In 2018, Operation Oswego County helped to promote business development by assisting 37 projects that will, when fully implemented, invest more than $72.1 million and will create and/or retain 355 jobs. Throughout the past year, we saw significant investment in manufacturing, distribution and mining by businesses who chose to locate or expand in Oswego County. These include:

• EJ USA, Inc. in the Town of Schroeppel;
• iFreeze, Inc. in the City of Fulton;
• Page Material Management, LLC in the Town of Scriba; and
• Lindsey Aggregates, Inc. in the Town of Palermo.

In addition, a number of projects that will impact the quality of life and tourism in the county, both key focus areas in the County of Oswego Economic Advancement Plan. We can be proud of such projects as Lake Ontario Water Park, Inc. in the City of Oswego, Bella Fattoria, Inc. in the Town of Hannibal, Bishop’s Commons, Inc. in the City of Oswego, Great Bear Child Care, LLC in the Village of Phoenix, Thunder Island Water Park in the Town of Granby, and Northern Optics Eye Care Center in the City of Oswego.

Operation Oswego County, along with the County of Oswego IDA and our other partners, will continue to strive to enhance the County’s economy, create and retain jobs, and help make Oswego County a better place to live and work.

Barbara J. Bateman
President

ON THE COVER TOP TO BOTTOM: Northern Optics, Oswego, NY; Thunder Island Water Park, Granby, NY; East Lake Commons, Oswego, NY; and, Woody’s on 37, Hastings, NY.
2018 ECONOMIC DEVELOPMENT IMPACT SUMMARY

New/Expanded/Retained Facilities: 37
Capital Investment: $72,185,448
New/Retained Jobs: 355
Estimated New Annual Payroll: $7,010,660
Investment/Job: $203,339
Average Annual Pay/New Job: $37,093

1953-2018 ECONOMIC DEVELOPMENT IMPACT SUMMARY

Capital Investment: $4,658,882,706
New/Retained Jobs: 27,944
Investment/Job: $166,722

2018 ECONOMIC DEVELOPMENT MARKETING INITIATIVES

- Created 2 new ads: Workforce and Small Business.
- 11,326 visitors to OOC’s website www.oswegocounty.org.
- Public relations initiatives included 46 news releases, 32 issues of the E-News, and assistance/coordination to 35 business firms and community organizations.
EJ USA, Inc. constructed a new 71,300 sf manufacturing facility on a 15-acre site in the Oswego County Industrial Park in the Town of Schroeppel. The facility is a steel and aluminum fabrication plant and a distribution center for the Northeast for infrastructure access solutions products such as manhole frames, grates, covers, hatches, etc. The company is based in East Jordan, MI. The $9.1 million plant employs 91. Financial assistance was provided by the COIDA and ESDC.

iFreeze, Inc., located in the City of Fulton, acquired a 123,000 sf existing refrigerated facility for use for refrigerated and frozen logistics and warehousing services for vegetables and fruits. The operation is affiliated with Martens Fresh, LLC, a family owned agribusiness in Central NY since 1914, headquartered in Port Byron in Cayuga County. The $5 million project will create 30 jobs. Financial assistance is being provided by the COIDA, Tompkins Trust and a SBA 504 loan through OOC.

Page Material Management, LLC acquired a 34-acre site and a 100,000 sf building in the Town of Scriba for use as a material handling, processing and warehousing facility. The project involves the installation of a LIBS machine that takes co-mingled metal to produce specification grade metal through laser analytics. The operation will help support the Novelis aluminum plant in Scriba. Page’s headquarters are located in Weedsport, NY. The $7.6 million project will create 21 jobs. Financial assistance is being provided by the COIDA and M&T Bank.

Bella Fattoria, Inc. expanded its agribusiness with a new 5,536 sf winery operation located in the Town of Hannibal. The facility includes a production area, a tasting room, a small kitchen, cold storage and equipment storage. The new winery plans to offer 10 wines along with 9 ciders. They have been producing hard cider since 2014. The $732,046 project created 6 jobs. Financial assistance was provided by the COIDA, USDA and Pathfinder Bank.

Howland Solar, LLC developed a 2 MW solar renewable energy project located on a 20-acre site in the Village of Sandy Creek. Approximately 18 acres of solar panels were installed that will have an annual generation capacity of 3.6 million kWh. The project was developed by Cypress Creek Renewables based in Santa Monica, CA. Cypress Creek Renewables has developed 249 operational solar projects having 2,242 MW in the USA. The $3.2 million project received financial assistance from the COIDA and NYSERDA.

Lindsey Aggregates, Inc. expanded their aggregate mining operation located in the Town of Palermo. The company, headquartered in the Town of Scriba, added a state-of-the-art aggregate washing facility and associated units to efficiently crush and classify aggregate products. The company is a woman-owned business (51%) and a veteran-owned business (49%). The $4.3 million expansion will create 4 jobs and retain 17. Financial assistance was provided by the COIDA, USDA, Key Bank, CNYEDC, and ESDC/CNYREDC.
Woody’s on 37, LLC, located in the Town of Hastings, is a new start-up and is an indoor/outdoor recreational sports facility that includes horseshoe pitching leagues and “tossing” games such as Cornhole. Beer, wine and food concessions are available. The semi-enclosed facility is 4,800 sf and is located on a 3.95-acre site. The owner is a graduate of the Micro-Enterprise Training Program. The $144,853 project created 1 FT and 3 PT jobs. Financial assistance was provided by the COIDA, Fulton Savings Bank and Empower FCU.

Northern Optics Eye Care Center acquired and renovated a 4,000 sf building and added a 500 sf addition to house a professional optometry office in the City of Oswego. The second floor was converted into two apartments. The $855,454 project created 14 jobs. Financial assistance was provided by the COIDA, Pathfinder Bank and Oswego CEDO.

Great Bear Child Care, LLC acquired and renovated a building located in the Village of Phoenix to expand its childcare business. The building is 4,132 sf and located on a 1.22-acre site. Childcare is provided for ages 6 weeks to 12 years. This is a woman-owned business and the owner is a graduate of the Micro-Enterprise Training Program. The $280,500 project will create 8 FTE jobs and retain 2. Financial assistance was provided by the COIDA, Pathfinder Bank and a SBA 504 loan through OOC.

Lake Ontario Water Park, Inc. involves the construction and equipping of a new 16,000 sf water park addition to the Quality Inn in the City of Oswego. The $5 million project will help enhance tourism and will create 15 FT and 6 PT jobs. Financial assistance is being provided by the COIDA, Pathfinder Bank, ESDC/CNYREDC and the City of Oswego DRI.

Bishop’s Commons, Inc. renovated and improved their 60-unit Enriched Housing Residence in the City of Oswego. Improvements included handicap accessibility, new generator, fire sprinkler system, new entrance, commercial walk-in refrigerator and freezer and security cameras. The project also included the restructuring of current and new debt. The $5.5 million project created 2 FTE jobs and retained 42 FTE jobs. Financial assistance was provided by the COIDA, Berkadia Bank and HUD.

J&E Reid Enterprises, located in the City of Fulton, is a registered dealer for Alibi Security of Austin, Texas. Alibi offers a line of proprietary and 3rd-party cameras, recording systems, access control systems and various peripherals and related hardware. The owner is a graduate of the Micro-Enterprise Training Program. The $26,223 project received financial assistance through the COIDA.
Maple Hollow Farm to invest approximately $161,000 to create a fresh dairy products line at its farm in the Town of Hannibal. The farm is already known for its quality pork, beef, strawberries, Certified Grown in NY maple syrup and Certified Grown in NY eggs and is looking to expand on this with premium quality dairy products from its herd of Brown Swiss Cows. The project will create 2 jobs. Financial assistance is being provided by ESDC/CNYREDC.

Oswego County Micro-Enterprise Program provided classroom instruction designed to assist entrepreneurs starting and/or expanding a business. The program is sponsored by the Fulton CDA, Oswego CEDO, OOC and the SUNY Oswego Business Resource Center in partnership with the SBDC. In 2018, 3 training classes were held with 34 participants graduating.

The Next Great Idea Oswego County Business Plan Competition award ceremony, concluding the fourth competition, was held at the Lake Ontario Event and Conference Center in the City of Oswego in September of 2018. The event is built around enhancing entrepreneurship in Oswego County. A record 33 proposals were submitted for the 2018 competition. The winner of the competition was Wired Telecom.

East Lake Commons, LLC will demolish the Mid Town Plaza in the City of Oswego and construct an 88,000 sf, 6-story building consisting of residential, retail and commercial space. It will contain 72 apartments in a combination of market-rate and affordable units, plus 10,000 sf of commercial space. The developer is Sutton Real Estate Co. of Syracuse, NY. The $26 million projects will create 16 FT and 12 PT jobs. Financial assistance is being provided by the COIDA, NYSHFA, ESDC/CNYREDC and the City of Oswego DRI.

Thunder Island Water Park and the Oasis Banquet Facility, located in the Town of Granby, were acquired by Chestnut Event Services, LLC. The 113.5-acre tourism destination features a water park, go-karts, mini golf, zip-lining, a game room and the Oasis indoor banquet hall and outdoor pavilion. The $2.5 million project will create 10 jobs and retain 20 jobs. Financial assistance is being provided by Pathfinder Bank and a SBA 504 loan through OOC.

CNY REDEC was awarded $88.2 million for 91 projects in Round 8 of the Regional Economic Development Council Awards. Oswego County was awarded $4.3 million in funding for 11 projects that will create and retain 23 jobs and represent $34.5 million in total project costs. The types of projects awarded funding included mining, agribusiness, tourism and recreation, infrastructure, not-for-profits, mixed-use and shoreline restoration.

RECOGNIZING ECONOMIC DEVELOPMENT ACHIEVEMENT

The Jobs Award

The 2018 Jobs Award was presented to Morningstar Residential Care Center/The Gardens by Morningstar in recognition and appreciation of the significant contribution and impact that these two health care facilities have had on the Oswego County economy and health care system; for operating a 120-bed skilled nursing facility since 2010 and a 106-bed assisted living facility that opened in 2016, both in the City of Oswego; for employing 190 workers; and for providing people in the community with quality health care to help them achieve their best quality of life.

Martin Rose Economic Developer Merit Award

The 2018 Martin Rose Economic Developer Merit Award was presented to David Turner in recognition and appreciation of his outstanding and visionary record of exhibiting leadership, support and cooperation in advancing economic development initiatives that have significantly enhanced the business climate, economic progress and quality of life in Oswego County; for serving as the City of Oswego Community Development Director during 2000-2006 and the Director of the Oswego County Department of Community Development, Tourism and Planning since 2006; for serving on the Board of Directors of Operation Oswego County for 23 years; for his leadership roles in the Oswego County Economic Advancement Plan, growing the tourism industry by 50 percent in the past decade and for his dedication and commitment to planning and supporting critical and essential initiatives for housing, infrastructure improvements, transportation, waterfront, downtown and neighborhood revitalization.
The Business Excellence Award
The 2018 Business Excellence Award was presented to the 1886 Malt House in recognition and appreciation of the innovative transformation of 41,000 sf of the former Miller Brewery into the largest malt house operations in the northeast to produce 2,000 tons annually of malted barley for the craft beer brewing industry; for investing $14.2 million to create the state of the art malt facility; for the creation of 8 manufacturing jobs and hundreds of indirect jobs in agriculture, transportation and in the rapidly growing craft brewing industry across New York State.

Dee Heckethorn Entrepreneur Award
The 2018 Dee Heckethorn Entrepreneur Award was presented to Dr. Padma Ram in recognition and appreciation of exceptional entrepreneurial spirit, creativity, and dedication to fostering the growth and development of Dr. Padma Ram Medical Services, LLC, an internal medicine practice that is composed of a primary care practice and an urgent care facility located in the City of Oswego; for having over 37 years in medical practice; for starting her business in 2000 and in 2013 doing a major expansion by acquiring a 26,000 sf building; for growing employment by 95 percent to 35 jobs; for serving a combined 17,000 patients in 2017; for being recognized for a SBA Small Business Excellence Award in 2018; and for her vision, commitment and focus on delivering quality health care services and operating a very successful business in Oswego County, N.Y.

The Ally Award
The 2018 Ally Award was presented to C & S Companies in recognition and appreciation of its significant contribution to the overall economic development process in Oswego County; for its outstanding cooperation, support and being an essential partner in advancing and diversifying the economy and enhancing the quality of life in Oswego County; for playing an integral role in such key economic development initiatives and projects as the Oswego County Industrial Park, the regional wastewater treatment system feasibility study, development of site profiles, support of the development of the Oswego County Airport, the Next Great Idea Business Plan Competition, engineering support for Novelis, Sunoco, Huhtamaki, Interface Solutions, the Port of Oswego, Citi BOCES, SUNY Oswego, Exelon, Cayuga Community College Fulton Campus and EJ USA; and for its ongoing support of community initiatives such as Harborfest, Oswego YMCA, Camp Talooli, Children's Museum of Oswego, career fairs for the Fulton, Oswego and Phoenix schools and serving on the SUNY Oswego Engineering Advisory Board.
# NET POSITION — FY Ended 12/31/18

## Net Position

### Assets:
- Cash: $853,670
- Accounts receivable: $1,005
- Grants receivable: —
- Deposits in loan funds: $44,305
- Loans receivable: $1,068,936
- Capital assets, net: $3,500,845

**Total assets:** $5,468,761

### Liabilities:
- Accounts payable: $30,141
- Security deposits: $12,790
- Deferred revenue: $356,352
- Debt obligations: $1,508,819

**Total liabilities:** $1,908,102

**Net position:** $3,560,659

# CHANGE IN NET POSITION — FY Ended 12/31/18

## Change in Net Position

### Support and revenue:
- Local governments: $774,025
- Micro enterprise program: $2,637
- State and other grants: $1,264
- Rental revenue: $268,365
- Service charge loans: $38,187
- Interest income: $11,859
- Miscellaneous: $10,299

**Total support and revenue:** $1,106,636

### Operating expenses:
- Program expenses: $910,744
- Management and general: $96,382

**Total operating expenses:** $1,007,126

**Change in net position before depreciation:** $99,510

### Non-operating expenses:
- Depreciation: $8,067
- Rental depreciation: $98,968
- Forgiveness of debt: $135,000

**Total non-operating expenses:** $242,035

**Change in net position:** ($142,525)

**Net position at beginning of year:** $3,703,184

**Net position at end of year:** $3,560,659
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<th>Address</th>
<th>Tax Map ID</th>
<th>Size (acres)</th>
<th>Building Size (sf)</th>
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<td>110.76-01-02.02</td>
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**REAL PROPERTY OWNED — FY Ended 12/31/18**
2018 NETWORKING/COORDINATION HIGHLIGHTS

- Provided administrative services for the County of Oswego IDA and the Oswego County Civic Facilities Corporation.
- Marketed SBA 504 loans as a Certified Development Company of the SBA.
- Participated with the Workforce Development Board of Oswego County to oversee job training initiatives.
- Administered a county-wide Micro-Enterprise Training and Loan Program.
- Provided administrative services for an USDA Intermediary Relending Program.

OPERATION OSWEGO COUNTY SUPPORTERS AND ALLIES

Each year OOC asks local businesses and individuals to invest in the future of Oswego County and help us continue to provide essential economic development services to our community by contributing to our Fund Drive. The annual appeal has provided OOC with supplemental funding that is used exclusively for promoting and marketing of Oswego County for business development.

Platinum Level ($5,000+):
Exelon

Gold Level ($3,000-4,999):
Barclay Damon LLP
C & S Engineers
Caraccioli Law PLLC
National Grid

Silver Level ($1,000-2,999):
Broadwell Hospitality Group
Fulton Savings Bank
Huhtamaki
NBT Bank
SUNOCO
SUNY Oswego

Bronze Level ($500-999):
Community Bank
Construction & General Laborers Local 633
The Fulton Companies
HealthWay Home Products
United Wire Technologies, Inc.

Partner Level ($100-499):
Jack Alter, CPA
Behling Orchards
Canale’s Restaurant
Century 21 Galloway Realty
Eastern Shore Associates
Fulton Tool Company, Inc.
Great Lakes Recycling, Inc.
Majestic Mold & Tool, Inc.
Oswego Valley Insurance Agencies
Charles Rock
Gary & Lynn Toth
Universal Metal Works

Friends of OOC ($25-99): Corte Spencer & Mame Clark

Contributing Board Members:
Barbara Bateman
Eric Behling
Tricia Peter-Clark
Peter Cullinan
Michael Egan
William Galloway
Margaret Niland Glass
Thomas Greco
Ellen Holst
George Joyce
Vincent Lobdell
Edward Mervine
Bruce Phelps
James Ransom
John Sharkey IV
Joseph Solazzo
Chena Tucker
David Turner

Special Thank You for Sponsors of the 2018 Annual Meeting:
Community Bank
Fulton Savings Bank
NBT Bank
Pathfinder Bank
MISSION STATEMENT

Operation Oswego County’s mission is to establish and implement sound economic development strategies in order to enhance the economic vitality of Oswego County’s businesses, industries and citizens, leading to an overall better quality of life.

Key to our mission is the creation and retention of job opportunities, diversification and strengthening of our economic base, and developing the local economy in a planned, organized and environmentally friendly atmosphere.