

ESSEX COUNTY
Industrial Development Agency
&
Empire Zone

ESSEX
COUNTY



in the park
industrial development agency

A healthy place to grow a business
A healthy place to grow a family
A healthy place to be...

Essex County IDA & EZ

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2008 ESSEX COUNTY IDA & EZ ANNUAL REPORT



IDA Mission...

Our mission is to create a viable business atmosphere that will attract compatible and diverse sustainable economic development opportunities while focusing on major assets, retention / expansion projects, quality of life and job creation.

Essex County IDA Board of Directors

Chairman Darren Darrah, Willsboro Business Owner (Sportsmen's Diner)
Treasurer & Secretary Charles Bryant, Moriah Business Owner (Bryant's Lumber)
Robert Dedrick, Supervisor, Town of Ticonderoga
Jim Bowen, Schroon Lake Business Owner (Adirondack Apothecary)
Bruce Bourgeois, Chesterfield Business Owner (Bourgeois's IGA)
Robert Kane, Lake Placid Business Owner (Adirondack Steak & Seafood)
Jorja Sanders, Ticonderoga Business Owner (Sanders Realty & Property Mgmt. LLC)

Essex County IDA Staff

Carol Calabrese, Co-Executive Director and CEO
Jody Olcott, Co-Executive Director and CFO
Sarah LaFountain, Administrative Assistant
Barbara Brassard, Empire Zone Coordinator

Essex County IDA Professional Services

Briggs & Norfolk
2284 Saranac Ave.
Lake Placid NY 12946
Phone (518) 523-5555

Squires, Sanders & Dempsey
350 Park Avenue, 15th Floor
New York NY 10022
Phone (212) 872-9853

H. Sichertman & Company
5852 Forest Creek Drive
East Amherst NY 14051
Phone (716) 689-2980

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EZ Mission...

Our mission is provide an extraordinary economic and human resource development program targeted to areas characterized by limited new job creation and shrinking tax base in order to stimulate private investment, business development and job creation. The Essex County Zone will continue to support the retention of and promote the further development of the county's existing businesses, support the creation of new, small businesses, and continue to offer employers that are considering relocating or expanding in the county more incentives for investing here.

Essex County Empire Zone Administrative Board

Chairman Thomas Scozzafava, Town of Moriah Supervisor

Vice-Chairperson Jody Olcott, Essex County IDA

Secretary William Larrow, Moriah Central School Superintendent

Treasurer Carol Genier, Village of Port Henry, Owner of Adirondack Hair Assoc.

Gary Cooke, Village of Port Henry Mayor

Victor Putman, Essex County Planning Office Directors

Cathy Moses, Chairperson Essex County Board of Supervisors

Charles Byrant, Town of Moriah, Owner of Bryant's Lumber

Alan Hipps, Essex County Housing Dept. Executive Director

George Maffey, Town of Westport, Chamber of Commerce Member

Jean Baker, Town of Wilmington, Owner of Ledgerock Motel

Linda DuRoss, Village of Port Henry, Glens Falls National Bank Branch Manager

Ted Stanfield, Town of Ticonderoga, International Paper Company

John Boyea, Town of Moriah, Owner of Boyea's Grocery & Deli

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2008 Empire Zone Program

Based on recommendation from Albany to update the Essex County Development Plan, the Empire Zone met with supervisors from Chesterfield, Jay, Moriah, Schroon, Ticonderoga, and North Hudson. Six of the seven zone area segments were completed. In 2008 the Essex County Empire Zone worked with and assisted all 30 businesses on their response submissions and documentations requested that received audit letters from NYS for not meeting projections for employment and investment made on their original certification application. Per contract regulations Business Annual Reports, followed by a multi section Zone Annual Report were compiled. The Essex County Empire Zone also attended several community meetings to discuss and promote the program (Schroon Lake Chamber of Commerce, Elizabethtown Chamber of Commerce, and the Ticonderoga Chamber of Commerce Events). In 2008, the Essex County Empire Zone has also worked on the Destination Moriah Committee, Champlain Valley Heritage Network Committee and the Lake Champlain Region Marketing Committee.

In 2008 the Essex County Empire Zone worked on 70 information requests. Numerous businesses inquired about the EZ Program but only one was certified. (Northline Utility of AuSable Forks). Other work in 2008 included continued requests to our local and State legislators to reform the Empire Zone Program to make benefits more attractive to businesses in rural areas.

2007 Essex County Empire Zone Annual Report Summary

Certified Businesses 88	FTE Jobs 1,618
Investments \$30,803,599	Credits and Benefits \$1,114,377
Zone Capital Credits (Direct Equity & Community Development) Awarded \$75,001.25	

2008 Essex County IDA Loan Program Summary

The Best Western, Ticonderoga



The Essex County IDA financed a \$300,000 loan to the Best Western Inn & Suites for a new 54 room facility in Ticonderoga. The Best Western is the newest and only full service lodging complete with pub, restaurant, banquet and meeting hall, indoor pool and fitness center. The total project was \$4 million and 24 new full and part-time positions were created.

Normandy Beach Club, Westport



Normandie Beach Club is a resort, a beach club, and a summer get away on the Lake Champlain in Westport. The Essex County IDA financed a \$40,000 loan to assist with upgrades to the lake front Coco Café, a casual dining facility. The total project was \$1,024,085 with 6 new full and part-time positions created and 8 part time / seasonal positions retained.

2008 ESSEX COUNTY IDA & EZ ANNUAL REPORT

2008 Essex County IDA Loan Program Summary

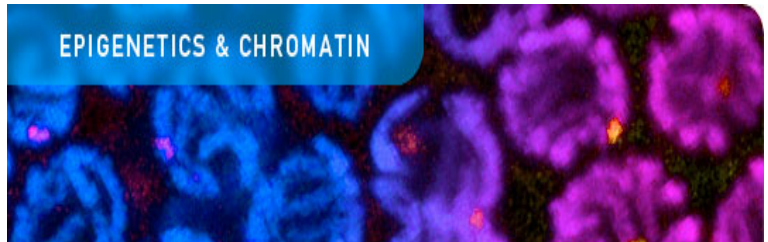
Witherbee Carriage House Restaurant, Schroon Lake



The Witherbee Carriage House Restaurant is a steak-house restaurant with Adirondack type food, located in Schroon Lake. The Essex County IDA assisted with the purchase of the business with a \$50,000 loan. The IDA also partnered with the Schroon Lake revolving loan fund (\$25,000) and the LC/LG Regional Planning Board (\$150,000). The total project cost was \$225,000 with 4 new full and part-time positions were created.



EPIGENETICS & CHROMATIN



In 2008, Lake Placid Biologicals merged with Active Motif, which is dedicated to developing and delivering innovative cell & molecular biology-based research tools. Active Motif has operation located in Lake Placid, as well as California, Belgium, Germany and Asia. The IDA approved the transfer of the existing loan (\$400,000) from Lake Placid Biologicals to Active Motif as well as an additional \$150,000 loan to the business for expansion at the Lake Placid facility. Active Motif projects to create 19 new jobs. Total project cost was \$2.1 Million and to date 11 new jobs have been created. The loan is anticipated to close in early 2009.

2008 ESSEX COUNTY IDA & EZ ANNUAL REPORT

2008 Essex County IDA Loan Program Summary

<u>Essex County IDA Loan Summary</u>	<u>IDA Financing</u>	<u>Total Project</u>	<u>Actual Total Jobs</u>
General Composites, Town of Westport	\$275,000	\$375,000	11 FT retained, 39 FT new
Crown Point Bread, Town of Crown Point	\$ 65,000	\$108,080	4 FT new
Essex Box & Pallet, Town of Chesterfield	\$ 50,000	\$122,500	8 FT retained
Champlain Valley Specialty, Town of Chesterfield	\$75,000	\$250,000	22 FT new
Boyea's Grocery & Deli, Town of Moriah	\$ 62,000	\$209,000	7 PT new
Towne Store, Town of Schroon	\$ 50,000	\$294,000	6 PT new
Active Motif, Town of North Elba	\$400,000	\$2.125 million	11 FT new
Mountain Java, Town of North Elba	\$ 34,000	\$48,000	1 FT new
Vista de Montana, Town of Willsboro	\$60,000	\$315,000	6 FT new
Stephano's Grill, Town of North Elba	\$41,000	\$88,500	6 PT new
Dockside Landing, Town of Ticonderoga	\$117,000	\$625,000	9 FT new
Earthmuffins, Town of Wilmington	\$10,000	\$10,000	
Normandie Beach Club, Town of Westport	\$40,000	\$1,024,805	6 PT new
S & W Ticonderoga, Town of Ticonderoga	\$300,000	\$4,000,000	24 FT new
Witherbee Carriage House, Town of Schroon	<u>\$50,000</u>	<u>\$265,000</u>	<u>4 PT new</u>
TOTAL	\$1,629,000	\$9,859,885	135 Full Time 29 part time



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2008 Bond Financing Program Summary



The Essex County IDA closed on the \$3.8 million environmental facility bond issuance to International Paper in mid-September. This bond will include the refinance of a 2002 bond as well as additional equipment purchases for the facility.

<u>Essex County IDA Bonds</u>	<u>Total Bond Financing</u>	<u>Actual Jobs</u>
Moses Ludington Nursing Home	\$13,000,000	191 FT, 99 PT
International Paper Company	\$69,860,000	601 FT, 2 PT
Elizabethtown Community Hospital	\$7,600,000	112 FT, 25 PT
Saranac Lake @ Will Rogers	\$5,000,000	20 FT, 2 PT, 1 S
Hometown Anchor	\$1,300,000	6 FT, 10 PT
North Country Comm. College Assoc.	\$6,380,000	8 FT, 2 S
MS Partnership	\$1,838,200	22 FT, 6 PT
<u>Straight Lease Back Transactions</u>		
Old Adirondack	\$2,000,000 total project	9 FT, 2 PT, 9 S
Essex Box & Pallet	\$1,650,000 total project	11 FT, 2 PT
MSP Realty	\$396,500 total project	12 FT
TOTAL	\$97,324,700	992 FT, 148 PT, 12 S

2008 ESSEX COUNTY IDA & EZ ANNUAL REPORT

2008 Marketing Summary

THE MORIAH BUSINESS PARK
Essex County, New York State

- Located 11 miles to I-87
- Businesses may qualify for Empire Zone program
- Lots 3,4,5 & 6 pre-permitted for immediate construction
- Municipal water and sewer (Town of Moriah) services on-site
- High speed internet access, fiber optics & 3-phase power available at park
- Road infrastructure

For more information:
www.essexcountyida.com
tel: 518-873-9114 / fax: 518-873-2011

The marketing campaign for 2008 continued to focus and drive all leads to the Essex County IDA website: www.essexcountyida.com.

The Essex County IDA staff attended the NYS Economic Development Council (NYSEDC) annual conference in Cooperstown in June. Issues discussed included the new Office for Community Renewal (GOSC) as well as Empire Zone reform.

IDA participated and displayed at the Business Expo in May 2008 at the SUNY Plattsburgh Fieldhouse.

In February 2008, funded in part through a \$30,000 National Grid's Build Ready Upstate grant program, a "virtual tour of the Moriah Business Park" went live on the IDA website's home page.

2008 Marketing Advertisements Summary

	<u>Views/Hits</u>	<u>Leads</u>
Adirondack Life magazine * leads go to website		
Adironacklife.com	299,952 / 890	
Burlingtonfreepress.com	935,493 / 642	
Economic Dev. Directory website	9,279 / 1,053	
Empire Zone		73
IDA website	307,112 / 51,470	
Letters to new EC Businesses		239
Syracuse Website	3,958,837 / 879	
Telephone / Walk ins		62
Timesunion.com	804,141 / 416	
Vermont Life magazine		21
Vermontlife.com	230	

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2008 Business Development Summary

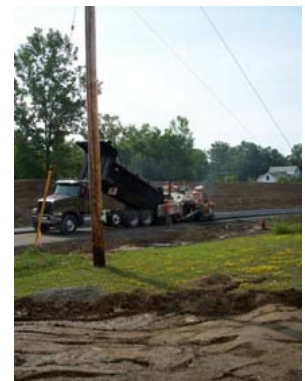


The Essex County IDA has been a critical partner in the CBN Connect project. This project will be accomplished through a public-private partnership with retail service providers that will construct a world-class broadband communications system that:

Connects every school, hospital, library, business, and municipality, provides connection solutions for residents, supports expanded cell phone coverage, is affordable and secure and offers a choice of competitive retail services to end users. In 2008 the project has progressed and aspects of the project have been developed including: Smart Growth Grant which will develop a database of potential wireless sites for telecommunications, HUD Wireless PILOT project – construction contract has been awarded to build the infrastructure needed between PBS tower and the Town of Burke, engineering and design of the entire 3-county fiber loop has been awarded and began and finally the ACTION project work which includes construction of broadband fiber to 4 hospitals and 3 colleges who have committed to the project. This project will also connect the County Dept. of Health Offices and Emergency Services.

The Essex County IDA has begun discussions and planning with the CV-TEC environmental science class to continue with site development at the Moriah Business Park. The Park is a Shovel ready site and continued site development has already been approved by all regulatory agencies. The Essex County IDA will partner with CV-TEC in 2009 to coordinate a class to include surveying, clearing & grubbing of lots and infrastructure extension. The IDA will assist with furnishing materials as well as assist in funding equipment rental.

In May 2007, infrastructure construction began at the Moriah Business Park. This project consisted of the construction of multiple infrastructure improvements, which are necessary to expand existing businesses and attract new, viable businesses to Essex County. The Essex County IDA and the Town of Moriah (co-applicants) were awarded \$389,000 from the US Department of Commerce (EDA) for the project in 2006. The Essex County IDA was also awarded a grant for \$80,000 from National Grid for the installation of underground 3-phase power to the remaining lots at the park. This investment is part of a \$778,000 project that will help create 120 jobs and generate more than \$3.75 million in private investment. In Spring 2008 the project was completed with the final landscaping and clean up for the park.



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2008 Business Development Summary continued...



Construction of the new Moriah Health Center began with a groundbreaking ceremony held in August 2007 with Congressman McHugh, Senator Little and Assemblywoman Sayward reinforcing the need for local health care centers. Construction of the new 4,537 square foot building was completed in February 2008.



The Essex County IDA assisted with securing the US Department of Commerce (EDA) monies for the park as well as applied for and received an additional \$75,000 through Senator Little's Office to make up the remaining gap in funds. This project is a great example of public and private partnerships.

In 2008 the Essex County IDA submitted an application to the Governor's Office for Small Cities, on behalf of the Town of Ticonderoga for a proposed municipal waste water project along Park Avenue and the Hague Road. The Town of Ticonderoga was awarded a \$750,000 grant from the Office of Community Renewal for the construction of municipal sewer for the project area, which will service 12 properties (primarily commercial) as well for the rehabilitation of municipal sewer along Park Avenue. Park Avenue construction will include permanent infrastructure for the new Best Western facility as well as replacement sewer for the 14 residential properties along the route. The Essex County IDA will administer the grant on behalf of the Town. The project began construction in October 2008.

Grants

The Essex County IDA received several grant awards in 2008:

- National Grid—3 Phase Power **\$80,000**
- National Grid—Moriah Business Park Virtual Tour **\$30,000**
- Office of Community Renewal—Town of Ticonderoga Sewer Project **\$750,000**
- Senator Little—Moriah Health Center/Moriah Business Park **\$75,000**



TOTAL Grants Awarded in 2008: \$935,000

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2008 Workforce Development & Other Initiatives

The Essex County IDA continues to partner and assist with education, workforce development, incentive and quality of life driven issues in the County. IDA staff is actively involved on several decision-making boards:

Essex County Workforce Investment Board	Adirondack Day Care Center/Preschool Board
Regional Workforce Investment Board	Regional Youth Counsel Committee
North Country Alliance	Adirondack Harvest
Essex County Empire Zone	CBN Connect
Champlain Valley Heritage Network	Destination Moriah Committee
Lake Champlain Regional Marketing Committee	Future of Westport Committee
AuSable Forks Revitalization Committee	

Essex County IDA Real Property

Town of Jay	Tax Map #7.75-1-2.000	1.10 acres	Class 330	\$10,900 assessment
Town of E'Town	Tax Map #55.84-4-7.100	0.56 acres	Class 421	\$230,200 assessment
Town of Willsboro	Tax Map #30.12-3-1.000	5.00 acres	Class 330	\$24,800 assessment
Town of Willsboro	Tax Map #31.13-1-1.100	90.85 acres	Class 322	\$81,000 assessment
Town of Willsboro	Tax Map #30.12-2-15.100	0.54 acres	Class 311	\$600 assessment
Town of Willsboro	Tax Map #30.12-2-20.001	6.00 acres	Class 311	\$26,000 assessment
Town of Moriah	Tax Map #96.2-1-14.210	32.12 acres	Class 710	\$753,700 assessment

2008 Real Property Sales

None

2008 Business Park Lease

A 5 year lease entered into with Pre-Tech Plastics of Williston, Vermont for manufacturing and office space at the Moriah Business Park. After General Composites moved to their new location in Willsboro the additional vacant space was added to the 5 year Pre0Tech Plastics lease which allowed them to expand.

GUIDELINES FOR DISPOSITION OF PROPERTY

SECTION 1. DEFINITIONS

"Contracting Officer" shall mean the officer or employee of the Essex County Industrial Development Agency (hereinafter, the "Agency") who shall be appointed by resolution to be responsible for the disposition of property.

"Dispose" or "disposal" shall mean transfer of title or any other beneficial interest in personal or real property in accordance with Section 2897 of the Public Authorities Law.

"Property" shall mean personal property in excess of five hundred dollars (\$500) in value, and real property, and any inchoate or other interest in such property, to the extent that such interest may be conveyed to another person for any purpose, excluding an interest securing a loan or other financial obligation of another party.

SECTION 2. DUTIES

The Agency shall: Maintain adequate inventory controls and accountability systems for all property owned by the Agency and under its control; Periodically inventory such property to determine which property shall be disposed of; Produce a written report of such property in accordance with subsection B herewith; and Transfer or dispose of such property as promptly and practicably as possible in accordance with Section 2 below.

The Agency shall: Publish, not less frequently than annually, a report listing all real property owned in fee by the Agency. Such report shall consist of a list and full description of all real and personal property disposed of during such period. The report shall contain the price received by the Agency and the name of the purchaser for all such property sold by the Agency during such period; and Shall deliver copies of such report to the Comptroller of the State of New York, the Director of the Budget of the State of New York, the Commissioner of the New York State Office of General Services, and the New York State Legislature (via distribution to the majority leader of the Senate and the Speaker of the Assembly).

SECTION 3. TRANSFER OR DISPOSITION OF PROPERTY

Supervision and Direction: Except as otherwise provided herein, the duly appointed contracting officer (the "Contracting Officer") shall have supervision and direction over the disposition and sale of property of the Agency. The Agency shall have the right to dispose of its property for any valid corporate purpose.

Custody and Control: The custody and control of Agency property, pending its disposition, and the disposal of such property, shall be performed by the Agency or by the Commissioner of General Services when so authorized under this section.

Method of Disposition: Unless otherwise permitted, the Agency shall dispose of property for not less than its fair market value by sale, exchange, or transfer, for cash, credit, or other property, with or without warranty, and upon such other terms and conditions as the Agency and/or contracting officer deems proper. The Agency may execute such documents for the transfer of title or other interest in property and take such other action as it deems necessary or proper to dispose of such property under the provisions of this section. Provided, however, except in compliance with all applicable laws, no disposition of real property, any interest in real property, or any other property which because of its unique nature is not subject to fair market pricing shall be made unless an appraisal of the value of such property has been made by an independent appraiser and included in the record of the transaction.

Sales by the Commissioner of General Services (the "Commissioner"): When the Agency shall have deemed that transfer of property by the Commissioner will be advantageous to the State of New York, the Agency may enter into an agreement with the Commissioner pursuant to which the Commissioner may dispose of property of the Agency under terms and conditions agreed to by the Agency and the Commissioner. In disposing of any such property, the Commissioner shall be bound by the terms hereof and references to the contracting officer shall be deemed to refer to such Commissioner.

Validity of Deed, Bill of Sale, Lease or Other Instrument: A deed, bill of sale, lease or other instrument executed by or on behalf of the Agency, purporting to transfer title or any other interest in property of the Agency in accordance herewith shall be conclusive evidence of compliance with the provisions of these guidelines and all applicable laws insofar as concerns title or other interest of any bona fide grantee or transferee who has given valuable consideration for such title or other interest and has not received actual or constructive notice of lack of such compliance prior to closing.

Bids for Disposal, Advertising, Procedure, Disposal by Negotiation: Except as permitted by all applicable laws, all disposals or contracts for disposal of property made or authorized by the Agency shall be made after publicly advertised for bids except as provided in subsection 3 of this section.

Whenever public advertising for bids is required under subsection 1 of this section: the advertisement for bids shall be made at such time prior to the disposal or contract, though such methods, and on such terms and conditions as shall permit full and free competition consistent with the value and nature of the property proposed for disposition all bids shall be publicly disclosed at the time and place stated in the advertisement. The award shall be made with reasonable promptness by notice to the responsible bidder whose bid, conforming to the invitation for bids, will be most advantageous to the Agency, price and other factors considered; provided, that all bids may be rejected at the Agency's discretion.

Disposals and contracts for disposal of property may be negotiated or made by public auction without regard to subsection 1 and 2 of this section but subject to obtaining such competition as is feasible under the circumstances, if: the personal property involved is of a nature and quantity, which, if disposed of under subsections 1 and 2 of this section, would adversely affect the state or local market for such property, and the estimated fair market value of such property and other satisfactory terms of disposal can be obtained by negotiation the fair market value of the property does not exceed fifteen thousand dollars (\$15,000) bid prices after advertising therefore are not reasonable, either as to all or some part of the property, or have not been independently arrived at in open competition the disposal will be to the state or any political subdivision or public benefit corporation, and the estimated fair market value of the property and other satisfactory terms of disposal are obtained by negotiation the disposal is for an amount less than the estimated fair market value of the property, the terms of such disposal are obtained by public auction or negotiation, the disposal of the property is intended to further the public health, safety or welfare or an economic development interest of the Agency, the state or a political subdivision (to include not limited to, the prevention or remediation of a substantial threat to public health or safety, the creation or retention of substantial number of job opportunities, or the creation or retention of a substantial source of revenues, or where the authority's enabling legislation permits or other economic development initiatives), the purpose and the terms or such disposal are documented in writing and approved by resolution of the board of the Agency or such action is otherwise authorized by law.

An explanatory statement shall be prepared of the circumstances of each disposal by negotiation of: any property which has an estimated fair market value in excess of fifteen thousand dollars (\$15,000) any real property that has an estimated fair market value in excess of one hundred thousand dollars (\$100,000), except that any real property disposed of by lease or exchange shall only be subject to clauses (3 and 5) of this subsection. any real property disposed of by lease for a term of five (5) years or less, if the estimated fair annual rent is in excess of one hundred thousand dollars (\$100,000) for any of such years. any real property disposed of by lease for a term of more than five (5) years, if the total estimated rent over the term of the lease is in excess of one hundred thousand dollars (\$100,000). any real property or real and related personal property disposed of by exchange, regardless of value, or any property any part of the consideration for which is real property. Each such statement shall be transmitted to the persons entitled to receive copies of the report required under all applicable laws not less than ninety (90) days in advance of such disposal, and a copy thereof shall be preserved in the files of the Agency making such disposal.

This policy is subject to modification and amendment at the discretion of the Agency and shall be filed annually with all local and state agencies as required under all applicable laws. The designated Contracting Officer for the Essex County IDA is Jody Olcott, Co-Executive Director.

2008 ESSEX COUNTY IDA & EZ ANNUAL REPORT

2009 Goals & Projects

Empire Zone Program

1. Administer and compile 2008 Business Annual Reports
2. Complete 2008 Zone Annual Report
3. Complete site visits to our 80 current certified businesses
4. Meet with businesses interested in zone benefits and/or becoming certified and Regionally Significant Project certification should the needs arise, and complete Zone Capital Credit requests as needed.
5. Work on continued education of our local and State legislators and lobby for reform of the program for rural areas such as Essex County to promote small business, and revitalization of downtown areas
6. Continue participation in the Destination Moriah Committee, Champlain Valley Heritage Network, Lake Champlain Regional Marketing Committee and AuSable Forks Downtown Revitalization Comm.

Business Park Development

1. Close-out Moriah Health Center building with all funding sources on behalf of the Town.
2. Continue to work with AES Northeast on design and engineering of Willsboro Commerce Park including submission and approval by all regulatory agencies (APA,DEC,DOT, Town). Work at this park will also include development of sewer district extension that will incorporate park as well as other commercial areas in the Town.
3. Continue to work with local business interested in expanding to the Chesterfield Commerce Park. Work on this project to include assistance with funding, construction management, etc.

Grants/Loans/Business Development

1. Administer existing GOSC grant on behalf of the Town of Ti for the Hague Road sewer construction and the Park Avenue sewer rehabilitation. Administration to include project management, grant administration and delivery.
2. Continue administration of several GOSC grants on behalf of Essex County including close out of the 2004 GOSC micro-enterprise and continued administration of the 2006 economic development grant.
3. Continue to leverage the Essex County IDA Loan Fund Program to assist new start ups and expanding businesses in Essex County. IDA staff to work with consultant to explore option of de-federalizing monies and creating new loan fund.
4. Work with Towns to identify infrastructure needs of their businesses including work on the Rogers Brook project in the Town of Schroon and the Willsboro community center proposed sewer line. Work on these two projects includes income surveys, grant application preparation submission, administration and program delivery.
5. Work with Federal, State, regional and local agencies to identify funding opportunities that will allow the ECIDA to support and encourage economic, community and workforce development.

Marketing

1. The ECIDA marketing funds for 2009 as a result of budget constraints was reduced significantly. The ECIDA will continue to work aggressively with partnering agencies to market and promote the county's assets and strive to achieve the highest visibility to attract new businesses and industry that are compatible and diversified. The ECIDA will also be working more collaboratively with the Essex County Visitor's Bureau to develop a marketing plan and campaign to target markets.
2. There will be a continued focus to market the 2 shovel ready parks; the Chesterfield Commerce Park and the Moriah Business Park, as well as the other opportunities in the County.