The 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:
     o EJ USA, Inc. Earnings 1.88 Emp. 1.89
     o Oswego Lodging Group Earnings 2.15 Emp. 1.96
     o 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&M’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
• NYSEDCC
• CenterState CEO
• National Grid
• Oswego County Workforce Dev. Board
• CitTi
• Oswego County Land Bank
• Port of Oswego Authority
• SUNY Oswego
• Cayuga Community College
• CNY RPDB
• Oswego County Legislature
• Town of Hannibal
• Town of Hasting
• Town of Schroeppel
• 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