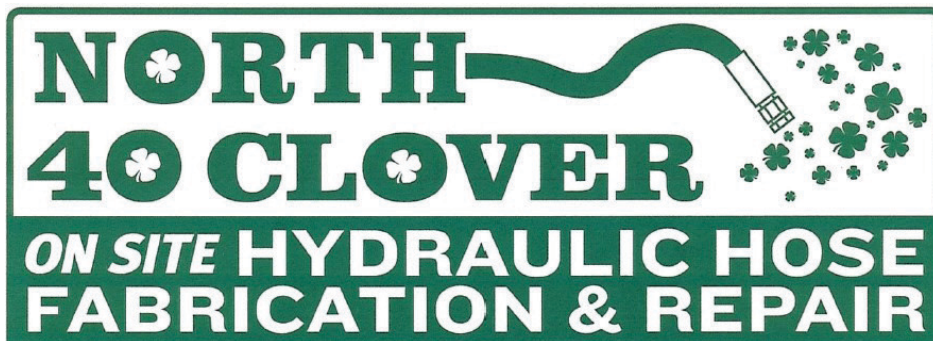


ANNUAL REPORT 2021



MOTH + FLAME BASECAMP
VINTAGE RVs, AIRSTREAMS, & ECLECTIC STAYS



Operation Oswego County

An Economic and Job Development Corporation
Serving Oswego County, NY

PRESIDENT'S MESSAGE



In 2021, Operation Oswego County helped to promote business development by assisting 32 projects that will, when fully implemented, invest more than \$167 million in Oswego County and will create and/or retain 289 jobs.

Small business is what builds a community. The backbone of Oswego County is built on small businesses that have exhibited creativity, tenacity and a determination to succeed. These small businesses, who are many in number, create economic diversity in Oswego County.

In 2021, Oswego County celebrated the expansion of several small businesses. Some of these include:

- Upward Graphics, LLC in the City of Fulton;
- Mother Earth Baby, LLC in the City of Oswego; and,
- The Looking Glass Salon in the Village of Phoenix.

In addition, a number of other projects included the renovation of existing businesses, re-use of existing facilities, as well as the development of start-up businesses. We can be proud of the innovation of such projects as the Next Great Idea Business Plan Competition winners, Six Acres Farm Brewery, North 40 Clover On Site Hydraulic Repair & Fabrication and Moth & Flame Basecamp.

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 to help make Oswego County a better place to live and work.

Ellen Holst
President

ON THE COVER TOP TO BOTTOM: The 2021 Next Great Idea Business Plan Competition Winners — Six Acres Farm Brewery, Mexico, first place; Moth & Flame Basecamp, third place; North 40 Clover On Site Hydraulic Repair & Fabrication, Lacona, second place.

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

2021 ECONOMIC DEVELOPMENT IMPACT SUMMARY

New/Expanded/Retained Facilities: **32**
Capital Investment: **\$167,355,209**
New/Retained Jobs: **289**
Estimated New Annual Payroll: **\$7,017,311**
Investment/Job: **\$579,084**
Average Annual Pay/New Job: **\$32,791**

1953-2021 ECONOMIC DEVELOPMENT IMPACT SUMMARY

Capital Investment: **\$5,029,728,659**
New/Retained Jobs: **29,497**
Investment/Job: **\$170,517**

2021 ECONOMIC DEVELOPMENT MARKETING INITIATIVES

- Created a new small business ad.
- Created 5 short promotional videos of award winners for OOC's 2021 Annual Meeting.
- 9,663 visitors to OOC's website www.oswegocounty.org.
- Public relations initiatives included 17 news releases, 34 issues of the E-News, and assistance/coordination to 36 business firms and community organizations.





Upward Graphics, Fulton

Upward Graphics, LLC, located in Fulton, is a screen printing and graphic design business. In 2021, the company expanded to offer wrap services for vehicles, trailers, and boats. A \$34,000 investment was made in the expansion and 2 jobs created in the minority owned business. Financial assistance provided by the COIDA.

Omni Richland Rt. 28 North Solar, LLC, is a 5 MW solar renewable energy project in the Town of Richland and will be located on a 29 acre site. The developer is Omni Navitas, based in Boston, MA. The project investment will be \$6.8 million. Financial assistance being provided by the COIDA.

Kathy's Cakes & Specialty Treats, located in the Town of Volney, invested \$40,000 to make significant building renovations. The business employs 6 with 10 seasonal jobs. Financial assistance provided by the COIDA.

Liland Trade and Radiator Service plans to relocate and expand its auto part import, manufacturing and distribution business. The expansion is expected to create 55 jobs. The \$12 million project would involve the renovations of an existing building or the construction of a new 200,000 sf facility. Financial assistance to be provided by ESDC, COIDA, and a commercial lender.

Mother Earth Baby, LLC, expanded its diaper service business and relocated its laundry facility and retail operations in the City of Oswego. The \$92,000 expansion investment will create 3 jobs. The business is woman owned. Financial assistance provided by Alliance Laundry (Uni-Mac) and the COIDA.

The Rooftop at Litatro is a new restaurant/bar on the 5th floor of the new Litatro Building in the City of Oswego. The Litatro Building is one of the City of Oswego's DRI projects. The Rooftop will employ 9 FT and 10 PT employees and represents an investment of \$423,000. Financial assistance was provided by Pathfinder Bank, Oswego DRI, and the COIDA.

Camelot Lodge, LLC, is converting the former YMCA building in the City of Oswego into a mixed use development. The project consists of 5,500 sf of commercial space, 10 market rate apartments and 6 market rate multi-floor townhouse apartments, representing a \$2.1 million investment. Financial assistance being provided by the COIDA.

Wunderland, LLC, is a woman-owned startup yoga and massage studio in the Town of Scriba. The owner is experienced in the fields of yoga and therapeutic massage, is a veteran of the U.S. Air Force and graduate of the Micro Enterprise Training Program. Financial assistance provided by the COIDA.



The Rooftop at Litatro, Oswego



Mother Earth Baby, Oswego

Tailwater Lodge, located in the Town of Albion, is building a new 3-story, 25,000 sf addition to the complex. The addition will include 21 one- and two-bedroom suites that will be connected to the main hotel building. The expansion will increase the room capacity to 109 at the complex. The project will create 38 jobs. The investment will be \$3.2 million. Financial assistance to be provided by Pathfinder Bank and the COIDA.

SSC Oswego II, LLC, is a 4.5 MW solar renewable energy project to be located on a 25 acre site in the City of Oswego. The developer is Summit Solar Capital based in New York, NY. The project will constitute a \$3.5 million investment. Financial assistance being provided by COIDA.

Oswego School District Public Library, located in the City of Oswego received financial assistance from the Oswego County Civic Facilities Corporation with \$3,940,000 in bond refinancing. The refinancing will result in significant interest cost savings for the library.

Tully's Good Times Family, Inc., acquired and renovated the 2,406 sf former Friendly's located in the City of Oswego. The restaurant will focus on takeout business utilizing a drive-thru window. The project will create 14 FT jobs and 23 PT jobs. The investment will be \$1.6 million. Financial assistance being provided by NBT Bank and COIDA.

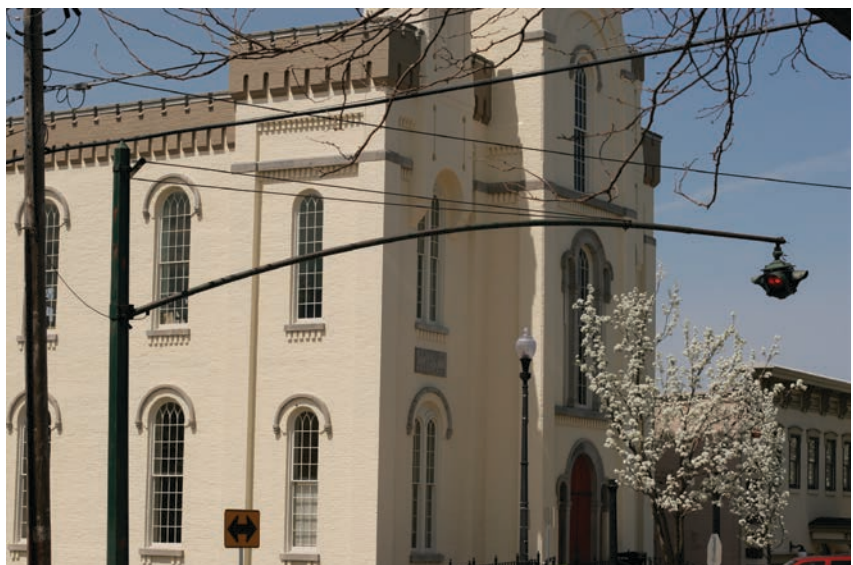
The Looking Glass Salon, located in the Village of Phoenix, began operations in 2020. It is expanding and more than doubling the salon to occupy 5,800 sf. This is a woman-owned business with 5 employees and plans for 6 additional with the expansion. Both owners are graduates of the Micro Enterprise Training Program. Financial assistance provided by COIDA.

Square Valley Trail Blazers, located in the Town of Hastings, was awarded \$184,369 in Round 11 of the CFAs by NYS Parks for snowmobile trail grooming equipment. Total project cost was \$230,462.

Six Acres Farm Brewery was the 1st place winner of the Next Great Idea 2021 Business Plan Competition. The brewing company, which produces fruit infused beer with locally grown fruit, located in the Town of Mexico and owned by Jenna Behling and Denyel Busch. The \$50,000 prize from OOC will be used to assist in the development of the \$300,000 project that will create 25 jobs.

North 40 Clover on Site Hydraulic Repair & Fabrication was the 2nd place winner of the Next Great Idea 2021 Business Plan Competition with a \$25,000 prize. The Lacona based company will expand its mobile hydraulic repair and fabrication business that serves manufacturing, mining, road plowing, agriculture, trucking, and logging operations. The funds will be used to help finance and support a \$100,000 expansion project that will create 3 jobs.

Oswego School District Public Library, Oswego



Moth & Flame Basecamp was the 3rd place winner if the Next Great Idea 2021 Business Plan Competition with a \$15,000 prize. The new business is a “glamping” business. Glamping is outdoor camping with amenities and comforts using vintage recreational vehicles. The funds will be used toward developing basecamps in scenic locations and will complement the outdoor recreation and tourism industry. The estimated project cost is \$210,000 and will create 2 jobs. The women entrepreneurs are Amanda McLoughlin and Paula Barreto.

CNY REDC was awarded \$19.2 million for 55 projects in the CFA Round 11 of the Regional Economic Development Council Awards in 2021. Oswego County was awarded over \$5 million in funding for 19 projects, representing 26.1% of the funding and 34.5% of the projects. The types of projects awarded funding in Oswego County included water/sewer, park, Smart Growth planning, tourism/recreation, infrastructure, feasibility, and manufacturing.

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 EDO, OOC, and SUNY Oswego Business Resource Center in partnership with the SBDC. In 2021, 3 training classes were held with 46 graduates.

Novelis announced plans to invest \$130 million in upgrades to its aluminum flat rolled products manufacturing complex in the Town of Scriba. The expansion would allow the plant to increase hot mill capacity by 124,000 metric tons. Novelis is the largest manufacturing employer in Oswego County with 1,150 employees.

COIDA Manufacturing Capacity Building is a proposed Manufacturing Start-Up Facility planned for the Nestle site in Fulton. The project received State approval for \$860,000 from the Fulton DRI funding.

EDA Build Back Better Regional Challenge, the CNY/ Mohawk Valley submitted an application spearheaded by CenterState CEO in cooperation with a host of partners. Nationwide, 529 applications were submitted. The application for our region was among the 60 finalists chosen to advance to the next round and was awarded \$500,000 for planning for the March 15, 2022 deadline to compete for up to \$100 million. EDA will choose between 20 to 30 winners nationwide. The expansion of The Oswego County Industrial Park (OCIP) in the Town of Schroepfel is one of the 8 component projects of the “Smart Systems Cluster” focus of the application. The OCIP component is being driven by the COIDA, which had already acquired an additional 185 acres to expand the OCIP.

RECOGNIZING ECONOMIC DEVELOPMENT ACHIEVEMENT



Pictured are, from left, Ellen Holst, OOC board president, William “Billy” Barlow, city of Oswego mayor, and L. Michael Treadwell, OOC executive director.

Martin Rose Economic Developer Merit Award

The 2021 Martin Rose Economic Developer Merit Award was presented to William “Billy” Barlow in recognition and appreciation of his outstanding leadership and collaboration in economic development, thus improving the business climate and quality of life in Oswego, NY and Oswego County; for his innovative service as mayor of the City of Oswego; for his commitment to downtown revitalization, neighborhood restoration and brownfield site rehabilitation; for the expansion of tourism and recreation through the restoration of Wright’s Landing and the Cahill Pier, development of the Harbor Trail, and regeneration of city parks; for fostering business attraction, expansion and retention in the City of Oswego; and, for securing over \$40 million in economic development and infrastructure grants for the betterment of the Oswego community.



The Jobs Award

The 2021 Jobs Award was presented to ConnexCare in recognition and appreciation of the significant contribution and impact of ConnexCare’s over 250 jobs and over \$14.4 million in payroll on the Oswego County Economy; for providing over 50 years of critical healthcare services across rural Oswego County; for operating 13 locations across Oswego County and continuing to expand services to communities of need; and for being an integral part of Oswego County’s and Central New York’s healthcare industry.

Pictured are, from left, L. Michael Treadwell, OOC executive director, Ellen Holst, OOC board president, Tricia Peter-Clark, ConnexCare president and CEO, and Stephanie Earle, ConnexCare director of human resources.



Pictured are, from left, L. Michael Treadwell, OOC executive director, Karen Goetz, Richard S. Shineman Foundation executive director, and Ellen Holst, OOC board president.

The Ally Award

The 2021 Ally Award was presented to the Richard S. Shineman Foundation in recognition and appreciation of the vision, commitment and leadership demonstrated to support countless not for profit initiatives to improve quality of life and economic vitality across Oswego County; for providing 291 grants totaling over \$9.4 million to 180 organizations and programs, such as the Next Great Idea Oswego County Business Plan Competition, the Oswego Renaissance Association, Fulton Block Builders, and the ACT Work Ready Community Workforce Development Initiative, since inception; for providing professional training programs and other resources to make Oswego County organizations more sustainable; and for being a vital and essential partner in economic development in Oswego County, NY.



Pictured are, from left, Ellen Holst, OOC board president, Rebekah Alford, owner and chef at Rainbow Shores and Mill House Market Deli and Bakery, and L. Michael Treadwell, OOC executive director.

Dee Heckethorn Entrepreneur Award

The 2021 Dee Heckethorn Entrepreneur Award was presented to Rebekah Alford in recognition and appreciation of exceptional entrepreneurial spirit, creativity, and dedication to improving the quality of life in the Pulaski, NY area; for the acquisition and expansion of the Rainbow Shores restaurant on Lake Ontario in 2010; for the development of the Mill House Market Deli and Bakery in Pulaski in 2017; for over 10 years working to improve the growing tourism industry in the Lake Ontario and Salmon River regions of Oswego County, NY.



Pictured are, from left, Ellen Holst, OOC board president, Peter Wiltsie, Wiltsie Construction Company president, and L. Michael Treadwell, OOC executive director.

The Business Excellence Award

The 2021 Business Excellence Award was presented to Wiltsie Construction Company in recognition and appreciation for demonstrating outstanding leadership, adaptation and commitment in operating and expanding Wiltsie Construction in Oswego, NY for over 50 years; for servicing the nuclear energy sector and other industries in the Oswego County region; for employing 30 highly skilled persons and hiring local tradespersons as needed; for contributing to many community events and charities including Oswego Harborfest, the United Way of Oswego County, the Oswego County Humane Society and the Greater Oswego-Fulton Chamber of Commerce.

NET POSITION — FY Ended 12/31/21

Assets:

Cash	\$ 1,130,000
Accounts receivable	10,000
Deposits in loan funds	44,000
Loans receivable	1,422,000
Capital assets, net	<u>2,539,000</u>
Total assets	<u>\$ 5,145,000</u>

Liabilities:

Accounts payable	\$ 48,000
Security deposits	1,000
Deferred revenue	58,000
Debt obligations	<u>1,091,000</u>
Total liabilities	<u>\$ 1,198,000</u>

Net position:	<u>\$ 3,947,000</u>
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Tully's Good Times Family, Inc., Oswego

CHANGE IN NET POSITION — FY Ended 12/31/21

Support and revenue:

Local governments	\$ 822,000
State and other grants	1,000
Rental revenue	164,000
Service charge loans	60,000
Interest income	34,000
Paycheck Protection Program forgiveness	<u>127,000</u>
Total support and revenue	<u>\$ 1,208,000</u>

Operating expenses:

Program expenses	918,000
Rental depreciation expense	61,000
Management and general	102,000
Management and general depreciation	8,000
Total operating expenses	<u>1,089,000</u>
Change in net position	<u>119,000</u>

Net position at beginning of year	<u>3,828,000</u>
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Net position at end of year	<u>\$ 3,947,000</u>
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Looking Glass Salon, Phoenix

REAL PROPERTY OWNED — FY Ended 12/31/21



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



2021 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, Council of Development Finance Agencies and The Greater Oswego-Fulton Chamber of Commerce.

2021 ORGANIZATION INFORMATION

Board of Directors

President: Ellen Holst
Oswego County Opportunities, retired

Vice President: Eric Behling
Behling Orchards

Treasurer: Tricia Peter-Clark
ConnexCare

Secretary: Peter Cullinan
Exelon

Brian Anderson
National Grid

Barbara Bateman
NBT Bank, retired

Shane Broadwell
Broadwell Hospitality Group

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

Abby Weaver
Alberts Group

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

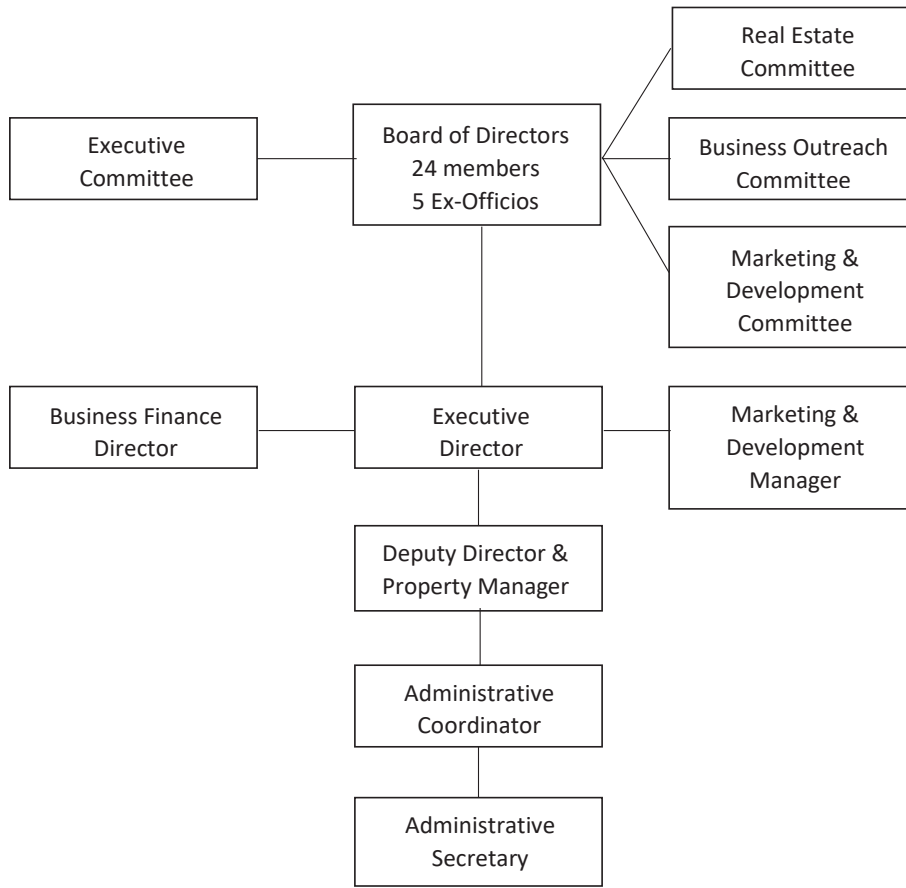
Erin Weaver
Administrative Assistant & Receptionist

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.

2021 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):

BioSpherix, Ltd.
Broadwell Hospitality Group
Caraccioli Law PLLC
Fulton Savings Bank
Huhtamaki
SUNY Oswego
Thompson & Johnson Co., Inc.
United Wire Technologies, Inc.
Wiltsie Construction Co., Inc.

Bronze Level (\$500-999):

Central & Northern New York Building & Construction Trades Council
Community Bank
Construction & General Laborers Local 633
EJ USA
George Joyce
Local Union 43 IBEW

Partner Level (\$100-499):

Century 21 Galloway Realty
Chirello Advertising
Compass Credit Union
Eastern Shore Associates
Fulton Tool Company, Inc.
Great Lakes Recycling, Inc.
N.E.T. and Die
Oswego County Business Magazine
Lynn & Gary Toth
Universal Metal Works
Winter Harbor Marina

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

Corte Spencer & Muriel Clark

Contributing Board Members:

Shane Broadwell
Tricia Peter-Clark
Peter Cullinan
Michael Egan
William Galloway
Timothy Hardy
Ellen Holst
Joseph McConnell
Edward Mervine
James Ransom
John Sharkey IV
Michelle Shatrau
Ronald G. Tascarella
Chena Tucker
David Turner



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