- Install infrastructure for 14 safari tents, 4 domes, 2 TimberHut cabins, 15 RV sites, and 12 pitch your own tent sites;
- Install a Strohboid Pavilion;
- Purchase 2 TimberHut year-round cabins, 4 Geodesic Domes, and 16 Safari Tents and furniture.

Revised Project

The revised project is more based on changes required by the permitting agencies, and better fits their new model:

- Construct a bathhouse and required infrastructure to support the A-frames and tent sites as required by Department of Health. The lodge renovations will now become part of a phase II project;
- Purchase furniture and appliances for the A-Frame units;
- Install infrastructure for low impact moveable structures/tent sites;
- Install a Lancaster cabin.



The following provides a brief description of each product as provided by the applicant.

A-frame Sites: The “Classic” accommodation, guests will be able to experience the amazing scenery, while having a lower cost option and enjoying the more traditional wilderness experience. There are currently 4 Empire shed A-frames and 1 Zook A-frame cabin.

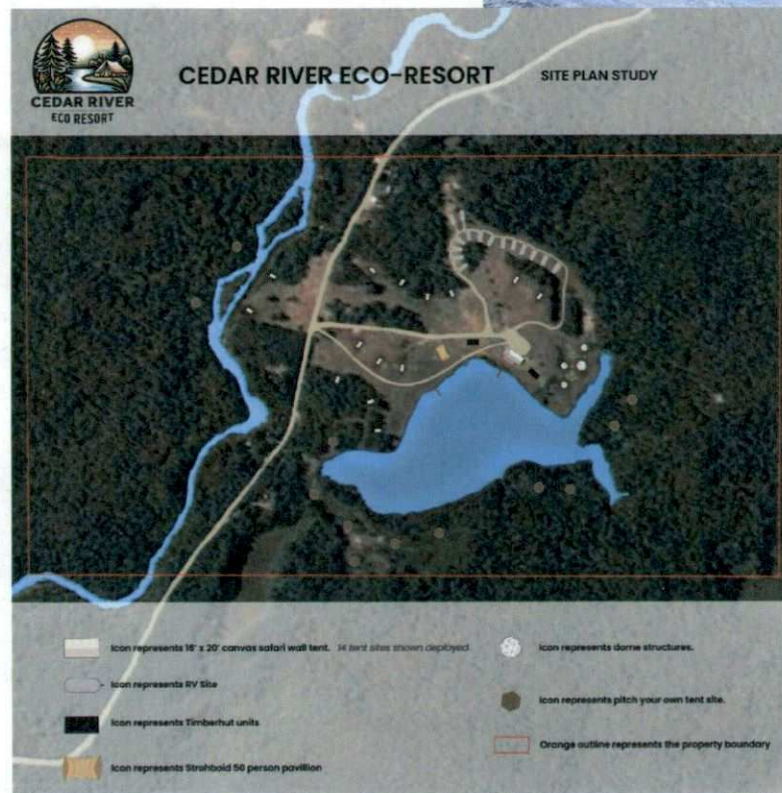
Safari Tents: A tribute to Frontier Life and inspired by African Safaris and early nomadic life, these accommodations are the perfect balance between “civilization” and “the wilderness.” There is a unique balance of comfort and vulnerability that provides a reminder that we too are of nature despite our desire to often control it. There are currently 16 tents.



Geodesic Domes: A more modern style of accommodation being brought to Indian Lake for guests to experience the Adirondacks in a unique way! There are currently 4 geodesic domes.



Lancaster Cabin: Will purchase 1 with Tourism funds.



Market

The global glamping market size was valued at \$1.88 billion in 2020 and is expected to expand at a compound annual growth rate of 14.1% from 2024 to 2028. Camping/RV grew to the most reported lodging choice among 2021 (traveler respondents at 26%), followed closely by hotels/motels (23%). The applicant notes that the most popular reported attraction to visit the region continued to be outdoor activities, with 65% of respondents selecting this draw to visit. Seventy-seven percent (77%) of respondents who indicated that they came to the area for outdoor activities stated that hiking was a primary activity of interest. Reported interest in canoeing or kayaking was the next most common reported outdoor interest (45%), followed by boating (22%). Fishing was expressed as an outdoor activity of interest in 12% of respondents and 8% reported interest in cycling. A question regarding hiking preferences continues to indicate strong preference in casual hiking, with 72% of respondents indicating interest in day hikes, 36% in leisure and hard surface hiking and 33% in family hikes. Cedar

River Eco-Resort will outshine our competition with unique accommodations, amenities, excursions, and expert local guides to give guests very authentic Adirondack experiences.

Competitors

Camp Orenda is in the Southern Adirondacks and specializes in canvas tents with all-inclusive dining. They have an assortment of sizes of tents and have been featured in National Geographic, Travel and Leisure, The New York Times, Boston Globe, Architectural Digest, USA Today, and several other prominent organizations. They pride themselves on their “focus of the natural element of being outdoors.” They promote activities such as hiking, canoeing, kayaking, swimming, cliff diving, mountain biking, trail running, archery, and fishing. They are about 2 miles from Lake Garnett, one of the featured locations for guests to engage in water activities.

Cedar River Eco-Resort will have the option of all-inclusive, while also encouraging guests to go beyond the property and dine at community partner locations. They will have a private lake which adds to the ambiance and can be easily accessed for water activities and utilized in the winter for ice skating, ice fishing, pond hockey, etc. The access to the river increases the connection to the outdoors and provides an additional wilderness experience. Camp Orenda is limited in scope. With its 330+ acres Cedar River Eco-Resort has ample room to scale up, while still maintaining a quaint experience in the woods. It will also have the ability to increase a more diverse set of accommodations as it later develops treehouses, cabins, etc. It will have the capacity to host weddings, music festivals, and other events directly on the property with easy access to accommodations for attendees and room for developing a farm to table experience on site.

Also mentioned in the application is Firelight Camps located in Ithaca, NY. They are currently expanding and are leaders in glamping. However, Cedar River Eco-Resort will differ as it is located in the Adirondacks and is a much larger property with greater opportunities for expansion and activities/experiences.

Other properties mentioned in the application as competitors are Hemlock Hall in Blue Mountain Lake, Adirondack Trail Motel in Indian Lake, and The Hedges on Blue Mountain Lake.

Competitor:	Daily Rate:	Number of Units
Camp Orenda (Johnsburg, NY)	\$250 per night per guest (2 night minimum)	6 tent sites
Huttopia (Lake Lucerne, NY)	\$220-\$300 per night	79 tent sites
Firelight Camps (Ithaca, NY)	\$189 - \$289 (+\$50 per additional person)	unclear
Hemlock Hall (Blue Mt. Lake, NY)	\$195-\$315 (+ \$85 per add. Adult)	appears to be 22
The Hedges (Blue Mt. Lake, NY)	\$295 - \$495 per night	31 (lodge and rooms)
Adirondack Trail Motel (Indian Lake, NY)	\$70 + \$10 second person +\$5 each additional (as of 2017)	Roughly a dozen

Management -

John Hall is born and raised in Indian Lake and owns a cleaning business in the community managing over 10 employees for 30+ years. He will take on the role of Director of Facilities and Housekeeping. John owns the land.

David O'Connor lives in Rhode Island. He visits Indian Lake and his grandparents have a lake house on Adirondack Lake in Indian Lake. He will be the Director of Community Engagement.

Lukas Scheurer lives in Rhode Island. He is an industrial and mechanical designer and attended the Rhode Island School of Design. He is the Director of Design & Innovation.

Jacob Weaver lives in Ohio and co-owns Weaver Brothers Contracting. He is the founder of Advertise for America. He has a Master's in Education Administration/Educational Leadership from Providence College. He is the Director of Operations & Partnerships. He has renovated and managed several short term rental properties including two motels in Bolton Landing and a historic bed and breakfast in Rhode Island. He is a Superhost on Airbnb with over 540 glowing reviews and his experience in starting and running an international boarding school and an alternative day school for Fusion Academy has equipped him with a very unique and transferrable skill set ideal for the Director of Operations and Partnerships position.

Financial Review

	Year One	Year Two	Year Three
Sales	184,622	414,405	540,188
Gross Profit	184,622	414,405	540,188
Expenses	55,387	120,177	145,851
Other Income/(Exp)	0	0	0
Net Income (Loss) before Taxes	129,235	294,228	394,337
Subtract:			
Labor Assumption	27,560	27,560	27,560
Interest	0	0	0
Cash for Debt Service	101,675	266,668	366,777
Tourism Fund	2,500	14,453	14,453
National Bank of Coxsackie	38,271	38,271	38,271
Total Debt	40,771	52,724	52,724
DSC Ratio	2.49	5.05	6.96

Sales Inc (Dec.)	---	128%	10%
Gross Profit	---	----	---
Expenses	30%	29%	27%
Profit Ratio	70%	71%	73%

Tourism Fund-\$1,204.41/mo; interest-only in year one

National Bank of Coxsackie-\$3,189.22/mo

March 12, 2026

- The projections were prepared internally by the applicant.
- The Safari Tents make up 56% of revenues in year 1 and 31% in year 2. The Empire Cabins makes up 14% of revenues in year one and 31% of revenues in year 2. The pitch-your-own tents makes up 12% of revenues in year one and 10% in year two. The small domes make up 7% of revenues in year one and in year two. The large dome, Zook, and Lancaster Cabins make up the balance of the revenues. Pricing assumptions:
 - a. Safari Tent Assumptions for next 3 years:
 - Year One: 12 Tents at 33% Occupancy of 140 day season (\$185 ADR)
 - Year Two: 14 Tents at 33% Occupancy of 140 day season (\$190 ADR)
 - Year Three: 16 Tents at 33% Occupancy of 140 day season (\$195 ADR)
 - b. 4 Empire Cabins Assumptions for next 3 years:
 - Year One: Live in July 60 nights (\$240 ADR)
 - Year Two: 30% Occupancy of 365 day season (\$250 ADR)
 - Year Three: 40% Occupancy of 365 day season (\$260 ADR)
 - c. Lancaster Cabin Assumptions for next 3 years:
 - Year One: Live in July 60 nights (\$295 ADR)
 - Year Two: 30% Occupancy of 365 day season (\$305 ADR)
 - Year Three: 40% Occupancy of 365 day season (\$315 ADR)
 - d. Zook Cabin Assumption for next 3 years:
 - Year One: Live in July 60 nights (\$255 ADR)
 - Year Two: 30% Occupancy of 365 day season (\$270 ADR)
 - Year Three: 40% Occupancy of 365 day season (\$285 ADR)
 - e. Large Dome Assumptions for next 3 years:
 - Year One: Live in July 33 nights (\$250 ADR)
 - Year Two: 33% Occupancy of 140 day season (\$260 ADR)
 - Year Three: 33% Occupancy of 140 day season (\$275 ADR)
 - f. Small Domes - Assumptions for next 3 years:
 - Year One: 3 domes installed and open in July 33 nights (\$195 ADR)
 - Year Two: 33% Occupancy of 140 day season (\$205 ADR)
 - Year Three: 33% Occupancy of 140 day season (\$215 ADR)
 - g. 12 Pitch-Your-Own-Tent Sites - Assumptions for next 3 years:
 - Year One: Live in July 33 nights (\$75 ADR)
 - Year Two: 10% Occupancy of 140 day season (\$85 ADR)
 - Year Three: 20% Occupancy of 140 day season (\$95 ADR)
- Based on the projections provided, the applicant would have 12 of 16 total Safari Tents to rent in 2026. They expect to have the 4 Empire Cabins, Lancaster Cabin, Zook Cabin, large and small domes and 12 pitch-your-own tent sites ready in July 2026. Projections assume 33% occupancy in year one. They still need final APA approvals.
- Expenses seem low. The expenses were adjusted for inflation. They are only showing lease payments of \$22,400 in year one, \$38,400 in year two, and \$38,400 in year three. The applicant explained that the lease payment includes the taxes paid to the landowner. Expenses

March 12, 2026

also show utility, insurance, cleaning and maintenance. No wages are reflected even though the applicant states that they will hire 3FTE over 3 years. The positions would be a General Manager and Customer Service Rep (year 1), Housekeeping Supervisor, Maintenance Manager, and Customer Service Rep (year 2), and a Customer Service Rep (year 3). In further discussions with the applicant, he noted that they will likely hire a part-time General Manager and Customer Service Rep first at 10 hours per week. He didn't commit to hiring more staff as he noted that they will only hire if the revenues are there to support additional staff. Therefore, staff adjusted the new staff assumption to 1FTE as they will not commit to any further hiring. For assumption purposes, I added in the following to the expense assumptions above based upon the information from the applicant.

- o General Manager \$31/hour*10 hours/week*52 weeks=\$16,120
- o Customer Service Rep \$21/hour*10 hours/week*52 weeks=\$10,920

Even adding this expense to the assumptions above, if projections hold true, there is sufficient cash to hire staff. Otherwise, the partners will run the day-to-day operations of the business, with John being local, and will not take a salary from the business.

Cashflow

- There will be sufficient cash flow to repay all debt based upon projections holding true.

	At Closing
Assets	
Current	0
Fixed	1,670,462
Other	0
Total Assets	1,670,462
Liabilities	
Current	0
Long Term	666,817
Total Liabilities	666,817
Equity	1,003,645
Total Liabilities & Equity	1,670,462

Working Capital	\$0
Current Assets	---
Debt to Equity	.66

- The applicant stated that he had personal cash available for working capital that is not reflected in the project costs.
- Fixed assets based on improvements to the land, infrastructure, and furniture, fixtures and equipment to be purchased. The land is not owned by the LLC.
- There is no current portion of long-term debt as staff proposes 12 months of interest only payments in year one.
- Long term liabilities are the Tourism Loan and The National Bank of Coxsackie loan. The Bank loan is technically not on the books of the LLC. The balance on this loan is \$416,817.
- Equity includes the Borrowers contribution into the business.

d/b/a Cedar River Eco-Resort LLC

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March 12, 2026

Personal Credit:

Jacob reports assets of \$7.4 million and liabilities of \$2.2 million. Primary assets in cash, accounts and notes receivable, and real estate, \$6.6 million. He has several investment properties in the Adirondacks and Ohio. His personal residence is in Ohio. His primary liabilities are mortgage of \$2.1 million. He reflects a salary of \$291,980 and real estate income of \$93,936. Jacob has a TransUnion credit score of 651. He has three derogatory comments. He appears to be 90+ days delinquent on a Barclays Revolving account that appears cancelled with a balance of \$20,298. He is past due on a mortgage as well with a balance of \$176,288. He has open balances of \$820,933. This is primarily in mortgages of \$820,933.

Lukas reports assets of \$1.1 million and liabilities of \$51,671. Primary assets are real estate of \$875,000, and other assets of \$173,193. Real estate is a 6-unit apartment building with no mortgage. His primary liabilities are notes payable for auto and education loans. He lists a salary of \$115,000 and real estate income of \$27,000. Lukas has a TransUnion credit score of 811. He has no derogatory comments. He lists open balances of \$31,701.

David reports assets of \$505,985 and liabilities of \$297,037. Primary assets are accounts and notes receivable, and real estate, \$440,800. Real estate is a primary residence in Rhode Island with a mortgage. His primary liabilities are notes payable, \$139,000, and a mortgage, \$157,545. He lists a salary of \$48,000 and real estate income of \$40,000. David has a TransUnion credit score of 627. He has 3 derogatory comments for 30 and 60 days past due with the last being in October 2025. He lists open balances of \$153,648. The primary liability is mortgages of \$144,094.

John reports assets of \$1.6 million and liabilities of \$547,770. Primary assets are real estate of \$1.6 million. Real estate is land in Indian Lake that the project is located on, \$1.2 million, and two single family residences in Indian Lake. His primary liabilities are notes payable and mortgages of \$512,958. He lists a salary of \$142,310. John has a TransUnion credit score of 823. He has no derogatory comments. He lists open balances of \$520,586. The primary liability is the mortgage for the land, \$416,817.

Collateral:

- Second mortgage on real estate and all improvements behind a National Bank of Coxsackie loan on 622 Cedar River Road, Indian Lake, NY 12842
- Assignment of Leases and Rents
- Second lien on all assets of Cedar River Eco-Resort LLC

	<u>Cost</u>	<u>Discount</u>
Real Property (70%)	\$1,000,000	\$700,000
Improvements (70%)	\$635,462	\$444,823
Collateral Available	\$1,635,462	\$1,144,823
National Bank of Coxsackie-1st	\$548,567	\$548,567
Total Senior Debt	\$548,567	\$548,567
Collateral Available-DANC	\$1,086,895	\$596,256
Tourism Fund	\$250,000	\$250,000
Loan to Value	23%	42%

d/b/a Cedar River Eco-Resort LLC

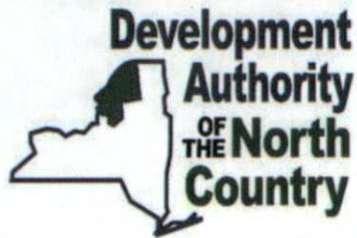
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March 12, 2026

The full market value from the Hamilton County tax records is \$731,179. An appraisal was completed for National Bank of Coxsackie on November 16, 2021 on the land with a market value of \$1,000,000. The current balance on the first mortgage is \$433,905. There is more than sufficient value in the land to cover the DANC loan. No new appraisal will be required.

Contingencies:

- Cash equity has been committed to the project
- All required permits and approvals, including APA and flood insurance, if needed
- Labor Peace does not apply as it is has less than 15 FTE employees
- Personal guaranty of Jacob Weaver, John Hall, David O'Connor, and Lukas Scheurer
- Acceptable lease agreement between John Hall and Cedar River Eco-Resort LLC



Board Resolution No. 2026-03-33
March 26, 2026

COMMUNITY DEVELOPMENT LOAN FUND
ECONOMIC DEVELOPMENT LOAN FUND
CRANBERRY LAKE MOUNTAINEERS SNOWMOBILE CLUB, INC.
LOAN

Whereas, the Cranberry Lake Mountaineers Snowmobile Club, Inc. ("Club") is requesting up to \$485,000 from the Development Authority to assist with the acquisition of 2 groomers, drags, and ancillary equipment for their snowmobile trails located in St. Lawrence County, and

Whereas, the Club received a Recreational Trails Program grant of \$298,400 and a NYS Parks & Trails grant of \$143,500 toward the purchase of 2 groomers and drags, and

Whereas, the Club is required to purchase and receive the equipment before they are eligible to submit for reimbursement from the grant, and

Whereas, the grant proceeds will pay down the loan to \$100,000 which will be termed out for 8 years, and

Whereas, staff feels that the loan should be funded with \$385,000 from the Economic Development Fund and \$100,000 from the Community Development Loan Fund consistent with the program requirements for each, and

Whereas, the Club paid off an existing loan with the Authority in March 2026, and

Whereas, the Authority has provided similar loans to snowmobile associations in the past.

Now, therefore be it

RESOLVED, Development Authority of the North Country does hereby approve a loan in the amount of \$485,000 of which \$385,000 is from the Economic Development Fund and \$100,000 is from the Community Development Loan Fund to Cranberry Lake Mountaineers Snowmobile Club, Inc. at the terms and conditions outlined on the attached Term Sheet, and further authorizes the Executive Director or the Chief Financial Officer to execute all documents necessary to make the loan, and further be it

RESOLVED, this is considered a Type II Action under the State Environmental Quality Review (SEQRA) and is considered an exempt activity requiring no further action.

Motion by: A. MacKinnon
Seconded by: M. Hall

Voting:

Bibbins – **Yes***
Doheny – **Yes**
Hall – **Yes**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa -**Yes**
Murray – **Absent**
Virkler – **Yes**

Non-Voting:

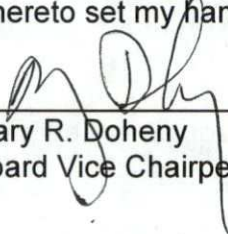
Flint - **Absent**
Henry –**Present***
Hunt – **Present**
McGrath – **Present***

* - indicates attendance via videoconference.

+ - indicates voting member attending using audio only, unable to vote.

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-33 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson

TERM SHEET

Borrower: Cranberry Lake Mountaineers Snowmobile Club, Inc.

Amount: \$485,000.00 [\$385,000 from the Economic Development Fund, \$100,000 from the Community Development Loan Fund)

Loan Term: **-Bridge loan** for 12-months or upon receipt of the grant proceeds, whichever occurs first.
-Permanent loan for a term of 8 years.

Loan Rate: ½ Wall Street Journal Prime plus 1 set at closing

Loan Payment: up to 12 months interest-only, annual principal and interest to term out loan over 8 years

Collateral: 1st lien on 2 new groomers, drags, and equipment to be purchased with grant proceeds;

Assignment of grant proceeds.

Conditions:

- Copies of executed grant agreements
- Proof of cash match
- First \$385,000 in grant proceeds to pay-off Economic Development Fund.
- \$100,000 Community Development Loan Fund loan to remain permanent.

Community Development Loan Fund/Economic Development Fund

BORROWER: Cranberry Lake Mountaineers Snowmobile Club Inc.

BUSINESS LOCATION: PO Box 481, Cranberry Lake, NY 12927

OWNERSHIP: 501 C 3 not for profit

OFFICERS:

Heather Cowen-Wilson	President
Todd Szlamczynski	Vice President
Karen Caldon	Secretary
Brittany Gibbs Koehler	Treasurer

AMOUNT: up to \$485,000 bridge loan (\$100,000.00 permanent loan from Community Development Loan Fund/\$385,000 bridge loan from the Economic Development Fund)

TERM: **Bridge Loan** -12 months interest-only, or upon receipt of the grant funds, whichever occurs first.
Permanent Loan – 8 year term

RATE: ½ Wall Street Journal Prime plus 1 set at closing, (4.375% as of 3/13/2026)

PAYMENTS: Interest-only on EDF funds; Annual principal and interest on CDLF loan to amortize over 8 years.

COLLATERAL: First lien on 2 2025/2026 Pisten Bully model 100 Tier 4F Trail Pro, tracks and drag; assignment of grant proceeds

USE OF FUNDS: \$485,000 to bridge NYS Grants, upon receipt of grant proceeds, pay-off EDF loan.

GUARANTORS: None

EMPLOYEES:

Current:	0 FTE
Years 1-3:	0 FTE
Total:	0 FTE

SOURCES OF FUNDS

Authority Loan	\$100,000.00
NYS Recreation Trails Program	\$298,400.00
Parks & Trail NY Grant	\$143,500.00
Proceeds from sale of equip	\$125,000.00
Cash	\$ 18,790.00
Total Sources	\$685,690.00

USES OF FUNDS

2 Groomers	\$523,760.00
2 Custom Tracks	\$ 49,000.00
1 Drag	\$ 39,230.00
Pay-off debt	\$ 60,700.00
Cutter Bar	\$ 3,000.00
2 Winch & tool boxes	\$ 10,000.00
Total Uses	\$685,690.00

Community Development Loan Fund/Economic Development Fund

NYS Parks & Trail NY Grant-Committed (requires a match of \$13,370 cash/\$4000 in-kind labor)

NYS Recreation Trails Program Grant-Committed (requires a match of \$74,600)

PROJECT:

The Cranberry Lake Mountaineers Snowmobile Club, Inc. is requesting up to \$485,000 from the Authority for bridge and permanent financing for a NYS Recreation Trails Program grant and a NYS Parks & Trails grant to purchase 2 new groomers, tracks, drag, cutter bar, and winches/tools. The new equipment will meet the requirements for the "Forever Wild Clause," thus the need for custom tracks. They are also selling currently used equipment to pay-off debt associated with the groomers they are selling. Upon receipt of the grant funds, the loan would be paid down to \$100,000 which would be a permanent loan with annual payments over 8 years at ½ of the Wall Street Journal Prime rate plus 1 fixed at the time of the closing. The permanent loan allows them to retain cash to be able to meet unexpected costs associated with maintaining the trails.

The Club previously closed on a loan with the Authority for \$280,000 in September 2022 to bridge state grants to purchase groomers. They paid down the loan to \$80,000 in November 2022, and have been making annual payments of \$14,077.15. They paid this loan off in March 2026. They paid as agreed during the term of the loan.

Staff would propose using \$385,000 from the Economic Development Fund to bridge the state grants with the intention of having these funds repaid when the grant funds are paid. The remaining \$100,000 permanent loan would be funded through the Community Development Loan Fund. The EDF is typically only used for short-term bridge financing and not for long term loans.

The Club would be contributing 21% in cash to the project. The Authority's financing allows this relatively young Club, that divested itself from the St. Lawrence County Snowmobile Association in 2021, to have the flexibility to leverage grants to upgrade equipment. They have been investing significant cash and in-kind resources in able to purchase equipment. They have also utilized significant in-kind labor for trail maintenance and other projects.

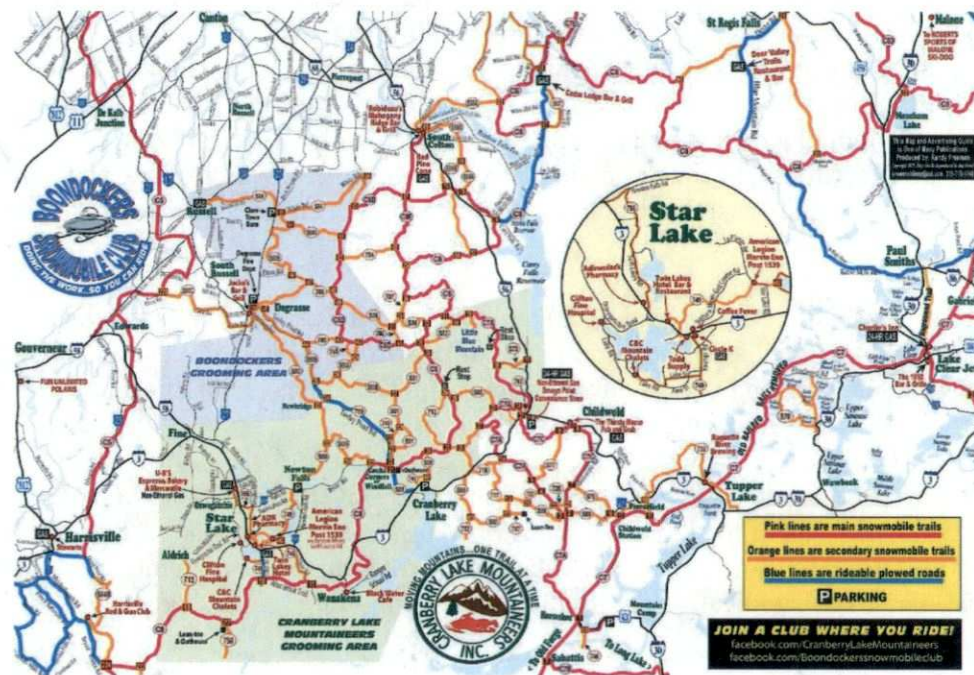
The Cranberry Lake Mountaineers Snowmobile Club, Inc. is a tax-exempt non-profit 501(c)3. In three years, their membership has increased nearly fifty percent to 448 members. Over half of their members live outside of St. Lawrence County with ten percent living outside of New York State. Snowmobile trails in the area are arguably some of the best in the North East and generate much-needed winter tourism.

The Club maintains nearly 150 miles of trails that include 99 OPRHP-funded miles in the four towns. Each of their groomers are assigned 50 miles of trails with some crossover on main trails. They own three groomers. They are located in Star Lake (Clifton/Fine), Cranberry Lake (Clifton), and Sevey Corner (Colton). The Cranberry Lake groomer is a 2023 Tucker purchased

Community Development Loan Fund/Economic Development Fund

with their last RTP grant. The Sevey based groomer is a 2008 PistenBully with high hours and the Star Lake groomer is a 2004 Tucker with high hours.

Since May of 2021, the Club had purchased a 1995 John Deere 5300 with Gilbert tracks, a 1998 John Deere 6410 with Gilbert tracks, and a 2008 PistenBully 200 Edge. A loan of \$45,000 from nine members allowed the purchase of the PistenBully and a drag. The Club owns outright the two John Deere tractors and drags. They are however old and need replacement. These are being sold. The club also paid off the note with the members.



With 150 miles of trails, they need 3 groomers to effectively groom. When grooming, they go down & back on their 12' wide trails, except for the 20 miles of trail that are 8' wide in Star Lake. This requires 300 miles of grooming to groom all trails once. A groomer averages 5 miles an hour, to groom all of their trails requires 60 volunteer hours. With their 3 groomers operating it takes 2-3 days to groom the trails once. Grooming at night allows the trail to set up. Then they are back out grooming trails again. Corridor 8 and 7A along with other heavily used trails are sometimes groomed 3 times a week. They were plagued with groomer breakdowns requiring volunteers to be turning wrenches instead of grooming.

This project is considered a 'place maker' as it fosters a strong sense of community, health, and well-being through the strategic use of local assets. The County's CEDs identifies revitalizing communities, tourism, and mindset as a priority, and the applicant's efforts are in close alignment with this strategy.

- The applicant transforms dormant winter landscapes into active social corridors connecting small towns and local businesses across 10,500 miles of NYS trails.

Community Development Loan Fund/Economic Development Fund

- By maintaining world-class trails, the applicant ensures that the North Country remains a 'place maker' that attracts visitors from across the Northeast and the country, fueling the local hospitality and retail sectors.
- The model is built on local trust with members donating land and rights-of-way, while other providing logistics for groomer repairs.

FINANCIALS:

Historical

	FYE <u>2024</u>	FYE <u>2025</u>	BUDGET <u>2026</u>
Total Revenue	\$151,217	\$184,982	\$143,012
Expenses	\$122,139	\$214,969	\$138,460
Total Expenses	\$29,078	(\$29,987)	\$4,552
Increase in Net Assets	\$29,078	(\$29,987)	\$4,552
Add Back: Interest	\$0	\$0	\$9,000
Add Back: Depreciation	\$0	\$53,361	\$0
Add Back: Maintenance/Repairs	\$0	\$0	\$14,500
Total Cash Available for Debt	\$29,078	\$23,374	\$28,052
Debt Service-DANC	\$15,084	\$15,084	\$15,084
Total Debt Service	\$15,084	\$15,084	\$15,084
DSC Ratio	1.93	1.55	1.86

- The historical financial information for FYE 2024 and 2025 were from the IRS Form 990. The budget 2026 information was internally prepared. The fiscal year runs May 1-April 30.
- The Club split from the St. Lawrence County Snowmobile Association in 2021.
- Primary income in 2025 is from government grants, \$128,508, membership dues, \$16,320, fundraisers net of expenses, \$21,129, and other contributions/gifts, \$17,898. Primary income in 2026 is from grants, \$85,812, membership dues, \$14,000, fundraising/donations, \$9,250, contributions/gifts, \$15,000, and other income, \$1,900.
- Primary expenses in 2025 were for trail work associated with a grant, \$88,700, depreciation, \$53,361, fuel, \$14,087, supplies/tools, \$10,148, and grant expenses, \$28,780. Primary expenses in 2026 are maintenance and repairs, diesel fuel, materials, insurance, and accounting fees. In 2026, staff added back the \$9000 budgeted for the member loan for the PistenBully that was paid in full, and is being sold. Staff also added back \$14,500 budgeted for maintenance and repairs on equipment that is being sold and replaced with new.
- Based on historical operations, and their past history with the Authority, they should be able to repay the new debt.

Community Development Loan Fund/Economic Development Fund

Balance Sheet

	04/30/2025	At Closing
Current Assets	\$17,316	\$100,000
Fixed Assets	\$500,862	\$1,000,852
Total Assets	\$518,178	\$1,100,852
Current Liabilities	\$0	\$0
Long-Term Liabilities	\$71,508	\$100,000
Total Liabilities	\$71,508	\$100,000
Net Assets	\$446,670	\$1,000,852
Total Liabilities & Net Assets	\$518,178	\$1,100,852

- On 4/30/25, primary current assets are in cash, \$17,316. The primary liability is the members loan, \$18,000, and the DANC loan, \$53,508.
- The 'At Closing' is upon pay-down of the bridge financing and assumes the \$100,000 is the only debt the organization has. This assumes the \$100,000 remains as working capital for the organization and that the investment is reflected in equipment and equity due to the equipment being purchased with grants and cash from the sale of used equipment. Fixed assets were reduced by \$125,000 which was the estimated amount from the proceeds from the sale of the equipment.

Credit:

The Cranberry Lake Mountaineers Snowmobile Club has a high-risk Logic Score of 55, with a warning business failure assessment. It has no days beyond terms reported, either currently, or historically. It has no derogatory public records, collection accounts, or pending lawsuits. It has no trade lines established. It was formed in NYS in 2022.

Collateral Analysis

	Full Market Value	Discount
2-2025/2026 Pisten Bully model 100 Tier 4F Trail Pro	\$523,760	
Discounted at 50% LTV		\$261,880
2-Custom Tracks	\$49,000	
Discounted at 50% LTV		\$24,500
Total	\$572,760	\$286,380
Development Authority	\$100,000	\$100,000
Total LTV	17%	35%

Full Market Value equals Cost. Propose a lien against 2 new Pisten Bully with tracks.

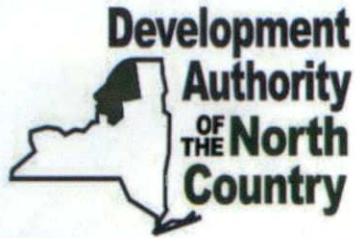
Community Development Loan Fund/Economic Development Fund

Contingencies:

- Recreation Trails Maintenance grant of \$298,400
- NYS Parks & Trails grant of \$143,500
- Assignment of grant proceeds to pay off EDF loan

STAFF RECOMMENDATION:

Staff recommends a loan of up to \$485,000 with \$100,000 from the Community Development Loan Fund and \$385,000 from the Economic Development Fund to the Cranberry Lake Mountaineers Snowmobile Association, Inc. based upon the terms and conditions above.



Board Resolution No. 2026-03-34
March 26, 2026

**REGIONAL TOURISM TRANSFORMATIONAL COMMUNITY
REVOLVING LOAN FUND
BEDFORD CREEK LLC
LOAN RATIFICATION**

Whereas, **Resolution No. 2013-08-12** establishes the Regional Tourism Transformational Community Revolving Loan Fund, and

Whereas, the Regional Loan Review Committee has the authorization to commit loans of up to \$250,000 with the Authority Board ratifying the loan at its next meeting, and

Whereas, the Regional Loan Review Committee met March 20, 2026 to review an application from Bedford Creek, LLC requesting \$159,000.00 from the Regional Tourism Transformational Community Revolving Loan Fund in order to make improvements to its septic system at its RV park at 16750 Allen Drive, Sackets Harbor, NY (Jefferson County), and

Whereas, the Regional Loan Committee felt that the improvements to be made at Bedford Creek meet the objectives of the Fund, and

Whereas, the Regional Loan Review Committee approved a commitment of \$159,000 from the Regional Tourism Transformational Community Revolving Loan Fund at the terms and conditions attached.

Now, therefore be it

RESOLVED, Development Authority of the North Country does hereby ratify a loan in the amount of \$159,000 from the Regional Tourism Transformational Community Revolving Loan Fund to Bedford Creek LLC at the terms and conditions outlined on the attached Term Sheet, and further authorizes the Executive Director or the Chief Financial Officer to execute all documents necessary to make the loan, and further be it

RESOLVED, this is considered a Type II Action under the State Environmental Quality Review (SEQRA) and is considered an exempt activity requiring no further action.

Motion by: D. Mastascusa
Seconded by: E. Virkler

Voting:

Bibbins – **Yes***
Doheny – **Yes**
Hall – **Yes**
Hefferon – **Yes**

MacKinnon - **Yes**
Mastascusa - **Yes**
Murray – **Absent**
Virkler – **Yes**

Non-Voting:


Flint - **Absent**
Henry – **Present***
Hunt – **Present**
McGrath – **Present***

* - indicates attendance via videoconference.

+ - indicates voting member attending using audio only, unable to vote.

DEVELOPMENT AUTHORITY OF THE NORTH COUNTRY

I, the undersigned, Chairperson of the Board of Directors of the Development Authority of the North Country, do hereby certify that I have compared the foregoing copy of Resolution No. 2026-03-34 of the Development Authority of the North Country with the original adopted by the Development Authority of the North Country at a meeting of said Authority on the 26th day of March, 2026, and that same is a true and correct copy of such resolution. In testimony whereof, I have hereto set my hand this 26th day of March, 2026.



Mary R. Doheny
Board Vice Chairperson

TERM SHEET

Borrower: Bedford Creek LLC

Loan Fund: Regional Tourism Transformational Community Revolving Loan Fund [Empire State Development Funds]

Amount: \$159,000.00

Loan Term: 20 years

Loan Rate: 1%

Loan Payment: Monthly principal and interest payments over 240 months

Collateral: Second mortgage and assignment of rents and leases on real estate located at 16750 Allen Drive, Sackets Harbor, NY 13685 including all associated parcels;

Lien on all machinery and equipment, furniture and fixtures, inventory, accounts receivable, and general intangibles of Bedford Creek LLC.

Conditions:

- Cash equity of \$238,599
- Labor peace does not apply as it will have less than 15 FTE.
- Personal Guaranty of George Whaling.
- All required permits and approvals

TRANSFORMATIONAL TOURISM FUND

Borrower: Bedford Creek LLC

Project Location: 16750 Allen Dr., Sackets Harbor, NY 13685

Borrower Address: PO Box 2863, Pittsfield, MA 01202

Ownership: CITLO II, LP – 69.06%
 George C. Whaling – 12.8%
 Valerie Whaling – 4.3%
 Donald Darwin – 4.3%
 Eric Jacobs-2.2%
 Samuel Russo-.86%
 Richard Jacobs-6.47%

Loan Amount: \$159,000.00

Term: 20 years

Rate: 1%

Payments: Monthly principal and interest to amortize over 240 months

Guarantor: George Whaling

Use of Funds: Septic infrastructure

Collateral: Second mortgage and assignment of leases and rents on real estate located at 16750 Allen Drive, Sackets Harbor, NY 13685 plus associated parcels.

Jobs: Existing: 7 FTE Seasonal
 Years 1-3: 0 FTE

Total Project Costs

Sources of Funds

Tourism Loan Fund	\$159,000.00
Cash Equity	\$238,599.00

Total	<u>\$397,599.00</u>
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Uses of Funds

Improvements	\$322,500.00
Survey	\$ 3,900.00
Engineer	\$ 26,849.00
Prop. Management Fee	\$ 19,350.00
Contingency	<u>\$ 25,000.00</u>
Total	\$397,599.00

Cash equity-Cash contributed by applicant

d/b/a Bedford Creek, LLC

Page 2

March 11, 2026

Description of Operations

Bedford Creek LLC, an affiliate of Teton Management Corp, is seeking \$159,000 from the Tourism fund for a septic replacement project.

Bedford Creek campground is located in Hounsfield on the shores of Lake Ontario. The facility has 201 sites on over 57 acres operating seasonally from April 15-October 15. The park is comprised of 194 seasonal and 7 transient sites. Bedford Creek was purchased 4 years ago by the current investment group.

Since the Applicant was primarily seasonal in nature, they were asked how the project impacted tourism. They looked at a census of their campers and noted that over 68% of their seasonal campers resided outside of Jefferson County. In fact, 19% were from out of state/country with 8% living in Pennsylvania, 3% living in Florida, and almost 2% Louisiana. Fifty percent (50%) are from outside of Jefferson County with 31% from within the County. These visitors represent a meaningful source of tourism revenue for the region, regularly spending money in Sackets Harbor, Watertown, and the surrounding communities at restaurants, marinas, stores, and golf courses, among others.

Description of Project

During the 2025 season, the Department of Health observed that there were significant issues with the septic system at Bedford Creek. The end result was the requirement of a constructed replacement septic system. The Department of Health is strictly requiring that the work be completed prior to the park's opening for the 2026 season, scheduled for April 15. If the project does not occur, Bedford Creek risks losing its permitting. Ascend, Teton, and the property management firm (RVPM) have been working with reputable local engineering firm Environmental Design Partnership to develop a plan and engage in the bidding process for work to be completed as efficiently as possible. Work is to include pumping, removal and disposition of existing tanks and pump station, installation of new tanks and pump station, and excavation of new leach beds, among other work. The group is prepared to accept a bid from AD Call & Sons, a reputable contractor based out of Genesee County, in the amount of \$322,500, along with a \$15,000 contingency. This work is critical to the stability of the park, both in the short term and long term, along with being required for the 2026 opening. Please note that significant maintenance expenses related to the failed system have already been incurred in the amount of more than \$40,000 in 2025 alone, almost 10% of the park's seasonal revenue total.

The Applicant continues to make significant investments in the property to strengthen Bedford Creek as a regional tourism destination. Last year they renovated the bathhouse, and this year they plan to install new docks in the marina, along with the proposed septic system improvements.

Management -

Bedford Creek, LLC is an affiliate of Teton Management Corp. Teton has been active in the commercial real estate business for 25 years, focused in upstate New York and the New England region. George himself grew up in Carthage, NY and has become very familiar with the North Country throughout his career. Currently, Teton's properties secure over \$18 million in debt with NBT Bank, in which George Whaling is the sole guarantor. Multiple partners are involved, owning over 20% of several properties and are not on the loans. The Applicant is open to providing references from

d/b/a Bedford Creek, LLC

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lenders if this would be helpful. Additionally, George has also stated he would be open to putting 18 months of P&I in escrow held by DANC to offer assurance.

Financial Review

	2023	2024	2025	Year 1	Year 2
Sales	728,082	609,679	509,232	646,028	665,409
Gross Profit	628,750	585,571	503,845	637,413	656,535
Expenses	584,431	722,125	406,176	434,468	447,502
Other Income/(Exp)	0	0	127,973	0	0
Net Income (Loss) before Taxes	44,319	(136,554)	(30,304)	202,945	209,033
Add Back:					
Depreciation	82,688	27,428	0	0	0
Amortization	0	29,116	0	0	0
Interest	83,658	80,442	73,140	0	0
Other-One time septic	0	0	40,770	202,945	209,033
Cash for Debt Service	169,404	432	83,606	202,945	209,033
Tourism Fund	8,775	8,775	8,775	8,775	8,775
NBT Bank	148,380	148,380	148,380	148,380	148,380
Stearns	12,345	12,345	12,345	12,345	12,345
Total Debt	169,500	169,500	169,500	169,500	169,500
Debt Service Coverage	1.0	.001	.49	1.20	1.23

Sales Inc (Dec.)	----	(16%)	(16%)	21%	3%
Gross Profit	86%	96%	99%	99%	99%
Expenses	80%	118%	80%	67%	67%
Profit Ratio	6%	(22%)	(6%)	31%	31%

- 2023 and 2024 financials were from the IRS Form 1065. 2025 information was internally prepared.
- Year one revenues assume the following:
- Bedford Creek experienced operational challenges during the 2024 season when their prior management company, Advanced Outdoor Management, underwent a merger at the start of the RV season. This disruption negatively impacted operations, guest experience, and occupancy. At the conclusion of the 2024 season, the Applicant transitioned management to RVPM (RVparkpm.com), who currently operates several of their resorts. Their team has done an excellent job stabilizing operations and restoring the quality of the guest experience at Bedford Creek.

- The 2025 season represented a rebuilding and stabilization year, and they are pleased to report strong progress. The campground is currently just over 81% occupied, and they anticipate adding approximately 17 additional seasonal campers this year, bringing occupancy to over 90%.
- Primary revenue in 2025 were seasonal revenue, \$409,287, transient lodging, \$13,646, and transient RV sites, \$9581.
- Primary expenses in 2024 were salaries and wages, \$124,886, repairs and maintenance, \$98,625, taxes/licenses, \$72,772, interest, \$80,442, depreciation, \$27,428, management fees, \$56,166, utilities, \$57,619, professional fees, \$32,179, insurances, \$25,931, advertising, \$20,148, and amortization, \$29,116. In 2025, primary expenses were salaries and wages, \$148,796, repairs and maintenance, \$22,805, utilities, \$73,335, insurance, \$25,605, property tax, \$45,316, property management, \$38,975, and interest expense, \$73,140.
- The projections assume a 21% increase in revenues in year 1 (2026) with an increase in seasonal occupancy. Payroll will remain the largest expense at \$160,561 in year one and \$165,378 in year two. Debt service will include the loans with NBT Bank, DANC, and the Stearns equipment loan.

Cashflow

- Cash flow is based upon projections. There will be sufficient cash available to pay the debt if the projections hold true.

	2023	2024	2025
Assets			
Current	490,475	287,618	(9,232)
Fixed	1,408,259	1,380,831	1,452,201
Other	362,594	333,478	329,863
Total Assets	2,261,328	2,001,927	1,772,832
Liabilities			
Current	220,464	181,880	70,249
Long Term	1,909,642	1,825,348	1,738,188
Total Liabilities	2,130,106	2,007,228	1,808,437
Equity	131,222	(5,301)	(35,605)
Total Liabilities & Equity	2,261,328	2,001,927	1,772,832

Working Capital	270,011	105,738	(\$61,017)
Current Assets	2.22	1.58	(.13)
Debt to Equity	16.23	(378.7)	(50.8)

- As of 12/31/2025, current assets included cash of \$22,379, and accounts receivable, (\$127,526). The applicant stated that they combine A/R and unearned revenue together and when the figure is negative it indicates there is a greater total of booking deposits for future bookings than there are people that owe. Other assets are primarily goodwill.
- Current portion of long-term debt includes accounts payable, \$44,801. Long-term debt includes the NBT Bank loan and the Stearns Bank loan.

Personal Credit:

George reports total assets of \$11.4 million and liabilities of \$638,000. Primary assets are in cash/securities, \$643,000, real estate, \$1.1 million, and investments in other businesses/properties, \$8.4 million. He reports income of \$665,000 to include real estate income of \$175,000 and capital gains of \$450,000. Liabilities are primarily in mortgages of \$615,000. George has a TransUnion credit score of 760. He has 1 derogatory comment on his account for an over 60 days past due on an installment loan that is closed. It did not show a charge-off. George shows \$726,538 in open debt primarily in mortgages of \$700,127.

The Logic Score for Bedford Creek LLC is a low-risk score of 89, with an average assessment of business failure. The days beyond terms are 5 or fewer. There are no derogatory public records, collection accounts, or pending lawsuits. It has 1 Financial Services Account, which has been paid as agreed. Currently, there is no balance owed.

Collateral:

	<u>Cost</u>	<u>Discount</u>
Real Property (70%)	\$2,870,000	\$2,009,000
Collateral Available	\$2,870,000	\$2,009,000
NBT Bank Loan	<u>\$1,703,694</u>	<u>\$1,703,694</u>
Collateral Available-DANC	\$1,166,306	\$305,306

Tourism Fund -\$159,000

Loan to Value **14%** **52%**

Cost based on appraisal completed by Michael Varley on June 15, 2021 for NBT Bank. The fee simple estate Prospective Market Value of the real estate only is \$2,870,000.

Parcel fair market values per Jefferson County Real Property:

- 88.20-1-4.4-\$505,618
- 88.20-1-9-\$612,360
- 88.20-1-4.6-\$2,584
- 88.20-1-6-\$119,326
- 88.20-1-4.5-\$148,315
- 88.20-1-4.3-\$37,753
- 88.20-1-4.1-\$301,011

Contingencies:

- Cash equity of up to \$238,599
- All required permits and approvals
- Labor Peace does not apply as it has less than 15 FTE employees.
- Personal guaranty of George Whaling