

# ANNUAL REPORT 2019



Luck is the Ability to Recognize Opportunity



**Operation Oswego County**

An Economic and Job Development Corporation  
Serving Oswego County, NY

## PRESIDENT'S MESSAGE



At the heart of any sound economic development strategy is the determination to retain and grow existing businesses by helping them reach their potential.

Throughout 2019, Oswego County saw significant investment from existing businesses that expanded their operation utilizing assistance from Operation Oswego County and through its partnerships with the County of Oswego Industrial Development Agency, as well as community development and banking organizations. Some of these businesses include:

- LeRoi, Inc. in the City of Oswego;
- Huhtamaki in the City of Fulton;
- Kathy's Cakes and Specialty Treats in the Town of Volney;
- Design Concepts and Enterprises in the Town of Hastings; and
- R.M. Burritt Motors, Inc. in the City of Oswego.

The City of Oswego was the first round winner of the Downtown Revitalization Initiative (DRI) for the Central New York region and we are now seeing projects such as the Litatro building near completion. As the fourth round winner of the DRI in our region, the City of Fulton is just getting started! It is an exciting time for Oswego County and we look forward to tremendous growth in the years ahead.

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, work, and play.

Barbara J. Bateman  
President

ON THE COVER: The Litatro Building in downtown Oswego, NY. Litatro is an acronym for "Luck is the Ability to Recognize Opportunity."

## ECONOMIC DEVELOPMENT SERVICES AND PROGRAMS PROVIDED

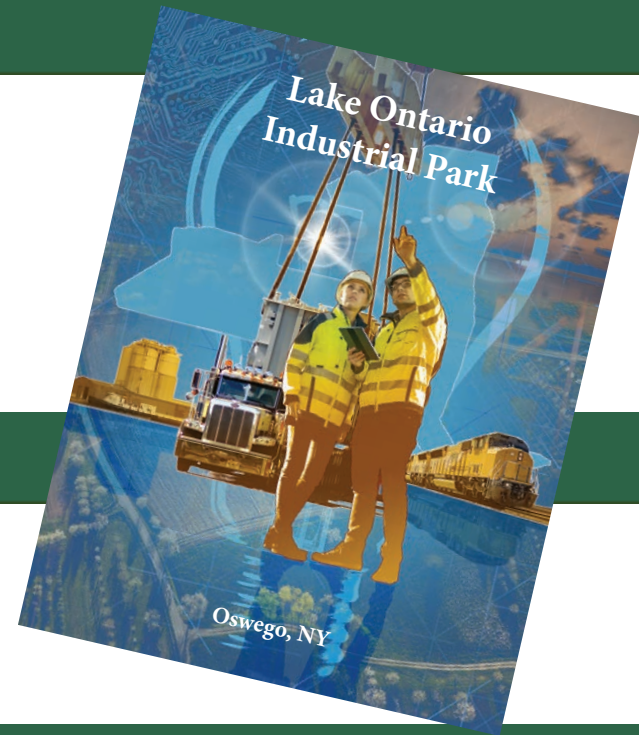
- Site Selection Assistance
- Financial Packaging
- Planning and Coordination
- Industry/Government Liaison
- Assistance in Accessing Special Incentive Programs
- Specialized Research and Technical Assistance
- Retention/Expansion Outreach Programs
- Industrial and Business Parks
- The "Next Great Idea" Business Plan Competition
- COIDA Bond Financing
- Business Incubators and Entrepreneurial Program
- County of Oswego Economic Advancement Plan
- OCCFC Administration
- Minority and Women-Owned Business Enterprise Program
- SBA Certified Development Company (504 Loans)
- COIDA Administration
- Micro-Enterprise Program
- Domestic and International Marketing Program
- SBA 7(a) Banking Assistance
- Speculative Building Program
- COIDA Economic Development Fund Loans/Leases
- USDA IRP Loans
- COIDA Straight Lease Transactions
- Upstate Energy Jobs Coalition Support
- CNYREDC's CFA and URI Process

## 2019 ECONOMIC DEVELOPMENT IMPACT SUMMARY

New/Expanded/Retained Facilities: **44**  
 Capital Investment: **\$127,308,404**  
 New/Retained Jobs: **960**  
 Estimated New Annual Payroll: **\$17,983,838**  
 Investment/Job: **\$132,613**  
 Average Annual Pay/New Job: **\$35,392**

## 1953-2019 ECONOMIC DEVELOPMENT IMPACT SUMMARY

Capital Investment: **\$4,786,191,110**  
 New/Retained Jobs: **28,904**  
 Investment/Job: **\$165,589**



## 2019 ECONOMIC DEVELOPMENT MARKETING INITIATIVES

- Created 2 new ads: co-sponsored ad with County of Oswego for NuAir drone conference, online ad for CoreNet Global's eLeader.
- 3 new brochure covers: Airport Industrial Park, Lake Ontario Industrial Park and Oswego County Industrial Park.
- 8,922 visitors to OOC's website [www.oswegocounty.org](http://www.oswegocounty.org).
- Public relations initiatives included 12 news releases, 29 issues of the E-News, and assistance/coordination to 19 business firms and community organizations.





## 2019 ECONOMIC DEVELOPMENT HIGHLIGHTS



*R.M. Burritt Motors, City of Oswego*

**22 Crossroads** is the development of a mixed-use project in the City of Oswego that involves 44,000 sf with 32 apartments and 5,000 sf of commercial space in a 4-story facility. The \$6.9 million project was part of the Oswego Downtown Revitalization Initiative. Financial assistance is being provided by Pathfinder Bank, ESDC, Oswego DRI and the COIDA.

**R.M. Burritt Motors, Inc.**, involves the construction of a Chrysler/Dodge/Jeep/Ram dealership adjacent to its Chevrolet/Buick dealership in the City of Oswego. The 38,800 sf expansion includes a 7,800 sf collision center. The \$7.6 million project will create 36 new jobs. Financial assistance was provided by Pathfinder Bank, Oswego CEDO, and the COIDA.

**The Maples Assisted Living Facility** acquired the former Michaud Nursing Home in the City of Fulton. The project involves its conversion into an 80-bed assisted living facility. The building is 41,000 sf on 2 floors. The \$4.1 million project will create 30 FT and 15 PT jobs. Financial assistance was provided by Pathfinder Bank and the COIDA.

**LeRoi, Inc.** acquired a 10,000 sf building in the City of Oswego and expanded its high-end body-piercing jewelry manufacturing business. The business has been operating since 1995. Employment will grow from 35 to 43. Financial assistance for the \$530,000 project was provided by Pathfinder Bank, the Oswego CEDO and the COIDA.

**Kathy's Cakes & Specialty Treats** relocated and expanded its 10 year old business by acquiring the former "Big Dipper" in the Town of Volney. The project adds the ice cream business to its bakery operations. The \$210,000 project will create 4 new jobs. Financial assistance was provided by Pathfinder Bank, USDA and the COIDA.

**Litatro Building** is the construction of a 5-story mixed-use development in the City of Oswego. The project consists of 7,500 sf of commercial space and 22 residential units overlooking the Oswego River. The \$5 million project was part of the Oswego Downtown Revitalization Initiative. Financial assistance is being provided by Pathfinder Bank, ESDC, Oswego DRI and the COIDA.

**North Country EPS** expanded its business located in the Town of Hastings. The company delivers rapid response services to fire, water, storm and other emergencies, offering restoration and reconstruction services. The company is also a licensed mold mitigation and an EPA certified lead paint remediation firm. The \$70,000 expansion will create 12 and retain 19 jobs for the firm. Financial assistance was provided by Solvay Bank and the COIDA. This is a veteran-owned business and a franchise of Paul Davis Restoration. They've been in business since 2011.



*The Maples Assisted Living, City of Fulton*



*Kathy's Cakes & The Big Dipper Ice Cream, Town of Volney*





*Northland Filter International, Oswego, NY*



*North Country EPS, Town of Hastings*

**Northland Filter International** acquired a 32,500 sf building on a 6 acre site at the Lake Ontario Industrial Park in the City of Oswego. The company has been leasing the facility since 2004. The \$4.2 million project will also include a 15,000 sf expansion. The company manufactures air filtration products. The project will retain 26 and create 40 jobs. Financial assistance was provided by OOC, COIDA and Oswego CEDO.

**MacKenzie Childs** selected a 200,931 sf building in the Town of Volney to site a warehousing and fulfillment center. The project will employ 50-55 with additional employment growth expected. The company is a fully integrated designer, manufacturer and merchant of high-quality, handcrafted ceramic and enamel tableware, furniture, and home and garden accessories. Assistance was provided by OOC.

**Strategic Domains, LLC**, involves the acquisition and renovation of 7,560 sf in the City of Oswego into a coffee roasting facility, coffee shop and ice cream shop, as well as office space for Wired Telcom's expansion. The \$950,000 project will create 28 new jobs and retain 10. Financial assistance was provided by Pathfinder Bank and the COIDA. Wired Telcom was the 2018 winner of the Next Great Idea Business Plan Competition.

**Brown Dog Wood Products**, located in the Town of Palermo, is a new company that will kiln-dry lumber, manufacture millwork and plane rough lumber. The owner is a graduate of the Micro-Enterprise Training Program. The \$156,631 project will create 2 jobs. Financial assistance was provided by Empower FCU, USDA and COIDA.

**CME Electrical Supply, Inc.** is a startup electrical supply business in the Town of Hannibal. The owner is a graduate of the Micro-Enterprise Training Program. The \$128,000 project will create 2 jobs. Financial assistance was provided by Pathfinder Bank and the COIDA.

**Richland Solar I** will develop a 2 MW solar renewable energy project located on a 29-acre site in the Town of Richland. The project developer is Source Renewables, LLC based in Greenwich, CT. The \$2.6 million project will receive financial assistance from the COIDA and NYSEERDA.

**Huhtamaki** expanded its capacity to manufacture 48 oz. ice cream containers by 25% through the addition of a fifth machine at its plant in the City of Fulton. The \$1 million project will create 7 new jobs. Financial assistance was provided by the COIDA.



**Champlain Valley Specialty of NY, Inc.**, located in the Town of Oswego, is a processing and packaging company for fresh cut fruits and vegetables. The project is the establishment of a waste water treatment facility needed to increase the volume of production. The \$2.5 million project will create 15 jobs and retain 145. Financial assistance was provided by the COIDA.

**43 North Marina, LLC**, located in the Town of West Monroe, is adding 28,500 sf for boat storage, office space, a showroom and sales department for parts. The marina will feature 178 deep-water slips, 230 racked boat storage spaces, 1,200 feet of Oneida Lake shoreline, 14 buildings, a full-service marina with gas, service and repair shop, fiberglass and canvas shops, and heated storage. Financial assistance for the \$2.3 million project was provided by Solvay Bank and the COIDA.

**Oswego Health Behavioral Health Services** acquired the former Price Chopper building in the City of Oswego from the COIDA. They will transform the property into a new BHS complex. The \$17 million project will create 25 jobs. Financial assistance was provided by the NYS DOH.

**Universal Properties of New York, LLC**, involved renovating a 5,600 sf former bowling center in the Village of Mexico into space to house the Mexico Food Pantry and classroom space for the Center for Instruction, Technology and Innovation. The reuse represents a \$638,838 project, will create 10 jobs for CiTi and provide free space for the Mexico Food Pantry. Financial assistance was provided by the COIDA.

**Design Concepts & Enterprises**, manufacturer of sutures and attaching equipment, renovated 14,800 sf to expand production. The \$800,000 project, located in the Town of Hastings, will create 30 jobs. Financial assistance was provided by OOC.

**Attis Industries** acquired the Sunoco ethanol facility in the Town of Volney for \$20 million. COIDA approved the assignment of the PILOT agreement. All 96 jobs were retained. Financial assistance was provided by Highscore Capital and the COIDA.

**CNY REDC** was awarded \$86.2 million for 93 projects in Round 9 of the Regional Economic Development Council Awards. Oswego County was awarded \$4.3 million in funding for 11 projects that will create and retain 77 jobs and represents \$19.8 million in total project costs. The types of projects awarded funding included manufacturing, transportation, mixed-use, water/sewer, parks, governmental records and shoreline restoration.

**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's Business Resource Center in partnership with the SBDC. In 2019, 3 training classes were held with 39 participants graduating.

The **City of Fulton** was the winner of Round 4 of the NYS Downtown Revitalization Initiative (DRI) for the Central New York region and was awarded \$10 million in funding for projects to be determined in 2020.

## RECOGNIZING ECONOMIC DEVELOPMENT ACHIEVEMENT



*Pictured are, from left, Barbara Bateman, OOC board president, Timothy McKernan, EJ facility manager, Melissa Krak, EJ sales, and L. Michael Treadwell, OOC executive director.*



*Pictured are, from left, Barbara Bateman, OOC board president, Charlene Dano, David's wife, David Dano, retired, and L. Michael Treadwell, OOC executive director.*

### The Jobs Award

The 2019 Jobs Award was presented to eJ USA in recognition and appreciation of the significant contribution and impact of their new 71,300 -square-foot state-of-the-art manufacturing facility and its northeastern distribution and logistics hub located in the Oswego County Industrial Park in the Town of Schroepfel; for its critical and essential role in fabricating products for infrastructure development; for employing over 100 workers; for investing \$10 million; and for becoming an integral part of Oswego County's and Central New York's manufacturing community.

### Martin Rose Economic Developer Merit Award

The 2019 Martin Rose Economic Development Award was presented to David Dano in recognition and appreciation of his outstanding record of exhibiting leadership, support, expertise and cooperation in advancing economic and business development that have significantly enhanced the business climate, economic progress and the quality of life in Oswego County; for his commitment and dedication for serving on the Board Of Directors of Operation Oswego County between 1985-1999; serving as Vice President between 1987-1996; serving as President between 1996-1999; for providing financial consulting services between 2000-2002; for serving as Operation Oswego County's Loan Manager between 2003-2004 and its Business Finance Director between 2005-2018; for serving as Chief Financial Officer of the County of Oswego Industrial Development Agency between 2009-2018 and for his extraordinary devotion to Oswego County businesses, non-profit organizations and citizens for over 35 years.



### The Business Excellence Award

The 2019 Business Excellence Award was presented to United Wire Technologies in recognition and appreciation for demonstrating outstanding leadership, adaptation, commitment and perseverance in overcoming a devastating fire in 2012; for the dedication to keep the third generation company in Oswego County by acquiring and renovating a 14,400-square-foot building in the Town of Constantia; for expanding to 22,200 square feet in 2017; for being a quality and specialized producer of copper alloy wire used in aviation to musical instruments; for being an employer of 14 and for doing business in Oswego County for over 80 years.



*Pictured are, from left, Barbara Bateman, OOC board president, Michael Ransom, James Ransom, and Donald Ransom, United Wire Technologies, and L. Michael Treadwell, OOC executive director.*

### Dee Heckethorn Entrepreneur Award

The 2019 Dee Heckethorn Entrepreneur Award was presented to Anthony M. Pauldine in recognition and appreciation of exceptional entrepreneurial spirit, creativity, and dedication to revitalizing the City of Oswego's downtown; for restoring the 191-year-old former fish market that is on the National Register of Historic Places, Cahill Landing, into 7 upscale apartments and being recognized by The Preservation League of New York State with a 2019 Excellence in Historic Preservation award; for transforming the former YMCA building into a mixed-use development with 10 loft apartments and 5,500 sf of commercial space; for restoring the historic Buckhout-Jones building that is now home to the Children's Museum of Oswego; for the development of the Canal Commons that offers shopping in the heart of downtown Oswego with over a dozen shops and the lofts at canal commons that features 11 luxury apartments; and for operating a successful general contracting business for over 30 years.



*Pictured are, from left, Barbara Bateman, OOC board president, Anthony M. Pauldine, general contractor, and L. Michael Treadwell, OOC executive director.*

### The Ally Award

The 2019 Ally Award was presented to Cayuga Community College - Fulton Campus in recognition and appreciation of the vision, commitment and leadership demonstrated to support and enhance workforce readiness skills for the betterment of Oswego County's industries, businesses and citizens; for spearheading the ACT Work Ready Community Initiative to make Oswego County the first ACT Work Ready Community in New York State and in the northeast; for its role in assembling strategic partners from local government, schools, community organizations and businesses across Oswego County to implement the initiative; for efforts to carryout the Advanced Manufacturing Initiative to include an Advanced Manufacturing Laboratory in Fulton for specialized training; for the creation of the Oswego County Manufacturers Consortia involving 21 companies; and for being a vital and essential partner in workforce and economic development in Oswego County, NY.



*Pictured are, from left, Barbara Bateman, OOC board president, Bob Pinkes, CCC — Technical Coordinator for Work Ready Oswego NY, Dr. Keiko Kimura, CCC — AVP/Dean of Fulton Campus, Carla DeShaw, CCC — Executive Dean of Community Education & Workforce Development, Dr. Anne Herron, CCC — Provost and VP of Academic Affairs, Paula Hayes, CCC — Liaison for Workforce Initiatives, and L. Michael Treadwell, OOC executive director.*

## NET POSITION — FY Ended 12/31/19

	Net Position	
<b>Assets:</b>		
Cash	\$	847,230
Accounts receivable		17,124
Grants receivable		—
Deposits in loan funds		44,305
Loans receivable		1,890,371
Capital assets, net		<u>2,598,253</u>
Total assets	\$	<u>5,397,283</u>
<b>Liabilities:</b>		
Accounts payable	\$	36,519
Security deposits		12,990
Deferred revenue		334,904
Debt obligations		<u>1,358,813</u>
Total liabilities	\$	<u>1,743,226</u>
<b>Net position:</b>		<u>3,654,057</u>



*Huhtamaki, City of Fulton*

## CHANGE IN NET POSITION — FY Ended 12/31/19

	Change in Net Position	
<b>Support and revenue:</b>		
Local governments	\$	780,770
Micro enterprise program		9,319
State and other grants		201,264
Rental revenue		230,170
Service charge loans		45,511
Interest income		16,513
Miscellaneous		<u>3,135</u>
Total support and revenue	\$	<u>1,286,682</u>
<b>Operating expenses:</b>		
Program expenses		976,369
Rental depreciation expense		83,962
Management and general		99,998
Management and general depreciation		8,067
Total operating expenses		<u>1,168,396</u>
Change in net position before depreciation		118,286
<b>Non-operating expenses:</b>		
Forgiveness of debt		—
Loss on sale of building		<u>24,888</u>
Total non-operating expenses		<u>24,888</u>
Change in net position		93,398
<b>Net position at beginning of year</b>		<u>3,560,659</u>
<b>Net position at end of year</b>	\$	<u>3,654,057</u>



*Oswego Health Behavioral Health Services  
City of Oswego*



## REAL PROPERTY OWNED — FY Ended 12/31/19



*Business Expansion Center, Oswego, NY*



*CiTi, Schroepfel, NY*

Property	Address	Tax Map ID	Size (acres)	Building Size (sf)
OOC Administrative Offices	44 West Bridge St., Oswego	128.54-06-01	0.11	4,000
Oswego County Business Expansion Center	185 E. Seneca St., Oswego	128.34-01-01	4.55	19,200
CiTi	70 Co. Rt. 59, Schroepfel	303.00-02-03.08	4.56	7,150
Discovery Day Care Center	80 Co. Rt. 59, Schroepfel	303.00-02-03.09	2.52	6,500
Oswego County Industrial Park	St. Rt. 264 & Co. Rt. 59, Schroepfel	303.00-02-03.12; 303.00-02-03.01; 303.00-03-09.03	135.96	—
Airport Industrial Park	Howard Rd. & St. Rt. 176, Volney	202.00-08-09.1; 202.00-08-15; 219.00-05-41	138.69	—
Oswego County Industrial Site (adjacent to Lake Ontario Industrial Park)	Smith Beach Rd. & CSX Rail Line, Oswego	110.76-01-02.02	3.18	—

*Oswego County Industrial Park, Schroepfel, NY*



## 2019 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.
- Participated on numerous boards and economic development organizations including: CNY Regional Economic Development Council, CNY Regional Planning and Development Board, NYS Economic Development Council, Northeastern Economic Developers Association, International Economic Development Council, National Association of Development Companies, CenterState Corporation for Economic Opportunity, Cayuga Community College Foundation, National Business Incubation Association, Women's Network for Entrepreneurial Training and The Greater Oswego-Fulton Chamber of Commerce.

## 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.

### Gold Level (\$3,000-4,999):

Barclay Damon LLP  
C & S Engineers  
Caraccioli Law PLLC  
National Grid

Community Bank  
Construction & General Laborers Local 633  
The Fulton Companies  
Local Union 43 IBEW  
United Wire Technologies, Inc.

### Contributing Board Members:

Barbara Bateman  
Eric Behling  
Tricia Peter-Clark  
Peter Cullinan  
Michael Egan  
William Galloway  
Edward Gilson  
Timothy Hardy  
Margaret Niland Glass  
Thomas Greco  
Ellen Holst  
George Joyce  
Edward Mervine  
Daniel Murphy  
James Ransom  
John Sharkey IV  
Ronald G. Tascarella  
Joseph Solazzo  
Chena Tucker

### Silver Level (\$1,000-2,999):

BioSpherix, Ltd.  
Broadwell Hospitality Group  
Exelon  
Fulton Savings Bank  
Huhtamaki  
NBT Bank  
SUNY Oswego

### Partner Level (\$100-499):

Jack Alter, CPA  
Behling Orchards  
Carpenter's Local Union #277  
Century 21 Galloway Realty  
Eastern Shore Associates  
Fulton Tool Company, Inc.  
Great Lakes Recycling, Inc.  
Tim McKernan  
Oswego Valley Insurance Agencies  
Morris Sorbello  
The Manor at Seneca Hill  
Universal Metal Works

### Bronze Level (\$500-999):

Central & Northern New York Building &  
Construction Trades Council



### Special Thank You for Sponsors of the 2019 Annual Meeting:

Community Bank  
Fulton Savings Bank  
NBT Bank  
Pathfinder Bank

22 Crossroads Building, City of Oswego



## 2019 ORGANIZATION INFORMATION

### Board of Directors

**President:** Barbara Bateman  
*NBT Bank*

**Vice President:** Ellen Holst  
*Oswego County Opportunities, retired*

**Treasurer:** George Joyce  
*Laser Transit Ltd.*

**Secretary:** Eric Behling  
*Behling Orchards*

Brian Anderson  
*National Grid*

Peter Cullinan  
*Exelon*

Michael Egan  
*Oswego Industries*

William Galloway  
*Century-21 Galloway Realty*

Margaret Niland Glass  
*Oswego Health*

Thomas Greco  
*Fulton Savings Bank*

Edward Gilson  
*Blake Equipment*

Tim Hardy  
*Attis Ethanol Fulton*

Vincent Lobdell  
*HealthWay*

Edward Mervine, Esq.  
*Pathfinder Bank*

Daniel Murphy  
*Exelon*

Tricia Peter-Clark  
*ConnexCare*

Bruce B. Phelps  
*Fulton Tool Company*

James Ransom  
*United Wire Technologies*

John Sharkey IV  
*Universal Metal Works*

Joe Solazzo  
*Construction & General Laborers, Local 633*

Ronald G. Tascarella  
*Pathfinder Bank*

Chena Tucker  
*Oswego County Workforce Development Board*

David R. Turner  
*Oswego County Department of Community Development, Tourism & Planning*  
Vacant

### Ex-Officio Members

Gary Toth, Chair  
*County of Oswego IDA*

James Weatherup, Chair  
*Oswego County Legislature*

Tim Stahl, Chair  
*Oswego County Economic Development and Planning Committee*

Philip Church  
*Oswego County Administrator*

Deborah Stanley, President  
*SUNY Oswego*

### Staff

L. Michael Treadwell, CECD  
*Executive Director*

Austin Wheelock, CECD  
*Deputy Director & Property Manager*

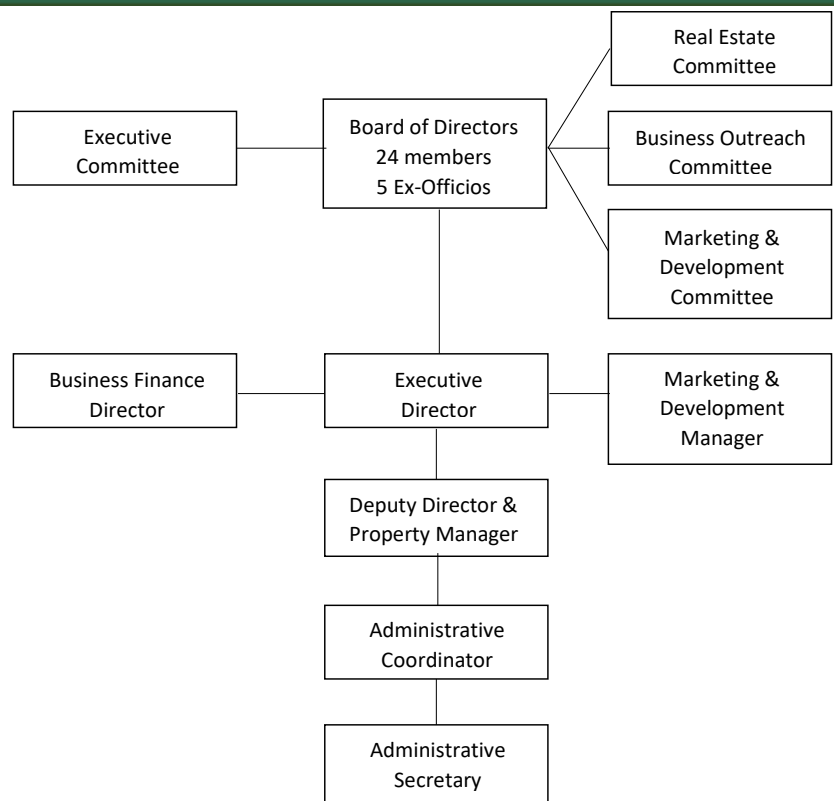
Kevin LaMontagne  
*Business Finance Director*

Evelyn LiVoti  
*Marketing & Development Manager*

Teresa Woolson  
*Administrative Coordinator*

Karen Perwitz  
*Administrative Secretary*

## 2019 ORGANIZATION CHART



## 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.



## Operation Oswego County

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