



2022 ANNUAL REPORT

Growing a more sustainable Lewis County

MESSAGES *to the Community*

"I look back at another year, so proud of our team for demonstrating the diverse forms successful economic development can embody. A sound strategy is multi-faceted; however, it also needs to emphasize the aspects best suited to local needs at a given time. One of which is our strong belief in the role of people helping people. The success of recent initiatives, such as DBA Lewis County, has underscored that it's not always about building something but giving someone the building blocks. Giving us and them the foundation for continued growth and success."



Joe Lawrence

Board Chairman, Lewis County Industrial Development Agency



"The Lewis County Development Corporation has taken large strides in moving from a "project-based" entity, to one that provides vast economic development services for our communities. From the completion of the Lyons Falls Mill Site Demolition project, to a partnership with the LCIDA on the sale of a portion of the site to Black River Valley Natural for their expansion, to creating the Community Economic Development Program through a Host Community Agreement with Number 3 Wind, we have become a stronger and more focused organization. I look forward to our continued partnerships to provide more impactful services for our businesses and communities in the future."



Tim Petersen

Board President, Lewis County Development Corporation



"Our economic development organizations have never been stronger as we have worked to strengthen our partnerships for a greater Lewis County. Strategic initiatives have fostered entrepreneurship, scaled-up existing businesses, developed strategic funding initiatives, brought together business leaders to facilitate new connections and ideas, ultimately leading to stronger and more diverse businesses, enhanced quality of life and improved communities for all. We continue to think creatively and focus on developing our communities from within to provide support, encourage and inspire those who choose Lewis County to live, work, build business and play."



Brittany Davis

Executive Director, Lewis County Economic Development



NATURALLY LEWIS | WHO WE ARE

Our Mission

Lewis County Economic Development, through its board, the IDA, the LCDC, and its brand, Naturally Lewis, are championing the growth of a community where people want to live, work, build business and play. We foster forward thinking and relationship building, connecting people, businesses, partnerships and resources to effectively and efficiently grow our county.

Our Strategic Priorities



Board of Directors

LEWIS COUNTY IDA

Joe Lawrence , Chairman
Gagan Singh, Vice Chairman
Herb Frost, Board Member
Thomas Gillette, Board Member
McKenzie Lehman, Board Member
Jessica Moser, Board Member
Darlene Rowsam, Board Member

LEWIS COUNTY DEVELOPMENT CORPORATION

Tim Petersen, President
Tyler McDonald, Vice President
Mick Lehman, Treasurer
Eric Virkler, Secretary
Christie Andrus Nakano, Board Member
Michael Bradish, Board Member
Jessica Clemons, Board Member
Larry Dolhof, Board Member
Shellie Marks, Board Member
Eric Sunderhaft, Board Member
Terry Thisse, Board Member

Staff

Brittany Davis, Executive Director
Cheyenne Steria, Director of Finance & Incentives
Jenna Lauraine, Programs & Partnerships Director
Kaylee Tabolt, Economic Development Specialist



DEVELOPING PARTNERSHIPS *in 2022*

In 2022, we leveraged the knowledge and expertise of our businesses, community and economic development partners to continue to grow our communities and strengthen our organization.



CREATING A MORE STREAMLINED ECONOMIC DEVELOPMENT ORGANIZATION

The IDA, LCDC and Chamber have strengthened their partnership and worked on plan for a future organization that includes the creation of a new 501(c)3, called *Naturally Lewis, Inc.*, that will streamline services, staffing, funding and resources. The partnership will provide clarity to our communities on who we are, what we do, and who we serve, being the lead organization to provide economic, business and tourism development and promotion for Lewis County. The new organization will launch in 2023.



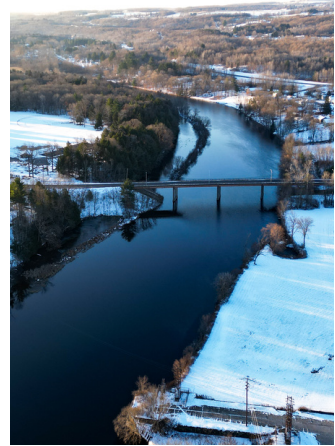
NATURALLY
LEWIS
LEWIS COUNTY, NY



ADIRONDACKS
TUG HILL

PARTNERING FOR FUTURE INVESTMENT

Naturally Lewis partnered with the Village of Lyons Falls and Lewis County to submit an application to the New York Forward program on behalf of the Village of Lyons Falls. Through previous work and investment of the Lyons Falls Brownfield Opportunity Area (BOA), a vision for the future of Lyons Falls was created. The application included an expansion of Black River Valley Natural, various small business expansion projects, façade and streetscape improvements and a vision for the former Lyons Falls mill site. This partnership resulted in the Village of Lyons Falls being awarded \$2.25 million dollars to invest in its downtown revitalization.



PARTNERING TO STRENGTHEN LEADERSHIP IN OUR COMMUNITIES

Naturally Lewis teamed up with the Lewis County Chamber of Commerce to provide an enhanced experience for the Lewis County Leadership Academy. Over the course of one year and ten classes, academy students are exposed to various aspects of Lewis County, such as economic development, human services, government, agriculture, history and more. Additionally, students receive leadership training from Christie Andrus-Nakano, owner of The Human Factor Leadership. The Academy facilitates leadership and provides opportunities for students to learn, grow, and get involved in their Lewis County communities.



DEVELOPING PARTNERSHIPS *in 2022*

CENTER FOR BUSINESSES IN TRANSITION

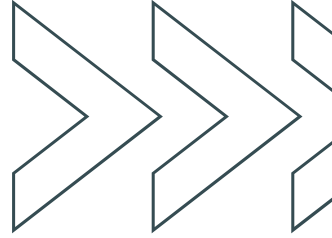
Naturally Lewis has been a partner of the CBIT program, a North Country regional partnership working to combat closure of thousands of businesses due to a lack of successor or succession plan, since its inception. We provide match-making services and the resources businesses need to transition successfully.

Project Highlight:

GARY'S RESTAURANT, LOWVILLE, NY

Gary's Restaurant had been a client of CBIT for two years before a successor was found! Ashley Mayer, owner of Vanilla Bean Bake Shop, who was also looking to expand, was able to purchase Gary's to expand her baking business and make it an addition to the very popular downtown Lowville restaurant.

Meet Crave Diner & Vanilla Bean Bake Shop!



PARTNERING REGIONALLY TO BRING TOGETHER MANUFACTURERS FOR NETWORKING, EDUCATION & COLLABORATION

In partnership with Jefferson County Economic Development, Naturally Lewis launched the Jefferson-Lewis Manufacturing Alliance, an initiative that works to bring manufacturers and support agencies together for education, networking and collaboration opportunities. Together, we host, at a minimum, two large events per year, and are working to incorporate additional opportunities for manufacturers.

Partnerships Continued...

- ✓ LED MONTHLY ECONOMIC DEVELOPMENT PARTNER MEETINGS WITH LOCAL PARTNERS
- ✓ ENGAGED WITH NEW PARTNERS THROUGH EVENTS AND OUTREACH
- ✓ CONTINUED OUR TRI-COUNTY REGIONAL PARTNERSHIP THROUGH DRUM COUNTRY, NY
- ✓ STRENGTHENED OUR PARTNERSHIP WITH CLARKSON UNIVERSITY AND THE SHIPLEY CENTER FOR INNOVATION
- ✓ ASSISTED IN LAUNCHING THE SNOWMOBILE ACTION COMMITTEE IN RESPONSE TO THE 2021 ECONOMIC IMPACT STUDY

RESEARCH & EDUCATION *in 2022*

In 2022, we grew our entrepreneurial ecosystem by providing education to our entrepreneurs to ensure they are the most prepared when launching or growing their business. Additionally, we worked to research and learn about best practices in economic development to make our organization the best it can be for our communities.



Doing Business As LEWIS COUNTY



MET WITH 133
ENTREPRENEURS IN
2022



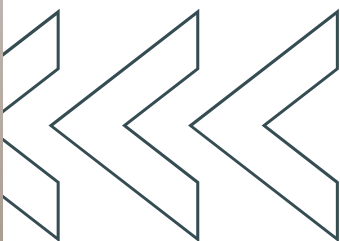
27 CONSULTANTS &
RESOURCES

PROVIDING A STREAMLINED APPROACH TO ENTREPRENEURSHIP IN LEWIS COUNTY

Throughout 2022, Naturally Lewis has continued the development of the DBA Lewis County Entrepreneurship Program to assist aspiring entrepreneurs and small business owners in Lewis County to start and scale-up their businesses. By utilizing our local and regional economic development technical assistance partners and building a network of consultants, we are able to connect entrepreneurs with services and resources to reach their goals. Although many services are free, DBA Lewis County is helping to alleviate some of the costs associated, thanks to a \$15,000 grant from National Grid's Project C Program and investment from the Lewis County IDA, an incentive to entrepreneurs working to launch and grow.

Entrepreneur Highlight:

BLACKWELL BOOKKEEPING, LOWVILLE, NY



Kelsey Blackwell came to Naturally Lewis in 2021 with an idea to start a part-time bookkeeping business. She quickly realized that she needed to leave her full-time job to be a full-time business owner. Through customized DBA Lewis County services, Kelsey was able to create a business plan, launch a new brand, and become a consultant of the DBA Lewis County Program! We continue to refer entrepreneurs in her direction for bookkeeping assistance.




The Naturally Lewis DBALC program has been instrumental in helping my bookkeeping business thrive. The program provided invaluable resources with other peer advocates to provide support to help me position my business to a place of success and begin to plant my seed within my local community. Thanks to Naturally Lewis, I was able to receive the support I needed to build my brand with the expertise from Novel Marketing Co, ultimately leading to a brand with increased sustainability throughout the states. I am so grateful for the assistance I received, and will continue to recommend this to my clients as they come to me with business needs.




OUTREACH & VISIBILITY *in 2022*


In 2022, we increased our outreach to businesses, communities and external audiences through catalyst events and leveraging our Naturally Lewis brand to build a community identity.

 **2,970**
FOLLOWERS


6,293
PAGE VISITS
↑195.3%

 **1,166**
FOLLOWERS

9,441
ACCOUNTS REACHED
↑93.9%

 **371**
FOLLOWERS

38.1%
OF AUDIENCE IS SENIOR IN
THEIR ORGANIZATION

 **64,951**
PAGE VIEWS

13,225
NEW VISITORS



- Featured on a monthly radio segment, 'Naturally Lewis: Moving Lewis County Forward' with The Moose & The Blizzard.
- Over 5,000 subscribers to our monthly e-newsletter
- Featured with a monthly column, 'Naturally Lewis: Moving Lewis County Forward' with the Lowville Journal & Republican.

Marketing Highlight:



DRUM COUNTRY NY

Jefferson • Lewis • St. Lawrence

Drum Country, NY, our tri-county regional partnership, launched a marketing campaign targeting businesses & talent to relocate to the Drum Country Region. The campaign, called Let's Meet, focuses on the assets of the North Country and why you should live, work, build business and play in our region!

OUTREACH & VISIBILITY *in 2022*



BUSINESS LEADERS BREAKFAST: LASTING CONNECTIONS

We hosted two Business Leaders Breakfast events in February and October of 2022. The first breakfast, themed Rebuilding & Reconnecting, brought together approximately 60 individuals to simply do just that: reconnect and build connections post-pandemic. In October, we included guest speaker, David Thurlow with Upstate Founders, to talk about the process of Customer Discovery in starting a new business or organization. These events are free to the business community and serve as a way to make connections for future growth.

DOWNTOWN DRINKS & DREAMS: DRI VISIONING EVENT

Naturally Lewis partnered with Lewis County, the Village of Lowville and the Lewis County Chamber of Commerce to host a networking and visioning event for business and commercial building owners in the Village of Lowville to network, discuss the future of downtown Lowville, and prepare for the Village's 2022 Downtown Revitalization Initiative application to NYS. This program awards \$10 million to one community in each of the ten regional councils throughout New York State.



Impactful Events & Outreach Continued...

- TABLING @ FORT DRUM TO INCREASE AWARENESS OF LEWIS COUNTY OPPORTUNITIES
- CLARKSON UNIVERSITY ENTREPRENEURSHIP TRAINING @ ZERO DOCK STREET, CARTHAGE NY - 30 ATTENDEES
- BUSINESS CONNECTIONS EVENT IN HARRISVILLE, NY - 12 ATTENDEES
- VILLAGE OF LYONS FALLS NEW YORK FORWARD APPLICATION VISIONING SESSION @ FOOD TRUCK FRIDAYS, LYONS FALLS, NY
- ARTS FUNDING INFORMATION SESSION - BRAVE DESIGN STUDIOS, LOWVILLE NY



OUTREACH & VISIBILITY *in 2022*

Event Highlight:

In 2022, we hosted our first annual economic development conference with the theme, Shift Back to Rural, focusing on leadership & inspirational local stories of why people and businesses are choosing rural Lewis County to live, work, build business and play. We had approximately 120 people in attendance, 11 break-out sessions, and 14 sponsors.

SHIFT BACK TO RURAL

Lewis County Economic Development Conference



STRATEGIC FUNDING DEVELOPMENT *in 2022* —

In 2022, we strategized and created funding opportunities for the future and launched programs that assisted with small business growth to strengthen our communities. We also worked through long-term community investments that led to favorable outcomes for our businesses.



COMMUNITY ECONOMIC DEVELOPMENT PROGRAM

The Lewis County Development Corporation created the Community Economic Development Program in 2022 with funds made available through a Host Community Agreement between Number 3 Wind and the LCDC. Currently, the CEDP will provide \$150,000 of grants on an annual basis beginning in 2023 to Lewis County businesses, organizations and communities.

MISSION of the CEDP: The Lewis County Community Economic Development Program is the mechanism for investing in initiatives that build a great quality of life, sustainable employment and collaborative plans that make Lewis County a community to thrive at work and at home. In viewing our communities as intrinsically interconnected, this county-wide fund is used to grow businesses, enhance individual communities and strengthen our local economy through thoughtful risk-taking, building community partnerships and making wise investments. The fund will leverage the knowledge and expertise of our businesses and communities to invest in projects that make Lewis County a great place to live, work, build business and play for current and future generations.

Programs:

- BUILDING BUSINESS FUND
- SMALL THINGS, BIG IMPACT FUND
- COMMUNITY CONNECTIONS FUND

VACANT PROPERTY REVITALIZATION PROGRAM

The LCDC, in partnership with Lewis County, worked to create a program through the American Rescue Plan Act (ARPA) funds, targeting vacant and potentially unsafe or blighted properties within downtown areas to turn them into usable spaces for business development opportunities. The Vacant Property Revitalization Program will have immediate effects on our downtowns; enhancing our communities, driving business development, and bringing residents and tourists into downtown areas. By focusing on bringing these buildings back to life, the community will see an increase in the property tax base, the creation of local construction jobs, future employment within businesses, and an enhanced quality of life. The program will provide reimbursement grants, 50% of project costs, up to \$100,000 per project, starting in 2023.



STRATEGIC FUNDING DEVELOPMENT *in 2022* —

Program Highlight:

The Launch Lewis County Microenterprise Grant Program is a business competition grant program helping businesses to start or expand. In 2022, we invested \$180,000 into our priority projects; the food and beverage industry, creative tourism and recreation-based experiences, and downtown projects enhancing tourist draw and quality of life for local residents. Funds for Launch LC were made available through the NYS Office of Homes and Community Renewal, the Community Development Block Grant and Lewis County.

Awarded businesses must meet the following requirements: a microenterprise of five or fewer employees; funds must benefit low-to-moderate income individuals via ownership or employment; funds can only be used on furniture, fixtures, equipment or inventory; and entrepreneurs must complete the Small Business Development Center Entrepreneurial Training Program.



2022 Launch LC Award Winners:

Cogumelo Mushrooms | \$10,000 | Natural Bridge, NY
Grassroot Meats | \$10,000 | Lowville, NY
Munch | \$20,000 | Lowville, NY
Sterling Valley Maple, LLC | \$30,000 | Croghan, NY
Simmons Tree Farm | \$20,000 | Copenhagen, NY
The Tack Shack | \$30,000 | Glenfield, NY
Vanilla Bean Bake Shop | \$20,000 | Lowville, NY
World's Famous Osceola Hotel | \$20,000 | Osceola, NY



*Joshua Stamp
Owner, Sterling Valley Maple*

STRATEGIC FUNDING DEVELOPMENT *in 2022*

Incentives Approved in 2022

5

APPROVED SOLAR PROJECTS

2

APPROVED TRADITIONAL PROJECTS

15+

MEGAWATTS OF NEW ENERGY

\$34,320,900

IN PROJECT INVESTMENTS

\$92,300

ANNUAL INVESTMENT IN LOCAL COMMUNITIES



Number 3 Wind, owned by Invenergy, began construction in 2022. The total project cost is estimated approximately \$208,000,000 in investment with a 30 Year PILOT and a 25 Year Host Community Agreement with the Lewis County Development Corporation for the Community Economic Development Program. The site will be operational in early 2023.



Port Leyden Portal, LLC entered into a 15 Year PILOT with the LCIDA. Total project cost is estimated approximately \$427,000. The project consists of converting the former Port Leyden Elementary School into senior-living housing, short-term rentals and community space.

SIX ACTIVE TRADITIONAL PILOTS

\$294,700 PAID TO LOCAL GOVERNMENTS & SCHOOLS

TWELVE ACTIVE ENERGY PROJECTS

12 ACTIVE PROJECTS WITH 5 PENDING SIGNING

THREE ACTIVE INSTALLMENT SALES

EQUIPMENT PURCHASED BY THE IDA AND SOLD BACK TO A BUSINESS IN INSTALLMENTS

FIVE ACTIVE SALES TAX EXEMPTIONS

EXEMPTIONS ARE LIMITED TO THE CONSTRUCTION, RECONSTRUCTION OR INSTALLATION PERIOD AND CANNOT COVER OPERATIONAL COSTS

ONE SMALL BUSINESS LOAN

LOAN FUNDS ARE AVAILABLE FOR GAP FINANCING FOR SMALL BUSINESSES IN TARGETED INDUSTRIES

\$4,587,6000 COMMUNITY INVESTMENT

FROM PILOT PROCEEDS IN 2022

STRATEGIC FUNDING DEVELOPMENT *in 2022* —

Development Project Highlight: Lyons Falls Mill Site



In 2022, the Lewis County Development Corporation and Lewis County IDA strategized on the development opportunities of the former Lyons Falls Mill site. These conversations led to the Lewis County IDA purchasing approximately 4 acres, including the building that is home to Black River Valley Natural, with the intent to sell that property to Black River Valley Natural in 2023 when they were ready to purchase. Additionally, many conversations were had with Kruger Energy on a potential expansion that includes repowering the hydro facility and constructing a new building.

Because of partnerships, the 10+ year demolition project of the mill site buildings has led to great outcomes. The Naturally Lewis staff will be working on marketing and strategizing the use of the last available site in 2023.

GLENFIELD ELEMENTARY SCHOOL REDEVELOPMENT

Lewis County teamed up with Naturally Lewis to launch the marketing of the former Glenfield Elementary School for redevelopment. As the current temporary home of County DSS services, the partnership was created to find the best end use for the community. The intent is for the County to transfer ownership of the building to the Lewis County Development Corporation, and the sale of the building will help to sustain the Vacant Property Revitalization Program Funds, to incentivize building owners to revitalize their vacant buildings within downtown communities. It is expected that a development project will be chosen in 2023.



FINANCIALS AT A GLANCE *in 2022*

LEWIS COUNTY DEVELOPMENT CORPORATION

INCOME

Leases	\$ 26,490
Contracts	35,030
Other	550

EXPENSES

Operations	\$ 3,180
Professional Services	8,240
Projects & Properties	20,250
Interest	6,590

LEWIS COUNTY INDUSTRIAL DEVELOPMENT AGENCY

INCOME

Project Fees	\$ 1,541,530
Contracts	201,020
Other	45,660

EXPENSES

Payroll & Benefits	\$ 187,980
Operations	29,000
Professional Services	21,370
Projects & Properties	251,080



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