



POLICY AREA 2: ECONOMIC DEVELOPMENT

Policy Statement

It is the policy of Lewis County to support existing businesses and encourage the attraction of new businesses that meet the needs of residents and visitors. The economic vitality of the community depends on having locally supported businesses and sustainable employment opportunities. The county will build upon existing assets and growing economic sectors such as recreation, health care, and value-added agricultural and forestry products. Additionally, we will place a particular emphasis on growing the renewable and sustainable energy sector, which will have positive impacts both locally and regionally. As these sectors expand, we will strengthen our ability to retain and attract young people to live, work, and raise families in Lewis County.

Overview

Throughout history, the people of Lewis County have relied upon the land and its resources as the center of their economic well-being, with social and cultural traditions formulated around the seasons and activities linked to agriculture and forestry. The economy in Lewis County continues to be based largely on agriculture and forestry. The manufacture and production of raw goods and value-added products from those industries provide for the county's primary employment generators. The continued refinement and advancement of value-added wood, paper, and agricultural products should be an on-going effort to stimulate new investment and foster a sustainable economic base.

Recently, the burgeoning alternative and renewable energy industries have begun to introduce 21st century investment and technology into a county which is largely operating on 19th and 20th century infrastructure and principles. These new industries are harnessing existing resources, by-products, and climatic conditions to produce energy, and in the process pose the potential to create hundreds of jobs in related or supporting industries.

Much of Lewis County's economy will continue to function based on agricultural and forestry activities, with processed dairy, wood, and specialty papers the primary goods of manufacture. Yet opportunities exist to leverage existing technology and manufacturing processes with the latest advancements in science and engineering to create resurgence in Lewis County's economy. More specifically, some existing processes involve inputs that may be obtained from other sources in the county, creating strategic partnerships between businesses and promoting the reuse and recycling of materials.

Strengths

Lewis County's towns, villages, and hamlets offer the idyllic small town atmosphere, where low crime rates, quality schools, and close-knit communities provide the backdrop for a high quality of life enjoyed by residents and visitors. Ample recreational opportunities reinforce Lewis County's economy through the attraction of visitors throughout the year to enjoy hiking, snowmobiling, water sports, and sight-seeing. Tourism is seen by many as an increasingly strong growth industry within the county and throughout the North Country, and communities have enhanced efforts to leverage these additional sources of income and revenue.

Additionally, the county's manufacturing sector has taken advantage of niche markets related to specialty products in the paper, wood, and dairy industries, leveraging its proximity to raw materials in the region. Of the ten largest manufacturing employers in the county, only two create products outside of the wood, paper, and dairy industries. While the continued diversification of the manufacturing sector in Lewis County remains important, the agriculture and forestry industry clusters offer significant opportunities to attract additional businesses and operations.

Although the county's population is small, its citizens possess a strong work ethic and are dedicated to their communities and employers. This strong work ethic and dedication are particularly responsible for the success of the county's agricultural industry. All of the active farms are family owned and operated, and the agri-business infrastructure and available resources to farmers create a self-supporting system, and continue to be tremendous assets within Lewis County.

Growth rates are limited and many of the area's villages are intact, largely avoiding the suburban sprawl development pattern that hindered and often eroded traditional communities elsewhere in Upstate New York. The lack of development pressure has also benefited the forest industry, as forest timberland and growing stock have climbed, and saw-log volumes have increased from 1993.

Challenges

As conditions continue to change throughout the global economy, Lewis County is confronted with multiple challenges and threats over which it has little control. For instance, lumber and agricultural products are susceptible to commodity cycles on a national and global scale, with unchecked 'super-cycles' limiting the dependability of prices, thus potentially inhibiting investment. As well, continued pressures on labor costs and the exportation of manufacturing operations has caused an exodus of people and jobs in search of reliable and good-paying employment. In an economy the size of Lewis County's, even modest

decreases in investment and skilled labor represent significant hurdles, as each dollar of economic activity is proportionately more significant in smaller population centers (See sidebar on page 60).

At the same time, Lewis County's economic challenges are not solely the result of national and global phenomena. There are significant weaknesses within the local economy, the greatest of which is its reliance on two raw goods products: timber and milk. These industries are mature, with a strong core of skilled and trained employees. Yet, the technology utilized is antiquated in some respects, and the manufacturing processes found in Lewis County can be done in other markets for less labor cost. Without the increased technological capabilities found in other marketplaces Lewis County is also losing ground in the production of higher value products. Taken together, industries such as timber and dairy are threatened by lower production costs for raw goods and increased technology requirements to compete in the value-added markets.

In addition to a reliance on the manufacture of two primary goods, Lewis County's economic challenges are compounded by geographic, topographic, and climatic constraints. While these limitations have been in existence prior to the county's formation, they significantly impact infrastructure investment, industry development, and population characteristics. Located in New York State's North Country, Lewis County is one of the least populated counties within the state, and remains relatively isolated from large urban centers. Much of this isolation is due to the dramatic topography of the Tug Hill Plateau and the Adirondack Foothills. The steep slopes and rolling, jagged terrain have precluded significant investments in infrastructure due to cost. The limited infrastructure investment impacts the ability of industry to operate, which in turn impacts population growth.

It is no secret to any current inhabitants that the county's weather and climate, while pleasurable during the summer and an asset for winter recreation, are hard on its people, animals, and industries. Snow and ice arrive long before the official winter season begins, with Lewis County experiencing some of the highest snowfalls in the east, accompanied by harsh temperatures. Research has shown that Americans prefer warm weather climates over colder climates. As a result of this tendency, Lewis County communities have difficulty attracting year-round residents in part due to the weather.

Numerous internal and external challenges are placing negative pressure on the county's industry and its workforce. With the economy at a potential turning point related to the alternative and renewable energy industry, residents, business owners, and public officials must be ready and willing to take advantage of opportunities as they arise, and plan for significant changes in the methods and means for accomplishing a sustainable growth pattern.



Economic Multipliers: Predicting Ripple Effects of Economic Activity

Economic multipliers help leaders predict the “ripple effects” of new industry and business expansions. A new or expanding industry can have economic impacts beyond the jobs and income generated by the original project. If used wisely, multipliers provide planners and community leaders with estimates of employment, gross sales and income that will result from new economic activity. A multiplier summarizes the total impact that can be expected from change in a given economic activity. For example, a new manufacturing facility or an increase in exports by a local firm are economic changes which can spur ripple effects or spin-off activities. Multipliers measure the economic impact of these new exports, including the resulting spin-off activities.

For example: \$1 is received into the local economy from export sales of a commodity. Of this one dollar, 40 cents is spent for goods and services within the community. The firms and individuals who receive this 40 cents spend 16 cents within the community. Of the 16 cents, only six cents is spent locally, and so on. The total amount of money received by local firms and residents as a result of the initial \$1 in added export earnings is \$1.62. Therefore, the multiplier is 1.62.

To understand how multipliers are calculated, knowing the meaning of direct, indirect and induced effects is essential. To illustrate the three effects an example of the Lumberland sawmill will be used.

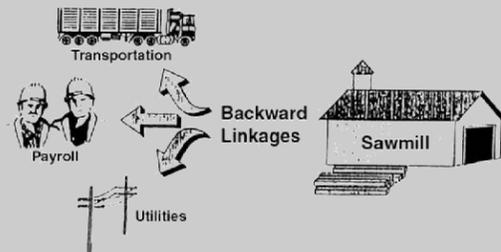
Direct effects occur to the firm that exports additional goods or services.

Lumberland gets an order from a Japanese furniture manufacturer for \$1 million in lumber products. Because of the new contract, Lumberland must add workers and spend additional dollars for transportation, utilities and other production needs. These expenditures for additional production inputs used in manufacturing the Japanese order are referred to as “direct effects.”

Indirect effects occur to linked industries that supply the exporting firm.

Lumberland’s additional spending triggers a series of chain reactions, or spin-off effects. Logging companies and businesses which supply Lumberland Inc. with raw materials and services must increase their production to meet Lumberland’s needs.

Likewise, the increase in sales of Lumberland’s suppliers generates more business for the firms that supply them. These effects are referred to as “indirect effects” and occur in the backward linked industries.



Induced effects result from households spending additional income received.

Each dollar of employee income earned in the direct and indirect activities triggers an additional chain of spending. This spin-off effect is referred to as an “induced effect,” which is sometimes called the consumption effect. Induced effects occur as households spend some of their additional income on goods and services in the local community.

Adapted from *Economic Multipliers: How Communities Can Use Them for Planning*, by Wayne P. Miller, Extension Economist, University of Arkansas Cooperative Extension Service.

Opportunities

Alternative Energy

Nationally and internationally, alternative energy is one of the global economy’s biggest growth industries. As the world confronts a future of fossil fuel scarcity, research and investment has significantly increased in energy sources that are renewable and sustainable, such as wind, solar, geothermal, wave and biomass. Tapping these sources of energy, while environmentally and socially acceptable, is also economically beneficial since the availability is practically unlimited, the technologies are often scalable, and overall infrastructure costs are typically smaller than those in the fossil fuel industry.

It is at this confluence of energy resource availability and environmental acceptability that Lewis County has entered the alternative and renewable energy industry. The county is extremely fortunate to have an existing economy based on plant and animal resources. Such resources offer a significant opportunity for enhanced efficiencies and the leveraging of waste and by-products. In addition, Lewis County’s topography, largely defined by the Tug Hill Plateau, Black River Valley, and Adirondack Foothills, provide tremendous opportunities to further harness wind energy.

Lewis County has the opportunity to continue its support for the agriculture and forestry industries by placing an enhanced level of effort into leveraging the products from these industries for energy production. For example, newly developed techniques for creating ethanol from woody biomass can utilize waste from existing products, lumber and treetop timber from forests, or plantations on marginal lands. A technology currently in the laboratory will be deployed at the Catalyst Renewable Energy facility in Lyonsdale to create high value-added products in the form of ethanol and acetic acid. The county should continue to explore the further deployment of biomass to energy technologies and seek partnerships with higher education, state agencies, investors, and local businesses to expand the production of energy from wood. In addition to alternative energy products, bio-mass can be used for other products such as wood pellets.

An existing technology currently employed in Lewis County is anaerobic digestion. The KRAFT cream cheese manufacturing facility has constructed a waste stream pretreatment and renewable energy production plant that will utilize the by-products of the cream cheese making process. Utilized extensively in Europe, this process transforms animal and food wastes into biogas (methane) which can then be burned to create steam and/or electricity. Preliminary discussions regarding a centralized facility within Lewis County to be supplied by a feedstock of cattle and food waste indicate that this promising technology has several potential benefits to the community.

As a process, the ability to turn a waste product and liability into a source of energy is noteworthy. A safe, efficient, and cost effective means for recycling animal waste would then permit the county’s cattle density to increase, allowing for a higher production of milk. Additionally, the by-product of anaerobic digestion (digestate) has the potential for utilization as compost, fertilizer, or low-grade construction materials such as fiberboard, further leveraging the region’s agricultural and forestry activities.

Lewis County’s wind power industry is poised for further expansion. The 195 tower Maple Ridge wind farm in the Towns of Martinsburg, Lowville, and Harrisburg may potentially be joined by Roaring Brook wind farm, a 40 tower complex to the south and east. It is likely that additional opportunities exist to harness wind power within Lewis County, and further investigation and discussion should be had regarding the leveraging of these investments for the economic benefit for all county residents. For example, a somewhat unexpected outcome of the wind farm development has been in the form of tourism. Lewis County’s already rich outdoor recreation industry has been enhanced by an influx of sight-seers, as well as the emergence of mountain biking, kite skiing, and related events centered around the wind mills.

Finally, the county should focus on continued reinvestment in hydroelectric power along the Black, Beaver, and Moose Rivers to increase generation capacity, and bring abandoned or underutilized facilities on-line. Some of these efforts are underway and should continue to be supported by elected officials and county staff.

Business and Workforce Development

The primary engine of every economy is its labor force. The level of skill, education, and training of potential employees is one of the primary indicators utilized by businesses seeking to expand or relocate, and the improvement of these indicators will be critical to attracting internal and external investment. There are many opportunities to partner with existing education providers such as universities, colleges, and training facilities to upgrade the skills and knowledge of the existing labor force.

Particular attention should be given to enhanced skills required to fully participate in the formation and growth of the alternative and renewable energy industries. For example, Brookfield Power, which operates hydroelectric facilities in the county, is working with SUNY Oswego to develop a renewable energy-based degree program to help meet labor needs. As the level of technology employed within the county increases, the level of skill and training required to construct, maintain, repair, and manage these systems also increases.

However, skill development and training should also go beyond a reactive approach to technology and investment imported from outside



the community. Lewis County should also strive to promote entrepreneurship and business development from within. An example of this would be the ability to foster the development of new businesses related to the food industry. The county is already home to multiple successful food products such as maple syrup, cream cheese, milk, and bologna. Efforts should be made to leverage and add value to these products, potentially through the development of an incubator kitchen or shared-use facility for research, development, and technology transfer.

Industrial Development

Lewis County's existing industrial and manufacturing base relies primarily on timber and raw milk as its feedstock. While these products are abundant within the county, the diversification of manufacturing activities remains a worthwhile goal to expand the economy and protect against global commodity cycles. Opportunities within the alternative and renewable energy industries discussed previously will allow for greater efficiencies, the reduction of waste, and the leveraging of resources for new products and markets. The collocation of new enterprise adjacent to energy generation facilities should be a primary goal as the alternative and renewable energy industry unfolds in Lewis County.

The placement of by-product consumers, energy producers, and energy consumers together would limit the need for costly infrastructure investment, and would begin the development of sustainable economic clusters. For example, the by-products of anaerobic digestion include compost and fertilizer, with methane gas the primary product. The compost and fertilizer could be utilized by greenhouse operations, and in some circumstances organic farming, with a portion of the methane gas produced at the plant also providing heat and energy to the facility. Excess waste from the greenhouse operation could then be fed back to the anaerobic digestion plant, completing the cycle. This is one example of many potential renewable energy and value-added manufacturing clusters.

To prepare for new investment and development, the county will need to create an incentive for the formation of these relationships and value-added clusters. The identification of sites for development and investments in infrastructure and advanced permitting will make Lewis County an attractive location in addition to its wealth of resources. The formation and advancement of these industrial park sites, along with enhanced marketing and promotional efforts, will provide the county with the necessary incentives to attract industry.

The Open Access Telecommunication Network (OATN) that has been created by the Development Authority of the North Country (DANC) presents a significant opportunity for the attraction of bandwidth and data-intensive businesses. The installed network is at the leading edge of industry standards, and should appeal to a host of businesses, including,

Economic Development: Key Points

- The abundant and cherished natural resources are in part a product of the unique geography of the county. These features have also limited the development of critical infrastructure as well as population and industrial growth.
- To protect against global economic cycles, it is critical for the county to expand its industrial and economic base beyond the two primary resources of timber and raw milk.
- Lewis County is well positioned to further expand into the energy industry. Its wealth of natural resources, proximity to higher education and research institutions, and emerging businesses should be leveraged together to continue the momentum established in recent years.
- Alternative energy, specifically biofuels, presents opportunities for stimulating the agriculture and forestry industries.
- Partnerships should be established or enhanced with educational institutions. Colleges and universities within the region, as well as BOCES and local school districts, can play an important role in workforce development.
- The county should consider value-added products as a particular focus for expanding the local economy. The proliferation of these products can strengthen existing businesses as well as attract new ventures.

but not limited to: internet service providers; wireless service providers; data and security firms; video and TV providers; educational and medical institutions; manufacturing and distribution facilities; IT-intensive services such as back-office operations; and financial firms. With a major OATN network hub located in the Village of Lowville, the attraction of investment and jobs within the village center would have an enhanced impact on local businesses and the housing market.

While the alternative energy industry continues to garner much attention, existing industries in Lewis County should continue to be refined and expanded. Lewis County is the state's number one maple syrup producer. However, much of the syrup is collected and shipped out of the county to be bottled. The county has recently begun investigation into the development of a bottling facility and to explore the possibility for additional value-added maple products. These efforts, in conjunction with a potential incubator kitchen or food venture center, could result in the development of new products that will foster growth and expansion. In addition to the development of new manufacturing and industrial facilities, existing underutilized and abandoned sites are also primary

opportunities to leverage previous infrastructure development and capital. Sites such as the former Beaverite package facility and the Lyons Falls Pulp and Paper property are available for redevelopment. With a lack of infrastructure county-wide, the focus should be on developing sites that have existing underutilized infrastructure.

The presence of Fort Drum in the northern reaches of the county also presents opportunities for spill-over effects from continued base expansion. The county should investigate opportunities to absorb additional housing and services demand generated by military personnel and families by actively soliciting the engagement of DANC and FDRLO. It is recognized that a prime opportunity exists for the Village of Lowville to directly benefit from the influx of residents and play a central role in leveraging current and future investment.

Objectives and Measures

The following Objectives should provide guidance for county-level policy and decision making related to economic development. Specific strategies, or Action Items, for each Objective are listed in a table on the next page.

Objective A: Leverage the assets and momentum of the renewable and sustainable energy industry to provide a solid foundation for economic growth.

Measures:

- Track number of alternative energy start-up companies
- Track volume of wood and dairy waste consumed by alternative energy operations
- Track volume of refuse going to Rodman landfill
- Track number of alternative energy demonstration facilities

Objective B: Establish the necessary training, networking and organizational capacity to improve the county's labor pool and enhance existing businesses.

Measures:

- Track number of programs, partnerships and companies established
- Track number of micro-loans applied for and obtained
- Number of youth (age 18-34)

Objective C: Provide the infrastructure necessary for industrial operations to expand in or relocate to Lewis County.

Measures:

- Number of sites prepared, sold, and developed
- Square feet of office space utilized in village centers
- Number of telecommunications-intensive firms

Note: Issues related to the health and vitality of village centers can be found in the Community Resources & Housing Section.



ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Objective A: Leverage the assets and momentum of the renewable and sustainable energy industry to provide a solid foundation for economic growth.

#	Action Item	Originating From or Consistent With*					Implementation					Notes
		Comp Plan	CEDS	Blue	Black	Maple	Time Frame	High Priority	Potential Partners	Funding Resources/Strategies	Completed	
1	Hold an annual or biannual Sustainable Energy Summit between Lewis County, local businesses, higher education, and industry/research experts that will identify improvements and investments to support the continued development of alternative and renewable energy businesses within the County and surrounding region.	✓					Long-term		County Dept. of Economic Development and Planning, County IDA, NYSERDA, businesses, higher education, industry/research experts	County funded or state grants		The Summit will be a regular opportunity to establish and enhance networks and to generate ideas for leveraging collective assets. The County should take a lead role in this effort.
2	Work with SUNY ESF or other consultant on developing an action plan that will support the emergence of woody biomass production and processing within Lewis County.	✓	✓				Short-term	X	SUNY ESF, NYSERDA, relevant businesses, landowner representatives	SUNY ESF or NYSERDA funds		The action plan should also provide recognition of next steps to bring this research into practice on a large scale, and opportunities, if any, beyond the Lyonsdale facility.
3	Develop a comprehensive database and conceptual network of feedstocks and waste products for all industries. Examine opportunities for strategic links in that network that will further sustainability goals while boosting the local economy.	✓					Short-term	X	SUNY ESF, NYSERDA, ESDC, local businesses	NYSERDA funds		There may be such a database previously developed which can be amended as needed. This database can then be cross-referenced to link suppliers, producers and consumers of like feedstocks and waste products.
4	Investigate options for reducing the amount of organic waste exported from Lewis County to the Rodman Landfill and divert this waste to the production of energy within the County.	✓					On-going		County Dept. of Economic Development and Planning, DANC, NYSERDA			
5	Support the Rodman Landfill's efforts to find an end-user for the facility's naturally produced methane gas.	✓					Short-term		County Dept. of Economic Development and Planning, DANC, NYSERDA	N/A		
6	Continue to support the development of an anaerobic digestion facility that will utilize local organic waste to generate heat and power, and investigate the use of by-products by end-user.	✓					Short-term	X	County Dept. of Economic Development and Planning, NYSERDA, CCE, LCDC, LCW&SD local farms	N/A		
7	Investigate the potential for an industrial park with an agriculture-based business focus that provides tenants with low cost power via wind, geothermal, biomass, anaerobic digesters, etc.	✓	✓				Short-term	X	County Dept. of Economic Development and Planning, NYSERDA, LCDC, LCIDA, Empire State Development Corp.	CDBG economic development grants, NYSERDA, ESDC		The possibility for park tenants to send their waste streams for power production could also off-set costs elsewhere.

* Key:

- Comp Plan = Lewis County Comprehensive Plan
- CEDS = Comprehensive Economic Development Strategy, Project Priority List
- Blue = Blueway Trail Development Plan for the Black River
- Black = Black River Scenic Byway Corridor Management Plan
- Maple = Maple Traditions Scenic Byway Corridor Management Plan
- Potential partners in **bold** are lead entities



ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN, CONTINUED

Objective A (continued)

#	Action Item	Originating From or Consistent With*					Implementation					Notes
		Comp Plan	CEDS	Blue	Black	Maple	Time Frame	High Priority	Potential Partners	Funding Resources/Strategies	Completed	
8	Develop a page on the county's website, with an accompanying presentation, that highlights the growing list of companies and initiatives taking place within Lewis County's alternative/renewable energy industry.	✓					Short-term		County Dept. of Economic Development and Planning, NYSERDA			This presentation should be aimed at an audience of potential investors, start-up companies, and existing businesses seeking expansion or other efficiencies.
9	Conduct a county-wide energy assessment of potential supply and production capacity for non-fossil fuel and renewable energy sources.	✓					Long-term	X	County Dept. of Economic Development and Planning, NYSERDA, renewable energy suppliers, other relevant businesses	NYSERDA funds		Primary goals of this study include: understanding the potential energy capacity within the county for solar, wind, hydropower, biomass, geothermal, and animal/food waste sources; and developing a marketing program for consumers, suppliers, and producers to inform on the opportunities present within the county.
10	Develop a marketing strategy that highlights the available resources, infrastructure, and existing businesses within the alternative energy industry to attract additional investment.	✓					Short-term	X	County Dept. of Economic Development and Planning, NYSERDA, ESDC, renewable energy suppliers, other relevant businesses	NYSERDA funds, ESDC, CDBG economic development grants		



ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN, CONTINUED

Objective B: Establish the necessary training, networking and organizational capacity to improve the county's labor pool and enhance existing businesses.

#	Action Item	Originating From or Consistent With*					Implementation					Notes
		Comp Plan	CEDS	Blue	Black	Maple	Time Frame	High Priority	Potential Partners	Funding Resources/Strategies	Completed	
1	Investigate the feasibility of a business incubator, shared use kitchen or food venture center within the county to provide assistance to beginning and established food entrepreneurs and assist smaller agricultural based added value businesses.	✓	✓				Short-term		Northeast Center for Food Entrepreneurship and the New York State Food Venture Center at Cornell University, Maple Ridge Center, County	Funding from various partners		The facility could offer services, outreach, training, and research development opportunities in areas such as business and product process development, product safety, process/product technology transfer and product commercialization.
2	Investigate industries that would potentially benefit from the cooperative model and facilitate the creation of these organizations.	✓					On-going		County Dept. of Economic Development and Planning, Lowville Producers Co-op, Chamber, LCIDA, CCE	N/A		The process could examine the Lowville Producer Co-op model, its strengths and weaknesses, and its application to other products/industries.
3	Continue to provide local access to training on business basics, including marketing, accounting, finance, and access to assistance programs to support various small businesses and larger agricultural and forestry producers.	✓			✓	✓	On-going		Small Business Development Center, County Dept. of Economic Development and Planning, Merchants Association, Chamber, LCIDA, BOCES	N/A		The county should seek to build a critical mass of interested business owners to facilitate classes being held in Lowville, rather than Watertown.
4	Encourage and assist business owners in applying for business micro loans to facilitate small business start-ups and expansions.	✓					On-going		Small Business Development Center, County Dept. of Economic Development and Planning, LCIDA			As an example, the Sun Feather Foundation provides loans to "economically and educationally challenged businesses."
5	Create a "Brain Gain Commission" in partnership with area schools, colleges, universities, businesses, and municipalities that is charged with developing an action plan for retaining and recruiting young professionals.	✓					Short-term	X	County Dept. of Economic Development and Planning, Merchants Association, Chamber, LCIDA, municipalities, higher education			
6	Assist the local business community in a process that will allow them to define a "Community Vision" for the economic future of Lewis County.	✓					Short-term		Merchants Association, Chamber, LCIDA, Downtown Lowville Business Association			Outreach could include additional social/promotional events, a business survey (potentially conducted by area JCC students), and enhancing partnerships with other organizations such as the Lowville Producers, LCIDA, and the Chamber.
7	Partner with regional education providers and relevant businesses to develop training programs such as skilled manufacturing, forestry, animal husbandry, crop production, alternative energy, and electric and instrumentation technical skills, and foster the development of energy focused degrees, concentrations, and certification programs.	✓					Short-term	X	County Dept. of Economic Development and Planning, SUNY Oswego, SUNY ESF, Clarkson University, Cornell University, JCC, BOCES	Funding from various partners		Important industry skills include: programmable logic controllers (PLC), computer numeric control (CNC), and injection molding machines.
8	Develop and support a county-wide microloan program for the establishment of new business and the expansion of existing businesses within the county.	✓					Short-term	X	County Department of Economic Development and Planning, LCDC	CDBG		



ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN, CONTINUED

Objective B (continued)

#	Action Item	Originating From or Consistent With*					Implementation					Notes
		Comp Plan	CEDS	Blue	Black	Maple	Time Frame	High Priority	Potential Partners	Funding Resources/Strategies	Completed	
9	Conduct a feasibility study for an on-line/distance learning/training center to be located in the Village of Lowville that will take advantage of the Open Access Telecom Network Point of Presence in Lowville.	✓					Short-term	X	SUNY Oswego, Clarkson University, Jefferson Community College , Utica College, Syracuse University, Cornell University	CDBG economic development grants		
10	Spearhead an effort to encourage BOCES and or Local School District to offer distance learning opportunities as a result of a demonstrated need.						Long-term		BOCES, local school districts, County Dept. of Economic Development and Planning			
11	Expand efforts to brand locally made products as "Pride of NY" and "Made in Lewis County, NY."	✓					Short-term	X	NYS Dept. of Agriculture and Markets, LCIDA			



ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN, CONTINUED

Objective C: Provide the infrastructure necessary for industrial operations to expand in or relocate to Lewis County.

[Note: Additional infrastructure elements such as roads and railroads are further addressed in the Infrastructure and Community Resources policy area.]

#	Action Item	Originating From or Consistent With*					Implementation					Notes
		Comp Plan	CEDS	Blue	Black	Maple	Time Frame	High Priority	Potential Partners	Funding Resources/Strategies	Completed	
1	Continue to investigate alternatives and options for the generation and transmission of electricity that will improve direct benefits and access to low cost electricity for residents in targeted locations within the county.	✓					On-going		County Dept. of Economic Development and Planning, NYSEDA, NYISO, NYPSC, energy producers/suppliers, LCIDA, County Municipal Power Authority	NYSEDA funds		
2	Explore alternatives for the sale of low-cost electricity to industries that collocate adjacent to local generation facilities.	✓	✓				Short-term		County Dept. of Economic Development and Planning, NYISO, NYPSC, LCIDA			An example may be the redevelopment of the Lyons Falls Paper Mill facility or a site at Beaver Falls.
3	Conduct a site assessment and feasibility study for the location of 'shovel ready' industrial sites and/or parks within Lewis County.		✓				Short-term	X	County Dept. of Economic Development and Planning , LCDC, LCIDA, Empire State Development	LCDC funds		The findings should identify a minimum of 6 potential sites, with a priority ranking based on available infrastructure, cost to develop/permit, appropriateness for specific industries, potential environmental/social/cultural impacts, and other measures.
4	Complete a Generic Environmental Impact Statement for potential industrial park sites, and undertake any required infrastructure investments to improve the marketability of these locations.	✓	✓				Long-term		County Dept. of Economic Development and Planning , LCDC, LCIDA , Empire State Development	CDBG economic development grants, ESDC programs		
5	Encourage office operations to locate in places that will provide the greatest economic multiplier, such as village and hamlet centers.	✓					On-going		County Dept. of Economic Development and Planning , LCIDA, chambers, merchant associations	N/A		
6	Continue efforts towards the development of a maple syrup bottling and/or co-bottling facility and the enhancement of the maple syrup products industry within Lewis County.	✓	✓				Short-term	X	County Dept. of Economic Development and Planning , LCIDA, Empire State Development Corp.	CDBG economic development grants, ESDC programs		County should also continue to gather data on production methods, techniques, and output from various regions of the county. Primary goals include: the development of a detailed understanding of the maple syrup industry in Lewis County; understanding best practices for production and processing; determining potential connections between growth conditions (soils, microclimate, etc) and output.
7	Leverage the presence of the county's fiber optic network to attract new businesses.	✓					Short-term	X	LCIDA , County Dept. of Economic Development and Planning			