

County of Oswego IDA
Authority Performance Measures Report
FY Ended 7/31/2016

The COIDA Annual Report for FY Ended 7/31/2016 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, reconfirmed on 2/11/2011, amended and confirmed on 4/11/2016. The Goals are listed in the Agency's Annual Report.

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

- Oswego County Federal Credit Union 12 jobs
- Camelot Lodge 1 job
- Oswego Lodging Group 10 jobs
- Sweet Cindy's Gluten Free Bakery 3 jobs
- Happy Hearts Childcare 5 jobs
- Debz Diner 3 jobs
- R&D Design and Associates 9 jobs
- Debbie's Hash & Mash Café 6 jobs
- SolarCity Corp. 5 jobs
- Holiday Inn Express 15 jobs

10 businesses and 69 jobs

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

- Eco-Foam Insulators 8 jobs
- Zink Shirts 8 jobs
- Sunoco, Inc. 18 jobs
- Port City Logistics 3 jobs
- Universal Metal Works 9 jobs
- Kleis Equipment 2 jobs
- Novelis Corporation 97 jobs
- Tailwater Lodge 25 jobs
- Allen Chase Enterprises 13 jobs

9 businesses and 183 jobs

3. Retain existing employment opportunities.

- Tavern on the Lock 9 jobs
- Debz Diner 3 jobs

2 businesses and 12 jobs

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

26 businesses and \$131.6 million

5. Increase the County's tax base.

Estimated Increase in Assessed Value \$29.6

million

6. Diversify the County's local economy.
- Advanced Mfg. Projects 6
 - Incubator Projects 1
 - Tourism/Recreation/Lodging Projects 4
 - Service/Retail Projects 8
 - Renewable Energy Projects 2
 - Housing Projects 1
 - Small Business/Entrepreneur Projects 5

Impacts 7 key economic sectors

7. Facilitate the development of essential services.
- COIDA Incubator (Entrepreneurship)
 - Happy Hearts Childcare (Childcare Services)
 - Champlain Commons (Affordable 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:
 - Novelis Earnings 2.25 Emp. 2.56
 - Sunoco Earnings 2.37 Emp. 2.91
 - Tailwater Lodge Earnings 2.15 Emp. 1.96
9. Target financial assistance to key industry clusters.
- Advanced Manufacturing \$9.2 million
 - Tourism 7.2 million
 - Renewable Energy 0.4 million

Over \$16.8 Million in financial assistance to key industry clusters

10. Nuclear Industry support through the Upstate Energy Jobs Coalition.
- Goals of the Agency amended to include support for the nuclear industry to support the Clean Energy Standard and to retain the FitzPatrick nuclear plant.
 - Creation of the Upstate Energy Jobs Coalition that 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.
11. Leverage the greatest level of private and non-IDA financial assistance as possible.
- Non-IDA to IDA ratio = 5.4 to 1
12. Efforts to improve competitive position of businesses and initiatives to improve the overall business climate.
- Completed a Feasibility Study on converting a 43,000 sf vacant Price Chopper building in the City of Oswego into a mixed use incubator.
 - Secured a ESDC CFA grant in the amount of \$900,000 to support the development of the incubator.
 - Continued using bridge financing to enhance the use of SBA 504 loans for small business development.

- Supported the RFP process by the County to conduct a comprehensive Strategic Economic Advancement Plan.
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
 - CNY RPBD
 - Oswego County Legislature
 - Town of Albion
 - Town of Hannibal
 - Town of Hastings
 - Town of Schroepel
 - Town of Constantia
 - Town of Richland
 - Town of Volney
 - Town of Scriba
 - City of Oswego
 - City of Fulton
 - Upstate Energy Jobs Coalition
 - SBDC at SUNY Oswego
 - Oswego CSD
 - Mexico CSD
14. Advanced 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.
15. Enhance media and educational outreach initiatives.
- Utilized Eric Mower and Associates to launch a media campaign on the potential devastating impact of the FitzPatrick Nuclear Plant closing.
 - Created the UEJ website to support the nuclear industry and CES.
16. Improve the Quality of Life.
- Economic development projects being assisted will create or retain 500 jobs.
 - Unemployment as of 7/31/16 was 5.9%, down from 6.9% in July of 2015.
 - Supported nuclear energy as an integral component to carbon-free power generation to address the goals for the CES.

Date: February 17, 2017