

2022 Annual Report



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

**Essex County IDA, Empire Zone &
Capital Resource Corporation**

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7566 Court Street





Essex County Industrial Development Agency

Empire Zone Capital Resource Corporation

Board of Directors

- Darren Darrah**—Chairman, Town of Willsboro Resident
- James Bowen**— Vice-Chairperson, Schroon Lake Business Owner (Adirondack Apothecary)
- Jamie Rogers**—Treasurer & Secretary, Lake Placid Resident
- Roy Holzer**—Supervisor, Town of Wilmington
- Matthew Courtright**—Executive Director, Ticonderoga Chamber of Commerce
- James Monty**—Supervisor, Town of Lewis
- John Boyea**—Moriah Business Owner (Boyea's Grocery & Deli)

Staff

- Carol Calabrese**—Co-Executive Director and CEO
- Jody Olcott**—Co—Executive Director, CFO and Empire Zone Coordinator
- Sarah Brown**—Administrative Assistant

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.



Professional Services

Briggs Law Firm LLP.
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 NY14051
Phone (716) 689-2980



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Revolving Loan Programs

The Essex County IDA revolving loan fund is available to new start up and expanding businesses located in the county. The loan program is a “gap” financing tool, which assist businesses to move forward with project development.

<u>HUD Revolving Loan Program</u>	<u>IDA Loan</u>	<u>Total Project</u>
Wetherbee Carriage House, Town of Schroon	\$50,000	\$265,000
Aleeze Enterprises, Town of North Hudson	\$110,000	\$366,000
Big Slide Brewery, Town of North Elba	\$540,000	\$1,840,000
TOTAL	\$700,000	\$2,471,000

<u>Hurricane Irene Loan Program</u>	<u>IDA Loan</u>	<u>Total Project</u>
Moriah Country Club, Town of Moriah	\$25,000	\$50,000

<u>COVID-19 Loan Program</u>	<u>IDA Loan</u>	<u>Total Project</u>
R.A. White Construction	\$25,000	\$25,000
Optics of Ticonderoga	\$19,873	\$19,873
Green Goddess Natural Foods	\$24,300	\$24,300
MB Design & Build (Mossbrook)	\$25,000	\$25,000
Simply Gourmet	\$15,000	\$15,000
Denton’s Bare Necessities	\$25,000	\$25,000
Sharprock Corporation	\$25,000	\$25,000
Salt of the Earth	\$25,000	\$25,000
TOTAL	\$184,173	\$184,173

<u>USDA Loan Program</u>	<u>IDA Loan</u>	<u>Total Project</u>
War Cannon Spirits	\$130,000	\$5,117,750
Lake Placid Property Two	\$70,000	\$1,334,002
TOTAL	\$200,000	\$6,451,752



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Financing Programs

War Cannon Spirits

The IDA continued to work with War Cannon Spirits on the conversion of the old historical structure in Crown Point into a new distillery operation/tasting room. In late 2019 the Essex County IDA began assisting War Cannon Spirits with amending current permit through the Adirondack Park Agency for the newly purchased former slaughterhouse building in Ticonderoga which will eventually be used for processing and storage.

In June 2022, the IDA closed on a loan to War Cannon Spirits in the amount of \$130,000 to be used for working capital. The total project is \$4.6 million.

The business held their soft opening in the beginning of December of 2022 and are now officially open 7 days a week.



Dual Development



In early 2021, the Essex County IDA approved a straight lease back transaction to Dual

Development in the Town of North Elba with sales and use tax exemption. In 2022, Dual

Development demolished the existing Howard

Johnson hotel and are replacing it with a new 105,000 square foot 185-room Cambria hotel.

Projected employment upon completion is 25 full-time and 23 part-time employees.





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Financing Programs

Brown Swan Resort



This \$14 million project includes the purchase and renovation of the Word of Life facility.

Renovations include the main building into 69 hotel rooms, converting Williams Motel to 25 suites, converting 9 seasonal chalets, 8 seasonal cabins and 10 glamping sites, event destination with theater, restaurant and mini

golf. The Essex County IDA approved incentives including sales tax exemption and mortgage recording tax abatement. The project is expected to open in 2023.



Lake Placid Property Two, LLC



Sara Placid Inn & Suites is a 17-room motel with a suite building and a 3-bedroom house located on the shore of Lake Flower in Saranac Lake. In October of

2022, the Essex County IDA approved a loan in the amount of \$70,000 to Lake Placid Property Two, LLC to assist with the purchase of Sara Placid Inn & Suites. The funds will be used for machinery and equipment, working capital and professional fees.

The motel will remain an independently operated hotel. Lake Placid Property Two, LLC's objective is to enhance the guest experience, bolster demand and create more efficient operations with improvements to deferred maintenance, room renovations, energy updates and contactless check-in. Projected employment is 1 part-time retained and 4 full-time created.

Total project is \$1.3 million.





Essex County Industrial Development Agency

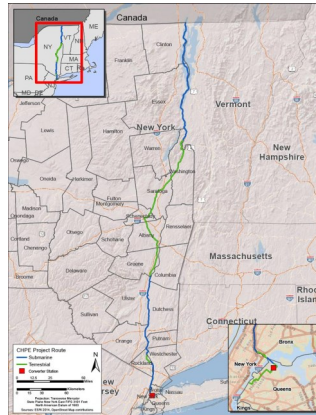
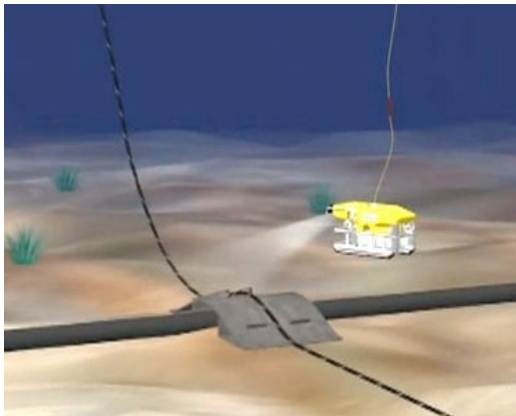
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Financing Programs

Champlain Hudson Power Express

The Champlain Hudson Power Express project includes the construction of a 57-mile 1,250 megawatt high voltage direct current electric transmission line buried under Lake Champlain that will transport renewable energy from Canada to Astoria, New York. The Essex County portion includes \$221 million in construction. In June, the Essex County IDA approved sales & tax use exemption, mortgage recording tax abatement and a 30-year PILOT for the project. Total project is \$3 billion. Proposed NEW revenue for Essex County is \$12,738,444. In 2022 the New York State approved to support the Lake Champlain project. Projected date of December 2025 to energize the power line.





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Financing Programs

Lake Placid Hotel Partners

In July 2018, the Essex County IDA approved a straight lease back transaction with sales tax exemption to the Northwoods Inn located on Main Street in Lake Placid. Construction and renovations began in late fall 2019 which included upgrading rooftop to include outdoor space, elevator upgrades, heating and AC upgrades as well as parking upgrades behind the building and



additional retaining walls. The total proposed project \$24 million and has seen delays with materials due to COVID. The business held their “soft opening” on August 31, 2022 with a new

name, The Great Adirondack Hotel and a new look. Construction of the rooftop bar and event space is projected to be completed in 2023.

89 Greenwood Apartments

89 Greenwood Apartments is a senior and disabled housing project that includes renovation of the existing 122 units in Lake Placid. In April, the Essex County IDA & CRC approved up to \$19,400,000 in tax exempt bond financing, mortgage recording tax abatement and sales and use tax exemption for the purchase of the building and minor renovations. Employment to include 1 full-time office manager, 1 full-time maintenance supervisor and 4 part-time maintenance/janitorial positions.

Projected total project cost is \$27 million.



Town of Ticonderoga 487 Solar PILOT Program

The Essex County IDA entered into a Memorandum of Understanding with the Town of Ticonderoga in June 2021 to administer the Town 487 Solar PILOT Program. The MOU includes administration of their program for 3 years. The MOU gives the IDA the ability to negotiate, enter into and administer agreements for PILOT benefits with owners, operator or sponsors of solar energy equipment systems as are defined in New York State Property Tax Law 487.

Name	Total Acres	Location	Total Mega Watts
Pivot Solar NY 1 LLC	50.44	Commerce Park Drive	5
ELP Ticonderoga Solar LLC	291.79	Veterans Road	20
Pivot Solar NY 9 LLC	69	Street Road	5
TiCon Solar LLC	227.03	Charboneau Road	5
Pivot Solar NY 6 LLC	177.10	Old Chilson Road/Race Track	5
Pivot Solar NY 5 LLC	35.63	Shore Airport Delano Road	2.5



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Financing Programs

<u>IDA/CRC Bond Summary</u>	<u>Bond Amount</u>	<u>Current Employment</u>
Elizabethtown Community Hospital	\$6,100,000	231 FT, 20 PT
Alpine Adirondack (Will Rogers)	\$5,000,000	20 FT, 7 PT
International Paper Company	\$17,900,000	606 FT, 2 PT
North Country Community College (Ti)	\$1,845,000	6 FT, 12 PT
North Country Community College (Saranac Lake)	\$1,685,000	1 FT
Adirondack Medical Center	\$9,500,000	48 FT, 35 PT
North Country School (Camp Treetop)	\$7,100,000	68 FT, 2 PT
89 Greenwood Street Apartments (North Elba)	\$17,257,000	2 FT, 4 PT

<u>IDA Straight Lease Back Transaction Summary</u>	<u>Total Project</u>	<u>Current Employment</u>
Champlain Valley Senior Center	\$7,300,000	44 FT, 25 PT
High Peaks Distributing	\$2,000,000	35 FT, 4 PT
Paradox Brewery	\$5,600,000	24 FT, 18 PT, 11 S
Pre-Tech Plastics	\$530,000	17 FT
Saranac Lake Resort (Saranac Waterfront Lodge)	\$20,000,000	52 FT, 3 PT
Lake Placid Hotel Partners (The Great ADK Hotel)	\$17,000,000	88 FT, 36 PT, 1 S
Trailhead Resort	\$2,000,000	3 FT, 6 PT, 10 S
Champlain Valley Milling	\$4,245,000	6 FT, 0 PT
Dual Development	\$36,000,000	under construction
Brown Swan Resort	\$20,428,371	under construction



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Marketing

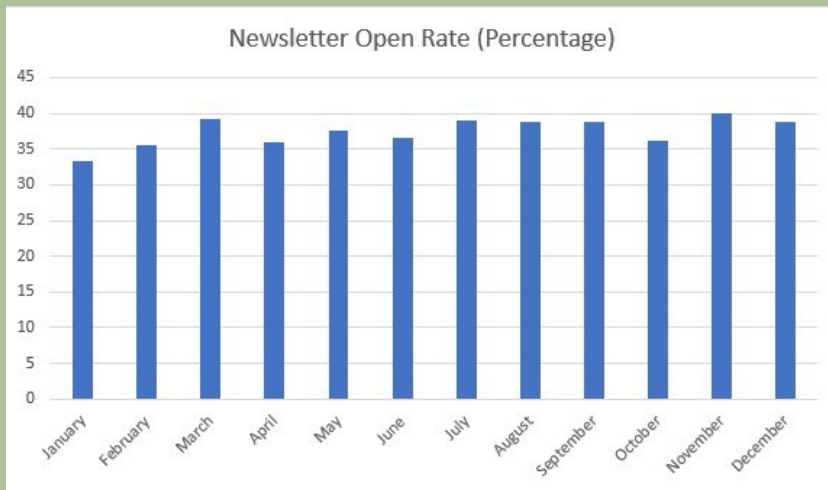
The Essex County IDA continues to partner with the Regional Office of Sustainable Tourism to market and promote the County as a viable place to own and operate a business. In addition, the IDA continues to partner with NYS Empire State Development, National Grid, NYSEG, the NY Business Development Counsel and other regional economic development entities.

Essex County Businesses

The IDA staff devotes a significant amount of time reaching out to existing Essex County businesses (as most of the economic growth is coming from existing businesses) as well as new businesses. The IDA utilizes a weekly newsletter to detail funding available, guidelines, updates and technical



assistance that is available through IDA services as well as our partnering agencies.



Leads

Letters to new EC Businesses: 162
 Essex County Businesses: 1723

Marketing to the Northeast Region

The IDA continues to develop a targeted list of manufacturers located outside of New York State and Canada. The IDA sends quarterly emails to these qualified businesses noting economic development benefits and sites available.



Location	# of Businesses
Outside of NYS	660
Canada	5,689





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Business Development

WhistlePig Rye Whiskey



In 2017 the IDA began their partnership with WhistlePig Rye Whiskey, a distillery located in Shoreham, Vermont. Between 2017 and 2022 Whistlepig purchased four lots at the existing Moriah Business Park and construction eight 14,000 square foot buildings adding new taxable assessment of more than \$4 million. In 2021 the Essex County IDA purchased an additional 38 acres adjoining the existing 32 acre park to accommodate the rapid growth of the Moriah Business Park. The IDA sold an additional 8 acres to Whistlepig to accommodate an additional eight 14,000 square foot buildings. As of December 2022, three of the 14,000 square foot buildings were completed with another one under construction. Whistlepig currently has 33 full-time employees running three shifts.



Essex County Housing Task Force

The Essex County IDA joined the Essex County Housing Task Force. The task force was developed to build opportunities to strengthen and improve Essex County neighborhoods, through the following:

1. Redeveloping under-utilized properties to better serve the community
2. Eliminating the harms and liabilities of hazardous properties
3. Returning vacant, blighted, abandoned and tax delinquent properties to productive use and making them affordable to qualified consumers and developers to stimulate economic growth and support community development to meet its needs
4. Developing and improving available housing stock to increase housing opportunities
5. Preserving established housing for the current and next generations.





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Business Development

Town of North Elba COVID-19 and Main Street Construction

In May 2021, the Essex County IDA applied for \$300,000 in grant funds from the Town of North Elba LEAF Committee to establish a COVID-19 Relief Small Business Grant Program. The IDA was awarded \$225,000 in grant funds. The Essex County IDA continued to meet with these businesses and monitor their business activity until December 2022. The IDA submitted an application in the fall of 2022 for round 2 of the Town of North Elba LEAF Main Street Construction Grant Program. The IDA was approved for \$264,000 in grant funds for businesses that suffered an economic impact due to the Main Street construction in Lake Placid.

ROUND 1 (23 applications received, 19 businesses awarded)

Adirondack Foot Sanctuary	\$15,000	Rent
Dancing Yogini LLC. (Studio Upstate)	\$15,000	Rent and equipment
Enuf Chocolates	\$14,700	Rent and equipment
Sara Placid Inn & Suites	\$14,200	Mortgage payments
Just Bead It	\$8,000	Rent and inventory
Sleeping Bear LLC. (Adirondack Popcorn)	\$5,000	Payroll
Just Bead It	\$3,500	Rent and inventory
Newman's News	\$15,000	Rent
Rustic Roots LLC	\$14,102	Rent, inventory and equipment
Adirondack Electrology	\$8,333	Rent, marketing and equipment
Casual Graffix LLC. (Bear Essentials Apparel)	\$12,000	Payroll
Frazier's House of Jerky	\$8,333	Rent
Green Goddess Natural Foods	\$12,000	Rent
Irish Treasures	\$12,000	Rent
LPM Events LLC	\$8,333	Marketing and promotion
River Rock Salon	\$12,000	Rent
The Bookstore Plus & Art Inc.	\$8,333	Rent
Upstairs Grill Stead & Seafood	\$8,333	Rent and operating expenses
Wyatt's of Lake Placid Inc.	\$8,333	Rent



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Business Development

Authentic STEM Project

The North Country Workforce Partnership, Inc. (NCWP) is working in partnership with the Universität of Seigen, located in Seigen, Germany, on an Authentic STEM Project to foster interest amongst high school students in STEM. The region where Seigen is located is close to Cologne and Bonn, Germany and features a similar environment to the North Country and the Adirondacks. This pilot project is designed so that teams of students in Germany and the USA work together to solve manufacturing problems using STEM. The goal is to train the workforce of the (digital) future by combining high school education programs in Germany and in the USA at a crossroads between vocational training, higher education, and employment. This is to be done by developing and implementing an integrated career orientation program.



The objectives of the Authentic STEM Project include the following:

- #1—Long-term establishment of career-oriented and career-developing content aligned to the school curriculum.
- #2—Insight into problem and process-oriented ways of the internal working of companies. Authentic content link between companies and potential schools for attracting apprentices. .
- #3—Better alignment of school education and vocational training / employment.
- #4—International cooperation to create a variety of contents, give insight into transnational problems and expand the repertoire of problem-solving approaches.

CV-TEC NEW VISION/ENGINEERING: The program has received a total of \$375,000 in funding. In 2022, four cohorts were held at CV-TEC and Malone Middle School with 7 to 9 more projected to be held in 2023. The Authentic STEM program was approached by the University of Siegen to foster an official meeting between the North Rhine-Westphalia Ministry of Education with their counterpart in NYS in 2023 with a possible visit by the German government officials. While the program is working closely with NYSDOL and CVES they are looking at expanding the number of employers involved in the program.



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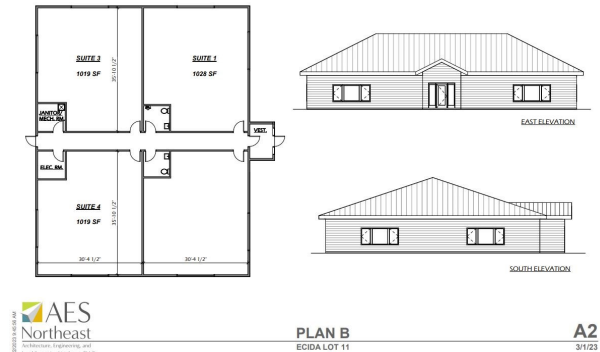
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Business Development

Moriah Business Park Lot #11

The Essex County IDA has contracted with AES Northeast to design a multi-use building on lot #11 in the newly acquired Moriah Business Park expansion property purchased in 2020. The IDA will be working with AES Northeast to design and permit proposed building in 2023 with potential construction to begin in late fall.



Ticonderoga Downtown Revitalization Initiative (DRI)

The Essex County IDA is a member of the Ticonderoga DRI committee. The New York State DRI typically provides \$10 million to individual communities to transform their downtown neighborhoods into vibrant centers for community members and visitors. The key to these transformations would be to attract redevelopment, business, job creation, and economic and housing diversity. In June 2022, a live webinar open house and in person open house were held to include the community members of Ticonderoga and what their needs are for the downtown neighborhood.



Center for Businesses in Transition Partnership

The Essex County IDA joined ANCA's Center for Businesses in Transition which addresses the loss of area businesses by providing matchmaking services with potential buyers, access to planning tools and connection with existing services. The Center is a dynamic partnership between regional organizations and individuals invested in the retention of local businesses and the future of our communities. Workshops have been held to help evaluate business performance and potential sale price.





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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:

Regional Workforce Investment Board

Essex County Workforce Council

Regional Youth Counsel

Adirondack Harvest Board

North Country Alliance Board

Adirondack Partnership Board

Adirondack Partnership Grant Committee

CV-TEC Division Advisory Council

CV-TEC Business & Industry Education & Training Committee—Mineville Campus

NCCC Business Advisory Committee

Business in the Adirondacks Committee

Lake Champlain/Lake George Regional Planning Board Loan Committee

International Paper Workforce Development Committee

Essex County Workforce Committee

Essex County Housing Task Force

Essex County IDA Real Property

Town of E'Town	Tax Map #55.84-4-7.100	0.56 acres
Town of Jay	Tax Map #7.75-1-2.000	1.10 acres
Town of Moriah	Tax Map #96.2-4-16.110	1.05 acres-Lot #4
Town of Moriah	Tax Map #96.2-4-2.000	15.89 acres-Lot #7
Town of Moriah	Tax Map #96.2-4-1.400	5 acres-Lot #10
Town of Moriah	Tax Map #96.2-4-1.300	2.73 acres-Lot #11
Town of Moriah	Tax Map #96.2-4-1.100	22.30 acres-Lot 7A

2022 Real Property Sales

Sold 8.0 acres to Whistlepig Rye Whiskey \$142,732.44 (lot #9)

Continued purchase contract with Moriah BP LLC to sell 5 acres (lot #10)

2022 Real Property Purchases

No purchases in 2022

2022 Property/Building Leases

Moriah Lot #4: High Peak Hospice lease of 3,2000 sq. ft. of office space (ten year lease).



Essex County Industrial Development Agency

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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 practicable 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 of 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



Essex County Industrial Development Agency

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2023 Goals & Projects

Empire Zone Program

Continue with administration requirements of the county-wide zone and work with grandfathered businesses to ensure they continue to receive benefits. Work also includes Business Annual Report submissions to NYS.

Business Park Development

Market the Chesterfield Commerce Park to attract new businesses.

Continued assistance with development at the Moriah Business Park.

Grants/Loans/Business Development

Marketing, administration and delivery of:

- A. COVID-19 Emergency Loan Program
- B. Lake Champlain Bridge Loan Program
- C. Hurricane Irene Loan Program
- D. USDA Rural Business Development Grant
- E. North Elba/LEAF Grants

Continued administration of revolving loan funds:

- A. 1992 & 1998 CDBG grants of behalf of Essex County
- B. 2000, 2002, 2004 & 2006 OCR grants on behalf of Essex County
- C. 2003 & 2004 USDA grants to the IDA

Administration and incentive reporting for Straight Lease Back transactions on-going:

- A. Champlain Valley Senior Center
- B. High Peaks Distributing
- C. Champlain Valley Milling
- D. Paradox Brewery
- E. Pre-Tech Plastics
- F. Saranac Lake Resort
- G. Northwoods Inn
- H. Dual Development
- I. 89 Greenwood Apartments
- J. Brown Swan Resort

Marketing

Continue working with the partners to target markets via development of email lists, updating website. The IDA will also continue sending weekly newsletter to Essex County businesses, local banks and officials.

Workforce Development

Continue work on the business and industry needs of Essex County businesses including the AIME program and career fairs at local schools.