APPENDIX E

Oneida County Business Park Redevelopment Plan

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Oneida County Business Park

Redevelopment Plan & Design Guidelines

EDGE

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The creation of this document was assisted with a grant from National Grid, through the New York State Public Service Commission approved Economic Development Plan

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VIEW OF THE FORMER AIRPORT TOWER, AN ICON FOR THE PARK

Introduction

The purpose of this document is to set forth a vision and an action plan for the redevelopment of the former Oneida County Airport site and Oneida County Business Park into a thriving commercial and industrial center for Oneida County and the Mohawk Valley. A generation ago, investments by Mohawk Airlines transformed Oneida County Airport in Whitestown into the transportation hub of the Mohawk Valley and the premier regional airline center of its day. Over time, however, the Oneida County Airport's competitive position declined as more of the region's scheduled passenger service was eclipsed by other Upstate Metro Airports and the region was unable to maintain reliable scheduled airline service.

By the late 1990's the region's enplanements fell below the threshold necessary to maintain FAA funding and the Oneida County Airport – not unlike many smaller metropolitan airports in Upstate – lost all scheduled airline service. Market conditions and changing trends within the airline industry, coupled with the major economic challenges the region faced with the loss of key industries and the realignment of Griffiss AFB, compounded the difficulty in county efforts to attract new airline service for the Oneida County Airport.

While passenger service was lost, the Oneida County Airport continued to be maintained by Oneida County as a General Aviation Airport. In the 2003-2004 period, Oneida County decided to consolidate all existing General Aviation activities at Griffiss, with the decision by Empire Aero Center (a wholly owned subsidiary of Israel Aerospace Industries) to relocate its North American MRO operations from Miami, Florida to Griffiss. The County decision to consolidate its General Aviation Airport activities at Griffiss was driven by economic realities; it could not justify the cost of maintaining two separate airports, when all of the General Aviation functions could easily be absorbed at Griffiss.

The Oneida County Airport was the catalyst that led to the development of the Oneida County Business Park. The Park has attracted several publicly traded and home grown businesses that have made significant investments, with several thousand employees.

BIRD'S EYE VIEW OF ONEIDA COUNTY BUSINESS PARK, LOOKING NORTH FROM THE AIRFIELD

The competitive advantage that existed in the 1970's and 1980's – namely, scheduled passenger air service – ceased being an advantage that drove investment decisions at the Oneida County Business Park. If anything, the decision to relocate the remaining General Aviation functions to Griffiss provides new opportunities to re-position the Oneida County Business Park for economic development that builds off of the considerable publicly owned acreage that has become available with the relocation of the County Airport, and takes advantage of the site's central location, its connectivity with the recent development of NYS Route 840, and its proximity to the NYS Thruway (I-90). These factors can contribute to the site's long term development and help focus efforts on addressing key infrastructure and maintenance issues that have diminished the Park's attractiveness.

Given the success of highly visible projects in the region, including the nearby Utica Business Park, Griffiss Business and Technology Park, and the planned development to Marcy NanoCenter at SUNYIT, the redevelopment of the Oneida County Business Park offers considerable opportunities that complement current economic development marketing efforts, and thus is an important priority for Oneida County and other affected local governments, as well as Mohawk Valley EDGE and the region.

While the current economic climate makes a challenging redevelopment project even more difficult, now is the appropriate time to plan for the future. Restoring and improving existing park infrastructure is a central component of a larger development framework for revitalizing the Park over the next few decades. There is an opportunity to plan now to prepare the park for business growth when the economy stabilizes and begins to grow again.

VIEW OF METLIFE, ONE OF THE PARK'S LARGEST TENANTS

Strategic Framework

The plan proposed in this document was developed with three stages of investment which could be phased in over time, depending on market demand. In the near term, the most important component is addressing the infrastructure concerns of existing tenants. The next step is to focus on attracting new businesses to build out key parcels and begin to expand existing infrastructure to support additional development. Full development of the park will be actionable once the foundation is built in the first two phases.

The plan sets out an agenda for implementing their framework in three phases.

The short term critical actions are:

- Identify park enhancements that will make the park more competitive and establish a new regional identity,
- Retain existing park businesses and allow for expansion,
- Attract new businesses to the Park's core area,
- Quantify expense of investment and identify funding sources,
- Quantify economic benefit of improvements (Public Internal Rate of Return "IRR")

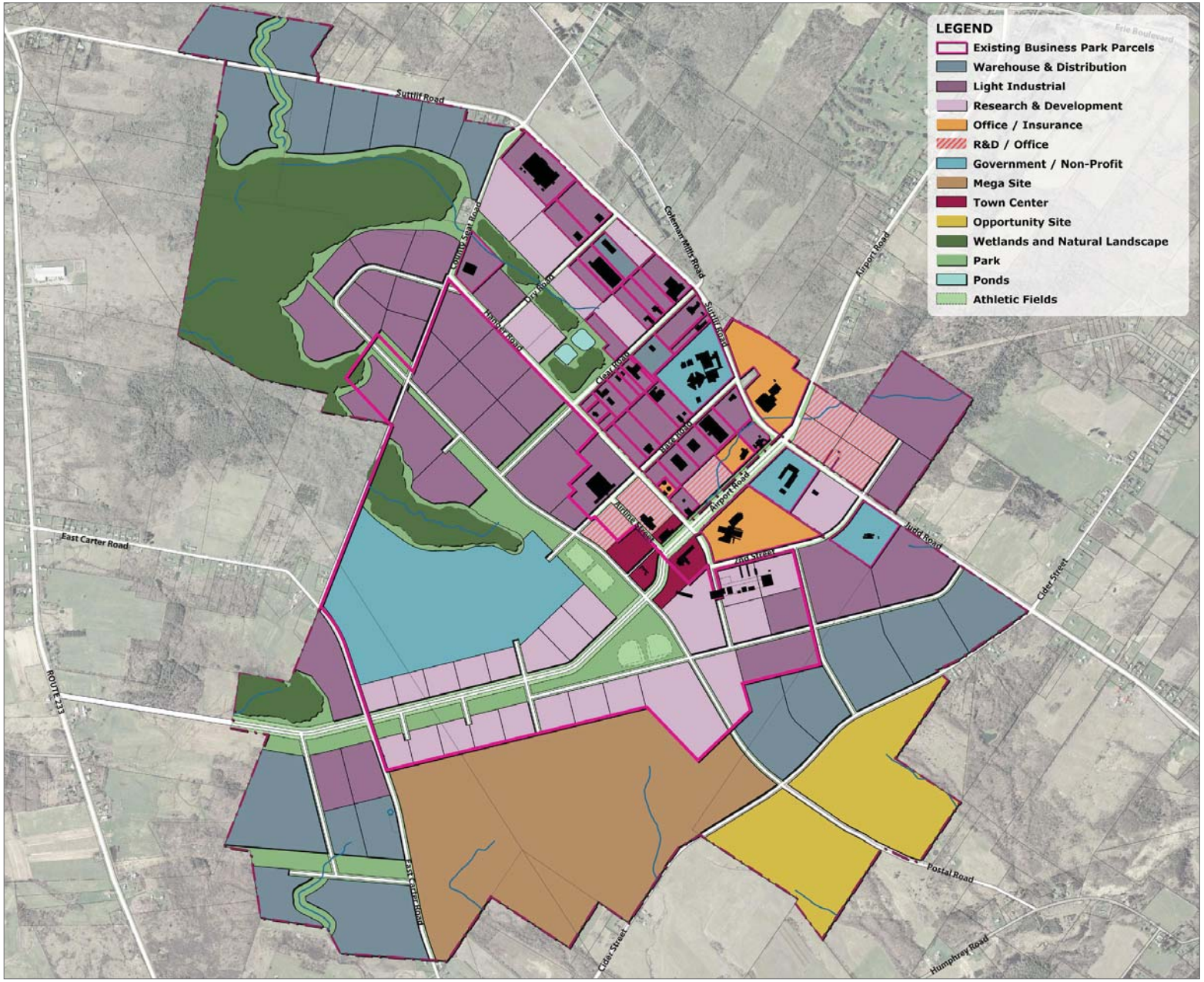
In the medium term, the plan calls for developing a series of key sites to support expanded infrastructure and park use.

The key medium term actions are:

- Identify parcels outside the core area that should be developed,
- Identify growth industries that are potential new park occupants,
- Assess infrastructure investment needed to make these parcels viable development sites, and enhances the Park's viability as a regional economic development location,
- Identify sources of funding for improvements,
- Quantify economic benefit of development.

In the long term, the plan lays out a strategy for a fully built out park. The key criteria are:

- Identify growth sectors to target in planning large scale development for the site,
- Identify long term infrastructure investments that are needed to grow the park in the next 10-20 years,
- Identify funding sources and structures,
- Quantify economic benefit of park development.



FRAMEWORK PLAN

Methodology of the Study

This plan was created as the result of several stages of work. During the first stage, the HR&A team conducted an extensive analysis of the real estate market, the regional economy, and park conditions. The results of this research are compiled in a technical memorandum (a copy of which is attached). Several potential redevelopment scenarios and parcelization strategies were developed as part of the second stage. The team worked with MV EDGE to select the most appropriate redevelopment scenario and created a three phase development plan to cater to expected market conditions and the availability of land in the park.

Organization of this Document

Following this introduction, the document is organized into five sections. Section 1: Addressing Park Occupant Concerns discusses issues raised by current park owners and tenants. The next section, Section 2: Existing Conditions, provides additional details about the current environmental and infrastructure conditions in the park. Section 3: Market Conditions, assesses the regional economic climate and real estate conditions. Section 4: Master Plan and Design Guidelines outlines a new vision for the park, describes proposed land use districts, zoning, and design guidelines. The final section, Section 5: Implementation Strategy describes the organizational and financial steps that need to be taken to redevelop the park and implement the vision outlined in this plan.

EXISTING BUSINESSES AT OCBP

1-2. Bonide

3. Coventya

4. Industrial Oil Tank Service

5. MV EDGE

6. Caldwell Bennett

7. Losurdo Foods Inc.

8. JJ Utica Development Corp.

9. Alfred Publishing Co., Inc.

10. Alfred Publishing Co., Inc.

11. MV EDGE

12. MV EDGE

13. Suit-Kote Corporation

14. Oneida County

15-16. Mill Realty Enterprises

17. Sumax

18. Coventya

19. MV EDGE

20. Horscht LLC

21. Oneida County

22. Seifert Graphics

23. Roadway Express

24. Molding Solutions, Inc.

25. Horscht LLC

26. John R. Gentile

27. DWD Industries LLC

28. Midstate Communications

29-31. Anionics Inc.

32. Nortic Inc.

33. Oneida County

34-35. Horscht LLC

36. Whyco

37. Spearit LLC

38. Halligan and Roberts Realty

39-42. Daimler Buses North America Inc

43. Upper Mohawk Valley Water

44. Chester E. Polaski

45. Utica First Insurance Company

46. MV EDGE

47. Canteen Corporation

48. Oneida County

49. Metropolitan Life Insurance

50. Oneida County

51. Meat Cutters & F/S Emp Bldg

52. Oriskany Hotel Corporation

53. Bank of New York Mellon

Section 1: Addressing Park Occupant Concerns

Oneida County Business Park is home to 33 businesses with approximately 3,000 employees. Existing businesses are a large important constituency as private organizations own 237 acres. Even following the closure of the airport and subsequent lack of ongoing O&M investments, the park has continued to support a diverse range of businesses, from financial services to manufacturing to professional training and education. Retaining these businesses is critical to the future development of the park.

Through numerous formal and informal conversations with MVEDGE staff and consultants, the following summarize the key concerns of park occupants.

VIEW OF EXISTING BUSINESS PARK TENANT

EXISTING ROAD CONDITIONS

1. Lack of park brand and identity. The park has not been rebranded following the closure of the airport.
2. Lack of park management and organization. The park does not have a manager or other overseeing entity to which park occupants can express concerns. In addition, there is a jurisdictional disagreement between the County and the Town of Whitestown as to which government is responsible for roads and general park maintenance (e.g. signage, culverts and drainage ditches, etc.).
3. Dilapidated park appearance. The park appears rundown due to a lack of signage, landscaping standards, and poor road conditions. Vacant buildings generate an impression of emptiness and abandonment.
4. Poor quality of infrastructure. Tenants have complained of low water pressure that is not sufficient for certain types of manufacturing and power brownouts.
5. Lack of park amenities. The park lacks sidewalks and walking trails, landscaping and other amenities that would foster a stronger sense of "community and ownership."

The following plan includes action to address each of these concerns and improve conditions in the park.

GATEWAY SIGNAGE AT THE INTERSECTION OF AIRPORT AND JUDD ROADS

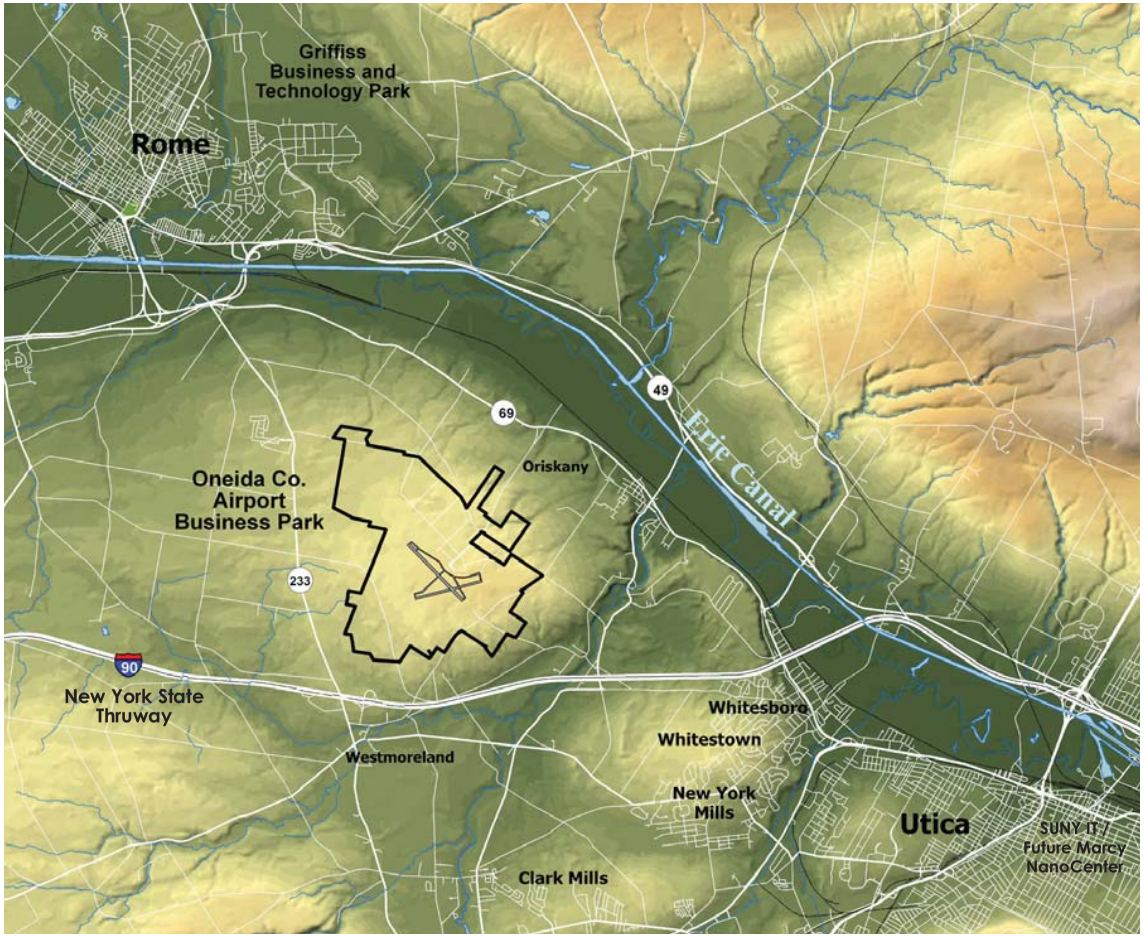
VIEW ACROSS THE FORMER AIRFIELD TOWARD THE ROLLING HILLS OF THE MOHAWK VALLEY

Section 2: Existing Conditions

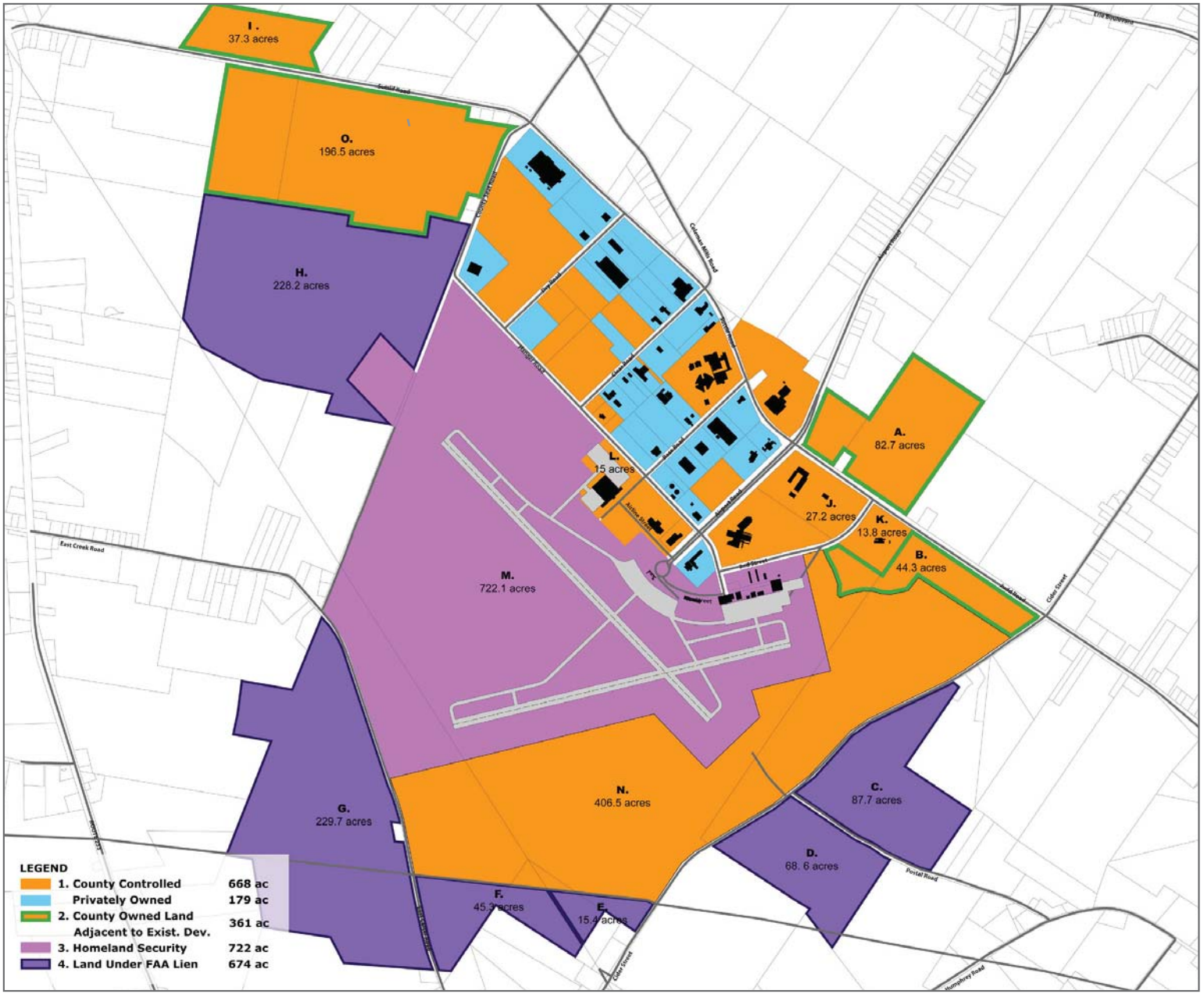
Successful implementation of a Master Plan requires a thorough understanding of existing conditions including local market dynamics, community history, existing facilities, and amount of developable land. This assessment serves as an important foundation for informing the development phasing and layout of use districts. The development plan promotes the maximum amount of development that is reasonable within a timeframe given current and projected market conditions. The detailed analysis of physical conditions informs the parcelization strategy and location of use districts.

Overview of Site

The Oneida County Business Park lies in the Mohawk Valley roughly six miles equidistant from the County's principal cities of Utica and Rome. An interchange (Exit 32) for Interstate 90 is two miles south of the Park and provides access to the site via County Route 23 (Cider Street). While Rome and



ELEVATION AND REGIONAL CONTEXT



EXISTING OWNERSHIP WITHIN STUDY AREA

Utica each lie in valleys, the Business Park occupies one of the highest and flattest plateaus in the region. The total redevelopment area (inclusive of existing businesses) consists of 2,606 acres falling under four categories:

1. The area formerly known as the Oneida County Airport Industrial Park consists of 420 acres located between the former airport and County Road 840. About 240 acres of this area is privately owned and is currently developed as light industrial and office space. There are 100 acres of undeveloped, county-owned land interspersed among the privately owned plots. There are an additional 80 acres of developed, county-owned land containing buildings used or owned by local government. Of the total 180 acres owned by the County, 4.5 acres are controlled by MVEdge and another 23 acres are leased to MVEdge by the County.
2. Seven hundred and twenty two (722) acres of former airport property leased by Oneida County to the New York State Office of Homeland Security (NYOHS) as a Preparedness Training Center (hereafter "the NYOHS lease area"). The lease was signed in 2007 with a 15 year term and an option to renew for 10 additional years. County and Homeland Security representatives have suggested that it is highly likely that NYOHS will occupy the land throughout the term of the lease and its extension, making the land unavailable for alternative development until 2032. The NYOHS lease area includes the former airport terminal and all former airport hangars and utility buildings. The proceeds from this lease are presently directed to airport improvements at the Griffiss International Airport under an agreement with Federal Aviation Administration's New York Airports District Office (FAA NYADO). Discussions are underway with the FAA NYADO about whether this is required, as Oneida County has bonded for some of the improvements at Griffiss, which may replace the requirement of dedicating all of the NYOHS revenues for Griffiss.
3. Approximately 1,081 acres of unleased and undeveloped former airport land. The majority of this land (853 acres) lies to the south of the NYOHS lease area and is contiguous, but divided into four plots by local roads. These plots include 467 acres north of Cider Street, between Cider and the NYOHS lease area; plots of 88 and 66 acres south of Cider Street, separated by Postal Road, and; 230 acres west of East Carter Road. An additional 228 acres lie northwest of the NYOHS lease area, across County Seat Road from the original industrial park.
4. Four undeveloped, county-owned land plots bordering Sutliff and Judd Roads with plots of 197 acres and 37 acres north of County Seat Road and plots of 82 acres and 44 acres south of Airport Road.

A primary consideration for re-use plans is the term of the NYOHS lease and the size and centrality of the lease area, which prevents near term expansion of the existing business park into the former airport area, limits options for new access points to the Park, and creates a barrier between the existing area of development and developable county-owned land.

VIEW OF THE FORMER AIRFIELD TOWER AND APRON

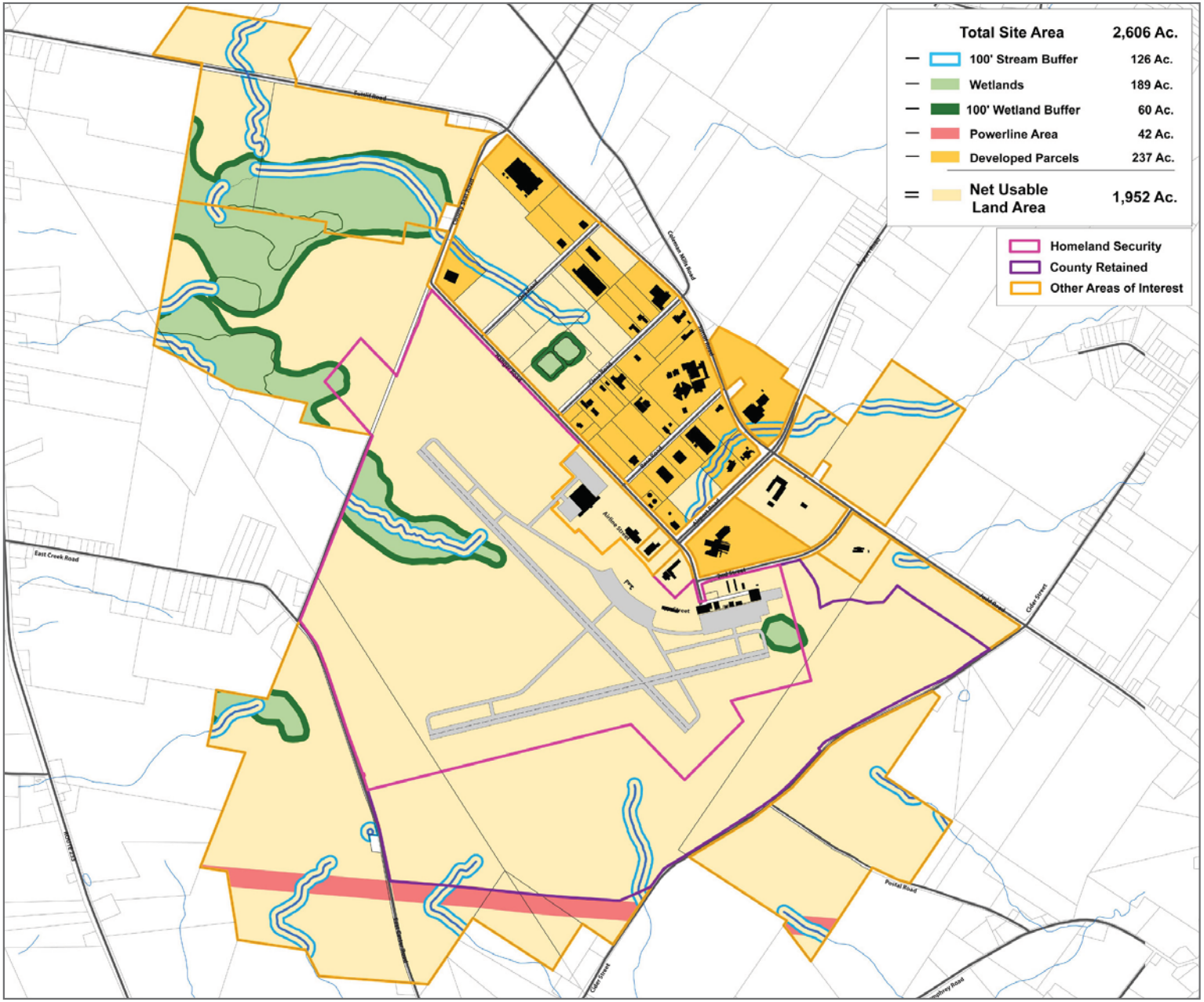
Status of the Airport Site

FAA Airport Improvement grants were the major source of airport funding for the Oneida Airport from its inception. The unamortized value of the aggregate of all FAA grants received by the Airport over its life constitutes a lien on the property. The FAA's New York Airports District Office has had the airport land appraised at $11 million, and has agreed to grant Oneida County a release upon sale of the land at something approximating this "market price". Under this agreement, the proceeds from any land sale(s) of former Airport property will be directed to the Oneida County Commissioner of Aviation for establishment of a capital improvements fund for the exclusive benefit of Griffiss International Airport in Rome, New York. Proceeds from the current NYOHS lease of airport land are already directed to this fund or, more accurately, toward reduction of the current operating deficit at Griffiss.

FAA officials have recently raised the possibility that Oneida County's investment in the relocated regional airport at Griffiss can be credited toward the lien on, or land value of, the former airport. The county is presently preparing documentation of the total County investment in the new airport for the FAA. Such investment could be the basis for, or partial basis for, a FAA release for the former Oneida County airport land.

In the event the FAA lien remains on the former airport, it should be noted that the sale of the airport land as one parcel would require a single FAA release. If the airport land is sold as multiple parcels over time, separate FAA releases would be required for each subplot sold. The FAA has advised that each land release would require at least six months of processing time. Potential private purchasers may be deterred by this lengthy process. The size of the former airport makes sale to a single private buyer unlikely.

Furthermore, permitting issues would likely complicate private sales of smaller airport land parcels. Sale of the airport land to a single entity, possibly a land development corporation, would facilitate development of the land.



ENVIRONMENTAL CONDITIONS

Environmental Conditions

The former Oneida County Airport Business Park benefits from its location on a relatively high, flat land area. This supports the development of large parcels and a range of uses.

The wetlands within the former Airport Industrial Park are grandfathered from permitting, while wetlands located within the Oneida County Airport perimeter would be subject to permitting. The second largest of the county-owned land plots in the existing area of development, 24 acres between Clear and Dry Road, contains two retention lagoons, which were significantly contaminated by plane de-icing chemicals up to their closure in 1973. The lagoons are presently a declassified, inactive hazardous waste site. No legal remediation is required for this site if the ponds are left undisturbed.

To protect and enhance the natural systems within the OCBP, best practices dictate that the Park should not develop on slopes with a grade exceeding 25 percent and should buffer streams and wetlands by reserving 100 feet and 50 feet of land on each of their sides, respectively. When these areas are discounted—as well as land for infrastructure and roadway easements—1,745 of the study area's roughly 2,100 presently undeveloped acres are developable.

Energy

In assessing Oneida County's competitiveness, the 2006 Oneida County Empire Zone development plan placed high utility costs at the top of the list of the county's competitive disadvantages.

Office-industrial parks often offer substantially discounted energy as a business incentive. This is sometime accomplished through on-site cogeneration (Oswego in New York, Foxborough Industrial Park in CA) In New York, there are instances in which economic development and business attraction has been secured through allocations of inexpensive New York Power Authority (NYPA) energy (Green Island Industrial Park).

However, cogeneration requires significant investment and NYPA energy is very difficult to obtain. A number of OCBP business owners have expressed interest in alternative energy. Until recently there has been no economic rationale for integration of alternative energy into industrial park infrastructure, so there are no case studies of completed projects. However, a number of office-industrial parks are investigating photovoltaic and wind power (Greenfield MA). It is possible that federal subsidies for alternative energy, NYSERDA assistance and net metering make alternative energy feasible. Whether or not such projects reduce tenant energy costs, the greening of industrial parks has become a popular form of re-branding and an angle for park redevelopment.

BIRD'S EYE VIEW OF ONEIDA COUNTY BUSINESS PARK, LOOKING SOUTHEAST FROM CLEAR ROAD

Section 3: Market Opportunities

HR&A collected market information from a variety of sources including broker reports, economic data, and industry studies. Research was conducted between July and September 2008. Due to the global collapse of the credit markets and a severe national recession, projecting market conditions over the next few years is especially challenging. As such, this plan relies on conservative estimates of projected absorption rates.

Overview of Regional Conditions

Employment and population trends in the region around the former Oneida County Airport Industrial Park have followed those of Upstate New York overall—the decline of the manufacturing sector has driven the trends of job and population loss. Oneida County's population and employment figures held steady the past several years, but wage and income levels lag those of New York State and the U.S. overall. On the aggregate, the workforce is characterized as slightly older and less educated than New York State overall.

The strongest industries in Oneida County are, according to 2006 data:

- Health care
- Financial services (back office)
- Information technology
- Real estate
- Business services
- Distribution services, and
- Transportation and warehousing

The area benefits from its proximity to many of New York State's leading knowledge centers, including SUNYIT, Utica College, Hamilton College, Syracuse, and University of Albany. In addition, average wages in the region are lower than national and state averages for export-based industries, which are defined as those for which the region exports more goods and services than it imports.

CHART 3.1: EMPLOYMENT AND WAGES BY TARGET INDUSTRY, ROME-UTICA MSA, 2006

The graph illustrates the employment levels (blue bars) and Local versus United States average wages (markers) for the industries identified as most suitable for the Oneida County Business Park. Note that the Information Technology sector includes employees of the Air Force Research Lab. In all of the industries for which wage data was available, wages in the Rome-Utica MSA are 25-60% lower than national averages.

Of the fastest growing industry sectors, three sectors have great potential for compatibility with existing and potential uses in the OCBP—transportation and warehousing, finance and insurance, and professional, scientific, and technical services. In addition, despite the overall decline in the manufacturing sector in the County in recent years, specialized manufacturing remains a strong potential use for the OCBP. For this reason, this section also explores the manufacturing industry sector.

Transportation & Warehousing

Oneida County in general, and the Business Park in particular, have locational advantages that make it a desired location for transportation and warehousing. According to the NYS Department of Labor Location Quotient Calculator, the Mohawk Valley has a large concentration of employment in this industry compared to other sites in the State and throughout the country.

The industry has grown rapidly in Oneida County, with the number of businesses increasing from fewer than 100 to 122 between 2000 and 2005, and employment in the industry more than doubling during the same time period. Average wages for these jobs in the County increased by more than 20 percent from 2000 to 2005, although the average wage lagged behind the State- and nation-wide averages by approximately 7 percent and 10 percent, respectively, maintaining a labor-cost advantage for Oneida County.

Finance and Insurance

Oneida County has experienced rapid growth in its position as a desired back-office location for financial and insurance firms. The park is currently home to Met Life Insurance Company, Bank of New York, and Utica First Insurance Company. The receding economy has resulted in a decline in employment in this sector across the county – a decrease of 500 jobs in the 12-month period ending May 2008 – fueled by the closing of the Federal Reserve's check processing facility in the OCBP and the acquisition and consolidation of Partner's Trust Bank by M&T Bank. These transactions are expected to manifest in additional job losses over the next year. [1]

Professional, Scientific, and Technical Services

Employment in several of the professional, scientific, and technical services sub-sectors grew at a faster rate in Oneida County since 2000, compared to the state and nationwide – including computer systems design; management, scientific and technical consulting; accounting, tax preparation, bookkeeping and payroll. These services and the workforce that they employ are vital to the creation of the kind of 'clean room' manufacturing and related support services that OCBP hopes to attract in the coming years.

Manufacturing

Despite an overall decline of about 20 percent in the manufacturing sector, Oneida County has experienced increases in employment in certain sub-sectors that have seen significant decline elsewhere in the state and nationwide. These subsectors include textiles, machinery, and food.

1 Working Solutions, Recent Labor Market Developments: Utica-Rome Metropolitan Statistical Area, www.working-solutions.org.

Real Estate Market Assessment

Office Market

Analysis of comparable properties in the central business districts in Utica and Rome demonstrates annual asking rents of $8 to $10 per square foot for triple-net leases, and $10 to $12 per square foot for full-service leases. As these are asking rents, lease rates are likely somewhat lower. In suburban Utica, New Hartford, and Whitestown, where there is newer construction, average asking lease rates run approximately $12 to $14 for triple-net leases, and $16 to $18 for full-service leases in relatively new construction. Griffiss Business and Technology Park has a 12.6 percent vacancy rate for its developed properties. [2]

2 MVEdge, July 2008.

Industrial Market

Rents for office and industrial spaces vary greatly by location and use. A search of comparable office properties in the central business districts in Utica and Rome demonstrates annual asking rents of $8-$10 per square foot for triple-net leases. Average asking rents are $2-$4 per square foot higher in suburban areas of Utica, New Hartford, and Whitestown where there is newer construction. Asking rents for industrial properties in Utica and Oriskany vary depending on the property's use—from less than $2 per square foot annual asking rent for warehouse space, to $4.50 per square foot for flexible industrial space, to over $9 per square foot for a truck terminal.

New and Planned Developments

Overall, 143 new single family units have been built in Whitestown between 2003 and 2008, with a construction investment of over $27 million. However, there was a steep decline in new residential construction in 2007, dropping to one-quarter of the average annual construction of the four previous years. Given the nature of the site, existing industrial uses and availability of housing elsewhere in the County, housing was not considered as a feasible use for this location. However, should the residential market shift, sites identified as "opportunity sites" could support residential uses. These sites are set slightly away from most industrial uses and offer valley views.

Competitive Advantages and Disadvantages of the Site

The former Oneida County Airport Industrial Park contains many attributes that make it a prime site for further industrial development. These include:

- Location. Proximity to interstate facilitates efficient delivery of raw materials and distribution of completed goods.
- Cost-competitive wage force. Oneida County provides an educated work force at a lower cost than in other areas.
- Proximity to Griffiss Business and Technology Park. As this park becomes built out, OCBP would provide an accessible site for businesses looking to expand or enter the market. The Park also can also be subdivided into a variety of parcel sizes to accommodate a wide range of economic uses and therefore offers flexibility not readily available at other existing sites within the region.
- Proximity to new knowledge centers. New York State contains several excellent colleges and universities that are contributing to the region through research activities that create the need for scale up development space and that are producing an educated and technically proficient workforce.
- Proximity to Marcy NanoCenter. Once this site is developed, there will be additional demand for services to support the site, which could be located at OCBP.

At the same time, the site has a number of weaknesses. This plan seeks to address a number of them. Weaknesses include:

- Lack of identity
- Concentration of financial industry jobs
- Lack of ongoing O&M
- Lack of flexibility due to mix of owner-occupied sites and long term leases
- Regional economic trends

Selecting Uses and Projecting Industry Growth

Three target industries that would be suitable for OCBP were selected based on the economic and real estate analysis in addition to regional economic development priorities. The plan focuses on:

- Light industrial and manufacturing
- Research and development
- Transportation and warehousing

Several years of U.S. Census County Business Patterns was analyzed to project business absorption for the park. The plan assumes that OCBP could capture up to 50% of business growth during the first phases as space remains available in Griffiss and other parks. The capture rate is increased to 80% in later phases due to the assumption that other parks will fill up and more business could be directed to OCBP. The implementation chapter contains detailed descriptions of square footage development by phase.

VIEW TOWARDS AIRPORT ROAD FROM THE AIR TOWER

Section 4: Redevelopment Plan

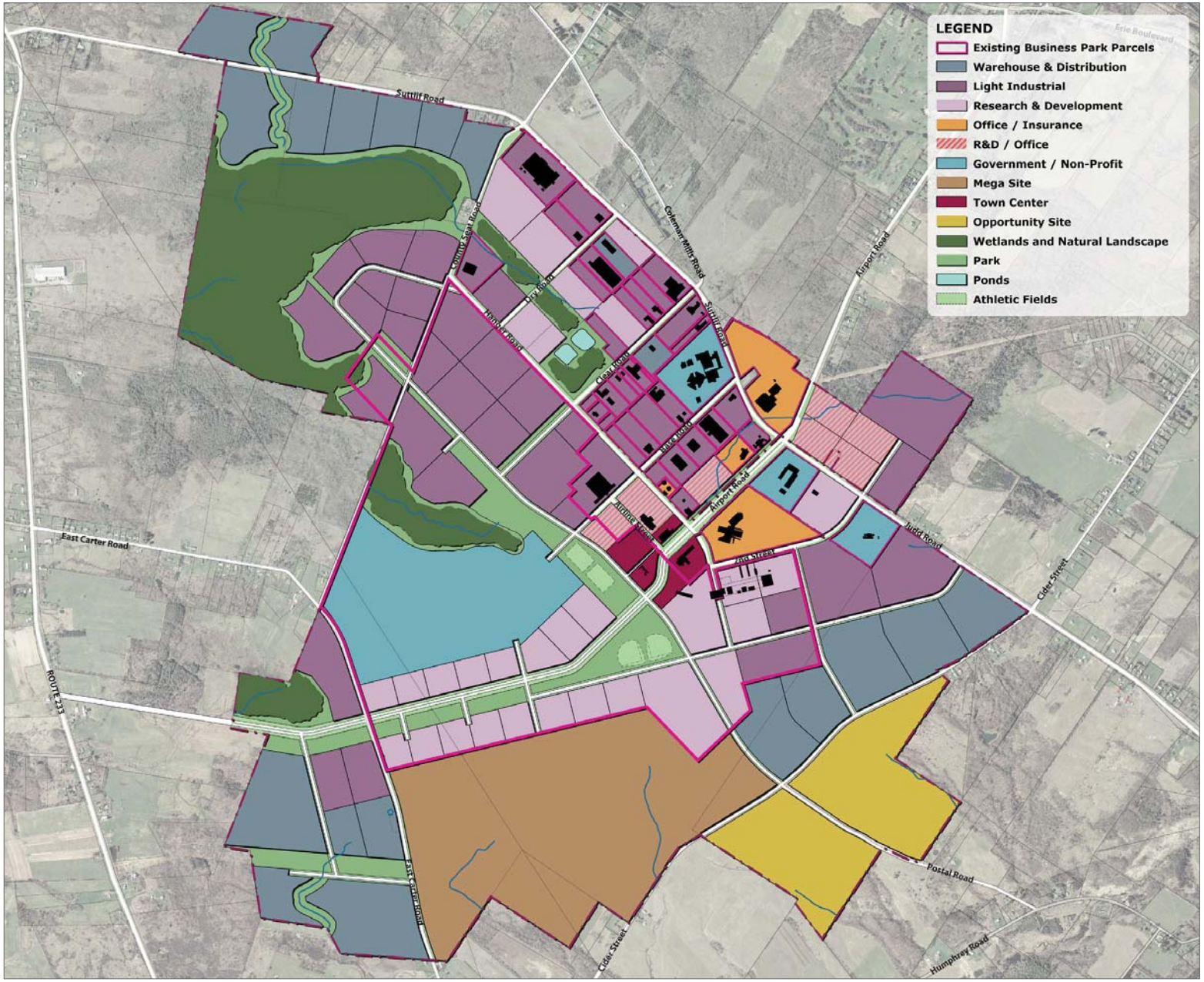
Introduction

Through the course of the planning process, discussions with existing Park tenants and local leadership led to the creation of the following guiding principles for the master plan:

1. Improve the existing park
   - Invest in infrastructure
   - Enhance gateways and signage
   - Improve connections
   - Add amenities and public space
   - Support the growth of existing businesses
2. Develop at a variety of scales
   - Promote mix of commercial and industrial uses
   - Maximize flexibility
3. Enhance natural systems and open space
   - Create higher real estate value through new trails and open spaces
   - Promote sustainability

The Oneida County Business Park (OCBP) Master Plan realizes these goals by creating a diversified business park and open space system across the site's roughly 2,500 acres. It builds upon the strengths of existing businesses and industries to promote a mix of future development for research and development, light industrial, warehouse and distribution, and government uses. To serve the estimated 8,000 new employees that will work at the park at full build out, it creates a new "Business Park Center" with shops, restaurants and other services. Redesigned streets provide more attractive entries to the park, while the addition of sidewalks promotes pedestrian safety. Finally, an open space network connects the sensitive wetlands areas across the site and uses them to create value for OCBP, particularly through the creation of trails and community recreation fields.

The result is a flexible framework for future development that will guide the park as it grows.



LAND USE PLAN

Land Use Plan

Building upon the market study, the master plan promotes the creation of a diverse mix of business and building types. As such, it accommodates the following land uses:

- Warehouse and distribution
- Light industrial
- Research and Development
- Office / Insurance
- Research and Development / Office
- Government / Non-Profit
- Mega Site
- Business Park Center
- Opportunity Site

The master plan envisions that research and development uses, or other office uses, will locate along key corridors such as Airport Road and the new gateway boulevard. It builds off of the existing tenants to promote light industrial uses within the core of the park, and places distribution and warehouse facilities along major access roads such as Sutliff Road and Cider Street which have convenient access to Interstate 90.

To provide a focus for the park, as well as amenities for each of these businesses, the master plan envisions the creation of a business park center adjacent to the former Oneida Airport control tower. This area could include shops, restaurants and other service retail, as well as public spaces for eating and gathering, all within walking distance of much of the park.

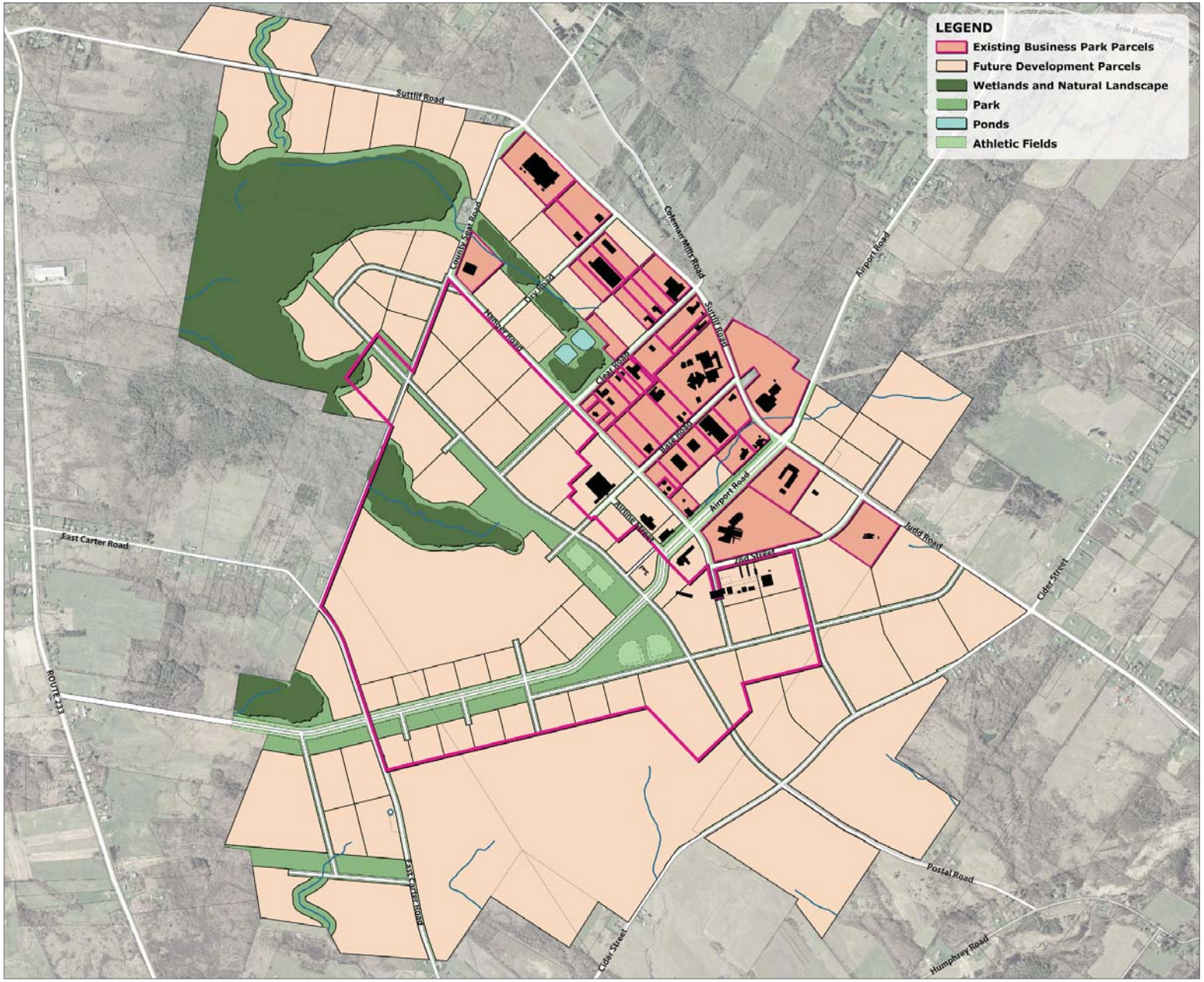
The master plan reserves several parcels on the southeastern portion of the Park for future uses which have not yet been determined. These include a 320 acre "mega site" and two opportunity sites that are 70 acres and 80 acres in size.

OPEN SPACE PLAN

Open Space

The OCBP Master Plan reserves 500 acres for an open space network which creates a key amenity for the Park. The network of open spaces connects the ponds in the center of the Park to the wetlands on the northern and western portions of the property, then links to a formal "gateway green" leading to the Business Park Center. A multi-purpose trail for biking and walking is envisioned to pass through each of these areas, providing recreational opportunities for Park tenants and the larger community. Likewise, new recreation fields adjacent to the Business Park Center provide resources for area sports teams and park tenants alike.

VIEW OF WETLANDS ON CLEAR ROAD, WHICH WILL BECOME PART OF THE OPEN SPACE NETWORK

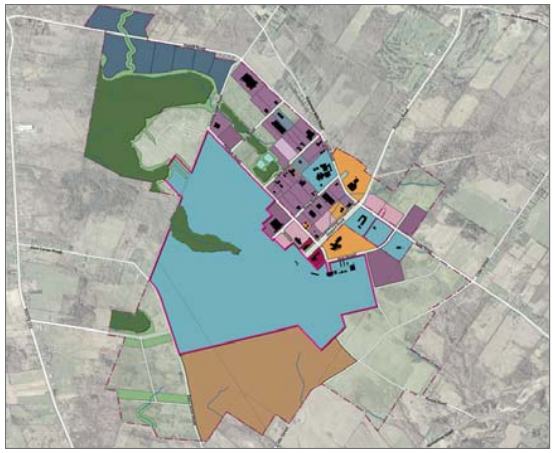

LEGEND
Existing Business Park Parcels
Future Development Parcels
Wetlands and Natural Landscape
Park
Ponds
Athletic Fields
Suttlif Road
County Seat Road
Humphrey Road
Dry Road
Coleman Mills Road
Suttlif Road
Clear Road
Blue Road
Airport Road
Airport Road
Airport Road
2nd Street
Judd Road
Cider Street
East Carter Road
ROUTE 233
East Carter Road
Cider Street
Postal Road
Humphrey Road

PARCEL PLAN

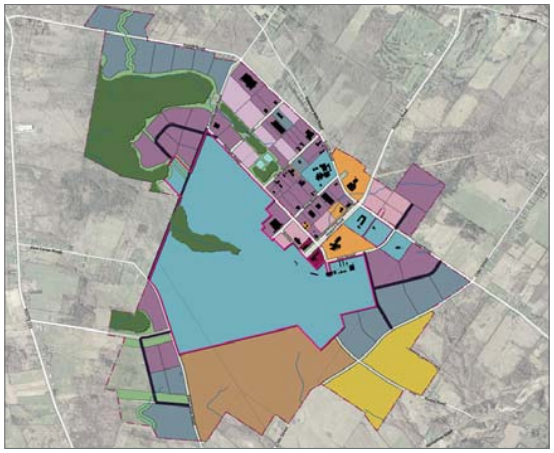
Development Phasing

After discounting open space and sensitive natural resources, roughly 1,700 acres are available for development at OCBP. The master plan divides this land into a total of 94 parcels ranging in size from 2 acres to 320 acres. Generally speaking, it assigns smaller parcels to uses such as the Business Park Center and research and development, and reserves larger parcels for light industrial and warehouse and distribution uses.

Recognizing that growth at the Park will be incremental, the master plan suggests that development will occur in three phases. Phase 1 focuses investment within the existing Park to improve the environment for existing tenants as well as create an attractive environment for new businesses. Phase 2 extends development to the periphery of the Park by creating several new roads to unlock development potential. Finally, Phase 3 explores the possibility of developing the entire site – including the former airport site currently leased by the Department of Homeland Security – to create a new gateway boulevard, business park center and expanded range of businesses.



PHASE 1



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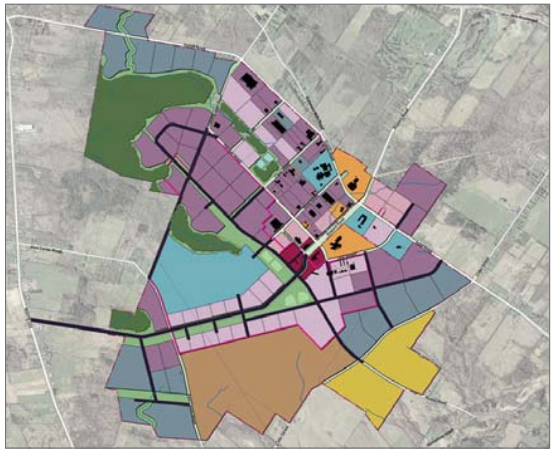

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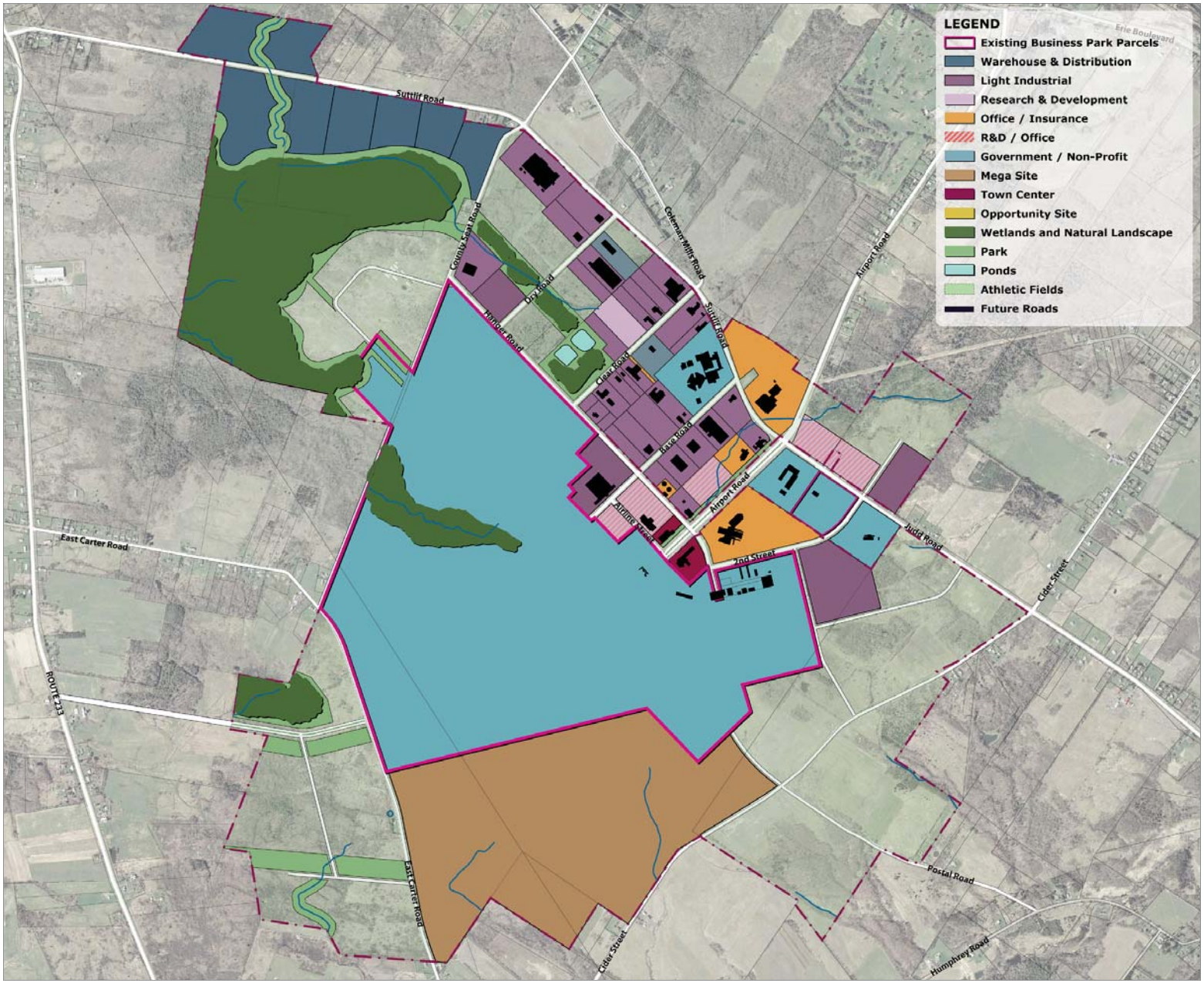


PHASE 1 DEVELOPMENT FOCUSES ON INFILL WITHIN THE EXISTING PARK

Phase 1: Focus on the Core

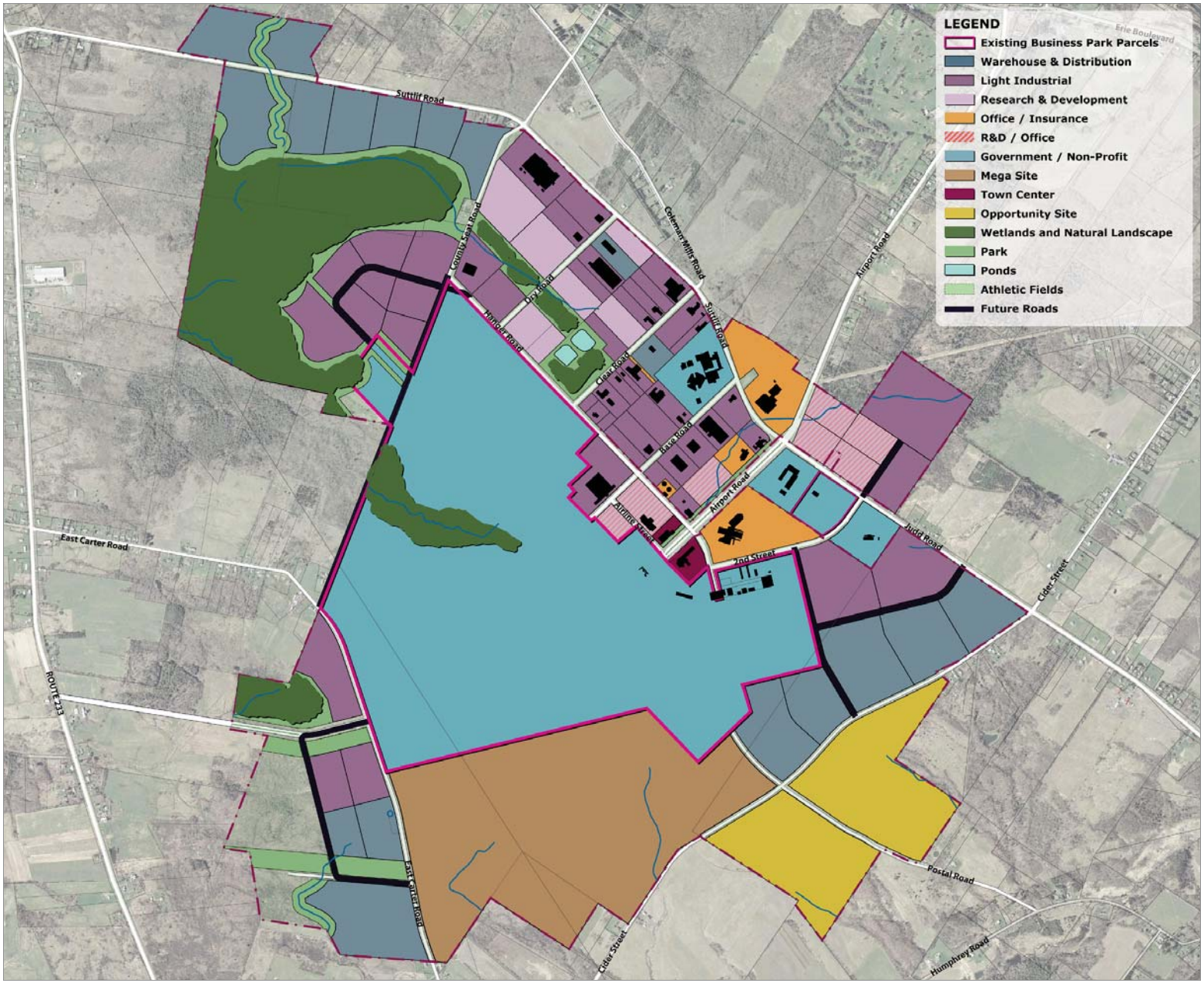
To create greater energy around the existing park, Phase 1 focuses on in-fill development within the existing Park. It clusters research and development facilities around the existing gateway to the park at the intersection of Airport Road and Judd Road, recognizing that the buildings themselves are likely to contribute to the image of the Park. Light industrial uses are placed adjacent to existing businesses within the core of the Park, and warehouse and distribution centers are located on Sutliff Road for ease of access to Route 233 and the interstate.

Inception of the business park center is envisioned to occur at this time, building off of the existing Ramada Inn. Likewise, Phase 1 sees the inception of the open space trail network and the potential to develop the mega site for a tenant in need of significant land holdings.

It is estimated that Phase 1 could support up to 3.2 million square feet of new commercial space and over 2,100 new jobs.

THE BUSINESS PARK CENTER IS ENVISIONED TO BUILD ON THE EXISTING RAMADA INN

Beyond business development, a key element of Phase 1 is to improve Airport Road and other streets throughout the park. At Airport Road, this will include reconstructing the road with a tree-lined median, sidewalks, improved landscaping and a new gateway sign. Other roads throughout the park likewise will be improved through resurfacing and the installation of sidewalks.



PHASE 2 EMPLOYS NEW ROADWAYS TO DEVELOP AROUND THE PARK'S PERIMETER

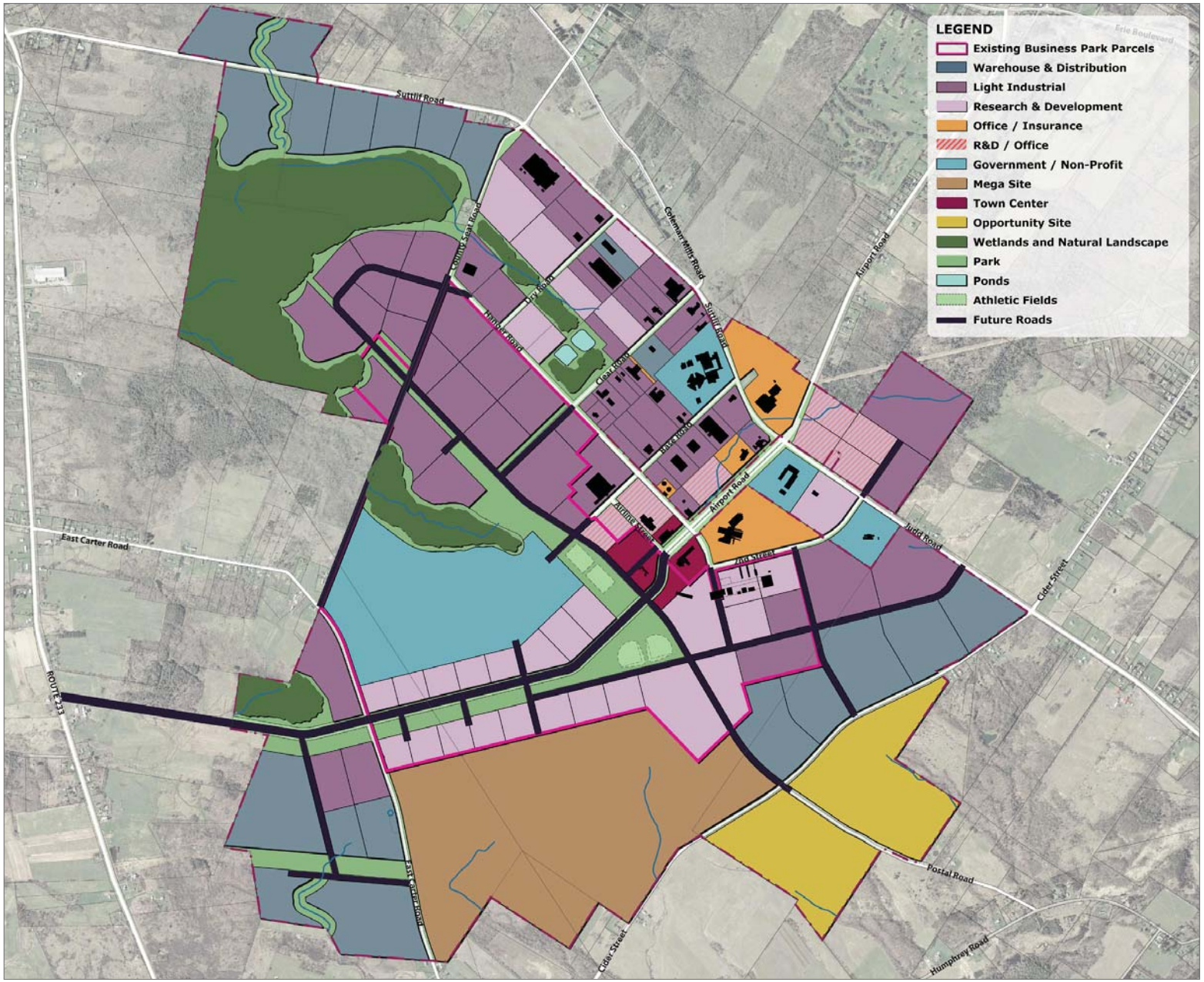
Phase 2: Growth on the Perimeter

During Phase 2, the creation of several new roadways allows for the further development of the portion of the Park not leased by the Department of Homeland Security. On the northern side, this includes reconnecting County Seat Road and creating an adjacent loop road for a new light industrial district. To the east, several new roads off of Cider Street and Judd Road unlock the potential for the development of light industrial and distribution uses. Likewise, the creation of a loop road off of East Carter Road creates new light industrial and distribution parcels.

Phase 2 also continues to infill development within the Park, namely between Clear Road and County Seat Road, with research and development and light industrial uses. Development in this area, as well as the areas to the northwest, further defines the open space network around the wetlands.

In addition to these envisioned growth areas, the two opportunity sites represent areas for future development. It is estimated that Phase 2 could result in the creation of 6.3 million square feet of new commercial space and over 5,500 new jobs.

PHASE 2 WILL PROMOTE INFILL DEVELOPMENT BETWEEN CLEAR ROAD (SEEN HERE) AND COUNTY SEAT ROAD



PHASE 3 REPRESENTS A COMPLETE BUILD-OUT OF THE PARK

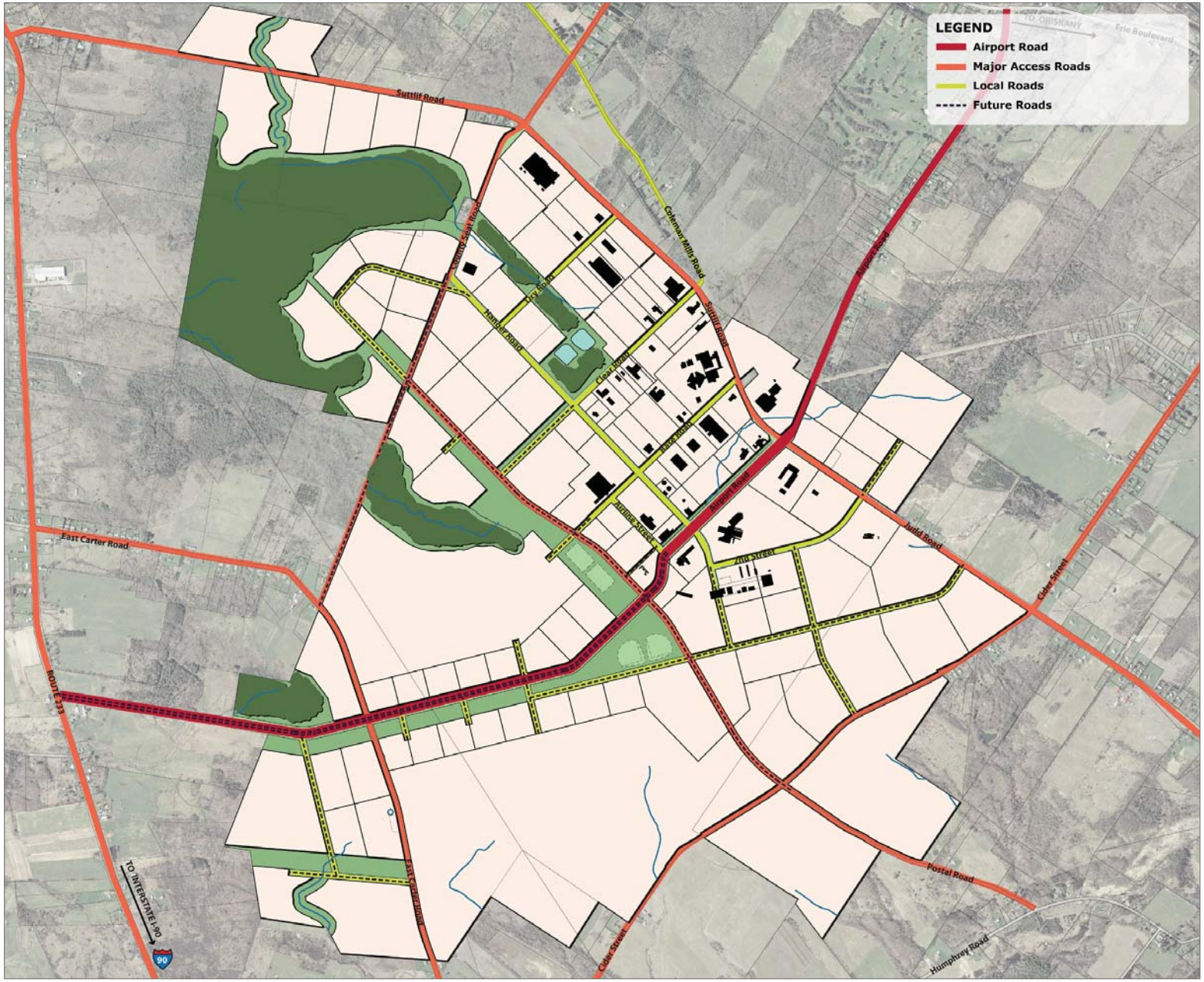
Phase 3: Complete Build Out

Phase 3 sees the complete build out of the OCBP site with the creation of a new gateway boulevard linking Airport Road to Route 233. Research and development uses front this boulevard and provide a high-tech face to the Park, while an expanded Business Park Center creates a destination for the Park and the community. The extension of Postal Road to County Seat Road further improves connectivity through the Park and allows the development of additional light industrial parcels.

Should the Department of Homeland Security decide not to renew its lease, its consolidated parcel may be suitable for warehouse and distribution uses.

It is estimated that Phase 3 could absorb 9.3 million square feet of new commercial space and 7,800 new jobs.

PHASE 3 WILL CREATE A NEW GATEWAY BOULEVARD LINKING AIRPORT ROAD TO ROUTE 233 (SEEN HERE)



PROPOSED STREET NETWORK

Site Circulation

Vehicular Circulation and Access

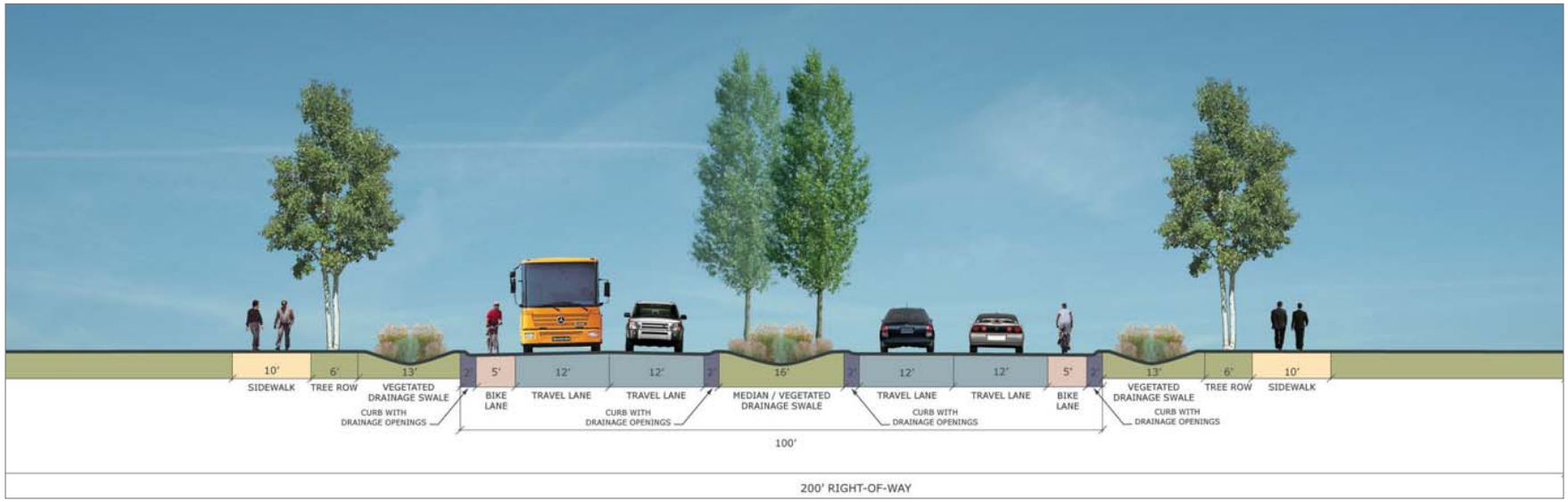
The OCBP Master Plan envisions strengthening gateways and creating a hierarchy of roadways to enhance access and wayfinding in the Park. The primary gateway to the Park is Airport Road – and in Phase 3, its extension to Route 233. Secondary gateways are at the intersection of Route 233 and Sutliff Road and the intersection of Cider Street and Judd Road. Clear, consistent and high quality signage is encouraged in these locations to welcome visitors, project a professional image, and successfully guide them into the Park. Signage also should be considered at regional gateway locations such as Interstate 90.

Pedestrian Circulation

A key precept of the master plan is to create value for the Park and its tenants by providing sidewalks along streets and multi-purpose trails through the open space areas. All streets are encouraged to have sidewalks to promote pedestrian safety and comfort. Likewise, the creation of a trail system for walking, running and biking – that connects across the Park – provides recreational opportunities for the larger community.

TO PROMOTE PEDESTRIAN USE AND SAFETY, SIDEWALKS ARE RECOMMENDED THROUGHOUT THE PARK

AIRPORT ROAD: EXISTING CONDITIONS



AIRPORT ROAD: SIGNATURE ROADWAY

Street Types

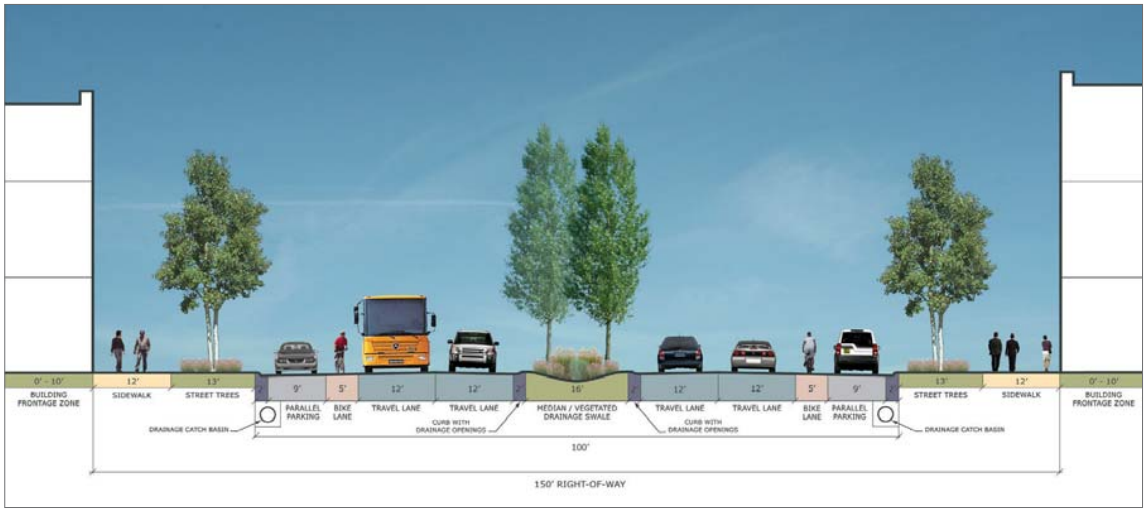
Airport Road

Airport Road is envisioned to be the signature roadway for OCBP, providing connections between Route 233 through the park to Judd Road.[1] The road will have a 200 foot right-of-way that includes four travel lanes, parallel parking and a bike lane. A tree-lined median will provide shade and manage stormwater, as will swales fed by drainage catch basins on either side of the street curbs. 10 foot sidewalks provide safer and more attractive pedestrian connections along the length of the road.

In the area that passes through the Business Park Center, Airport Road will narrow to a 150 foot right-of-way featuring four travel lanes, bike lanes and on-street parking. Sidewalks in this area will widen to 12 feet to encourage pedestrian use or allow the creation of sidewalk cafés. Buildings in this area are encouraged to front directly onto the sidewalk – rather than observe the Park's 50 foot setback regulation – to create a more urban, vibrant environment.

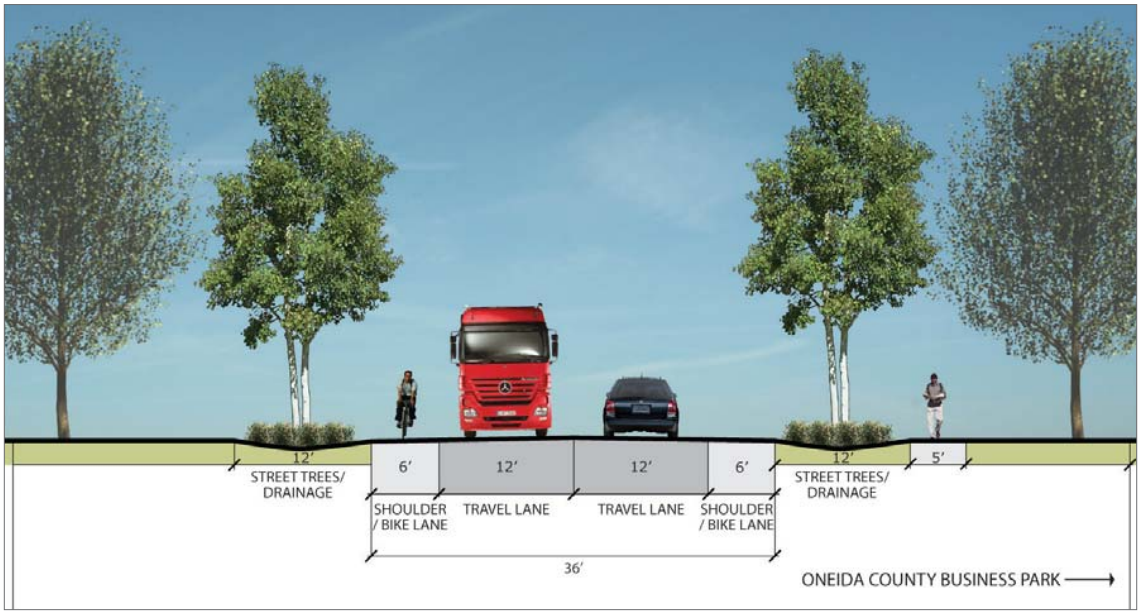
1 The creation of the entrance road will require the acquisition of one parcel along Route 233.

AIRPORT ROAD: EXISTING CONDITIONS



AIRPORT ROAD: BUSINESS PARK CENTER

MAJOR ACCESS ROADS: EXISTING CONDITIONS (JUDD ROAD)



MAJOR ACCESS ROADS

Major Access Roads

The major access roads provide connections between OCBP, the interstate and the surrounding community, and include the following:

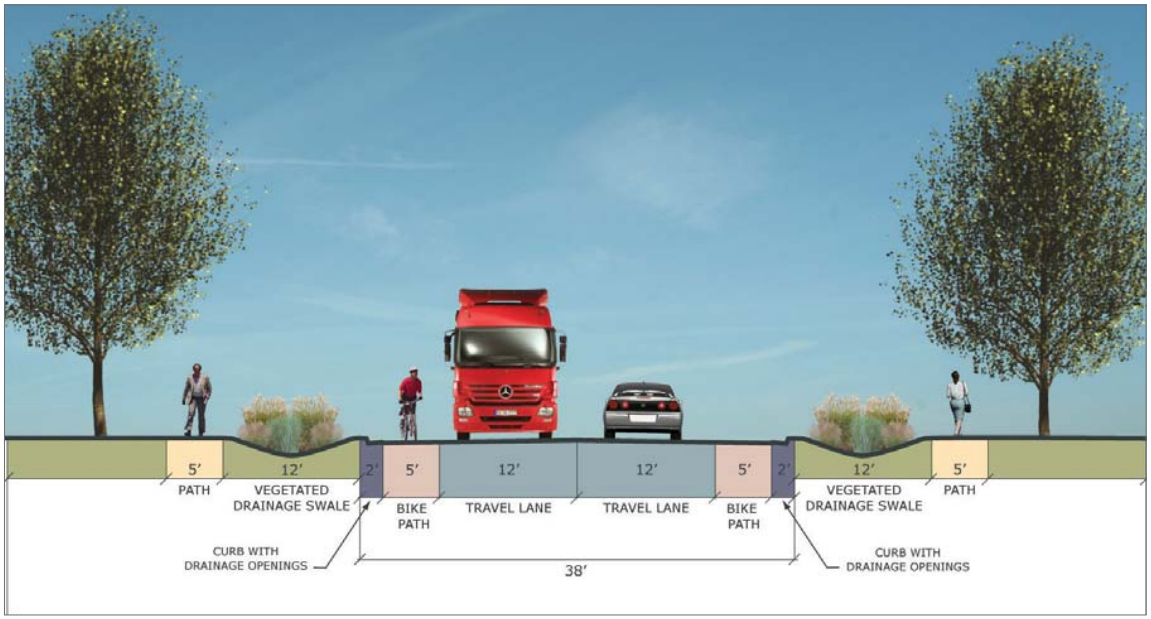
- Route 233
- Sutliff Road / Judd Road
- Cider Street
- East Carter Road
- Postal Road
- County Seat Road

These roads are envisioned to have a 150 foot right-of-way, with two travel lanes and 6 foot shoulders. Water drains into vegetated swales along the sides of the road. These swales in turn act as buffers for pedestrian sidewalks, which are recommended to be constructed on at least one side of the road.

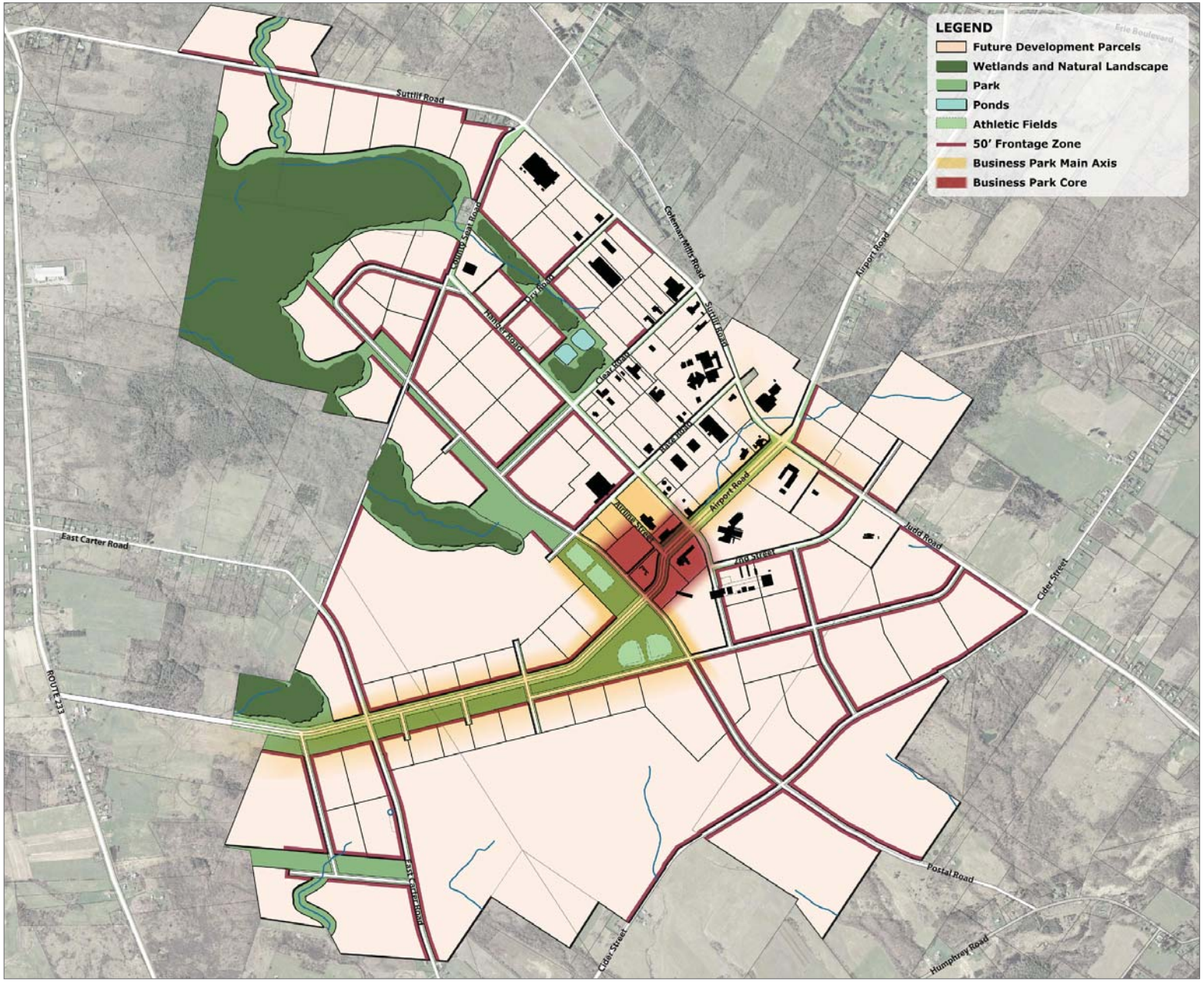
Local Roads

The local roads provide internal connections within the Park. These roads feature a 100 foot right-of-way, with two travel lanes, bike paths and curbs. Swales and/or vegetated canals address drainage issues along the side of the road and provide visual interest. Pedestrian paths lie on the opposite side of the swales to encourage connections throughout the Park.

LOCAL ROADS: EXISTING CONDITIONS (CLEAR ROAD)



LOCAL ROADS



URBAN DESIGN PLAN

Planning and Design Guidelines

1. Development Principles

The intent of the master plan for the Oneida County Business Park is to develop an employment center – characterized by office, research and development, light industrial and technology users – that is distinguished by its high-quality work environment, operational efficiency and commitment to sustainability. The following principles will assist the Park in achieving these goals.

TO PROMOTE PEDESTRIAN USE AND SAFETY, SIDEWALKS ARE RECOMMENDED THROUGHOUT THE PARK

BUILDINGS SHOULD FRONT AIRPORT ROAD, AND LIGHTING AND SIDEWALKS SHOULD ESTABLISH A COMFORTABLE PEDESTRIAN ENVIRONMENT

Airport Road and the Business Park Center

An extended Airport Road is envisioned to act as the primary street connecting the Oneida County Business Park to the region, culminating at its heart in a new Business Park Center. This area will be the visual focus for the Park and will feature architecturally attractive research and development / office buildings. In the Business Park Center, pedestrian-scale retail, restaurants and public spaces will provide a critical gathering place for the Park. Attractive streetscapes and pedestrian amenities will serve to beautify and connect the area along its length.

Development Principles:

- The intersection of Airport Road and Judd Road, as well Airport Road and East Carter Road, are key gateways to the Park. These intersections should have high-quality landscaping and "landmark" buildings to create a memorable and attractive image for the Park.
- The intersection of Airport Road and Postal Road marks the heart of the Business Park Center. This area should

have a more "urban" character with a strong street edge. Building materials and the design of façades abutting the "build to" line should reflect a pedestrian scale environment.

- Sites facing Airport Road are reserved for office and R&D and complimentary high-profile uses that will benefit from a high-quality "front door" and contribute to the overall quality of the campus. These buildings should be at least two stories in height.
- Primary buildings should front Airport Road to reinforce the image of the campus, with parking, storage and service areas tucked behind the buildings and screened by landscaping. Where possible, access to parking should be from perimeter roads.
- Lighting and landscaping along Airport Road should establish a safe and functional environment while improving the public image of the Park.
- Pedestrian ways should be paved, lighted and lined with trees to encourage pedestrian movement throughout the Park.
- Curbing is required for the length of Airport Road.

THE BUSINESS PARK CENTER SHOULD HAVE A MORE URBAN CHARACTER

KEY GATEWAYS SHOULD FEATURE ATTRACTIVE LANDSCAPING, SIGNAGE AND "LANDMARK BUILDINGS"

PTC Corporate Headquarters, Needham, MA

PRIMARY BUILDING ENTRANCES SHOULD FRONT THE RIGHT-OF-WAY TO CREATE A WELCOMING ATMOSPHERE

Light Industrial, Warehouse and Distribution Districts

The remainder of the park will feature a range of industrial and manufacturing uses. Design consideration should be given to the overall aesthetic character of the Oneida County Business Park, particularly to areas which front on major roadways or open spaces.

Development Principles:

- Buildings should front the local roads to reinforce the image of the campus, with parking, storage and service areas located behind the buildings and screened by landscaping. Where possible, access to parking should be from perimeter roads.
- Primary building entrances should front the public rights-of-way where possible to create a more welcoming environment.
- Lighting and landscaping should establish a safe and functional environment while improving the public image of the Park.
- Pedestrian ways should be established and should be paved, lighted and lined with trees to encourage pedestrian movement throughout the Park.
- Curbing is required for all local roads.

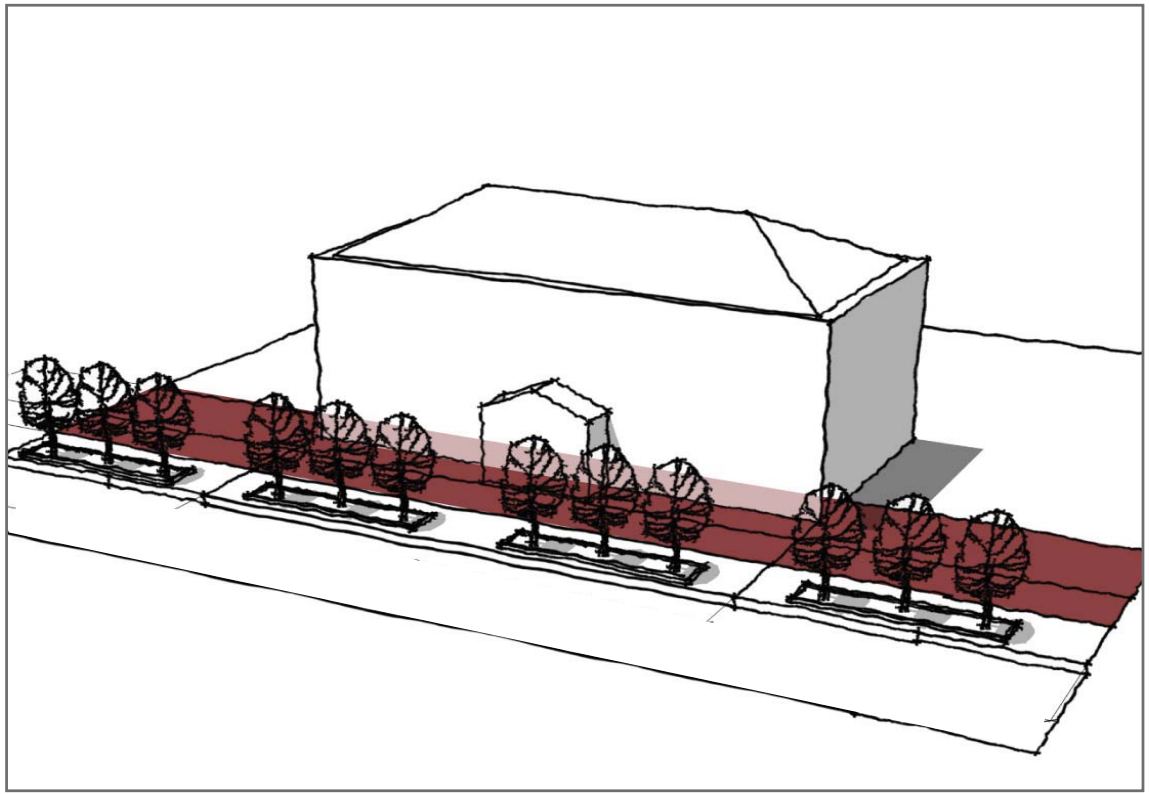
2. Site Development Standards

To ensure that the Oneida County Business Park is developed as a high-quality employment center, the following site development standards are suggested:

Building Siting

With the exception of the Business Park Center, the master plan envisions that the future development will follow the dimensional regulations put forth by the Park's Covenants and Restrictions, including 50 feet front yard setbacks and 30 foot side yards.

In the Business Park Center, the master plan recommends that buildings be set back a maximum of ten feet from the street right-of-way, and that side yards likewise be kept to a minimum. This will allow the Park to achieve a more urban, walkable district.



WITH THE EXCEPTION OF THE BUSINESS PARK CENTER, BUILDINGS SHOULD RESPECT A 50 FOOT FRONT YARD SETBACK

Lot Coverage

With the exception of the Business Park Center, the master plan recommends following the existing Park's Covenants and Restrictions by ensuring that lot coverage does not exceed 60%. However, the Business Park Center area should be permitted to have higher lot coverages so that a critical mass of development can occur.

Building Height

Along the Airport Road corridor, buildings should be at least two stories in height. One storey buildings are acceptable in all other areas of the Park.

VEGETATED BUFFERS ARE RECOMMENDED TO SCREEN SURFACE LOTS

WHERE POSSIBLE, PARKING SURFACE SHOULD BE SHADED WITH TREES

Parking

Off-street parking

A sufficient amount of off-street parking should be provided to meet local regulatory standards and accommodate all business needs. Suggested maximum parking requirements by use are as follows:

- Office: 3.5 spaces per 1,000 GSF of gross floor area
- Research and Development: 3.5 spaces per 1,000 GSF of gross floor area
- Light Industrial: 2.5 spaces per 1,000 GSF of gross floor area
- Warehouse and Distribution: 2.5 spaces per 1,000 GSF of gross floor area
- Business Park Center: 3.5 spaces per 1,000 GSF of gross floor area

Parking lots should be located to the rear of buildings and should be screened by plantings. Planting trees in "shade bands" within the interior of parking lots should be encouraged to reduce stormwater run-off and provide shade for the parking surfaces. Where possible, shared parking should be encouraged.

On-street parking

Parallel parking is encouraged within the Business Park Center to provide

convenient access for Park employees and visitors to the Center's service retail. Angled on-street parking shall not be permitted in this area.

Sidewalks

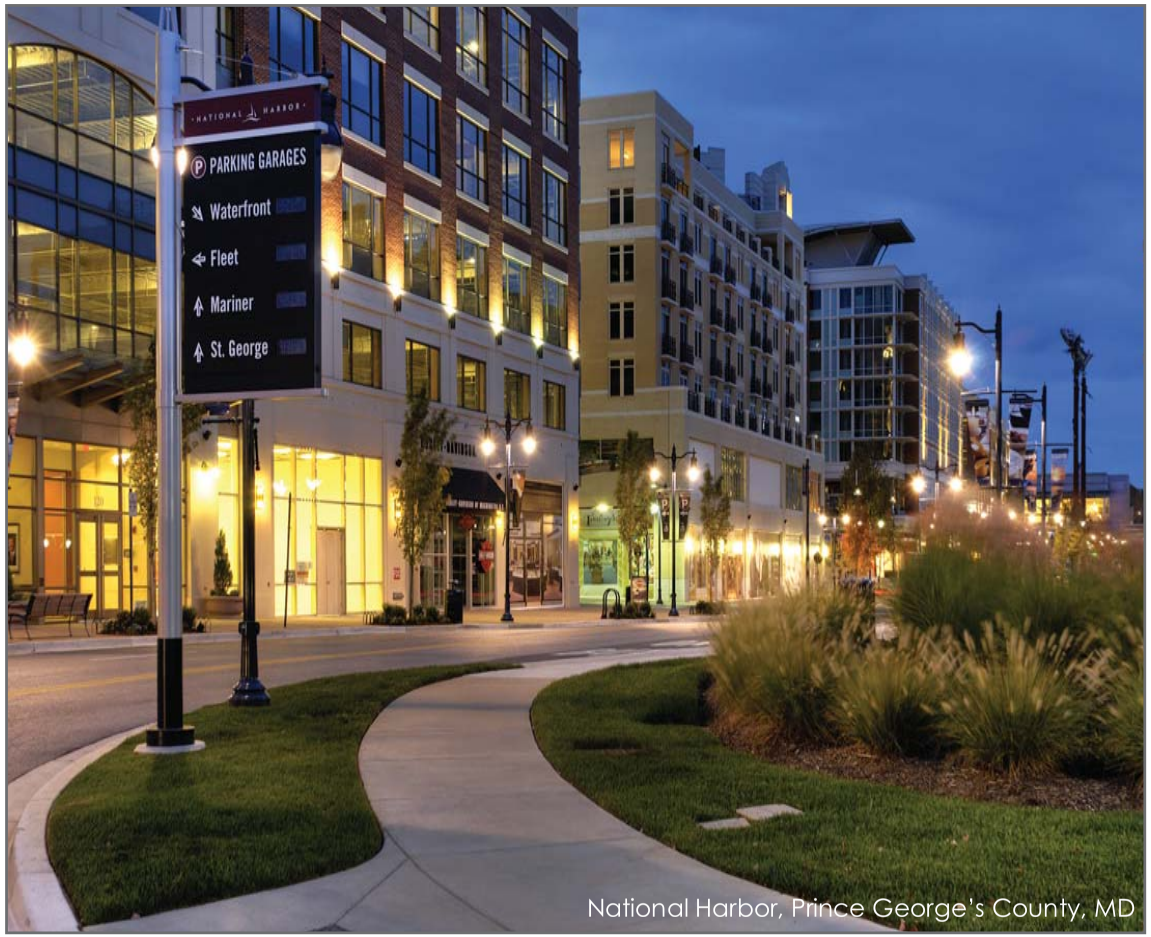
Sidewalks should be installed to provide a safe and attractive means for tenants to move throughout the Park. The design of the sidewalks should reflect the overall architectural and site design concept and should comply with all ADA standards. Sidewalks along Airport Road should be at least ten feet in width and sidewalks on local roads should be at least five feet in width.

Signage

The Park should establish a coordinated "wayfinding" system with a hierarchy of street signs. Key areas of focus should be improving signage at Park gateways, including the intersections of Airport Road and Judd Road and Airport Road and East Carter Road.

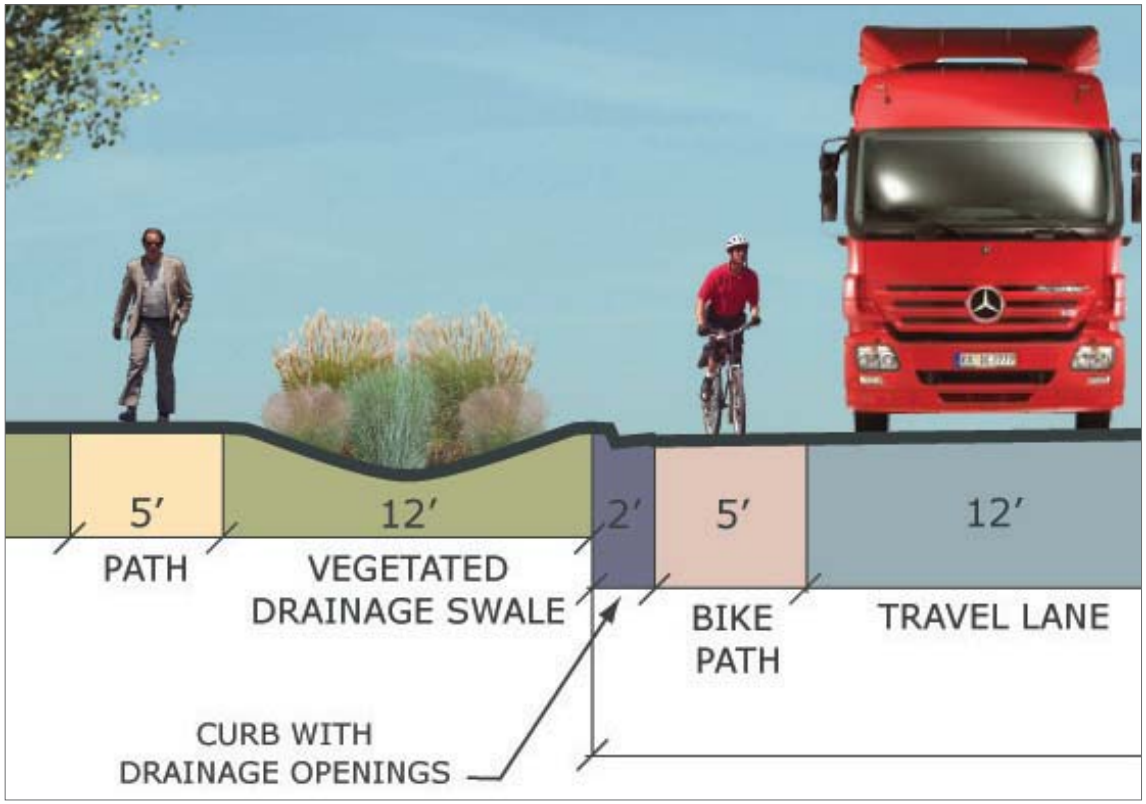
Lighting

The Park should establish a coordinated lighting system which promotes safety and attractiveness. Where possible, the Park should install "dark sky" light fixtures which shine light exclusively downward to minimize light pollution.

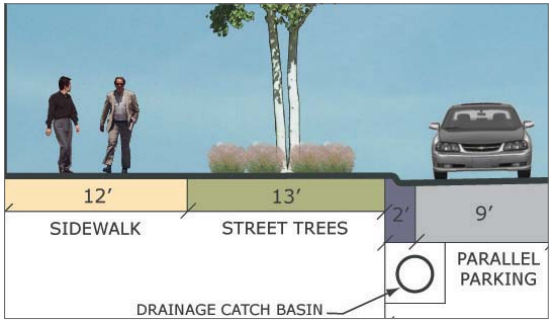


National Harbor, Prince George's County, MD

SIDEWALKS, SIGNAGE AND LIGHTING SHOULD CONTRIBUTE TO AN ATTRACTIVE AND UNIFIED PARK ENVIRONMENT



DRAINAGE CURB BREAKS AND VEGETATED DRAINAGE SWALES ARE RECOMMENDED ALONG MOST ROADWAYS



DRAINAGE CATCH BASINS SHOULD SERVE TO CAPTURE WATER IN THE BUSINESS PARK CENTER

Stormwater Management

To improve the management of stormwater on roadways, the Park is encouraged to install vegetated swales where rain water may be filtered and gradually absorbed. Along roadways with curbs, drainage curb breaks are recommended to permit water to pass roadways into the swales. In the Business Park Center, where vegetated swales will be more limited, drainage catch basins should be installed under the parallel parking to direct water to alternate locations.

The Park also should improve the condition of existing roadside drainage channels by rebuilding them with a gentler slope and replanting them with appropriate vegetation to control erosion and improve their visual character. If budget permits, the Park should explore installing "erosion control blankets" when rebuilding these drainage channels to further stabilize their slopes.

3. Architectural and Site Design Standards

The intent of the architectural and site design standards is to ensure a unified, visually pleasing environment that contributes to the character of the Oneida County Business Park.

Site Design

Entrance drives shall be clearly visible and intuitively located to accommodate the first time visitor. The location and design of entrance drives should strive to minimize conflicts between service vehicles, automobiles, and pedestrians.

Massing and Form

Buildings shall be designed with an awareness of public image. To that end, buildings and their landscapes should have a scale and design that responds to their location, particularly in areas with high visibility along Airport Road and adjacent to major open spaces. Main building entries should face on the primary public right-of-way and should include architectural accent features.

BUILDINGS SHOULD HAVE A SCALE AND DESIGN THAT RESPONDS TO THEIR LOCATION

LANDSCAPE TREATMENT ALONG ROADWAYS CONTRIBUTES TO THE IMAGE OF THE PARK

PERVIOUS PAVING SURFACES ALLOW RAINWATER TO INFILTRATE THROUGH THE GROUND

Streetscape

Landscape treatment along roadways – including sidewalks, planting, lighting and signage – is critical to establish the desired image of the Park. As discussed above, the Park should have a coordinated approach to signage and lighting. Sidewalks should be at least five feet in width, and all streets should include street trees and vegetated swales to provide shade and manage stormwater, respectively.

The streetscapes at intersections should feature heightened levels of paving, lighting and accent planting to underscore the image of the Park.

Setback Areas

The use of creative planting, lighting, signage and other site amenities is encouraged to enrich front yard areas and building entries. Individual property owners should maintain existing vegetation and plant formal lawn areas or planting beds. Landscape design in these areas should strive to shield views of parking and other service functions.

Paving Materials

While asphalt is permitted, it is suggested that the Park limit the use of impervious surfaces. The use of pervious paving materials is strongly encouraged.

Plant Materials

It is strongly encouraged that the Park use native plant materials when planting along roadways and "front lawns." Issues such as maintenance and irrigation needs, seasonal variation, and size, color and form also should be considered when selecting plant materials.

The following plant materials are recommended:

Canopy Trees

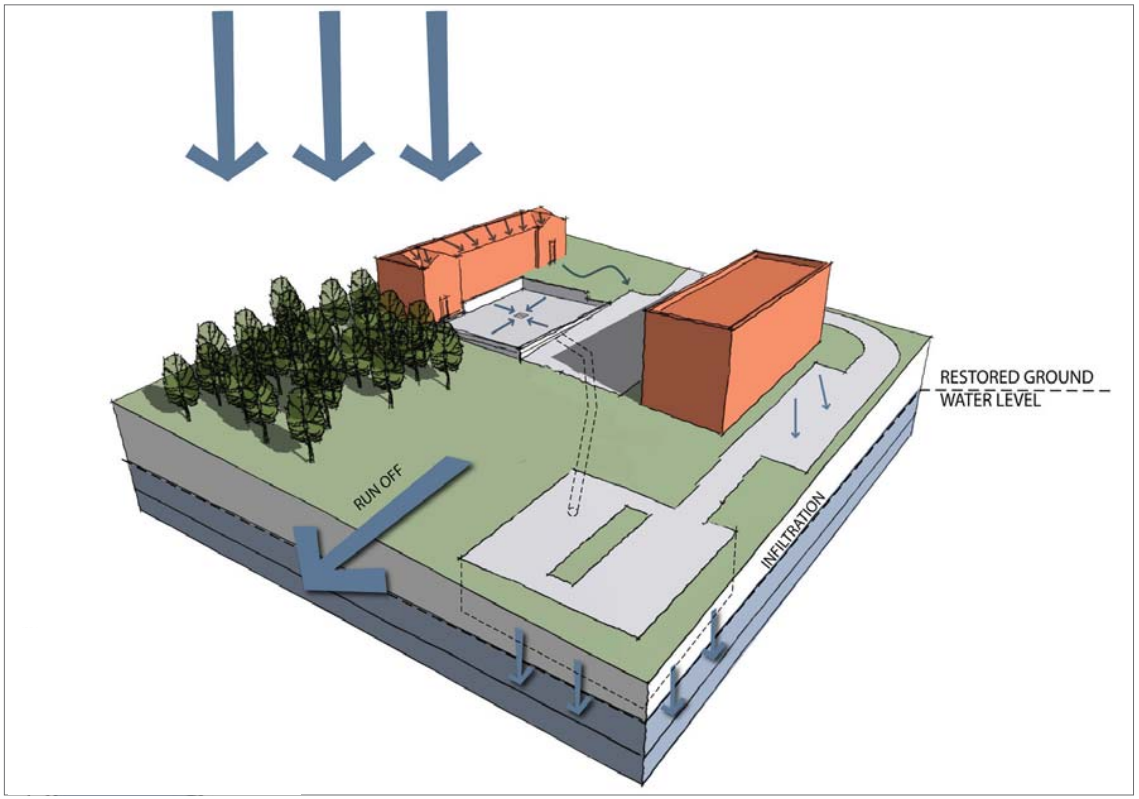
Red maple	*Acer rubrum*
Summit ash	*Fraxinus pennsylvanica 'Summit'*
Honeylocust	*Gleditsia triacanthos inermis*
Red oak	*Quercus rubra*
Pin oak	*Quercus palustris*

Additional Screening / Buffer Plants

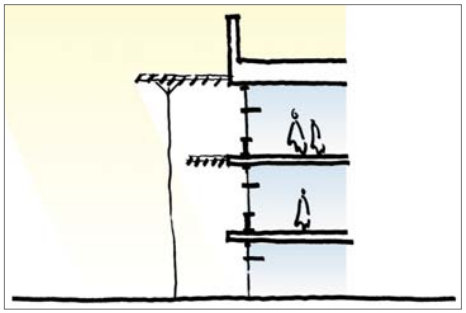
Colorado spruce	*Picea pungens*
Eastern white pine	*Pinus strobus*
Austrian pine	*Pinus nigra*
White poplar	*Populus alba*

RED MAPLE

HONEY LOCUST



STORMWATER MANAGEMENT STRATEGICES SUCH AS SWALES AND PERVIOUS PAVING PROMOTE INFILTRATION



BUILDINGS SHOULD BE ORIENTED TO THE SOUTH AND SHOULD HAVE SHADING DEVICES ON SOUTHERN EXPOSURES

4. Sustainable Design

The master plan endorses designing sustainably for all new projects. On an architectural level, this primarily will mean reducing energy consumption by constructing buildings that respond to the local climate through building orientation, shading devices and access to natural ventilation. Additionally, designing buildings with a flexible lay-out will allow for the long term adaptability of the structures, reducing the need for new construction. Finally, the use of "green" materials is encouraged, as they typically contain less embodied energy and are less harmful to the environment and the building's occupants.

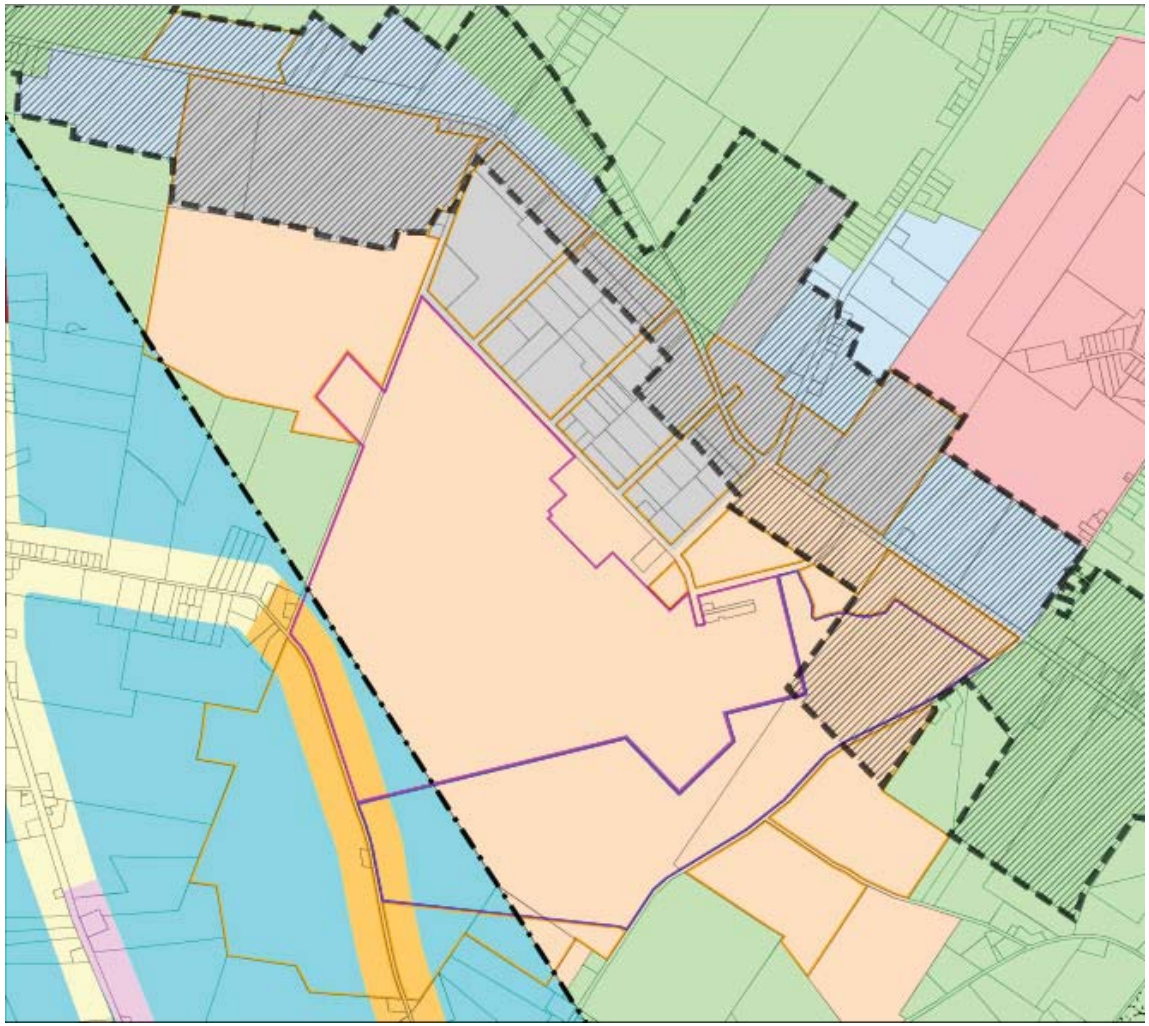
On a site level, it is recommended that new development projects consider sustainable approaches to storm water management. This may include the use of pervious paving materials to allow infiltration, and vegetated swale systems to gather and filter rainwater.

It is strongly recommended that the Park promote Leadership in Energy and Environmental Design (LEED) standards for all architectural and site-related projects.

5. Proposed Zoning

Nearly all of the land within the Oneida County Business Park is in the Town of Whitestown, the exception being the southwest corner, which lies in the Town of Westmoreland. The Town of Whitestown's zoning reflects the former airport uses and accordingly zones the corridor of the Park along Sutliff and Judd Roads as Airport Manufacturing and the Homeland Security tract as Airport. The Airport Manufacturing district allows agriculture or farming as of right and requires a special permit for manufacturing, storage, office and laboratory uses, while the Airport district permits office uses provided they have been approved by site plan review. Both zoning designations limit building coverage to fifty percent of the total parcel and require buildings to be set back fifty feet from the street right-of-way.

The Judd Road Overlay District governs the land along both sides of Sutliff and Judd Roads and has a stated purpose of "promot[ing] well-planned and attractive development .... while protecting public safety by promoting safer highway access." All land



EXISTING ZONING DISTRICTS

Whitestown Zoning

- A (Airport)
- A-M (Airport Manufacturing)
- C (Commercial)
- R-100 (Residential)
- R-200 (Residential)
- Judd Road Overlay District

Westmoreland Zoning

- A (Agriculture)
- B-1 (General Business)
- R-3 (Single Family Residential)
- R-4 (Single Family Residential)

within the overlay must comply with additional site access requirements (i.e. for driveways and service roads) and its uses must be approved by the Whitestown Planning Board. Underlying dimensional requirements – including lot coverage, height restrictions and setbacks – still apply.

The portion of the Park which is in the Town of Westmoreland is zoned either Agriculture or R-4 Residential. The Agriculture district permits farm operations as well as single-family homes and recreational uses while the R-4 district permits single-family homes, mobile homes and recreational uses. Each of these districts require lots to be at least one acre in size, limit lot coverage to thirty-five percent, and require a setback of 150 feet from the street right-of-way.

Given the fact that the airport is no longer in use, it is advisable that the County and MV EDGE work with the Towns of Whitestown and Westmoreland to update the zoning to a) consolidate the Airport Manufacturing, Airport, Agriculture, and R-4 districts and b) make manufacturing and office uses as of right. Reducing permitting requirements will make the Park more attractive to prospective tenants.

Business Park Center Overlay

While much of the Park is expected to develop in a manner consistent with existing regulations – namely, with generous setbacks from the street – the Business Park Center is envisioned to have a more urban character. Setbacks in and around the Business Park Center should be minimal and buildings should front the sidewalks to create an environment that is inviting to pedestrians. In addition, building heights may be higher in these areas, particularly if opportunities arise to create mixed-use buildings with ground floor retail and office and/or residence space above.

To promote the development of a unique character in this area, it is recommended that the Park explore opportunities to create a Business Park Center Zoning Overlay District.

Covenants and Restrictions

The Covenants and Restrictions for the Oneida County Business Park (or Airport Industrial Park, as it was once known) add a further layer of regulation to the Park. Dating back to the founding of the Park in 1964, the Covenants and Restrictions apply to the four original blocks bounded by County Seat Road to the north, Sutliff Road to the east, Airport Road to the south and Hangar Road to the west, and intend to "insure proper use and appropriate development and improvement of each building site." Key requirements include a mandatory fifty foot setback from the street right-of-way, a thirty foot side yard setback and a maximum allowable lot coverage of sixty percent. Additional regulations pertain to site landscaping and signage.

The Covenants and Restrictions generally are in accordance with the Town of Whitestown's zoning regulations. However, should the Park wish to amend the Town's dimensional requirements – including setbacks and lot coverage – to achieve a different environment than currently exists, it would require the approval of the private property owners.

The Park could achieve this design goal by amending the Covenants and Restrictions for the area constituting the new Business Park Center, or through a new zoning overlay district governing the entire park.

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VIEW LOOKING NORTHWEST ALONG AIRLINE STREET

Section 5: Implementation Strategy

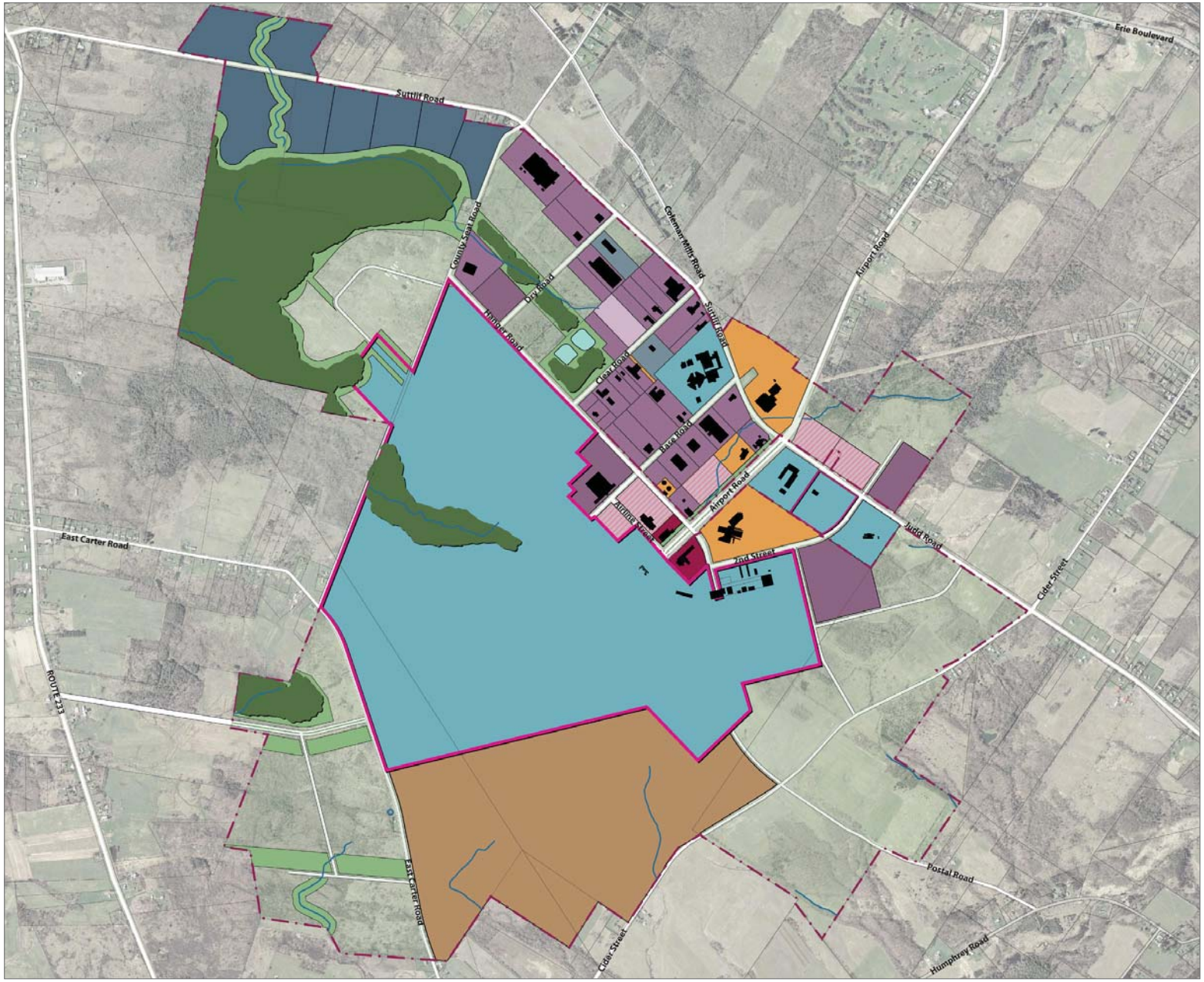
The previous sections describe a plan for a fully redeveloped and repositioned Oneida County Business Park. This section will outline recommendations for implementing this plan. The first section identifies the overall goals for the project. The second section describes the first actions that must be taken to address the needs of existing tenants. The third section provides a road map for implementing phases II and III. The fourth section contains a suggested marketing program. Finally, the last section proposes a plan for funding the development process.

Critical Factors for Success

Implementation of the plan will require contributions from many stakeholders, including park tenants, MV EDGE, and officials from Oneida County and Whitestown. While many factors are important, the following are the most critical for the successful implementation of the redevelopment plan.

VIEW OF PROPOSED MODIFICATIONS TO 120 AIRLINE ROAD

- **Flexible, actionable program and plan**.
- **Establishing a program for park management and investment**. The successful redevelopment of OCBP must be spearheaded by a stand-alone entity with the authority and resources to plan and make infrastructure investments. This entity should include representatives from Whitestown, the County and the private sector. Lease payments from county-owned parcels and property tax revenues could serve as a base source of funding.
- **Addressing current occupant concerns**. The park has a strong core of existing tenants that have had a long tenure in the park. Redevelopment and expansion requires the full cooperation of these stakeholders. Addressing their priorities early on will ensure a base of activity in the park and stability in existing revenues.
- **Implementing enforceable design guidelines**. The park lacks a brand and uniform identity. Establishing a set of design guidelines will raise the landscaping standards in the park, create a uniform look and feel, and increase property values.



PHASE I DEVELOPMENT

Immediate Improvements to the Core

Infrastructure conditions in the park have fallen into disrepair due to lack of investment and maintenance over a number of years. Improving the quality of the existing infrastructure is necessary before the addition of new infrastructure. Areas that need to be addressed immediately include:

- Improvements along Airport Road. This road currently features two travel lanes in each direction, sidewalks on both sides and a median, and is terminated by the former Airport control tower. Its location at the heart of the Park, and its role as the Park's "main street," makes it an appropriate place to focus initial investment. This pilot project would create enthusiasm and excitement regarding the larger changes planned for the future.
- Signage. In the near term, there is a critical need to create a new gateway to the Park at the intersection of Sutliff, Airport and Judd Roads. The placement of a gateway sign at this intersection, as well as "wayfinding" signs along Airport Road (which may include maps and/or directions to adjacent businesses), will achieve this goal. While the character and design is yet to be determined, the signage system would guide Park tenants and visitors in a coherent and attractive manner. This could be achieved for approximately $100,000.
- Sidewalks and landscaping. Another near term priority is to improve existing sidewalks and landscaping along Airport Road. This will include creating and/or reconstructing new sidewalks, planting trees in the existing median of the roadway and establishing landscaped swales along the sides of the road to capture rainwater and add visual interest. Both projects will address Park tenant concerns and greatly improve the quality of the Park environment in this key gateway. An investment of $250,000 will help achieve this goal.

Infill Development: Phase 1

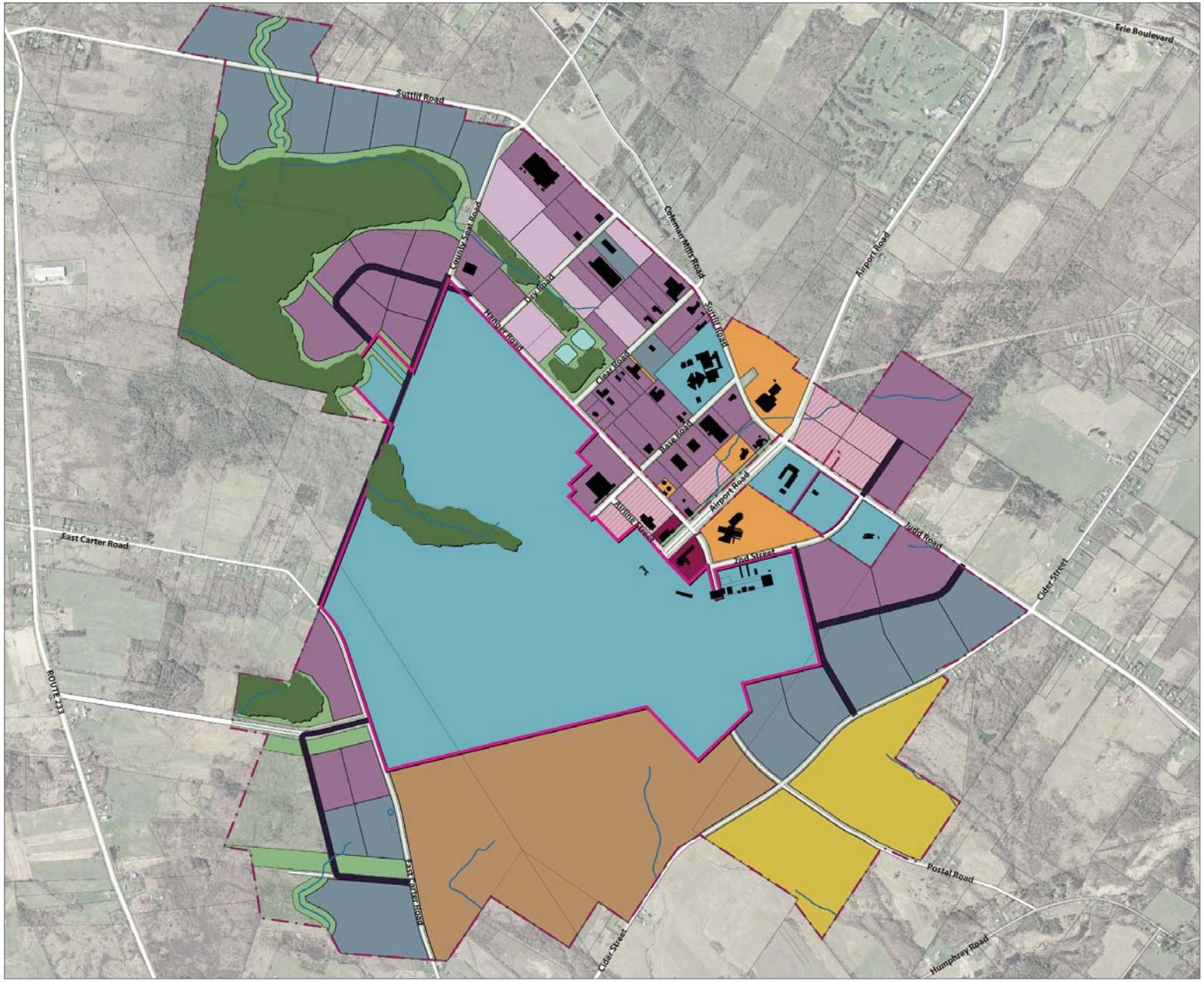
In tandem with infrastructure improvements, promoting occupancy of vacant buildings, such as the Federal Reserve Building, and the development of infill sites in the core of the park will promote a sense of continuity in the landscape of existing businesses.

Absorption projections for this first phase of development assume a 50% growth capture rate. This means that of the total anticipated industry growth in Oneida County, 50% will be established in OCBP. This target was set based on the assumption that there is still room for some growth at Griffiss and a number of non-park sites. Still, meeting this target will require continued active marketing by MV EDGE, to elevate the region's profile and highlight key sites and assets to the targeted industry sectors being pursued for the region.

This plan assumes the addition of the following sites by type under Phase I (see Table 5.1).

TABLE 5.1: DEVELOPMENT POTENTIAL IN PHASE I

NEW DEVELOPMENT	MILLION SQUARE FEET	EMPLOYMENT
Warehouse & Distribution	1.6	640
Light Industrial	0.5	340
R&D	0.1	225
Mega Site	1.0	900
Town Center	0.03	60
Opportunity Site	NA	NA
Total	**3.2**	**2,165**



PHASE II DEVELOPMENT

Phases II and III

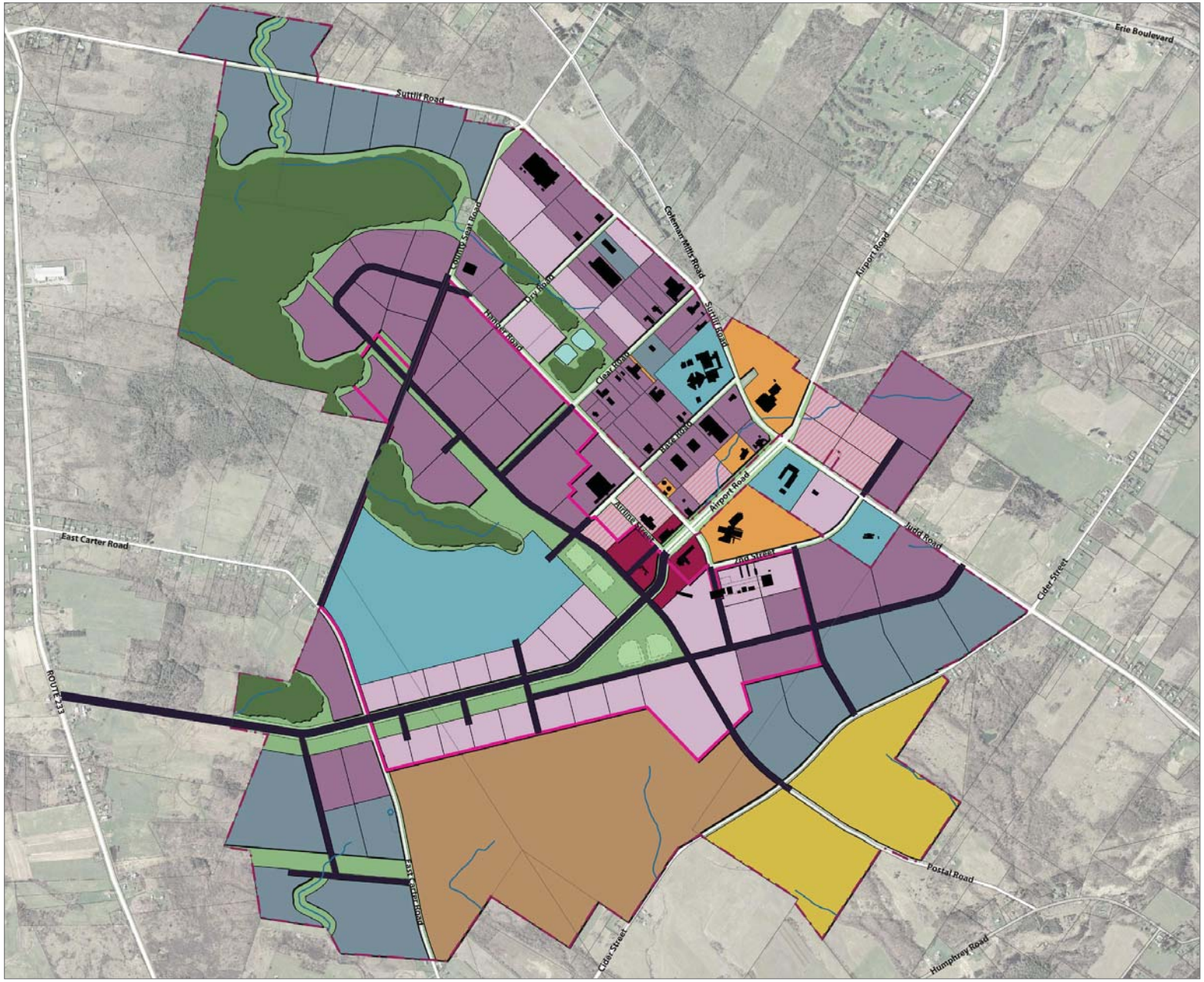
Once the core of the park has been improved through infrastructure upgrades, the entity managing the park redevelopment can focus on expansion. The biggest challenge to implementing Phases II and III will be market timing. Building out additional infrastructure before there is adequate demand will be expensive and will not catalyze enough revenues to support it. Waiting too long will result in missed opportunities, as firms prioritize site delivery time, when making site selector decisions.

Phase II

Whereas Phase I focused on strengthening the core, Phase II focuses on building out the perimeter around the airport site that is leased to the Department of Homeland Security for the next decade. Assuming the OCBP captures 80% of the growth in Oneida County during this period, up to 51 sites could be developed. Major demand is centered on warehouse and distribution and light industrial uses. The addition of a town center would provide space for desired employee amenities and potentially smaller office space. The mega site represents an opportunity to attract a large-scale user, such as a photovoltaic plant (this targeted sector requires more extensive infrastructure improvements to meet water, sewer and power requirements). The map on the following page illustrates the proposed parcels by use.

TABLE 5.2: DEVELOPMENT POTENTIAL IN PHASE II

CUMULATIVE DEVELOPMENT	MILLION SQUARE FEET	EMPLOYMENT
Warehouse & Distribution	3.2	1,280
Light Industrial	1.9	1,275
R&D	0.2	450
Mega Site	1.0	900
Town Center	0.03	60
Opportunity Site	0.4	1,600
Total	**6.3**	**5,565**



PHASE III DEVELOPMENT

Phase III

Phase III begins after the completion of Phase II and assumes the airport parcel is obtained from the FAA. Two scenarios are possible. The first assumes that Homeland Security stays in the park, but occupies fewer acres than its current lease of the airport site. The second assumes Homeland Security leaves and the entire property is redeveloped. This report assumes the first scenario and that Homeland Security remains

This phase also assumes a fairly aggressive 80% capture rate of business growth in Oneida County. The park would contain 92 developed sites under either scenario, totaling 1,584 acres. The preferred scenario assumes that the Department of Homeland Security remains in the park and occupies 152 acres, a smaller footprint than its current lease of 725 acres.

While these projections are based on anticipated demand for space, active marketing will still be required in order to change perceptions about the park and attract new business. The following section discusses proposed marketing criteria.

TABLE 5.3: DEVELOPMENT POTENTIAL IN PHASE III

CUMULATIVE DEVELOPMENT	MILLION SQUARE FEET	EMPLOYMENT
Warehouse & Distribution	3.6	1,440
Light Industrial	3.6	2,465
R&D	0.65	1,350
Mega Site	1.0	900
Town Center	0.03	60
Opportunity Site	0.4	1,600
Total	**9.3**	**7,815**

Governance: Development Agency

Implementation of the OCBP redevelopment plan will require organizational and financial resources. This section lays out recommendations for park governance and funding. The first section discusses the organizational capacity that must be raised. The second discusses the financial capacity.

The most effective way to implement the OCBP redevelopment plan is to establish a local development corporation (LDC) with the autonomy and resources to manage and implement the plan. It should have the capabilities of both a development organization and business improvement organization. This means that the LDC will be able to dispose of property and structure project increment financing deals as needed. In addition, it will be able to coordinate business improvement opportunities, such as enforcing the design guidelines and planning cross-business program and marketing initiatives.

The benefits of this type of management structure are:

- Independent decision-making.
- Ability to prioritize needs of park.
- Ability to phase development to maximize land value.
- Ability to be responsive to park tenant issues.

Options for structuring the LDC include:

- **Option A**: Creating a wholly owned subsidiary of MV EDGE, with a requirement that the board structure include representatives from the key stakeholder groups necessary to ensure success in the redevelopment of the OCBP. This would include representation from Oneida County and other affected local governments as well as current businesses located within the park.
- **Option B**: Creating a separate stand alone LDC, with representation from key stakeholder groups, including MV EDGE (who owns most of the remaining development lands within the core area of the OCBP).

Option A has certain advantages including the fact that EDGE has financial resources that can help leverage other funding to support the implementation of the redevelopment plan. Also, EDGE owns most of the vacant land area within the core area of the OCBP and has the staff resources to support the development of the plan. EDGE also has an extensive marketing plan for the region that incorporates the sites within the OCBP. Under this option, it would make sense to unify all of the land holdings that are available for redevelopment under the EDGE subsidiary so as to have a unified development program that can be efficiently maintained and operated.

Option B could be considered, but it would be advisable to retain EDGE for management support for the marketing, planning, financing and implementation of the development program. This could be accomplished in a similar fashion as currently exists with the service agreements that EDGE maintains with GLDC for Griffiss Business and Technology Park. If this scenario is to be considered, then arrangements should be made for the remaining EDGE land holdings be consolidated with the County owned land holdings and vested

under the ownership and control of the new LDC.

Under either scenario it is recommended that overall marketing and development activities be maintained under a single development organization versus creating a separate entity. The latter would be competing for limited funding, but this would not be necessary it were integrated through EDGE either as a wholly-owned subsidiary or through a contractual arrangement similar to what currently exists between EDGE and GLDC for Griffiss.

The creation of a singular entity is particularly important because of the FAA release requirements for the airport land. The FAA requires an extensive release review for each parcel of former airport land that is purchased. This process is time consuming and deters private development. An LDC with the capabilities to purchase the entire airport property would ensure its disposition through only one release process and expedite its availability for private development.

For either scenario, there needs to be an agreement reached with Oneida County on the terms for the conveyance of the land parcels currently owned by Oneida County. Such an agreement would need to consider terms for disposition of the County owned land, the leases that exist with NYS, and the need to finalize a release from FAA of its lien on the County Airport site.

Outline of a Marketing Program

The following section discusses marketing strategies for a redeveloped OCBP. First it discusses overall marketing, and second provides recommendations for how to market the site to targeted industries.

MV EDGE already has an extensive marketing program for the region that promotes development of key sites and assets within the two county region. The site selector portion of the website includes key site details such as size, zoning, and infrastructure availability. The OCBP needs a presence on the Internet. A webpage should present the park's new image and branding, key features, and investment plans. Having such a site would highlight the accomplishments of existing businesses and promote site availability to new and expanding businesses. It would also enable the LDC to ramp up marketing activities before the key infrastructure improvements are completed.

Key factors a park-wide marketing strategy should emphasize are:

- Capacity to support a diverse range of tenants. Existing tenants range from bus manufacturing to financial services to law enforcement. By offering diverse site sizes and locations the park can continue to support a diverse mix of businesses.
- Availability of sites. As the redevelopment plan is divided into three phases, OCBP will have sites available to come online continuously over a number of years. The growth of site availability at OCBP will come as Griffiss reaches full capacity.
- Existing infrastructure capacity. As the core of the park is already built out, OCBP has established infrastructure to support initial expansion.
- Affordability. As a developing business park, OCBP could offer potential tenants sites that are priced more competitively and have more flexible parcel options than parks that are built out.

In addition, tailoring marketing materials to specific uses will more effectively highlight park characteristics particular to different uses. The following summaries present key strengths that support each use.

Key Marketing Principles by Sector

Warehousing and Distribution

- Proximity to New York State Thruway and major arterial roads.
- Central Northeast location.
- Large flat sites

Light Industrial and Manufacturing

- Large flat sites.
- Water credit system.
- Central location in Northeast market.

Research and Development

- Proximity to upstate innovation centers—SUNYIT, Marcy NanoCenter, College of Nanoscale Science and Engineering, and Syracuse region.
- Flexibility in the size of parcels that can be created to serve smaller and larger economic development projects.

Mega Site

- Large acreage.
- Central location.

Opportunity Site

- Range of acreage supported.
- Central location.
- Proximity to a range of facilities.

Timing for Marketing Plan

- While the LDC should initially focus on infrastructure improvements and addressing concerns of existing tenants, it should continue marketing the site.
- An increased Internet presence and materials depicting the upgraded Park could help market the site before Phase I improvements are completed.
- In the longer term, the LDC should set up a designated marketing division with a designated budget.

Financial Resources

The LDC should be funded through property tax revenues, income from land disposition, lease payments from currently owned county-owned property, federal and state funds, and, potentially, a nominal fee by park occupants (to support certain parkwide improvements to aesthetics and amenities). Revenues from existing property owners are based on both property tax payments and PILOT agreements.

State or County Appropriation

Oneida County has a $3.5 million capital fund. An appropriation from the fund, or a request to the State of New York, could provide a source of seed money to an LDC. These funds could be used for the upfront infrastructure improvements necessary to meet the needs of existing tenants and make the park more attractive to new tenants.

Expiring PILOT Payments

One possible source of funding for Park improvements, which would not add to the existing tax burden, is the dedication of new tax revenues from expiring payment in lieu of taxes agreements (PILOT). This would require maintaining these properties under a PILOT schedule (100% PILOT obligation) with some type of agreement with the taxing entities to dedicate a portion of the PILOT proceeds to support the redevelopment of OCBP.

Revenues from County Leases

The county government owns four buildings in the park in addition to vacant land. The buildings are identified as:

- Cooperative Extension
- NY Office of Homeland Security
- Orion International (Bus)
- Building formerly occupied by the Federal Reserve (currently vacant)

Current total value of annual lease payments is approximately $1 million. This estimate, however, assumes a tenant is found for the former Federal Reserve building.

Some or all of the net revenue flow from these buildings may provide a consistent source of revenue to help capitalize the LDC and redevelopment of OCBP. Further discussions are necessary with Oneida County to determine the impact on the current County budget if proceeds from the current leases are diverted from the County budget to OCBP.

County Owned Developable Land

The OCBP has substantial developable land, which could be sold or leased to finance improvements to the OCBP. The current market price of undeveloped land in the park is low, primarily due to the historical practice of undervaluing assets for the sake of incentivizing economic development projects. Going forward, land assets should be marketed at fair market prices to help offset a portion of the build out and redevelopment costs for OCBP.

Even at higher land values, one of the issues that the key stakeholders face is the difficulty of predicting absorption rates for large tracts of vacant land. At best, proceeds generated from the sale of land or ground lease income would supplement the overall cost to redevelop OCBP. With that said, it is important that revenues derived from land sales and ground leases be dedicated as revenue to support the redevelopment of the park.

There are some county owned land parcels on the outskirts of the park which may be sold without undermining future park plans, but any sales should be considered carefully, and long term planning should preempt any sales that would result in only minimal short term gain.

BID/CAM fees

Many parks charge Business Improvement District (BID) or Common Area Maintenance (CAM) fees to fund infrastructure maintenance and park operations. These fees are usually assessed as a percentage of property value owned or rented based on the total amount needed for the LDC's budget. The LDC's board, which includes representation from park tenants, approves the amount of fees that can be charged. The LDC is responsible for collecting these fees.

The funds are used to support park operation and maintenance activities. Examples of activities paid for by BID/CAM fees include street cleaning, lights in common areas, sidewalks, signage, landscaping improvements and security.

A system of CAM fees has been instituted at Griffiss and is now controlled by a separate landowners association that GLDC has established. The landowner's association is generating in excess of $300,000/year in CAM fees and is using the proceeds for certain park improvements over and above what is typically found in a publicly owned or governmentally controlled industrial or business park setting.

Federal Energy Efficiency and Conservation Block Grant (EECBG)

New York State received a $29.6 million allocation from the Federal Energy Efficiency and Conservation Block Grant program in the spring of 2009. The program was funded under the American Recovery and Reinvestment Act (ARRA) of 2009. Activities of potential interest to an LDC for which funds may be used include:

- Development of an energy efficiency and conservation strategy;
- Building energy audits and retrofits, including weatherization;
- Financial incentive programs for energy efficiency such as energy savings performance contracting, on-bill financing, and revolving loan funds;
- Installation of distributed energy technologies including combined heat and power and district heating and cooling systems;
- Material conservation programs including source reduction, recycling, and recycled content procurement programs;
- Installation of energy efficient traffic signals and street lighting;
- Installation of renewable energy technologies on government buildings;
- Any other appropriate activity that meets the purposes of the program and is approved by DOE.

As a smaller community, Oneida County may be able to apply for a block grant through a competitive program administered by NYSERDA in the fall of 2009.

Upstate Regional Blueprint Fund

New York State funded the $120 million Upstate Regional Blueprint Fund through the Empire State Development Corporation in May 2009. The funds may be used for:

- Business investment: Capital investment that enhance a corporation's ability to retain or create jobs in New York State.
- Infrastructure investment: Capital expenditures for infrastructure including transportation, water and sewer, communication, and energy generation

and distribution necessary to attract or retain businesses.

- Downtown redevelopment: Rehabilitation or new construction in downtown areas.

Funds are administered as either subsidized loans, convertible loans, or grants. While MV EDGE could apply for the funds on behalf of the park, LDC could not, because eligible entities must have been in operation for at least three years.

Projects are selected based on the applicant's ability to demonstrate the project's leveraging of private financing (5:1 ratio), return on investment, increased economic activity, and job creation, among other factors.

NYS DOT Industrial Access Grants

Because the most expensive and urgent improvement to the Park is the repair of Park roads, the county should leverage every county dollar spent with DOT funds and take advantage of the following DOT programs:

- Direct loans
- Grants
- Interest rate subsidies
- Infrastructure assistance (DOT IAD)

Bond/Tax Financing/Incentives

No debt financing for general park improvements is anticipated based on county/state fiscal restraints. MV EDGE has successfully used PIF for project based financing and may pursue this method of financing for larger future projects in the park. For example, PIF may be an appropriate financial tool for redeveloping the airport when it is released from the OHS lease.

Fiscal Policy Decisions

While the above sources of funding are potentially available to fund necessary infrastructure improvements, actual dedication will require both a policy change by the County Executive and legislators as well as negotiations with the affected towns and school district. The plan's underlying financial analysis assumes a portion of this revenue will be available, but actual levels of funding will depend on these policy decisions.

Case Study: Griffiss Business and Technology Park

Griffiss Business and Technology Park (GB&TP, or "the Park") was created in 1993 when the United States Air Force decommissioned the 3,535-acre Griffiss Air Force Base on the site, under a recommendation of the 1993 Base Realignment and Closure (BRAC) Commission. The Oneida County region was at risk of losing approximately 3,000 civilian and 4,000 military jobs, and up to 30 percent of its population as a result. In 1995, HR&A (previously Hamilton, Rabinovitz, and Alschuler) and Sasaki Associates led a team to create a Master Reuse Strategy for the site that would retain and create new jobs on the site.

Military investment on the site left over 1 million square feet of existing buildings in good condition for reuse. The GB&TP had a distinct advantage of retaining a Department of Defense presence, most notably the Rome Laboratory which has been a major driver of business incubation and job creation in the Park.

Governance

GB&TP is governed by the Griffiss Local Development Corporation (GLDC), a nonprofit local development corporation. GLDC maintains authority and responsibility for maintenance of areas not maintained by the County, including snow plowing and landscaping, integrated Park signage, Park mapping, capital improvements. These costs are directly supported by a common area maintenance charge (CAM) collected from existing landowners and tenants. Total annual CAM is estimated at approximately $200,000 for 2008, and is charged on a pro-rated basis according to land use type.

The GLDC Board of Directors is in the formal review process for the creation of a Griffiss Landowners' Association (the Association). Since its formation, GLDC been the sole decision-maker, contractor, and authority on the site, but has a pre-existing agreement with owners to give landowners input on Park maintenance and uses of CAM funds. The Association will not own anything in fee, but will become stewards of the CAM funds. However, since voting rights will be based upon the dollar value of the land owned, GLDC will retain the largest block of votes, and the ability to steer decision-making in the best interest of the Park.

Investment

As of 2007, more than $320 million in public and private investment has been made at the GB&TP since 1995, including $44 million in roads and infrastructure improvements, $57 million in renovation of existing buildings, and $203 million in new construction. Another $39 million in new construction is underway and expected to be completed through 2009.

Existing Uses

The Park is divided into seven business districts that aim to cluster complimentary businesses according to locational advantages:

- Technology Heights – geared towards high-tech industry and office space
- Enterprise Way – geared towards light/ heavy industry and distribution
- Campus Green – campus-like setting geared towards education or conference organizations
- Skyline Summit – geared towards executive office park
- Mohawk Glen – existing public golf course and recreational facilities
- Aviation Gateway – existing runway and hangars with multi-story office space aimed at aviation

Land Disposition

When the GLDC was formed in 1994, the Master Reuse Plan for the GB&TP anticipated that the GLDC would quickly sell its real estate assets, and cede control to the Griffiss Landowners' Association. However, the GLDC quickly found that the high construction costs paired with low property values and rents, and declining population and employment in the areas surrounding the Park made large-scale development without public coordination and subsidy to write-down the cost of the projects unlikely. Therefore, the GLDC remained the largest landowner in the Park, and is likely to remain so in the foreseeable future.

Drivers of Operating Revenue

The largest driver of operating revenue is lease revenue for GLDC-owned properties, expected to account for $1.75 million of the organization's $3.7 million 2008 operating budget – 47 percent of revenues. Although all leases are structured to meet the needs of individual tenants, generally, triple-net leases for office space run approximately $12 to14 per square foot on an annual basis, with full-service leases for new spaces running from approximately $16 to $18 per square foot annually. Specialized or higher-quality space can be leased at higher rates – the property recently filled by BAE Systems, a defense and aerospace contractor, was built with advanced green technologies for approximately $155 per square foot, a 30 to 40 percent construction cost premium, and was leased for $21 per square foot on an annual basis. There is currently a 12.6 percent vacancy rate in GLDC-owned buildings in the Park.

ROME LABORATORY AT GRIFFISS BUSINESS AND TECHNOLOGY PARK

The GLDC maintains a large cash reserve, which collects bank interest and interest from a loan that it made to Mohawk Valley EDGE totaling approximately $255,000 per year.

Other large revenue sources that are not committed to specific expenses include fees from the Griffiss Utility Corporation and telephone service provider. When the United States Air Force transferred the site to the GLDC, it gave ownership of the utility infrastructure system on the base to the GLDC. The GLDC no longer owns the Utility Corporation, but collects an annual payment of $120,000 from the system. Likewise, the local telephone service provider gives GLDC an annual fee of $10,000.

Analysis of Potential Revenue Sources

Net Proceeds from Leases on County Owned Buildings

Oneida County currently owns the following four properties that are leased to private or other government agencies:

Airport Facilities and Runway

The New York State Office of Homeland Security (OHS) has a 15-year lease on 722 acres around the main airport site. The base value of the lease signed in 2007 was $600,000 per year with a 3% annual escalation.

Hangar Facilities

Orion International (Orion), a Daimler brand, leases approximately 55,000 sf of hanger space from the County for equipment and bus storage. The annual payments are $408,000 starting in 2008 with escalation based on PPI (generally 3.28%). The County has committed to making some significant building improvements, which wipes out any income from the lease until 2013.

Former Federal Reserve Building

The building at 120 Airport Road formerly occupied by the Federal Reserve has been vacant since fall 2008. While the building is still vacant, it could possibly rent for $10-$15 psf based on market rates in Oneida County. The rentable square footage is 57,000 + sf.

Availability of Lease Proceeds for Park Revitalization

The total amount of lease proceeds that could be made available to support park revitalization efforts depends on several factors in addition to the County's policy decision to direct money away from County coffers:

- Operating and capital costs. A portion of the revenues from gross leases are required to support building operation and capital costs. Unless noted differently in the County Budget, we use an industry standard of 50% to estimate the NOI that could be available for securitization.
- Length of lease. The length of existing leases vary from having a relatively short term (2-4 years as is the case with the Orion hanger space and the Cooperative Extension facility) to a much longer term (10+ years with the OHS lease). Longer lease terms provide more secure sources of revenues to the park.
- Occupancy. The former Federal Reserve building has been vacant since fall 2008. Until a tenant is found, the County is missing funds it had previously received from a long-term lease.

It is probable that additional investment will be required to maximize the reuse of this facility. This would likely include: updating the exterior treatment of the building to eliminate the 1960's era look, making investments to improve the energy efficiency of the building, exterior improvements for parking and lighting, and demising the interior space to accommodate a specific tenant's requirements.

These costs will be over and above the "as is" value of the building and will be amortized as part of the lease to a tenant. The net effect however, should be to take the net revenue flow from the building and making that available to support OCBP improvement activities.

TABLE 5.4: SUMMARY OF LEASE REVENUES

PROPERTY	ANNUAL GROSS LEASE REVENUES *	ESTIMATE OF NET LEASE REVENUES **
Airport Facilities and Runway Area (OHS)	$618,000	$309,000
121 Second Street (Cooperative Extension Building)	$92,052	$46,026
Hangar Space (Orion)	$408,000 ***	$204,000
Former Federal Reserve Building (Vacant)	$670,000	$335,000
Total Proceeds with Federal Reserve	**$1,788,052**	**$894,026**
Adjustments for Federal Reserve Vacancy	**($670,000)**	**($335,000)**
Adjusted Proceeds without Federal Reserve	**$1,118,052**	**$559,026**

* Base year is 2008.

** This analysis assumes NOI is 50% of gross lease revenues to account for operating costs and capital reserves.

*** Revenues dedicated to capital improvements until 2013.

Revenues from PILOTS

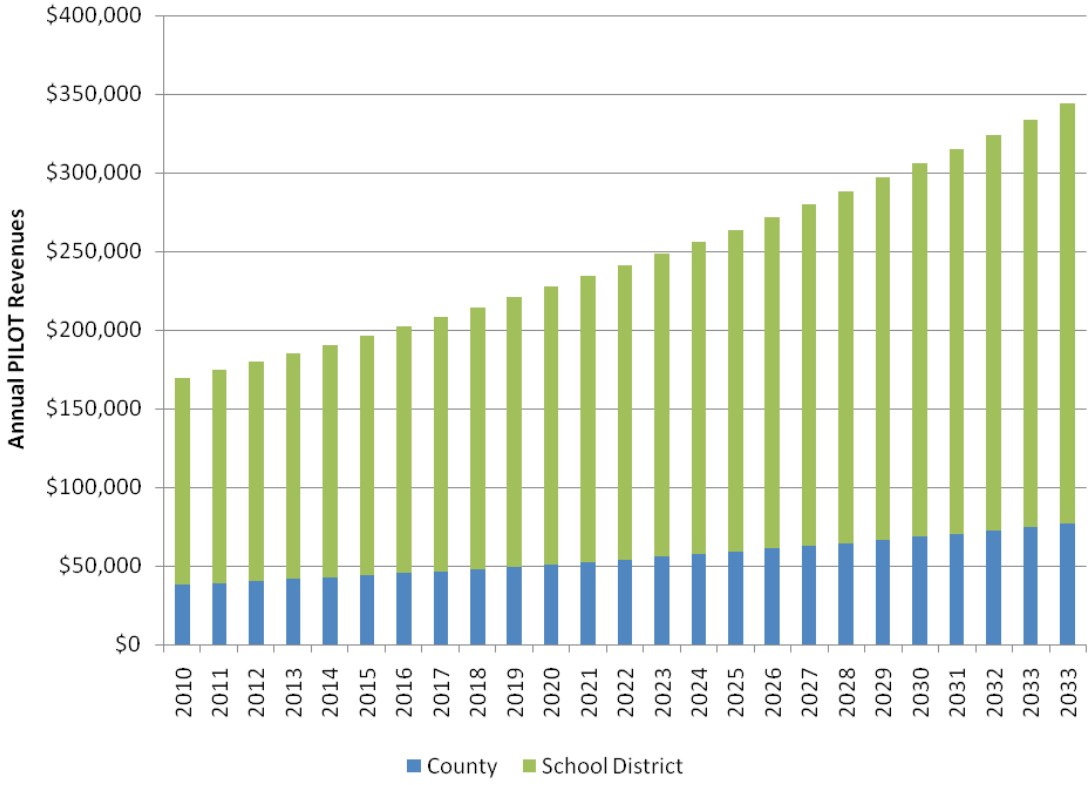
Existing PILOT Agreements

PILOT agreements are in place with nine businesses in OCBP that are set to expire between 2010 and 2021. Their value ranges from 34-67% of equivalent taxes based on 2008 rates. Given the importance of the businesses to Oneida County and the downturn in the upstate economy, this analysis assumes that it would be in the County and local governments' interest to renew PILOTs at terms close to existing rates. Assuming a 3% escalation rate, total PILOT revenues will increase from approximately $170,000 in 2010 to $345,000 in 2034. The school district receives the largest percentage of the total PILOT revenues (71%) which amounts to approximately $267,000 in 2010.

The following factors must be considered before this revenue could be made available to fund park improvements:

- Redirecting sources of revenue: As with the lease proceeds, the County must make a policy decision to redirect these revenues from currently funded municipal services or investments.
- Length of agreement. Existing agreements are set to expire between 2010 and 2021. In the past, agreements have been 10 or 20 years.

CHART 5.5: ANALYSIS OF POTENTIAL GROWTH OF PILOT REVENUES ASSUMING RENEWALS AT CURRENT RATES *



* Value of PILOT payments received by Town of Whitestown is minimal.

Future PILOT Agreements

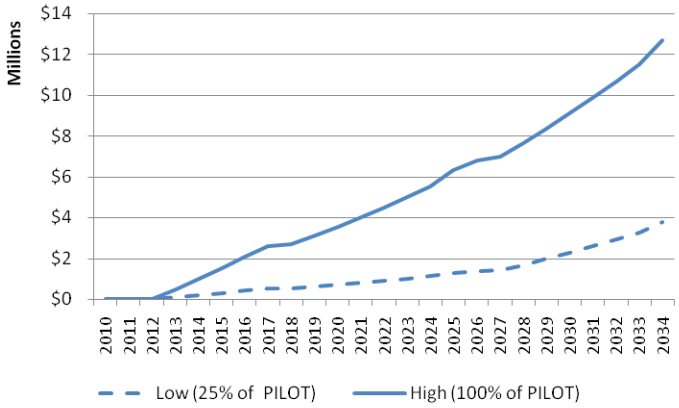
The proposed redevelopment plan encompasses the development of up to 9.3 million sf on 1,776 acres over a 25-30 year period. The proposed development plan is articulated in three phases. The first phase, approximately 3.2 million sf, focuses on development around the core. The second phase, up to 3.1 million sf, initiates development around the periphery of the park. Parcelization at this phase of development is limited due to the long-term lease of the airport facility to the Office of Homeland Security and the requirements for purchasing the site from the FAA. The third phase of development, covers 3.0 million sf, and assumes that the OHS remains in the park.

Phased development of the site is projected to generate new property taxes through increases land values and additional development. These revenues could be set aside for park operations and maintenance through PILOT agreements. The ability to dedicate these revenues will depend on several factors:

TABLE 5.6: SUMMARY OF DEVELOPMENT BY PHASE

PHASE	NEW DEVELOPMENT PER PHASE (SF)	FOCUS
Phase 1	3.2 million	Core Park
Phase II	3.1 million	Periphery
Phase III	3.0 million	Filling in the Center
Total	**9.3 million**	

CHART 5.7: PROJECTED PILOT REVENUES



- Achievable PILOT levels. Existing PILOTs range from 34%–67% of full property taxes. This analysis assumes that there will be adequate demand for space that potential tenants will be agreeable to full tax PILOTs, particularly if the PILOTs are dedicated to the park.
- Agreements with Town and School District. Currently, the Oriskany School District receives approximately 72% of total property tax revenues and 71% of PILOT revenues. The Town receives effectively 0%. The amount of PILOT revenue that could be available to the County is potentially open to discussion with the school district, especially given that the plan does not include the development of housing. At full build out, the County could realize between $3.7 million (25% of potential PILOT revenues) and $8.9 million (100% of PILOT revenues) annually depending on agreements with the town and school district.

Existing Property Taxes

Excluding revenues from PILOT agreements, the Oneida County Business Park currently generates over $600,000 in taxes for county, local, and school district agencies based on 2008 rates.[1] The Oriskany School District receives more than two thirds of this revenue ($450,000). A table in the attachments provides a business-by-business breakdown of property taxes.

Due to the political sensitivities in redirecting property tax revenues from current uses, it would be difficult to use existing property tax revenues to support infrastructure improvements. One option that may be considered would be to incorporate under a PILOT arrangement (with 100% PILOT obligation) those properties at OCBP that are currently on the tax rolls. This would create a potential PILOT revenue stream that through agreement among the taxing jurisdictions could be made available for OCBP improvements.

1 2008 property tax rate assumption per $1000 are: Oriskany School District - $30.72,

TABLE 5.8: SUMMARY OF 2008 TAX REVENUES

	PROPERTY TAXES
2008 County Revenues	$317,000
2008 Local Revenues	$97,000
2008 School Revenues	$1,100,000
Total	**$1,514,000**

Land Lease/Disposition

Whatever entity is established to oversee park development will have to determine a process for either leasing or selling up to 1,584 acres of developable land. Our analysis assumes land will be leased at a base annual rate of approximately $2,000 per acre.[2] The more likely scenario would be to strive for the sale of land parcels to maximize upfront dollars that can be dedicated for redevelopment activities. To the extent feasible, the LDC may be able to create publicly owned building space that over time may create revenue flow to support LDC activities in support of OCBP. This is similar to what has occurred at Griffiss as GLDC has sold land and buildings, and has also redeveloped existing building fabric, and built new building fabric that provides a source of revenue to support the operations of GLDC and GLDC redevelopment activities.

2 Estimate is based on a sales price of $20,000 per acre (MV EDGE) and a cap rate of 10% (Loopnet for New York State industrial properties).

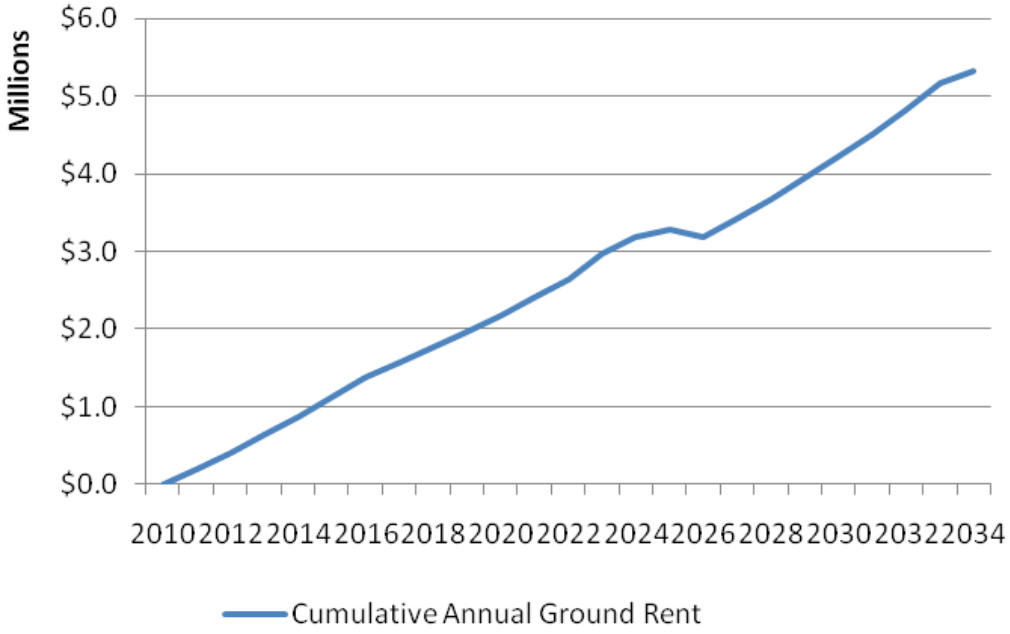
Assuming phased development targets are achieved on schedule and a 3% annual rate of inflation, total ground lease revenues will increase from approximately $200,000 in 2011 to $5.3 million in 2034.

The achievement of this level of ground rents is dependent upon these factors:

- Long term leases. The model assumes leases are longer than 10 years in order to be securitized.
- Occupancy. The model assumes the park maintains an 82% occupancy rate. This rate is based on regional industrial rate averages.[3]

3 Pyramid Brokerage Syracuse Area Annual Market Review, 2008-09. East of Syracuse region.

CHART 5.9: CUMULATIVE ANNUAL GROUND RENT



Conclusions

The OCBP produces, or has the potential to produce, a number of revenue sources that could be directed to support park revitalization. In addition, the Park could benefit from a number of new grant programs that have been funded in 2009 under the various state and Federal economic recovery initiatives.

Dedicating these revenues to park revitalization will depend on the outcome of discussions with the County and town stakeholders. The estimates in this memo are intended to serve as a baseline for these discussions. Actual revenues will depend upon future market conditions.

To implement this plan, several immediate actions are recommended:

- Establish Local Development Corporation (LDC). An LDC is necessary to provide ownership for the plan.
- Address Needs of Existing Businesses. Current park conditions present challenges to the activities of existing businesses. The LDC should work with businesses to develop a new brand for the park. Immediate actions in Phase 1 of the plan call for the development of new signage and park gateway.
- Complete the financial plan. This document assesses a number of sources of revenue that could be made available to revitalize the park; however, discussions are needed with the county to determine which revenues could actually be made available. For example, revenues from the DHS lease are currently directed to the airport at Griffiss. Rededicating these revenues to OCBP would provide a base level of funding. The table on the following pages summarizes the sources and uses of funding. Dollar values assume inflation over time.

The following table summarizes the potential sources of funds and uses for each phase. Complete pro formas are included in the attachment section.

TABLE 5.10: POTENTIAL FUNDING SOURCES

	SOURCES		USES	
PHASE	**SOURCE**	**AMOUNTS (ANNUAL UNLESS NOTED OTHERWISE)**	**USE**	**AMOUNT ***
Phase 1 (2010-2016)	Appropriation	Variable	Roads	$8.2 million
	Upstate Blueprint Fund	Up to 20% of project	Infrastructure	$5.0 million
	Leases from County-Owned Buildings	$0.90 million - $1.1 million	O & M (3%)	$1.6 million
	Existing County PILOTs	$38,000 - $45,000	*Total*	*$14.8 million*
	County Property Taxes on Park Property	Up to $317,000		
	Property Taxes	$0 - $400,000		
Phase 2 (2017-2025)	Appropriation	Variable	Roads	$6.5 million
	Leases from County-Owned Buildings	$1.1 million - $1.4 million	Infrastructure	$6.8 million
	Existing County PILOTs	$47,000 - $59,000	O & M	$3.3 million
	Land Lease	$1.5 million - $3.3 million	*Total*	*$16.6 million*
	New Property Tax Revenues	$520,000 - $1.3 million		
Phase 3 (2026-2035)	Appropriation	Variable	Roads	$28.4 million
	Leases from County-Owned Buildings	$1.5 - $1.9 million	Infrastructure	$16.7 million
	Existing County PILOTs	$61,000 - $77,000	O & M	$10.4 million
	Land Lease	$3.2 million - $5.3 million	*Total*	*$55.5 million*
	New Property Tax Revenues	$1.4 million - $3.8 million		

* Cost estimates are based on the year in which the work will be completed and assume a 3% inflation rate.

Attachment A: Costs of Redevelopment

The following section provides a summary of anticipated costs of park improvements and expansion.

Immediate Improvements to the Core

The plan proposes a series of immediate improvements to the core. The improvements are necessary to provide an acceptable level of service to existing tenants and create a basis for attracting new ones.

Improvements to Park Gateway/ Airport Road

A key step in the park's revitalization is the creation of a sense of place. The redevelopment of Airport Road into a landscaped boulevard from Judd Road to the former airport entrance is a critical factor in achieving this goal and creating a park that is attractive to businesses looking to move or expand into the area.

TABLE A-1: IMMEDIATE IMPROVEMENTS TO THE CORE

IMPROVEMENT	ESTIMATED INVESTMENT REQUIRED (IN CURRENT DOLLARS) *
Airport Road Landscaping, New sign	$350,000
Airport Road Complete Repair and Resurfacing, Sidewalks	$1.6 million
Total	**$2.0 million**

* Not adjusted for inflation.

Phase I: Repair Remainder of Roads

In addition to the Airport Road park entryway, the remaining park roads are in need of major reconstruction. This work on the park core is necessary to support the businesses of existing tenants and make the park more attractive to new ones. The investment required for the remaining infrastructure improvements to the core is estimated as follows:

TABLE A-2: PHASE 1 IMPROVEMENTS

IMPROVEMENT	ESTIMATED INVESTMENT REQUIRED (IN CURRENT DOLLARS)
Infrastructure improvements (sewer, water, and gas)	$4.3 million
Road improvements (core park roads)	$5.6 million
Total	**$9.9 million**

Establishment of Operations and Maintenance Funds

Initial dedication of operation and maintenance funds will ensure an on-going source of revenues for park stewardship and future expansion. The Plan recommends 3% of the total redevelopment cost be set aside for O&M expenses.

Total Phase I Investment Required

The plan assumes the implementation of Phase I will last seven years. Infrastructure repairs must take place in the first half of phase I, as the repairs are critical to improving conditions for existing tenants and attracting new businesses to the core. Adjusting for inflation and anticipated construction cost increases over time, the total cost of Phase I is approximately $14.7 million. A detailed pro-forma with year over year cost estimates is included in the appendix.

Investment Required for Phase II

Phase II focuses on building out the periphery of the park with land available for redevelopment. Total investment covers the development of new roads and expansion of infrastructure to development sites. The total investment required for this phase is lower than Phase I because it involves a smaller land area. Phase II investments are:

Phase II Total Investment Required

The plan assumes the implementation of Phase II will last nine years. Infrastructure expansion is phased over the first three years in order to catalyze the development of additional sites. Adjusting for inflation and anticipated construction cost increases over time, the total cost of Phase I is approximately $16.7 million.[1] A detailed pro-forma with year over year cost estimates is included in the appendix.

TABLE A-3: PHASE 2 IMPROVEMENTS

IMPROVEMENT	ESTIMATED INVESTMENT REQUIRED (IN CURRENT DOLLARS)
New Roads Connection of County Seat Road County Seat "Loop" Road East Carter Road "Loop" Second Street Extension Judd Road Extension South Judd Road Extension North	$5.0 million
Infrastructure Expansion (water, sewer, electricity, new pump station)	$5.2 million
Total	**$10.2 million**

1 Assumes work completed over 2 year period and a 3% inflation rate.

Investment Required for Phase III

Phase III provides an opportunity to build out the remainder of the park. The extent of potential development is dependent upon the expiration of the main hanger facility lease by the New York State Department of Homeland Security. If the agency decides to relocate or accept a smaller acreage, an additional 725 acres will be available for redevelopment. Total infrastructure investment required for this phase is:

This investment covers the expansion of approximately 43,000 linear feet (8 miles) of roads and infrastructure required to catalyze development on newly activated sites.

TABLE A-4: PHASE 3 IMPROVEMENTS

IMPROVEMENT	ESTIMATED INVESTMENT REQUIRED (IN CURRENT DOLLARS)
New Roads Homeland Security Roads New Gateway from 233	$16.7 million
Infrastructure Expansion	$9.8 million
Total	**$26.5 million**

Attachment B: Year-Over-Year Projection of PILOT Payments

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Parcel #	Primary Owners	Acreage	Assessed Value	2008 PILOT Payments Oneida County	Whitesto	Oriskany Sch	Total	Expiration	Years to Ex	Taxes	PILOT/TAX Ratio
38	Bank of New York	29.2	$6,327,000	$22,862	$0	$62,408	$85,269	2009	1	$263,899	0.323113
5	Caldwell Bennett Inc.	9.2	$886,600	$2,070	$579	$15,780	$18,428	2011	3	$36,980	0.498329
17	D A Seifert Graphics Inc.	7	$324,000	$0	$0	$0	$0	2010	2	$13,514	0
15	Horscht LLC (FIS)	4.4	$247,000	$0	$0	$0	$0	2011	3	$10,302	0
1	JMTG Realty (BONIDE)	15.5	$552,000	$25,960	$0	$69,828	$95,788	2010	2	$23,024	4.160369
23	Midstate Communications	4.1	$1,050,000	$7,700	$0	$20,715	$28,415	2011	3	$43,796	0.648818
12	Mill Realty Enterprises (Fisk Alloy	10.5	$880,000	$0	$0	$17,446	$17,446	2018	10	$36,705	0.475306
				$58,591	**$579**	**$186,177**	**$245,347**				

Escalation Rate 3%

COUNTY **Analysis of Potential Growth of PILOT Revenues Assuming Renewals at Current Rates**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22	Year 23	Year 24	Year 25
Primary Owners	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2033**
Bank of New York	$22,862	$23,547	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Caldwell Bennett Inc.	$2,070	$2,132	$2,196	$2,261	$2,329	$2,399	$2,471	$2,545	$2,622	$2,700	$2,781	$2,865	$2,951	$3,039	$3,130	$3,224	$3,321	$3,421	$3,523	$3,629	$3,738	$3,850	$3,965	$4,084	$4,207	$4,333	$4,463
D A Seifert Graphics Inc.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Horscht LLC (FIS)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
JMTG Realty (BONIDE)	$25,960	$26,739	$27,541	$28,367	$29,218	$30,095	$30,998	$31,928	$32,885	$33,872	$34,888	$35,935	$37,013	$38,123	$39,267	$40,445	$41,658	$42,908	$44,195	$45,521	$46,887	$48,293	$49,742	$51,234	$52,771	$54,354	$55,985
Midstate Communications	$7,700	$7,931	$8,169	$8,414	$8,666	$8,926	$9,194	$9,470	$9,754	$10,047	$10,348	$10,659	$10,978	$11,308	$11,647	$11,996	$12,356	$12,727	$13,109	$13,502	$13,907	$14,324	$14,754	$15,197	$15,653	$16,122	$16,606
Mill Realty Enterprises (Fisk Alloy	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
County	$58,591	$60,349	$37,905	$39,043	$40,214	$41,420	$42,663	$43,943	$45,261	$46,619	$48,017	$49,458	$50,942	$52,470	$54,044	$55,665	$57,335	$59,055	$60,827	$62,652	$64,531	$66,467	$68,461	$70,515	$72,631	$74,810	$77,054

TOWN

Primary Owners	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2033**
Bank of New York	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Caldwell Bennett Inc.	$579	$596	$614	$633	$652	$671	$691	$712	$734	$756	$778	$802	$826	$850	$876	$902	$929	$957	$986	$1,015	$1,046	$1,077	$1,110	$1,143	$1,177	$1,212	$1,249
D A Seifert Graphics Inc.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Horscht LLC (FIS)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
JMTG Realty (BONIDE)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Midstate Communications	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Mill Realty Enterprises (Fisk Alloy	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Town	$579	$596	$614	$633	$652	$671	$691	$712	$734	$756	$778	$802	$826	$850	$876	$902	$929	$957	$986	$1,015	$1,046	$1,077	$1,110	$1,143	$1,177	$1,212	$1,249

SCHOOL DISTRICT

Primary Owners	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2033**
Bank of New York	$62,408	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Caldwell Bennett Inc.	$15,780	$16,253	$16,741	$17,243	$17,760	$18,293	$18,842	$19,407	$19,989	$20,589	$21,207	$21,843	$22,498	$23,173	$23,868	$24,584	$25,322	$26,081	$26,864	$27,670	$28,500	$29,355	$30,235	$31,143	$32,077	$33,039	$34,030
D A Seifert Graphics Inc.	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Horscht LLC (FIS)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
JMTG Realty (BONIDE)	$69,828	$71,923	$74,081	$76,303	$78,592	$80,950	$83,378	$85,880	$88,456	$91,110	$93,843	$96,658	$99,558	$102,545	$105,621	$108,790	$112,053	$115,415	$118,877	$122,444	$126,117	$129,901	$133,798	$137,812	$141,946	$146,204	$150,590
Midstate Communications	$20,715	$21,337	$21,977	$22,636	$23,315	$24,015	$24,735	$25,477	$26,242	$27,029	$27,840	$28,675	$29,535	$30,421	$31,334	$32,274	$33,242	$34,239	$35,266	$36,324	$37,414	$38,537	$39,693	$40,883	$42,110	$43,373	$44,674
Mill Realty Enterprises (Fisk Alloy	$17,446	$17,969	$18,508	$19,064	$19,636	$20,225	$20,831	$21,456	$22,100	$22,763	$23,446	$24,149	$24,874	$25,620	$26,389	$27,180	$27,996	$28,836	$29,701	$30,592	$31,509	$32,455	$33,428	$34,431	$35,464	$36,528	$37,624
School District	**$186,177**	**$127,482**	**$131,307**	**$135,246**	**$139,303**	**$143,482**	**$147,787**	**$152,220**	**$156,787**	**$161,490**	**$166,335**	**$171,325**	**$176,465**	**$181,759**	**$187,212**	**$192,828**	**$198,613**	**$204,571**	**$210,708**	**$217,030**	**$223,541**	**$230,247**	**$237,154**	**$244,269**	**$251,597**	**$259,145**	**$266,919**
	$244,768	$187,831	$169,212	$174,288	$179,517	$184,902	$190,450	$196,163	$202,048	$208,109	$214,353	$220,783	$227,407	$234,229	$241,256	$248,493	$255,948	$263,627	$271,535	$279,682	$288,072	$296,714	$305,616	$314,784	$324,228	$333,954	$343,973
Cumulative	$245,347	$188,427	$169,826	$174,921	$180,169	$185,574	$191,141	$196,875	$202,781	$208,865	$215,131	$221,585	$228,232	$235,079	$242,132	$249,396	$256,877	$264,584	$272,521	$280,697	$289,118	$297,791	$306,725	$315,927	$325,405	$335,167	$345,222
% school	0.758831	0.676558337	0.773181374	0.77318	0.77318137	0.773181374	0.773181	0.773181	0.77318137	0.773181	0.773181	0.773181	0.77318137	0.773181	0.773181	0.773181	0.773181	0.773181	0.773181	0.773181	0.773181	0.773181	0.773181	0.773181	0.773181	0.773181374	0.773181374

Potential New Taxes from OCBP PILOTs Expiring Between 2010 and 2021 if PILOTs Are Not Renewed

	PILOT Exp.	Total new taxes	50%	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
				1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
Bank of New York	2009	$175,950	$87,975	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Caldwell Bennett	2011	$10,192	$5,096	$0	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192
Caldwell Bennett	2017	$3,406	$1,703	$0	$0	$0	$0	$0	$0	$0	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406
Alfred Publishing	2011	$10,136	$5,068	$0	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136
Fiber Instrument Sales	2011	$20,023	$10,012	$0	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023
Fiber Instrument Sales	2011	$6,396	$3,198	$0	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396
Fiber Instrument Sales	2011	$417	$209	$0	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417
Fisk Alloy Wire	2018	$24,472	$12,236	$0	$0	$0	$0	$0	$0	$0	$0	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472
JMTG Realty/Bonide	2010	$7,675	$3,838	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675
Midstate Communications	2011	$14,600	$7,300	$0	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600
Seifert Graphics	2010	$4,505	$2,253	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505
		$277,772	**$138,886**															
Total				$12,545	$78,447	$80,801	$83,225	$85,721	$88,293	$90,942	$97,985	$132,855	$136,840	$140,945	$145,174	$149,529	$154,015	$158,635

Potential New Taxes from OCBP PILOTs Expiring Between 2010 and 2021 if PILOTs Are Not Renewed

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
	16	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**	**26**	**27**	**28**	**29**	**30**
Bank of New York	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Caldwell Bennett	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192	$10,192
Caldwell Bennett	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406	$3,406
Alfred Publishing	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136	$10,136
Fiber Instrument Sales	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023	$20,023
Fiber Instrument Sales	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396	$6,396
Fiber Instrument Sales	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417	$417
Fisk Alloy Wire	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472	$24,472
JMTG Realty/Bonide	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675	$7,675
Midstate Communications	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600	$14,600
Seifert Graphics	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505	$4,505
Total	$163,394	$168,296	$173,345	$178,545	$183,902	$189,419	$195,101	$200,955	$206,983	$213,193	$219,588	$226,176	$232,961	$239,950	$247,149

Oneida County Business Park - 5 Year Financing Strategy & Revenue Analysis
Current Tax Rate $ 42.17 (21% County/6% Town/73% School)

TAX ID #	Property Type	Owner	Total Assessed Value	100% Levy	100% County	100% Town	100% School	Current PILOT Payments	PILOT County	PILOT Town	PILOT School	Tax Revenue 2009	Tax Revenue 2010	Tax Revenue 2011	Tax Revenue 2012	Tax Revenue 2013	Lease Revenue 2009	Lease Revenue 2010	Lease Revenue 2011	Lease Revenue 2012	Lease Revenue 2013
275.000-1-20.1	Vacant	Bych, Walter	$ 115,000	$ 4,849.55	$ 1,008.71	$ 308.43	$ 3,532.41	$ -	$ -	$ -	$ -	$ 4,849.55	$ 4,849.55	$ 4,849.55	$ 4,849.55	$ 4,849.55	$ -	$ -	$ -	$ -	$ -
275.000-1-52.1	Vacant	Oneida County Bd of Leg	$ 18,200	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
275.000-1-55	Industrial	Mill Realty Enterprises, LLC. - Fisk	$ 860,000	$ 36,266.20	$ 7,543.37	$ 2,306.53	$ 26,416.30	$ 12,112.91	$ 2,519.49	$ 770.38	$ 8,823.04	$ 12,112.91	$ 12,112.91	$ 12,112.91	$ 24,189.56	$ 24,189.56	$ -	$ -	$ -	$ -	$ -
275.000-1-56	Industrial	Fisk Alloy Conductors	$ 20,000	$ 843.40	$ 175.43	$ 53.64	$ 614.33	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
275.000-1-57.1	Vacant	Oneida County IDC - EDGE	$ 27,700	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
275.000-1-57.2	Industrial	VanScoten, Kirk	$ 211,000	$ 8,897.87	$ 1,850.76	$ 565.90	$ 6,481.21	$ -	$ -	$ -	$ -	$ 8,897.87	$ 8,897.87	$ 8,897.87	$ 8,897.87	$ 8,897.87	$ -	$ -	$ -	$ -	$ -
275.000-1-57.3	Industrial	Sisti, Matthew J.	$ 200,000	$ 8,434.00	$ 1,754.27	$ 536.40	$ 6,143.33	$ -	$ -	$ -	$ -	$ 8,434.00	$ 8,434.00	$ 8,434.00	$ 8,434.00	$ 8,434.00	$ -	$ -	$ -	$ -	$ -
275.000-1-58.1	Vacant	Oneida County - Lagoons	$ 50,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
275.000-1-58.2	Vacant	Horsht, LLC.	$ 30,000	$ 1,265.10	$ 263.14	$ 80.46	$ 921.50	$ -	$ -	$ -	$ -	$ 1,265.10	$ 1,265.10	$ 1,265.10	$ 1,265.10	$ 1,265.10	$ -	$ -	$ -	$ -	$ -
275.000-1-59.1	Vacant	Oneida County IDC - EDGE	$ 50,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
275.000-1-59.2	Vacant	Suit-Kote Corporation	$ 50,000	$ 2,108.50	$ 438.57	$ 134.10	$ 1,535.83	$ -	$ -	$ -	$ -	$ 2,108.50	$ 2,108.50	$ 2,108.50	$ 2,108.50	$ 2,108.50	$ -	$ -	$ -	$ -	$ -
275.000-1-60.1	Vacant	Oneida County IDC - EDGE	$ 51,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
275.000-1-60.2	Industrial	JJ Utica Development Corp,	$ 504,000	$ 21,253.68	$ 4,420.77	$ 1,351.73	$ 15,481.18	$ -	$ -	$ -	$ -	$ 21,253.68	$ 21,253.68	$ 21,253.68	$ 21,253.68	$ 21,253.68	$ -	$ -	$ -	$ -	$ -
275.000-1-60.3	Industrial	Oneida County IDA - Alfred	$ 1,933,000	$ 81,514.61	$ 16,955.04	$ 5,184.33	$ 59,375.24	$ 54,370.24	$ 11,309.01	$ 3,457.95	$ 39,603.29	$ 36,264.95	$ 36,264.95	$ 36,264.95	$ 81,514.61	$ 81,514.61	$ -	$ -	$ -	$ -	$ -
275.000-1-60.4	Vacant	Alfred Publishing	$ 40,000	$ 1,686.80	$ 350.85	$ 107.28	$ 1,228.67	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
275.000-1-61	Vacant	Losurdo Foods	$ 34,000	$ 1,433.78	$ 298.23	$ 91.19	$ 1,044.37	$ -	$ -	$ -	$ -	$ 1,433.78	$ 1,433.78	$ 1,433.78	$ 1,433.78	$ 1,433.78	$ -	$ -	$ -	$ -	$ -
275.000-1-62.1	Vacant	Oneida County IDC - EDGE	$ 56,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
275.000-1-62.2	Industrial	Sirius Technology, Inc,	$ 224,000	$ 9,446.08	$ 1,964.78	$ 600.77	$ 6,880.52	$ -	$ -	$ -	$ -	$ 9,446.08	$ 9,446.08	$ 9,446.08	$ 9,446.08	$ 9,446.08	$ -	$ -	$ -	$ -	$ -
275.000-1-62.3	Industrial	Industrial Oil Tank Service	$ 395,000	$ 16,657.15	$ 3,464.69	$ 1,059.39	$ 12,133.07	$ -	$ -	$ -	$ -	$ 16,657.15	$ 16,657.15	$ 16,657.15	$ 16,657.15	$ 16,657.15	$ -	$ -	$ -	$ -	$ -
275.000-1-62.4	Industrial	JMTG Realty LLC,	$ 3,960,000	$ 166,993.20	$ 34,734.59	$ 10,620.77	$ 121,637.85	$ 111,384.46	$ 23,167.97	$ 7,084.05	$ 81,132.44	$ 111,384.46	$ 111,384.46	$ 166,993.20	$ 166,993.20	$ 166,993.20	$ -	$ -	$ -	$ -	$ -
275.000-1-62.5	Industrial	Oneida County IDA - CBI	$ 866,600	$ 36,544.52	$ 7,601.26	$ 2,324.23	$ 26,619.03	$ 24,375.20	$ 5,070.04	$ 1,550.26	$ 17,754.89	$ 24,375.20	$ 24,375.20	$ 24,375.20	$ 24,375.20	$ 24,375.20	$ -	$ -	$ -	$ -	$ -
275.000-1-69	Vacant	Oneida County	$ 120,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
275.000-1-70.1	Vacant	Bych, Walter	$ 6,500	$ 274.11	$ 57.01	$ 17.43	$ 199.66	$ -	$ -	$ -	$ -	$ 274.11	$ 274.11	$ 274.11	$ 274.11	$ 274.11	$ -	$ -	$ -	$ -	$ -
275.000-1-70.12	Vacant	Bych, Walter	$ 11,900	$ 501.82	$ 104.38	$ 31.92	$ 365.53	$ -	$ -	$ -	$ -	$ 501.82	$ 501.82	$ 501.82	$ 501.82	$ 501.82	$ -	$ -	$ -	$ -	$ -
275.000-1-70.13	Vacant	Bych, Walter E. Jr	$ 10,700	$ 451.22	$ 93.85	$ 28.70	$ 328.67	$ -	$ -	$ -	$ -	$ 451.22	$ 451.22	$ 451.22	$ 451.22	$ 451.22	$ -	$ -	$ -	$ -	$ -
275.000-2-25.1	Vacant	Lyne, George	$ 10,300	$ 434.35	$ 90.35	$ 27.62	$ 316.38	$ -	$ -	$ -	$ -	$ 434.35	$ 434.35	$ 434.35	$ 434.35	$ 434.35	$ -	$ -	$ -	$ -	$ -
275.000-2-30.1	Private	Jemcoat, Inc.,	$ 18,800	$ 792.80	$ 164.90	$ 50.42	$ 577.47	$ -	$ -	$ -	$ -	$ 792.80	$ 792.80	$ 792.80	$ 792.80	$ 792.80	$ -	$ -	$ -	$ -	$ -
275.000-2-30.2	Vacant	Jemcoat, Inc.,	$ 15,000	$ 632.55	$ 131.57	$ 40.23	$ 460.75	$ -	$ -	$ -	$ -	$ 632.55	$ 632.55	$ 632.55	$ 632.55	$ 632.55	$ -	$ -	$ -	$ -	$ -
275.000-2-32	Vacant	Rosnek, Stanley	$ 19,900	$ 839.18	$ 174.55	$ 53.37	$ 611.26	$ -	$ -	$ -	$ -	$ 839.18	$ 839.18	$ 839.18	$ 839.18	$ 839.18	$ -	$ -	$ -	$ -	$ -
275.000-2-33.1	Vacant	Tuzzolino, Carl Jr	$ 15,000	$ 632.55	$ 131.57	$ 40.23	$ 460.75	$ -	$ -	$ -	$ -	$ 632.55	$ 632.55	$ 632.55	$ 632.55	$ 632.55	$ -	$ -	$ -	$ -	$ -
275.000-2-61	Office	Oneida County IDA - BONY	$ 6,327,000	$ 266,809.59	$ 55,496.39	$ 16,969.09	$ 194,344.11	$ 89,114.40	$ 18,535.80	$ 5,667.68	$ 64,910.93	$ 89,114.40	$ 266,809.59	$ 266,809.59	$ 266,809.59	$ 266,809.59	$ -	$ -	$ -	$ -	$ -
275.000-2-64	Govt	Oneida County - Prison	$ 28,658,100	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
275.000-2-65	Industrial	Roadway Express	$ 115,000	$ 4,849.55	$ 1,008.71	$ 308.43	$ 3,532.41	$ -	$ -	$ -	$ -	$ 4,849.55	$ 4,849.55	$ 4,849.55	$ 4,849.55	$ 4,849.55	$ -	$ -	$ -	$ -	$ -
275.000-2-66.1	Industrial	Oneida County IDA - Seifert Graphics	$ 324,000	$ 13,663.08	$ 2,841.92	$ 868.97	$ 9,952.19	$ 9,113.27	$ 1,895.56	$ 579.60	$ 6,638.11	$ 9,113.27	$ 9,113.27	$ 13,663.08	$ 13,663.08	$ 13,663.08	$ -	$ -	$ -	$ -	$ -
275.000-2-66.2	Industrial	Nortiq, Inc,	$ 234,000	$ 9,867.78	$ 2,052.30	$ 627.51	$ 7,187.69	$ -	$ -	$ -	$ -	$ 9,867.78	$ 9,867.78	$ 9,867.78	$ 9,867.78	$ 9,867.78	$ -	$ -	$ -	$ -	$ -
275.000-2-67	Vacant	Weigandt, Walter A.	$ 59,000	$ 2,488.03	$ 517.51	$ 158.24	$ 1,812.28	$ -	$ -	$ -	$ -	$ 2,488.03	$ 2,488.03	$ 2,488.03	$ 2,488.03	$ 2,488.03	$ -	$ -	$ -	$ -	$ -
290.000-1-1	Vacant	Oneida County	$ 107,700	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
290.000-2-10	Industrial	HMQ Syracuse, LLC d/b/a WHYCO	$ 347,000	$ 14,632.99	$ 3,043.66	$ 930.66	$ 10,658.67	$ -	$ -	$ -	$ -	$ 14,632.99	$ 14,632.99	$ 14,632.99	$ 14,632.99	$ 14,632.99	$ -	$ -	$ -	$ -	$ -
290.000-2-11	Vacant	Spearit, LLC,	$ 25,000	$ 1,054.25	$ 219.28	$ 67.05	$ 767.92	$ -	$ -	$ -	$ -	$ 1,054.25	$ 1,054.25	$ 1,054.25	$ 1,054.25	$ 1,054.25	$ -	$ -	$ -	$ -	$ -
290.000-2-12.1	Industrial	Orion Bus Industries	$ 1,068,000	$ 45,037.56	$ 9,367.81	$ 2,864.39	$ 32,805.36	$ -	$ -	$ -	$ -	$ 45,037.56	$ 45,037.56	$ 45,037.56	$ 45,037.56	$ 45,037.56	$ -	$ -	$ -	$ -	$ -
290.000-2-12.2	Industrial	Orion Bus Industries	$ 758,000	$ 31,964.86	$ 6,648.69	$ 2,032.97	$ 23,283.20	$ -	$ -	$ -	$ -	$ 31,964.86	$ 31,964.86	$ 31,964.86	$ 31,964.86	$ 31,964.86	$ -	$ -	$ -	$ -	$ -
290.000-2-12.3	Industrial	Orion Bus Industries	$ 2,511,000	$ 105,888.87	$ 22,024.88	$ 6,734.53	$ 77,129.45	$ -	$ -	$ -	$ -	$ 105,888.87	$ 105,888.87	$ 105,888.87	$ 105,888.87	$ 105,888.87	$ -	$ -	$ -	$ -	$ -
290.000-2-13.1	Govt	Upper Mohawk Valley Reg Wtr Bd	$ 306,700	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
290.000-2-13.2	Industrial	Orion Bus Industries, Inc.	$ 125,000	$ 5,271.25	$ 1,096.42	$ 335.25	$ 3,839.58	$ -	$ -	$ -	$ -	$ 5,271.25	$ 5,271.25	$ 5,271.25	$ 5,271.25	$ 5,271.25	$ -	$ -	$ -	$ -	$ -
290.000-2-14	Utility	National Grid	$ 5,000	$ 210.85	$ 43.86	$ 13.41	$ 153.58	$ -	$ -	$ -	$ -	$ 210.85	$ 210.85	$ 210.85	$ 210.85	$ 210.85	$ -	$ -	$ -	$ -	$ -
290.000-2-15	Industrial	Poplaski Chester E,	$ 398,000	$ 16,783.66	$ 3,491.00	$ 1,067.44	$ 12,225.22	$ -	$ -	$ -	$ -	$ 16,783.66	$ 16,783.66	$ 16,783.66	$ 16,783.66	$ 16,783.66	$ -	$ -	$ -	$ -	$ -
290.000-2-16	Office	Utica First Insurance	$ 711,000	$ 29,982.87	$ 6,236.44	$ 1,906.91	$ 21,839.52	$ -	$ -	$ -	$ -	$ 29,982.87	$ 29,982.87	$ 29,982.87	$ 29,982.87	$ 29,982.87	$ -	$ -	$ -	$ -	$ -
290.000-2-17	Vacant	Oneida County IDC - EDGE	$ 42,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
290.000-2-18	Distribution	Wheeler, Harold - Canteen	$ 253,000	$ 10,669.01	$ 2,219.15	$ 678.55	$ 7,771.31	$ -	$ -	$ -	$ -	$ 10,669.01	$ 10,669.01	$ 10,669.01	$ 10,669.01	$ 10,669.01	$ -	$ -	$ -	$ -	$ -
290.000-2-19	Services	Oriskany Hotel Corp	$ 600,000	$ 25,302.00	$ 5,262.82	$ 1,609.21	$ 18,429.98	$ -	$ -	$ -	$ -	$ 25,302.00	$ 25,302.00	$ 25,302.00	$ 25,302.00	$ 25,302.00	$ -	$ -	$ -	$ -	$ -
290.000-2-2.1	Govt	Oneida County - NYS Homeland Security	$ 18,500,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 618,000.00	$ 618,000.00	$ 618,000.00	$ 618,000.00	$ 618,000.00
120 Airline Street	Office	Oneida County - Vacant	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Orion - Base Road	Office/Ind	Oneida County - Orion Bus	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
290.000-2-2.2	Office	Meat Cutters & F/S Emp Bldg	$ 566,750	$ 23,899.85	$ 4,971.17	$ 1,520.03	$ 17,408.65	$ -	$ -	$ -	$ -	$ 23,899.85	$ 23,899.85	$ 23,899.85	$ 23,899.85	$ 23,899.85	$ -	$ -	$ -	$ -	$ -
290.000-2-20	Govt	Oneida County - Former GA	$ 1,045,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
290.000-2-21	Office	Metropolitan Life - Cushman/Wakefield	$ 8,485,000	$ 357,812.45	$ 74,424.99	$ 22,756.87	$ 260,630.59	$ -	$ -	$ -	$ -	$ 357,812.45	$ 357,812.45	$ 357,812.45	$ 357,812.45	$ 357,812.45	$ -	$ -	$ -	$ -	$ -
290.000-2-22	Govt	Oneida County - Cornell/DPW	$ 2,871,100	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 97,658.00	$ 97,658.00	$ 97,658.00	$ 97,658.00	$ 97,658.00
290.000-2-23	Private	Grillone, Patricia	$ 88,000	$ 3,710.96	$ 771.88	$ 236.02	$ 2,703.06	$ -	$ -	$ -	$ -	$ 3,710.96	$ 3,710.96	$ 3,710.96	$ 3,710.96	$ 3,710.96	$ -	$ -	$ -	$ -	$ -
290.000-2-24	Vacant	Oneida County Bd of Leg - Judd/Airport	$ 87,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
290.000-2-48	Vacant	Oneida County - Judd/Airport	$ 75,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
290.000-2-3	Vacant	Anionics Inc	$ 17,600	$ 742.19	$ 154.38	$ 47.20	$ 540.61	$ -	$ -	$ -	$ -	$ 742.19	$ 742.19	$ 742.19	$ 742.19	$ 742.19	$ -	$ -	$ -	$ -	$ -
290.000-2-4	Industrial	Anionics Inc	$ 153,000	$ 6,452.01	$ 1,342.02	$ 410.35	$ 4,699.64	$ -	$ -	$ -	$ -	$ 6,452.01	$ 6,452.01	$ 6,452.01	$ 6,452.01	$ 6,452.01	$ -	$ -	$ -	$ -	$ -
290.000-2-46	Vacant	Oneida County	$ 256,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
290.000-2-47	Industrial	Halligan & Roberts Realty - 5 Star Equip.	$ 186,000	$ 7,843.62	$ 1,631.47	$ 498.85	$ 5,713.29	$ -	$ -	$ -	$ -	$ 7,843.62	$ 7,843.62	$ 7,843.62	$ 7,843.62	$ 7,843.62	$ -	$ -	$ -	$ -	$ -
290.000-2-5	Industrial	Anionics Inc,	$ 17,600	$ 742.19	$ 154.38	$ 47.20	$ 540.61	$ -	$ -	$ -	$ -	$ 742.19	$ 742.19	$ 742.19	$ 742.19	$ 742.19	$ -	$ -	$ -	$ -	$ -
290.000-2-6	Industrial	Oneida County IDA - Midstate Comm.	$ 1,050,000	$ 44,278.50	$ 9,209.93	$ 2,816.11	$ 32,252.46	$ 29,533.76	$ 6,143.02	$ 1,878.35	$ 21,512.39	$ 29,533.76	$ 29,533.76	$ 44,278.50	$ 44,278.50	$ 44,278.50	$ -	$ -	$ -	$ -	$ -
290.000-2-7	Industrial	DWD Industries,LLC,	$ 117,000	$ 4,933.89	$ 1,026.25	$ 313.80	$ 3,593.85	$ -	$ -	$ -	$ -	$ 4,933.89	$ 4,933.89	$ 4,933.89	$ 4,933.89	$ 4,933.89	$ -	$ -	$ -	$ -	$ -
290.000-2-8.2	Industrial	Gentile, John R.	$ 69,000	$ 2,909.73	$ 605.22	$ 185.06	$ 2,119.45	$ -	$ -	$ -	$ -	$ 2,909.73	$ 2,909.73	$ 2,909.73	$ 2,909.73	$ 2,909.73	$ -	$ -	$ -	$ -	$ -
290.000-2-9.2	Office/Ind	Horsht, LLC. - FIS	$ 1,440,000	$ 60,724.80	$ 12,630.76	$ 3,862.10	$ 44,231.94	$ 40,503.44	$ 8,424.72	$ 2,576.02	$ 29,502.71	$ 40,503.44	$ 40,503.44	$ 40,503.44	$ 60,724.80	$ 60,724.80	$ -	$ -	$ -	$ -	$ -
290.000-2-8.3	Industrial	Horsht, LLC. - MSI	$ 460,000	$ 19,398.20	$ 4,034.83	$ 1,233.73	$ 14,129.65	$ 12,938.60	$ 2,691.23	$ 822.89	$ 9,424.48	$ 12,938.60	$ 12,938.60	$ 12,938.60	$ 19,398.20	$ 19,398.20	$ -	$ -	$ -	$ -	$ -
290.000-2-8.1	Private	Oneida County IDA - FIS Way	$ 30,000	$ 1,265.10	$ 263.14	$ 80.46	$ 921.50	$ -	$ -	$ -	$ -	$ 1,265.10	$ 1,265.10	$ 1,265.10	$ 1,265.10	$ 1,265.10	$ -	$ -	$ -	$ -	$ -
290.000-2-9.1	Industrial	Horsht, LLC. - FIS Blue	$ 40,000	$ 1,686.80	$ 350.85	$ 107.28	$ 1,228.67	$ -	$ -	$ -	$ -	$ 1,686.80	$ 1,686.80	$ 1,686.80	$ 1,686.80	$ 1,686.80	$ -	$ -	$ -	$ -	$ -
303.000-2-1.1	Vacant	Oneida County	$ 15,000	EXEMPT	EXEMPT	EXEMPT	EXEMPT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
			$ 88,467,150	$ 1,523,629.51	$ 316,914.94	$ 96,902.84	$ 1,109,811.74	$ 383,446.29	$ 79,756.83	$ 24,387.18	$ 279,302.28	$ 1,160,247.61	$ 1,337,942.80	$ 1,337,942.80	$ 1,496,853.34	$ 1,496,853.34	$ 715,658.00	$ 715,658.00	$ 715,658.00	$ 715,658.00	$ 715,658.00

County	$ 241,331.50	$ 278,292.10	$ 278,292.10	$ 311,345.49	$ 311,345.49	$ 715,658.00	$ 715,658.00	$ 715,658.00	$ 715,658.00	$ 715,658.00
Town	$ 73,791.75	$ 85,093.16	$ 85,093.16	$ 95,199.87	$ 95,199.87	$ -	$ -	$ -	$ -	$ -
School	$ 845,124.36	$ 974,557.53	$ 974,557.53	$ 1,090,307.97	$ 1,090,307.97	$ -	$ -	$ -	$ -	$ -

Attachment C: Pro forma Analysis

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Cost Assumptions

Infrastructure Costs	
Phase 1 - Roads	
Airport Blvd	($1,961,000)
Core Park Roads	($5,642,500)
Phase 1 - Infrastructure	
Airport Blvd	($353,350)
Core Park Roads	($4,310,870)
Electric	$0
Phase 2	
Roads	($5,000,000)
Infrastructure	($5,232,500)
Phase 3	
Roads	($16,700,000)
Infrastructure	($9,807,372)
Total	**($49,007,592)**
Cost escalation	3%

Revenue Assumptions

County Lease Payments	**Gross Annual Revenue**	**Net Revenue**	**Lease Expiration**
Cooperative Extension		$0	
NY Office of Homeland Securi	$618,000	$309,000	
Orion Bus	409228	$269,000	Assume 3%
Former Federal Reserve Build	$670,000	$335,000	Assume 3%
Total	**$1,697,228**	**$913,000**	

	Cumulative Number of Acres	**Total Cumulative Pote**	**Net Acres**	**Disposition By Phase**
Phase 1	569	$11,600,000	569	$11,600,000
Phase 2	1142	$23,000,000	573	$11,400,000
Phase 3A	1584	$32,000,000	442	$9,000,000
Total			1776	$32,000,000

Property disposition based on value estimates from MV EDGE

Potential PILOT							
New Taxes	**County**	**Town**	**School**	**Total**	**Increment**	**Increment**	
Phase 1	$2,000,000	$600,000	$7,100,000	$9,700,000	$2,000,000	$2,000,000	New property taxes calculated using a replacement cost approach. Base taxes established using existing rates and assessment rate.
Phase 2	$4,000,000	$1,200,000	$14,400,000	$19,600,000	$2,000,000	$2,000,000	
Phase 3A	$5,300,000	$1,600,000	$19,100,000	$26,000,000	$1,300,000	$1,300,000	
				$55,300,000	$5,300,000	$5,300,000	

Standard Assumptions		
Lease escalation	3%	standard per lease in tech memo
Operating costs	50%	
Development period	2	years after land sale
Inflation	3%	
Construction cost inflation	5%	
O&M	3%	
Low % Tax	25%	
High % Tax	100%	

Oneida County Business Park Redevelopment
Summary of Year-Over-Year Costs and Revenues

	1 2010	2 2011	3 2012	4 2013	5 2014	6 2015	7 2016	8 2017	9 2018	10 2019	11 2020	12 2021	13 2022
Low Projections													
DHS Lease	$309,000	$318,270	$327,818	$337,653	$347,782	$358,216	$368,962	$380,031	$391,432	$403,175	$415,270	$427,728	$440,560
Costs	($6,700,000)	($7,000,000)	($200,000)	($200,000)	($200,000)	($200,000)	($200,000)	($4,688,000)	($4,818,000)	($4,951,000)	($368,000)	($368,000)	($368,000)
Revenues	$1,000,000	$1,200,000	$1,400,000	$1,800,000	$2,100,000	$2,500,000	$2,900,000	$3,260,000	$3,503,000	$3,825,000	$4,163,000	$4,517,000	$4,890,000
Net	($5,700,000)	($5,800,000)	$1,200,000	$1,600,000	$1,900,000	$2,300,000	$2,700,000	($1,428,000)	($1,315,000)	($1,126,000)	$3,795,000	$4,149,000	$4,522,000
High Projections													
Costs	($6,700,000)	($7,000,000)	($200,000)	($200,000)	($200,000)	($200,000)	($200,000)	($4,688,000)	($4,818,000)	($4,951,000)	($368,000)	($368,000)	($368,000)
Revenues	$1,000,000	$1,200,000	$1,400,000	$2,000,000	$2,700,000	$3,400,000	$3,900,000	$4,818,000	$5,108,000	$5,679,000	$6,280,000	$6,913,000	$7,577,000
Net	($5,700,000)	($5,800,000)	$1,200,000	$1,800,000	$2,500,000	$3,200,000	$3,700,000	$130,000	$290,000	$728,000	$5,912,000	$6,545,000	$7,209,000

Oneida County Busines
Summary of Year-Over·

	14 2023	15 2024	16 2025	17 2026	18 2027	19 2028	20 2029	21 2030	22 2031	23 2032	24 2033	25 2034
Low Projections												
DHS Lease	$453,777	$467,390	$481,412									
Costs	($368,000)	($368,000)	($368,000)	($15,766,000)	($16,204,000)	($16,655,000)	($1,163,000)	($1,163,000)	($1,163,000)	($1,163,000)	($1,163,000)	($1,163,000)
Revenues	$5,365,000	$5,725,000	$6,017,000	$6,062,000	$6,390,000	$6,960,000	$7,559,000	$8,187,000	$8,846,000	$9,538,000	$10,297,000	$11,015,000
Net	$4,997,000	$5,357,000	$5,649,000	($9,704,000)	($9,814,000)	($9,695,000)	$6,396,000	$7,024,000	$7,683,000	$8,375,000	$9,134,000	$9,852,000
High Projections												
Costs	($368,000)	($368,000)	($368,000)	($15,766,000)	($16,204,000)	($16,655,000)	($1,163,000)	($1,163,000)	($1,163,000)	($1,163,000)	($1,163,000)	($1,163,000)
Revenues	$8,360,000	$9,043,000	$9,796,000	$10,128,000	$10,578,000	$11,273,000	$12,002,000	$12,763,000	$13,560,000	$14,393,000	$15,298,000	$16,165,000
Net	$7,992,000	$8,675,000	$9,428,000	($5,638,000)	($5,626,000)	($5,382,000)	$10,839,000	$11,600,000	$12,397,000	$13,230,000	$14,135,000	$15,002,000

	Phase 1 - Low						
	1	2	3	4	5	6	7
	2010	2011	2012	2013	2014	2015	2016
Infrastructure Costs							
Phase 1 - Roads							
Percentage allocation	*50%*	*50%*					
Airport Boulevard	($1,029,525)	($1,081,001)					
Core Park Roads	($2,962,313)	($3,110,428)					
Subtotal - Roads	***($3,991,838)***	***($4,191,429)***					
Phase 1 - Infrastructure							
Percentage allocation	*50%*	*50%*					
Airport Blvd	($185,509)	($194,784)					
Core Park Roads	($2,263,207)	($2,376,367)					
Electric	$0	$0					
Subtotal - Infrastructure	***($2,448,716)***	***($2,571,151)***					
Phase 2							
Percentage allocation							
Roads							
Infrastructure							
Subtotal - Phase 2							
Phase 3							
Percentage allocation							
Roads							
Infrastructure							
Subtotal - Phase 3							
O&M (3%)	***($228,105)***	***($228,105)***	***($228,105)***	***($228,105)***	***($228,105)***	***($228,105)***	***($228,105)***
Total	**($6,700,000)**	**($7,000,000)**	**($200,000)**	**($200,000)**	**($200,000)**	**($200,000)**	**($200,000)**

	Phase 1 - Low						
	1	2	3	4	5	6	7
	2010	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Revenues							
Net Lease Rent							
NY Office of Homeland Security	$309,000	$318,270	$327,818	$337,653	$347,782	$358,216	$368,962
Orion Bus	$269,000	$277,070	$285,382	$293,944	$302,762	$311,845	$321,200
Former Federal Reserve Building	$335,000	$345,050	$355,402	$366,064	$377,045	$388,357	$400,008
Subtotal - Leases	***$913,000***	***$940,390***	***$968,602***	***$997,660***	***$1,027,590***	***$1,058,417***	***$1,090,170***
Renewed Under Same Terms							
PILOTS - County	$37,905	$39,043	$40,214	$41,420	$42,663	$43,943	$45,261
Subtotal - -PILOT	$37,905	$39,043	$40,214	$41,420	$42,663	$43,943	$45,261
Land lease/disposition							
Cumulative % Allocation		*17%*	*33%*	*50%*	*67%*	*83%*	*100%*
Phase 1		$199,577	$411,128	$635,193	$872,332	$1,123,127	$1,388,186
Cumulative % Allocation							
Phase 2							
Cumulative % Allocation							
Phase 3							
Subtotal - Land	***$0***	***$200,000***	***$411,000***	***$635,193***	***$872,332***	***$1,123,127***	***$1,388,186***
Land with vacancy allowance							
New Property Tax Revenues							
Cumulative % Allocation	0%	0%	0%	17%	33%	50%	67%
Phase 1	$0	$0	$0	$93,792	$193,212	$298,513	$409,958
Cumulative % Allocation	0%	0%	0%	0%	0%	0%	0%
Phase 2							
Cumulative % Allocation	0%	0%	0%	0%	0%	0%	0%
Phase 3							
Total Property Taxes	***$0***	***$0***	***$0***	***$93,792***	***$193,212***	***$298,513***	***$409,958***
TOTAL POTENTIAL REVENUES	$1,000,000	$1,200,000	$1,400,000	$1,800,000	$2,100,000	$2,500,000	$2,900,000
Year over year surplus/deficit	($5,700,000)	($5,800,000)	$1,200,000	$1,600,000	$1,900,000	$2,300,000	$2,700,000
Cumulative Net	($5,700,000)	($11,500,000)	($10,300,000)	($8,700,000)	($6,800,000)	($4,500,000)	($1,800,000)

	Phase 1 - High						
	1	2	3	4	5	6	7
	2010	2011	2012	2013	2014	2015	2016
Infrastructure Costs							
Phase 1 - Roads							
Percentage allocation	*50%*	*50%*					
Airport Boulevard	($1,029,525)	($1,081,001)					
Core Park Roads	($2,962,313)	($3,110,428)					
Subtotal - Roads	***($3,991,838)***	***($4,191,429)***					
Phase 1 - Infrastructure							
Percentage allocation	*50%*	*50%*					
Airport Blvd	($185,509)	($194,784)					
Core Park Roads	($2,263,207)	($2,376,367)					
Electric	$0	$0					
Subtotal - Infrastructure	***($2,448,716)***	***($2,571,151)***					
Phase 2							
Percentage allocation							
Roads							
Infrastructure							
Subtotal - Phase 2							
Phase 3							
Percentage allocation							
Roads							
Infrastructure							
Subtotal - Phase 3							
O&M (3%)	***($228,105)***	***($228,105)***	***($228,105)***	***($228,105)***	***($228,105)***	***($228,105)***	***($228,105)***
Total	**($6,700,000)**	**($7,000,000)**	**($200,000)**	**($200,000)**	**($200,000)**	**($200,000)**	**($200,000)**

	Phase 1 - High						
	1	2	3	4	5	6	7
	2010	2011	2012	2013	2014	2015	2016
Revenues							
Net Lease Rent							
NY Office of Homeland Security	$309,000	$318,270	$327,818	$337,653	$347,782	$358,216	$368,962
Orion Bus	$269,000	$277,070	$285,382	$293,944	$302,762	$311,845	$321,200
Former Federal Reserve Building	$335,000	$345,050	$355,402	$366,064	$377,045	$388,357	$400,008
Subtotal - Leases	***$913,000***	***$940,390***	***$968,602***	***$997,660***	***$1,027,590***	***$1,058,417***	***$1,090,170***
Renewed Under Same Terms							
PILOTS - County	$37,905	$39,043	$40,214	$41,420	$42,663	$43,943	$45,261
Subtotal - -PILOT	$37,905	$39,043	$40,214	$41,420	$42,663	$43,943	$45,261
Land lease/disposition							
Cumulative % Allocation		*17%*	*33%*	*50%*	*67%*	*82%*	*82%*
Phase 1		$199,577	$411,128	$635,193	$872,332	$1,105,157	$1,138,312
Cumulative % Allocation							
Phase 2							
Cumulative % Allocation							
Phase 3							
Subtotal - Land	***$0***	***$199,577***	***$411,128***	***$635,193***	***$872,332***	***$1,105,157***	***$1,138,312***
New Property Tax Revenues							
Cumulative % Allocation	0%	0%	0%	17%	33%	50%	67%
Phase 1	$0	$0	$0	$375,170	$772,849	$1,194,052	$1,639,832
Cumulative % Allocation	0%	0%	0%	0%	0%	0%	0%
Phase 2							
Cumulative % Allocation	0%	0%	0%	0%	0%	0%	0%
Phase 3							
Total Property Taxes	***$0***	***$0***	***$0***	***$375,170***	***$772,849***	***$1,194,052***	***$1,639,832***
TOTAL POTENTIAL REVENUES	$1,000,000	$1,200,000	$1,400,000	$2,000,000	$2,700,000	$3,400,000	$3,900,000
Year over year surplus/deficit	($5,700,000)	($5,800,000)	$1,200,000	$1,800,000	$2,500,000	$3,200,000	$3,700,000
Cumulative Net	($5,700,000)	($11,500,000)	($10,300,000)	($8,500,000)	($6,000,000)	($2,800,000)	$900,000

	Phase 2 - Low								
	8	9	10	11	12	13	14	15	16
	2017	2018	2019	2020	2021	2022	2023	2024	2025
Infrastructure Costs									
Phase 1 - Roads									
Percentage allocation									
Airport Boulevard									
Core Park Roads									
Subtotal - Roads									
Phase 1 - Infrastructure									
Percentage allocation									
Airport Blvd									
Core Park Roads									
Electric									
Subtotal - Infrastructure									
Phase 2									
Percentage allocation	*33%*	*33%*	*33%*						
Roads	($2,111,072)	($2,174,405)	($2,239,637)						
Infrastructure	($2,209,237)	($2,275,514)	($2,343,780)						
Subtotal - Phase 2	***($4,320,310)***	***($4,449,919)***	***($4,583,416)***						
Phase 3									
Percentage allocation									
Roads									
Infrastructure									
Subtotal - Phase 3									
O&M (3%)	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***
Total	**($4,688,000)**	**($4,818,000)**	**($4,951,000)**	**($368,000)**	**($368,000)**	**($368,000)**	**($368,000)**	**($368,000)**	**($368,000)**

	Phase 2 - Low								
	8	9	10	11	12	13	14	15	16
	2017	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Revenues									
Leases Annual Rent									
NY Office of Homeland Security	$380,031	$391,432	$403,175	$415,270	$427,728	$440,560	$453,777	$467,390	$481,412
Orion Bus	$330,836	$340,761	$350,984	$361,514	$372,359	$383,530	$395,036	$406,887	$419,093
Former Federal Reserve Building	$412,008	$424,368	$437,099	$450,212	$463,718	$477,630	$491,959	$506,718	$521,919
Subtotal - Leases	***$1,122,875***	***$1,156,561***	***$1,191,258***	***$1,226,996***	***$1,263,806***	***$1,301,720***	***$1,340,771***	***$1,380,994***	***$1,422,424***
Renewed Under Same Terms									
PILOTS - County	$46,619	$48,017	$49,458	$50,942	$52,470	$54,044	$55,665	$57,335	$59,055
Subtotal - -PILOT	$46,619	$48,017	$49,458	$50,942	$52,470	$54,044	$55,665	$57,335	$59,055
Land Lease									
Cumulative % Allocation	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*
Phase 1	$1,429,831	$1,472,726	$1,516,908	$1,562,415	$1,609,287	$1,657,566	$1,707,293	$1,758,512	$1,811,267
Percentage Allocation	*10%*	*20%*	*30%*	*40%*	*50%*	*60%*	*75%*	*82%*	*82%*
Phase 2	$140,993	$290,445	$448,738	$616,266	$793,443	$980,695	$1,262,645	$1,421,907	$1,464,564
Percentage Allocation									
Phase 3									
Subtotal - Land	***$1,570,824***	***$1,763,171***	***$1,965,646***	***$2,178,682***	***$2,402,731***	***$2,638,262***	***$2,969,939***	***$3,180,420***	***$3,275,832***
Land with vacancy allowance									
New Property Tax Revenues									
Percentage Allocation	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*
Phase 1	$519,376	$534,957	$551,006	$567,536	$584,562	$602,099	$620,162	$638,767	$657,930
Percentage Allocation	0%	0%	10%	20%	30%	40%	50%	60%	75%
Phase 2	$0	$0	$67,196	$138,423	$213,864	$293,707	$378,147	$467,390	$601,765
Percentage Allocation	0%	0%	0%	0%	0%	0%	0%	0%	0%
Phase 3									
Total Property Taxes	***$519,376***	***$534,957***	***$618,202***	***$705,959***	***$798,426***	***$895,806***	***$998,309***	***$1,106,157***	***$1,259,695***
TOTAL POTENTIAL REVENUES	$3,260,000	$3,503,000	$3,825,000	$4,163,000	$4,517,000	$4,890,000	$5,365,000	$5,725,000	$6,017,000
Year over year surplus/deficit	($1,428,000)	($1,315,000)	($1,126,000)	$3,795,000	$4,149,000	$4,522,000	$4,997,000	$5,357,000	$5,649,000
Net Cumulative	($3,228,000)	($4,543,000)	($5,669,000)	($1,874,000)	$2,275,000	$6,797,000	$11,794,000	$17,151,000	$22,800,000

	Phase 2 - High								
	8	9	10	11	12	13	14	15	16
	2017	2018	2019	2020	2021	2022	2023	2024	2025
Infrastructure Costs									
Phase 1 - Roads									
Percentage allocation									
Airport Boulevard									
Core Park Roads									
Subtotal - Roads									
Phase 1 - Infrastructure									
Percentage allocation									
Airport Blvd									
Core Park Roads									
Electric									
Subtotal - Infrastructure									
Phase 2									
Percentage allocation	*33%*	*33%*	*33%*						
Roads	($2,111,072)	($2,174,405)	($2,239,637)						
Infrastructure	($2,209,237)	($2,275,514)	($2,343,780)						
Subtotal - Phase 2	***($4,320,310)***	***($4,449,919)***	***($4,583,416)***						
Phase 3									
Percentage allocation									
Roads									
Infrastructure									
Subtotal - Phase 3									
O&M (3%)	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***	***($368,032)***
Total	**($4,688,000)**	**($4,818,000)**	**($4,951,000)**	**($368,000)**	**($368,000)**	**($368,000)**	**($368,000)**	**($368,000)**	**($368,000)**

	Phase 2 - High								
	8	9	10	11	12	13	14	15	16
	2017	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Revenues									
Leases Annual Rent									
NY Office of Homeland Security	$380,031	$391,432	$403,175	$415,270	$427,728	$440,560	$453,777	$467,390	$481,412
Orion Bus	$330,836	$340,761	$350,984	$361,514	$372,359	$383,530	$395,036	$406,887	$419,093
Former Federal Reserve Building	$412,008	$424,368	$437,099	$450,212	$463,718	$477,630	$491,959	$506,718	$521,919
Subtotal - Leases	***$1,122,875***	***$1,156,561***	***$1,191,258***	***$1,226,996***	***$1,263,806***	***$1,301,720***	***$1,340,771***	***$1,380,994***	***$1,422,424***
Renewed Under Same Terms									
PILOTS - County	$46,619	$48,017	$49,458	$50,942	$52,470	$54,044	$55,665	$57,335	$59,055
Subtotal - -PILOT	$46,619	$48,017	$49,458	$50,942	$52,470	$54,044	$55,665	$57,335	$59,055
Land Lease									
Cumulative % Allocation	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*
Phase 1	$1,429,831	$1,472,726	$1,516,908	$1,562,415	$1,609,287	$1,657,566	$1,707,293	$1,758,512	$1,811,267
Percentage Allocation	*10%*	*20%*	*30%*	*40%*	*50%*	*60%*	*75%*	*82%*	*82%*
Phase 2	$140,993	$290,445	$448,738	$616,266	$793,443	$980,695	$1,262,645	$1,421,907	$1,464,564
Percentage Allocation									
Phase 3									
Subtotal - Land	***$1,570,824***	***$1,763,171***	***$1,965,646***	***$2,178,682***	***$2,402,731***	***$2,638,262***	***$2,969,939***	***$3,180,420***	***$3,275,832***
New Property Tax Revenues									
Percentage Allocation	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*
Phase 1	$2,077,503	$2,139,828	$2,204,023	$2,270,144	$2,338,248	$2,408,395	$2,480,647	$2,555,067	$2,631,719
Percentage Allocation	0%	0%	10%	20%	30%	40%	50%	60%	75%
Phase 2	$0	$0	$268,783	$553,694	$855,457	$1,174,827	$1,512,590	$1,869,561	$2,407,060
Percentage Allocation	0%	0%	0%	0%	0%	0%	0%	0%	0%
Phase 3									
Total Property Taxes	***$2,077,503***	***$2,139,828***	***$2,472,806***	***$2,823,837***	***$3,193,704***	***$3,583,222***	***$3,993,237***	***$4,424,627***	***$5,038,778***
TOTAL POTENTIAL REVENUES	$4,818,000	$5,108,000	$5,679,000	$6,280,000	$6,913,000	$7,577,000	$8,360,000	$9,043,000	$9,796,000
Year over year surplus/deficit	$130,000	$290,000	$728,000	$5,912,000	$6,545,000	$7,209,000	$7,992,000	$8,675,000	$9,428,000
Net Cumulative	($1,670,000)	($1,380,000)	($652,000)	$5,260,000	$11,805,000	$19,014,000	$27,006,000	$35,681,000	$45,109,000

	Phase 3 - Low								
	17	18	19	20	21	22	23	24	25
	2026	2027	2028	2029	2030	2031	2032	2033	2034
Infrastructure Costs									
Phase 1 - Roads									
Percentage allocation									
Airport Boulevard									
Core Park Roads									
Subtotal - Roads									
Phase 1 - Infrastructure									
Percentage allocation									
Airport Blvd									
Core Park Roads									
Electric									
Subtotal - Infrastructure									
Phase 2									
Percentage allocation									
Roads									
Infrastructure									
Subtotal - Phase 2									
Phase 3									
Percentage allocation	*33%*	*33%*	*33%*						
Roads	($9,199,932)	($9,475,930)	($9,760,208)						
Infrastructure	($5,402,824)	($5,564,908)	($5,731,855)						
Subtotal - Phase 3	***($14,602,755)***	***($15,040,838)***	***($15,492,063)***						
O&M (3%)	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***
Total	**($15,766,000)**	**($16,204,000)**	**($16,655,000)**	**($1,163,000)**	**($1,163,000)**	**($1,163,000)**	**($1,163,000)**	**($1,163,000)**	**($1,163,000)**

	Phase 3 - Low								
	17	18	19	20	21	22	23	24	25
	2026	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**
Revenues									
Leases Annual Rent									
NY Office of Homeland Security	$495,854	$510,730	$526,052	$541,833	$558,088	$574,831	$592,076	$609,838	$628,133
Orion Bus	$431,666	$444,616	$457,954	$471,693	$485,844	$500,419	$515,432	$530,895	$546,822
Former Federal Reserve Building	$537,577	$553,704	$570,315	$587,425	$605,047	$623,199	$641,895	$661,151	$680,986
Subtotal - Leases	***$1,465,097***	***$1,509,050***	***$1,554,321***	***$1,600,951***	***$1,648,980***	***$1,698,449***	***$1,749,402***	***$1,801,884***	***$1,855,941***
Renewed Under Same Terms									
PILOTS - County	$60,827	$62,652	$64,531	$66,467	$68,461	$70,515	$72,631	$74,810	$77,054
Subtotal - -PILOT	$60,827	$62,652	$64,531	$66,467	$68,461	$70,515	$72,631	$74,810	$77,054
Land lease/disposition									
Percentage Allocation	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*
Phase 1	$1,529,796	$1,575,690	$1,622,961	$1,671,650	$1,721,799	$1,773,453	$1,826,657	$1,881,456	$1,937,900
Percentage Allocation	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*
Phase 2	$1,508,501	$1,553,756	$1,600,369	$1,648,380	$1,697,831	$1,748,766	$1,801,229	$1,855,266	$1,910,924
Percentage Allocation	*10%*	*20%*	*30%*	*40%*	*50%*	*60%*	*70%*	*82%*	*82%*
Phase 3	$141,952	$292,422	$451,792	$620,461	$798,843	$987,370	$1,186,490	$1,431,584	$1,474,532
Subtotal - Land	***$3,180,251***	***$3,421,869***	***$3,675,123***	***$3,940,491***	***$4,218,475***	***$4,509,591***	***$4,814,377***	***$5,168,309***	***$5,323,358***
New Property Tax Revenues									
Percentage Allocation	82%	82%	82%	82%	82%	82%	82%	82%	82%
Phase 1	$677,668	$697,998	$718,937	$740,506	$762,721	$785,602	$809,170	$833,446	$858,449
Percentage Allocation	82%	82%	82%	82%	82%	82%	82%	82%	82%
Phase 2	$677,668	$697,998	$718,937	$740,506	$762,721	$785,602	$809,170	$833,446	$858,449
Percentage Allocation	0%	0%	10%	20%	30%	40%	50%	60%	75%
Phase 3	$0	$0	$227,956	$469,589	$725,515	$996,374	$1,282,831	$1,585,579	$2,041,433
Total Property Taxes	***$1,355,335***	***$1,395,995***	***$1,665,831***	***$1,950,600***	***$2,250,956***	***$2,567,579***	***$2,901,172***	***$3,252,471***	***$3,758,331***
TOTAL POTENTIAL REVENUES	$6,062,000	$6,390,000	$6,960,000	$7,559,000	$8,187,000	$8,846,000	$9,538,000	$10,297,000	$11,015,000
Year over year surplus/deficit	($9,704,000)	($9,814,000)	($9,695,000)	$6,396,000	$7,024,000	$7,683,000	$8,375,000	$9,134,000	$9,852,000
Net Cumulative	$13,096,000	$3,282,000	($6,413,000)	($17,000)	$7,007,000	$14,690,000	$23,065,000	$32,199,000	$42,051,000

	Phase 3 - High								
	17	18	19	20	21	22	23	24	25
	2026	2027	2028	2029	2030	2031	2032	2033	2034
Infrastructure Costs									
Phase 1 - Roads									
Percentage allocation									
Airport Boulevard									
Core Park Roads									
Subtotal - Roads									
Phase 1 - Infrastructure									
Percentage allocation									
Airport Blvd									
Core Park Roads									
Electric									
Subtotal - Infrastructure									
Phase 2									
Percentage allocation									
Roads									
Infrastructure									
Subtotal - Phase 2									
Phase 3									
Percentage allocation	*33%*	*33%*	*33%*						
Roads	($9,199,932)	($9,475,930)	($9,760,208)						
Infrastructure	($5,402,824)	($5,564,908)	($5,731,855)						
Subtotal - Phase 3	***($14,602,755)***	***($15,040,838)***	***($15,492,063)***						
O&M (3%)	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***	***($1,163,253)***
Total	**($15,766,000)**	**($16,204,000)**	**($16,655,000)**	**($1,163,000)**	**($1,163,000)**	**($1,163,000)**	**($1,163,000)**	**($1,163,000)**	**($1,163,000)**

	Phase 3 - High								
	17	18	19	20	21	22	23	24	25
	2026	2027	2028	2029	2030	2031	2032	2033	2034
Revenues									
Leases Annual Rent									
NY Office of Homeland Security	$495,854	$510,730	$526,052	$541,833	$558,088	$574,831	$592,076	$609,838	$628,133
Orion Bus	$431,666	$444,616	$457,954	$471,693	$485,844	$500,419	$515,432	$530,895	$546,822
Former Federal Reserve Building	$537,577	$553,704	$570,315	$587,425	$605,047	$623,199	$641,895	$661,151	$680,986
Subtotal - Leases	***$1,465,097***	***$1,509,050***	***$1,554,321***	***$1,600,951***	***$1,648,980***	***$1,698,449***	***$1,749,402***	***$1,801,884***	***$1,855,941***
Renewed Under Same Terms									
PILOTS - County	$60,827	$62,652	$64,531	$66,467	$68,461	$70,515	$72,631	$74,810	$77,054
Subtotal - -PILOT	$60,827	$62,652	$64,531	$66,467	$68,461	$70,515	$72,631	$74,810	$77,054
Land lease/disposition									
Percentage Allocation	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*
Phase 1	$1,529,796	$1,575,690	$1,622,961	$1,671,650	$1,721,799	$1,773,453	$1,826,657	$1,881,456	$1,937,900
Percentage Allocation	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*	*82%*
Phase 2	$1,508,501	$1,553,756	$1,600,369	$1,648,380	$1,697,831	$1,748,766	$1,801,229	$1,855,266	$1,910,924
Percentage Allocation	*10%*	*20%*	*30%*	*40%*	*50%*	*60%*	*70%*	*82%*	*82%*
Phase 3	$141,952	$292,422	$451,792	$620,461	$798,843	$987,370	$1,186,490	$1,431,584	$1,474,532
Subtotal - Land	***$3,180,251***	***$3,421,869***	***$3,675,123***	***$3,940,491***	***$4,218,475***	***$4,509,591***	***$4,814,377***	***$5,168,309***	***$5,323,358***
New Property Tax Revenues									
Percentage Allocation	82%	82%	82%	82%	82%	82%	82%	82%	82%
Phase 1	$2,710,670	$2,791,990	$2,875,750	$2,962,022	$3,050,883	$3,142,410	$3,236,682	$3,333,782	$3,433,796
Percentage Allocation	82%	82%	82%	82%	82%	82%	82%	82%	82%
Phase 2	$2,710,670	$2,791,990	$2,875,750	$2,962,022	$3,050,883	$3,142,410	$3,236,682	$3,333,782	$3,433,796
Percentage Allocation	0%	0%	10%	20%	30%	40%	50%	60%	75%
Phase 3	$0	$0	$227,956	$469,589	$725,515	$996,374	$1,282,831	$1,585,579	$2,041,433
Total Property Taxes	***$5,421,340***	***$5,583,980***	***$5,979,456***	***$6,393,634***	***$6,827,281***	***$7,281,193***	***$7,756,195***	***$8,253,144***	***$8,909,025***
TOTAL POTENTIAL REVENUES	$10,128,000	$10,578,000	$11,273,000	$12,002,000	$12,763,000	$13,560,000	$14,393,000	$15,298,000	$16,165,000
Year over year surplus/deficit	($5,638,000)	($5,626,000)	($5,382,000)	$10,839,000	$11,600,000	$12,397,000	$13,230,000	$14,135,000	$15,002,000
Net Cumulative	$17,162,000	$11,536,000	$6,154,000	$16,993,000	$28,593,000	$40,990,000	$54,220,000	$68,355,000	$83,357,000

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Attachment D: Ground Lease Analysis

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Ground Lease Comparison

Phase	Acres	Total	Per Acre	1	2	3	4	5	6	7	8	9	10
Phase 1	569	$ 11,600,000	$ 20,405	$1,162,584	$1,197,461	$1,233,385	$1,270,386	$1,308,498	$1,347,753	$1,388,186	$1,429,831	$1,472,726	$1,516,908
Phase 2	573	$ 11,400,000	$ 20,000	$1,146,400	$1,180,792	$1,216,216	$1,252,702	$1,290,283	$1,328,992	$1,368,862	$1,409,927	$1,452,225	$1,495,792
Phase 3	442	$ 9,000,000	$ 20,000	$884,600	$911,138	$938,472	$966,626	$995,625	$1,025,494	$1,056,259	$1,087,946	$1,120,585	$1,154,202

Phase	Acres	9	10	11	12	13	14	15	16	17	18	19	20
Phase 1	569	$1,472,726	$1,516,908	$1,562,415	$1,609,287	$1,657,566	$1,707,293	$1,758,512	$1,811,267	$1,865,605	$1,921,573	$1,979,221	$2,038,597
Phase 2	573	$1,452,225	$1,495,792	$1,540,666	$1,586,886	$1,634,492	$1,683,527	$1,734,033	$1,786,054	$1,839,635	$1,894,825	$1,951,669	$2,010,219
Phase 3	442	$1,120,585	$1,154,202	$1,188,828	$1,224,493	$1,261,228	$1,299,065	$1,338,037	$1,378,178	$1,419,523	$1,462,109	$1,505,972	$1,551,151

Phase	Acres	19	20	21	22	23	24	25	26	27	28	29	30
Phase 1	569	$1,979,221	$2,038,597	$2,099,755	$2,162,748	$2,227,630	$2,294,459	$2,363,293	$2,434,192	$2,507,217	$2,582,434	$2,659,907	$2,739,704
Phase 2	573	$1,951,669	$2,010,219	$2,070,526	$2,132,642	$2,196,621	$2,262,520	$2,330,395	$2,400,307	$2,472,316	$2,546,486	$2,622,880	$2,701,567
Phase 3	442	$1,505,972	$1,551,151	$1,597,686	$1,645,617	$1,694,985	$1,745,835	$1,798,210	$1,852,156	$1,907,721	$1,964,952	$2,023,901	$2,084,618

Phase 1	Annual Rent Per Acre	$2,045
Phase 2	Annual Rent Per Acre	$2,000
Phase 3	Annual Rent Per Acre	$2,000
	Escalation	3%
	Cap rate	10% Source: Loopnet NYS Industrial Properties
	Phase 1 value	$20,450
	Phase 2 value	$20,000
	Phase 3 value	$20,000

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Attachment E: Technical Memorandum and Supporting Documentation

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Phase I Technical Report:

Existing Conditions in the Oneida County Business Park

Prepared by HR&A Advisors, Inc.
April 7, 2009

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Introduction

Home to approximately 33 business with nearly 3,000 employees, the Oneida County Business Park was developed in the 1970's as the Oneida County Airport Industrial Park. The county airport adjacent to the park recently relocated, prompting the county to seek a redevelopment plan to guide improvements to the existing park, as well as to provide recommendations for future use of the former airport property and adjoining county-owned land parcels.

This technical report describes the findings and conclusions of Phase One, which will establish the basis for recommendations to be offered in Phases II and III. HR&A has developed a detailed profile of market, economic, and planning factors that could affect re-use strategies for the Oneida County Business Park site ("OCBP" or "the Park"). This Phase I report includes a physical analysis of the site and its existing infrastructure, as well as an assessment of the market demand for possible land uses. It also includes a discussion of key issues, opportunities and constraints posed by the site, and an overview of the supply/demand characteristics and feasibility of the identified potential land uses.

This report provides parameters for thinking about realistic reuse scenarios and will inform decisions about what type of strategic plan(s) HR&A will develop in Phases II and III. HR&A recommends that the reuse alternatives considered in the next phases be structured around short, medium and long term goals and reflect low, medium and high levels of investment. At the end of this memorandum we detail potential development opportunities for specific areas of the park and the infrastructure investment that would be required to realize those development goals.

Physical Characteristics of the Site

Regional Context

The Oneida County Business Park lies in the Mohawk Valley roughly six miles equidistant from the county's principal cities of Utica and Rome. The Erie Canal lies four miles to the north and east. An interchange (Exit 32) for Interstate 90 is two miles south of the Park and provides access to the site via County Route 23 (Cider Street). While Rome and Utica each lie in valleys, the Business Park occupies one of the highest and flattest plateaus in the region.

Land Area

The area for this study consists of 2,606 acres falling under four descriptions as follows:

1) The area formerly known as the Oneida County Airport Industrial Park consists of 420 acres located between the former airport and County Road 840. About 240 acres of this area is privately owned and has been developed as light industrial and office space. There are 100 acres of undeveloped, county-owned land interspersed among the privately owned plots. There are an additional 80 acres of developed, county-owned land containing buildings used or owned by local government.

2) Seven hundred and twenty two (722) acres of former airport property leased by Oneida County to the New York State Office of Homeland Security (NYOHS) as a Preparedness Training Center (hereafter "the NYOHS lease area"). The lease was signed in 2007 with a 15 year term and an option to renew for 10 additional years. County and Homeland Security representatives have suggested that it is highly likely that NYOHS will occupy the land throughout the term of the lease and its extension, making the land unavailable for alternative development until 2032. The NYOHS lease area includes the former airport terminal and all former airport hangars and utility buildings. The proceeds from this lease are presently directed to airport improvements at the Griffiss International Airport under an agreement with Federal Aviation Administration's New York Airports District Office (FAA NYADO.

3) Approximately 1,081 acres of unleased and undeveloped former airport land. The majority of this land (853 acres) lies to the south of the NYOHS lease area and is contiguous, but divided into four plots by local roads. These plots include 467 acres north of Cider Street, between Cider and the NYOHS lease area; plots of 88 and 66 acres south of Cider Street, separated by Postal Road, and; 230 acres west of East Carter Road. An additional 228 acres lies northwest of the NYOHS lease area, across County Seat Road from the original industrial park.

4) Four undeveloped, county-owned land plots bordering Sutliff and Judd Roads with plots of 197 acres and 37 acres north of County Seat Road and plots of 82 acres and 44 acres south of Airport Road.

A primary consideration for re-use plans is the term of the NYOHS lease and the size and centrality of the lease area, which prevents near term expansion of the existing business park into the former airport area, limits options for new access points to the Park and creates a barrier between the existing area of development and developable county-owned land.

Elevation and Prevailing Wind Patterns

The highest point within the OCBP is at the easternmost portion of the NYOHS Lease area, a height of roughly 790 feet. From there the topography gradually slopes down in each direction, with the lowest areas lying on the periphery of the site. These low points range from 500 to 530 feet in height. The site's topography is higher than many other areas in the region. There are few steeply sloped areas in the study area in which the grade change would limit development.

Wind maps of the area show a mean wind speed of 13.4-14.5 miles per hour (mph). Generally, large-scale wind power is not economic at average wind speeds below 15 mph, but small scale generation may be feasible at the site. Sustained wind speeds exceeding 15 mph at 70 meters above ground (a standard for most large commercial wind generators) are seen in the central area of Madison County south of the OCBP. The closest wind mills are in central Madison County in the town of Fenner.

Wetlands

The wetlands within the former Airport Industrial Park are grandfathered from permitting. The second largest of the county-owned land plots in the existing area of development, 24 acres between Clear and Dry Road, contains two retention lagoons, which were significantly contaminated by plane de-icing chemicals up to their closure in 1973. The lagoons are presently a declassified, inactive hazardous waste site. No legal remediation is required for this site if the ponds are left undisturbed.

The only area outside the former Park that contains significant wetlands is the undeveloped 425 acre area west of County Seat Road and south of Sutliff Road.

There are significant discrepancies between wetland delineations produced by Oneida County for the OCBP area and those of the United States Geological Survey and additional study would likely be necessary before development.

Soils

The soils on the higher elevations of the Oneida County Business Park are silty loams, or types of soil which are derived from shale, limestone, sandstone and siltstone.

These soils do not drain especially well, but are appropriate for most types of construction. In the lower areas of the site, and particularly around the wetlands, the soils are hydric. Classified as palmy muck and lyons silt loam, these soils drain poorly and may pose challenges for development. Finally, the former Airport site has soils classified as udorthents, indicating that the native soil has been removed and filled with other soils and materials. Barring the presence of contaminants, it is unlikely that the presence of these soil materials would pose a challenge for redevelopment.

Net Usable Land Area

To protect and enhance the natural systems within the OCBP, best practices dictate that the Park should not develop on slopes with a grade exceeding 25 percent and should buffer streams and wetlands by reserving 100 feet and 50 feet of land on each of their sides, respectively. When these areas are discounted—as well as land for infrastructure and roadway easements—1,745 of the study area's roughly 2,100 presently undeveloped acres are developable.

History of Airport Funding

The Oneida County Airport operated as a public, general aviation airport from the early 1950's until its closure in January 2007. The airport ultimately occupied a total of 1,800 acres. Oneida County is technically the owner of the former airport land and buildings, but the property is "federally obligated" by the FAA funds received by the county to improve the airport through its history. Any use of former airport land for non-aviation use requires a FAA release.

FAA Airport Improvement grants were the major source of airport funding for the Oneida Airport from its inception. The unamortized value of the aggregate of all FAA grants received by the Airport over its life constitutes a lien on the property. The FAA's New York Airports District Office has had the airport land appraised at $11 million, and has agreed to grant Oneida County a release upon sale of the land at something approximating this "market price". Under this agreement, the proceeds from any land sale(s) of former Airport property will be directed to the Oneida County Commissioner of Aviation for establishment of a capital improvements fund for the exclusive benefit of Griffiss International Airport in Rome, New York. Proceeds from the current NYOHS lease of airport land are already directed to this fund or, more accurately, toward reduction of the current operating deficit at Griffiss.

FAA officials have recently raised the possibility that Oneida County's investment in the relocated regional airport at Griffiss can be credited toward the lien on, or land value of, the former airport. The county is presently preparing documentation of the total County investment in the new airport for the FAA. Such investment could be

the basis for, or partial basis for, a FAA release for the former Oneida County airport land.

In the event the FAA lien remains on the former airport, it should be noted that the sale of the airport land as one parcel would require a single FAA release. If the airport land is sold as multiple parcels over time, separate FAA releases would be required for each subplot sold. The FAA has advised that each land release would require at least six months of processing time. Potential private purchasers may be deterred by this lengthy process. The size of the former airport makes sale to a single private buyer unlikely. Furthermore, permitting issues would likely complicate private sales of smaller airport land parcels. Sale of the airport land to a single entity, possibly a land development corporation, would facilitate development of the land.

Existing Building Conditions

County Owned Buildings Under Lease or in Use by the County

There are approximately 20 county-owned buildings in the OCBP. These include the Oneida County Sheriff's Office Public Safety Complex at 6065-6075 Judd Road and the Oneida County Department of Public Works building at 6000 Airport Road. The county also owns a 7,200 square foot building at 121 Second Street, which is leased indefinitely to the Cornell Cooperative Extension Service. These buildings are expected to continue in their present uses under any reuse scenarios; no assessment of these buildings was conducted.

Seven county-owned buildings are on former airport property and are part of the NYOHS lease. These include the brick former airport terminal/control tower, which occupies a central location at the terminus of Airport Road. The terminal building dates from the 1950's, but has been well-maintained and was recently renovated by the NYOHS to create training classrooms and office space.

Also under lease to the NYOHS is a cluster of six airplane storage and maintenance hangars ranging in age from 9 to 50 years old and in size from 6,000 to 31,500 square feet. The hangers represent a total of 90,000 square feet of open hangar and adjoining office/utility rooms. These structures are located on airport tarmac accessible from the southeastern terminus of Hangar Road. No physical assessment was made of the hangar buildings under long term lease to the NYOHS.

Another county-owned former airplane hangar with adjacent offices is located at 200 Base Road. The county leases this, as well as a smaller structure at the intersection of Base and Hangar Roads, to Orion Bus. The former hangar is a 50 years old, three story structure with a 126,000 square foot ground floor. The county has retained approximately 23,000 square feet of this space for evidence storage by county sheriff's office. The building at Base and Hangar is an 8,100 square foot concrete block structure used by Orion for parts storage. The lease arrangement with Orion was renewed in 2008 for a 5 year term.

County Property Information forms providing basic information about the location, age, square footage, construction type, condition, fire protection and heating systems were completed for all of the county owned buildings in the OCBP in May 2008.

The Former Federal Reserve Building

The only vacant and presently unleased county-owned building within the OCBP is a former Federal Reserve check processing facility at 121 Airline Street. This office building, which dates from the 1960's, was vacated by the Federal Reserve in the spring of 2008 and is available for immediate reuse.

M+W Zander conducted an assessment of this two-story, 67,000 square foot office building. The former Fed facility was built in or around 1964 and M+W Zander's assessment indicates that both the interior and exterior is in good to excellent condition. All mechanical, electrical, and plumbing systems are in excellent repair. The facility had a new roof installed in 1995 and new boilers installed in 2002. New rooftop cooling towers and controls were installed in 2008. The building features a backup generator sufficient to accommodate 100% of building load and a very large functioning UPS system. The Fed left very lightly used furniture, telecom, and data infrastructure on-site.

Lease Value of County Owned Buildings

The County owned buildings and associated annual lease revenues are listed in the table below. As noted previously, the lease revenue from the NYOHS is directed to a special fund for airport improvements at the County Airport at Griffiss.

Figure 1: County Owned Buildings

Designation	Address	Age	Sq. Ft.	Tenant	Lease till	Current Lease per annum
Loc #15 Bldg #1	121 Second St	25	7,200	Cornell Coop Ext	2015	$92,052
Loc #6 Bld #1	120 Airline Street	44	66,000	Vacant	Vacant	$0
Loc #5 Bld #14	Base & Hanger Rds	46	8,110	Orion Bus	2013	$409,228
Loc #5 Bld #13	200 Base Road	50	260,000	Orion Bus	2013	
Loc #5 Bld #12	5900 Airport Rd	56	21,555	NYOHS	2020	$618,000
Loc #5 Bld #11	First St./Hangar Rd.	42	13,780	NYOHS	2020	
Loc #5 Bld #10	First St./Hangar Rd.	20	24,000	NYOHS	2020	
Loc #5 Bld #8/#9	First St./Hangar Rd.	50	8,232	NYOHS	2020	
Loc #5 Bld #6	First St./Hangar Rd.	?	6,400	NYOHS	2020	
Loc #5 Bld #5	First St./Hangar Rd.	9	6,000	NYOHS	2020	
Loc #5 Bld #4	First St./Hangar Rd.	34	31,500	NYOHS	2020	
Total Annual OCBP Lease Revenue						$1,119,280

The table above shows no lease value for the former Federal Reserve building at 120 Airline Street, as it is presently vacant. It is, however, a potentially valuable office property. Based on the county's average suburban office lease rate, a lease could worth $800K to $1 million annually.

The revenue from the Orion Bus lease is almost entirely offset by a county commitment for roof repairs and other improvements.

The NYOHS lease payment increases by 3% every year for the 15 year lease term. The NYOHS has an option to renew for an additional 10 years when the first lease term expires.

Future Uses

As noted previously, the Public Safety Complex and the County's Department of Public Works building in the OCBP will continue in their present uses. The Cornell Cooperative Extension building was built by the county in 1985 for the Extension service and the lease is expected to be renewed indefinitely.

In 2007 Orion Bus renewed its leases until 2013. Due to the location and character of the buildings leased to Orion, it is unlikely that any re-use plan will recommend removal of these buildings, or a future use other than continued leasing to Orion as this appears to maximize the value and utility of these buildings to the county.

The land and county owned buildings under lease to the NYOHS are unavailable for near term re-use unless the State discontinues funding for the NYOHS training facility. The hanger buildings leased by NYOHS have limited re-use potential and have no aesthetic value. They could serve as distribution and warehouse facilities. The terminal building/air traffic control tower at 5900 Airport Road and the surrounding land occupy a central and pivotal location in the Park could serve a landmark, an access point and the geographical a functional center of an expanded and improved office/industrial park in long term reuse plan or in the event the NYOHS lease is terminated early.

The former terminal would be an unconventional space for a single business tenant. However, the central location and layout of the terminal building may make it an attractive, subdivided office space for multiple tenants. The space could include public amenities currently lacking in the OCBP, such as a coffee shop, and would make an interesting home for a local economic development authority in charge of the park, an idea promoted by current business owners.

The hangar buildings under the NYOHS lease are of varying size, age and condition and are closely grouped on former airport tarmac in a way that compromises their value to separate owners. Each hangar has reuse potential as distribution/warehousing or manufacturing/ industrial space, but the utility/value of these structures would likely be maximized by a single owner. Alternatively, selected hangars could be removed to create more distinct land/building parcels. Improved access to the Park will figure into any reuse scenario and the extension of Hangar Road to Cider Street is one possible new access point. This would place the hangars in a more prominent and accessible location and make their improvement/creative reuse or removal more imperative.

The former Federal Reserve office building has been assessed as being in good to excellent condition and

could play a prominent role in reuse plans. Revenue from a lease of the building is a potential source of redevelopment revenue for the OCBP. The building also contains a kitchen/dining area which served as a lunch facility for the Fed employees. This dining area is configured with access points that could allow it to be used not only as an onsite employee lunch facility but as a public café, the lack of which is a deficiency noted by several current OCBP business owners.

Existing Infrastructure Condition & Capacity

The only summary of infrastructure within the Oneida County Business Park is a 1992 Comprehensive Planning Report for Evaluation of Infrastructure prepared for the Oneida County Industrial Development Authority by the Stetson-Harza engineering firm (SH Report). As limited infrastructure improvements have been implemented in the OCBP since the SH Report, it was used as a primary source for analyzing the existing conditions. Information on the water distribution system was updated by a recent Capacity and Improvements report from MVWA (). The current gas and electric supply is described in a recent Capacity Assessment from National Grid (Appendix B- Capacity Assessment). Recent sanitary sewer flow data is provided by environmental engineering firm of Brown and Caldwell.

Sanitary Sewer/NYSDEC Consent Order

Only the former Airport Industrial Park and the airport buildings are presently served by sanitary sewer. Neither the developed area, nor the adjacent undeveloped areas, are within a sewer district, but are maintained directly through the Oneida County budget.

The sanitary sewer serving the airport was constructed in 1960 and conveyed wastewater effluent to onsite lagoons for treatment and disposal. The system expanded to 11,000 lineal feet as the industrial park developed and in 1970 the Oneida County Sewer District extended an interceptor sewer to the site at Airport Road.

The park's sanitary sewer is primarily a gravity system with the exception of the northwest area, which feeds to the Dry Road Pump Station and is conveyed to the gravity system at Clear Road by force main. Sanitary sewer from the park is carried by a 24 inch, county-owned interceptor pipe to the Sauquoit Creek Pumping Station in Yorkville and ultimately to the Oneida County Sewage Treatment Plant in Utica.

The 1992 Stetson Harza Report indicated that maximum water consumption in the park was only 0.23 mgd but cited sewage flow measurements of 2.97 mgd, reflecting a 2.74 infiltration rate for the system as a whole. Based on these flow rates, the SH Report identified the Airport Interceptor Sewer, with a design capacity of 3.24 mgd, as a potential limiting factor for the system. Recent flow metering indicates that subsequent remediation has substantially reduced the level of infiltration within the existing sewer system, and the capacity limiting factor for the OCBP is now the Sauquoit Creek Pumping Station in Yorkville, several miles from the Park.

During wet weather, wastewater flows from the Park and surrounding towns and villages have exceeded the Pumping Station's capacity, causing overflow into the Sauquoit Creek. The New York State Department of Environmental Conservation (NYSDEC) initiated an enforcement action leading to a Consent Order. An Inflow/Infiltration Offset Plan (Offset Plan), submitted by the County under the terms of the Consent Order, requires that any further sewer connections leading to the Sauquoit Station be offset by removal of 5 gallons of inflow and infiltration for every gallon of input projected from new connections. The entire park area is subject to the Consent Order, the impact of which is discussed further under Infrastructure Constraints.

Municipalities or developers seeking permits for new sewer connections must purchase flow credits, or agree to pay for remediation equal to removal of five times the projected inflow from new connections. It is possible that, due to limited opportunities for inexpensive remediation, that the Consent Decree and Offset Plan creates a material disincentive to business development in the OCBP. At present, however, it appears that there is no lack of opportunity for remediation in the area under the consent decree. There is presently no established cash market for credits; since the Consetn Decree was issuedmunicipalities have created credits in the course of necessary work that have been swapped or otherwise made available.

Projected sewer connection costs at current credit costs are quantified in a table under the Feasibility Assessment and Recommendations (Figure 11)

The interceptor sewer at Airport Road is presently the only means of conveying waste from the Park. It is not possible to send sewage to Rome or Westmoreland from the southeast area of the former airport, as NYSDEC has indicated that this would constitute a transfer of water between different water basins and require a significant regulatory approval process.

Expanding the sanitary sewer system to the undeveloped areas surrounding the current core will require different levels of infrastructure investment depending on the distance from the Airport Road interceptor sewer. The 83 acre county-owned plot northeast of the intersection of Judd and Airports Roads is adjacent to the interceptor sewer, thereforesanitary sewer to support development of this site, and the county-owned plot bordering Judd Road between 2nd Street and Cider Street, would require little additional infrastructure.

The topography of the undeveloped land parcels west of County Seat Road slopes away from the interceptor sewer. Development of the county-owned land to the northwest of the existing sewer system would require an additional pump station and force main. The southern area of the former airport not under the NYOHS lease including plots south of Cider Street, and the plots within the Westmoreland Township boundaries are also not served by any existing sewer infrastructure.

These areas could potentially become part of the Whitestown sewer district by extending a main up Cider Street, rather than connecting to the Airport Interceptor Sewer. The wastewater would still go to the Sauquoit Creek Pumping Station and be subject to the Consent

Order, but the Cider Street area is presently an underserved area of Whitestown and its incorporation into an existing sewer district could defray direct County costs of sewage infrastructure.

Storm Water Management

The storm water management system for the existing Park is comprised of below ground, sewer-connected catch basins with drop and curb inlets, culverts, open roadside ditches, gutters and curbs. The SH Report indicated that the storm water management system was sufficient for low flow producing, two to five year event storms. The report recommended expansion of the drainage system and creation of onsite storm water detention. The report calculated the cost of an adequate drainage system without onsite detention as $1.4 to $2 million. There have been no significant improvements to the storm water management system since the report. The report does not mention the most prominent onsite detention area, which is the pond on the grounds of the Bank of New York campus.

The Department of Public Works, which is located in the OCBP, has not reported any significant storm water related problems in the park. The SH Report indicates that the two primary storm water outlet points in the park are roadside ditches along Base and Airport Roads.

Although some business owners within the OCBP have recently taken advantage of a Whitestown public works program to fill ditches in the park along business frontages, there are significant stretches of open ditch throughout the park. Alteration and improvement of the current storm water system may be necessary as an adjunct to proposed landscaping and beautification efforts within the Park

Water Distribution System

Since the SH Report was produced in 1992, a sixteen inch water main was extended along Route 291 and connected to the existing water main on Route 69. The Route 69 main was once the sole water supply to the OCBP and the new main has improved water pressure and reliability at the Cider Street Station, which supplies the two 600,000 gallon welded-steel water storage tanks at the pumping station at Hangar Road. Hangar Road, in turn supplies water to the current park occupants. The Hangar Road Pump Station has a domestic supply system consisting of two 500 gpm pumps and a high pressure fire supply system consisting of a single 1,500 gpm pump, all with variable frequency drives. If domestic demand exceeds 1,000 gpm, the fire supply pump replaces the smaller pumps with additional demand then being supplied by one or both of the 500 gpm pumps as needed. The overall potential supply capacity is 2,500 gpm. A dedicated single- user fire supply, meant to create mandatory high pressure fire flows for the airport, is still in place, but is redundant since closure of the airport.

Data supplied for a week during October 2008 showed a peak demand of approximately 500 gpm at the Hangar Road Pump Station. Peak supply flows at the Cider

Street station never exceeded 200 gpm. The most significant water user in the OCBP is Orion Bus Industries which uses approximately 250 gpm when pressure testing seals in its wash bays. It is expected that this usage will drop significantly as Orion implements a water recycling system. (Appendix B- MVWA Flow Report)

Business park occupants have reported dissatisfaction with water pressure in the park, but this problem has been sporadic and has not been an issue recently. The capacity of the Hangar Road pump station is sufficient for the current usage level and could accommodate double the current usage. The primary concern is reliability, as discussed later under constraints.

Gas and Electric

Niagara Mohawk (National Grid), the OCBP gas and electric service provider, supplied a capacity assessment (June 2008) for the existing Park showing a 115kV radial feed substation approximately 6,300 feet from the site, supporting a 13.2 kV distribution system to the park with an onsite 3 Phase, 46kv circuit. This has been reconfigured during the course of the present study and the Judd Road Substation serving the park was made redundant and removed. The existing Park is now served by Phase 3 power from two different substations. National Grid has indicated that this new configuration will provide more reliable service. (Appendix B- Service Map

Single Phase power from a third sub-station is available for former airport land bordering parts of East Carter Road near the southernmost corner of the former airport and for plots bordering Cider Street south of Postal Road.

The 13.2 kV feed presently serving the park may not be sufficient for certain large, process-intensive users requiring 15 to 20 megawatts of power, but will support full development of the park by light industrial users. National Grid's assessment indicates that a dual electric feed could serve the site with modifications to the existing circuit configurations.
See Concurrent Studies and Activities for discussion of the potential impact of a proposed 1200MW HVDC Transmission line meant to provide transfer capacity to New York's bulk power network.

Niagara Mohawk supplies gas to the site via an 8 Inch High Pressure Line and a 4 inch distribution Line with moderate to high pressure/availability. There is no anticipated constraint to potential development related to gas service.

Environmental Constraints

The wetlands within the core Park area are grandfathered from permitting; the most extensive wetlands are outside the grandfathered area in a large county-owned plot between Sutliff and County Seat Roads. These protected wetlands may limit expansion of

the developed core to the northwest. There are no other significant wetlands elsewhere in the park. As noted earlier, there are significant discrepancies between wetland delineations produced by Oneida County and the United States Geological Survey. The County may need to conduct a new wetlands survey to ensure have an accurate understanding of their boundaries.

The ponds within a 24.5 county owned plot between Clear and Dry Roads (Block 2) were significantly contaminated from plane de-icing chemicals until installation of the sewer system made them inactive in 1973. The site was classified as an inactive hazardous waste site until delisted by NYSDEC in 1990. There is no current obligation to remediate the site if it is left undisturbed. Given that the lagoons have been inactive since 1973, they could be tested to determine whether passive remediation may have improved conditions.

The predominance of silty loam soils at the Oneida County Business Park indicates that on-site infiltration of storm water – and potentially, treated wastewater – may be challenging due to the limited capacity of these soils to filter water. This is especially true in areas where slopes exceed eight percent.

Moreover, the hydric soils will be unsuitable for water infiltration due to the presence of a high water table. Given this fact, it appears that the areas with Conesus silt loam at a grade of three to eight percent are most appropriate for future development of a water treatment facility. Areas with Chadakoin silt loam also could support wastewater infiltration, but their limited area and location on the easternmost portion of the site would constrain their use. (Appendix A- Soil Map)

Infrastructure Constraints

The most pressing infrastructure concern in the park today is the condition of the park roads. The roads have not been resurfaced in decades and are unsightly and dangerous. The poor condition of the roads depresses land values, deters new business tenants, and is a source of dissatisfaction for existing park occupants. The total cost to fix the roads is estimated at $7 million. Even with leveraging of funds allocated to road repair with DOT industrial access grants and other sources, this will likely be the most significant near term infrastructure expenditure for the park. It is, however, an essential first step in positioning the park for further development.

Water Distribution System

Although the capacity of the present water distribution system is sufficient for full development of the existing park and for substantial additional development, the Park occupies a high point in the surrounding water network and the Hangar Street station relies on the Cider Street Station, which in turn relies on a single water main without redundancy.

Therefore the primary concern for the Park is not capacity but reliability. Were one of the links in the supply chain for the park to fail, the storage capacity at Hangar Street, even combined with that of the Cider

Street Pump Station, could not supply existing business for more than several business days. This lack of redundancy may inhibit park development and, in the event of the supply main failure, result in harm to existing business and business retention concerns.

MVWA has longstanding plans to place a 1.0 MG water storage tower at Cider and Judd which would improve reserves and supply side water pressure to the Hangar Road Station. MVWA has indicated that it could initiate construction within 18 months, but will wait for the conclusion of this study and associated projection of the park's anticipated water needs.

Sanitary Sewer/Consent Order

Recent sanitary flow measurements supplied by Brown and Caldwell for the period February to September 2008 indicate average sanitary sewer outflow from the OCBP core of only approximately .1 MGD with maximum recorded flows of 1 MGD. The SH Reportindicates that the design capacity of the OCBP sanitary sewer, is sufficient for current use *and* anticipated development.. The capacity limitation is, rather, the overtaxed Sauquoit Creek Pumping Station to which all sanitary sewer from the park is directed. That limitation is expressed by the requirements of the Offset Plan approved and verified by NYSDEC.

Gas and Electric

National Grid has indicated there is no limit on what can be put in the park to service future needs and that the existing system can serve businesses requiring up to 10 megawatts. If a large, power intensive industrial user needing 15 to 20 megawatts were to locate in the park requiring transmission, as opposed to distribution, level service, such service could be extended to the park as transmission lines run on the Park (north) side of the freeway. The primary constraint of extending or improving service would be cost.

The park is served by several voice and data providers including Verizon, Northland Communications and Level 3 Communications.

Capacity Summary

Due to limited water and sewer capacity, large process intensive industrial uses would not be supported by the park without a major investment in the infrastructure. However, less intensive users, such as office, research laboratories, or even scale-up or pilot line installations for emerging technologies could be supported.

The photovoltaic industry, for example, is a growing technology that could be accommodated in the existing park. Many new ventures are presently looking to construct and fit-up a pilot line, or small scale manufacturing facility where they can take their technology from the research lab to a manufacturing environment in a way that allows them to perfect their manufacturing technique. These small firms, emerging

from the research environments at universities and research centers in the region, may consider the Oneida County Business Park as a potential location for their scale-up or pilot line operations.

Additionally, because of the available power, other potential users could include: forensic labs, small scale bio-pharmaceutical manufacturing, fuel cell development/pilot line, medical device manufacturing/research.

Other users that could use the advantages of the park, without being affected by the limitations on water and sewer capacity, would be back end businesses, such as data centers, customer service call centers, semi-conductor manufacturing equipment service and maintenance facilities.

Land Use Regulations

Zoning

More than 2,000 of OCBP's 2500 acres are within the municipal boundaries of the Town of Whitestown and are zoned as Airport or Airport Manufacturing. The Airport Manufacturing district allows agriculture or farming as of right and requires a special permit for manufacturing, storage, office and laboratory uses. The Airport district permits office uses provided they are approved by site plan review. Both zoning designations limit building coverage to 50 percent of the total parcel and require buildings to be set back 50 feet from the street right-of-way. The parts of the OCBP bordered by Judd and Sutliff Roads also fall under the Judd Road Overlay District, which was established in July 2005. Land within the overlay is subjected to additional site access requirements and an approval process by the Whitestown Planning Board. The purpose of this overlay is to promote well planned development that ensures safe highway access. Underlying dimensional requirements—including lot coverage, height restrictions and setbacks—still apply to parcels in this district.

Approximately 400 acres at the southwest corner of the OCBP is within the municipal boundary of the Town of Westmoreland. With the exception of an area bordering both sides of East Carter Road that is zoned for Residential (R-4) use, this area is zoned for Agriculture. The Agriculture district permits farm operations as well as single-family homes and recreational uses while the R-4 district permits single-family homes, mobile homes and recreational uses. Each of these districts requires lots to be at least one acre in size, limits lot coverage to 35 percent and requires a setback of 150 feet from the street right-of-way.

Covenants and Restrictions

When the land for the original Airport Industrial Park was conveyed in 1964 by the county to the Oneida County Industrial Development Corporation, it was subject to Covenants and Restrictions reflecting current FAA restrictions on land adjacent to airports and certain assumptions on future use. Restrictions include:

- Mandatory 50 foot setbacks from the street right-of-way,
- A 30 foot side yard setback,
- Maximum allowable lot coverage of 60 percent, and
- Additional restrictions on site landscaping and signage.

When the IDC sold plots within the original blocks of the Airport Industrial Park, the Covenants and Restrictions were attached as a rider to the deeds. The rider allows the restrictions to lifted or amended after 2004 by unanimous agreement of owners.

The Whitestown Town Board recently approved a resolution to change the height restrictions for bulk storage within the airport Manufacturing Zone to accommodate a land owner who submitted building plans for a larger facility. Further rezoning within the OCBP is expected to rely on a reuse plan presented by MVEDGE.

Land Use

Based upon the information collected, a NULA map has been prepared for the property that identifies OCBP land suitable for prospective uses such as industrial, technology, education, institutional, warehouse/distribution, commercial/office, residential (including assisted living), recreation, open space, community and civic uses, among other potential land uses.

It should be noted that a pragmatic opportunities and constraints analysis must address two primary circumstances noted previously. First, the core area of the OCBP with the most developed infrastructure presents limited opportunities for transformative new development. Second, the OHS lease both prevents near term reuse of the land most naturally contiguous with existing development in the core area, and creates a barrier between the core area and much of other undeveloped park areas. A productive site analysis should proceed by addressing the distinct areas created by these primary constraints.

The Former Airport Industrial Park

Any reuse plan or further development begins with the established development in the area formerly known as the Oneida County Airport Industrial Park. The central axis of this existing development is Airport Road, from Judd Road to its terminus in a traffic circle in front of the former airport terminal/control tower. Bordering this stretch of Airport Road to the south is the 88-room Ramada-Oriskany, a Metropolitan Life back office facility and county owned land containing the Oneida County Department of Public Works. North of Airport Road, between the Airline Street and Hangar Road is approximately 100 acres of county-owned property containing the former Federal Reserve check processing facility and a hangar leased by the County to Orion Bus. Also extending Northwest from Airport road between Hangar and Sutliff Roads are 365 acres, divided in four blocks as follows:

- Between Dry Road and County Seat Road (Block 1) is 88 acres, of which 38 acres are privately owned/ developed. The remainder is a 50 acre L-shaped, OCIDA-owned plot, the largest piece of undeveloped property in the former Park.
- Between Dry Road and Clear Road (Block 2) is 93.6 acres containing three undeveloped OCIDA-owned plots totaling 34 acres and a potentially undevelopable 24.5 acre county-owned plot containing retention lagoons. The remaining plots are privately owned with all but one containing buildings. Suit-Kote, the owner of the only undeveloped plot intends to break ground on a new building in 2009.

- Between Clear and Base Roads (Block 3) is 74 acres, all of which is privately owned and fully developed, with the exception of a 22 acre county-owned plot occupied by the Oneida County Sheriff's Office Public Safety Complex.

- Between Base Road and Airport Road (Block 4) is 109 acres which is privately owned and developed with the exception of a single eight-acre, OCIDA-owned, undeveloped parcel on a prime spot on Airport Road.

Also bordering the northern side of Airport Road, but separated from the rest of the Park by Sutliff Road is a 29 acre plot containing a Bank of New York back office facility.
In summary, the existing Park offers 77 acres for infill development with few limiting restrictions, but little opportunity for transformative reuse. The Park contains a vacant but potentially valuable county-owned office property, the lease or sale of which could provide a source of redevelopment funds as well as a new park employer/owner.

The wetlands in the existing Park area are grandfathered from development restrictions and the current Whitestown zoning (Airport Manufacturing) has recently been made less restrictive by the Town Board to suit the building plans of a land owner in the core and could be further changed based on redevelopment plans. Significant portions in the core and adjacent undeveloped land fall within the Judd Road Overlay district zoning but these restrictions are already consistent with most development scenarios. Certain building, landscaping and signage limitations from Covenants and Restrictions riders attached to deeds within the park still apply, but could also be changed by unanimous consent of current owners.

The OHS Lease Area

NYOHS has undertaken renovations of the former airport terminal building and plans additional improvements, including the creation of an emergency command/logistics training center. These investments by the state increase the likelihood that the NYOHS will remain for the full term of the lease.

The occupation of OCBP's central acreage by NYOHS until 2030 presents obvious constraints to near term implementation of an integrated reuse plan for the whole park. Opportunities during the lease term would largely depend upon NYOHS cooperation with reuse

plans. Creation of access to county-owned land parcels at the Northwest end of the Park would mean extension of County Seat Road from its current terminus within the park at Hangar Road across an appendage of the lease territory to East Carter Road (233). Creation of improved Park access from the NY State Throughway, by extension of Airport Road/Hangar Road to Cider Street, would mean a far more dramatic incursion, through the center of the OHS lease area.

Reuse plans incorporating use of alternative energy would likely seek to employ wind energy at the easternmost part of the OHS lease area, taking advantage of topography that includes the highest ridge in the OCBP.

Federally Obligated Former Airport Property

The NYOHS lease does not include approximately 1,081 acres of unleased former airport land.
Sale or lease of this and the NYOHS lease territory requires an FAA release and is subject to a lengthy approval process. As with the core area and land under the OHS lease, the Whitestown zoning (Airport) is outdated and the Town Board will wait for reuse recommendations prior to implementing comprehensive zoning changes for the OCBP.

Development of the area would be complicated by the land's Federally Obligated status. The unleased former airport territory could be freed for reuse through purchase of the former airport territory by OCIDA or a local economic development corporation created for the purpose. Unless and until such time, the FA is likely to approve low impact, temporary use of the land such as walking, jogging, biking paths or, potentially, accommodation of alternative energy infrastructure (wind power).

Undeveloped County Owned Land

The County owns approximately 552 acres contiguous to the existing development; this land provides opportunities for natural expansion of the Park. The acreage includes an 82 acre plot across Airport Road from the Bank of New York facility, 44 acre plot bordering Judd Road between Airport Road and Cider Street and a large 197 acre plot across County Seat Road from Block 1 and bordered by Sutliff Road.

As noted above, there are approximately 550 acres of undeveloped county-owned land adjacent to the core area, which could be used to expand the most developed area of the OCBP. There are an additional 484 acres of undeveloped county-owned land less proximate to the current core and separated from it by the OHS lease area or former Airport.

Concurrent Studies & Activities

The following section highlights relevant studies from the surrounding area that impact existing and potential development on the OCBP.

The Oneida County Empire Zone Development Plan designates 450 acres in the OCBP as an Empire Zone. The

Plan also designates 371 acres immediately East and South of the OCBP as Contiguous Area 1, described in part as the area along new State Highway 840 extending Judd Road from the Oneida County Airport Business Park to the commercial district of New Hartford. The Plan notes that the intersection of Judd and Halsey Roads, just south of the Park area has become highly visible place for commercial and industrial development following the construction of State Road 840 and rezoning by the Town of Whitestown.

A March 2008 Semico Research Corporation Study analyzes the economic impact of investment in a semiconductor 'chip fab' at Marcy NanoCenter, which is located approximately seven miles from OCBP. Commissioned by National Grid, the Center for Economic Growth (CEG) in Albany, and EDGE, the research quantifies the required investment by the State of New York in incentive dollars, the number of jobs to be created, the cost per job and the economic impact of those decisions on the Upstate Region. The Semico study indentified outside support industries associated with semiconductor manufacturing facilities and estimates over 1,000 support industry jobs would be created through direct and multiplier effects. The siting of semiconductor manufacturing at Marcy NanoCenter, would impact reuse plans at OCBP.

Under a Consent Order between the county and the New York State Department of Environmental Conservation (NYSDEC), the county has initiated a long-term study to determine the sources of excess storm water in the County's sewer system. Development in the OCBP will be impacted by a county Inflow/Infiltration Offset Plan created to comply with the Consent Order, which requires removal of 5 gallons of inflow/ infiltration for every gallon added through new sewer connections. The cost of new sewer connection permits under the Offset Plan is determined by the current price of water credits and/or the cost of remediation to remove inflow. While current and anticipated sewer connection permit expenses appear to be de minimus relative to office building costs, this uncertainty could be a disincentive for certain water intensive industrial concerns.

Oneida County officials have been in discussions with the NY Dept of Transportation regarding a proposal to make County Route 40 between Halsey Road and NY 233 a state road. County Route 40, also known as Judd Road south of Airport Road and Sutliff Road to the north, borders the core area of the OCBP along its northeastern edge and is the primary access road to the OCBP from surrounding primary roadways. State DOT officials indicate that it anticipates a significant structural upgrade to Route 40 in the event it is designated a state road, to create a more contiguous Rome/Utica corridor. Redesignating Route 40 would qualify the project for DOT funds;discussions have not proceeded due to a current lack of such funds.

Independent of the Route 40 decision, the Oneida County Board of Legislators passed Resolution No. 58 in February of 2008 for preliminary engineering services related to safety improvements at the Judd Road/Cider Street intersection at the Southeastern corner of the Park.

Mohawk Valley Water Authority (MVWA) has conducted pre-design work on a water storage tower which will

serve the OCBP and is coordinating with the county on a siting decision. The proposed one million gallon tower will improve water reliability and service to the OCBP. MVWA has indicated that a tower could be constructed within 18 months and that initiation of the process awaits capacity considerations raised by this study.

Local, Regional, National and International Market Conditions

HR&A collected market information from a variety of sources including broker reports, economic data, and industry studies. Research was done between July and September 2008. The global collapse of the credit markets and the onset of a severe national recession make it more difficult to project market conditions over the next few years. We have adjusted our expectations of growth trends accordingly.

The Oneida County workforce is characterized as slightly older and less educated than statewide averages. Median household income was nearly 20 percent less than the statewide median in 200. However, the OCBP does have access to educated labor due to its proximity to several regional universities, including SUNYIT. The area is payroll competitive as wages are lower than statewide averages. Oneida County's population declined by six percent between 1990 and 2000, but has held steady since with an estimated population of 232,000 in 2007. It has also benefited from unemployment rates that were lower than statewide rates.

Four industries are the main drivers behind the County's 3.2 percent economic growth from 2000-2005: Transportation and warehousing; finance and insurance; professional, scientific and technical services; and manufacturing. The OCBP is particularly well-suited as a location for transportation and warehousing uses due to its proximity to the Interstate. While manufacturing has declined nationally, Oneida County experienced growth in certain manufacturing subsectors, including food manufacturing and machinery manufacturing. These subsectors have added a total of 206 jobs.

I. Demographic Profile

Oneida County's population declined by six percent between 1990 and 2000, but has held steady since 2000 with an estimated population of 232,000 in 2007. On average, the population is characterized as slightly older and less educated than New York State overall. Exactly 20.7 percent of Oneida County residents are 60 years or older, compared to 19.9 percent statewide. Only 18.3 percent of Oneida County residents have a bachelor's degree or higher, compared to 27.4 percent statewide. The median household income in Oneida County was almost 20% less than the state-wide median in 2000.[1]

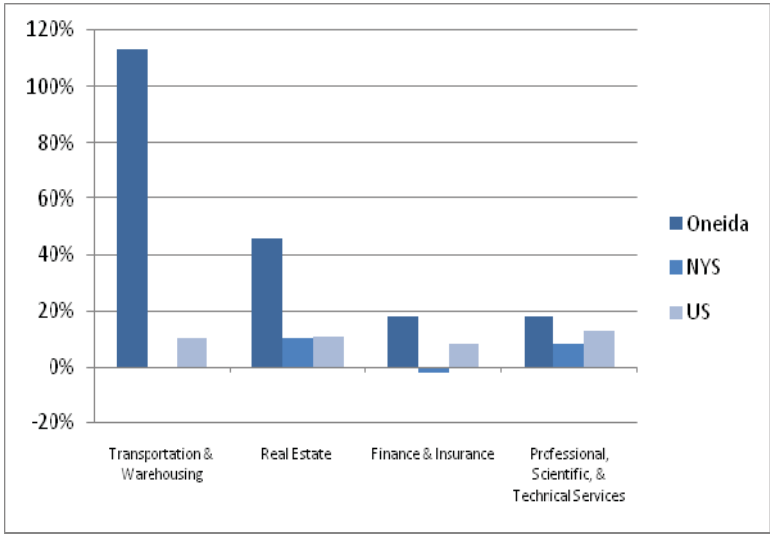
[1] 2000 Census.

II. Employment and Industry Analysis

While economic growth in the Mohawk Valley has lagged U.S. growth overall, the area has benefited from lower unemployment rates. The Utica-Rome MSA ranked #269 out of 363 MSAs for growth in Gross Metropolitan Product (GMP) in 2004-2005. In this same period, however, the unemployment rate was 0.3 percentage points lower than the national rate (5.2 percent versus 5.5 percent).

The following figure demonstrates the key industry sectors in the County with the greatest rate of employment growth between 2000 and 2005. Each of these four industry sectors increased employment at a greater rate than the overall employment growth rate in the County from 2000 to 2005—3.2%. As a result, each of the sectors not only added employment to the County over the period, but also increased its predominance in the County's economy.

Figure 2: Oneida County Employment Sectors with Greatest Growth, 2000-2005[2]



Although more detailed updated data are not available for the County at this time, for the 12-month period ending May 2008, Oneida and Herkimer Counties experienced substantial employment growth in the educational and health services, and leisure and hospitality sectors. By contrast, the financial activities, manufacturing, information, trade, transportation, and utilities, and other services sectors posted employment losses. Oneida County is expected to see greater decline in finance sector employment into 2009 due to

[2] Census County Business Pattern data, 2000 and 2005.

the loss of the Federal Reserve Bank check-processing facility in OCBP. Overall, the two Counties added 100 jobs in the 12-month period.[3]

Of the fastest growing industry sectors, three sectors have great potential for compatibility with existing and potential uses in the OCBP—transportation and warehousing, finance and insurance, and professional, scientific, and technical services. In addition, despite the overall decline in the manufacturing sector in the County in recent years, specialized manufacturing remains a strong potential use for the OCBP. For this reason, this section also explores the manufacturing industry sector.

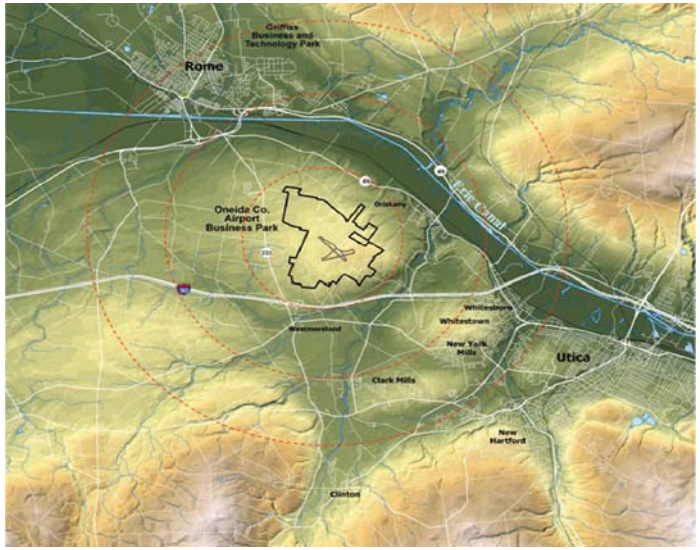
Transportation & Warehousing

Oneida County, in general, and the Business Park, in particular, has a location that makes itwell-suited for transportation and warehousing. According to the NYS Department of Labor Location Quotient Calculator, the Mohawk Valley has a large concentration of employment in this industry compared to other sites in the State and throughout the country.

The industry has grown rapidly in Oneida County, with the number of businesses increasing from fewer than 100 to 122 between 2000 and 2005, and employment in the industry more than doubling during the same time period.

Average wages for these jobs in the County increased by more than 20 percent from 2000 to 2005, although the average wage lagged behind the State- and nation-wide averages by approximately 7

Figure 3: Oneida Business Park: Regional Transportation Hub



percent and 10 percent, respectively, maintaining a labor-cost advantage for Oneida County.

New businesses to the Mohawk Valley have been attracted by easy highway access throughout the region. For example, Family Dollar Stores Inc. built a new Northeast regional distribution center at Griffiss Business and Technology Park in 2006, investing about $63 million and creating nearly 500 new jobs. The development represented the largest private investment in Griffiss to-date.

[3] Working Solutions, *Recent Labor Market Developments: Utica-Rome Metropolitan Statistical Area*, www.working-solutions.org.

The State of New York made significant improvements to accessibility to benefit the new development, committing a $1.65 million Industrial Access Program grant to construct a new access road to support increased vehicle and pedestrian traffic resulting from Family Dollar's locating in the Park.

The success of attracting transportation and warehousing uses to the OCBP depends upon the quality of the transportation infrastructure to support those uses.

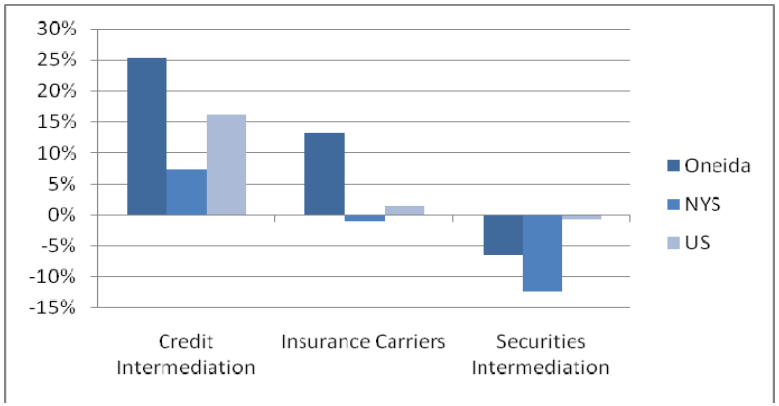
Finance and Insurance

Oneida County has experienced rapid growth in its position as a desired back-office location for financial and insurance firms. The park is currently home to Met Life Insurance Company, Bank of New York, and Utica First Insurance Company. The receding economy has resulted in a decline in employment in this sector across the county – a decrease of 500 jobs in the 12-month period ending May 2008 – fueled by the closing of the Federal Reserve's check processing facility in the OCBP and the acquisition and consolidation of Partner's Trust Bank by M&T Bank. These transactions are expected to manifest in additional job losses over the next year.[4]

Professional, Scientific, and Technical Services

Employment in several of the professional, scientific, and technical services sub-sectors grew at a faster rate in Oneida County since 2000, compared to the state and nationwide – including computer systems design; management, scientific and technical consulting; accounting, tax preparation, bookkeeping and payroll. These services and the workforce that they employ are vital to the creation of the kind of 'clean room' manufacturing and related support services that OCBP hopes to attract in the coming years.

Figure 4: Fastest Growing Employment Sectors Within Finance and Insurance, 2000-2005[5]



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[4] Working Solutions, *Recent Labor Market Developments: Utica-Rome Metropolitan Statistical Area*, www.working-solutions.org.

[5] Census County Business Pattern data, 2000 and 2005.

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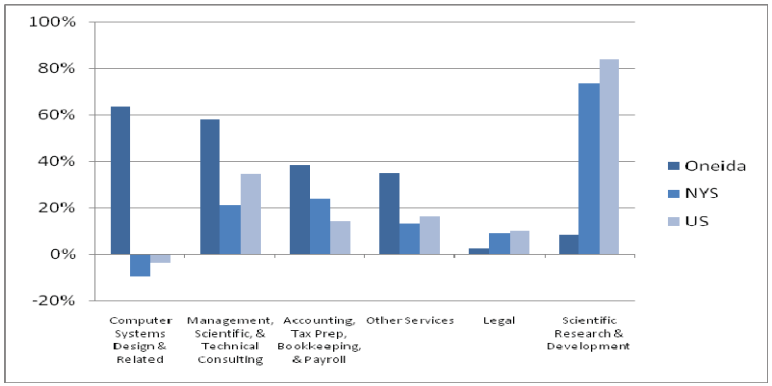
Figure 5: Fastest Growing Employment Sectors Within Professional, Scientific, and Technical Services, 2000-2005[6]

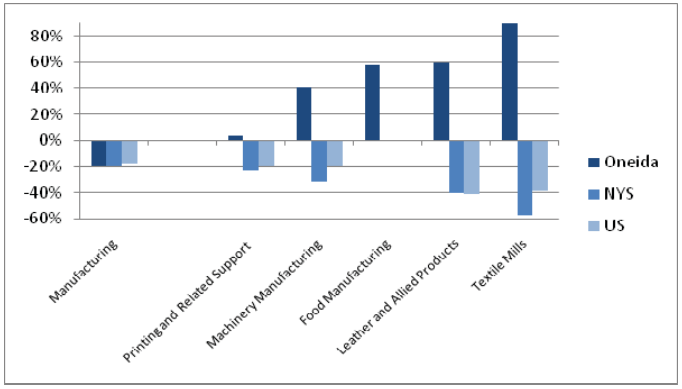


Manufacturing

Despite an overall decline of about 20 percent in the manufacturing sector, Oneida County has experienced increases in employment in certain sub-sectors that have seen significant decline elsewhere in the state and nationwide.

[6] Census County Business Pattern data, 2000 and 2005.

Figure 6: Fastest Growing Employment Sectors Within Manufacturing 2000-2005[7]



Energy

In assessing Oneida County's competitiveness, the 2006 Oneida County Empire Zone development plan placed high utility costs at the top of the list of the county's competitive disadvantages.

Office-industrial parks often offer substantially discounted energy as a business incentive. This is sometime accomplished through onsite cogeneration (Oswegeo, NY, Foxborough Industrial Park in CA) In New York, there are instances in which economic development and business attraction has been secured through allocations

[7] Census County Business Pattern data, 2000 and 2005.

of inexpensive NYPA energy (Green Island Industrial Park).

However, cogeneration requires significant investment and NYPA energy is very difficult to obtain. A number of OCBP business owners have expressed interest in alternative energy. Until recently, there has been no economic rationale for integration of alternative energy into industrial park infrastructure, so there are no case studies of completed projects. However, a number of office-industrial parks are investigating photovoltaic and wind power (Greenfield MA). It is possible that the availability of federal subsidies for alternative energy, NYSERDA assistance and net metering make alternative energy feasible. Whether or not such projects reduce tenant energy costs, the greening of industrial parks has become a popular form of rebranding and an angle for park redevelopment.

Real Estate Market Analysis

Residential Market

The Oneida County residential market is marked by primarily older housing stock – 87 percent of the residential housing stock was built prior to 1980.[8] The market has remained stronger compared with many similar markets throughout the country. Sales of existing single-family homes increased 26 percent in May 2008 over May 2007 sales. The median sales price – at $90,000 – was down compared to 2007, but remained higher than median price in early 2006. However, as in many markets in the rest of the state and country, foreclosures threaten the progress in the market. Foreclosures in the County have climbed from 328 in 2004 to approximately 400 in 2007. Experts expect 2008 foreclosures to be comparable to 2007 levels.[9]

Office Market

A search of comparable properties in the central business districts in Utica and Rome demonstrates annual asking rents of $8 to $10 per square foot for triple-net leases, and $10 to $12 per square foot for full-service leases. As these are asking rents, lease rates are likely somewhat lower. In suburban Utica, New Hartford, and Whitestown, where there is newer construction, average asking lease rates run approximately $12 to $14 for triple-net leases, and $16 to $18 for full-service leases in relatively new construction. Griffiss Office and Technology Park has a 12.6 percent vacancy rate for its developed properties.[10]

Industrial Market

Rents for office and industrial spaces vary greatly by location and use. A search of comparable office properties in the central business districts in Utica and Rome demonstrates annual asking rents of $8-$10 per square foot for triple-net leases. Average asking rents are

[8] 2000 Census.

[9] "Housing Market Holding On," Utica Observer-Dispatch, July 26, 2008.

[10] MVEdge, July 2008.

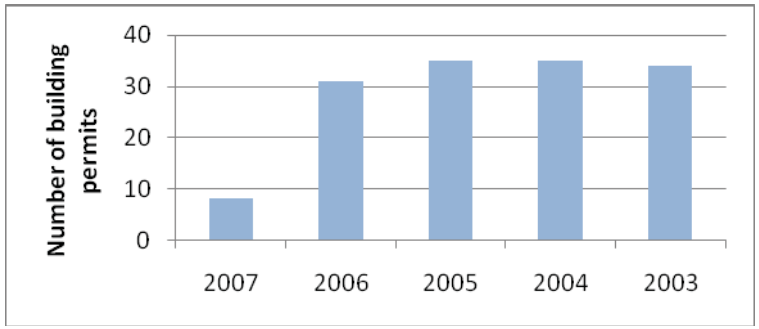
$2-$4 per square foot higher in suburban areas of Utica, New Hartford, and Whitestown where there is newer construction. Asking rents for industrial properties in Utica and Oriskany vary depending on the property's use—from less than $2 per square foot annual asking rent for warehouse space, to $4.50 per square foot for flexible industrial space, to over $9 per square foot for a truck terminal.

New and Planned Developments

Residential

Overall, 143 new single family units have been built in Whitestown in the past 5 years, with a construction investment of over $27 million. However, there was a steep decline in new residential construction in 2007, dropping to one-quarter of the average annual construction of the four previous years.

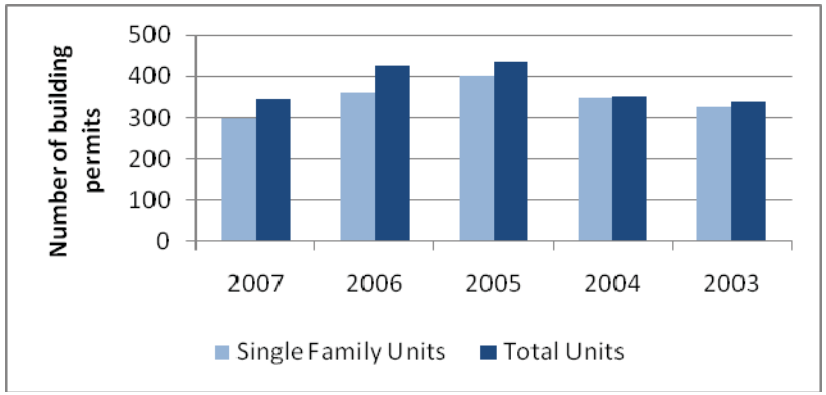
Figure 7: New Single Family Residential Development in Whitestown, 2003-2007



Source: Census Bureau Annual Building Permit data

The Whitestown trend is significantly more severe than the overall trend in Oneida County, which experienced an 18 percent decline in new residential construction from 2006 to 2007.

Figure 8: New Residential Development in Oneida County, 2003-2007



Source: Census Bureau Annual Building Permit data

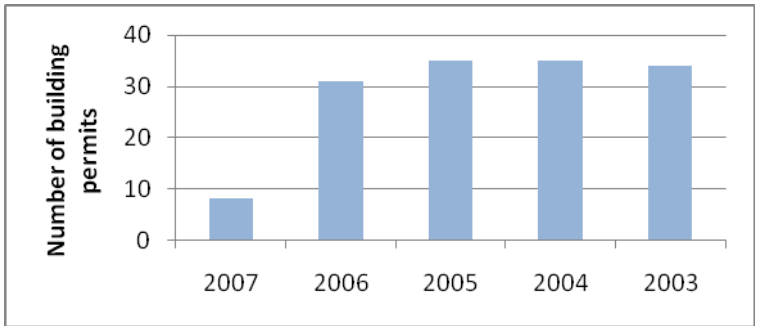
Financial Resources

Toolkits for Owners and Tenants in the Park

New York State has a number of programs to help finance redevelopment and support business expansion. We provide
information on the following nine programs that could provide resources to support development at OCBP.

Program	Administering Agency
Brownfields Tax Credit	NYS Department of Taxation & Finance
Green Buildings Tax Credit	NYS Department of Taxation & Finance
Emerging Technology Tax Credit	NYS Department of Taxation & Finance
Empire Zone Program	Empire State Development Corporation
Financial Services Tax Credit	NYS Department of Taxation & Finance
General Manufacturing Tax Credit	NYS Department of Taxation & Finance
Industrial / Manufacturing Business Credit	NYS Department of Taxation & Finance
Linked Deposit Program	Empire State Development Corporation
Research & Development Tax Credit	NYS Department of Taxation & Finance
Banking Development Districts	NYS Banking Department

Figure 9: State Redevelopment Finance Programs



The following sections provide details about each program.

<u>Brownfield Tax Credits</u>

Program Description

There are three New York State brownfield tax credits: the brownfield redevelopment tax credit, the real property tax credit for jobs, and the environmental insurance credit.

- The brownfield redevelopment tax credit is available to owners and developers of a site that participated in a Brownfield Cleanup Program and received a Certificate of Completion. It has three components, with the amount of the credit being the sum of the sum of "applicable percentage" of each component.
    - The three components are site preparation, tangible personal property; and on-site groundwater remediation.

- The applicable percentage consists of a base amount, with possible increases if the property is brought to a "Track 1" standard of clean or if 50% or more of the property is located in an "environmental zone." The maximum credit for individual taxpayers is 20%; the maximum credit for all other taxpayers is 22%.

- The real property tax credit is based on real property taxes for a site.
  - The credit is available to a developer who receives a Certificate of Completion for a site.
  - The amount of the credit equals the "eligible real property taxes" multiplied by 25% (100% if the site is located in an environmental zone), multiplied by a "benefit period factor" and multiplied by an "employment number factor." The maximum credit allowable is $10,000 multiplied by the average number of full-time employees of the developer and the developer's tenants on the site.
- The environmental insurance credit is a one time tax credit based on the premiums paid for eligible environmental remediation insurance. The amount of the credit is the lesser of $30,000 or 50% of the premiums paid on an eligible insurance policy after the execution of a Brownfield Cleanup Agreement. Eligible insurance policies are policies that are certified by the New York Department of Insurance that may cover all the following:
  - The cost of on-site cleanup of pre-existing pollution that are outside the scope of the remedial work plan.
  - Third party claims for on-site bodily injury and property damage from pre-existing pollution that are outside the scope of the remedial work plan.
  - Cost overruns related to the remedial work plan.
  - Costs of liability reserves.
  - Costs related to modifications to the remedial work plan to fill any gap in any state-issued covenant not to sue.

Program Administration
This program is administered by New York State's Department of Taxation and Finance.

<u>Green Buildings Tax Credit:</u>

Program Description
A green buildings tax credit is available to enhance the supply of environmentally sound buildings in New York. The credit includes six components, which are based on the capitalized costs (excluding land costs) of constructing green buildings, rehabilitating buildings to become green buildings, and purchasing and installing fuel cells, photovoltaic modules, and environmentally sensitive non–ozone-depleting refrigerants. The credit may be claimed over a five-year period by owners or tenants of eligible buildings, or by successor owners or tenants.

Program Administration
This program is administered by New York State's Department of Taxation and Finance.

Emerging Technology Tax Credit

Program Description
Two qualified emerging technology company (QETC) tax credits are available in New York State: the QETC employment credit and the QETC capital tax credit. A qualified emerging technology company is defined as an entity with total annual product sales of $10 million or less that also meets either of the following criteria: (1) its primary products or services are classified as emerging technologies under section 3102-e(1)(b) of the PAL, or (2) it has research and development activities in New York State and its ratio of research and development funds to net sales equals or exceeds the average ratio for all surveyed companies as determined by the National Science Foundation or a comparable successor survey as determined by the Tax Department.

- The amount of the QETC employment credit is equal to the average number of full-time employees in New York State for the current tax year, minus the base year employment, multiplied by $1,000 and is available for three consecutive tax years. To qualify for the credit, the average number of individuals employed full-time by the QETC in New York State, during the tax year, must be at least 101% of the QETC's base year employment.

- The QETC capital tax credit is computed for each qualified investment made during the tax year in a certified QETC. Qualified investments are contributions of property to the QETC in exchange for equity. The credit is equal to the sum of ten percent of the qualified investments (not to exceed $150,000) in certain qualified emerging technology companies if the qualified investment will not be sold, transferred, traded, or disposed of within four years from the close of the tax year in which the QETC capital tax credit is first claimed, and twenty percent of qualified investments (not to exceed $300,000) in certified qualified emerging technology companies if the qualified investment will not be sold, transferred, traded, or disposed of within nine years from the close of the tax year in which the QETC capital tax credit is first claimed.

- As is the case with other state tax credit programs, businesses that create new jobs and make new investments in production property and equipment may qualify for additional State Investment Tax Credits of up to 10% of their eligible investment. New businesses may elect to receive a refund of certain credits, and all unused credits can be carried forward for 15 years.

Program Administration
Both tax credits are administered by New York State's Department of Taxation and Finance.

Empire Zone

Program Description
Empire Zones (EZs) are designated areas of the State noteworthy by virtue of their economic distress. Certified businesses located within an EZ are eligible to receive significant tax credits and benefits.

- Triple Tax Exempt Financing: As part of the Empire Zone Facilities Bond Program, NYCIDA issues triple tax exempt bonds to eligible companies seeking to make capital investments. The effect is to reduce interest rates, permit longer financing terms, lower equity contributions, and/or permit obtainment of construction and permanent financing in a single loan.

- QEZE Sales Tax Exemption: Businesses that are "Qualified Empire Zone Enterprises" may receive a 4% state sales tax exemption on purchases of electricity, gas, refrigeration, and steam used in the manufacturing or production process.

- Requests for other benefits, including waivers of mortgage recording and sales taxes, are evaluated based on need.

Program Administration
This program is administered by New York Empire State Development Corporation in cooperation with the NYCIDA.

Companies that move to or expand within Empire Zones are eligible for benefits. Companies must be certified by New York State before benefits can be granted. All applications for certification must be initiated by the Zone Administrator.

Financial Services Tax Credit

Program Description
The Financial Services Tax Credit is an investment credit and investment tax credit claimed against New York State taxes and is available to the financial services industry to incentivize the establishment of offices that are principally used for financial services activities.

- The investment credit base is the cost or other basis of the qualified property for federal income tax purposes. The credits are a percentage of the investment credit base. The percentage is based on the date the qualified property was acquired and can be up to 4% (7% for research and development property) of the investment credit base.

- Both credits are allowed only for the tax year in which the qualifying property is placed in service. However, if either credit exceeds the tax, the unused amount may be carried over for as much as ten years. New business owners may elect to have the excess investment credit refunded.

- In certain cases, if property on which the investment credit or investment tax credit is removed from qualified use before its useful life or specified holding period ends, the difference between the credit taken and the credit allowed for actual use must be repaid with interest.

Program Administration
This program is administered by the New York State Department of Taxation and Finance.

General Manufacturing Tax Credit

Program Description
Businesses that create new jobs and make new investments in production property and equipment may qualify for State Investment Tax Credits of up to 10% of their eligible investment. New businesses may elect to receive a refund of certain credits, and all unused credits can be carried forward for 15 years. These capital investment tax credits for manufacturers can yield up to a 5% corporate tax credit of State taxes. Research and development tax credits can yield up to a 9% corporate tax credit of State taxes. In Empire Zones, tax credits can increase to 19% of State taxes.

Program Administration
This program is administered by the New York Empire State Development Corporation.

Industrial/Manufacturing Business Credit

Program Description
The Industrial/Manufacturing Business Credit provides eligible businesses a business credit equal to the sum, or pro-rata share of the sum, of the utility taxes and MTA surcharges imposed under sections 186-a, 186-c, 189, and 189-a of Article 9 of the NYS Tax Law. Credits are available only for gas, electricity, steam, water, or refrigeration services consumed or used by the industrial or manufacturing business. Eligible businesses include:

- Those principally engaged in manufacturing, processing, assembling, refining, mining, extracting, farming, agriculture, horticulture, floriculture, viticulture, or commercial fishing;
- Industrial waste treatment facilities or air pollution control facilities;
- Those principally engaged in research and development; or
- Those engaged in any combination of the above.

Program Administration
This program is administered by New York State's Department of Taxation and Finance.

Linked Deposit Program

Program Description
The Linked Deposit Program provides businesses with affordable capital via commercial bank loans at reduced interest rates. These loans are subsidized by corresponding "linked" state deposits. The program enables eligible businesses to obtain loans from commercial banks, savings banks, savings and loan associations, farm credit institutions and the New York Business Development Corporation. Eligible businesses save two to three percentage points on the prevailing interest rate. A maximum of $500,000 can be borrowed for up to four years.

Eligible businesses include:

- Manufacturing businesses with 500 or fewer full time New York State based employees.
- Service businesses with 100 or fewer NYS employees
- Businesses in an Economic Development Zone/Empire Zone with 100 or fewer NYS based employees
- Businesses located in a highly distressed area that have 100 or fewer NYS-based employees
- NYS-certified minority and women-owned businesses
- Defense industry manufacturers planning projects to diversify production to take advantage of non-military markets.
- Any business with 100 or fewer full-time NYS-based employees undertaking a project to increase the business's export activities

Program Administration
This program is administered by the Empire State Development Corporation.

Research and Development Tax Credit

Program Description
Investments in research and development facilities are eligible for a 9% corporate tax credit of State taxes. Additional credits are available to encourage the creation and expansion of emerging technology businesses, including a three-year job creation credit of $1,000 per employee and a capital credit for investments in emerging technologies.

Program Administration
This program is administered by the New York Empire State Development Corporation.

Banking Development Districts (BDD) Program

Program Description
The Banking Development Districts Program (BDD) is designed to encourage the establishment of bank branches in areas where there is a demonstrated need for banking services. BDD aims to enhance access by consumers, who may have no banking relationship, to the financial mainstream and to promote local economic development.

- Participating banks may receive:
  - Access to below market public funds: State Level (recent BDDs): Negotiated directly with NYS Comptroller's Office.
  - Favorable CRA consideration for branches in BDDs.
  - Assistance in the location of suitable commercial space
  - Eligibility for NYS Empire Zone incentives including job credits, and sales tax and property tax exemptions, if located within a Zone.
  - Customized training for tellers, back-office/administrative staff, information technology, security and other select job categories.
  - Linkage via the NYS Banking Department of the BDD branch to organizations providing financial education and facilitation of contacts with community groups to assist in developing a stronger customer base.

Program Administration
BDD is administered by the New York State Banking Department. A local government, in conjunction with a commercial bank, savings and loan, or trust company, may apply for BDD designation.

Other Resources

In addition to these State programs the Oneida County Industrial Development Agency offers financial incentives for hands-on manufacturing and other eligible projects through:

- Revolving loan funds state and federal economic development grants bonds to finance projects
- Payments in lieu of taxes
- Tax-exempt Industrial Development Bond financing
- Taxable Industrial Revenue Bond financing
- Relief from mortgage recording tax
- Relief from sales tax on materials, machinery, equipment and furnishings

Financial Toolkit for Improving the Common Areas in the Park

The programs detailed above could be used by existing or new tenants in the park to reduce the cost of establishing and running a business. However, they are not a direct source of funds for improvements to the Park. In order to retain existing businesses and attract new businesses, it is essential to improve the common areas of the park.

Thus far a 1.4 million dollar capital fund has been initiated for repair of county roads in the park, to be allocated over a six year period. An additional 300k has been obtained by Assemblywoman Destito for improvements/beautification of Airport Road, the main gateway to the park.There are no other committed source of funds for park enhancements. It is not anticipated that the county will fund wholesale improvements to the Park from general tax revenues, but there are several potential sources of funding for the Park that would not draw from current revenues to the county from taxes or property leases.

Expiring PILOT Leases

There are approximately 11 businesses in the Park paying reduced taxes for a limited term under Payment in Lieu Of Taxes (PILOT) arrangements. One possible source of funding for Park improvements, which would not add to the existing tax burden, is the dedication of new tax revenues from expiring PILOT leases. Assuming retention of all new tax revenue, including school tax, expiring leases would provide approximately 150K per year beginning in 2012 increasing incrementally to $277,773 by 2022. Over the same period, expiring leases would provide only $73,456 by 2022 if school tax is excluded.

New Taxes from OCBP PILOT Leases Expiring between 2010 and 2021			
PILOT Leases	PILOT Expiration	New Taxes With School Tax	New Taxes Without School Tax
Bank of New York	2021	$175,950	$46,385
Caldwell Bennett	2011	$10,192	$2,687
Caldwell Bennett	2017	$3,406	$1,126
Alfred Publishing	2011	$10,136	$2,672
Fiber Instrument Sales	2011	$20,023	$5,279
Fiber Instrument Sales	2011	$6,396	$1,686
Fiber Instrument Sales	2011	$417	$110
Fisk Alloy Wire, Inc.	2018	$24,472	$6,451
JMTG Realty LLC/Bonide	2010	$7,675	$2,023
Midstate Communications	2011	$14,600	$3,849
Seifert Graphics	2010	$4,505	$1,188
Total Taxes from Expiring OCBP PILOTS (2010-2021)		**$277,773**	**$73,456**

Revenues from County Leases

As noted earlier, the county receives revenue from the lease of county properties as reflected in the following table:

Figure 10: Annual Lease Values

Lessee	Per Annum
Cooperative Extension	$92,052
NY Office of Homeland Security*	$743,957
Orion Bus**	$408,925
Annual Lease Value	$1,244,934

* Avg lease over 15 years (600K escalated @ 3% annually)
** Gross lease not adjusted for leasehold improvements, etc.

Although this lease revenue would appear to be a possible source for Park improvements, the NYOHS money goes to Griffiss and the lease arrangement with Orion Bus includes an agreement regarding utility credit and credits for improvements and maintenance such that average annual revenue of the lease through 2013 is effectively zero.

However, if the FAA grants a release on the former airport land the NYOHS lease will no longer be encumbered and could be a potential source of funds for Park improvements. Additionally, the vacant former Federal Reserve facility, based on average Oneida County lease rates, has a per annum lease value between $10 - $15/ sq. ft. or $670,000 to $1,000,000. Lease revenues sale proceeds from this building could be a substantial source of funds for park improvements if the County allowed these to be dedicated to the park.

County Owned Developable Land

The OCBP has substantial developable land, which could be sold to finance improvements to the OCBP. The current market price of undeveloped land in the park is low, therefore land sales would only finance minimal improvements to the park. The county will potentially realize better value by retaining the land, finding other resources to finance initial improvements in the park, and selling land after the development has improved the value.

There are some county owned land parcels on the outskirts of the park which may be sold without undermining future park plans, but any sales should be considered carefully and long term planning should preempt any sales that would result in only minimal short term gain.

BID/CAM fees

As current OCBP tenants feel underserved, no common charges will be considered until substantial improvements are made to the OCBP.

NYS DOT Industrial Access Grants

Because the most expensive and urgent improvement to the Park is the repair of Park roads, the county should leverage every county dollar spent with DOT funds and take advantage of the following DOT programs:

- Direct loans
- Grants
- Interest rate subsidies
- Infrastructure assistance (DOT IAD)

Bond/Tax Financing/Incentives

No debt financing for general park improvements is anticipated based on county/state fiscal restraints. MV EDGE has successfully used PIF for project based financing and may pursue this method of financing for larger future projects in the park. For example PIF may be

an appropriate financial tool for redeveloping the airport when it is released from the OHS lease.

Industry Expert Interviews

Realizing the potential for the Oneida County Airport property to bring job growth to the region will require the identification of industries that are positioned for growth and identification of companies that will find the property attractive and suitable for their businesses. We interviewed several regional industry experts to understand the possibilities. Based these conversations, we have identified the following uses as the most feasible within the OCBP in the near term.

- **Start up and emerging technologies.** Start-up companies created to scale-up technologies derived from research a major universities in the region require moderate amounts of space where they can develop pilot lines and perfect their manufacturing processes.
- **Support operations for major area industries.** Building on the success of the Griffiss Business and Technology Park and proposed development of the Marcy Nano-center site, the OCBP could be co-marketed with these facilities as a site suitable for back-office and complementary services.

- **Data centers.** With the available power and availability or access to fiber optic data network backbones, the property is a strong candidate for data center developments. Although not creators of large job opportunities, a data center development could provide a baseline revenue stream with little or no impact on community infrastructure. Recent trends in the industry have indicated a rising interest in new data center construction. Advanced internet applications and the growth in numbers of internet companies has generated a need for data centers.

In the longer term, infrastructure upgrades could make the OCBP site more attractive to industries requiring higher intensity uses. For example, an investment in the development of an Incubator Complex would provide access to the expensive infrastructure necessary for advanced technology manufacturing and development which could be shared among several users. Similarly, investment in water and sewer services would make the site better equipped to support higher intensity manufacturing uses.

Examination of the Reuse of Comparable Sites

Local Comparable Sites

The development of nearby Griffiss Business and Technology Park provides an obvious proxy for regionally relevant development strategies employable at the OCBP. Griffiss, however, is distinguished from the OCBP by the level of development funding available, the presence of Rome Lab, an onsite airport, lack of infrastructure constraints, the absence of pre-existing private land ownership, restrictions due to FAA lien and many other factors.

Because of the complex set of circumstances presented by the OCBP, detailed comparisons may have limited value. The following section is comprised of more narrowly drawn comparisons, meant to suggest ways in which opportunities or challenges comparable to those existing at OCBP have been seized upon or overcome in instructive ways.

Airport Reuse

The 160-acre **Fall River Commerce Park** and 500-acre **Fall River Industrial Park** are home to 60 firms employing nearly 4,500 men and women on the grounds of the former Fall River Municipal Airport in Fall River, Massachusetts. The business parks did not exist prior to the airport's closure, but grew from a reuse plan developed by the Fall River Office of Economic Development (FROED) as part of the process of determining whether to remediate conditions at the airport under an FAA order.

Fall River opted to close the airport and to build the infrastructure necessary to support office buildings and light industrial users. The park currently contains a diverse group of business that collectively occupy more than 3.7 million square feet of industrial and commercial space including Lightolier's corporate headquarters and manufacturing complex and a massive A.J. Wright distribution center. Three new projects, representing more than 250,000 square feet of additional space and nearly 600 new jobs, are currently under construction.

FROED officials attribute the success of the park to:

- Fully pre-permitted development sites
- Affordable industrial land ($70,000 - $80,000 per acre)
- Tax incentives
- Low-interest financing
- Direct highway access
- A state-of-the-art telecommunications network
- Low tax, water and wastewater rates

The business environment is assisted by the nearby South Coast Research and Technology Park, which include the region's only Research and Development Overlay District. Biotechnology and related uses are pre-approved, and UMass Dartmouth's Advanced Technology and Manufacturing Center (ATMC) is onsite and assists businesses with technology and manufacturing solutions.

Many of the factors cited by FROED are standard aspects of office-industrial park development success. One aspect of this development story that is worth noting relates to the release granted by the FAA of all former airport land. Because the FAA had invested little in the Fall River airport over its history, the members of Massachusetts congressional delegation were able to secure an FAA land release without any return of FAA grant funds.

Because the former Oneida County Airport has a long history of FAA funding, it is highly unlikely that the FAA would provide a release without a substantial offset to the FAA funds invested over the Airport's history. However, the FAA has proposed a market price for the former airport land and Oneida could follow Fall River's example in using its representatives in Washington to seek the most advantageous possible arrangement for the FAA release.

The closure of the Clinton County Airport in Plattsburgh, New York is recent and no development has yet taken place. However, The Development Corporation of Clinton County has completed an extensive redevelopment plan that for a multi-use community that includes retail, commercial and office space, a government center, hotel, residential units, light manufacturing, an executive nine-hole golf course and recreation trail. While many of these uses may not be suitable for the OCBP, some aspects of the plan are worth noting.

- The plan takes a long view, contemplating a 25-year build-out.
- The plan would allow the Clinton County Legislature to sell property and use money to offset some of the costs of closing the old airport.
- The plan would also enable the county to show the Federal Aviation Administration there is a viable plan for redevelopment of the former County Airport.
- The Development Corporation would create a business plan that would include a phasing schedule to determine which areas should be developed first.
- Developers would buy property, with the corporation retaining the right to act as a design review committee.
- The Development Corporation would seek to buy the former airport.

Industrial Park Rebranding/Redevelopment

Numerous corporate parks throughout the country have been remade over the years following studies by design or engineering firms. The recommended improvements tend to be fairly uniform.

The Aquidneck Corporate Park is a 1970s-era industrial park in Middleton, Rhode Island. Over the years park has become less industrial as it attracted more corporate users with high-technology companies whose business is dependent upon the defense industry and light industry businesses that subcontract for the Navy. There are

presently 50 companies in the park, which is close to 90 percent full. The Newport County Chamber of Commerce obtained state money to study Aquidneck Corporate Park which was spent on a 2004, report on the infrastructure of the park by the Maguire Group and a landscape and signage report by the Gilford Design Group. The town's Economic Development Advisory Committee also worked closely with a newly formed owners and tenants association to develop recommendations.

The Gilford study identified about $1.5 million in needed improvements, mostly to public property and rights-of-way but also on private park property. These improvements include road resurfacing, new curbing and sidewalks, relocation of utilities underground, and replacement of lighting and signs.

Nearly $100,000 in federal money was used to remove an unattractive traffic island. Steel guardrails were replaced with wood-faced steel rails. The sign at the entrance was also replaced.

Bluegrass Research and Industrial Park in Jefferson County Kentucky outside Louisville was a well-conceived park when it was developed 40 years ago, established in an attractive, green, park-like setting with amenities needed by modern businesses — including high-volume electrical and water service, fiber-optic wiring, high-speed Internet access and underground utilities. The sectors of employment in the Park are also evenly distributed:

- 31% Manufacturing
- 29% Warehouse and Distribution
- 27% Service Related,
- 13% Research and Development.

The park has not been updated, has significant new competition from "tech" parks and has a growing vacancy rate. The city of Jeffersonville contracted with Louisville engineering firm QK4 to conduct an extensive study of the industrial park and to formulate a long-range strategic plan for the complex. As with Plattsburgh, the plan has not been implemented but proposes:

- Modification of the park name
- Development of a logo for the park
- Modification of interstate signage
- Development of a park Web site
- Development of a Park brochure
- Improved landscaping and signage
- Relocation of Jeffersontown Economic Development Authority offices to a new business resource center at the park
- Bike and pedestrian trails

Energy Incentives

Among the regional competitive disadvantages identified in the Oneida County Empire Zone Development Plan is high utility costs. New York's retail electric rates are the second highest in the nation, with Hawaii being the most expensive. Energy incentives are commonly offered by local development authorities. In some cases the incentives are straightforward energy discounts. The Village of Green Island, New York attracted two new manufacturing plants and 140 jobs to its industrial park through allocations of lower cost NYPA energy. A further allocation to a manufacturer already located in the park facilitated the expansion of its existing facility and the addition of 230 new jobs.

More recently, cooperative implementation of alternative energy solutions by existing businesses in industrial parks appears to be a developing area. The economics of these projects suggest the exploration of alternative energy for office/industrial parks has more to do with marketing and corporate image making than financial benefits. The Greenfield Redevelopment Authority in Greenfield, Massachusetts has proposed a re-zoning to allow, by special permit, structures taller than 50 feet to facilitate development of renewable energy generators like wind turbines in its I-91 Industrial Park. The Authority cited interest in alternative energy by existing and prospective businesses. The Authority has also initiated a discussion with park tenants to evaluate implementation of a solar power plant using roofs of all existing businesses to create an economy of scale. At least one business owner in the Oneida County Business Park has expressed interest in investing in wind power.

Feasibility Assessment and Recommendations

The expected demand for office/industrial as reflected in the preceding market study indicates that full development of the study area will likely occur over decades. Unless the demand picture changes, the development strategy for the business park should be phased and sufficiently flexible to accommodate future changes in industry and demographic trends. Phased development will allow for strategic infrastructure investment that does not run too far ahead of utilization.

HR&A recommends a development strategy based on division of the site into six development zones.

Zone I

Retention of existing park owners and tenants requires that the near term development focus be on the existing business park. There are 77 acres, or approximately eight to 12 sites, within the central area that are available for development. These sites are not adjacent to one another, therefore this phase of development is an infill project, as opposed to the development of a new zone or industry cluster within the park. Attracting new

tenants/business owners to the core area and retention of expansion by existing business will require substantial improvements to the park. Essential basic improvements include renaming and rebranding of the park with accompanying signage, landscaping and lighting improvements. The park roads must also be restored.

Efforts to identify potential new park tenants should focus, in this initial phase, on the needs of businesses that currently exist in the park.

Park tenant Orion Bus has recently introduced its next generation diesel-electric hybrid bus and has orders from New York and Ottawa for 1,052 of the new model. Orion has 48 suppliers in New York state alone, so expansion of Orion or targeted marketing to suppliers is a potential source of growth for the park. Park tenant FIS has expanded several times within the park and expects to grow through the current downturn as its products are associated with national efforts to expand broadband access.

The park should also be marketed as a low cost location for financial back office, building on the presence Bank of New York and Metlife in the park. The financial industry is going through tremendous turmoil, which may provide opportunities for low cost business locations.

In support of this next phase of development, as well as development in later years, a water credit bank should be established for the benefit of park development. This water credit bank would hold credits that MV Edge or the county accrue by paying for fixes to the existing sewage system. Currently there are relatively inexpensive fixes that could be completed and the credits could be designated for future use in the park. This strategy is preferable to waiting for the need to arise for water credits relating to park development, as the availability of credits, and the cost of the credits in the future, is unknown.

However, the Offset Plan will require sufficient water credits for any new development and act as a disincentive to business. There is no active pricing mechanism for water credits other than the cost of remediation accomplished to create them but the Town of New Hartford has been estimating the per credit cost at $5.00. The table below uses estimated per employee and per square foot flow rates from the offset plan to estimate sewer connections fees for new development:

Figure 1: Sewer Connection Fees

Estimated New Sewer Connection Fee- Office Building			
Number of Employees	Est. Flow* (15 gpd x Emp)	Flow Credit Cost	Connection Fee
100	1,500	$5	$7,500
500	7,500	$5	$37,500
1,000	15,000	$5	$75,000
Square Footage	Est. Flow (.1gpd x Sqft)	Flow Credit Cost	Connection Fee
20,000	2,000	$5	$10,000
50,000	5,000	$5	$25,000
80,000	8,000	$5	$40,000

* per chart in Offset Plan

The county would likely want to provide water credits as part of an incentive package so these cost estimates

represent the primary early phase investment other than roads, signage and beautification.

Current infrastructure constraints likely preclude large process related manufacturing uses at the OCBP, such as bio-tech, semiconductor and photovoltaic, without substantial investment in infrastructure improvements. The county would not likely miss opportunities for such business due to a lack of investment in the OCBP, since there are nearby sites such as Marcy Nanocenter which could accommodate them. Furthermore, the need to retain and pacify current business owners means that initial investment dollars should be directed to the immediate and pressing need to repair roads in the park and to remake the park through signage, beautification and rebranding.

The plots on Judd road are close enough to the Airport Road interceptor sewer to require little more than connecting pipes.

Lease of the empty Fed Reserve building or use as a multi-tenant incubator should be part of the park's near term development strategy as this may provide financial resources for later phases/zones.

Zone II

The parcels on Judd Road are located in what is currently the least industrial part of the park which enjoys the most private investment in landscaping. These parcels are relatively large, 82 and 44 acres each, and could be used by multiple tenants. Developing these parcels would animate the entrance of the park and extend the current core, building on the investment that has been made in the Metlife and Bank of New York campuses. These two plots are the most accessible plots available and, like Zone I, are well served by existing infrastructure. We recommend that these parcels be developed as financial back office or some other office use. Development of this kind would begin to develop coherent zones within the park with the west end of the park dedicated to industrial uses and the east end of the park serving as a tech/office park.

Zone III

Zone III comprises the large County owned parcel to the northwest of the core park. The northwest parcel is 425 acres and appears to be encumbered with wetlands. A new wetland survey would reveal how much of the land is suitable for development. If past surveys correctly represent the area of the wetland, this parcel would naturally divide into two sections, a large frontage on County Seat Road and another large frontage on Sutliff Road. These two parcels are naturally divided by the wetlands that run through the center of the parcel. This area could serve as an area for passive recreation for park workers with walking trails and picnicking areas. These wetland areas could also be used to manage the storm water issues of the park.

The infrastructure of the park currently does not support development on this large parcel. There are no roads extending within the parcel at this time. Extending County Seat Road to East Creek and East Carter Road

would provide better access to this parcel. The sanitary sewer ends at Dry Road and would need to be extended to within this development parcel. The topography of the site make is likely that a new pumping station and force main would be needed to service this area.

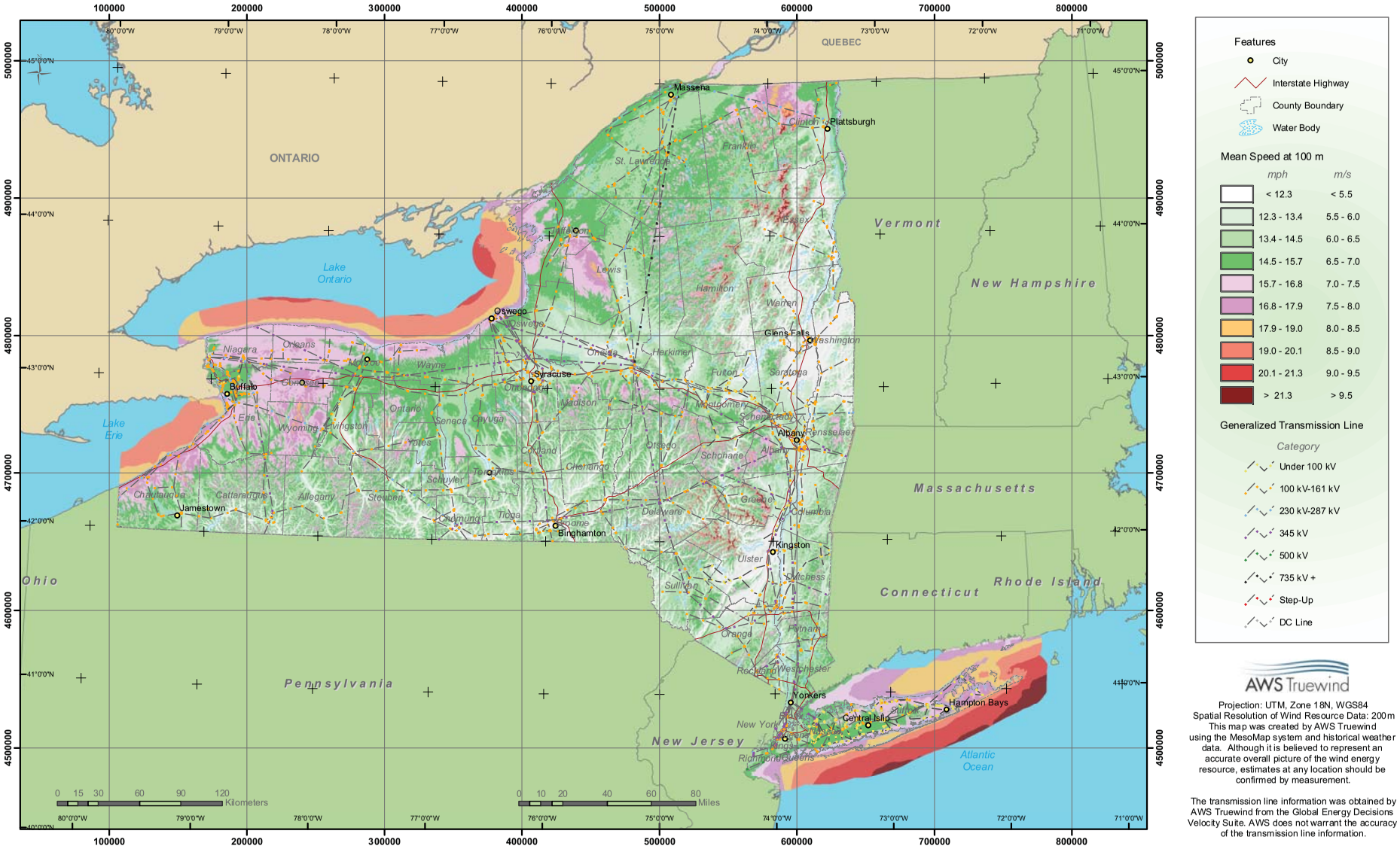
Given the large amount of land that is available, and the wetland restrictions, this parcel could be considered for development as a research campus, perhaps with the collaboration of Syracuse, Cornell, University of Albany, College of Nano Science and Engineering and other academic institutions in the area.

Zones IV, V and VI

The remaining three zones are currently separated from the core area of the park. The area that is encumbered by the OHS cannot be developed until that lease expires. The acreage immediately to the South is under the jurisdiction of the FAA and cannot be developed until the FAA obligation is lifted. The remaining parcels to the East and West of the former airport currently have no connection with the park; it would make the park more difficult to navigate if those those unrelated parcels were developed in the short term.

Wind Resource of New York

Mean Annual Wind Speed at 100 Meters



AWS Truewind

Projection: UTM, Zone 18N, WGS84
Spatial Resolution of Wind Resource Data: 200m
This map was created by AWS Truewind using the MesoMap system and historical weather data. Although it is believed to represent an accurate overall picture of the wind energy resource, estimates at any location should be confirmed by measurement.

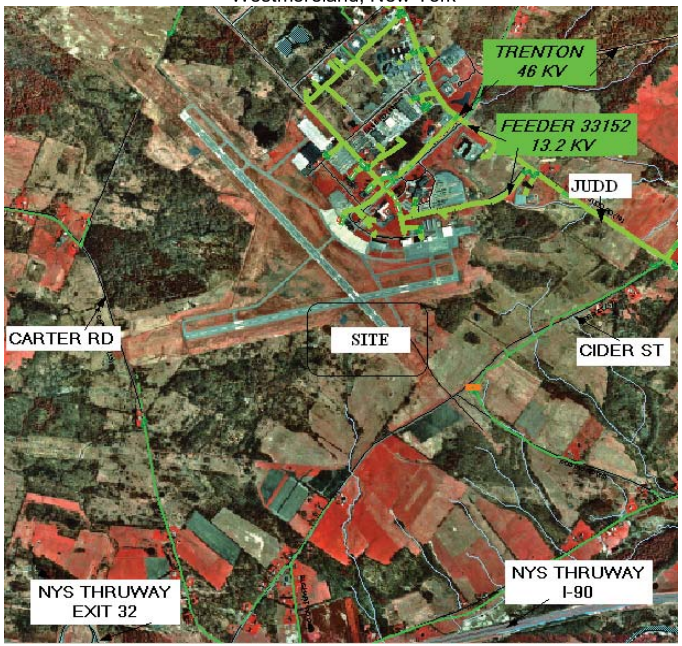
The transmission line information was obtained by AWS Truewind from the Global Energy Decisions Velocity Suite. AWS does not warrant the accuracy of the transmission line information.

AWS Truewind, LCC

nationalgrid

Economic Development Sites
Capacity Assessment

Oneida Airport Park
Westmoreland, New York



Basic Information

Distribution Service Overview

- If site has a prospect with electric requirements below 2,500 kVA. Economic Development will assume the project will be served by the existing distribution system (feeder) that was identified via Niagara Mohawk's GIS. Comments:

This site is served primarily from Walesville 33151 (13.2kV). The station (115 kV) is located on Judd Road in the Town of Whitesboro. The site is approximately 6,300 feet from the nearest 3-phase portion of the circuit.

Sub-transmission Service Overview

- If the prospect has projected loads > 2,500 kVA - Preliminary Service Assessment
  The 46 kV Trenton-Whitesboro 25 is at the Northern Border of the site

Transmission Service Overview

- If the prospect has projected loads >5,000 kVA - Preliminary Service Assessment

Questions often asked by site selection consultants:

Energy Infrastructure

A. Electric Power:

1. Service provider - Niagara Mohawk, A National Grid Company
2. Specifications of power available –

   Phase 3 13,200 volts ~6,300 feet from site.

   Phase 3 46,000 volts at site

3. Provide one line for existing transmission and/or distribution services, with proposed service upgrades that are required.
   A one line diagram can only be provided when there is a plot plan with the proposed building located on the proposed site. As a security measure, geographic information on Niagara Mohawk's transmission system is confidential. Load information is required before any potential upgrades/modifications could be determined.

4. Nearest/type of Substation(s) that serve site(w/ no. of transformers, circuits)

   The substation(s) that supports the existing 13.2 kV distribution system is 115 kV

   The 115kV supply to the substation is…

   Radial Feed Walesville Loop Feed Rome

5. Is dual feed electric service possible? Yes with modifications to the existing circuit configurations. May be costly due to the location of the proposed site (about 7,000 feet from second source).

6. Provide reliability and outage records of the circuits connected to that substation(s) –

	Int./Yr			Customer Outage Time/Yr		Longest Off Time	
	1-Yr	3-Yr-Avg	Mom.	1-Yr	3-Yr –Avg	Mom.	
33152	2	0.67	2	5.7h	1.6h	2	primary source
76258	2	1.33	3	5h	5.6h	3	secondary source

   Trenton 25

7. Contact (Electrical Service) –

8. Rates- – Dependent on consumption characteristics

B. Natural Gas:

1. Service provider - Niagara Mohawk, A National Grid Company

2. Service line - __4-8__ inch Pressure HP Northern Border of Site

   Capacity - mcf (annual) mcf

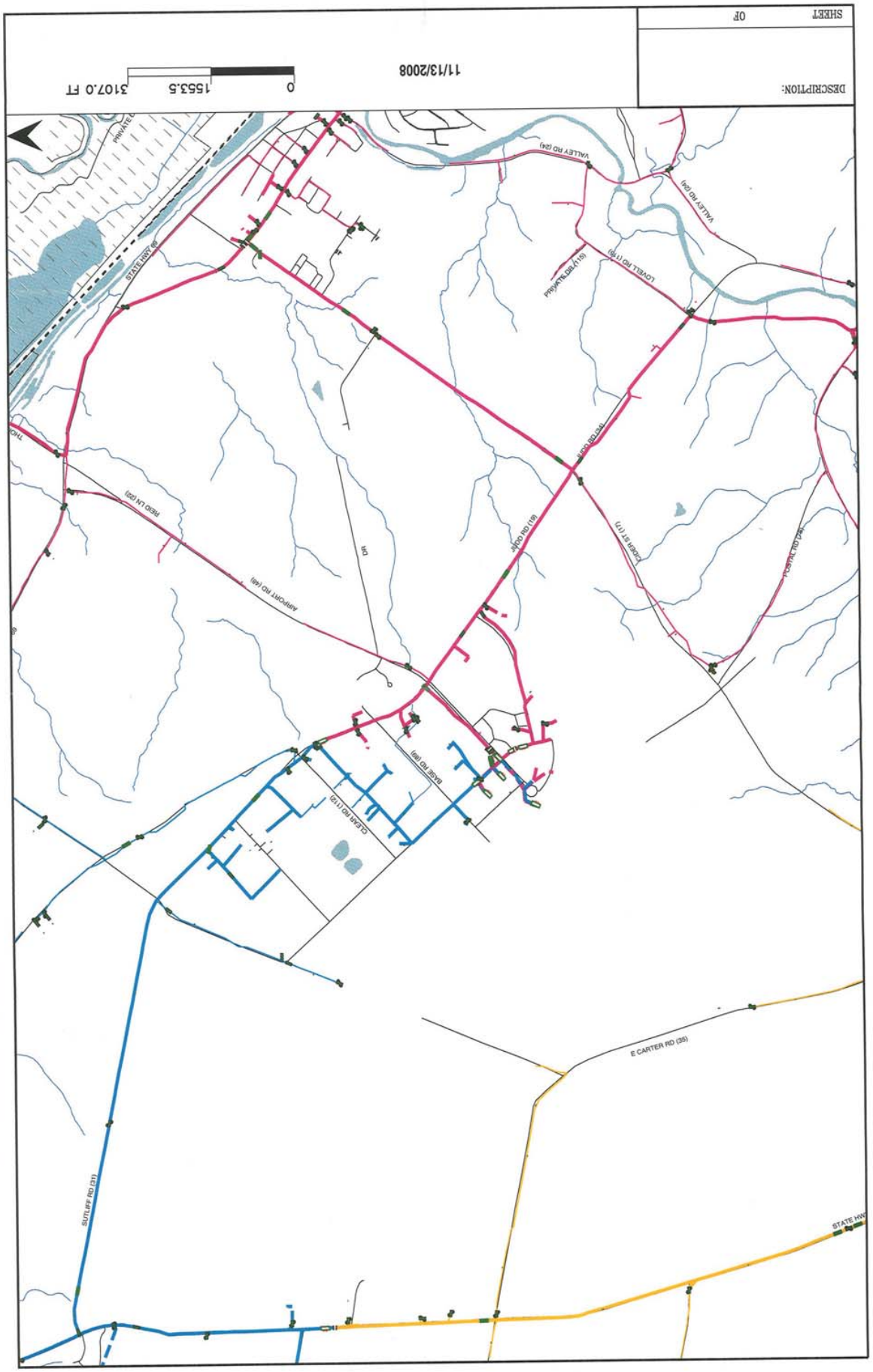
3. Contact (Natural Gas) -

4. If an extension/ upgrade is required to service the site, please describe in detail the extension/ upgrade and include the associated schedule/ cost for implementing the improvement.
   A one line diagram can only be provided when there is a plot plan with the proposed building located on the proposed site. Load information is required before any potential upgrades/modifications could be determined.

5. Service Connection Fees -

6. Rates – Dependent on consumption characteristics

7. Gas Consumption Sales Tax -
   Can sales tax be waived - __X__ yes _____ no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POSTAL RD (26)
BUTTE DR (18)
BASE RD (69)
CLEAR RD (117)
E CARTER RD (35)
SUTLIFF RD (31)
STATE HW

MOHAWK VALLEY WATER AUTHORITY (MVWA)
AIRPORT & BUSINESS PARK WATER SYSTEM
CAPACITY AND IMPROVEMENTS SUMMARY
AUGUST 2005

1. MVWA Improvements To Date.

Previously completed improvements by MVWA from 1999 to 2004 included 16 projects and totaled $322,450. Refer to Attachment 1. Current improvement projects include security fencing of Hanger Road Pump Station and a new supply main in Manor Lane, Oriskany.

The Attachment does not include numerous small upgrades by MVWA staff and the hundreds of hours spent operating this system on an annual basis.

2. How Much Additional Water Can the MVWA Supply Without Improvements?

Based on the maximum water used during each of the last three years, MVWA can supply an additional 120,000 gpd. This amount of water could typically support 10,000 office personnel or 270 single-family homes.

This number is for the Hanger Pump Station Service area, which includes:

- the OC Airport Industrial Park,
- the OC Airport Facilities, and
- the Residential Homes now served along Monument, Coleman Mills and County Seat Roads in Whitestown, including Camelot Village.

The project water demand for "Camelot Village" is 41,750 gpd *(191 Homes)*: Camelot could expand by an additional 200 manufactured homes.

3. System Reliability and Needed Improvements.

a. Hanger Road Pump Station –

All water used at the Hanger Road Service area is pumped through the Hanger Road Pump Station. There are separate domestic and fire *(high pressure)* systems. There is an emergency generator *(200 kw)* but periodically a power surge may trip out the Variable Frequency Drives (VFD) for the pump; which deliver domestic flows to a majority of the buildings at the Hanger Road Service Area. The high-pressure fire system consists of an electronically driven pump *(2000 gpm)* and a diesel engine driven pump *(2500 gpm)*. These pumps were installed in 1958 for the Commercial Airport Hanger, which has a deluge water system and also serves the fire hydrants on First Street including the Airport Terminal Building. The diesel engine is currently not operational. Recent inspections of the two (2) Hanger Road tanks indicate a need for some internal piping improvements in order to more fully utilize the storage volume. **Is this fire system still needed?** Refer to Attachment 2.

Needed improvements at Hanger Road Pump Station:

- Piping configuration inside the Hanger Road tanks. Cost $50,000 in 2007.
- Replace the Two (2) Variable Frequency Drives. Cost TBD.
- Perform High Voltage maintenance on the electrical service entrance and transformer in Hanger Road Pump Station. Cost TBD.
- Security Upgrades *(cameras outside and inside the Hanger Road Pump Station)*. Cost $5,000 in 2005.
- Eliminate the individual pressure regulators on each of the fire hydrants currently served from the high-pressure hydro-pneumatic system. Cost TBD.
- New Valve Chamber. Cost $30,000 in 2007.
- New Windows. Cost $30,000 in 2007.

b. Cider Street Pump Station

Cider Street Pumps *(to the Hanger Road Service Area)* are rated a 550 gpm – 50 gpm more than the 500 gpm pumps at the Hanger Road Pump Station: Work going on this summer to the supply system are currently underway by our MVWA Maintenance Department and security fencing for the site *(800 ft. of 8" water main @ $68,000 on Manor Lane in Oriskany)*.

Needed improvements at Cider Street Pump Station

- Increase reliability of the Cider Street Pump Station SCADA communications by MVWA staff. Cost 1,000 in 2005.
- Install master flow rates and metering at the Cider Street Pump Station. Cost $16,500 in 2006.
- New Security Fencing. Cost $10,000 in 2007.
- New Windows. Cost $10,500 in 2007.

4. Benefits of Proposed Cider Street Tank. Refer to Attachment 3 & 4 for Project Summary and Costs.

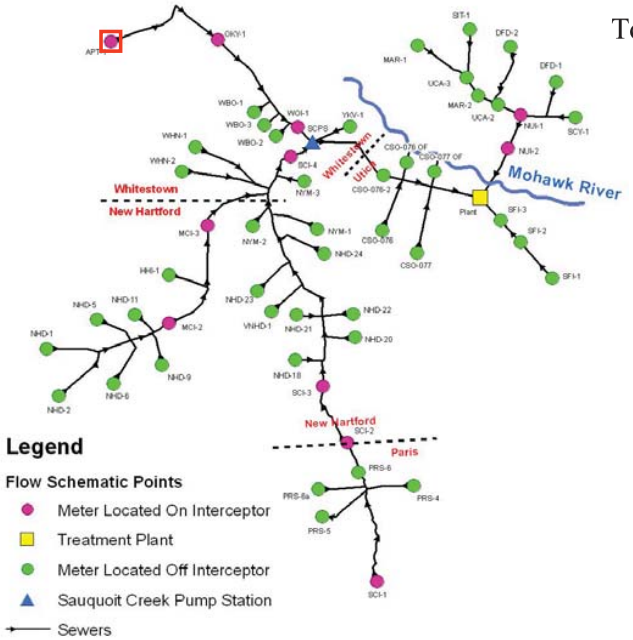
A new 1.0 MG Tank located near the Cider Street and Judd Road intersections would improve fire storage reserves, eliminate the need for one pump station *(Cider Street would remain on standby)* if connected to either the Intermediate Service Area in Whitestown or Marcy Service Areas and improve supply side pressures to the Hanger Road Pump Station increasing its delivery reliability.

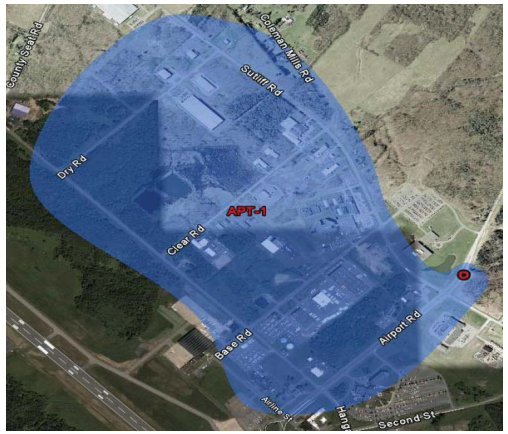
If the tank is filled from the Cider Street Pump Station or the Intermediate Service Zone in Whitestown by gravity there is no appreciable increase above the 120,000 gpd noted under 1.

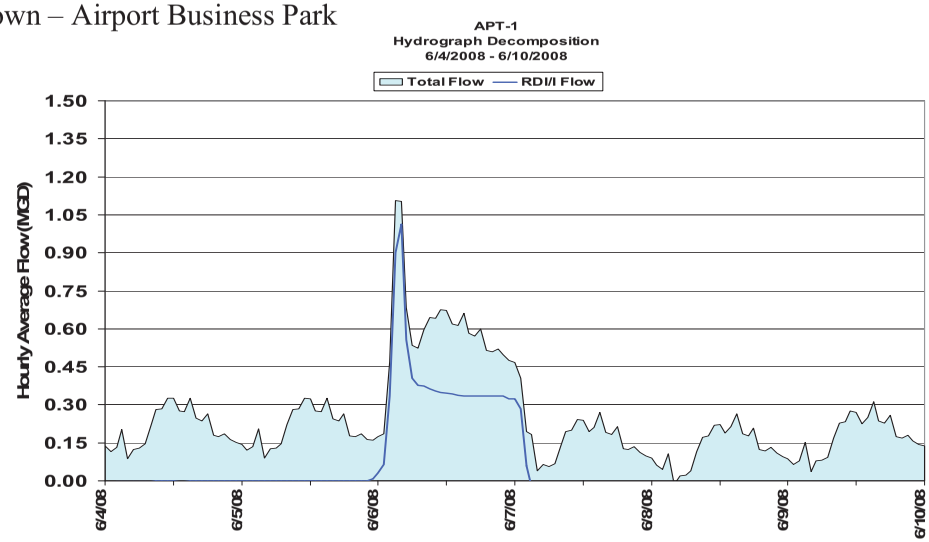
If the tank were connected to the Marcy Service Area via a 24-inch water main, the increase in available flows would be about 4 mgd.

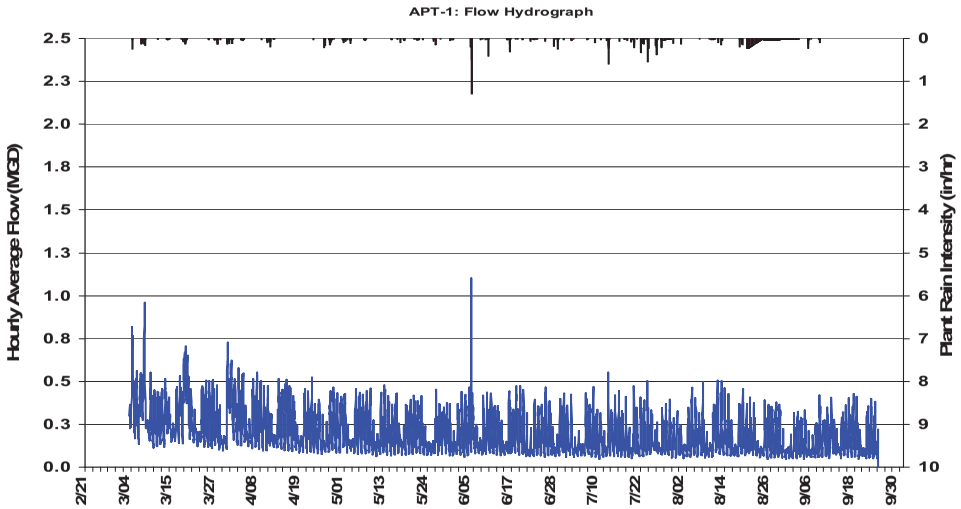
Meter-APT-1

Town of Whitestown – Airport Business Park









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MVWA CIP
Cider St. Tank & Mains, Impact of Advancing Construction on the Verona Project

Summary - The 1.0 MG Cider St. Tank and 600lf of 24" connecting mains can be constructed and hydraulically operated without the Verona Supply Main. Cost would be approximately $1.25 million. There will be no adverse impact on the Verona hydraulics and the Cider St. can be connected to the Verona main when constructed.

There is the financial impact of utilizing the funds for the Cider St. tank, which will not be available to the Verona project.

Approvals and land acquisition would take 6 mos, and actual construction one year, for a total project timeframe from go-ahead to operation of 18 mos. Details below.

Hydraulics & Cost, Storage - The Cider St. Tank as originally proposed was 1.0 MG. This volume of storage was added to the 1.0 MG tank proposed for Verona for a total of 2.0 MG at one location. The Cider St. Tank can be constructed at 1 MG and Verona's separately in the future without negative hydraulic effect. In fact, there is the advantage of redundancy when two tanks serve the same service area although there may be a small difference in elevation due to the distance between the two tanks. Assuming construction in the next 24 mos. or so, the original Cider St. tank budget of $1.0 million should be increased to $1.12 million to cover inflation.

Hydraulics & Cost, Supply - The upgrades to the Cider St. Pump Station in 2004 included new pumps with capacity and pressure to fill the proposed Cider St. Tank. This design was incorporated as a safety factor in the event that the supply main was interrupted. It would therefore not be necessary to construct the 9,000 lf of 16" main form Judd Rd. at an originally budgeted cost of $950,000. When the Verona project is eventually undertaken, the Cider St. Tank can be connected. The project will require approximately 600lf of 24" main from Judd and Cider intersection into the new Tank. The 24" is recommended as it can be incorporated into the Verona feed at a later date. The cost of this distance of 24" main is estimated at $105,000.

SEQR – The SEQR process for the entire Airport Tank & Mains project was successfully "Neg Dec" in Spring 2002. Since the SEQR identified a phased approach to construction with the Tank the initial project construction can proceed. Would however, recommend an informational meeting with the County, Airport and Town of Whitestwon.

FAA – The final FAA project approval was not obtained and would take about 6 months. It was confirmed that the tank height and location was acceptable under FAA regulations. Cost estimate of $5,000 for FAA approval.

Land Acquisition – The Survey was completed for both construction and property mapping in 2002. Negotiations for the land will have to be re-started with Oneida County and the FAA. Land acquisition is estimated to take 6 mos. and cost $3,000 assuming the land is donated by OC as the project is a direct benefit to the Business Park and Airport. The land was originally partially funded by the FAA which is why their approval is required.

Typical Pump Hours at Hanger and Cider.

Hanger Pump Station

February	168 hours for week
	168 hours for week
	168 hours for week
	143 hours for week

Average hours per week=161.75 hours
Pump output is 500 GPM but is run off a VFD drive.
Average daily pump output= 77,372 gallons

August	168 hours for week
	173 hours for week
	163 hours for week
	143 hours for week

Average hours per week=161.75
Average daily pump output= 87,931 gallons

Cider

	Jockey pump @ 26GPM	Lead pump@240GPM
February	129 hours	41.2 hours
	128 hours	42.2 hours
	127 hours	33.5 hours
	114 hours	37.1 hours

Average hours per week jockey pump=124.5 hours.
Average hours per week Lead pump=38.5 hours.
Average daily pump output= 106,945 gallons.

August	118 hours	51.7 hours
	124 hours	49.7 hours
	118 hours	36.2 hours
	122 hours	47.6 hours

Average hours per week jockey pump=120.5 hours.
Average hours per week Lead pump=46.3 hours.
Average daily pump output= 122,099 gallons.

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Oneida County Business Park Redevelopment Plan and Design Guidelines

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