



Mission Statement

(Reviewed and Reaffirmed in Public Session on March 25, 2025)

The mission of the St. Lawrence County Industrial Development Agency (“IDA”) is to promote, encourage, attract, and develop job opportunities and economically sound commerce and industry in St. Lawrence County. To accomplish its mission, the IDA constructs and owns industrial sites and buildings, administers loan packaging and industrial revenue bond financing, and provides a variety of tax-reduction incentives.



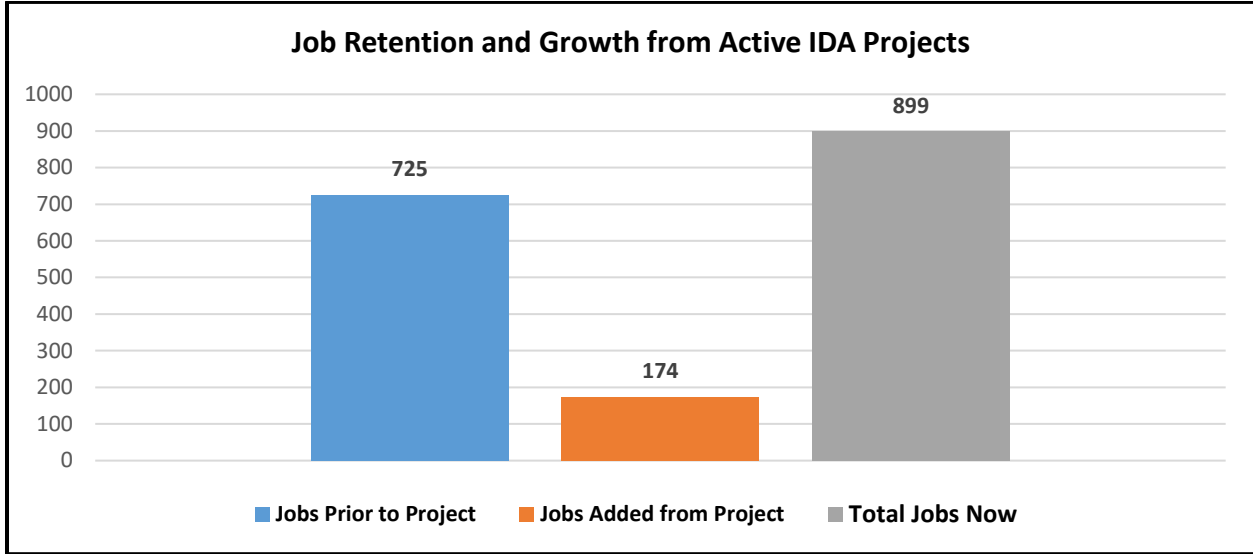
Performance Goals

- To create new employment opportunities for St. Lawrence County citizens through the attraction of or the creation of new businesses
- To create new employment opportunities for St. Lawrence County citizens through the expansion of existing businesses
- To retain existing employment opportunities
- To leverage the greatest level of private investment in St. Lawrence County businesses
- To educate County businesses, elected officials, and community representatives regarding available economic development resources
- Act as a liaison with businesses and government to help coordinate economic development services and reduce bureaucracy
- Work cooperatively with area economic development agencies to market County assets and economic development resources to potential new or expanding businesses
- Ensure a transparent and accountable operation with responsibly-managed Agency assets

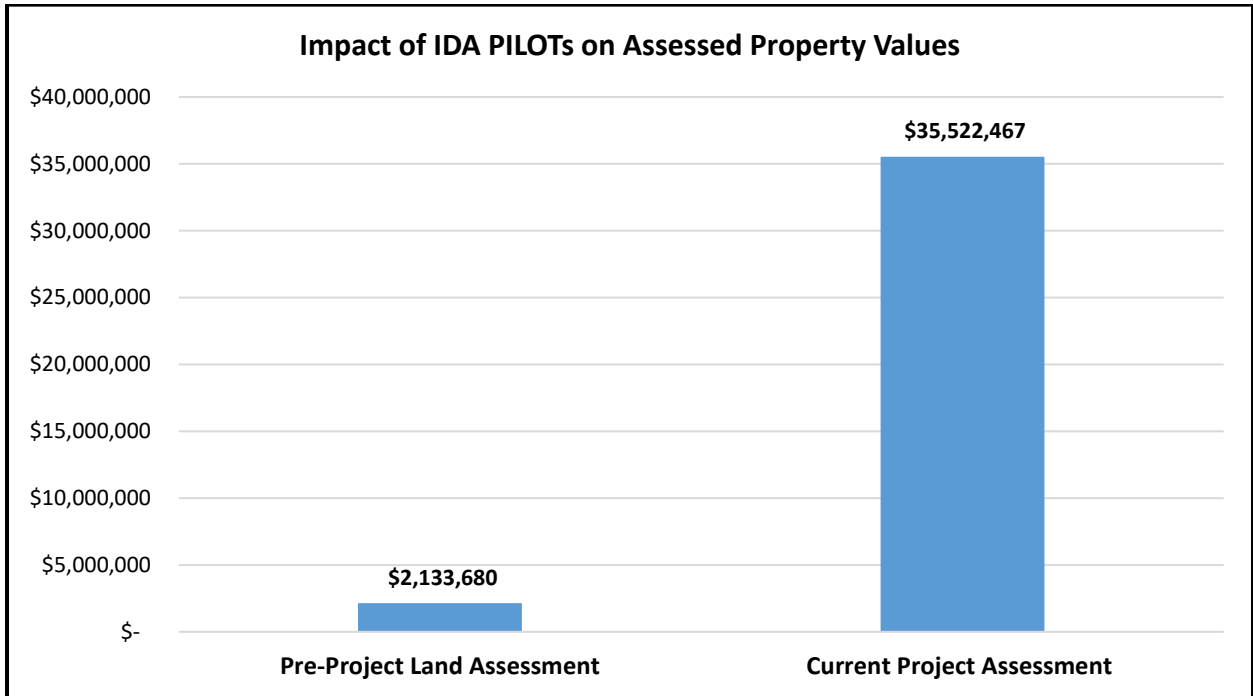
2025 Performance Review (January 2025 – December 2025)

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

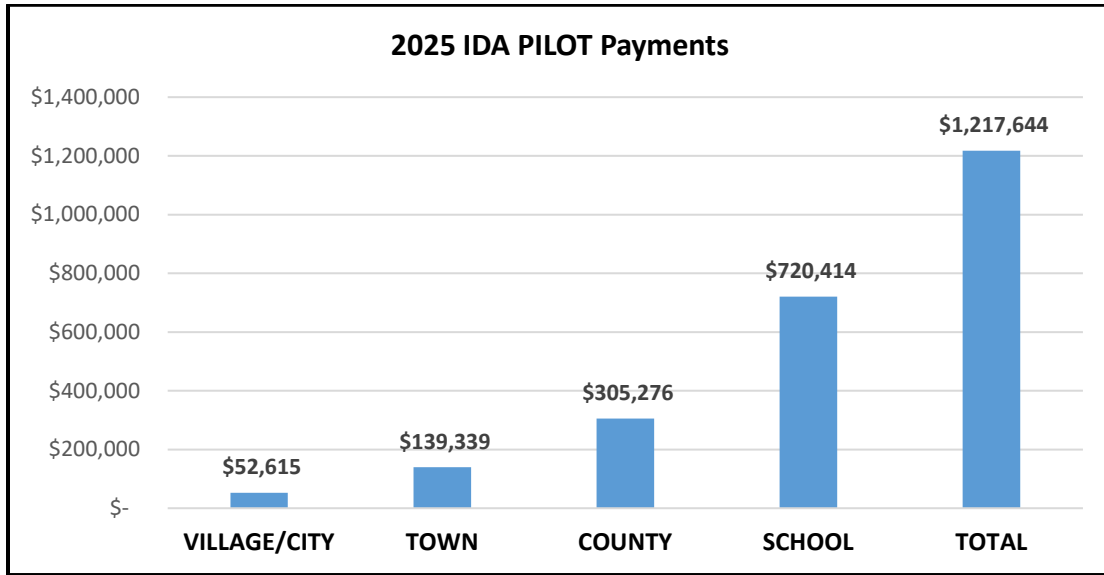
Active IDA projects significantly contribute to job creation and retention in St. Lawrence County. In 2025, 50 active IDA projects supported the retention of 725 jobs and the creation of 174 new jobs, for a total impact of nearly 900 jobs.



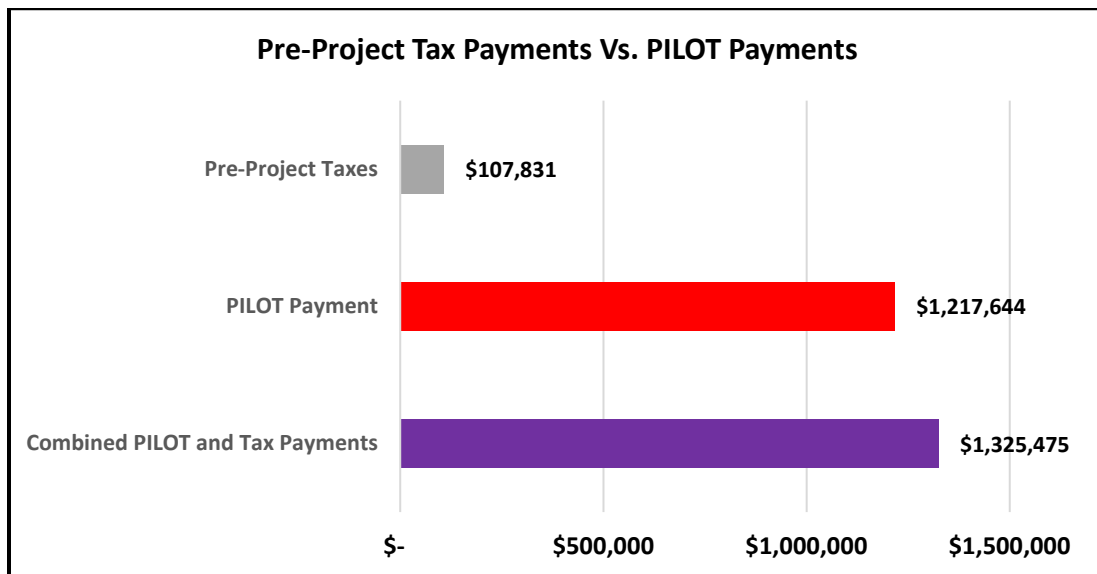
In addition to positive job impacts, these projects with IDA PILOTs also represent an increase of over \$33 million in assessed property value in the County. By the end of the PILOTs, the increase will reach over \$85 million based on the current assessed value of the projects.



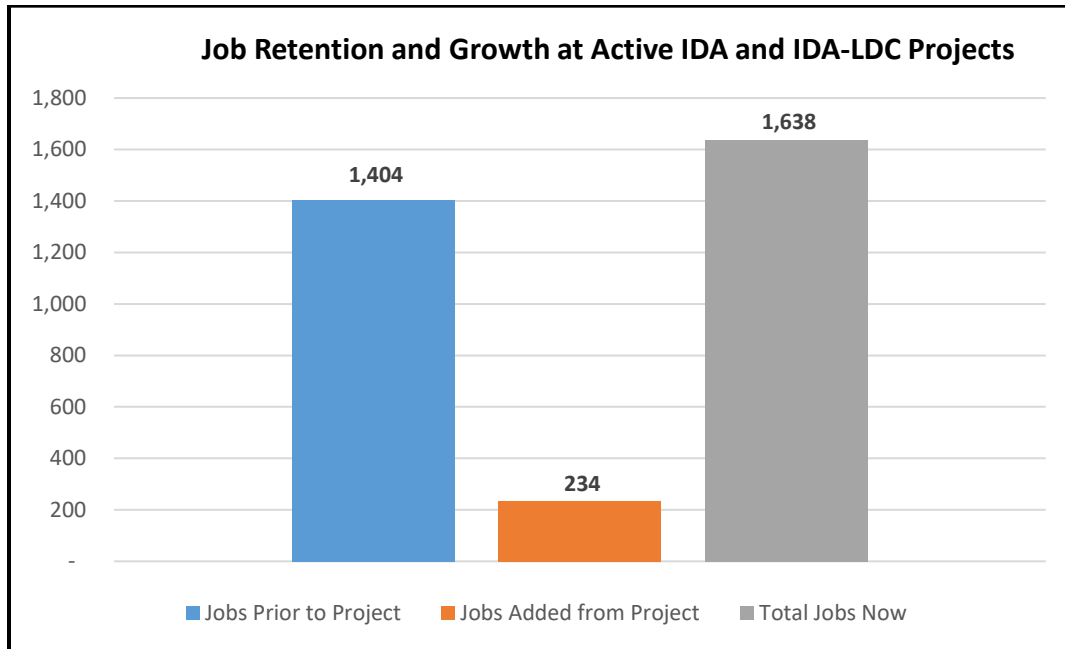
The 40 active IDA PILOTs in 2025 resulted in significant investment in the tax base and payments to local communities, schools, and the County. *Over \$1.2 million in PILOT payments related to IDA projects were made in 2025.* Of this amount, approximately \$52,000 went to local villages or the City of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



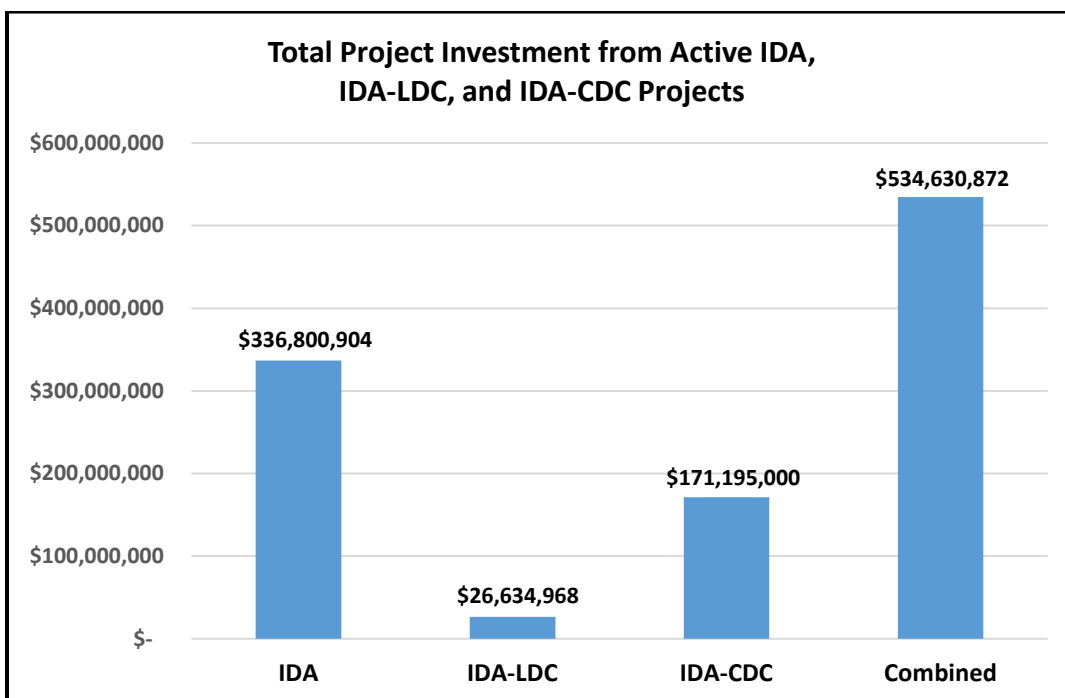
Prior to the inception of the IDA PILOTs, the underlying property for these projects generated \$108,000 in property taxes for the taxing jurisdictions (local, town, school, and county). The PILOT payments now represent an eleven-fold increase in revenue to the taxing jurisdictions.



The numbers and charts on the previous pages represent the performance of active IDA projects only, the consolidated numbers for IDA and IDA-Local Development Corporation (“IDA-LDC”) numbers are much higher. Overlapping projects, which include IDA and IDA-LDC participation (for example, an IDA PILOT and an IDA-LDC loan), have been reconciled to avoid double-counting in the numbers and graphics below.



The combined totals of active IDA, IDA-LDC, and IDA Civic Development Corporation (“IDA-CDC”) projects (again reconciled to prevent double counting of overlapping projects) represent over \$535 million in economic activity in St. Lawrence County. This is for active projects only and does not include historical project activity where IDA assistance has been completed or for IDA-LDC loans and IDA-CDC bonds which have been repaid.



Projects, Activities, and Initiatives

The IDA assembled a loan package for *Empire State Mines, LLC*, a subsidiary of Titan Mining Corporation, to help finance a commercial demonstration graphite processing facility at the company's Fowler mine. The \$2 million loan included \$1,500,000 authorized by the IDA-LDC and St. Lawrence River Valley Redevelopment Agency ("RVRDA") and \$500,000 from the North Country Economic Development Fund, administered by the Development Authority of the North Country ("DANC").

The last production of American, commercially-mined graphite was in 1956. China currently controls 77% of global natural flake graphite production. Other key supplier nations are Mozambique and Madagascar.

The United States imports 100% of its current graphite requirement creating a unique opportunity for ESM to play a key role in delivering to domestic needs. North American demand for graphite is projected to grow as demand for lithium-ion batteries continues to grow.

The demonstration phase began in 2025, and a series of other phases possible over the next one to four years. The company currently employs 135 people, and the project is expected to create an additional five jobs.



Titan Mining Commences Graphite Processing at Empire State Mines in New York

*Positions Titan as America's Only End-to-End Domestic
Producer of Natural Graphite;
Enhances Domestic Supply of Critical Minerals*

Gouverneur, NY, December 11, 2025 – Titan Mining Corporation (TSX:TI, NYSE-A:TII), ("Titan" or the "Company") an existing zinc concentrate producer in upstate New York and an emerging natural flake graphite producer (a key component of the broader rare earths and critical minerals ecosystem), announced that ore feeding has commenced at its Kilbourne graphite demonstration facility, advancing the project toward first graphite concentrate production. This marks a historic step toward restoring end-to-end U.S. natural flake graphite production for the first time in more than 70 years.

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



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

St. Lawrence Suds (dba Bent Beam Brewing) was approved for an extension of a Sales and Use Tax Exemption provided by IDA, and a final loan package from the IDA-LDC.

The company anticipates opening in 2026 and hiring up to 12 employees during the first three years of operation.



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

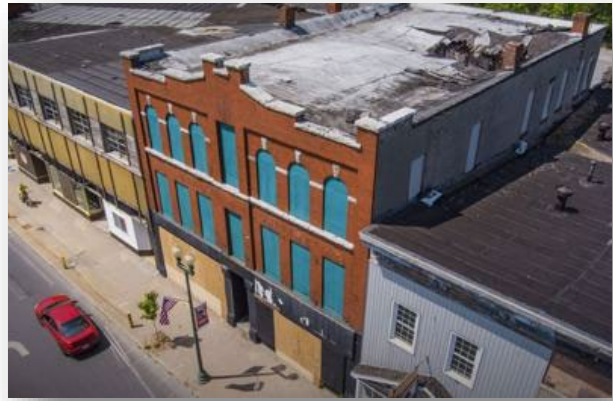
The Midtown Plaza project involves the proposed demolition of current buildings and construction of an innovation center and 55 low-income housing units.

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



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

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



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

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

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



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

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

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



Loan and Lease Portfolio Summary

The St. Lawrence County IDA and its affiliated development corporations have a robust portfolio of loans and building and equipment leases. In addition to IDA lease-purchase agreements with a combined outstanding balance of over \$1.1 million, the IDA-LDC has approximately 35 active loans and leases totaling over \$4.1 million in outstanding balances across a number of different loan funds and programs it administers. The combined original balance of all of these loans and leases was nearly \$10 million. In addition to its own funds, the IDA-LDC also administers the St. Lawrence River Valley Redevelopment Agency Fund, Greater Massena Economic Development Fund, St. Lawrence County Microenterprise Revolving Loan Fund, and the Brasher Microenterprise Revolving Loan Fund.

The following loans or long-term leases were paid off in 2025:

- Atlantic Testing, Canton \$344,500
- Atlantic Testing, Canton \$322,000
- Canexsys, Ogdensburg \$450,000
- Cornell Cooperative Extension, Canton \$25,000
- Curran Renewable Energy, Massena \$1,500,000
- NY Power Tools, Massena \$350,000
- Pepsi Bottlers, Ogdensburg \$200,000

Business Outreach and Workforce Development

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

A Business Resource Mixer was held on April 29th at the Best Western University Inn in Canton. Representatives of local businesses, colleges and universities attended the mixer, along with local, regional, and state business resource partners. Four local businesses (Atlantic Testing Laboratories, Con-Tech Building Systems, Frederic Remington Art Museum, and Summit Shre Labs) formed a panel of speakers to discuss their experiences with operating a business utilizing the business resources available in the County. IDA staff assisted with the coordination of the event, which will be a St. Lawrence County Chamber event going forward.



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

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

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



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



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

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

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

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

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



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

Staff attended a ***Business-University Connections Event*** at SUNY Canton which highlighted internships and experiential learning for students and local businesses.

A panel of students and local businesses shared the takeaways that benefited both parties and encouraged other businesses to consider an internship program.



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

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

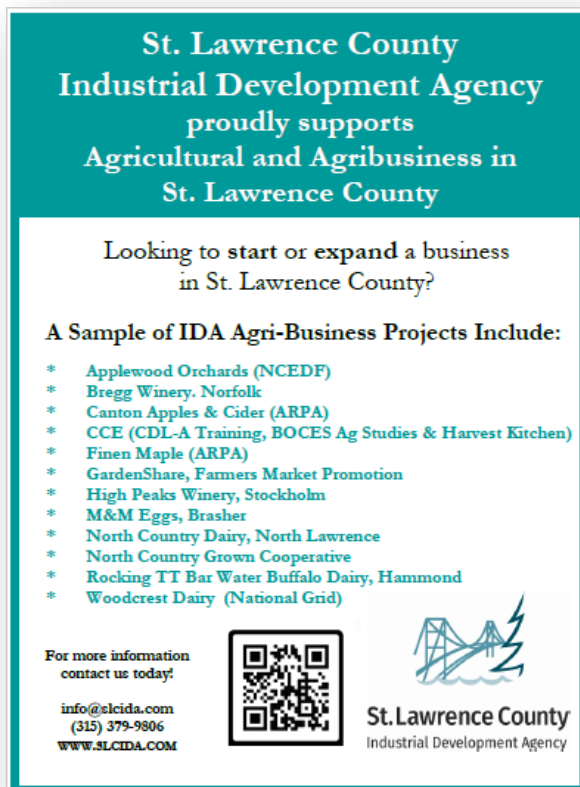
IDA Staff presented at the quarterly high school guidance counselor's meeting in December with the St. Lawrence County One-Stop Career Center and the BOCES Adult Education. All 18-area high school guidance counselors and three BOCES CTE counselors were in attendance. The presentation focused on connecting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

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



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

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



St. Lawrence County Industrial Development Agency
proudly supports
Agricultural and Agribusiness in St. Lawrence County



Looking to start or expand a business in St. Lawrence County?

A Sample of IDA Agri-Business Projects Include:

- * Applewood Orchards (NCEDF)
- * Bregg Winery, Norfolk
- * Canton Apples & Cider (ARPA)
- * CCE (CDL-A Training, BOCES Ag Studies & Harvest Kitchen)
- * Finen Maple (ARPA)
- * GardenShare, Farmers Market Promotion
- * High Peaks Winery, Stockholm
- * M&M Eggs, Brasher
- * North Country Dairy, North Lawrence
- * North Country Grown Cooperative
- * Rocking TT Bar Water Buffalo Dairy, Hammond
- * Woodcrest Dairy (National Grid)

For more information contact us today!

info@slcida.com
(315) 379-9806
www.slcida.com

St. Lawrence County
Industrial Development Agency

The IDA continued sponsorship of the **St. Lawrence County Ag Tour**. Other sponsors for the tour included:

- St. Lawrence County Board of Legislators
- Cornell Cooperative Extension of St. Lawrence County
- St. Lawrence County Agricultural and Farmland Protection Board
- St. Lawrence County Soil and Water Conservation District

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

The St. Lawrence County Center for Entrepreneurial Leadership (“STL-CEL”), a program collaboration with the University of Buffalo School of Management Center for Entrepreneurial Leadership, SUNY Canton, the IDA, and other member organizations of the St. Lawrence County Small Business Working Group, assembled 12 participants to be a part of the next cohort, set to begin in January 2026.



The IDA-LDC’s Marijean Remington will help facilitate the 2026 class held weekly at the IDA main conference room from January through June.

Miscellaneous Workforce and Skill Development

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

Regional Partnerships and Project Assistance

The IDA remains active with a number of local and regional organizations, including the North Country Alliance, Drum Country Business, the St. Lawrence County Chamber of Commerce, the North Country Chamber of Commerce, the St. Lawrence County Economic Development Study Advisory Board, the St. Lawrence County Business Connections: Spotlight on Resources committee, and numerous other committees and working groups focused on community, economic, and workforce development in the county and region.

In addition to building local and regional awareness of service providers and their programs, these partnerships often result in direct financial support of projects in St. Lawrence County. Examples of current projects receiving assistance from DANC as a result of collaborative efforts with the IDA include:

- *St. Lawrence Suds dba Bent Beam Brewing*: closed on \$250,000 loan from the North Country Value Added Ag Fund
- *St. Lawrence County IDA*: received \$200,000 loan/grant from the North Country Redevelopment Fund for the 30 Buck Street building redevelopment
- *Massena Arts and Theater Association*: committed \$500,000 from the Economic Development Fund and \$100,000 from the North Country Redevelopment Fund
- *Empire State Mines*: closed on \$500,000 from the North Country Economic Development Fund as part of the Graphite Commercial Demonstration Facility project
- *Hammond Fair Association, Inc.*: committed \$50,000 from the Economic Development Fund

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

IDA CEO Patrick Kelly currently serves as a Board Member and former Chair of the **New York State Economic Development Council (“NYSEDC”)**. NYSEDC is the state's principal organization representing economic development professionals. The organization’s 900 members includes Industrial Development Agencies, Local Development Corporations, commercial and investment banks, underwriters, law firms, utilities, chambers of commerce, higher education institutions, and private corporations. The purpose of NYSEDC is to promote the economic development of the state and its communities, to encourage sound practices in the conduct of regional and statewide development programs, and to develop education programs that enhance the professional development skills of its members.



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

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

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

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

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

Administrative Activities

At the **IDA's Annual Meeting**, the following officers were elected to a one-year term: Brian W. Staples (Chair); Lynn Blevins (Vice-Chair); Ernest J. LaBaff (Secretary).

Andrew McMahon was reappointed by the County Board of Legislators to serve another three-year term on the IDA board.

As part of our **Public Authority Law compliance** program, annual policy reviews are conducted by the IDA and its affiliated organizations. In the first quarter, the Property Disposition, Whistleblower, Code of Ethics, Defense & Indemnification, and Compensation, Reimbursement & Attendance policies were reviewed. Updates to the Open Meetings Law Policy and FOIL policy were also approved, and performance documents for 2024 were reviewed. In the fourth quarter, the Conflicts of Interest Policy, Procurement Policy, Investment Policy, and Assessment of the Effectiveness of Internal Controls policies were reviewed. Staff members also participated in interactive harassment prevention training, in conjunction with the policy and training materials.

Board members approved the 2024 Independent Audit reports in March, and members of the Board of Legislators were provided with the reports electronically. In addition, the reports are available on our website at www.SLCIDA.com.

Marketing and Promotion

The IDA also continued aggressive **marketing efforts** to better inform local businesses of our resources, to attract outside businesses and investment to St. Lawrence County, and to seek out alumni and former residents of the area to return to the County. Some of these efforts include:

- Staff exhibited and/or walked various tradeshows, including the Aeromart Montreal Show, the Select-USA show in Washington D.C., and the Canadian Association of Defense and Security Industries (“CANSEC”) show in Ottawa, to engage with a variety of companies to discuss business expansion opportunities in St. Lawrence County. Additionally, staff attended both the Adirondack Days in Albany and Adirondack Planning Forum in Saranac Lake, the Empire State Development Global NY North Country Roadshow in Lake Placid, the ADM Design and Manufacturing show in Toronto, the Empire State Development/Commercial Services trade event in Montreal, and the Select USA/Canada tradeshow in November.
- As part of our promotional efforts in Canada, along with a marketing grant received by National Grid, the IDA issued an RFP for lead generation services in Canada, a tool that will allow us to increase our business expansion messaging across the border. The lead generation will become an integral tool for making the appropriate contacts to generate leads from Canadian businesses that are interested in expansion in the United States.



- Representatives from Fort Drum attended the Business Mixer event in April and discussed the process of transitioning soldiers into the regional workforce. This relationship with Fort Drum was developed as part of this initiative.
- Distributing informational flyers with the “Come Back Home and Bring Your Business” theme at local alumni events, reunions, and festivals this summer to foster attraction efforts.
- The creation and utilization of advertising and media promotion pieces, including placements in North Country This Week and Northern New York Newspapers.
- Maintaining memberships in Canadian trade organizations to facilitate access to events and to maintain key contacts with Canadian companies and multiplier organizations.
- We continue to promote business resources in St. Lawrence County and to position the County as a location for new investment and a destination from outside the area. Postings offer information pieces as well as general updates and promotional messaging.

Notable highlights to the IDA website and related social media platforms include:

- Updated Facts and Figures pages with updated census data.
- Continuing the “Come Home to St. Lawrence County” campaign to encourage local college alumni and previous residents to come back to the County.
- Utilizing paid and organic posts for the alumni events.
- Continuing to develop social content highlighting prominent community events that benefit workforce development.
- Weekly posts have included information about key sectors in the local economy, and more quality-of-life posts on Instagram resulted in growth on the page.
- Utilizing Instagram stories and tagging larger institutions has driven more impressions and engagement on posts, leading to more followers.

Website and social media analytics include:

- For the calendar year 2025, the site had 15,789 visitors. The number of sessions is 21,960 with a 2.50 average rate of page views per user, signifying that users visited the site more than once and view multiple pages each visit.
- Users spent an average of 3 minutes 39 seconds on the site, a slight decrease from 2024 where the average session duration was 3 minutes 44 seconds.
- The Jobs page surpassed the Home page for most views, with users spending the most time on that page. The Home page received the second most visitors, with the alternate jobs page and properties page following. Jobs overall accounted for 14,012 views coming from 3,083 users.

Audience sources:

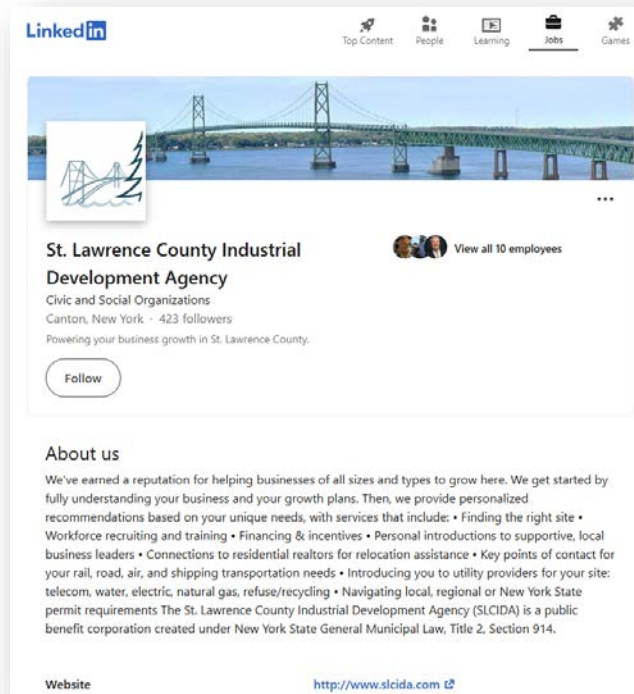
The best sources of traffic were organic searches leading traffic to the site, with direct traffic and user acquisition being the second highest source of traffic, with organic video third and referral traffic fourth.

Social Media Analytics Key Takeaways over the course of the year:

- There was an increase in follower growth across Facebook, Instagram, and LinkedIn, with slightly less engagement on Facebook, but more increases on Instagram and LinkedIn. This is attributed to an increase in frequency of regular postings across the platforms.
- For Facebook and Instagram, we will incorporate more video into the posts and will look at using some content from the business spotlights to increase posting engagement. For certain posts, it may be worthwhile investing in ad-spend as that has proven to be effective for increasing reach.
- We posted an average of 2-3 times per week on the SLCIDA Facebook page throughout the year. Analytics show there was an increase in audience growth (5.7%) compared to the prior year. Content reached 20.6k views and link clicks increased 10.5% from last year. The page gained 24 new followers.
- On LinkedIn, impressions increased to 18,487 and the page increased from 383 reactions to 723. The page and profile visits for 2025 ended at 225. Most of the views come from desktop users as opposed to mobile and most visitors come from the Higher Education industry and have business development roles. We attribute these increases to the increased frequency of posting we are doing on LinkedIn.
- On Instagram, page reach was at 2.8k. The page gained 33 new followers in 2025.

Once a month SLCIDA staff post available properties on LinkedIn to garner interest in both the properties and other offerings of the IDA. Our plan is to continue to feature one property per month in various locations around the County.

St. Lawrence
ARPA IDA
Administration
Update



Country

Program

St. Lawrence County
American Rescue Plan Act



Economic Development and Tourism Funding
Program Allocation Outline

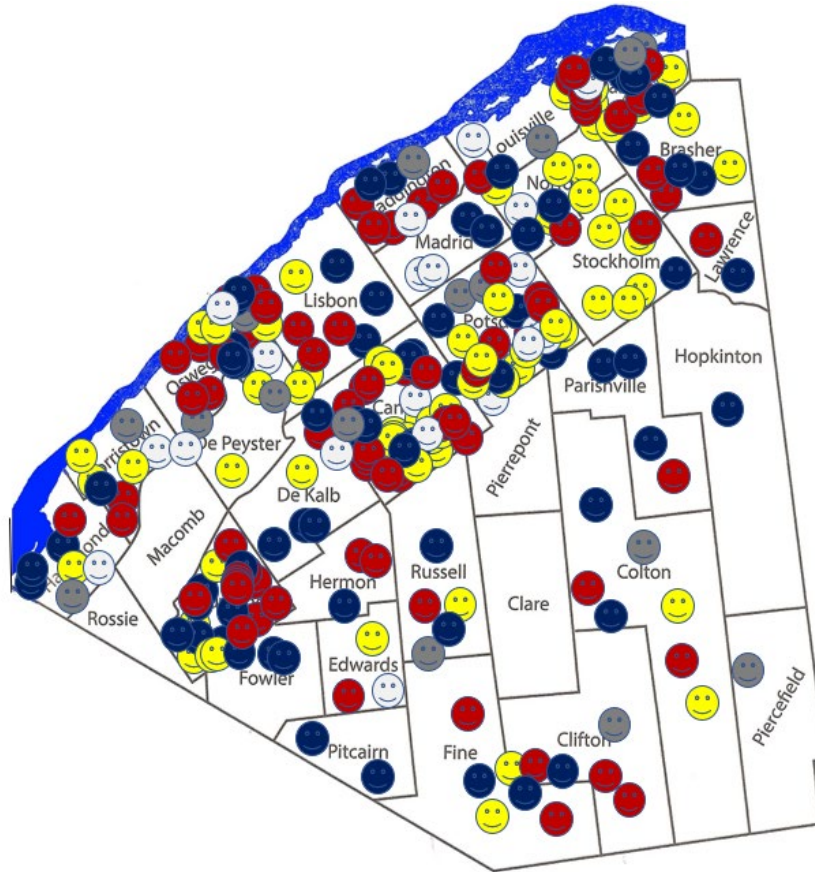
The St. Lawrence County Finance Committee approved a resolution on May 2, 2022, “Accepting the ARPA Committee Recommendations for the American Rescue Plan Act (“ARPA”) Funds.” The St. Lawrence County Board of Legislators then allocated ARPA funds to be administered by the IDA, to assist organizations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

All of the \$3,242,000 million in ARPA funds provided to the IDA by the Board of Legislators to be distributed through a number of program categories has been allocated. Highlights of the ARPA funds distribution include the following:

- Approximately \$3,175,000 million was expended by the end of 2025
- Over 70 entities benefited from the Small Business and Non-Profit awards
- 80 benefited from the Facility and Infrastructure Improvement award
- 40 benefited from the Tourism awards
- Nearly 70 individuals benefited from the CDL Training Program

As a result of Board of Legislators decision to support local businesses through the use of ARPA funds, the IDA has administered this allocation program to support economic development, tourism, workforce training, and small-business recovery across the county over the past three and a half years. Through this role, the IDA accepted applications, conducted due diligence, and distributed grants for projects ranging from business expansion and equipment upgrades to workforce development programs and tourism-related infrastructure and promotion. It also allocated funding among program categories based on demonstrated demand and complementary non-ARPA resources, ensuring that ARPA dollars were deployed efficiently to address COVID-19 impacts and strengthen long-term economic vitality in St. Lawrence County.

SLCIDA St. Lawrence County ARPA Program Activity As of December 31, 2025



Program	Allocation to Date	Location
Small Business and Nonprofit Assistance Program Funds Remaining: \$0	\$250,000	😊
Facility and Infrastructure Improvements Fund Funds Remaining: \$0	\$1,450,000	🔴
Workforce Training and Development New/Existing Worker Funds Remaining: \$0	\$350,000	🟦
Tourism, Travel, and Hospitality Capacity Building Grant Funds Remaining: \$0	\$350,000	👤
Tourism, Travel, and Hospitality Promotion Grants Funds Remaining: \$0	\$350,000	😊
BOCES Heavy Equipment Operator Training Funds Remaining: \$0	\$100,000	
Certified Clinical Medical Assistant Training Funds Remaining: \$0	\$25,000	
Workforce Talent Pipeline Funds Remaining: \$0	\$25,000	
Child Care Training Program Funds Remaining: \$0	\$55,000	
Commercial Driver License CDL-A Training Funds Remaining: \$0	\$287,000	
Total ARPA Allocation: \$3,242,000 Funds Remaining to Allocate: \$0	\$3,242,000	

**ST. LAWRENCE COUNTY
INDUSTRIAL DEVELOPMENT AGENCY
ARPA Award Summary: Beginning to 12/31/25**

SMALL BUSINESS AND NON-PROFIT ASSISTANCE PROGRAM		AWARDED
		Budgeted \$ 250,000
209 Main Street Corp - Ella's (Morristown)	Resolution IDA-24-12-34	\$ 10,000.00
24 Main Street Bed and Breakfast (Canton)	Resolution IDA-23-03-09	\$ 2,500.00
Alex's Ice Service (Massena)	Resolution IDA-22-12-28	\$ 2,500.00
Anchorspace (Potsdam)	Resolution IDA-23-06-22	\$ 2,500.00
Ashley's Ice (Ogdensburg)	Resolution IDA-23-03-09	\$ 2,500.00
B&D Foster Enterprises (Potsdam)	Resolution IDA-23-12-45	\$ 7,500.00
B&M Music (Potsdam)	Resolution IDA-24-12-34	\$ 2,500.00
BB Rey, LLC (Gouverneur)	Resolution IDA-22-11-26	\$ 2,500.00
Body by Johnnie (Ogdensburg)	Resolution IDA-22-12-28	\$ 2,500.00
Canton Day Care Center (Canton)	Resolution IDA-23-03-09	\$ 2,500.00
Char's Bar (Morley)	Resolution IDA-23-03-09	\$ 5,000.00
Commercial Press Inc. (Canton)	Resolution IDA-23-03-09	\$ 2,500.00
Criscitello & Criscitello (From the Heart) (Potsdam)	Resolution IDA-24-12-34	\$ 5,000.00
Dave's All Season Care (Norwood)	Resolution IDA-23-06-16	\$ 2,500.00
Decker Family Farms (Gouverneur)	Resolution IDA-24-06-19	\$ 7,500.00
Deep Root Center (Canton)	Resolution IDA-24-06-19	\$ 2,500.00
Edwards Arts Council (Edwards)	Resolution IDA-23-05-19	\$ 2,500.00
Ellen Mills Rentals (Lisbon)	Resolution IDA-22-11-26	\$ 2,500.00
Eshelman's Home & Lawn Services (DeKalb)	Resolution IDA-23-03-09	\$ 2,500.00
Far & Away Properties (Canton)	Resolution IDA-23-03-09	\$ 2,500.00
Finen Maple Products, LLC (Norwood)	Resolution IDA-23-03-09	\$ 2,500.00
Fourth Coast Entertainment Media (Canton)	Resolution IDA-23-03-09	\$ 5,000.00

SMALL BUSINESS AND NON-PROFIT ASSISTANCE PROGRAM			AWARDED
Forevermore Studio (Massena)	Resolution IDA-22-11-26	\$	2,500.00
Foster the Plant Café (Potsdam)	Resolution IDA-22-11-26	\$	2,500.00
Frederic Remington Art Museum (Ogdensburg)	Resolution IDA-24-02-05	\$	10,000.00
Frisina General Contracting LLC. (Ogdensburg)	Resolution IDA-23-03-09	\$	2,500.00
GardenShare (Canton)	Resolution IDA-22-09-18	\$	2,500.00
Gouverneur Ice Cream Bowl (Gouverneur)	Resolution IDA-23-03-09	\$	2,500.00
Grasse River Outfitters (Canton)	Resolution IDA-23-03-09	\$	2,500.00
Hammond Historical Museum (Hammond)	Resolution IDA-23-03-09	\$	2,500.00
Helena General Store (Helena)	Resolution IDA-22-09-18	\$	2,500.00
Heuvelton Historical Association (Heuvelton)	Resolution IDA-23-03-09	\$	2,500.00
High Peaks Winery (Stockholm)	Resolution IDA-23-03-09	\$	2,500.00
In-Law Brewery Company, LLC (Louisville)	Resolution IDA-23-03-09	\$	2,500.00
J&J Appliance Services, LLC (Winthrop)	Resolution IDA-22-11-26	\$	5,000.00
J&J Lawn Services (Potsdam)	Resolution IDA-23-05-19	\$	2,500.00
Langevin Excavation, LLC (Fine)	Resolution IDA-23-09-31	\$	2,500.00
M&M Eggs (Brasher)	Resolution IDA-23-05-19	\$	2,500.00
Martin's Lawn Care (Potsdam)	Resolution IDA-23-05-19	\$	2,500.00
Maple Ridge Kennels (Canton)	Resolution IDA-22-11-26	\$	2,500.00
Meola Enterprises LLC. (Gouverneur)	Resolution IDA-23-03-09	\$	5,000.00
Mullins Catering & Take-Out LLC (Gouverneur)	Resolution IDA-23-05-19	\$	5,000.00
Natural Massage Therapy (Winthrop)	Resolution IDA-23-03-09	\$	2,500.00
North Country Custom Builders (Winthrop)	Resolution IDA-23-12-45	\$	2,500.00
North Country Massage Therapy (Stockholm)	Resolution IDA-24-02-05	\$	2,500.00
North Country Showcase (Massena)	Resolution IDA-22-11-26	\$	5,000.00

SMALL BUSINESS AND NON-PROFIT ASSISTANCE PROGRAM			AWARDED
Northern Sons Construction, LLC. (Colton)	Resolution IDA-23-03-09	\$	2,500.00
Patriot Paving (Norfolk)	Resolution IDA-23-05-19	\$	10,000.00
Potsdam Consumer Cooperative, Inc. (Potsdam)	Resolution IDA-22-11-26	\$	2,500.00
Potsdam Specialty Paper Inc. (Potsdam)	Resolution IDA-24-12-34	\$	7,500.00
Railroad Productions Co. (Canton)	Resolution IDA-22-11-26	\$	5,000.00
Route 68 Deli (Lisbon)	Resolution IDA-22-09-18	\$	2,500.00
R&R Automotive (Potsdam)	Resolution IDA-23-03-09	\$	5,000.00
Russell's Groom and Board (Brasher)	Resolution IDA 24-09-20	\$	2,500.00
Shades Tanning & Hair Salon (Massena)	Resolution IDA-23-03-09	\$	2,500.00
Sharrow's Home Repair & Renovation, LLC (Clifton)	Resolution IDA-23-05-19	\$	2,500.00
Shoulette's Redemption Center (Canton)	Resolution IDA-22-09-18	\$	2,500.00
Simplicity Clothing (Massena)	Resolution IDA-22-11-26	\$	2,500.00
Spanky's Restaurant (Massena)	Resolution IDA-23-03-09	\$	2,500.00
St. Lawrence County Community Development Program, Inc. (Canton)	Resolution IDA-23-08-28	\$	10,000.00
Strandz Salon (Gouverneur)	Resolution IDA-22-11-26	\$	2,500.00
Summit Business Solutions, LLC. (Potsdam)	Resolution IDA-23-03-09	\$	2,500.00
The Flower Girls (Gouverneur)	Resolution IDA-23-08-28	\$	2,500.00
U.S. Repair (Norfolk)	Resolution IDA-23-03-09	\$	2,500.00
Walton's Auto Care, LLC (Gouverneur)	Resolution IDA-23-08-28	\$	7,500.00
White Pillars Bed & Breakfast (Canton)	Resolution IDA-23-10-35	\$	2,500.00
Wright Brothers & Sons Automotive (Colton)	Resolution IDA-24-04-23	\$	2,500.00
McLears Cottage Colony (Morristown)	Resolution IDA-24-09-21	\$	2,500.00
Butternut Cove (Morristown)	Resolution IDA-24-09-21	\$	2,500.00
Friot's Family Farm (Russell)	Resolution IDA-24-09-21	\$	2,500.00
Proline Stiping (Depeyster)	Resolution IDA-24-09-21	\$	2,500.00
Total Awarded			\$ 250,000

FACILITY AND INFRASTRUCTURE IMPROVEMENTS FUND		Budgeted	\$	AWARDED
				1,450,000
Adirondack Fragrance Farm (Parishville)	Resolution IDA-23-03-09	\$		14,500.00
American Legion Post 1539 (Clifton)	Resolution IDA-23-03-09	\$		38,000.00
Atlantic Testing (Canton)	Resolution IDA-23-12-45	\$		23,300.00
At the Docks, LLC. (Ogdensburg)	Resolution IDA-23-03-09	\$		19,904.25
Best Western University Inn (Canton)	Resolution IDA-24-09-20	\$		13,088.00
Birch's General Store (Clifton)	Res IDA-24-02-05 & IDA-24-03-14	\$		25,850.00
Breezy Maples Farm (Louisville)	Resolution IDA-23-03-09	\$		25,000.00
Canton Apple & Cider (Canton)	Resolution IDA-23-05-19	\$		6,285.00
Canton Day Care Center (Canton)	Resolution IDA-23-02-03	\$		13,700.00
Canton Potsdam Hospital (Potsdam)	Resolution IDA-22-12-28	\$		30,087.00
Clark House Preservation Inc. (Waddington)	Resolution IDA-23-05-19	\$		16,387.00
Cornell Cooperative Extension (Canton)	Resolution IDA-23-10-35	\$		5,857.00
Cornell Cooperative Extension (Canton)	Resolution IDA-23-02-03	\$		18,000.00
Con Tech Building Systems, Inc. (Gouverneur)	Resolution IDA-24-12-34	\$		12,000.00
Edwards Arts Council (Edwards)	Resolution IDA-23-06-22	\$		13,418.00
Empire State Mines (Fowler)	Resolution IDA-23-02-03	\$		35,000.00
Fabulous Finds Boutique (Massena)	Resolution IDA-22-11-26	\$		23,437.50
Fahrenheit 132' (Massena)	Resolution IDA-23-03-09	\$		7,000.00
Far & Away Properties (Canton)	Resolution IDA-23-03-09	\$		5,000.00
Finen Maple Products LLC (Norwood)	Resolution IDA-23-12-45	\$		15,000.00
Frederic Remington Art Museum (Ogdensburg)	Resolution IDA-23-03-09	\$		17,000.00
Fox Rust Stables (Hermon)	Resolution IDA-23-03-09	\$		10,000.00
Friends 4 Pound Paws (Gouverneur)	Resolution IDA-24-09-20	\$		10,850.00
Friot's Family Farm (Russell)	Resolution IDA-24-10-24	\$		15,000.00
Ginger McSprinkles (Oswegatchie)	Resolution IDA-24-02-05	\$		20,000.00

FACILITY AND INFRASTRUCTURE IMPROVEMENTS FUND			AWARDED
Gouverneur Community Center (Gouverneur)	Resolution IDA-23-02-03	\$	7,425.00
Grist Mill Brewery (Massena)	Resolution IDA-23-03-09	\$	25,000.00
Hermon Volunteer Fire Department (Hermon)	Resolution IDA-24-09-20	\$	7,500.00
High Peaks Winery (Stockholm)	Resolution IDA-23-03-09	\$	25,000.00
Hoot Owl, Trackside 21 (Canton)	Resolution IDA-24-02-05	\$	17,000.00
Hozmerica, LLC. (Hosmer's Marina) (Ogdensburg)	Resolution IDA-23-03-09	\$	25,000.00
IBSD Innovations (Massena)	Resolution IDA-24-04-15	\$	12,000.00
In-Law Brewery Co. (Louisville)	Resolution IDA-23-03-09	\$	25,000.00
Iron Horse - Blast Boss (Morristown)	Resolution IDA-23-03-09	\$	25,000.00
Kuno Oil Company, Inc. (Canton)	Resolution IDA-23-03-09	\$	6,000.00
Market Square Potsdam, LLC (Potsdam)	Resolution IDA-23-03-09	\$	16,000.00
Massena Meals on Wheels (Massena)	Resolution IDA-23-05-19	\$	7,500.00
Morristown Gateway Museum (Morristown)	Resolution IDA-22-11-26	\$	12,675.00
Moyer Pound (Gouverneur)	Resolution IDA-24-02-05	\$	15,000.00
Mullins Catering & Take-Out LLC. (Gouverneur)	Resolution IDA-23-05-19	\$	20,000.00
Nature's Storehouse (YC Works) (Canton)	Resolution IDA-23-05-19	\$	5,800.00
North American Forest Group (Oswegatchie)	Resolution IDA-24-10-24	\$	45,000.00
North Country Dairy (Lawrence)	Resolution IDA-24-02-05	\$	22,755.00
North Coutry Transitional Living (Ogdensburg)	Resolution IDA-23-03-09	\$	6,000.00
Northeastern Sign Corporation (Colton)	Resolution IDA-23-09-31	\$	20,000.00
Northern Sons Construction, LLC. (Colton)	Resolution IDA-23-06-22	\$	22,200.00
Northern Physical Therapy (Ogdensburg)	Resolution IDA-22-11-26	\$	43,950.00
Otto's Abode (Fine)	Resolution IDA-23-03-09	\$	13,286.28
Phillip's Diner (Ogdensburg)	Resolution IDA-22-12-28	\$	17,530.00
Pike's Place Venue, Inc. (Brasher)	Resolution IDA-22-12-28	\$	22,068.39

FACILITY AND INFRASTRUCTURE IMPROVEMENTS FUND			AWARDED
Police Activities League (Massena)	Resolution IDA-23-03-09	\$	14,062.50
Post, Thomas Realty (Massena)	Resolution IDA-23-09-31	\$	11,250.00
Potsdam Ace Limited (Potsdam)	Resolution IDA-24-02-05	\$	15,000.00
Riverside Iron, LLC (Gouverneur)	Resolution IDA-24-09-21 & IDA-24-12-34	\$	32,050.00
Route 68 Deli (Lisbon)	Resolution IDA 24-02-05	\$	13,831.38
Potsdam Specialty Paper Inc (Potsdam)	Resolution IDA 24-06-16	\$	35,000.00
Ship Wreck'd Bar & Grill (Ogdensburg)	Resolution IDA-24-09-20	\$	13,500.00
St. James Outreach and Thrift Store (Gouverneur)	Resolution IDA-23-03-09	\$	10,000.00
St. Josph's Nursing Home (Ogdensburg)	Resolution IDA 24-06-16	\$	23,000.00
St. Lawrence County Historical Association (Canton)	Resolution IDA-23-03-09	\$	7,000.00
Seaway Valley Prevention (Ogdensburg)	Resolution IDA-22-12-28	\$	22,797.00
Simplicity Boutique (Massena)	Resolution IDA-23-05-19	\$	6,500.00
Small Town Supply (Gouverneur)	Resolution IDA-23-02-03	\$	30,000.00
Star Lake Food Pantry (Fine)	Resolutions IDA-23-08-28 & IDA-23-09-31	\$	7,600.00
Strandz Salon (Gouverneur)	Resolution IDA-24-09-20	\$	7,500.00
Stone Fence Lodging Inc. (Oswegatchie)	Resolution IDA-24-09-21	\$	30,000.00
St Lawrence County CDP (Gouverneur)	Resolution IDA-24-12-34	\$	6,000.00
St Lawrence County PDC (Canton)	Resolution IDA-24-12-34	\$	19,376.00
St Lawrence County PDC-IDA (Canton)	Resolution IDA-24-12-34	\$	30,624.00
St Lawrence County LDC-RVRDA (Massena)	Resolution IDA-24-12-34	\$	4,740.70
St. Lawrence County RACES (Russell)	Resolution IDA-23-08-28	\$	2,400.00
Structural Wood (Waddington)	Resolution IDA-23-02-03	\$	33,345.00
Summit SHRED Labs (Potsdam)	Resolution IDA-24-10-24	\$	25,000.00
TAUNY (Canton)	Resolution IDA-23-03-09	\$	20,000.00
TBB River Road LLC (Main St. PERC) (Waddington)	Resolution IDA-23-03-09	\$	10,000.00

FACILITY AND INFRASTRUCTURE IMPROVEMENTS FUND			AWARDED
TBB River Road LLC (Main St Perc) (Waddington)	Resolution IDA-22-09-18	\$	5,000.00
Thompson Diesel Works (Waddington)	Resolution IDA-24-10-24	\$	25,000.00
Tradesman Contracting LLC (Rensselaer Falls)	Resolution IDA-22-12-28	\$	10,670.00
Tri-Town Kids (Brasher)	Resolution IDA-23-10-35	\$	35,000.00
United Helpers (Canton)	Resolution IDA-23-03-09	\$	20,000.00
Woodcrest Dairy LLC. (Lisbon)	Resolution IDA-23-03-09	\$	18,000.00
Yesteryear's Vintage Doors (Hammond)	Resolution IDA-23-02-03	\$	7,400.00
Total Awarded			\$ 1,450,000

WORKFORCE NEW & EXISTING WORKER PROGRAMS		Budgeted	\$	AWARDED
Adk Fragrance & Flavor Farm (Parishville)	Resolution IDA-22-09-18 New Worker Training	\$		5,000.00
Alcoa USA Corporation (Massena)	Resolution IDA-22-12-28 New Worker Training	\$		35,000.00
Canexsys (OGDENSBURG)	Resolution IDA-23-02-03 New Worker Training	\$		3,000.00
CIVES Steel Company (Gouverneur)	Resolution IDA-24-03-14 New Worker Training	\$		15,000.00
Coakley Sons, Inc (Canton)	Resolution IDA-23-03-09 New Worker Training	\$		3,000.00
Coakley Sons, Inc (Canton)	Resolution IDA-23-05-19 New Worker Training	\$		5,000.00
Coakley Sons, Inc (Canton)	Resolution IDA-23-08-28 New Worker Training	\$		2,000.00
Coakley Sons, Inc (Canton)	Resolution IDA-23-10-35 New Worker Training	\$		4,000.00
Con Tech Building Systems, Inc. (Gouverneur)	Resolution IDA-22-12-28 New Worker Training	\$		15,000.00
Defelsko Corporation (Ogdensburg)	Resolution IDA-22-12-28 New Worker Training	\$		25,000.00
Defelsko Corporation (Ogdensburg)	Resolution IDA-24-04-15 New Worker Training	\$		4,000.00
Doyle Builders Inc. (Oswegatchie)	Resolution IDA-23-12-45 New Worker Training	\$		8,000.00
Empire State Mines (Fowler)	Resolution IDA-23-02-03 New Worker Training	\$		8,000.00
Empire State Mines (Fowler)	Resolution IDA-23-10-35 New Worker Training	\$		25,000.00
ENI Mechanical, Inc. (Gouverneur)	Resolution IDA-23-05-19 New Worker Training	\$		13,000.00
Foster the Plant Café (Potsdam)	Resolution IDA-23-06-22 New Worker Training	\$		2,000.00
Kuno Oil Company, Inc. (Canton)	Resolution IDA-23-03-09 New Worker Training	\$		6,000.00
Kuno Oil Co. Inc. (Canton)	Resolution IDA-23-09-31 New Worker Training	\$		2,000.00
Kuno Oil Co. Inc. (Canton)	Resolution IDA-23-08-28 New Worker Training	\$		12,000.00
Liberty Utilities (Massena)	Resolution IDA-24-03-14 New Worker Training	\$		13,000.00
Norco Farms, LLC (Hopkinton)	Resolution IDA-23-05-19 New Worker Training	\$		4,000.00
St. Joseph's Nursing Home (Ogdensburg)	Resolution IDA-24-03-14 New Worker Training	\$		5,000.00
Tri-Town Kids (Brasher)	Resolution IDA-23-10-35 New Worker Training	\$		14,000.00
Adirondack Flavor & Fragrance Farm (Parishville)	Resolution IDA-22-12-28 Existing Worker	\$		7,500.00
Amtech Yarns (Massena)	Resolution IDA-23-05-19 Existing Worker	\$		800.00

WORKFORCE NEW & EXISTING WORKER PROGRAMS		AWARDED
Amtech Yarns (Massena)	Resolution IDA-23-12-45 Existing Worker	\$ 2,000.00
Ansen Corporation (Ogdensburg)	Resolution IDA-24-02-05 Existing Worker	\$ 7,500.00
Arconic US LLC. (Massena)	Resolution IDA-23-08-28 Existing Worker	\$ 4,040.00
Atlantic Testing Laboratories (Canton)	Resolution IDA-23-02-03 Existing Worker	\$ 1,500.00
Atlantic Testing Laboratories (Canton)	Resolution IDA-23-02-03 Existing Worker	\$ 1,950.00
Breen, Patrick (Colton)	Resolution IDA-23-06-22 Existing Worker	\$ 316.99
BRKK Tees (Massena)	Resolution IDA-24-02-05 Existing Worker	\$ 2,096.91
Canexsys (Ogdensburg)	Resolution IDA-23-02-03 Existing Worker	\$ 2,474.82
CEL CLASSES (Multiple)	Resolution IDA-23-09-31 Existing Worker	\$ 1,600.00
CEL CLASSES (Multiple)	Resolution IDA-24-09-20 CEL Class reimbursement	\$ 250.00
Clifton Fine Hospital (Fine)	Resolution IDA-24-03-14 Existing Worker	\$ 7,585.00
Doyle Builders Inc. (Oswegatchie)	Resolution IDA-23-09-31 Existing Worker- AWS Welding	\$ 1,305.00
Doyle Builders Inc. (Oswegatchie)	Resolution IDA-23-03-09 Existing Worker	\$ 1,305.00
Empire State Mines (Fowler)	Resolution IDA-23-02-03 Existing Worker	\$ 7,500.00
ENI Mechanical, Inc. (Gouverneur)	Resolution IDA-24-04-15 Existing Worker	\$ 1,840.00
ENI Mechanical, Inc. (Gouverneur)	Resolution IDA-24-03-14 Existing Worker	\$ 520.00
Foster the Plant Café (Potsdam)	Resolution IDA-22-12-28 Existing Worker	\$ 2,240.00
Hoosier Magnetics Inc (Ogdensburg)	Resolution IDA-23-10-35 Existing Worker	\$ 1,400.00
LeBerge & Curtis Inc. (Canton)	Resolution IDA-23-03-09 Existing Worker	\$ 1,848.17
Liberty Utilities (Massena)	Resolution IDA-24-04-15 Existing Worker	\$ 7,500.00
LeBerge & Curtis Inc. Canton)	Resolution IDA-23-05-19 Existing Worker	\$ 1,600.00
North Country This Week (Potsdam)	Resolution IDA-23-02-03 Existing Worker Training	\$ 7,500.00
Potsdam Specialty Paper Inc. (Potsdam)	Resolution IDA-24-06-16 Existing Worker	\$ 2,125.00
Potsdam Specialty Paper Inc. (Potsdam)	Resolution IDA-22-12-28 Existing Worker	\$ 7,500.00
Small Town Supply (Gouverneur)	Resolution IDA-23-03-09 Existing Worker	\$ 7,500.00

WORKFORCE NEW & EXISTING WORKER PROGRAMS			AWARDED
St. Lawrence County ARC (Canton)	Resolution IDA-22-09-18 Existing Worker	\$	7,500.00
SLL BOCES (Multiple)	Resolution IDA-22-12-28 Existing Worker	\$	5,810.11
St. Lawrence Soil & Water Conservation District (Canton)	Resolution IDA-24-04-15 Existing Worker	\$	1,400.00
Structural Wood (Waddington)	Resolution IDA-23-02-03 Existing Worker	\$	7,500.00
Summit SHRED LAB (Potsdam)	Resolution IDA-24-12-34 Existing Worker	\$	2,400.00
Tradesman Contracting LLC (Rensselaer Falls)	Resolution IDA-22-12-28 Existing Worker	\$	2,200.00
United Helpers - Northern Light (Canton)	Resolution IDA-23-09-31 Existing Worker	\$	3,893.00
Total Awarded			\$ 350,000
WORKFORCE - HEAVY EQUIPMENT TRAINING			AWARDED
Budgeted			\$ 100,000
SLL-BOCES (Multiple)	Heavy Equipment Operator	\$	47,100.00
SLL-BOCES (Multiple)	HEO Class 2024/CDL-B's	\$	9,000.00
SLL-BOCES (Multiple)	3 Simulators for HEO training	\$	43,900.00
Total Awarded			\$ 100,000
WORKFORCE - HEALTHCARE SKILLS DEVELOPMENT			AWARDED
Budgeted			\$ 25,000
SLL-BOCES (Multiple)	CCMA CLASS 2023 & 2024	\$	9,912.00
SLL-BOCES (Multiple)	EKG Class	\$	1,650.00
SLL-BOCES (Multiple)	EKG Class	\$	1,649.00
St Lawrence Health Systems (Multiple)	EKG Class	\$	2,108.00
SLL-BOCES (Multiple)	CCMA Class	\$	7,800.00
SLL-BOCES (Multiple)	CCMA Class	\$	1,881.00
Total Awarded			\$ 25,000
WORKFORCE - WORKFORCE TALENT PIPELINE			AWARDED
Budgeted			\$ 25,000
St Lawrence County IDA (Multiple)	Resolution 24-12-34	\$	25,000.00
Total Awarded			\$ 25,000

CHILD CARE TRAINING PROGRAM - SEPARATE FUNDING STREAM			AWARDED
		Budgeted	\$
SUNY Canton - ChildCare Program	Resolution IDA-23-05-19	\$	20,000.00
SUNY Canton - ChildCare Program	Resolution IDA-24-02-05	\$	10,000.00
SUNY Canton - ChildCare Program	winterim class 2024	\$	25,000.00
		Total Awarded	\$ 55,000
CDL-A PROGRAM - SEPARATE FUNDING STREAM			AWARDED
		Budgeted	\$
CREST Center, SUNY Canton (Multiple)	Resolution IDA-22-11-26 CDL-A Training	\$	24,500.00
CREST Center, SUNY Canton (Multiple)	Resolution IDA-23-05-19 CDL-A Training	\$	77,080.00
CREST Center, SUNY Canton (Multiple)	Resolution IDA-23-09-31 CDL-A Training	\$	30,000.00
CREST Center, SUNY Canton (Multiple)	Resolution IDA-24-02-05 CDL-A Training	\$	45,000.00
CREST Center, SUNY Canton (Multiple)	Resolution IDA-24-02-05 CDL-A Training	\$	35,000.00
Seaway Timber Harvesting (Multiple)	TRAILER FOR CREST CDL-A Training	\$	5,000.00
CREST Center, SUNY Canton (Multiple)	Resolution IDA-24-12-34 CDL-A Training	\$	30,420.00
CREST Center, SUNY Canton (Multiple)	Resolution IDA-24-12-34 CDL-A Training	\$	40,000.00
		Total Awarded	\$ 287,000

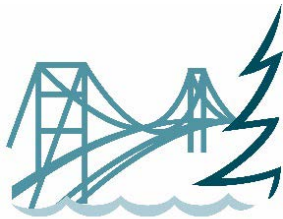
TOURISM, TRAVEL & HOSPITALITY CAPACITY BLDG GRANT		Budgeted	\$	AWARDED
Black Lake Association (BLACK LAKE)	Resolution IDA-22-12-28 Cut water chestnuts, milfoil, imp. water quality		\$	40,000.00
Boondockers Sno Club, Inc (Russell)	Resolution IDA-22-12-28 Purchase used tractor with front end loader		\$	40,000.00
Chase's Riverside Dining (Louisville)	Resolution IDA-23-03-09 Four season event space		\$	30,000.00
Cranberry Lake Mountainers Snowmobile Assoc. (Clifton)	Resolution IDA-22-09-18 Purchase groomer		\$	40,000.00
Cycle Endurance & Sports (Potsdam)	Resolution IDA-23-03-09 Rehabilitate bus for bike tours		\$	10,000.00
Fish Massena, Town of Massena (Massena)	Resolution IDA-22-12-28 2023 season - 5 events		\$	35,000.00
Heuvelton Historical Association (Oswegatchie)	Resolution IDA-23-03-09 Event space		\$	10,000.00
Inn at the Elms (Waddington)	Resolution IDA-23-03-09 Event space		\$	10,000.00
Morristown Gateway Museum (Morristown)	Resolution IDA-22-12-28 Exhibit - The Small Fish of Black Lake		\$	20,000.00
North County Children's Museum (Potsdam)	Resolution IDA-22-12-28 2nd floor expansion, 6 new exhibits		\$	25,000.00
Ogdensburg Historical Association (Ogdensburg)	Resolution IDA-23-03-09 Event space		\$	5,000.00
St. Lawrence County Snowmobile Assoc. (Piercefield)	Resolution IDA-22-12-28 Bridge to connect Adk Rail Trail to Lake Placid		\$	40,000.00
St. Lawrence County Trails (Colton/Parishville)	Resolution IDA-22-12-28 Bridge to connect Colton & Parishville trails		\$	40,000.00
Thousand Island Land Trust (Hammond)	Resolution IDA-23-03-09 Advertise trails and events to visitors		\$	5,000.00
			Total Awarded	\$ 350,000

TOURISM, TRAVEL & HOSPITALITY PROMOTION GRANT			AWARDED
	Budgeted		\$ 350,000
Big Shotz Golf (Potsdam)	Resolution IDA-23-02-03 Marketing Plan & Implemenation	\$	5,288.00
Black Lake Chamber of Commerce (Black Lake)	Resolution IDA-23-02-03 Create Marketing Plan & Implement	\$	8,000.00
Cycle Endurance & Sports (Potsdam)	Resolution IDA-23-03-09 Promotion of bus tours	\$	4,000.00
Edwards Opera House (Edwards)	Resolution IDA-23-05-19 Marketing Plan & Implemenation	\$	5,000.00
Fort La Presentation Association (Ogdensburg)	Resolution IDA-22-12-28 Traveling Outreach Exhibit	\$	4,000.00
Frederic Remington Art Museum (Ogdensburg)	Resolution IDA-23-02-03 Promotion of Tour Bus market	\$	5,944.00
The Grist Mill Brewery (Massena)	Resolution IDA-23-03-09 Marketing and implementation	\$	3,000.00
Hammond Scottish Festival (Hammond)	Resolution IDA-23-02-03 Advertize Scottish Heritage Event	\$	1,039.00
Inn at the Elms (Waddington)	Resolution IDA-23-03-09 Marketing and implementation	\$	960.00
Massena Int'l-Richards Field Airport (Massena)	Resolution IDA-22-11-26 Airport promotion	\$	25,000.00
Morristown Gateway Museum (Morristown)	Resolution IDA-22-12-28 Create Marketing Plan & Implement	\$	2,000.00
North County Children's Museum (Potsdam)	Resolution IDA-22-12-28 New Website - promote expansion	\$	7,500.00
Norwood Village Green Concert Series (Norwood)	Resolution IDA-22-12-28 Promote 50th anniversary	\$	6,000.00
Ogdensburg International Airport (Ogdensburg)	Resolution IDA-22-11-26 Airport promotion	\$	25,000.00
Potsdam Chamber of Commerce (Potsdam)	Resolution IDA-23-03-09 Marketing and implementation	\$	4,000.00
St. Lawrence County Arts Council (Potsdam)	Resolution IDA-22-12-28 North Country Arts Festival Promotion	\$	10,000.00
St. Lawrence Power & Equipment Museum (Madrid)	Resolution IDA-22-12-28 National Allis Chambers Tractor Show	\$	5,000.00
St. Lawrence Power & Equipment Museum (Madrid)	Resolution IDA-23-12-45 Promotion of Fort Tribute	\$	4,000.00
Swing Time Golf (Canton)	Resolution IDA-22-12-28 Marketing and implementation	\$	5,000.00
SLC Chamber of Commerce (Multiple)	Resolution IDA-23-03-09 Out of Area Marketing Campaign	\$	150,000.00
St Lawrence County Historical Association (Canton)	Resolution IDA-23-05-19 New Website, Branding & Marketing	\$	10,000.00
The River Course at Louisville (Louisville)	Resolution IDA-22-03-03 Marketing Plan & Implemenation	\$	10,000.00
White Pillars Bed & Breakfast (Canton)	Resolution IDA-23-12-45 Marketing of Extended Stay	\$	5,000.00

TOURISM, TRAVEL & HOSPITALITY PROMOTION GRANT		AWARDED	
St. Lawrence County Chamber of Commerce (Multiple)	Resolution IDA-24-10-24 Trade Shows	\$	10,000.00
St. Lawrence County Chamber of Commerce (Multiple)	Resolution IDA-24-10-24 USA Based Rack Cards	\$	10,000.00
Fish Massena (Massena)	Resolution IDA-24-10-24 Marketing of Fish Massena	\$	10,000.00
St. Lawrence Valley Paddlers (Canton)	Resolution IDA-24-10-24 Marketing Canton Canoe Weekend	\$	7,200.00
Frederic Remington Art Museum (Ogdensburg)	Resolution IDA-24-12-34 Video- Marketing and implementation	\$	7,061.00
Total Awarded		\$	350,000

		CATEGORIES	TOTAL AWARDED
		EXISTING & NEW WORKER	\$ 350,000
		SMALL BUSINESS	\$ 250,000
		FACILITY	\$ 1,450,000
		HEO	\$ 100,000
		HEALTH CARE SKILLS	\$ 25,000
		WORKFORCE TALENT PIPELINE	\$ 25,000
		TOURISM CAPACITY	\$ 350,000
		TOURISM PROMOTION	\$ 350,000
		CDLA	\$ 287,000
		FCCTP	\$ 55,000
		TOTAL	\$ 3,242,000

ST. LAWRENCE COUNTY INDUSTRIAL DEVELOPMENT AGENCY 2026 Marketing Plan



St. Lawrence County
Industrial Development Agency



Marketing Activities

Summary

The St. Lawrence County Industrial Development Agency will continue to promote St. Lawrence County as a business investment destination to our targeted geographies and industry sectors. As part of these promotional efforts, the Agency will focus on the activities and action steps highlighted in the St. Lawrence County Comprehensive Economic Development Strategy (“CEDS”).

As outlined in the CEDS, the County’s strategy for growing its economy starts by recognizing that jobs and tax base are created by the success of **profitable enterprises**. **As a result, the County must concentrate on expanding existing operations and growing new operations**, while pursuing a strategy which consistently demonstrates how it helps: (1) existing enterprises to become/stay profitable and expand their operations and/or (2) identify and create new enterprises that can start or locate profitable operations in the County.

While it is important for the County to ensure the continuing operations of enterprises that have reached maturity, the County can only reverse its economic deterioration by helping existing enterprises to expand and/or grow or to locate new enterprises in the County.

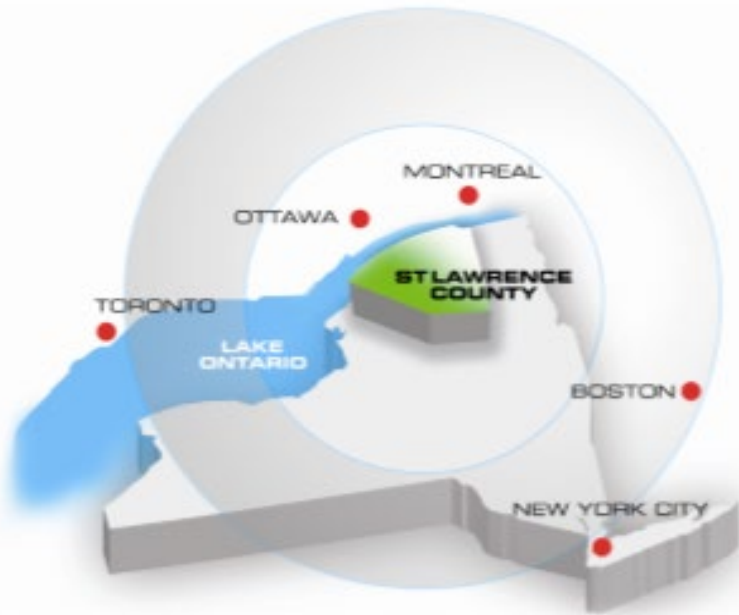
Four key objectives related to marketing and business outreach must be accomplished in order to achieve the goals of expanding and increasing the County’s employer base, they are:

- Encourage and assist existing employers to maintain their current operations (hereafter “retention”) that provide stable employment and traditional products and services to customers within and outside the County.
- Encourage and assist existing employers in the County to expand their operations (hereafter “expansion”) by using the tools at the developers’ command to help them to become more cost-efficient, to develop new products and services, and to locate new customers.
- Identify entrepreneurs already resident in the County and encourage them to start up new businesses in the County (hereafter called “already here” startups).
- Identify entrepreneurs and businesses located outside the County who could profitably start businesses in the County and/or profitably move their businesses to the County (hereafter called “come here” startups).

The resources to reach both existing in-County and outside individuals and enterprises are limited by cost and staff time available to commit on the sustained basis necessary to reach all, or even most, potential markets. As a result, in marketing resources will be focused on the highest probability, and most cost effective, outreach efforts. This includes the IDA managing its own series of promotional and sales activities and, especially, supplementing these efforts by partnering with other local, regional and State development organizations.

Marketing Activities

Assets, Strengths & Value Proposition



Strategic Location: Access to U.S., Canadian and World Markets
Power, Land, Water and Natural Resources
Available, Affordable Sites and Buildings
Productive and Capable Workforce
Educational Resources and Collaboration Opportunities
Aggressive Tax, Training, Financial and Energy Incentives
Air, Rail, Port and Road Transportation Systems

Focus Areas

- NYPA Marketing Initiatives/Power Allocated for Use in St. Lawrence County
- Canada
- College-Based Outreach
- Upgrading Web and Technology-Based Tools
- Coordinated Regional Outreach
- Come Back Here/Come Here Initiative
- Research Agenda

Marketing Activities

Schedule of Activities

The IDA will carry out specific marketing activities as outlined in the pages that follow which serve to further its 2026 objectives. In addition, our efforts consist of many supporting activities that are performed on an ongoing basis throughout the year. These include:

- Collaboration with local partners on tradeshows and site visits
- Coordination with local, regional and State partners on lead fulfillment
- Participation in local and regional marketing efforts and initiatives
- Service on various local, regional and State boards and committees
- Membership in strategic organizations; participation in events and seminars
- Investigation of improved ways to outreach existing businesses and entrepreneurs
- Maintaining awareness of issues that impact economic development in County

First Quarter: *January - March*

- Continue promotional efforts to prospective companies for the marketing of available space in the 100 Paterson Street Building in Ogdensburg
- Design and print collateral materials and order promotional materials for tradeshow distribution
- Advancing our efforts with the IDA website and other media platforms, focusing on resources and tools for promoting available sites & buildings, power resources, workforce, and incentives
- Advertising: *North Country This Week* and *Northern New York Newspapers Progress* editions and monthly Business Outlook sponsorships in *North Country This Week*.
- Local Event: Real Estate Roundtable, IDA Conference Room (01/22). Topics include Housing developers/development, Commercial RE training, linking IDA listings with Realtors or MLS
- Ag Solutions and Networking Expo, Cobleskill, NY (03/03)
- Northeast Dairy Innovation Summit, Albany, NY (3/10 – 3/11)
- Quebec-NY Transportation Rendezvous, Plattsburgh, NY (03/10)
- Research FDI Quebec Mission, Montreal, Canada (03/23)
- Strategic outreach, including media placement and e-marketing, highlighting local businesses and industries and various assistance programs

Second Quarter: *April – June*

- Outreach (e-marketing, college alumni) highlighting attendance at upcoming tradeshows
- Local Event: Real Estate Roundtable, IDA Conference Room (04/30). Topics include Housing developers/development, Commercial RE training, linking IDA listings with Realtors or MLS
- Local Event: Business Resource Mixer on 4/29 (location TBD)
- Tradeshow: EpTech, Montreal, Canada (04/23)
- Tradeshow: Select USA Investment Summit, Washington DC (05/3-05/6)
- Recruitment Event: Fort Drum Career Fair, (05/14). Outreach to transitioning soldiers and families
- Tradeshow: CANSEC, Ottawa, Canada (05/27-05/28)
- Local Events: Advertising and/or Attendance at local events that draw large crowds of people home to St. Lawrence County (Festivals, Alumni Reunions, Fishing Tournaments, etc...)
- Print Advertising: North Country This Week Visitor's Guide
- Print Advertising: NNY Newspapers Vacation Guide
- Collaborative outreach with colleges to alumni
- Social media: Local business profiles, quality of life, general economic development outreach
- Ongoing promotion and highlights of St. Lawrence County sites and buildings with Empire State Development
- Research and outreach agenda: Industries using milk (cheese, yogurt, baby formula, and other miscellaneous milk processing)



Third and Fourth Quarters: *July - December*

- Recruitment Event: Fort Drum Career Fair, (08/06 and 11/05). Outreach to transitioning soldiers and families
- Digital Ad Campaign & Print Advertising: Marketing to former residents returning to the area for the summer, and the holidays. Social media outreach to identify potential alumni
- Direct Mailing: POWER – for potential upcoming tradeshows & collaboration with colleges and universities to target alumni returning for campus events
- Manufacturing Day, St. Lawrence County High Schools, (October 2026)
- Tradeshow: EpTech, Ottawa Canada (10/15)
- Local Event: Spotlight On Resources (programs/tours): BOCES Career Tech Education Centers, (Northwest Tech, Southwest Tech, and Seaway Tech) Date: TBD – mid November
- Local Event: Real Estate Roundtable, IDA Conference Room (Date: TBD - October). Topics include Housing developers/development, Commercial RE training, linking IDA listings with Realtors or MLS
- Business & University Mixer: Connecting local businesses to resources available at the colleges, such as Internships, Apprenticeships, Employment/Handshake Portal. (Date/Location: TBD)
- Tradeshow: Select USA-Canada, Montreal (November - Date TBD)
- Ongoing promotion and highlights of St. Lawrence County sites and buildings with Empire State Development



Grow Your Business Here

GET IN TOUCH

PLAN YOUR BUSINESS START-UP OR EXPANSION
ST. LAWRENCE COUNTY

The St. Lawrence County Industrial Development Agency offers a variety of programs and services to help businesses grow and succeed.

We can assist with:

- Low Interest Loans
- Bond Financing
- Tax Abatement Programs
- Site Selection Assistance
- Networking and Business Contacts
- Industrial Building Construction

Whether you are an entrepreneur or an established business, **The St. Lawrence County IDA** is your central point of contact!

For more information, please call (315) 379-9806 or visit us at www.SLCIDA.com

Life Undiscovered
ST. LAWRENCE COUNTY

St. Lawrence County Industrial Development Agency

ST. LAWRENCE COUNTY
 NOT JUST A HOLIDAY DESTINATION...
 A HOME FOR BUSINESS YEAR AROUND!

Thinking about starting a business, or expanding your current business?

We want to help you lead a successful business at HOME in St. Lawrence County!

Contact us today!

St. Lawrence County Industrial Development Agency
 Commerce Lane, Canton, NY
www.SLCIDA.com
 (315) 379-9806
 Info@slcida.com

Empire State Mines - Follow
 July 15, 2025

Exciting progress at ESM!
 Our all-American end-to-end natural flake graphite production construction is moving forward! We're on track to become the first U.S. producer of mined and processed natural flake graphite in nearly 70 years.

We're proud to partner with St. Lawrence County Industrial Development Agency and the Development Authority of the North Country on this project to bring new opportunities to our community.

Be sure to follow for more updates on this exciting progress!

☑️ Luke Gates
 #CriticalMinerals #TitanMining #BTS

The St. Lawrence County IDA proudly supports the U.S. Army at Fort Drum

Welcome Service Members and Families to an **Exceptional Quality of Life in St. Lawrence County, NY!**

- 5 Military Friendly Colleges
- Employment Opportunities in a Variety of Industries
- Exceptional Education & Training Opportunities
- Recreational Fun for the Whole Family
- Community Support and Service Organizations
- Entrepreneurship: Ready to start your own business?
- Lower Cost of Living
- And so much more!!

Visit the St. Lawrence County Industrial Development Agency www.SLCIDA.com/living-here/military-to-civilian/

Make St. Lawrence County Home to Your Business!

In St. Lawrence County, residents have access to a number of advantages for their business growth and development, including but not limited to:

- Tax, Training, Financial, and Energy Incentives
- Convenient access to Key U.S. and Canadian Markets
- Access to Air, Rail, and Port Transportation
- Variety of Available Sites and Buildings
- Five Area Colleges & Universities

Life Undiscovered
ST. LAWRENCE COUNTY

St. Lawrence County Industrial Development Agency
 CONTACT: St. Lawrence County Industrial Development Agency
www.SLCIDA.com or Phone (315) 379-9806
 f/SLawrenceCountyIDA @SLCIDA

CSX **select site**

MASSEN
 NEW YORK

The St. Lawrence County IDA proudly supports Agriculture and Agribusiness...

Start your business here!

Contact the St. Lawrence County Industrial Development Agency
www.SLCIDA.com

Examples of IDA Agri-Business Projects Include:

- Applewood Orchards (North Country Economic Development Fund)
- Bregg Winery, Norfolk
- Canton Apples & Cider (ARPA Funds)
- Cornell Cooperative & Cider (ARPA Funds)
- GardenShare Farmers Market Promotion
- High Peaks Winery, Stockholm
- M&M Eggs, Brasher
- North Country Dairy, North Lawrence
- North Country Dairy, North Lawrence
- Woodcrest Dairy (National Grid)

St. Lawrence County Industrial Development Agency **Life Undiscovered** ST. LAWRENCE COUNTY

Applications Now Being Accepted!

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

CLICK HERE

Join Global NY's Canada Round Table

May 29 2025
 9-11am Presentations
 12-1pm One-on-One Consultations

Please Join Global NY and St. Lawrence County IDA at our upcoming Canada Roundtable in Canton, NY.

Why Canada?

- Abundant opportunities: Canada is the single

Overview
 Participants will be briefed on in Canada and may apply to report and partner search at NY's Canada Trade Office.

INVESTING IN THE U.S.

SELECTUSA INVESTMENT SUMMIT
 May 11-14, 2025

FDI INCOMING
 INVESTMENT SUMMIT

www.SLCIDA.com

St. Lawrence County Industrial Development Agency

Additional Questions

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

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

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

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

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

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

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

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

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

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

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