
1. Create new employment opportunities through the attraction of or the creation of new businesses.
   - Counseling & Healing Arts 2 jobs
   - The Gardens by Morningstar 38 jobs
   - Sweet Inspirations 25 jobs
   - Debbie’s Hash & Mash Café 6 jobs
   - SolarCity Corp. 5 jobs
   - Holiday Inn Express 15 jobs
   - Designer Hardwood Flooring 17 jobs

   **7 businesses and 108 jobs**

2. Create new employment opportunities through the expansion of existing businesses.
   - Felix Schoeller North America 36 jobs
   - Huhtamaki 25 jobs
   - Sunoco, Inc. 18 jobs
   - Universal Metal Works 9 jobs
   - Kleis Equipment 2 jobs
   - Hardwood Transformations 11 jobs

   **6 businesses and 101 jobs**

3. Retain existing employment opportunities.
   - Fulton Animal Hospital 3 jobs
   - Hardwood Transformations 11 jobs

   **2 businesses and 14 jobs**

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

   **18 businesses and $77.3 million**

5. Increase the County’s tax base.

   **Estimated Assessed Value Increase $11.9 million**

6. Diversify the County’s local economy.

   Advanced Mfg. Projects 7
   Healthcare Projects 2
   Incubator Projects 1
   Service/Retail 3
   Tourism/Recreation/Lodging 2
   Renewable Energy 2

   **Impacts in 6 key economic sectors**
7. Facilitate the development of essential services.
   - The Gardens by Morningstar (Assistive Living)
   - COIDA Incubator (Entrepreneurship)

8. Target financial assistance to key industry clusters.

   Advanced Manufacturing $8.2 million
   Healthcare 2.5 million
   Tourism 3.8 million
   Energy 0.4 million

   **Over $14.9 million in financial assistance to key industry clusters**

9. Leverage the greatest level of private and non-IDA financial assistance as possible.

   **Non-IDA to IDA ratio = 4.4 to 1**

10. Efforts to improve competitive position of businesses and initiatives to improve the overall business climate.
    - Develop plans to establish a 43,000 sf mixed use incubator in collaboration with SUNY Oswego SBDC, SUNY Oswego, ESDC, OOC Inc. and Oswego Port Authority.
    - Establishing bridge financing to enhance the use of SBA 504 loans for small business development.

11. Work cooperatively with local government, economic 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
    - Port of Oswego Authority
    - SUNY Oswego
    - Cayuga Community College
    - CNY RPDB
    - Oswego County Legislature
    - Oswego CSD
    - Town of Volney
    - Town of Scriba
    - City of Oswego
    - City of Fulton

12. Improve the Quality of Life.
    - Economic development projects assisted will create or retain 321 jobs.
    - Unemployment as of 7/31/15 was 7.0%, down from 7.7% in July of 2014.

   Date: February 9, 2016