

ANNUAL REPORT 2020



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 weather adversities and reach their potential.

In 2020, due to an unanticipated pandemic, nothing mattered more. Faced with mandated closures of all non-essential businesses, Operation Oswego County partnered with the County of Oswego and the County of Oswego Industrial Development Agency to create the COVID-19 Emergency Relief Program, a loan fund to assist the small businesses in Oswego County affected by the pandemic. Our partners in Community Development offered similar small business loans which, through the benefit of federal funding, were transitioned into grants. Plus, our banking partners were instrumental in administering the federal funded SBA Paycheck Protection Plan program to businesses of all sizes across the County. We all did whatever we could to retain the businesses of Oswego County.

Businesses that thrived in 2020 either offered essential services or products, or pivoted to create new products or services, to address the pandemic. Some of these businesses include:

- HealthWay Home Products, Inc. in the Village of Pulaski;
- AllSource Fire Supply, Inc. in the Town of Hastings; and,
- Oswego Health's Lakeview Center for Mental Health and Wellness in the City of Oswego.

No matter what lies in our future, Operation Oswego County, along with the County of Oswego IDA, the Oswego County Legislature 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.

A handwritten signature in black ink, reading "Ellen Holst". The signature is fluid and cursive.

Ellen Holst
President

ON THE COVER TOP TO BOTTOM: HealthWay Home Products, Inc., Pulaski, NY; AllSource Fire Supply, Inc., Hastings, NY.

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
- COVID-19 Emergency Relief Program

2020 ECONOMIC DEVELOPMENT IMPACT SUMMARY

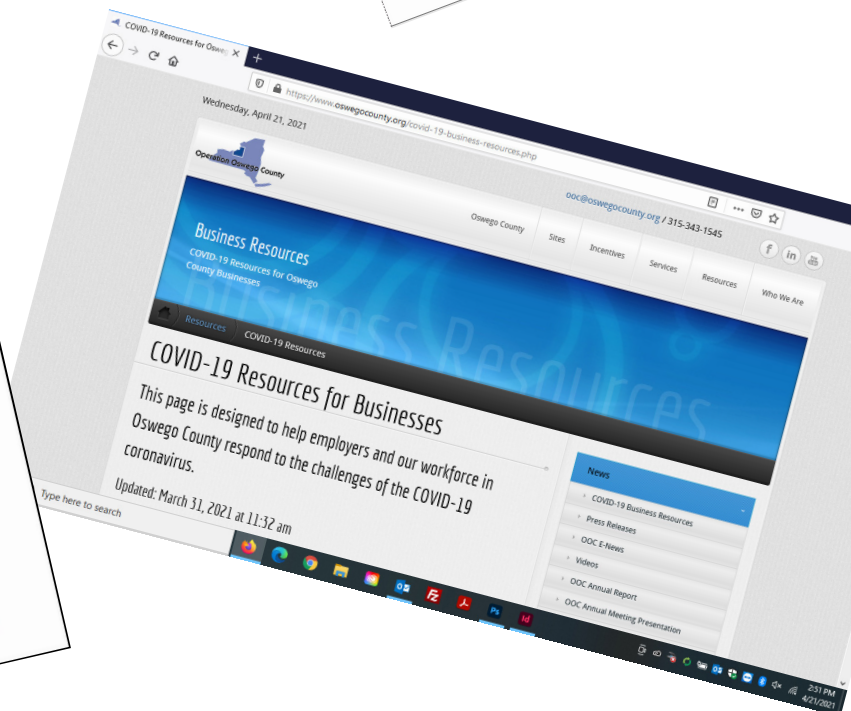
New/Expanded/Retained Facilities: 82
Capital Investment: **\$76,182,340**
New/Retained Jobs: 304
Estimated New Annual Payroll: **\$1,993,112**
Investment/Job: **\$250,600**
Average Annual Pay/New Job: **\$22,395**

1953-2020 ECONOMIC DEVELOPMENT IMPACT SUMMARY

Capital Investment: **\$4,862,373,450**
New/Retained Jobs: 29,208
Investment/Job: **\$166,474**

2020 ECONOMIC DEVELOPMENT MARKETING INITIATIVES

- Created an Industrial Park video.
- Partnered in the development of a 4-video series highlighting Oswego County's response of Strength, Hope, Collaboration and Perseverance to the COVID-19 pandemic. The videos were developed in partnership with the County of Oswego, the County of Oswego Industrial Development Agency, Oswego Health, and SUNY Oswego.
- Created a new online ad that ran on syracuse.com for 12 weeks and continues to run on oswegocountytoday.com.
- 12,281 visitors to OOC's website www.oswegocounty.org, a 38% increase over 2019.
- Public relations initiatives included 9 news releases, 48 issues of the E-News, and assistance/coordination to 23 business firms and community organizations.
- Created a new COVID-19 Business Resources page for our website where up-to-date information was posted regarding state guidelines and business assistance programs.



2020 ECONOMIC DEVELOPMENT HIGHLIGHTS



Nine Mile Point Nuclear Station, Scriba, NY

Nine Mile Point Nuclear Station, LLC and the COIDA entered into a Straight Lease Transaction that, over a 5 year period, will generate \$152 million in PILOT payments for the Town of Scriba, Oswego City School District and the County of Oswego.

DePaul Properties, Inc./Lock 7 Apartments involves the development of a 4-story, 80-unit, affordable and supportive housing project in the City of Oswego. The complex will be 102,000 sf and built on the former Breneman brownfield site. The \$19.5 million project will employ 5. Financial assistance is being provided by the COIDA.

AllSource Fire Supply, Inc., a certified women-owned manufacturer of prefabricated and partially assembled components for fire suppression systems, constructed a new 3,100 sf facility in the Town of Hastings. The \$174,869 project will create 2 jobs. Financial assistance was provided by M&T Bank, the COIDA and OOC.

SSC Oswego, LLC is a 2.2 MW solar renewable energy project located on a 20 acre site in the Town of Oswego. The \$1.7 million project's developer is Summit Solar Capital LLC based in New York. Financial assistance was provided by the COIDA.

Granger Landscape Lawn & Snow, located in the Town of Amboy, serves commercial and residential customers. The company has been in business since 2015 and is expanding. The \$121,920 project, to acquire additional equipment, will create 2 jobs. Financial assistance was provided by First Source FCU, Lenmark Financial Equipment Financing and the COIDA.

SG Ontario Sun PV, LLC, is a 2.125 MW solar renewable energy project to be located on a 10.2 acre site in the Town of Sandy Creek. The \$2.4 million project's developer is Solar Generation based in Saugerties, NY. Financial assistance was provided by the COIDA.

Southern Fare is a new restaurant located in the Litatro Building in the City of Oswego. The restaurant will showcase a mixture of southern classics and have a bar with a New Orleans theme. The \$316,695 project will employ 19. Financial assistance was provided by the Oswego CEDO and OOC.

Omni Navitas, LLC, based in Boston, MA, is constructing two solar renewable energy projects on Route 41 in the Town of Richland. One is a 3.75 MW project on 26 acres with an investment of \$6.76 million. The second is a 3.875 MW project on 26 acres with an investment of \$6.97 million. Financial assistance will be provided by the COIDA.



DePaul Lock 7, City of Oswego



Maple Hollow Farm, Hannibal, NY

Pond Pit, LLC includes the acquisition of equipment, a 2,050 sf restaurant/bar and 5.5 acres in the Town of Sandy Creek. The new Pond Pit BBQ restaurant will be casual and will include bar service. The \$199,000 project will create 4 jobs. The business will be a year-round operation. Financial assistance was provided by the COIDA.

OYA Pulaski, LLC, is a 3.5 MW solar renewable energy project to be located in the Town of Richland. The project will utilize a 17.8 acre site and will represent an investment of \$8.3 million. The developer, OYA Solar, is based in Toronto, Canada. Financial assistance is being provided by the COIDA.

The Maples Assisted Living Facility is the conversion of the former Michaud Nursing Home in the City of Fulton into an 80-bed, assisted-living facility. The COIDA provided financial assistance through a Straight Lease Transaction as well as a \$300,000 loan.

Maple Hollow Farm, located in the Town of Hannibal, is expanding through the construction and equipping of a milk plant where they will produce value-added dairy products. A NYS Grown and Certified grant of \$50,000 was secured with the assistance of CNY Enterprise Development Corporation.

SSC Scriba, LLC is a 5 MW solar renewable energy project that will be located in the Town of Scriba on a 28 acre site. The project represents an investment of \$4 million. Summit Solar Capital, LLC, based in New York, is the developer. Financial assistance will be provided by the COIDA.

Premium Construction purchased an 8.34 acre site from the COIDA to expand its construction business. The project, located in the Town of Oswego, will have an investment of \$118,000 and create 2 jobs.

Omni Navitas, LLC, based in Boston, MA, will construct a 3.1 MW solar renewable energy project on a 23 acre site in the Town of Hastings. The project will represent an investment of \$8.5 million. Financial assistance will be provided by the COIDA.

HealthWay Home Products, Inc. is a manufacturer of air filtration equipment located in Pulaski, NY and has been in business for 20 years. A major expansion of capacity was needed due to demand driven by the COVID-19 pandemic. The expansion project represented an investment of \$2.8 million and will create 40 jobs. The financial package included assistance from ESDC, USDA, CNY Enterprise Development Corporation, OOC and COIDA.

ASA Volney NY Solar, LLC is a 5 MW solar renewable energy project that will be located on a 25 acre site in the Town of Volney. The project investment will be \$9.1 million. The developer, Omni Navitas, is based in Boston, MA.

Southern Fare, Oswego, NY





Lakeview Center for Mental Health and Wellness, City of Oswego

Oswego Health's Lakeview Center for Mental Health and Wellness, in the City of Oswego, opened after 13 months of construction. The property, on which the new facility was constructed, used to be home to the former Price Chopper and was acquired from the COIDA. The 40,000 sf Center is anticipated to employ 35 to 40 people, in addition to a full-time nurse practitioner. The \$17 million project converted a vacant building into a modern mental health facility that includes outpatient care, primary care and other specialty services, in addition to a 32-bed inpatient unit.

C&S Companies was retained to conduct a feasibility study on expanding the Oswego County Industrial Park by approximately 200 acres. An option on the property in the Town of Schroepel was finalized.

Oswego County Micro-Enterprise Program provided instruction designed to assist entrepreneurs starting and/or expanding a business. The program is sponsored by the Fulton CDA, Oswego CEDO, OOC and SUNY Oswego's Business Resource Center in partnership with the SBDC. In 2020, 2 training classes were held, 1 in-person and 1 online, with 18 graduates.

SBA 504 Stimulus Payment Initiative was used to assist 26 businesses in Oswego County that had outstanding SBA 504 loans through OOC. Section 1112 Payments were made by SBA for 6 months. The payments, which included principal, interest and fees associated with these loans, totaled \$330,405 over the six month period.

COVID-19 Emergency Relief Program was created by OOC to help small businesses impacted by the pandemic. OOC borrowed \$500,000 from the COIDA to establish a loan fund. The maximum loan was \$10,000 with no interest for 6 months. Borrowers, after 6 months, could elect to roll the loan for an additional 24 months at 3%. During 2020, 44 loans were funded in the amount of \$381,800. Borrowers were geographically disbursed, being located in 19 towns, villages and cities. The COVID-19 Emergency Relief Program was extended for 2021.

COIDA/OOC Loan Deferrals Initiative was authorized to help address the pandemic's impact on businesses with outstanding loans through OOC and the COIDA. A deferment of interest and principal payments until October 1, 2020 was provided to 25 businesses for loans totaling \$2,144,000 with monthly payments of \$33,675.



Howland Solar, Sandy Creek, NY (solar project similar to projects in progress)



Kathy's Cakes & Big Dipper, Town of Volney

"Operation Oswego County has also been there when the business needed it the most. Just a couple short months after spending all our resources to remodel and relocate to a new property, the COVID-19 pandemic hit and business was uncertain to say the least. They were able to provide a temporary \$10,000 loan so the business could continue to operate."

Kathy Hotaling, Owner
Kathy's Cakes & Big Dipper

44

Loans
Funded

\$381,800

Loaned

Industries Assisted

- Healthcare
- Manufacturing
- Retail
- Construction
- Tourism
- Food and Beverage
- Sports and Fitness
- Auto Repair and Sales
- Business Services
- Personal Services

Businesses in

19

cities, towns & villages
across Oswego County
assisted



JP Jewelers, City of Oswego

NET POSITION — FY Ended 12/31/20

Net Position	
Assets:	
Cash	\$ 941,019
Accounts receivable	582
Grants receivable	—
Deposits in loan funds	44,305
Loans receivable	2,068,531
Capital assets, net	<u>2,581,165</u>
Total assets	<u>\$ 5,635,602</u>
Liabilities:	
Accounts payable	\$ 46,273
Security deposits	1,002
Deferred revenue	379,150
Debt obligations	<u>1,657,531</u>
Total liabilities	<u>\$ 2,083,956</u>
Net position:	<u>3,551,646</u>

CHANGE IN NET POSITION — FY Ended 12/31/20

Change in Net Position	
Support and revenue:	
Local governments	\$ 705,172
Micro enterprise program	—
State and other grants	1,264
Rental revenue	165,151
Service charge loans	36,969
Interest income	23,513
Miscellaneous	<u>1,598</u>
Total support and revenue	<u>\$ 933,667</u>
Operating expenses:	
Program expenses	865,967
Rental depreciation expense	60,447
Management and general	101,665
Management and general depreciation	7,999
Total operating expenses	<u>1,036,078</u>
Change in net position before depreciation	(102,411)
Non-operating expenses:	
Total non-operating expenses	<u>—</u>
Change in net position	(102,411)
Net position at beginning of year	<u>3,654,057</u>
Net position at end of year	<u>\$ 3,551,646</u>

REAL PROPERTY OWNED — FY Ended 12/31/20



Business Expansion Center, Oswego, NY



CiTi, Schroepfel, NY

Property	Address	Tax Map ID	Size (acres)	Building Size (sf)
Oswego County Business Expansion Center	185 E. Seneca St., Oswego	128.34-01-01	3.5	19,200
CiTi BOCES	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
OOC Office Building	44 West Bridge St., Oswego	128.54-06-01	0.11	4,000
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	135.72	—
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



2020 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.

2020 ORGANIZATION INFORMATION

Board of Directors

President: Ellen Holst
Oswego County Opportunities, retired

Vice President: Eric Behling
Behling Orchards

Treasurer: George Joyce
Laser Transit Ltd.

Secretary: Tricia Peter-Clark
ConnexCare

Brian Anderson
National Grid

Barbara Bateman
NBT Bank, retired

Shane Broadwell
Broadwell Hospitality Group

Peter Cullinan
Exelon

Michael Egan
Oswego Industries

William Galloway
Century-21 Galloway Realty

Thomas Greco
Fulton Savings Bank

Edward Gilson
Blake Equipment

Tim Hardy
Attis Ethanol Fulton, retired

Vincent Lobdell
HealthWay

Joseph McConnell
Huhtamaki

Edward Mervine, Esq.
Pathfinder Bank

Daniel Murphy
Exelon

James Ransom
United Wire Technologies

John Sharkey IV
Universal Metal Works

Michelle Shatrau
N.E.T. & Die

Joseph 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

Ex-Officio Members

Gary Toth, Chair
County of Oswego IDA

James Weatherup, Chairman
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

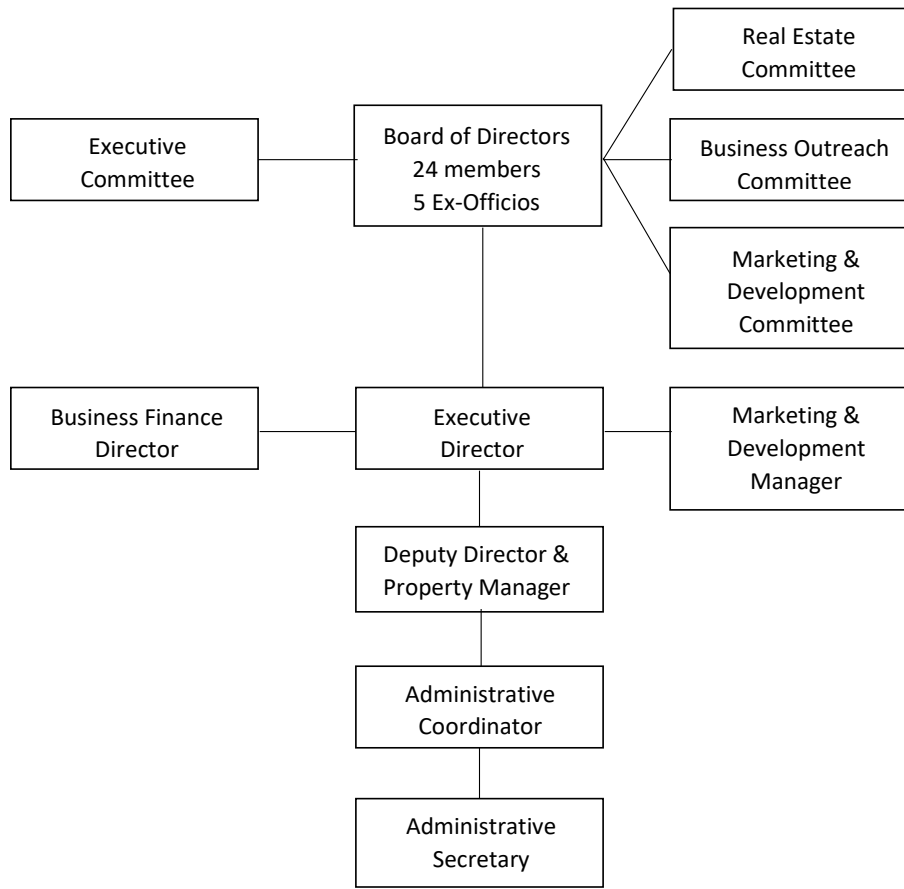
Karen Perwitz
Administrative Secretary

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.

2020 ORGANIZATION CHART



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):

C & S Engineers
National Grid

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

Broadwell Hospitality Group
Caraccioli Law PLLC
Exelon
Fulton Savings Bank
Huhtamaki
NBT Bank
The Manor at Seneca Hill

Bronze Level (\$500-999):

Community Bank
EJ USA
Local Union 43 IBEW
United Wire Technologies, Inc.

Partner Level (\$100-499):

Jack Alter, CPA
Behling Orchards
Canale's Restaurant
Chirello Advertising
Compass Credit Union
Eastern Shore Associates
Fulton Tool Company, Inc.
Terrance Gorman
Great Lakes Recycling, Inc.
Oswego County Business Magazine
Oswego Valley Insurance Agencies
Save-A-Lot
The Sayer Family
Morris Sorbello
Lynn & Gary Toth
Universal Metal Works

Friends of OOC Level (\$25-99):

Corte Spencer & Mame Clark

Contributing Board Members:

Barbara Bateman
Eric Behling
Tricia Peter-Clark
Peter Cullinan
Michael Egan
Timothy Hardy
Thomas Greco
Ellen Holst
George Joyce
Edward Mervine
James Ransom
John Sharkey IV
Michelle Shatrau
Ronald G. Tascarella
Chena Tucker
David Turner



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