
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
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 Schroeppele
- 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