

County of Oswego IDA
Authority Performance Measures Report
FY Ended 7/31/2017

The COIDA Annual Report for FY Ended 7/31/2017 provides detailed information relative to the Performance Measures associated with the Goals established by the Agency. The Performance Measures Goals were originally adopted on 9/20/2005, reaffirmed on 2/11/2011, amended and confirmed on 4/11/2016. The 16 Goals are listed in the Agency's Annual Report and summarized below.

1. Create new employment opportunities through the attraction of or creation of new businesses.

- Camelot Lodge (Cahill Landing) 1 job
- Oswego Lodging Group (Home2 Suites) 10 jobs
- Camelot Lodge (YMCA) 25 jobs
- Marmon Enterprises USA 4 jobs
- EJ USA, Inc. 91 jobs
- Above & Beyond TTRS 4 jobs
- Lakeside Commons, LLC 8 jobs
- Finger Lakes Stairs & Cabinets 11 jobs

8 businesses and 154 jobs

2. Create new employment opportunities through the expansion of existing businesses.

- Champlain Valley Specialty 10 jobs
- United Wire Technologies 5 jobs
- Port City Logistics 3 jobs

3 businesses and 18 jobs

3. Retain existing employment opportunities.

- Champlain Valley Specialty 219 jobs
- United Wire Technologies 16 jobs
- Marmon Enterprises/Hardwood Transformation & Designer Hardwood Flooring 12 jobs
- Novelis Corporation 1,137 jobs
- K&N's Foods USA 59 jobs
- Nine Mile Point Nuclear Station 1,000 jobs

6 businesses and 2,443 jobs

4. Enhance and encourage capital investment by new and expanding businesses.

18 businesses and \$285.9 million

5. Increase the County's tax base.

Estimated Increase in Assessed Value \$29.9 million

6. Diversify the County's local economy.
 - Advanced Mfg. 7 projects
 - Tourism/Recreation/Lodging 2 projects
 - Energy 1 project
 - Mixed-Use 3 projects
 - Housing 2 projects
 - Small Business/Entrepreneur 1 project
 - Incubator 1 project
 - Warehousing 1 project

Impacts 8 key economic sectors

7. Facilitate the development of essential services.
 - COIDA Incubator (Entrepreneurship)
 - Champlain Commons (Affordable Housing)
 - Lakeside Commons (Student Housing)
8. Recognize the importance of the overall multiplier economic impacts of projects.
 - Multiplier impact on earnings and employment for key targeted projects assisted included:
 - EJ USA, Inc. Earnings 1.88 Emp. 1.89
 - Oswego Lodging Group Earnings 2.15 Emp. 1.96
 - Finger Lake Stairs Earnings 1.87 Emp. 1.70
9. Target financial assistance to key industry clusters.
 - Advanced Manufacturing \$ 9.8 million
 - Tourism 12.3 million
 - Energy 6.4 million

Over \$28.5 million in financial assistance to key industry clusters

10. Nuclear Industry support through the Upstate Energy Jobs Coalition.
 - The Upstate Energy Jobs Coalition was instrumental in supporting the NYS PSC's CES that was approved and included a ZEC that will help to sustain the nuclear industry in Upstate NY.
 - The acquisition of the FitzPatrick plant by Exelon was completed.
 - A new focus on constraints in the delivery system was made into a targeted goal.
11. Leverage the greatest level of private and non-IDA financial assistance as possible.
 - Non-IDA to IDA ratio = 7.2 to 1
12. Efforts to improve competitive position of businesses and initiatives to improve the overall business climate.
 - United Wire Technologies' financing for new annealing wire equipment.
 - Novelis Corporation's financial assistance for significant upgrades in infrastructure for electrical, recycling and hot mill fume exhaust.
 - K&N's Foods financing for refrigeration equipment to improve efficiencies.
 - Supported and partnered with the County on retaining Camoin Associates to prepare the Oswego County Economic Advancement Plan.

- Acquired the 43,000 sf Price Chopper building for the purpose of developing a small business incubator facility.
 - Acquired 216 acres of the former Miller Brewery from the County for future economic development purposes including an evaluation on developing a regional WWTP to serve the 481 corridor.
13. Work cooperatively with local government, economic development partners and school districts to further economic development. Partners and allies have included the following:
- Oswego County Civic Facilities Corp.
 - CNY REDC
 - USDA
 - U.S. SBA
 - Operation Oswego County
 - ESDC
 - Council of Development Finance Agencies
 - NYSEDC
 - CenterState CEO
 - National Grid
 - Oswego County Workforce Dev. Board
 - CiTi
 - Oswego County Land Bank
 - Port of Oswego Authority
 - SUNY Oswego
 - Cayuga Community College
 - CNY RPDB
 - Oswego County Legislature
 - Town of Hannibal
 - Town of Hastings
 - Town of Schroepfel
 - Town of Constantia
 - Town of Volney
 - Town of Scriba
 - City of Oswego
 - City of Fulton
 - Upstate Energy Jobs Coalition
 - SBDC at SUNY Oswego
 - Oswego CSD
 - Town of Oswego
 - Hannibal CSD
 - Central Square CSD
 - Town of Williamstown
 - APW CSD
 - Phoenix CSD
 - Fulton CSD
14. Advance Oswego County's economy through regional cooperation and collaboration.
- Actively engaged with the CNY Regional Economic Development Council and the CNY Regional Planning and Development Board.
 - CEO serves on the CNY REDC and on the Executive Committee and Scoring Committee.
 - CEO serves on the Board of Directors for the CNY RPDB and the Executive Committee and is the Vice Chair for Oswego County.
15. Enhance media and educational outreach initiatives.
- Continued the UEJ website to support the nuclear industry and CES.
 - Promoted the COIDA economic development efforts at the Annual Meeting of Operation Oswego County, Inc.
 - Social media marketing efforts continued.
 - Publication of the COIDA Annual Report for FY ended 7/31/17.
 - Projects and initiatives are highlighted in OOC's E-News.
 - Projects and initiatives are prominent in articles appearing in Oswego County Business Magazine.
16. Improve the Quality of Life.
- Economic development projects being assisted will create or retain 2,811 jobs.
 - Unemployment as of 7/31/17 was 6.0%, down from 6.1% in July of 2016.

- Supported nuclear energy as an integral component to carbon-free power generation to address the goals for the CES.
- Percent change in per capita personal income in Oswego County between 2015 to 2016 was 2.2%, ranked 7th in New York's 62 counties and highest in CNY.

Date: December 11, 2017