

County of Oswego IDA
Authority Performance Measures Report
FY Ended 7/31/2018

The COIDA Annual Report for FY Ended 7/31/2018 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 and on 12/11/17. The 17 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
- Camelot Lodge (YMCA) 25 jobs
- Marmon Enterprises 4 jobs
- EJ USA, Inc. 91 jobs
- Harbor View Square 8 jobs
- Stephen M. Baker, OD 14 jobs
- East Lake Commons 22 jobs
- Great Bear Childcare 8 jobs
- MLK Enterprises 4 jobs
- Woody's on 37 3 jobs

10 businesses and 180 jobs

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

- Champlain Valley Specialty 10 jobs
- United Wire Technologies 5 jobs
- Tailwater Lodge 35 jobs
- Doty Contracting 21 jobs
- Geo Hotel Co. (Water Park) 18 jobs
- Bishop's Commons 2 jobs

6 businesses and 91 jobs

3. Retain existing employment opportunities.

- Champlain Valley Specialty 219 jobs
- United Wire Technologies 16 jobs
- Hardwood Transformations 12 jobs
- Novelis 1,137 jobs
- K&N's Foods USA 59 jobs
- Tailwater Lodge 45 jobs
- Doty Contracting 4 jobs
- Bishop's Commons 42 jobs
- Great Bear Childcare 2 jobs

9 businesses and 1,536 jobs

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

19 businesses and \$178.8 million

5. Increase the County’s tax base.

Estimated Increase in Assessed Value \$17.9 million

6. Diversify the County’s local economy.

- Advanced Mfg. 7 projects
- Tourism/Recreation/Lodging 2 projects
- Mixed-Use 4 projects
- Small Business/Entrepreneur 5 projects
- Incubator 1 project
- Health Care 2 projects

Impacts 6 key economic sectors

7. Facilitate the development of essential services.

- COIDA Incubator (Entrepreneurship)
- Harbor View Square (Affordable Housing)
- Stephen M. Baker, OD (Eye Care Health Services)
- East Lake Commons (Affordable Housing)
- Bishop’s Commons (Elderly Health Care/Housing)
- Great Bear Childcare (Childcare Services)

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
 - United Wire Technologies Earnings 2.22 Emp. 1.99
 - Tailwater Lodge Earnings 2.15 Emp. 1.95

9. Target financial assistance to key industry clusters.

- Advanced Manufacturing \$ 9.2 million
- Tourism 4.9 million
- Health Care 0.3 million

Over \$14.4 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 ongoing efforts to support the ZEC’s continued.
- 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 = 5 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 to develop the Oswego County Economic Advancement Plan that was adopted by the Legislature on 11/9/17.
 - 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.
 - Retained C&S Companies and completed a study for the reuse of the WWTP as a regional plant. This was done in cooperation with the County and OOC, Inc.

13. Work cooperatively with local government, economic development partners and school districts to further economic development. Partners and allies have included the following:

<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • Town of Albion • Town of Oswego • Village of Pulaski • Town of Richland • Pulaski CSD • Town of Parish • Village of Parish
---	--

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 7/31/18.
 - Projects and initiatives are highlighted in OOC's E-News.
 - Projects and initiatives are prominent in articles appearing in Oswego County Business Magazine.
16. Work cooperatively with the Oswego County Legislature to support the goals and objectives of the Economic Advancement Plan.
- Included this collaboration as one of the "Goals" by the COIDA.
17. Improve the Quality of Life.
- Economic development projects being assisted will create or retain 1,857 jobs.
 - Unemployment as of 7/31/18 was 5.2%, down from 6.1% in July of 2017.
 - Supported nuclear energy as an integral component to carbon-free power generation to address the goals for the CES.
 - Percent change in average wages for all industries between 2016-2017 was 6.9% for Oswego County. This was significantly higher than NYS at 4.0% and was the highest in CNY.
 - Percent change in average wages for manufacturing between 2016 to 2017 was 4.5% for Oswego County. This was significantly higher than NYS at 2.5% and was the highest in CNY.

Date: May 15, 2019