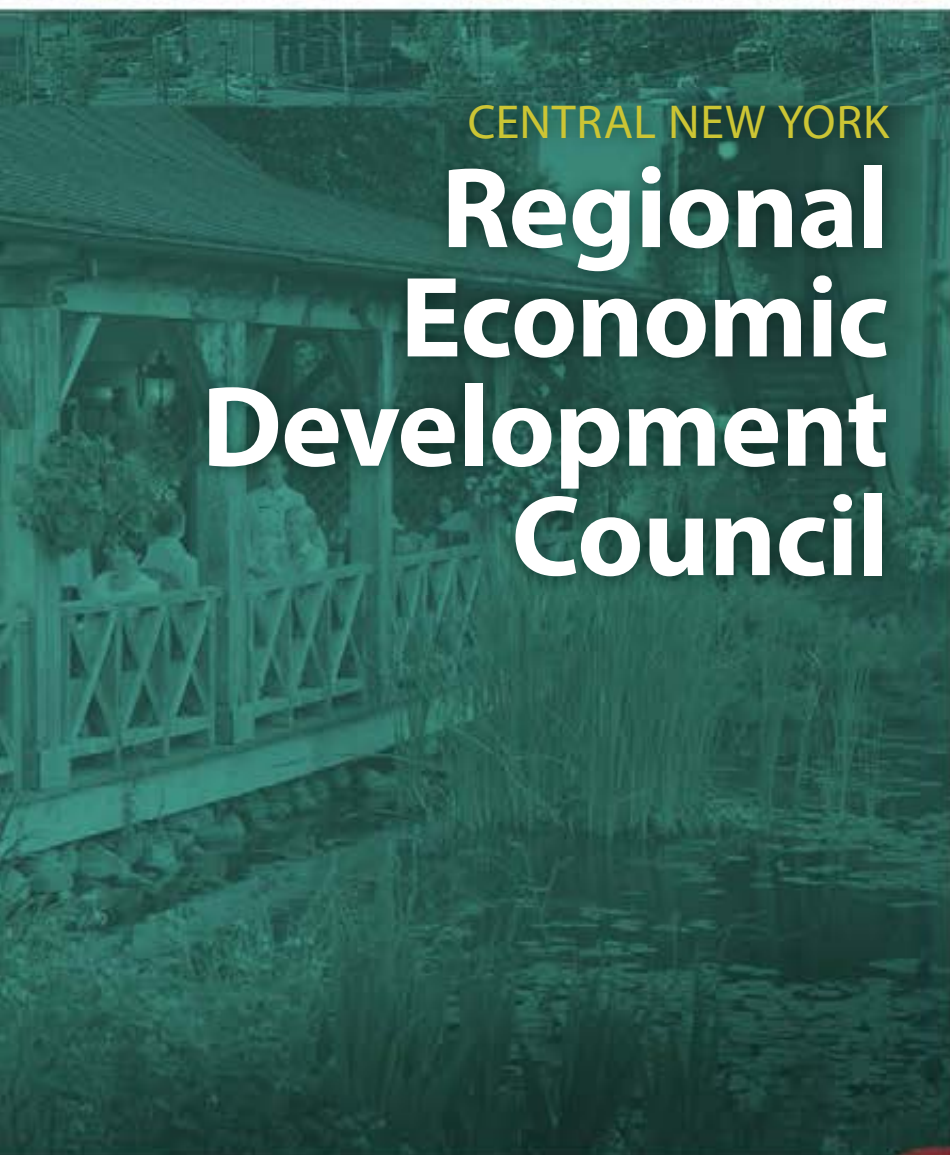


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CENTRAL NEW YORK

Regional Economic Development Council



2013-2014
STRATEGIC PLAN UPDATE

CENTRAL NEW YORK
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A Message from the Council

Central New York is bearing witness to economic transformation as it enters the third year of its REDC Five-Year Strategic Plan. Decades of negative economic and demographic trends are being slowed, and even reversed. Businesses are investing in our region. People are once again choosing our quality of life. Unprecedented construction marks our urban landscapes, and rural communities are increasingly adding value to their home grown products and accessing new markets around the country and the world.

Groundbreaking new collaborations are also generating opportunities for communities that have seen the most difficult challenges. Our commitment to education and training through initiatives like Say Yes to Education and Green Train are creating benchmark models that other regions are beginning to replicate. And our anchor institutions are transforming the physical character of their surrounding neighborhoods in ways that reflect the diversity, values, and assets of our region.

Businesses, educators, entrepreneurs, and community leaders are working together to drive our economy, and we are proud of our achievements. Our success begets success, and we have great hope for what the next decade holds. We remain committed to preserving the quality of life that makes our region so special by continuing to invest in neighborhoods, the arts, and the recreational opportunities. Yet we also know there is much work ahead so that those not yet touched by progress experience a renewed sense of opportunity.

This progress report presents an action plan to continue the positive momentum of our Strategic Plan. The recommended projects herein will impact every community in our region and advance our strategic objectives in significant ways. The council has worked hard to identify projects that will grow our cities and towns, while also rewarding the collaborative ventures among our businesses, industry and anchor institutions.

These projects represent a **total proposed state investment of \$31.7 million, leveraging \$267.9 million in private and other funding for total project expenses of more than \$299.5 million, and a five-year total payroll of more than \$92 million. Together, they support the creation of 810 new jobs, the retention of 378 existing jobs, and leverage a return on investment of 11.3.** These projects advance CNY REDC's goals and strategies, connect with its Transformational Initiatives, leverage the greatest return on investment—in terms of dollars, jobs, human capital, and community impact—and stimulate economic growth across five counties.

Yet we are ever conscious of our status as a "Best Plan" winner and a "Top Performer" in the last two rounds of the REDC process. As you review this report and our application for funding, we know you will work hard to answer the very question that our council and our communities have been asking ourselves: "What is it about Central New York that merits a third, consecutive investment?"

Put simply, we believe that our region continues to break new ground—both literally and figuratively:

- We continue to demonstrate a unique ability and desire to collaborate, both within our region and across the state;
- Led by our anchor institutions and business leaders, we are gaining national attention in the fields of economic and community development, education, innovation and technology;
- We are laser-focused on submitting projects that tie directly to our strategic goals and that provide a strong return on investment to the State of New York;
- We are moving the needle on our regional scorecard, with the majority of our top line metrics (including falling unemployment, increased wages, growing exports and total jobs) moving convincingly in the right direction; and
- We are leveraging the dollars that we are asking the state to invest—putting our own dollars and human capital to work beside that of national foundations and corporations to achieve transformation.

We are also mindful that no static document is a sound prospectus for a region's future. We are constantly tracking our progress and evaluating our successes and failures. This report lays out several new strategies that result from our honest self-evaluation. Moreover, we believe that we have embraced the new challenges laid out by Governor Cuomo in this year's REDC round to ensure total community prosperity.

- **Project Pipeline**—We proactively identify priority projects that advance the goals of our strategic plan and continue to work with business and community leaders in target industry sectors to identify strong projects, new opportunities and to ensure that projects from the past two years advance on schedule.
- **Innovation Hot Spots**—Through the CNY Hot Spot, our region seeks to deliver the most innovative and effective incubation and acceleration services in the state; facilitate tech transfer at public and private colleges and universities; provide a vehicle to integrate the region's early-stage business assets; and provide access to early-stage financing through our region's first venture capital fund—Armory Square Ventures.
- **Opportunity Agenda**—The CNY Opportunity Agenda advances the CNY REDC's strategies to support the workforce of tomorrow by providing traditionally impoverished populations the opportunity to share in the region's increasing prosperity, linking low-income residents to career opportunities, aligning the needs of employers with the talents of individuals, helping newly employed residents improve their financial capacity, and cultivating entrepreneurship within distressed communities.

- **Next Generation Job Linkage Program**—To ensure our region's workforce is trained for the jobs of today and tomorrow, an Advisory Committee will identify unmet workforce training needs and gaps in existing workforce development infrastructure and will engage area business leaders to identify recommendations for legislative action, funding priorities, and program development.
- **Interregional Collaborations**—Our region has a history of successful collaborations, and we believe opportunities exist to develop and accelerate a number of projects and initiatives that combine the unique economic strengths and assets of partnering regions to have super-regional impact. To accomplish this, the CNY REDC recommends a stronger statewide system to share best practices and promote the coordination of new interregional projects and collaborations.
- **Engage Local Government Officials**—Over the next year, the CNY REDC will coordinate outreach to local governments to further articulate the strategies of the council and solicit input on local economic development priorities. These efforts will further strengthen communication and dialogue between the council and communities in the region.

Through the first two rounds, the Central New York REDC has demonstrated a best-in-class track record for leveraging investment, providing a strong ROI and successfully completing the projects that we have started. Ninety-two percent of our Round 1 and 2 projects are underway or are on schedule. Collectively, the \$196 million awarded to CNY in Round 1 and 2 has the potential to leverage more than \$790 million in private investments.

With your help, we are making real and tangible progress in Central New York. Much work remains, but our partners are as committed today as they were on the very first day of this collaboration. Our goal is nothing short of a complete economic transformation for Central New York, setting a new standard for an inclusive metropolitan revival. Your confidence, support and investment, are critical to accelerating that change.



Mensaje del Concilio

New York Central da testimonio de la transformación económica de la región según entra en su tercer año del plan estratégico a 5 años del Concilio Regional de Desarrollo Económico (REDC). Décadas de tendencias negativas económicas y demográficas se han detenido e invertido. Los negocios están invirtiendo en nuestra región. Las personas una vez más están escogiendo nuestra calidad de vida. Construcción de paisajes urbanos hacen marca sin precedente, y las comunidades rurales cada vez más añaden valor a sus productos hechos en casa y dan acceso a nuevos mercados en toda la nación y el mundo.

Nuevas e innovadoras colaboraciones también generan oportunidades en comunidades que han visto los desafíos más difíciles. Nuestro compromiso a la educación y entrenamientos como, Dile Si a la Educación y Tren Verde, están creando puntos de referencia como modelos que otras regiones comienzan a adoptar. Y nuestras instituciones ancla están transformando el carácter físico de sus vecindades alrededor de formas que reflejan la diversidad, los valores y los activos de nuestra región. Negocios, educadores, empresarios y líderes de la comunidad se encuentran trabajando juntos para guiar nuestra economía, y estamos orgullosos de nuestros logros. Nuestro éxito engendra éxito, y tenemos gran esperanza en lo que traerá la próxima década. Nos mantenemos comprometidos en preservar la calidad de vida que hace nuestra región tan especial por medio de la continua inversión en sus vecindades, las artes y las oportunidades recreacionales. Aun así, sabemos que hay mucho trabajo por delante para alcanzar a todos aquellos que todavía no han sido tocados por este progreso, también tengan la oportunidad de experimentar un sentido de oportunidad renovado.

Este informe de progreso presenta un plan de acción que da continuación al impulso positivo de nuestro Plan Estratégico. Los proyectos aquí recomendados impactan todas las comunidades en nuestra región y adelantan nuestro objetivo estratégico de manera significativa. El concilio ha trabajado fuerte para identificar proyectos que definen el crecimiento en nuestras ciudades y pueblos, e igualmente de provecho para los proyectos colaborativos entre los negocios, las industrias e instituciones ancla.

Estos proyectos representan un total y proponen una inversión del estado de \$31.7 millones, aprovechando \$267.9 millones en fondos privados y otros para alcanzar lograr los costos de los proyectos en su totalidad de mas de \$299.5 millones, y un total a cinco años de \$92 millones en nóminas de sueldos. Juntos, influyen la creación de 810 empleos nuevos, la retención de 378 empleos existentes e influencia el rendimiento de inversión por 11.3. Estos proyectos adelantan los logros y estrategias del Concilio de New York Central (REDC), conectando con iniciativas transformacionales, influenciando el mejor rendimiento de inversión—en términos de dólares, empleos, capital humano, e impacto a la comunidad—y estimular crecimiento económico a través de 5 condados.

Aún siempre conscientes de nuestro estado como ganadores del “Mejor Plan” y el “Mejor Desempeño” en las últimas dos rondas del proceso del REDC. Según revisen este reporte y nuestra aplicación para fondos, sabemos trabajarán fuerte para contestar las mismas preguntas que nuestro concilio y nuestras comunidades se han preguntado: “¿Qué sobre New York Central amerita una tercera inversión consecutiva?”

Puesto simplemente, pensamos que nuestra región sigue abriendo nuevas vías—tanto figurativamente como literalmente:

- Nosotros continuamos demostrando una capacidad única y un deseo de colaborar, tanto en nuestra región como en todo el estado;
- Dirigido por nuestras instituciones y líderes de negocios, estamos ganando atención nacional en las áreas de desarrollo económico y comunitario, educación e innovación y en la tecnología;
- Estamos totalmente enfocados en la presentación de proyectos que vinculan directamente nuestros objetivos estratégicos, y que demuestran un fuerte rendimiento de inversión en el estado de New York;
- Estamos moviendo la aguja en el cuadro de mando regional, con la mayoría de los indicadores de primera línea (incluyendo la disminución del desempleo, el aumento de salarios, aumento de las exportaciones y el empleo total) en movimiento convincente que vamos en la dirección correcta; y
- Para alcanzar el objetivo de transformación, estamos aprovechando los dólares que pedimos del Estado—poniendo nuestros propios dólares y capital humano a trabajar junto a fundaciones nacionales y corporaciones para alcanzar la señalada transformación.

También estamos conscientes de que ningún documento estático es un prospecto sólido para el futuro de una región. Estamos constantemente siguiendo la trayectoria de nuestros progresos y evaluando nuestros éxitos y fracasos. Este reporte establece estrategias que resultan de nuestra honesta evaluación. Adicionalmente, pensamos que hemos adoptado los desafíos dispuesto por el Gobernador Cuomo en la ronda de REDC de este año para asegurar prosperidad para la comunidad total.

- **Proyectos Prioritarios**—Nosotros identificamos proactivamente proyectos de prioridad que permitan avanzar en los objetivos de nuestro plan estratégico, y continuamos trabajando con los líderes comunitarios y de negocios en los sectores de la industria para identificar proyectos de gran importancia, nuevas oportunidades y para asegurar que los proyectos de los dos últimos años avancen según lo programado.

- **Innovación de “Hot Spots”**—A través del “CNY Hot Spot”, nuestra región pretende ofrecer la más innovadora y eficaz incubación y servicios de aceleración en el estado, facilitar la transferencia de tecnología en las universidades públicas y privadas, ofrecer el medio para integrar las primeras etapas de la empresa de la región, y facilitar el acceso al financiamiento de las primeras etapas a través del primer fondo de capital de riesgo de nuestra región—Empresas en “Armory Square”.
- **Programa de Oportunidad**—El Programa de Oportunidad de CNY avala las estrategias del CNY REDC para apoyar la fuerza laboral del mañana, proporcionando comunidades tradicionalmente empobrecidas, la oportunidad de ser parte del aumento de la prosperidad de la región, conectando a los residentes de bajos ingresos a las oportunidades de empleo, la alineación de las necesidades de los empleadores con los talentos de las personas, ayudando a los residentes recién empleados a mejorar su capacidad financiera, y cultivar el espíritu empresarial en las comunidades más pobres.
- **Programa Próxima Generación Vinculación a Oficio**—Para asegurar que la fuerza laboral de nuestra región esté capacitada para los empleos de hoy y de mañana, un Comité Evaluador identificará las necesidades de capacitación laboral no satisfechas y las deficiencias en la infraestructura de desarrollo de fuerza laboral existente, y comprometer a los líderes empresariales de la zona para identificar recomendaciones de acción legislativa, las prioridades financieras y / o desarrollo de programas.
- **Colaboraciones interregionales**—Nuestra región tiene una historia de colaboraciones exitosas, y creemos que existen oportunidades para desarrollar y acelerar una serie de proyectos e iniciativas que combinan las fortalezas

económicas únicas y bienes económicos (activos) con la asociación de las regiones para tener un impacto súper-regional. Para lograr esto, el CNY REDC recomienda un sistema estatal más fuerte para compartir las mejores prácticas y promover la coordinación de nuevos proyectos interregionales y colaboraciones.

- **Involucrar a los funcionarios del gobierno local**—

Durante el próximo año, el CNY REDC coordinará el alcance de los gobiernos locales para engranar aún más las estrategias del Concilio y solicitar información sobre las prioridades de desarrollo económico local. Estos esfuerzos fortalecerán aún más la comunicación y el diálogo entre el Concilio y las comunidades de la región.

En las primeras dos rondas, el (REDC) de New York Central ha demostrado un historial y un marca record como el mejor en su clase por impulsar la inversión, proporcionando un fuerte rendimiento de inversión, y completando con éxito los proyectos que hemos comenzado.

Noventa y dos por ciento de los proyectos de la 1ra y 2da ronda están a tiempo o en curso. Colectivamente, los \$196 millones otorgados a CNY en Rondas 1 y 2 tiene el potencial para aprovechar más de \$790 millones en inversiones privadas.

Con su ayuda, estamos logrando un progreso real y tangible en New York Central. Falta mucho trabajo por hacer, pero nuestros colaboradores están igualmente comprometidos hoy como estaban el primer día. Nuestro objetivo es lograr una completa transformación económica para New York Central, y establecer un nuevo modelo para el renacimiento inclusivo metropolitano. Su confianza, apoyo, e inversión son críticos para acelerar estos cambios.



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Appendices

Appendices Contents

1 Overview of Progress

1.0 STRATEGY & IMPLEMENTATION OVERVIEW

This Overview of Progress details the strategies, capital projects, and long-term transformational initiatives that are underway across the CNY region actively advancing the goals of the Five-Year Strategic Plan the Central New York Regional Economic Development Council (CNY REDC) developed in 2011.

The CNY REDC Strategic Plan is truly an action plan that builds upon the region's history of collaboration, innovation, and strategic planning. It is leading transformational economic growth by catalyzing the region's unique economic assets and human capital to their maximum potential.

Through the plan's implementation over the last two years, the region has seen cranes in the air and shovels in the ground, human and social capital at work empowering communities, growth of businesses, and the transformation of the physical character of urban neighborhoods in ways that reflects the region's diversity, values, and assets.

More importantly, this plan continues to be driven by a bottom-up approach to economic development, with partners across the region taking ownership of opportunities and overcoming challenges.

Our investments are guided by the three overarching goals that build on the region's diverse, core industries; support an environment for innovation and growth in a globally competitive economy; and strengthen neighborhoods, commercial districts, and municipal centers while training the best talent and embracing inclusivity to create long-term prosperity for all:



Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets



Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies



Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods



Within the framework of these goals, the CNY REDC provided strategies in 2011 as a foundation for growth and development. These strategies have embodied the work of the council over the past two years, with particular emphasis on making investments that achieve multiple goals. As a result, council decisions to prioritize projects in 2013, as in past years, demonstrate its commitment to invest in urban centers and poor neighborhoods, while simultaneously making core industries more competitive.

Also within the framework of these goals, the council is working to respond to new ways to harness our emerging assets to be responsive to changes in regional, national, and global markets. As a result, projects are advancing, both in and outside the REDC funding process, which are putting people to work, revitalizing communities, and stimulating further investments across the region. We are also seeing new opportunities for cross-regional collaboration throughout the State, particularly in areas involving clean energy systems, broadband, cybersecurity, education, and tourism.

While each overarching goal and its related strategies and projects are integral to the success of the Strategic Plan, the council is advancing transformational initiatives to focus attention on critical areas that need an elevated level of resources and coordination. These initiatives have continued to coordinate strategies, investments, and policies to achieve long-term economic change, while directly aligning with the CNY REDC Strategic Plan. The region is also excited to be working on a highly visible and transformative project in our urban core that will be addressed in more detail throughout the year.

Teams of regional experts, including council members and relevant industry and community leaders, continue to guide the progress of these transformational initiatives and advise the council on emerging projects and key strategic decisions.

The transformational initiatives include (see Appendix A for team members):

New York Energy Regional Innovation Cluster (NYE-RIC)—A statewide innovation network that produces new and improved products and services for advanced buildings and sustainable communities by strengthening connections between companies and universities; leveraging exceptional assets for research, development, demonstration, and commercialization; and increasing sales of products and services made in New York to major markets across the state, country, and world.

Food to Markets—Supporting initiatives to increase demand in CNY for locally grown products; encouraging the establishment of a recognizable brand for CNY products; incentivizing value-added processing operations; and establishing a distribution system that aggregates supply to meet increasing demands.

Tourism, Arts, and Culture—Progressive marketing of the region's arts and cultural offerings, sustaining the development of arts and cultural endeavors that reach national and international audiences, while maximizing connectivity among arts and cultural providers.

Innovate Upstate—Addressing the critical gap in venture and early-stage growth capital to support the region's robust pipeline of innovative technologies and entrepreneurs.

Broadband Investment—Identifying and addressing needs for further development and deployment of affordable broadband access to underserved and unserved communities throughout the region.

Say Yes to Education—A collaborative strategy among public and private sectors to create a seamless transition of success for children from pre-K through high school into higher education and ultimately into the workplace.

Municipal Core Reinvestment—Ensuring that the region's municipal cores, both urban and rural, remain vibrant centers of growth and investment, with thriving commercial and cultural districts, flourishing neighborhoods, and access to sustainable means of transportation.

Waterfront Revitalization—Investing in the region's waterways and waterfront communities through mixed-use redevelopment; attraction and retention of water-intensive industries; development of low-cost, sustainable energy; marketing of recreational and heritage tourism; and promotion of international and international trade and commerce.

These transformational initiative teams bring energy, expertise, and engagement of key constituencies to the growth and development of the region and will continue to monitor and lead the implementation of strategies and actions over time to ensure the council is making prudent, long-term decisions.

Strategy Overview

Strategies are being implemented to advance the goals of the CNY REDC Strategic Plan by leveraging assets in the region's most competitive industries, growing the region's global competitiveness, and emphasizing human capital and anchor institutions as resources to develop strong neighborhoods and communities.

In 2013 and 2014, the council is focused on executing and driving the impact of the projects and initiatives that were developed in the original Strategic Plan. The council is also developing and implementing new initiatives to address new regional dynamics that have arisen since the crafting of the original plan. Many of these new initiatives have evolved from the successes of previous programs (e.g. Health Train, modeled after the Green Train program). Strategies and their progress are summarized below by corresponding goals, but as has always been a key focus of the council, many of these strategies interrelate with each other and across the council's three overarching goals. Similarly, the council's priority projects are selected because they accomplish multiple goals and strategies, as well as advance the region's transformational initiatives.



Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets

❖ Strategy: Invest in Existing Regional Industry Concentrations and Businesses

Over the past two years, the CNY REDC has actively worked to drive growth within some of the region's most competitive industry concentrations as identified in its Five-Year Strategic Plan: Clean Energy and Environmental Systems (CEES); Health, Biomedical Services, and Biosciences; Financial Services; Agribusiness and Food Processing; Advanced Manufacturing; and Tourism. In the CNY REDC's 2012-2013 Strategic Plan Update, the emergence of a new industry sector, Data to Decisions, was identified for its potential to lead new job growth and innovation in the region. The CNY REDC has been deeply engaged in not only growing these industries through bricks and mortar investments, but also strengthening them by encouraging new market penetration and adoption of innovation products, processes, and technologies.

Implementation Overview

1. Clean Energy and Environmental Systems (CEES)

Significant strides have helped crystallize this cluster as critical to the region's economic growth in the last year. Through the collaborative efforts of the New York Energy Regional Innovation Cluster (NYE-RIC) partners, the federal government recognized clean energy and environmental systems as a significant regional industry through a multi-agency award in the Advanced Manufacturing Jobs and Innovation Challenge (AMJIAC). Awarded in October 2012, the AMJIAC program brings together a group of seven regional partners to accelerate innovations and market growth for firms working with Thermal and Environmental Control Systems (TECS) technologies. While the region has exhibited historic strengths within the broader clean tech industry, firms working with TECS technologies have a deep heritage in the region through expertise developed originally by Carrier Corporation.



The AMJIAC project will work with approximately 60 regional firms that use TECS technologies to grow exports; accelerate innovation and commercialization; provide training for advanced manufacturing techniques; develop research collaborations between private firms and universities; assist the startup of new businesses; and encourage networking among firms operating in this sector.

Leveraging Investments

The success of the CNY REDC's strategic plan would not be possible without the support from a variety of sources, including private-sector investment, competitive federal programs, foundation funding, and other community resources. Projects and initiatives supporting the plan that leverage resources outside of the REDC process are noted throughout the report, and referenced in further detail on page 37.



Round 1 & 2 Project & Strategy Implementation

- **Cooper Crouse-Hinds** completed its Round 1 project that has established a state-of-the-art marketing facility, development laboratory, and engineering center in 20,000 square feet of existing space in Syracuse.
- **Pall Corporation**, one of Cortland County's cornerstone manufacturers, is investing nearly \$9 million in a cutting-edge research and development facility as part of its continuous improvements, leveraged by a Round 2 Empire State Development (ESD) grant. The Pall Finger Lakes Center of Excellence will become the company's primary technology center serving its \$1.42 billion industrial business, will create new jobs, and solidify the company's standing as one of the county's top employers.
- The **Syracuse Center of Excellence (SyracuseCoE) R&D Labs and Complete Streets** project (Round 1) is underway, which will expand the facility as a home for CEES innovations and provide streetscape improvements on the site adjacent to Loguen's Crossing; expected completion date is the end of 2013.



- **Fulton Thermal Corporation** broke ground in January 2012 on its Round 1 expansion project that will allow it to construct new energy efficient boilers and thermal fluid heaters. The project is expected to be completed by the end of September 2013.

Additional Progress in Region Supporting and Advancing This Strategy

- Five **Commercialization Assistance Program** (CAP) grants were competitively awarded by CenterState CEO and SyracuseCoE to help bring to market new products and services in the indoor environmental quality, water resources, and clean and renewable energy fields. Collectively, these grants will create or retain approximately 120 jobs in Central New York. Since 2001, CAP has created or retained more than 150 jobs and generated more than \$400 million in new revenue for companies in the region.
- Four **Syracuse University Raymond von Dran IDEA Awards** in Energy and Sustainability were awarded by SyracuseCoE to aspiring entrepreneurs to cover startup expenses and assist students in transforming their conceptual models into expanded, entrepreneurial business plans.
- Projects and businesses in the region are utilizing green technologies developed by CNY companies. SyracuseCoE installed products at its facility from **NuClimate Air Quality Systems** of East Syracuse and LED lighting from **Ephesus Technologies** of Syracuse; the **Pike Block** project in downtown Syracuse has installed an innovative brine geothermal heating and cooling system; and **HealthWay** air purifiers from Pulaski, Oswego County, were installed at The Tech Garden in Syracuse.
- **The CNY Hot Spot** includes partners with unique abilities to focus on incubation, acceleration, and technology development impacting this sector, including The Tech Garden, The Clean Tech Center, SyracuseCoE, CNY Biotech Accelerator, and SUNY ESF.



Pall Corporation is investing nearly \$9 million in the Pall Finger Lakes Center of Excellence, in Cortland County.
Courtesy of C&S Companies

Transformational Initiative Progress

New York Energy Regional Innovation Cluster (NYE-RIC)

The CNY Five-Year Strategic Plan notes that global demand to improve energy efficiency in buildings is expected to grow dramatically in the coming decades. The NYE-RIC initiative is dedicated to exploring ways that the region can advance the mission of sustainability and energy efficiency while promoting the growth of local businesses.

Initiatives in 2012-13 were wide-ranging and addressed differing aspects of energy efficiency and sustainability. Through the federal **Advanced Manufacturing of Thermal and Environmental Control Systems (AM-TECS) award**, the Syracuse Center of Excellence and its partners are assisting Upstate companies by accelerating their products into the global marketplace, through workforce development training, commercializing innovative research, and building networking opportunities for entrepreneurs.

With advancements like the **Cayuga County Anaerobic Digester**, which supplies 82 percent of the Cayuga County Campus' energy requirements, to the NYSERDA-funded photovoltaic panels on Syracuse's City Hall Commons, the region is seeing a continued emphasis on "being green." On Syracuse's University Hill, **SUNY ESF's Gateway Center** has an innovative combined heat and power (CHP) system.

2. Health, Biomedical Services, and Biosciences

The region's health care providers and medical device manufacturers continue to dominate in the regional economy, driving employment, technological innovations, international growth, and commercialization. Within the past year, the region launched new assets, such as the CNY Biotech Accelerator, that will cultivate new businesses and innovations in the biosciences arena. Moreover, its products and services are becoming increasingly desirable in foreign markets.

Round 1 & 2 Project & Strategy Implementation

- The **CNY Biotech Accelerator** opened in Syracuse in 2013 and is completing its Round 1 project. With support from a Round 2 REDC investment, the accelerator has started to add new equipment to its incubation space targeted at companies, predominantly in the biomedical, pharmaceutical, and bioenergy fields. The Biotech Accelerator will soon advertise its participation in the Governor's START-UP New York program.



Governor Cuomo tours the CNY Biotech Accelerator and the labs of Rapid Cure Technologies.

Photo by Darren McGee, courtesy of Office of the Governor

- The **St. Joseph's Hospital Health Center** expansion (Round 1) broke ground in April 2012 and is expected to be completed in mid-2014. The project includes new private rooms, intensive care units, and a new operating room suite.
- **Healthway Home Products'** 18,000 square-foot expansion, made possible by a Round 1 grant, is expected to be completed by December 2013.
- **Fulton Medical Center**, a part of **Oswego Health**, plans to construct a Medical Endoscopy Center at its facility, funded in part by a \$500,000 Empire State Development Round 2 grant, adding new health care services in Oswego County. The \$3.5 million project is in the planning stage with ongoing communications with physician groups. It is anticipated that the implementation will occur in 2014.
- **Design Concepts and Enterprises, LLC**, the world's largest manufacturer of wound closure apparatuses, was approved for \$100,000 in ESD funding plus \$400,000 in tax credits (Round 2) to expand operations to increase production capacity. The company in Oswego County is evaluating available building space that would provide for future growth at a significantly lesser cost per square foot.
- **Community Memorial Hospital** in Hamilton, Madison County, leveraging Round 2 funding, is investing \$2 million to undertake hospital data center improvements and to make IT upgrades to allow for electronic connection between CMH and Crouse Hospital in Syracuse. This critical project to strengthen health care services in an underrepresented part of the region is scheduled for completion by early next year.
- **Crouse Hospital** (Round 2) in Syracuse will invest more than \$10 million to renovate its **Baker Neonatal Intensive Care Unit (NICU)**—a regional center for high-risk maternity, obstetrics, and newborn care—to include a sterile procedures room and isolation rooms.

- The **Syracuse Community Health Center** kicked off Phase 1 of a LEED-certified primary health care center in the urban core of Syracuse in April 2013, with support from a Round 2 investment.
- **Total Care, Inc.**, a private not-for-profit health insurance corporation in Syracuse, is investing in reconfiguring its entire facility, which includes upgrades of information and communication systems and capital improvements. The project is underway with an expected completion by the end of this year.
- **CNY Hot Spot** operational partners Upstate Medical University and SUNY ESF are delivering clinical and bioscience research assets via the CNY Biotech Accelerator, which combines advanced research and state-of-the-art wet laboratory space coupled with an intense business development program. Additionally, Syracuse University provides the knowledge and assets of Blue Highway, a product development enterprise with expertise in biomedical applications. MedTech, an anchor tenant of The Tech Garden is also engaged, and will deliver PreSeed Workshops, especially those aligned with businesses in the hard sciences.



Additional Progress in Region Supporting and Advancing This Strategy

- **Oswego Health** opened a new 22,000-square-foot Central Square Medical Center in October 2012, which provides urgent care, medical imaging, laboratory and physical therapy services. The project represents a \$5 million investment and created 40 jobs.
- **St. Luke Health Services**, in Oswego, is developing a 60-unit, 36,000-square-foot assisted living facility, **St. Francis Commons**. The \$9.2 million project will create 30 jobs and is under construction, scheduled for completion in fall 2013.
- **St. Joseph's Hospital Health Center** in Syracuse joined CHE Trinity Health, the nation's second largest Catholic health care system, to secure its position in the rapidly changing health care sector. CHE Trinity Health, recently formed through a merger of Catholic Health East and Trinity Health, is a nonprofit that provides care through 82 hospitals and 89 other health facilities in 21 states.



The Central Square Medical Center, in Oswego County, opened in October 2012, creating 40 jobs.
Courtesy of Operation Oswego County, Inc.



The St. Francis Commons assisted living facility, a \$9.2 million project in Oswego County, is scheduled for completion in fall 2013.
Courtesy of Operation Oswego County, Inc.

3. Financial Services

The availability of business management talent with significant workforce skills along with low labor costs keeps Central New York a competitive area for the location of back-office financial and insurance services. The CNY REDC and its partners have played an active role in strengthening its appeal by developing new partnerships related to Financial Services cybersecurity. This opportunity is especially compelling as it combines cross-regional assets of the Mohawk Valley and Central New York to establish the larger region as a home for innovation and advancements within this field.

Progress in Region Supporting and Advancing This Strategy

- **SUNY Oswego** has started a new risk management program within its business school at the request of financial services companies.
- Site visits to several colleges in the area—including **Le Moyne College, Syracuse University, and Utica College**—with a major financial company have been coordinated. This prospect also attended a roundtable with Utica College, SUNY Institute of Technology, Hamilton College, Colgate University, Mohawk Valley Community College, and Herkimer County Community College.
- As part of continued efforts to promote cybersecurity opportunities in New York, a team of partners from Central New York and the Mohawk Valley worked to get a bill signed into law by Governor Cuomo in December 2012 to create the **Cyber Research Institute** in Rome, Oneida County.
- A **FAM tour**, conducted in partnership between CenterState CEO and the Mohawk Valley region, focused on cybersecurity as part of efforts to work with existing financial services firms within New York State to maintain and grow their operations locally. This tour took an existing organization to several colleges and universities as well as the Air Force Research Lab in Rome to introduce their management to the depth of cybersecurity talent in the greater region.

4. Agribusiness and Food Processing

Central New York continues to be an emerging home for agribusiness and its related activities. New advanced manufacturing and food processing facilities have broken ground or are in planning stages. These facilities, many of which received REDC funding, have received attention from international markets eager to source products from the United States.

This momentum, supported by the tourism industry and other local partners, has sparked the creation of a growing number of food and beverage trails. When coupled with the expanding appreciation and promotion of locally made foods and products, the region is gaining a reputation as a destination for high-quality agricultural products.

Despite this progress, more work is needed to coordinate economic development efforts around agribusiness in the region. A key focus in the next year for the CNY REDC will be ongoing efforts to coordinate the delivery of services to this expanding industry.

Round 1 & 2 Project & Strategy Implementation

- **Owera Vineyards** (Round 1) and **Empire Farmstead Brewery** (Round 2) are two major value-added agriculture projects supported by the REDC that go hand-in-hand with other agribusiness startups in Madison County, including Critz Farms' hard cider, Good Nature Brewing Company, and the future Henneberg Brewing Company. Owera Vineyards has completed its project while Empire Farmstead Brewery remains on track to be completed by September of next year.
- **Champlain Valley Specialty** (Round 1) acquired an additional 70,000 square feet for a presorting line and warehousing for apple processing in Oswego. The company now operates in 100,000 square feet in two buildings, producing Grab Apples, locally grown pre-sliced apples that are packaged and sold to retail and institutional markets.
- **Cayuga Marketing** (Round 1), the owner of Cayuga Milk Ingredients, is currently constructing a 108,000-square-foot state-of-the-art milk processing facility to help the firm further capitalize on



selling raw fluid milk, one of the region's key agricultural commodities, throughout the Northeast U.S. The project allows the company to tap into the growing international market for milk proteins, creating new wealth in the region utilizing locally sourced products, and anticipates that 70 percent of its annual sales will be international. The project received \$4 million through the CNY REDC (Round 1) to leverage approximately \$97 million in capital investments and create up to 58 permanent jobs and 285 construction jobs.



Champlain Valley Specialty has entered the value-added market with locally-grown pre-sliced apples for commercial and institutional customers.
Courtesy of Operation Oswego County, Inc.

- **Johnson Brothers Lumber** (Round 1), is partnering with SUNY Morrisville to construct a demonstration-scale greenhouse and aquaculture facility at the Madison County ARE Park as an add-on to the company's lumber drying kilns using renewable resources. The project is expected to be completed by the end of 2013.
- The **Biomass Cooperative Innovation Center** (Round 2) at SUNY ESF is on track to be completed in December 2013. The new biomass and biofuel processing facility will offer students, researchers, and community members access to biomass processing and biofuel processing equipment and resources. The center will produce wood pellets from shrub willow and the production of biofuels.
- **Growing Upstate Food Hub** (Round 2) creates a shared-use processing and warehousing facility in Canastota for small-scale food processing and distribution of locally farmed products (meat, dairy, cereals, and vegetables) that will add a critical piece of infrastructure needed to grow the agribusiness industry in Madison and surrounding counties.



Owera Vineyards' new tasting room in Madison County highlights the region's strength in agribusiness while contributing to its tourism assets.
Courtesy of Owera



Cayuga Marketing is constructing a 108,000-square-foot milk processing facility that will enable the company to expand further into international markets.
Courtesy of Cayuga County Chamber of Commerce

Additional Progress in Region Supporting and Advancing This Strategy



- **Teti Bakery**, a Canadian-based bakery, has purchased a 200,000-square-foot industrial building in Oswego County and is converting about 50,000 square feet into production space to produce flat bread, pizza crust, pizza dough, and breads. The balance of the facility will be utilized by tenants for manufacturing and wholesaling operations. The new Fulton facility is expected to create more than 60 new full-time jobs once fully operational.

- **Byrne Dairy** has initiated work on a \$32 million expansion of its **Ultra Dairy** extended shelf-life products plant in **DeWitt**, Onondaga County. This project will involve the addition of 100,000 square feet of manufacturing space and installation of new equipment required to meet increasing demand for these dairy products. The company anticipates 50 new full-time jobs will be added as a result of this project, which is forecast to be completed and fully operational within 24 months.

Transformational Initiative Progress

Food to Markets; Tourism, Arts, and Culture

CNY's Five-Year Strategic Plan called for the region to find a broader consumer base for both agricultural products and tourist attractions. Both sectors can be potent economic drivers and have made significant progress within the past year.

Many family-owned farms raise high-quality produce like apples, dairy, and craft beverages that rival anything from other regions, and a growing regional consumer base is opening new opportunities. The Food to Market Transformational Initiative is connecting local producers to institutional consumers. **SUNY Oswego, SUNY ESF, Syracuse University, St. Joseph's Hospital Health Center, Colgate University, and Le Moyne College** are among the institutions exploring opportunities in local sourcing of food products. Trial studies to identify challenges and barriers are slated for 2014.

Related efforts continue in the **culinary tourism** realm. The region's locally grown and produced foods and beverages (particularly wine, beer, and cider) are special visitor experiences that connect visitors to Central New York's unique culture. For example, the Finger Lakes Sweet Treat Trail, the MadFoods culinary promotion, the Byrne Dairy Cortlandville yoghurt facility, and the beverage trails in Madison and Cayuga counties are all emerging culinary tourism attractions for visitors to the region.

Brew Central is a collaborative advertising campaign among six counties (Onondaga, Madison, Oneida, Otsego, Schoharie and Broome) to promote agri-tourism to the area through the stories, traditions, and tastes behind craft beer, hard cider, and spirits in CNY. Launched in June 2013, brewcentralny.com acts as a clearinghouse of information, including complete listings for Brew Central partners, an interactive "Brew Finder" map, and the latest news.

Farm-fresh produce figures prominently in the area's culinary tourism.
Courtesy of Syracuse Convention & Visitors Bureau



Cats ensemble at the Merry-Go-Round Playhouse, Auburn
Photo by Douglas Lloyd, courtesy of Finger Lakes Musical Theatre Festival

Coming this fall, **CNYfresh.com** will provide a resource for finding some of CNY's best foods, including attractions such as farm stands, pumpkin patches, and nurseries. The Syracuse Convention & Visitors Bureau represents Onondaga County in this 10-county initiative that promotes buying fresh, local food to residents and visitors alike.

Destiny USA is transforming the area's tourism economy by bringing an unprecedented blend of traditional and outlet retail, entertainment attractions, and restaurants to Syracuse that complements the other retail, entertainment and dining options in the region.

New hotel development in downtown Syracuse is being matched across all five counties of the region with new conference properties in Cayuga and Oswego taking part in the redevelopment of an urban core and waterfront areas. The inaugural year of the **Finger Lakes Musical Theatre Festival** in Auburn generated significant growth in jobs, visitor spending, and sales tax revenue, while also bringing new patrons and businesses to downtown Auburn.

The Syracuse Convention & Visitors Bureau conducted a **destination market analysis** to best determine the area's tourism direction and help direct resource investment and will undertake a rebranding effort to capture and communicate the region's best assets to future visitors from across the country and around the globe.



Central New York Raceway Park will be a premier multi-use destination facility for motor sports, and other events in Oswego County.
Courtesy of Operation Oswego County, Inc.

5. Tourism

In response to the deployment of new tourism assets, such as Destiny USA and the new Courtyard and Residence Inn by Marriott in Syracuse's Armory Square, tourist spending totaled more than \$1.9 million in the Central New York region in 2012, a five percent growth from 2011. A new report by Tourism Economics on statewide tourism and visitor spending found that in Onondaga County alone, 16,700 jobs are supported by the tourism and hospitality industry.

The region has also become a destination for sports tourism by hosting events such as the Bass Pro Shops Northern Open, the Athleta Iron Girl Syracuse Women's Triathlon, the East Coast Professional Baseball Showcase, and the Ironman 70.3. These events, combined with other annual events like the Syracuse Nationals, draw an estimated 97,000 attendees and generate approximately \$20.1 million in travel spending.

Round 1 & 2 Project & Strategy Implementation

- The **Abbott House** (Round 1) redevelopment project in Aurora should be completed by early 2014. The project expands hospitality and event space at the Aurora Inn, a major employer and tourism asset in the western portion of Cayuga County.



The International Boxing Hall of Fame's expansion will draw tourists from near and far to Madison County.
Courtesy of Pat Orr Photography.com

- **Central New York Raceway Park** in Oswego County was awarded \$2 million from ESD (Round 2) for a \$30 million project to develop a 150-acre site into a premier multi-use destination facility for motor sports, trade shows, concerts and other events. The site has been cleared and the first phase of the project is nearing completion.
- **Syracuse Stage's** (Round 2) renovation is underway to enhance the growing number of arts and cultural tourist assets in the region. The Arthur Storch Theatre will be converted from a fixed proscenium theater into a flexible performance space. The project will also convert an existing Syracuse warehouse into a new production center for the construction and painting of scenery and props.
- **International Boxing Hall of Fame** (Round 2)—The New York State Legislature approved the gift of raw land during the 2013 legislative session to allow this landmark to expand its offerings and draw more fans to Madison County. Its new 12,800-square-foot facility will include new gallery space, gift shop, library/archive space, and office space.



The renovation of Syracuse Stage's Arthur Storch Theatre, along with exterior improvements by the Connective Corridor project, are making the Stage's productions a regional tourist attraction.
Photo by Stephen Sartori, courtesy of Syracuse University

Additional Progress in Region Supporting and Advancing This Strategy

- **CNY Arts and the Syracuse Convention & Visitors Bureau (SCVB)** have developed an online calendar across a six-county region and a social marketing system with more than 250 registered artists, cultural providers and heritage-based organizations. Similar relationships are being discussed with Cayuga County.
- Cayuga, Cortland, Madison, Onondaga, and Oswego county tourism offices are partnering to develop a **regional tourism strategic plan**.
- The SCVB led a statewide follow-up planning session to the **Governor's Tourism Summit** to crystallize industry specific strategies for a statewide tourism plan.
- The region secured the **2018 US Bowling Congress Open Championships**, given its success hosting the 2011 US Women's Bowling Congress Championships. The event, the world's largest participatory sporting event, will attract more than 60,000 participants to Syracuse between February and July 2018. It's estimated they will spend more than \$70 million to boost the regional economy.
- A **Destination Market Analysis** was conducted by the SCVB to better determine resource allocation and become more strategic and competitive as a leisure, meetings, and convention destination.
- The **Arts and Culture Leadership Alliance** formalized bylaws to act as a support network for CNY Arts, the regional arts council, while also continuing to foster collaboration and communication among the cultural community with particular emphasis on outreach to tourism, education, and government agencies and businesses.



- The **Finger Lakes Musical Theatre Festival** Experience Committee provides outreach to the community to create a full festival atmosphere for visitors including packaging, special deals and discounts, signs and banners, and other local promotions.
- Two new **waterfront recreational events** in the City of Oswego—Dragon Boat races in Oswego Harbor and Rock the Locks Paddlefest on the Oswego River Canal—were successful in their first year and will be repeated as annual events.
- The **Starr Clark Tin Shop and Underground Railroad Museum** has been restored and opened in the Village of Mexico. The site was a central gathering place for residents and a known center of abolitionist activity in Oswego County. It contains an interpretive display about the Underground Railroad in Oswego County.
- The former Altmar Elementary School in Oswego County has been renovated and redeveloped into **Tailwater Lodge**, an upscale hotel and conference center on the Salmon River, by the Woodbine Hospitality Group.
- A **regionwide survey to compile data** on entertainment and cultural offerings in Central New York is being conducted by CNY Arts and Engage CNY. The results will enable better integration of arts and culture into economic development strategies for the region.
- **Tourism is the fastest growing industry** in Cayuga County with the advent of the Finger Lakes Musical Theatre Festival, several new wineries, the construction of the Plaza of the Arts, and the launch of the Cayuga County Sweet Treat Trail.
- **Byrne Dairy's** Cortlandville yoghurt project plans to include a tourism center to showcase the yoghurt and cheese making process to visitors, as well as an amphitheater for outdoor summer concerts.



The newly restored Starr Clark Tin Shop and Underground Railroad Museum in Oswego County provides visitors with a unique look at the region's history.
Courtesy of the Starr Clark Tin Shop and Underground Railroad Museum



DLI, of Cazenovia, has created components that have been built into the Mars Rover and Juno Spacecraft.

6. Advanced Manufacturing

Growth within Advanced Manufacturing continues to be linked to other key regional industry clusters. Advanced Manufacturing sectors such as precision metalworking, biosciences, clean tech, and digital and electronic devices define the region's above-average rates of productivity. These sectors are also pivotal to the region's growth in international markets as they are by far the biggest local export sectors. As the manufacturing sector rebounds from the recession, its growth has become a national priority, especially in regards to this ability to drive exports and attract jobs back to the U.S. that had gone off-shore.

Round 1 & 2 Project & Strategy Implementation

- Round 1 advanced manufacturing projects, including **Currier Plastics, Ephesus Technologies, Cortland Plastics, and Dupli Envelope** that supported facility expansion and equipment upgrades are all underway and will be completed by the end of 2013.
- **The Clay Business Park** (Round 1) project in Onondaga County will make the site shovel-ready by conducting sewer and road development along with wetland mitigation, is on schedule to be completed by April 2015.
- **Dielectric Laboratories Inc.** (DLI) has received several grants, including \$2.5 million from the CNY REDC (Round 2), to fuel its Lean Six Sigma and continuous improvement programs and to support a new capacitor production line at its Cazenovia facility in Madison County. The REDC award facilitates the addition of a minimum of 60 new full-time positions and supports infrastructure investments for more growth. DLI is a leading designer and manufacturer of high-frequency capacitors and custom thin-film components at radio and microwave frequencies for the military, aerospace, fiber optic, telecommunications, industrial, and medical industries. Its components have been built into the Juno spacecraft and Mars Rovers.
- **Bo-Mer Plastics** (Round 2) plans to purchase a building next to its facility to expand its operations in Auburn.
- **U.S. Optical** (Round 2) plans to finish its 7,500-square-foot expansion in East Syracuse by the end of the year, adding to the region's advanced manufacturing capacity. The addition

will feature a new clean room for a new manufacturing process. The project also includes renovating portions of the existing facility to expand the customer service area.

- **Solvay Iron Works** (Round 2) in Onondaga County will complete purchase of a new machine that will produce more efficient and accurate steel beams, which will enable the company to capture additional contract work in September of this year and to reach new customers and markets.

Additional Progress in Region Supporting and Advancing This Strategy

- **DLI** is part of a quiet cluster of high-tech switch manufacturing companies (most with German engineering and ownership ties) that have located in Cazenovia, Madison County. These companies manufacture items for the domestic automotive, tool, and switch markets, all the way up to the Department of Defense and radar technologies. They complement other Central New York companies, such as Saab Sensis, which manufactures sensors in its Syracuse facilities that are used at airports worldwide.
- Remediation is complete for a portion of the **Nanotechnology Innovation and Commercialization Excelsior (NICE)** at Electronics Park in Syracuse. This center, a collaboration with Lockheed Martin Corporation and SUNY College of Nanoscale Science and Engineering, will help nanotechnology, an enabling technology, be deployed across many advanced manufacturing sub-sectors.



- The **Northeast UAS Airspace Integration Research Alliance (NUAIR)** completed a proposal to the Federal Aviation Administration in May 2013 to establish unmanned aircraft systems (UAS) test sites in New York and Massachusetts. NUAIR successfully administered its first UAS testing operation at the NUAIR Massachusetts UAS Test and Evaluation Center, located at Joint Base Cape Cod, in April 2013 and is developing a fully operational test facility based at Griffiss International Airport in Rome. Through partnerships with the aerospace and aviation industry, academia and the public sector, NUAIR is leading efforts to establish the Northeast U.S. as a national leader in the advancement of civil and commercial UAS.



The FAA is considering NUAIR's proposal to establish unmanned aircraft systems in New York and Massachusetts, which have wide uses in civil and commercial applications. Courtesy of NUAIR

- **Precision E-Forming**, a company providing precision products to more than 70 industries around the world, is utilizing a New York State grant to purchase new equipment and expand its facility in Cortland.
- **McIntosh, Box and Pallet Company**—an Oswego County manufacturer of pallets, skids and crates for the food service, general service, heavy machinery, pharmaceuticals, chemicals, and automotive industries—constructed a new 12,000-square-foot plant and added equipment. The investment of \$913,000 helped create six new jobs and retained 44 positions.
- **Foreign investment in CNY's** advanced manufacturing assets is evidenced by the acquisition of the former Birds Eye plant in Fulton by a foreign company. The project will invest \$3.2 million and plans to create 183 jobs for the manufacturing of value-added chicken and other food products; it's scheduled for production in late fall 2013.
- **Currier Plastics, Bo-Mer Plastics, TRW Automotive, and MacKenzie-Childs** will cumulatively add 235 jobs and more than \$35 million in equipment and infrastructure to the manufacturing base of Cayuga County and the CNY region.
- **Novelis**, the world's largest producer of rolled aluminum, initiated one of the most significant regional manufacturing expansion projects in decades at its Oswego County facility. Driven by rapidly growing demand for automotive sheet products by all the major car companies, Novelis broke ground on a \$240 million expansion in 2012 and anticipates full commissioning of the 180,000-square-foot facility and new lines in late 2013. In addition to increasing the company's capacity to produce automotive sheet by a factor of five, the project also generated more than 100 good-paying manufacturing jobs along with new positions in engineering and research and development.



Novelis' expansion in Oswego County represents the largest manufacturing investment in the region in more than a decade.
Courtesy of Novelis

- **The CNY Hot Spot** would support this sector through resources provided by The Tech Garden, SyracuseCoE, SUNY ESF, and the Onondaga Small Business Development Center, which deliver multiple layers of innovation and incubation programming inside the federally designated Advanced Manufacturing for Thermal and Environmental Controls (AM-TECS) initiative. Also, as a part of this strategy, the planned Comprehensive Help On Prototyping & Production Shop (CHOPP Shop) program will directly respond to the REDC's call to "develop advanced accelerator and R&D space" for advanced manufacturing.



New Regional Priorities

The CNY REDC is responding to new opportunities to accelerate already successful regional initiatives and address key regional challenges. New initiatives include the Next Generation Job Linkage program, Opportunity Agenda, Innovation Hot Spots, and Cleaner Greener Communities. Efforts are also underway to enhance interregional collaboration and engagement with local government officials. Many of these efforts are supported by the council's existing strategies.



7. Data to Decisions

During a comprehensive analysis of the region's economy, performed in partnership with the Brookings Institution and the Battelle Technology Partnership Practice, the analytical team identified the presence of an underlying group of technologies that are interconnected within some of the region's strongest industry sectors. These include:

- **Digital Electronics**, which primarily serves defense and aerospace applications.
- **Thermal and Environmental Control Systems** used to monitor indoor environments and energy use.
- **Medical Technology** to enable improved diagnostics and remote monitoring.
- **Information Technology** and assurance to address data management, analysis of information, access to information and protection of information and related information systems.

These industries occupy a technology cluster that shares competencies in sensing, signal processing, cybersecurity, systems integration and engineering, data mining, predictive analytics, and decision support. A new technology platform, named Data to Decisions (D2D), was identified to connect and cultivate the unique regional expertise, industry focus, markets, and industrial heritage of these sectors to lead to transformational regional economic growth.



JADAK, in Onondaga County, is expanding to accommodate growth and increase manufacturing capacity.
Courtesy of JADAK

Progress in Region Supporting and Advancing This Strategy

- The Battelle Memorial Institute, through its work with CenterState CEO and the Brookings Institution, completed a business plan to launch the **D2D Commercialization Alliance**. This group will be charged with leading the implementation of the region's plan to support innovation and growth within Data to Decisions companies. The New York State Legislature made a commitment this year in support of the growth of the Alliance, allowing the Alliance to begin initial operations and hire a project director.
- **NUAIR**, mentioned earlier, is an example of cooperative efforts and suppliers working collaboratively within these sectors.
- **JADAK**, in North Syracuse, serves a variety of markets, including medical, security, gaming, enterprise tablet (scanning accessories), and customer engagement (kiosk) industries. To accommodate growth, the company has initiated a significant expansion project at its Hancock Airpark location that will increase facility size by 2.5 times, resulting in 55,000 square feet of engineering and manufacturing space and 63 new jobs.

❖ Strategy: Encourage Cross-Industry Collaboration

The CNY region has a long history of seeking cross-industry and cross-regional collaborations to pursue growth opportunities and penetrate new markets. Currently, these collaborations are pursuing opportunities that can benefit all businesses in the region, such as the industry-driven export focus of the CNY International Business Alliance, or to advance specific opportunities that arise among collaborations of a handful of industries, such as agribusiness and tourism or the industries encompassed by Data to Decisions.

Implementation Overview

Round 1 & 2 Project & Strategy Implementation

- **Design Concepts and Enterprises, LLC**, (Round 2) mentioned earlier, combines two of the region's core industry sectors, advanced manufacturing and biosciences. Its plans for expansion will allow the company to capture a greater share of its already competitive global market position.
- **3GI Terminal** is a project to develop the **CNY Inland Depot** in Manlius, Onondaga County (Round 2), so that import and export cargo containers can be transferred by rail to and from surrounding ports, including the Port Authority and the Port of Oswego. Phase 1 of the project is underway with an expected completion date of June 2014. This new infrastructure asset will significantly reduce shipping costs for the region's export manufacturers and will connect New York's agriculture producers with international markets.
- **Empire Farmstead Brewery** (Round 2), mentioned earlier, encourages cross-industry collaboration between agriculture and tourism by creating value-added, locally produced products that will add to the region's growing food and beverage trails.

Additional Progress in Region Supporting and Advancing This Strategy

- **CenterState CEO, MACNY, CNY TDO** and the regional colleges and universities are increasing their focus on creating opportunities to bring industry together to enhance collaboration and economic benefits.
- **The Hill Collaborative**, a partnership developed among the research institutions on Syracuse's University Hill among SU, SUNY ESF, Upstate Medical University, the VA Medical Center, and CenterState CEO to pursue joint research opportunities, has laid the framework for coordinating the region's Innovation Hot Spot Program. The collaborative is also coordinating cross-institution research and has focused on cancer, diabetes, and disorders of the nervous system and may expand to include warrior research.





INFICON, one of the region's leading advanced manufacturers, is leading in export excellence.
Courtesy of CenterState CEO

- Reflecting the region's emerging entrepreneurship ecosystem, **Syracuse University** is establishing an early-stage investment fund supported by alumni and other donors to provide capital for startups leveraging SU technologies. 
- **Armory Square Ventures** has been formed to create a \$35-40 million venture capital fund to provide seed capital to businesses across a small range of industries. (For further details, see page 22)
- **Syracuse University's Institute for Veterans and Military Families' (IVMF) Get Skills to Work** program brings together major manufacturers to hire veterans who have skills applicable to many businesses.
- **Data to Decisions (D2D)** was identified as a new platform to connect and cultivate the unique regional expertise, industry focus, markets, and industrial heritage of strong businesses in the region. It combines particular regional strengths of Digital Electronics, Thermal and Environmental Control Systems, Medical Technology, and Information Technology sectors.

❖ **Strategy: Attract Outside Investment and Interest in the Region**

In the past year, the region has become significantly more focused on the benefits of global engagement. Traditionally, this international focus has strictly meant growing exports, but through the region's unique collaboration with the Brookings Institution it has also become more focused on attracting foreign direct investment and restoring advanced manufacturing in the region. A group of regional partners is working with state and federal officials to build international relationships that will attract investment and business opportunities. These specific opportunities align directly with the region's strong industries like biosciences, health care, and advanced manufacturing.

Implementation Overview

Round 1 & 2 Project & Strategy Implementation

- **Empire Farmstead Brewery** (Round 2), mentioned earlier, has the potential to expand its value-added products from its new agriculture and brewing facility into international markets.

Additional Progress in Region Supporting and Advancing This Strategy

- **Two foreign companies** have purchased facilities in Oswego County: Teti Bakery, from Canada, announced in November 2012, will create 60 jobs; 607 Phillips Street Acquisition LLC acquired the former Birds Eye facility and will create 183 jobs. 
- In 2012, the region generated leads at two major trade shows. At **Greenbuild**, in San Francisco (30,000 attendees), in collaboration with SyracuseCoE, 18 leads were generated. At **Hannover Messe**, in Hanover, Germany (185,000 attendees and more than 5,000 exhibitors), in collaboration with Mohawk Valley Edge, meetings were held with 19 companies from eight countries, and 88 leads were generated.
- **INFICON**, an advanced manufacturer in East Syracuse, received the prestigious President's "E" Award for Exporting excellence in 2013. This competitive award recognizes firms that have contributed significantly to efforts to increase U.S. exports. 
- A local team, led by CenterState CEO, registered for the **SelectUSA** Investment Summit in Washington, D.C., in October, 2013, which is designed to allow regional officials to interface with investment professionals.
- **Northeast Transformer Services**, in Preble, Cortland County, has relocated and expanded with the help of New York State Community Development Block Grant funding through the Office of Community Renewal. The project,

which included acquisition and renovation of a dormant manufacturing facility, kept the company in New York State, and has set the stage for its continued growth.

- **New Hope Mills** and **TRW Automotive**, both located in Cayuga County, are continuing their growth in international markets. New Hope Mills' export growth has been driven by rapidly expanding sales to Canadian distributors. TRW Automotive has become a trusted supplier of electrical components to many international car companies.
- **Volpi USA**, a growing Swiss-owned manufacturing firm focused on fiber-optic analysis systems, and **North Brook Farms**, an agriculture supply company that is pioneering plastic plywood made from recycled agriculture plastics through a collaboration with a patent company in the United Kingdom, continue to open doors to new marketplaces and attract foreign investment into the regional economy through innovation. Both are located in Auburn. 
- CenterState CEO, with its partners Tech Bridge LLC and Reliance Funding Group, have engaged a Chinese trade group, **CAPPSTE (the Chinese Association for the Promotion of Private Sector Science and Technology Enterprises)**, for exploring collaboration and opportunities with Central New York businesses and economic development efforts. The groups have mutually hosted delegates and expect that export, investment, medical tourism, and business incubation collaborations will result in 2014. In September 2013 CenterState CEO will host 20 delegates for additional introductions and planning meetings. 
- CenterState CEO, in partnership with Onondaga County, will also host a FAM tour of site selectors in October 2013 focused exclusively on **START-UP NY zones**.



Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies

❖ **Strategy: Encourage New Venture Development, Product Development, and Process Improvement**

The region's investments in establishing an innovation ecosystem focused on supporting entrepreneurial activities are having an impact. A growing base of more than 400 companies is actively involved in networks and supports established over the last decade. With programs and facilities including Syracuse Student Sandbox, the Emerging Business Competition, Startup Weekend, Startup Labs, Grants for Growth, The Tech Garden, the SyracuseCoE, CNY Biotech Accelerator, the Reh Center for Entrepreneurship at Clarkson University, and the Thrive Incubator at SUNY Oswego, the region has strengthened its entrepreneurial ecosystem and increased interest within the startup community.

Despite these significant assets, venture capital investments in the region remain low: \$27 per capita over the last decade, compared to an average of \$933 per capita across the nation. The ratio of establishment births to deaths in the region also lags substantially behind national averages—indicators of the need to further build out its innovation ecosystem.

Implementation Overview

Round 1 & 2 Project & Strategy Implementation

- The **CNY Biotech Accelerator** (Round 1 and 2), mentioned previously, offers incubation and acceleration services to bioscience companies. Its launch in 2013 added a critical asset to the region's entrepreneurial ecosystem.
- **Pall Corporation** (Round 2), as part of its continuous improvements mentioned earlier, is driving new innovations and technology commercialization in one of the region's strong industry sectors through its nearly \$9 million investment in a cutting-edge research and development facility, The Pall Finger Lakes Center of Excellence.
- **Solvay Iron Works** (Round 2), mentioned earlier, is replacing 40-year-old equipment to increase efficiency and accuracy in its manufacturing process to improve competitiveness in one of the region's leading export industry sectors.
- The Cortland Downtown Partnership's project to remodel the **Cortland Business Innovation Center** (Round 1) is underway. The project is driven through a partnership with SUNY Cortland and expects to be completed at the end of 2014.

Additional Progress in Region Supporting and Advancing This Strategy

- A regionally resident **venture fund** is being established to provide the region's best innovators, entrepreneurs, and businesses with the necessary seed capital infrastructure to help them grow. See Innovate Upstate Transformational Initiative Progress box on page 22 for further details.
- CenterState CEO and The Tech Garden are leading a consortium application to establish the **CNY Hot Spot**, located at The Tech Garden in Syracuse, as an Innovation Hot Spot for the region (see Appendix B for full list of partners). CNY Hot Spot partners already deliver programs, such as the Syracuse Student Sandbox and The Clean Tech Center, which drive new venture formation and the delivery of technical assistance, leading to product and process improvement.
- **DevBox**, a new program affiliated with the **Syracuse Student Sandbox**, is being piloted to employ student software developers in a job-shop to build software for other incubation tenants and the public.

- **The Tech Garden** reconfigured its space to allow 10 percent more tenant occupancy, due to demand. The incubator maintains a wait list and will soon grow into a campus format when it leases 18,300 square feet in an adjacent office building. The new Tech Garden Campus will host new anchor tenants and allow for expanded delivery of services to early-stage technology companies.
- **Grants for Growth** awarded its 10th round of seed capital in May 2013. Six emerging companies were awarded nearly \$400,000 in grants and investments that have the potential to generate \$38.1 million in new revenue for the region and create 114 jobs. 
- Five **Commercialization Assistance Program** awards were announced in early 2013. Each project has already yielded new product development and is scheduled to finish within a nine-month period. 
- Three **"In-Residence" programs** were created at The Tech Garden to allow standing drop-in appointments for mentorship with deeper and more persistent engagements.
- **Startup Labs'** first year was successful, and the program's second year is underway. The program is an intense, early-stage business accelerator experience hosted in Syracuse as part of the international Startup Labs group. It combines world-class mentorship with seed investments in the most promising companies in New York State in a compressed 22-day format. 
- The **Comprehensive Help on Prototyping and Production (CHOPP) Shop**, a new program for a "producer-space," is being piloted and developed in partnership with The Tech Garden.



The Syracuse Student Sandbox assists the region's youngest entrepreneurs with new venture development.

Courtesy of The Tech Garden

- Central New York Technology Development Organization (CNYTDO) staff is providing support and auditing of **ISO 9000 compliant Quality Management Systems**, including the AS/ISO 9000 series of standards, ISO 17025 and ISO 14000. This allows manufacturers to comply with world-class, globally acceptable manufacturing processes, encouraging increased sales through international sales and business growth. CNYTDO staff, through certification to HACCP and SQF, is coaching manufacturers in the food processing sector to attain compliance and/or certification to the Global Food Safety Initiative-approved Safe Quality Food Standard.
- CNYTDO is assisting manufacturing companies to identify technical resources for collaboration, enabling small companies to compete with larger corporations in response to federal solicitations. CNYTDO is providing **Innovation Engineering services** to enable companies to adapt to rapidly changing business and technical conditions.



With support from Senator John DeFrancisco, Grants for Growth has awarded nearly \$400,000 in grants and investments to help emerging companies develop new products and technologies.

Courtesy of CenterState CEO



Startup Labs offers an intense accelerator experience in a compressed 22-day format. The competition awarded \$200,000 in cash and prizes in 2013.
Courtesy of CenterState CEO

- Syracuse University's Whitman School of Management and its **Institute for Veterans and Military Families** pioneered entrepreneurship training for veterans with disabilities in 2007, and the program is now replicated at seven other universities nationwide. It has educated approximately 15 veterans in Central New York, approximately 1,000 overall.
- **Inclusive Entrepreneurship**, located at the South Side Innovation Center in Syracuse, trains and supports prospective entrepreneurs and has helped more than 60 of them to start their own business since 2007; many are provided counseling through a new Whitman School student entrepreneurship consulting class.
- A **Biotech Connect Seminar Series**, developed by the CNY Biotech Accelerator, is engaging graduate students, post-doctoral students, and faculty in discussion on startup ventures.
- **MACNY** has developed licenses to ensure world-class leadership and organizational development training classes are available to manufacturers and businesses in the region. Classes include Situational Leadership II (Ken Blanchard Companies); Crucial Conversations (VitalSmarts); Crucial Confrontations (VitalSmarts); and Leading at the Speed of Trust (FranklinCovey); and Supervisory Leadership.
- The Oswego County **Business Expansion Center**, developed by Operation Oswego County, is 90 percent occupied by seven businesses involved in publishing, computer programming, insurance sales, online marketing, and governmental services. Recently, Port City Blueprint, a woman-owned startup business, relocated from the BEC to commercial space in Oswego.
- The third **Next Great Idea (NGI) Oswego County Business Plan Competition** is being planned for 2014, which recognizes and incentivizes entrepreneurs with innovative ideas to develop a business plan and bring their concepts to fruition in Oswego County. \$25,000 is offered to the best plan selected through a multi-phase competition. The two previous winners are still in business today.
- **SUNY Oswego** is developing a business incubator to be located on its campus. This facility will bring greater facilitation and coordination of activities such as teaching, research and conferencing to a single point of access that serves the city. The incubator will also promote a critical partnership between faculty and students, and the many business sectors supported through the programs and services offered by the incubator.
- SUNY Oswego's **THRIVE initiative**, led by a steering committee comprised of business, education, technology, and human services leaders, is currently canvassing the community on their perspectives of leadership, culture, and barriers to successful innovation and entrepreneurship and will develop a blueprint for future activities to change the innovation environment and connect the community globally.

Transformational Initiative Progress

Innovate Upstate

The CNY REDC is pleased to report the upcoming launch of a regionally resident venture fund that was discussed in earlier reports. This has been a major initiative of regional partners to help transform Central New York to a vibrant startup ecosystem to drive regional economic activity. CenterState CEO has played a key role in the initial fund formation, selection of the founder general partner, and outreach to strategic investor prospects.

The fund, to be called Armory Square Ventures (ASV), will be headquartered in the Syracuse area with a satellite office in New York City. ASV's mission is to generate top-tier returns for its investors by building a world-class portfolio of high-growth tech-enabled software and services companies in Central and Upstate New York and the New York City metro regions. Through a dual office structure, the fund will provide connectivity to startup talent, capital, and customers across New York State and other venture hubs to accelerate growth and drive economic development across the state.

ASV will focus on seed and early-stage companies and will invest as a lead or co-lead investor in 15 to 20 companies with a typical investment of \$500,000 to \$750,000, averaging \$2 million through the life of investment.

CenterState CEO and other lead investors have selected a founding general partner for the fund, Somak Chattopadhyay, after interviewing dozens of candidates over the course of six months. Chattopadhyay has successfully operated and invested in early and growth stage technology-enabled companies in New York State, as well as emerging venture regions across the Northeast for more than 14 years. Most recently, he was a partner at Tribeca Venture Partners in New York City. Before entering the venture industry, Chattopadhyay held senior roles at several successful startups including Shopping.com (acquired by eBay).

The fund had \$7.5 million in commitments before selecting the general partner in May 2013. Since that time, progress has been made cultivating relationships with other strategic investors with deep ties to the Central New York region, including Syracuse University, family offices, individuals, corporations, and foundations. Through the commitments of these investors and new investors in the regional network, the fund is nearing its target first close goal of \$15 million in fall 2013.

After the first close, the fund will officially be able to invest in companies and will also have a second team member to help find new investment opportunities and manage investments. To get from a \$15 million first close to its \$35-40 million target, ASV will focus primarily on institutional investors who have a history of working with Chattopadhyay and who are excited to be involved in a fund targeting this region.



Primary investment criteria for ASV include:

- High-growth software/services companies targeting key industries in New York State where talent pool, partners, co-investors, and customers reside. Sample industries include health care software and services, manufacturing automation software, digital media, financial technology, energy software, and e-commerce.
- Strong management teams headquartered in Central/Upstate New York and the New York City metro regions
- Minimum viable product with some evidence of customer adoption/growth
- Strong technical and business founder
- Large markets
- High gross margins
- Capital efficiency and short sales cycles
- Recurring or transaction-based revenue models

The fund will also leverage other significant innovation assets and programs underway, including:

- Incubators (The Tech Garden)
- Tech transfer centers (SyracuseCoE, CNY Biotech Accelerator)
- The Syracuse University SU Seed Program and the SU Impact Venture Fund to stimulate an increase flow of SU spinout companies and investment in SU-sourced technologies.
- Entrepreneurial programs (Grants for Growth, Emerging Business Plan competition, Commercialization Assistance Program)
- 400 high-tech companies in the region's existing portfolio targeted for business attraction

Those interested in engaging with Armory Square Ventures are asked to contact Somak Chattopadhyay directly at somak@armorysv.com.

❖ **Strategy: Prioritize Investments in Research, Innovation, and Commercialization**

The region's significant base of technology companies invests in R&D. Its research universities and institutes generate a total of \$600 million in academic research annually. Significant cross-regional collaboration opportunities exist for research universities in CNY and the adjacent regions of the North Country (with Clarkson University), the Mohawk Valley (with the Air Force Research Lab), the Finger Lakes (with the University of Rochester), and the Southern Tier (with Cornell and Binghamton universities). The commercialization of technologies out of these universities is comparatively weak and the CNY REDC must explore and support new partnerships that connect private-sector R&D needs with the wealth of assets among the region's universities and institutions.

Implementation Overview

Round 1 & 2 Project & Strategy Implementation

- The **Syracuse Center of Excellence**, a past recipient of funding from the REDC (Round 1), continues to distinguish itself as a magnet for companies and research institutions to explore new research and commercialization opportunities. Its new projects, mentioned earlier, are critically important to connecting the region's industries to innovations that could help strengthen and grow their businesses.
- **SUNY ESF's Biomass Cooperative Innovation Center** (Round 2), mentioned previously, is another example of a research institution investing in technologies and advanced processes. ESF has a strong history of connecting its university's R&D activities directly to emerging private market opportunities.

Additional Progress in Region Supporting and Advancing This Strategy

- A **Syracuse University Seed Program** is in the planning stages to accelerate research and technology programs to the prototype stage. Simultaneously, an Early Stage Investment Fund is being planned to provide capital for startups leveraging Syracuse University technologies.
- An interdisciplinary team composed of Syracuse University's engineering, law, and economics faculties has submitted a proposal to NYSDA to explore technology for secure, private joint control of distributed loads, in support of adopting **Demand Response in the Electric Grid**. This project includes working closely with industry players in effectively translating the technology created by the project team to the marketplace.
- **The Hill Collaborative**, mentioned earlier, is focusing institutional research on cancer, diabetes, and disorders of the nervous system and may expand to include warrior research.

- **CNY Hot Spot** partners will work together to deliver faster and targeted support to early stage ventures during the research and innovation phase, as well as invest in high priority opportunities to commercialize their ventures.

❖ **Strategy: Capture a Greater Share of the Global Marketplace**

The CNY REDC Strategic Plan strongly identifies the need to pursue stronger links to international markets. With 95 percent of the world's customers outside the border of the United States, domestic consumption alone will not lead to economic recovery, and there is increased competition globally for jobs and work. In 2012, the region exported a total of \$4.7 billion worth of goods and services, a 28.8 percent increase since 2009. The top sectors that drove the majority of the region's exports in 2012 were chemicals, computers and electronics, educational and medical services, engineering services, machinery, primary metal manufacturing, transportation equipment, and travel and tourism.

In light of these figures, CNY is quickly becoming a nationally recognized leader in strategically growing its exporting activities. In response to the publishing of the CenterState Export Plan in 2011, key exporters and economic development partners reformed the Central New York International Business Alliance (CNY IBA) in 2012. This organization is charged with implementing the region's export plan by assisting small businesses in reaching global markets, strengthening the export activities of the region's strongest exporters, and elevating the export discussion among the region's strong professional and engineering service industry. Since last year, the CNY IBA has hired professional staff; attracted investment in its efforts from local, state and federal partners; consolidated and organized the region's export service delivery; and provided value-added assistance to businesses looking to expand their global footprint.



The region is developing new resources to support the growth of exports.

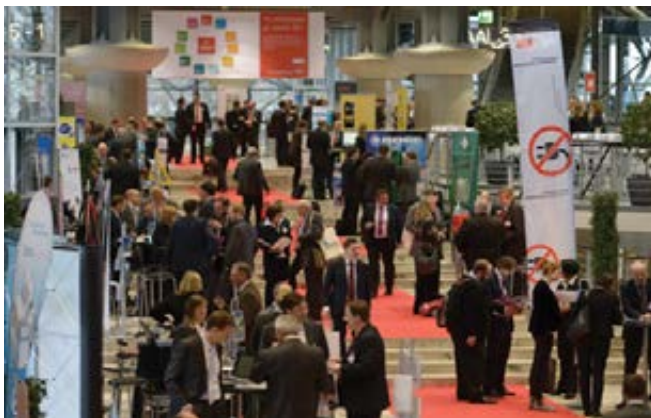
Implementation Overview

Round 1 & 2 Project & Strategy Implementation

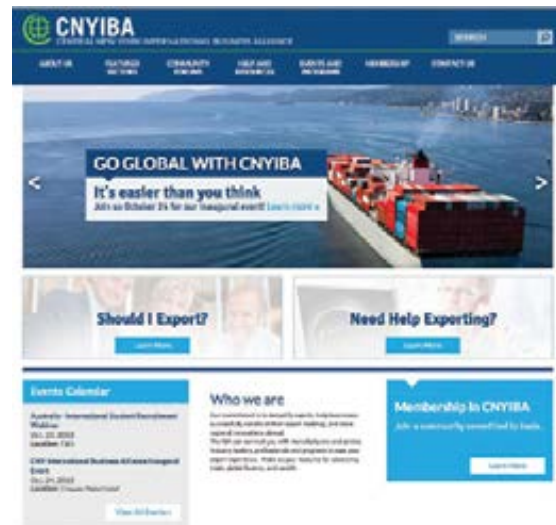
- **3GI Terminal**, a project to develop the **CNY Inland Depot** (Round 2), mentioned earlier, enables import and export cargo containers to be transferred by rail to and from surrounding ports, including the Port Authority and the Port of Oswego. Phase 1 of the project is underway with an expected completion date of June 2014. This new infrastructure asset will significantly reduce shipping costs for the region's export manufacturers.
- Additional companies, such as **Healthway Home Products** (Round 1), **Cayuga Marketing** (Round 1), **Pall Corporation** (Round 2), and **Dielectric Labs** (Round 2), have added to their capacity to enter new markets through capital investments and facility expansions.

Additional Progress in Region Supporting and Advancing This Strategy

- A full-time **export consultant** has been hired by CenterState CEO to connect regional manufacturers to world markets. 
- An **export one-stop website** was launched by the CNY IBA that contains market information on strong export industries, www.cnyiba.net.
- An **exporter mentoring program** continued development by formalizing its structure into the CNY IBA. It developed a mentor trade mission opportunity to the Southeast Asian countries for the local digital electronics industry. An additional trade mission is scheduled for South Africa in early 2014.
- **New export programs** will be launched by the CNY IBA starting in fall 2013, including export educational seminars that will occur monthly through 2014.
- Existing exporters are being used to drive foreign direct investment efforts. Through participation in trade shows like the **Hannover Messe** fair, existing international company connections will be documented and vetted to determine if they can be used to advance FDI efforts.

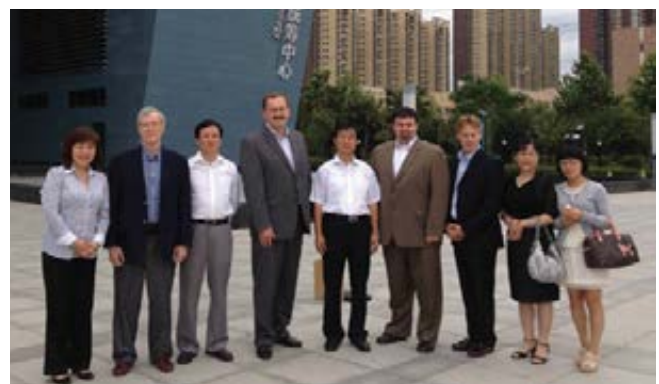


CNY and the Mohawk Valley were represented at Hannover Messe, in Germany, the world's largest tradeshow, as a way to attract foreign direct investment. *Courtesy of Hannover Messe*



The new CNY IBA website provides a one-stop resource for market information on export industries.

- **Significant Foreign Direct Investment programs** underway include a Canadian company that has been hired to perform proactive marketing; discussions are taking place with the American Chamber of Commerce in Ottawa for additional marketing. A second effort is focused on China, where connections have been established with the Chinese private sector through a quasi-governmental Chinese business association. CenterState CEO representatives met with 22 Chinese organizations in China in June 2013, and a Chinese delegation will make its second visit to CNY in September 2013. 
- The CNY IBA has partnered with Empire State Development to assist in recruiting businesses, many with a clean tech focus, to participate in an international trade **mission to South Africa**, expected to take place in February 2014.
- **The CNY Hot Spot's** existing programs propel early-stage companies into the global market and position them to capture foreign direct investment. For example, Armory Square Ventures is currently attracting foreign limited partners to participate in a regional venture capital fund. There are also opportunities for global co-investment in the companies supported by The Clean Tech Center and the Grants for Growth program. Additionally, Startup Labs is an international accelerator and delivers connections to early-stage companies via their global network of mentors and investors.



Business connections and investment opportunities are being explored with the Chinese private sector, particularly in the areas of science and technology. *Courtesy of CenterState CEO*

❖ **Strategy: Build a 21st-Century Infrastructure**

Improving physical infrastructure—including air service, port access, and road and rail infrastructure—has been a key regional priority since creation of the CNY REDC Strategic Plan. This prioritization has led to funding for port improvements as well as a renewed focus on Syracuse Hancock International Airport and its infrastructure upgrades. While the region's infrastructure remains critical to driving global competitiveness, the CNY REDC recognizes its important role in promoting access to opportunity.



There is also evidence in the region of a misalignment between the location of employment opportunities and where those workers live. New job centers often are located in areas distant and not easily accessible from the moderate-income neighborhoods where workers are most likely to live, particularly in older urban areas that hollowed out during the post-industrial era. Access to high-speed broadband Internet service contributes in a similar way for low-to moderate-income residents of the region's rural areas. Ongoing and future discussions in the region on how to best invest in public infrastructure must include indicators of equity and opportunity in their decision-making.


Implementation Overview

Round 1 & 2 Project & Strategy Implementation


- **3GI Terminal**, a project to develop the **CNY Inland Depot** (Round 2), mentioned earlier, creates the necessary infrastructure to enable the Port of Oswego to lower loader costs and significantly increase capacity of the port to gain access to international markets for New York farmers.
- Adding a new industrial site to enhance Madison County's growing agribusiness sector, the **Elm Street Industrial Site Infrastructure** (Round 2) project is underway. The project will extend water and sewer lines to a 400-acre industrial site that has adjacent CSX rail access.

Additional Progress in Region Supporting and Advancing This Strategy

- **Connect NY** has awarded funding to **Clarity Connect**, **Time Warner Cable**, and **New Visions** to expand broadband throughout the region. Each project is awaiting final contract agreements from the state, but plans to expand services in CNY REDC underserved areas are underway, exhibiting cross-regional collaboration.
- The **Port of Oswego** was awarded a \$1.5 million TIGER grant to leverage \$1.75 million in matching funds to redevelop a portion of rail located at the Port of Oswego. 
- The **Oswego County Airport** was awarded two grants totaling more than \$1.5 million by the U.S. Department of Transportation, for aircraft deicing equipment and upgrades to taxiways, lighting, and wiring throughout the airport. 

- The **Cortland County-Chase Field Airport** was awarded a competitive grant award of \$650,000 by the U.S. DOT to rebuild the airport's runway and upgrade snow removal equipment. 

- A \$32 million study is underway to evaluate alternatives for the future of **Interstate 81** through the city of Syracuse. The process will include soliciting more ideas from the public, narrowing down options, analyzing impacts the changes will have on the region, and a full-scale engineering and environmental analysis of the final options for the aging highway.

- The Central New York Regional Sustainability Plan, **VisionCNY**, has been developed by a team led by the Central New York Regional Planning and Development Board under the auspices of the NYS Cleaner, Greener Communities Program. The plan provides a guide for the continued build out of the region's infrastructure in a sustainable manner. 

Transformational Initiative Progress

Broadband Investment

With so many resources now available solely online, from job applications to company information, broadband investment continues to be an issue of significance throughout the region. While areas of higher population density have fairly easy access to broadband Internet service, many areas remain underserved, especially rural markets. The Broadband Investment Transformational Initiative team is mapping coverage of area and is working with the New York State Broadband Program Office to obtain more accurate data.

In addition, a **consumer survey** was deployed to explore consumer needs versus ability to pay. Based on data revealed by that survey, two broadband vendors are exploring possible service area expansion (see Appendix D for sample survey/survey results). In addition to uncovering targeted areas for development, the survey showed what consumers in the CNY REDC catchment most use the Internet for:

Uses for the Internet	Responses
Work	72%
News source	65%
Social media	56%
Shopping	55%

Responses reinforced that the Internet is a powerful economic force, allowing people to work from home, shop, and follow the news.

Additionally, several locations in the region have been awarded funds via Connect NY, a New York State program to expand high-speed Internet access in underserved areas of the state:

- **New Visions**, to expand broadband to approximately 955 households in Parish, Oswego County.
- **Time Warner Cable**, to help the company's efforts to extend services to approximately 530 home and businesses in Madison, Cayuga, and Cortland counties.
- **Clarity Connect**, for a project in the Tompkins County/Cayuga County area.

❖ **Strategy: Maximize Human Capital**

New regional data and insights have continued to confirm the need for the generators of human capital—colleges, universities, trade schools, and community colleges—to be better aligned to the skill demands of businesses in the region. Education attainment in CNY is competitive with national averages with a higher percentage of the population (11.8 percent versus 10.5 percent) with advanced or professional degrees, and the region is a strong talent generator, awarding degrees in critical fields such as science, technology, math, business, and marketing. Yet the region has difficulty retaining talent, and its labor force shrank over the last five years.

The human capital challenge has become an interregional issue and ranges across the entire skill spectrum. Between 2006 and 2010, the larger 12-county CenterState New York region experienced a net reduction each year in the number of residents who hold graduate degrees, resulting in the loss of nearly 3,600 potential workers with education and training needed by its knowledge industries.

Although there have been significant manufacturing layoffs over the last decade, manufacturers frequently cite challenges in hiring middle-skills workers. The displaced manufacturing workforce needs retraining and skills certification to qualify for new manufacturing jobs or service positions being created in the region.

Through efforts by the council and the region's anchor institutions, the region is taking long-term steps to curb these trends and provide sustainable paths toward maximizing human capital through education, beginning in the early

stages of elementary education on through college. Efforts to train and retrain include engaging the region's immigrant community and the unemployed in impoverished neighborhoods.

The CNY REDC also recognizes the region's unique position to serve post 9/11 returning veterans, not just in CNY but also across the state and nation. Returning veterans bring unique skill sets and experience that can prove valuable in a number of civilian professions. Working to assist in that transition is an important responsibility that the council, regional employers, and anchor institutions all share. Central New York also has one of the highest populations of veterans in the New York State at 9.3 percent, compared to 6.3 percent statewide. Nearly three-quarters of the region's veteran population is in the labor force, with the expectation that the veteran population will increase in the coming years. By virtue of the skills they bring, the Bureau of Labor Statistics' 2012 annual report shows that 70 percent of employed veterans work in private, nonagricultural industries and 10 percent are either self-employed or work in agricultural-related industries. Military experience, especially in high technology, also provides veterans with a solid foundation to succeed as entrepreneurs.

Implementation Overview

Round 1 & 2 Project & Strategy Implementation




- **Currier Plastics**, a leading regional advanced manufacturer in Auburn, received a Round 2 grant from the NYS Department of Labor to conduct employee training.

Currier Plastics, in Cayuga County, breaks ground on its new expansion.
Courtesy of Cayuga County Chamber of Commerce



- **SUNY ESF**, with support from NYSERDA, provided an outreach and training program along with skills development for farmers to deploy willow farming techniques and overcome barriers in the commercial expansion of willow biomass crops (Round 2).
- **Syracuse University**, with support from the New York State Council on the Arts, is exhibiting the value that arts and culture plays in the region. It has developed a talent agency program that provides educational opportunities to Syracuse high school students with strong arts abilities who live in low-income households and need assistance with college readiness.

Additional Progress in Region Supporting and Advancing This Strategy

- **Skill Train** programs continue to see success. Green Train, operating on Syracuse's North Side and Near West Side neighborhoods, has graduated 12 classes totaling 151 participants since 2009, with a graduation rate of 91 percent and job placement rate of 76 percent.
- **Health Train**, a program geared toward the health care industry, has successfully replicated this model. This past year, Health Train graduated 10 people in its third class, all of who have been placed in jobs at St. Joseph's Hospital Health Center. To date, 38 people have graduated, and 37 of those graduates remain at St. Joseph's Hospital Health Center (97 percent graduation and 97 percent job placement rate). The program's fourth class is set to begin this fall.
- Twenty-eight Syracuse City School District K-12 schools have **Say Yes to Education** site-based personnel to manage a dynamic process that includes student monitoring and support, answering questions, facilitating programs, and supporting families. Staffing is made possible through a partnership with Huntington Family Services and Contact Community Services. 
- **Syracuse University's Institute for Veterans and Military Families (IVMF)** has created seven entrepreneurship programs that have educated more than 2,000 veterans nationwide and a career transition program that has trained over 600 veterans in IT and operations career skills, with capacity to train more than 1,000 per year. Through a network of national employers, many in Central New York and across New York State, IVMF is a partner in the Get Skills to Work (GSTW) consortium that includes General Electric and Lockheed Martin and focuses training in the advanced manufacturing sector. It is the lead academic partner in developing a toolkit available online at toolkit.vets.syr.edu for business and industry as part of the GSTW program. And it is the lead academic partner in the 100,000 Jobs Mission initiative with more than 100 large companies nationwide that maintains a searchable database of employment opportunities locally and nationally (www.100000jobsmission.com).
- Syracuse University, the VA and SUNY ESF are designing and deploying programs to support our returning wounded warriors. The **IVMF** secured corporate investment to implement world-class distance skills and education programs available to post-9/11 veterans at no cost. These include the **Veterans Career Transition Program** that assists veterans in executing job searches, provides training for IT fields, and provides opportunities for independent study through online coursework in areas such as professional and personal development, leadership, information technology, operations, accounting, and finance.
- The **Student Sandbox**, **UP Start Syracuse**, the **Falcone Center for Entrepreneurship**, and the **WISE Women's Business Center** all have student retention programming assets that directly support student talent retention.
- MACNY and the Manufacturers Alliance of New York are partners with SUNY in the recently awarded \$14.6 million **Trade Adjustment Assistance Community College and Career Training (TAACCCT)** Grant, which will provide industry recognized credentials, certificates, and degrees in advanced manufacturing throughout the state. Onondaga Community College is taking the lead in developing the core curriculum to be used throughout the state.
- Syracuse City School District, Onondaga Community College and MACNY are the recent recipients of a \$2.8 million **P-TECH** grant to provide students with a high school diploma, college degree, industry recognized credentials, and pathways to manufacturing jobs. 
- **The Career Spark Campaign**, a new career awareness program through the partnership of MACNY and Partners for Education & Business (PEB), kicked off in May 2012 and helps meet the regional strategy of key cluster development. The campaign is a career education/workforce development strategy focused on economic development growth sectors with goals of increasing the number of companies committed to and participating in career sparks for students, as well as increasing the number of students who are aware of careers in the regional growth clusters.
- **Community colleges** are actively engaged with companies in the region to develop programs and offer skills training to meet the workforce demands of the private sector (see Overview of Job Creation and Investment on page 36 for more details).
- A **Next Generation Job Linkage Program** Advisory Committee has been selected to support a broad scan of existing workforce development programs and infrastructure, engage area business leaders, and formulate recommendations to address gaps in existing training programs and unmet workforce training needs in the region. 

Transformational Initiative Progress

Say Yes to Education

On August 22, 2013, President Barack Obama delivered a speech at Syracuse's Henninger High School on the growing challenges to college access and affordability for the middle class. He came to Syracuse to recognize Syracuse Say Yes to Education's comprehensive work in creating partnerships around the region that are transforming urban education into direct pathways to college and career success. Say Yes to Education works to integrate educational, health, and social support services for students of the Syracuse City School District, with the commitment of financial support toward college tuition upon graduation from high school.

The CNY REDC Say Yes to Education Transformational Initiative—a collaborative of the region's community colleges, both SUNY and private higher educational institutions; public agencies; and industry—is expanding the Say Yes support network by offering career guidance during a student's college years. Now in its third year, the Say Yes Summer Success Academy (SSA) runs five days a week for six weeks in the summer before a student's first fall semester, enabling students to get a head start in the college studies by earning up to seven to nine college credits. Students also complete workshops and other enrichment activities designed to increase academic preparation while establishing supportive relationships with faculty, staff, and their peers.

In Round 3 of the REDC funding process, the collaborative submitted a Consolidated Funding Application for \$50,000 under the College Access Challenge Grant program to expand enrollment in SSA and create a new career exploration course at Onondaga Community College where students will engage with regional industries. Nearly 70 percent of the advertised employment positions in Central New York's industry clusters required a college credential. The new course will teach students occupational planning and introduce them to regional employers—helping to establish internships, mentoring relationships, and other opportunities to build a pipeline to jobs upon college graduation.



CNY was honored to host President Obama, who spoke at Henninger High School in Syracuse and recognized the work of Say Yes to Education.
Courtesy of 9WSYR



Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods

❖ **Strategy: Leverage the Region's Exemplary Anchor Institutions**

The region's efforts to effectively engage anchor institutions as leaders in community revitalization initiatives have served as a national model. In the past year, institutional partners continued to solidify their critical role in ensuring economic growth and opportunity for all and have attracted attention from national groups such as the Educational Foundation of America, the Kresge Foundation, the Annie E. Casey Foundation, the Bloomberg Foundation, and National Endowment for the Arts. The U.S. Green Building Council also recognized the public-private collaboration with the region's anchor institutions by presenting Syracuse University Chancellor Nancy Cantor, Onondaga County Executive Joanie Mahoney, and Syracuse Mayor Stephanie Miner with the 2012 Global Community Leadership Award for their collective efforts to foster substantive change across the region. The support of anchor institutions has begun to show real dividends with the execution of critical construction projects that have attracted new jobs, residents, and engagement in previously underserved neighborhoods and communities.

Implementation Overview

Round 1 & 2 Project & Strategy Implementation

- **Loguen's Crossing** Phase 1 redevelopment has been completed. This included environmental remediation, demolition, and asbestos abatement of existing structures. COR Development Company, LLC will continue the site improvement work on Loguen's Crossing in Syracuse with support from a Round 2 Council grant. With an expected completion date for late 2014, these improvements include extension of water and sewer lines, storm water retention, sidewalks, and street landscaping.
- **Nojaims Supermarket** (Round 1) in partnership with St. Joseph's Hospital Health Center, is moving forward with its \$2.5 million project to construct an Urban Food and Health Center in the Near West Side neighborhood of Syracuse and expects to be completed by late 2014.
- **Le Moyne College's Science Business Exchange** (Round 2) complex is under construction. This multidisciplinary project will expand and modernize facilities that support programs in the health professions and in business. The project will embed a high-technology firm in the college's health/science facilities as well as in its new Madden School of Business.



More than 50 businesses in Syracuse have participated in the Connective Corridor Façade Improvement program.

Photo by Stephen Sartori, courtesy of Syracuse University

- **Prospect Place** (Round 2) is moving forward with a completion date of mid-2014. The planned mixed-use development will be adjacent to St. Joseph's Hospital Health Center's main entrance and newly constructed emergency department. It includes a fresh food café, 12 apartments intended for hospital employees, and retail and green spaces. The project extends the anchor institution investments that St. Joseph's Hospital and Health Center have made to the Prospect Hill neighborhood on Syracuse's North Side.
- The **Connective Corridor Façade Improvement Program** (Round 2) of Syracuse University's Office of Community Engagement and Economic Development kicked off in April 2013. The program provides mini-grants to businesses located within the downtown Syracuse Connective Corridor. Fifty-six businesses have taken advantage of the program to date.

Additional Progress in Region Supporting and Advancing This Strategy

- The **Near West Side Initiative** in Syracuse has become a national model for place-based investment by demonstrating what state investment through an anchor institution can bring to municipal cores. It began as a \$13.8 million New York State capital reinvestment initiative with Syracuse University in one of the nation's poorest neighborhoods. Now, partnerships with local and national foundations and businesses have generated more than \$74 million in total leveraged investment to transform the physical character of the neighborhood, as well as the social and economic opportunities of its residents.
- **Connective Corridor** Phase II and III, a transformational urban development initiative centered on arts, education, culture, technology, community and economic development in Syracuse, is scheduled to begin, uniting Forman Park near University Hill with Syracuse University's Warehouse facility downtown.



- The following institutions are completing major capital improvements and expansions, further solidifying their role as anchor employers and service providers in their respective neighborhoods:
 - The **Syracuse VA Medical Center's** recent \$90 million expansion includes a new state-of-the-art new spinal cord injury center.
 - **SUNY Upstate Medical University** plans to build a 300-person office building on the site of the former Kennedy Square, now Loguen's Crossing.
 - The \$100 million **SUNY Upstate Cancer Center** is more than half-complete and will be finished in May 2014.
 - The \$72 million expansion of **SUNY Upstate's Institute for Human Performance** is in its final stages and will finish in September 2013.
 - The \$15 million **Cord Blood Center at Upstate University Hospital Community Campus** is underway.
 - **SUNY Upstate's new academic building** is slated to be bid this fall.
 - In a \$42 million project, **Upstate University Hospital** has added specialized equipment for diagnosis and interventional treatment of blood clots in the brain.
 - **Upstate University Hospital Community Campus** has added the first geriatric emergency room.
 - **St. Joseph's Hospital Health Center's** new patient tower is 50 percent complete.
 - **SUNY ESF's Gateway Building** is complete and a new Academic Research Building is under design. The Gateway Building's green roof, funded in part by a \$413,000 Round 1 award, is a focal point for laboratory and studio experiences and includes native plant species, observation decks, and gathering spaces.

SUNY ESF's Gateway Building is now complete, and boasts a green roof that is a focal point for learning experiences.
Courtesy of CenterState CEO



More than 1,100 students are enrolled at Cayuga Community College's new Fulton Campus.
Courtesy of Operation Oswego County, Inc.

- **Cayuga Community College**, investing \$16.1 million, opened its new, 82,150-square-foot Fulton Campus in fall 2012, increasing the size of the facility by 50 percent. More than 1,100 students are enrolled.
- The extensive list of **CNY Hot Spot** academic partners will maximize and leverage the collective incubation and acceleration activities of the region's academic institutions.
- Supporters of Colgate University came forward to fund the **Hamilton Initiative, LLC** in 2000 in an effort to improve the vitality of Hamilton. The Hamilton Initiative is a for-profit limited liability company whose focus is real estate and economic development in downtown Hamilton, Madison County. To date, the initiative controls and manages nine downtown mixed-use properties with a total of 24 tenants.



Transformational Initiative Progress

Municipal Core Reinvestment

The CNY REDC established the Municipal Core Reinvestment Transformational Initiative in 2012 to ensure that key investments are supporting innovative place-based strategies to tackle the most challenging conditions in the region's urban and town centers. The initiative has particular focus in working with anchor institutions and businesses so that these municipal cores remain vibrant centers for economic and social activity. Among the focal points in the region exemplifying these collaborations have been the Near West Side Initiative, Northside Urban Partnership, and downtown revitalization in the region's cities and villages.

In 2013, the Near West Side Initiative experienced the following achievements:

- WCNY opened its new headquarters in the neighborhood and is now providing public broadcast services around the country with a state-of-the-art facility.
- St. Joseph's Hospital Health Center began its expansion of its health clinic from 5,000 to 20,000 square feet and is working with Syracuse University's Lerner Center for Public Health Promotion and Nojaim Brothers Supermarket on an innovative program to encourage healthier eating and lifestyles.
- Syracuse University's School of Architecture partnered with Home Headquarters to complete five homes for first-time homebuyers.
- A 4,000-square-foot vacant restaurant was transformed into two apartments, three art studios, and a small gallery. The building houses two artists-in-residences who are working with the community on new art projects for the neighborhood.
- A grant from the Education Foundation of America sponsored a national design competition, Movement on Main, which developed a plan for the physical transformation of the neighborhood's central avenue into an interactive streetscape and social space for residents.

Upwards of \$10 million in revitalization efforts are taking place in **downtown Auburn**. Two major projects comprise the bulk of this investment: the rehabilitation of housing units in the Orchard Street Neighborhood being carried out by Housing Visions in partnership with the City of Auburn; and more than 16 buildings in the downtown improvement district that have mixed commercial and residential aspects are being completely renovated and brought up to code for occupancy.

\$4.6 million is being invested in **villages and downtowns throughout Cayuga County**. The village of Fair Haven is administering a New York State Main Street Program grant to renovate and revitalize seven properties. Aurora also has significant investments occurring through a collaboration of Wells College, the Inns of Aurora, and the Pleasant Rowland Foundation. The total project scope will bring 10 more boutique inn rooms into service, increase the event space capacity for the village, and expand the inventory of shopping/dining options in the village. Weedsport has seen investment from new and existing building owners who are actively working to bring unused residential and commercial units online for occupancy in the downtown corridor.

Three **downtown Cortland buildings** are being renovated with assistance from a Main Street Program grant. The award is crucial as developers gain interest in mixed-use redevelopment in the city's central business district.

❖ **Strategy: Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets**

Using the publication of the Cleaner Greener Communities (see Appendix F.3 for details) as a blueprint for sustainable growth and development for the region, the CNY REDC is driving forward projects that bring investment and support density and interconnectedness. Further, the CNY REDC has activated waterfronts throughout the region, such as the Inner Harbor in Syracuse and Oswego Harbor. Though more work is needed to reclaim shuttered factories and other facilities, booms of development in diverse locations like Syracuse, Auburn, Oswego, Hamilton, and Cortland have proven the demand of the region's workers and residents for multi-use projects offering opportunities to work and live in close proximity.



Syracuse Media Group is the anchor tenant for the recently completed Merchants Commons in downtown Syracuse.
Courtesy of Downtown Committee of Syracuse



The multi-phase project to repurpose Syracuse's Inner Harbor is underway.
Courtesy of CenterState CEO

Implementation Overview

Round 1 & 2 Project & Strategy Implementation

- **Merchants Commons** (Round 1) redevelopment has been completed and its anchor commercial tenant, the Syracuse Media Group, has moved in. All of its retail units have been leased. This \$12 million project renovated two adjacent vacant buildings in downtown Syracuse into a mixed-use residential and office complex.
- **Syracuse's Inner Harbor's** pre-development work has been completed by COR Inner Harbor, LLC. Selected through a competitive bidding process, COR is leading a multi-phase effort to repurpose this waterfront neighborhood into a residential, educational, and commercial mixed-use district. COR's initial work included environmental remediation, public infrastructure improvements, and capital improvements. Phase 2 of the project, which was funded in part by a Round 2 grant, includes additional environmental remediation and the renovation of a canal maintenance building and is scheduled to be completed by the end of 2014.
- The **Southside Community Coalition** (Round 1) is on track to complete a new 3,500-square-foot building to offer fresh, healthy, fairly priced foods and household products to residents of the South Side of Syracuse while fostering community nutrition, cooperative ownership, and sustainable economic growth.
- **Rapid Response Monitoring Services** (Round 2) continues reinvestment in Syracuse's Inner Harbor, renovating its existing facility and building a new adjacent facility to keep more than 300 jobs close to the city center. The project is expected to be complete by the end of 2014.
- The second round of the **Connective Corridor Façade Improvement Program** (Round 2), mentioned earlier, ended with 56 businesses participating and a waiting list of prospective participants for a third round.
- The **South Avenue PriceRite Supermarket** (Round 2), which will bring access to fresh and healthy foods to a previously underserved neighborhood, is moving forward with a projected completion date of April 2014. The project renovates and expands an existing warehouse, redeveloping it into a new 35,000-square-foot supermarket on South Avenue in Syracuse.
- The **Gear Factory** (Round 2) renovation is slated to conclude in December 2013, repurposing a 65,000-square-foot former manufacturing building on South Geddes Street in Syracuse to attract new artisan manufacturers. The project, an integral part of the Near Westside Initiative, will completely renovate the building envelope, including new windows; install a second exit; convert the elevator from cargo to passenger; and install new HVAC and electric systems.
- The **Sweet Spot Development** (Round 2) of the former Camillus Cutlery site is still on track to create a mixed-use facility in the village of Camillus. The project team intends to lease additional office space to medical practices to expand health care access to this area of Onondaga County.
- The **Sibley's Building** (Round 2) redeveloped by The Paramount Realty Group in downtown Syracuse, is on track to convert the former department store into a mixed-use space with approximately 62,000 square feet of ground-floor retail, residential, and office space. This critical project would complete a multi-project effort to connect the vibrant Armory Square neighborhood with the emerging Salina and Jefferson Street district. The project is supported by Round 1 funding for the **Sibley's Parking Garage Replacement**.
- GIS Information Systems, Inc., dba **Polaris Library Systems** (Round 2), will invest approximately \$1,485,000 to purchase, renovate, and equip a suitable building in downtown Syracuse. Polaris is a leading automation and technology provider to libraries throughout the United States and Canada. The company will relocate its current corporate headquarters in Liverpool to the new location, bringing 69 existing jobs and adding 22.

Rapid Response Monitoring Services' project will retain more than 300 jobs in Syracuse.
Courtesy of CenterState CEO





The Plaza of the Arts is an important piece of downtown Auburn's revitalization.
 Courtesy of Cayuga County Chamber of Commerce

- The \$3.5 million **Plaza of the Arts** (Round 2) project has commenced in downtown Auburn. This 20,000-square-foot, two-story, mixed-use building will host an Arby's training center, retail and restaurant space, and pedestrian amenities. The Plaza is considered critical to downtown Auburn's revitalization, as it will continue the emerging cultural corridor that includes the forthcoming construction of a new performance center for the Finger Lakes Musical Theatre Festival.

Additional Progress in Region Supporting and Advancing this Strategy

- A Division of Housing and Community Renewal grant was critical to the continued renovation of a former bowling alley in the City of Cortland into a modern downtown performance center by the **Cortland Repertory Theatre**.
- The **1938 Kallet Theater** in Pulaski, Oswego County, is undergoing a \$1.3 million rehabilitation and restoration (Restore NY project) that will enable the facility to be used as a 430-seat event center, conference center, and training facility for area businesses and serve as a cultural anchor to the village's downtown. The facility has frontage on the Salmon River.
- The **Seaway Lofts** in Oswego resulted from the \$6.9 million redevelopment of a historic four-story industrial building into 26 affordable housing apartments. The development was assisted with historic and low-income housing tax credits. The 28,000-square-foot building overlooks the Oswego River.
- **Whitewater Commons** in Oswego expanded its commercial complex to include eight market-rate apartments and additional commercial space.
- **Premier Living Suites** in Oswego, through a \$3.7 million investment, developed a three-story, 30,000-square-foot complex to provide quality housing for 71 SUNY Oswego students in 18 apartment units. The complex is fully leased for the fall 2013 semester.
- A **waterfront, downtown revitalization** project in Phoenix, Oswego County, is utilizing Restore NY funding to renovate four market-rate apartments and 4,000 square feet of commercial space with a total investment of \$600,000.

After restoration, Pulaski's 1938 Kallet Theater will be transformed into a 430-seat event center.
 Courtesy of Operation Oswego County, Inc.



- The **Pike Block** project in Syracuse is nearing completion, retail and office tenants have been secured, and apartments are being leased.
- New projects, including the **E.M. O'Donnell** building and the **Associates** building in Hanover Square, Syracuse, are slated to start in 2013-14.
- The **Wells and Coverly Building** has been purchased in downtown Syracuse. Plans call for rehabilitation and conversion into event space, with anticipated completion in February 2014.
- The **White Memorial Building** combined adaptive reuse, historic rehab, and mixed-use development in downtown Syracuse to create 12 new residential units, completed in June 2013.



The Downtown Committee of Syracuse's annual Downtown Living Tour showcases the surge in residential occupancy and the many historic renovations to mixed-use spaces in the city.
Courtesy of Downtown Committee of Syracuse

- The **Onondaga Music Building** has been purchased. Rehabilitation to convert the space into 24 residential apartments has begun; anticipated completion is the end of 2014.
- As the **CNY Hot Spot** grows both physically and programmatically, The Tech Garden campus will expand with partner Syracuse University, which has committed to be an anchor tenant in the new location, to form a new campus for the CNY Hot Spot. The proposed location for the Tech Garden campus is an adaptive reuse of an existing, adjacent office building that has been vacant for 10 years. CNY Hot Spot graduation pathways for successfully

incubated businesses will, in and of themselves, contribute to re-creating density in urban neighborhoods.

- Comprehensive site profiles have been completed for sites in the **Oswego County Industrial Park, Airport Industrial Park, Lake Ontario Industrial Park**, and at the **Centerville-Peck Road** and **Columbia Mills** sites, eliminating many pre-development costs and time involved for prospective investors by providing an overview of the sites features and a recommendation for its best uses and layout, making them easier to market.

Transformational Initiative Progress

Waterfront Revitalization

While some areas of the country face severe droughts and vanishing water tables, the Central New York region boasts naturally clean drinking water and miles of navigable, historic waterways—natural and manmade. It is a unique asset that ties in with many economic development strategies—from main street revitalization to tourism, to increasing agribusiness. Therefore, updating and rehabilitating those assets is critical and requires consistent support and attention from government, community, and business leaders.

Many projects throughout the region have made progress this past year and have leveraged governmental, private, and philanthropic resources, including:

- **Port Byron Old Erie Canal Heritage Park** (NYSCC/CFA Round 1) historic restoration
- **Main Street Projects** in Marathon and in the City of Cortland
- **Syracuse Inner Harbor rehabilitation** (CFA Round 1 and 2)
- **Fayetteville Canal Landing Park** (NYSCC/CFA Round 1 and 2)
- **Central New York Inland Depot** (CFA Round 2)
- **Port of Oswego's new ship-barge loader** (Agriculture and Markets/CFA Round 2), which will open new markets for CNY farmers and support existing food-to-market strategies.

❖ **Strategy: Retrain to Develop the Workforce of Tomorrow**

High unemployment and poverty rates in older center city neighborhoods and in former small-town manufacturing centers continue the need for investment in offering skill and educational pathways to stronger employment. Despite these entrenched challenges, new programs have shown initial success in chipping away at these metrics. Institutional support programs like Say Yes to Education are so forward-thinking and comprehensive that they have attracted attention from the Obama administration. Further, neighborhood-based training programs and new partnerships at community colleges are responding to the skill demands of the private sector by turning out graduates who have immediate employment opportunities.

Implementation Overview

Round 1 & 2 Project & Strategy Implementation


- **Lime Hollow Nature Center** (Round 1), in Cortland County, is using state resources (Round 1) to assist in the development of a modular education center that will provide LEED-certified classroom space to train the next generation of teachers and conservation leaders. Onondaga-Cortland-Madison BOCES New Vision Environmental Science high school students will use the new center during the school year, while Lime Hollow will use the facility primarily during the summer months.
- **Le Moyne College's Science Business Exchange** (Round 2), mentioned earlier, will train workforce for on-demand jobs in health and business professions. The complex is under construction.

Additional Progress in Region Supporting and Advancing This Strategy

- **Salt Works**—a new collaboration among the Near West Side Initiative, Syracuse University, and CenterState CEO affiliate Northside UP—aims to launch a new enterprise employing low-income residents, many graduates of Northside UP's Green Train program. The program will showcase their talents and creativity through woodworking, including the creation of artisan furniture produced from reclaimed lumber salvaged during the renovation of neighborhood buildings. Prototypes for items were developed by Syracuse University industrial design students from the College of Visual and Performing Arts. Gaylord Brothers, Inc. is offering consultation in developing Salt Works and has plans to feature the furniture in its fall catalog. In anticipation of this, Gaylord invited Salt Works to showcase its products at the 2013 American Library Association

Annual Conference, in Chicago, which will help the program solidify a customer base before its official launch later this year.

- **Skill Train**, mentioned earlier, was developed primarily to offer neighborhood-based training services. The successful program graduates its 12th class this September.

- **Say Yes to Education** continued its successful Summer Say Yes Academy (SSA) for the third consecutive year at Onondaga Community College.  For the fall 2013 term, the SSA expanded to include students who are accepted to Say Yes Collaborative member colleges SUNY Morrisville and Cayuga Community College. Thirty-five Say Yes Syracuse Scholars are enrolled in the 2013 SSA. During the summer session, 189 Syracuse City School District high school students received Regents prep in a Say Yes study hall at Nottingham and Corcoran high schools.

- **Onondaga Community College** has taken the lead in working with faculty to redesign and more closely align the current OCC Career Exploration course objectives with CNY REDC priorities to introduce SSA students to meaningful career and job exploration in Central New York's primary industry clusters. This will help the students determine an academic path before their first semester of college that will help align the academic schedule they pursue with the academic major and/or credentials they need to earn to access their intended career.

- The **Opportunity Agenda**, detailed in Part Three, was developed by a team of regional partners to help provide traditionally impoverished populations the opportunity to share in the region's increasing prosperity. The Agenda aims to link low-income residents to career opportunities, align the needs of employers with the talents of individuals, expand services that help residents improve their financial capacity, and cultivate entrepreneurship within distressed communities so that residents and emerge as the next generation of community leaders. 

The Salt Works collaboration will employ low-income residents in the creation of artisan furniture, which Gaylord Brothers is planning to feature in an upcoming catalog.

Courtesy of Northside UP



1.1 OVERVIEW OF JOB CREATION AND INVESTMENT

Since the creation of its Five-Year Strategic Plan, the CNY REDC has consistently prioritized projects and investments that align with its vision of using innovation and collaboration to create opportunity for all who live and work in Central New York. Over the past three years the CNY REDC's projects and initiatives have supported this vision by maximizing project return on investment (Round 1 and 2 had ROIs of 28 and 10.79, respectively, for Empire State Development priority projects); investing in projects that create jobs for all skill levels; generating and collaborating on initiatives that respond to demands and needs of employers; and supporting projects that leverage federal and other outside investment.

Maximizing Project Return and Job Creation

Investments made on Round 1 and 2 projects are having an impact in real job creation and leveraged investment.

Round 1 ESD Projects

Projects expect to create **597** jobs, while retaining **275** jobs. Indirect job creation through construction and ancillary job creation is expected to be **1,024** jobs. A combined state investment of **\$102,367,116** leveraged a total investment of **\$491,081,256**.

Round 2 ESD Projects

Projects expect to create **817** jobs, while retaining **770** jobs. Indirect job creation through construction and ancillary job creation is expected to be **771** jobs. A combined state investment of **\$93,638,837** leveraged a total investment of **\$250,037,506**.

Responding to Private Sector Needs

While investments in projects are critical to supporting job growth, the CNY REDC has consistently maintained that all regional economic development efforts and initiatives should use the strategic plan as a roadmap of the region's priorities. To that end, new programs have been developed and existing initiatives have been refocused around the council's vision of generating demand-driven workforce investment programs. Many regional programs are responding to this vision, a handful of which include:

- **Skill Train** – This training model combines intensive, neighborhood-based training that links directly to job opportunities for its graduates. The concept has been piloted successfully within Syracuse's North and Near West Side neighborhoods with construction and health care training programs. Many of the job opportunities for graduates are connected to projects and institutions supported by REDC investment.

- **Community Colleges** – A critical generator of the region's workforce, community colleges are increasingly linking training programs directly to job demand within the region. For example:

- **Onondaga Community College** is starting a new Nuclear Energy Technology A.A.S. degree program in anticipation of retirements coming at local nuclear sites. The collaboration includes hands-on experiences through a summer internship at Constellation Energy Nuclear Group's power plants. Entry-level nuclear technicians will come out of the program able to fill the slots as soon as the aging workforce retires.

- In response to growth at Novelis Corporation (which has hired 248 new employees since January 2012 and anticipates hiring 150 more by December 2014), **Cayuga Community College** has delivered 22 sessions of leadership and supervisory training for associate leaders and crew leaders in the past year. Eighty-six employees were trained over a six month period. Cayuga Community College also responded to a need for mid-level maintenance mechanic and maintenance electrician training. A skills gap was performed, and CCC identified eight credit courses to deliver to new maintenance mechanics and maintenance electricians; the program is ongoing.

- **Cayuga Community College** has also provided lean manufacturing training to Welch Allyn employees for four years. Hundreds of employees have participated in kaizen events, lean office, lean principles, and other trainings. Each year, Welch Allyn has significantly reduced waste and increased efficiency through workforce training. This past year's project focused on training 250 workers in lean concepts and applying lean implementation tools, improving Microsoft Excel skills, leading more effective meetings, and improving conversation skills. The workers completed 386 participant training days through the grant. The training was conducted on-site at Welch Allyn. This project has improved Welch Allyn's competitive position in the marketplace and helps the company successfully retain its workforce and continue to provide quality products and services to its customers and the markets it serves.

- Responding to regional demands from manufacturers, **MACNY** has partnered with **OCC, OCM BOCES, and SUNY ESF** to develop training and portable, industry-recognized certifications in Machining, Welding and Production Technician. OCC, MACNY, and SUNY are partners implementing NAM's Manufacturing Skills Certification System in Upstate New York. This system involves a statewide manufacturing certification strategy that offers stackable credentials consistent with national standards as identified by the Manufacturing Institute, The National Association of Manufacturers, and guidance provided by the U.S. Department of Labor.



Leveraging Outside Investment and Support

The CNY REDC views its strategic plan as a prospectus to potential investors. State resources are critical to supporting the region's priority projects, but the scope of the plan requires investment and support from a variety of partners. It is the position of the REDC that the most creative programs, with the best chances to drive real impact, will be attractive to local, state, and national investors. Many of the projects and initiatives that have attracted this kind of diverse funding are listed above, but it is worth mentioning a handful of them again:

- **Advanced Manufacturing Thermal and Environmental Controls (AMTEC)** – Supporting the region's focus on clean energy and environmental systems and advanced manufacturing. This program is funded by a \$1.9 million multi-agency grant from the federal government to support the region's cluster development activities around advanced manufacturing companies that focus on thermal and environmental controls.
- **Port of Oswego** – Supporting the region's focus on building a 21st century infrastructure. A \$1.5 million TIGER grant was awarded to the Port of Oswego from the U.S. Department of Transportation to continue rail and road infrastructure.
- **National Foundation Investment in Urban Revitalization** – Supporting the region's goal of revitalizing its urban cores, main streets, and neighborhoods. National foundations have collectively invested more than \$1.8 million in Syracuse's Near West Side.
- **Armory Square Ventures** – Supporting the region's focus on building a world-class entrepreneurial ecosystem. Armory Square Ventures is nearing its \$15 million threshold in outside investment to launch its venture fund.
- **Say Yes to Education** – Supporting the region's priority of investing in human capital and developing the workforce of tomorrow. Over the past year, Say Yes to Education has attracted \$20.6 million in support for its collegiate scholars and programs in the City of Syracuse.

1.2 PUBLIC ENGAGEMENT

The Public Participation Work Group continues efforts to achieve the benchmarks established in the CNY REDC Five-Year Strategic Plan for assessing progress of stakeholder engagement.

By building trust, collaboration, responsibility, and empowerment across all five counties of the region, the Public Participation Work Group plays a critical role in helping CNY take ownership of its future, as emphasized in the CNY REDC's vision statement, through a range of creative, respectful, culturally sensitive, and energetic forms of outreach.

The long-term goals, strategies, and outcomes presented in the Public and Stakeholder Engagement Plan for 2011-2015 (page 88, Table 5.1 of the CNY REDC Five-Year Strategic Plan) are being actively pursued, and the council remains on track for achieving the benchmarks established.

Progress on Public Participation Efforts

• Public Participation Sessions and Workshops

The CNY REDC held six public participation forums before its Round 1 submission in 2011. During the initial 18-month implementation period after the plan's submission, it held four additional Public Participation Forums and six Empire State Development Consolidated Funding Application Workshops, thus meeting the benchmark to hold a total of 10 public sessions (5 public forums and 5 workshops) to educate and engage the residents and businesses of Central New York within that time period. Collectively, 10 Public Participation Forums and six ESD CFA Workshops have engaged more than **1,000 participants** since the launch of public participation efforts August 22, 2011.

The sessions conducted in a public forum format focused on the specifics of the Strategic Plan and sought input and advice on future REDC actions regarding topics such as tourism, broadband deployment, and development of future projects. This process allowed the continued education of the public and began a transition toward creating input and a sense of ownership for participants.

The six ESD workshops focused on educating attendees on funding opportunities that exist within the Consolidated Funding Application process, how to navigate the CFA website, and how to submit a CFA for consideration. Year two goals for the five-year public participation implementation plan call for increased levels of understanding of technical information among constituencies, and CFA workshops performed in each county continue to ensure that REDC members and applicants have access to technical assistance. Additionally, council members and ESD staff remain available throughout the application process to answer questions and provide assistance.

Forums and workshops were scheduled across each county within the region during each calendar year of the implementation process.

• Mass Media

The initial 18-month implementation period for public engagement efforts called for utilization of two forms of mass media to induce increased public participation.

The CNY REDC, through a partnership with Clear Channel Radio, uses **Public Service Announcements** to communicate with the public regarding upcoming sessions and initiatives. Now in its third year, the "Be Heard CNY" campaign was again used to drive participation and notify the public about upcoming

sessions. In the past year, Clear Channel ran a total of 130 15-second commercials to promote public participation events on five stations, ensuring wide reach to as many demographic groups as possible. Clear Channel continues to be heavily engaged in the public participation process by contributing the expertise of its staff to design and tailor messages for Central New York audiences and by promoting these messages on its radio stations.



The Public Participation Work Group also launched a **social media campaign** on Facebook to create a dialogue with stakeholders throughout Central New York.

With more than **294** “fans”

and counting (www.facebook.com/CNYREDC), this campaign

has successfully engaged 488 unique users. Moreover, a total of 3,723 Facebook users have been reached by the content of the page. Highlights have included reaching more than 450 Facebook users with posts regarding public participation meetings (see Appendix E for Social Media Plan).



The CNY REDC maintains a **web presence** at www.regionalcouncils.ny.gov/content/central-new-york, where public events and survey details are posted, along with pertinent documents related to the Strategic Plan. Additionally, a featured section for the CNY REDC was created on the WSyr homepage, www.wsyr.com, and two stories have been created to feature CFA projects. Additional ideas, such as an online town hall strategy, will be considered in the next year of implementation.

• Community Surveys

Three public surveys have been deployed by the Public Participation Work Group to assess the effectiveness of public participation efforts as well as gauge broadband needs in the region.

The **“Taking the Pulse”** survey was deployed at the ESD booth during the Great New York State Fair in both 2012 and 2013. This survey was designed to capture public opinion from a diverse population in a central location, and allow members of the public who are unable to attend workshops and meetings during the rest of the year to comment on economic development strategy and REDC effectiveness. See Appendix C.1 and C.2 for sample survey and survey results.

The third survey was a five-county wide effort to **survey broadband needs** and ability to pay, with a target of providing information to potential internet providers. With more than 100 surveys filled out and both Time Warner Cable and USA Data Connect looking into the feasibility of areas where data was collected, the survey has been thus far successful in meeting goals. The project is in its infancy and an ongoing effort to increase broadband accessibility within the region is required. See Appendix D.1 and D.2 for sample survey and survey results.

• Engagement of Funding Recipients in Spreading the Word to Constituencies

At each public session and REDC meeting, the council invites an award recipient to **“tell their story”** by presenting their project and providing a progress update. The invitee is an award recipient from the county/area where the public participation event is being held. The work group has found that this generates a significant amount of excitement among the communities and participants at these sessions. This initiative will continue throughout the upcoming council cycle.

Taking the Pulse Survey – Results Snapshot (2013 New York State Fair)

- **60%** of survey respondents had heard of the regional council, up from 42.9% last year.
- **40%** of survey respondents had heard of “the New York Works for Business” campaign, up from 28.6% last year.
- Expansion of **Broadband** Network, New York Regional **Innovation** Cluster, Municipal Core/

Mixed Use Investment, and Tourism, Arts, and Culture were ranked among the most important initiatives to the economic health of the region.

• Outreach to Broader Constituencies and Targeted Recruitment

The CNY REDC continues efforts to increase participation and gain new members. Many council members have utilized the **“bring a friend”** approach, inviting friends and colleagues into the process. The Public Participation Work Group would like to make a more concerted effort in recruiting new participants into the process, with the expectation that bringing friends and colleagues will continue.

Year two and three of the public participation implementation plan calls for the engagement of a steadily increasing numbers of participants in each county. The Public Participation Work Group is planning to **increase targeted recruitment efforts** by engaging **chambers of commerce** in the CNY REDC catchment area. Through outreach and by inviting chamber presidents and community leaders to meet in fall 2013, the work group hopes to more fully engage their memberships in spring 2014.

The Public Participation Work Group is also considering the addition of a **major public engagement event** to engage the public in reassessing strategic priorities of the Five-Year Strategic Plan. This event, with a tentative launch date of spring 2014, will attempt to attract a large audience to provide public input on the overall direction of the CNY REDC.

This event, coupled with efforts to seek heightened engagement of chambers of commerce throughout the region, will help achieve the metrics in the years two and three public participation implementation plan.

Year three of the public participation implementation plan suggests leveraging the region's central location in New York State to organize an inter-regional summit on such topics as targeted industry clusters, best practices in engaging the public, or assessing plan outcomes. Several mechanisms for **fostering stronger interregional collaboration** are outlined in Part 2 (page 58), including suggestions for formalizing regular inter-council dialogue through twice-a-year gatherings of interested staff, co-chairs, or council members to share insights and discuss new opportunities; promoting ongoing statewide dialogue through a statewide listserv for council members to share information, news, and ideas; and a statewide REDC newsletter to provide updates on council activities.

• Higher Education Engagement

Since the onset of the CNY REDC's strategic planning efforts, higher education institutions and their leadership have been actively engaged with the council's efforts. Council membership and work groups include several members of the region's academic leadership who are driving implementation of several of the plan's initiatives, including Nancy Cantor, chancellor, Syracuse University (co-chair); Deborah Stanley, president, SUNY Oswego (Say Yes to Education Transformational Initiative Team co-chair); Fred Pestello, president, Le Moyne College (council member and Public Participation Work Group co-chair); Cornelius Murphy, president, SUNY ESF (Writing Work Group chair; NYE-ERIC Transformational Initiative Team co-chair); Anthony Collins, president, Clarkson University (Innovate Upstate Transformational Initiative Team); Daniel Larson, president, Cayuga Community College (Innovate Upstate Transformational Initiative Team).

Additionally, SUNY Oswego, Le Moyne College, Cayuga Community College, Cazenovia College, Onondaga Community College, and SUNY Cortland have been involved in public engagement efforts by hosting several CNY REDC public forums and workshops, ensuring broad outreach to constituencies across the region's five counties.

The CNY REDC is also looking into the possibility of enlisting one of the nation's top schools of government, the Maxwell School of Citizenship and Public Affairs at Syracuse University, for a research project exploring outreach models to establish business needs for workforce development.

Through their programs, research and development, generation of talent, and investments in their surrounding neighborhoods, these academic institutions also play a key role in the public discourse about the economy and the creation of prosperity for all. Therefore, their continued engagement is vital to engaging the public and the ongoing success of plan implementation.

• New Activity: Engagement of Local Government Offices in Dissemination of Information & Outreach Efforts



Over the course of the implementation period many efforts have been made to utilize local government's capabilities to engage the public and to create both buy-in and educational opportunities. While these have been somewhat informal efforts to explore opportunities to serve their constituencies, such as convening all of the town supervisors in Onondaga County to talk about Connect NY and the REDC's broadband survey, more formal strategies are being developed.

In the year ahead, the council will initiate a coordinated outreach effort for local governments aimed at articulating the strategies of the Regional Council, as well as to solicit input on local economic development priorities. Such outreach will further strengthen communication and dialogue between the council and communities, improving the ability to identify, brainstorm, and develop projects and programs that will benefit communities and help implement regional strategies. This strategy will allow the REDC, local government officials, and municipalities to establish a formal line of communication to educate each other about challenges and opportunities, and will provide a mechanism to identify projects for future funding rounds. The full implementation plan for this new action can be found in the New Regional Priorities appendices.

While efforts to engage both the public and local leaders in the regional council process have made significant progress, public engagement efforts are far from finished. The many successful efforts of the Public Participation Work Group will continue through the upcoming council cycle. The work group will continue its course on Public Participation Forums and Consolidated Funding Application Workshops. Open forums will continue to obtain public feedback and showcase successful projects through established featured project presentations. CFA Workshops have been invaluable and will continue to be used to help the public with the technical considerations of receiving funding through the CFA process. With outreach to local chambers to uncover additional stakeholders, investigation of potential online/tele town halls for those who cannot make the REDC's regular meetings, and increased outreach to local governments, we are developing several methods that will be used in coming years to ensure that the public discourse on the region's economy continues to increase.

As participation in this process evolves, the Public Participation Work Group will seek to adhere to the plan's phased transition of metrics, moving from increasing the number of participants at events and sessions to increasing the number of participants that impact the plan's outcomes. The council will continue to engage the public and incorporate feedback into modifications to the Strategic Plan and the metrics it uses to measure the region's progress.

CNY REDC Public Engagement Activities				
Date	Location	County	Meeting Type	Attendance
August 23, 2011	Le Moyne College	Onondaga	Public Participation Forum	150
October 5, 2011	SUNY Morrisville	Madison	Public Participation Forum	24
October 5, 2011	Onondaga County Convention Center, OnCenter	Onondaga	Public Participation Forum	30
October 6, 2011	Cortland County	Cortland	Public Participation Forum	6
October 13, 2011	Cayuga-Onondaga BOCES	Cayuga	Public Participation Forum	36
October 20, 2011	SUNY Oswego	Oswego	Public Participation Forum	18
March 22, 2012	Cazenovia College	Madison	Public Participation Forum	39
May 9, 2012	Aurora Inn	Cayuga	Public Participation Forum	42
May 18, 2012	SUNY Cortland Park Center	Cortland	CFA Workshop	65
May 30, 2012	SUNY Oswego, Lanigan Hall	Oswego	CFA Workshop	43
June 13, 2012	Onondaga Community College	Onondaga	CFA Workshop	172
August 29–September 1, 2012	Center of Progress, Great New York State Fair	Onondaga	Public Engagement Surveys	17
January 14, 2013	Le Moyne College	Onondaga	Public Participation Forum	39
May 23, 2013	SUNY Cortland	Cortland	Public Participation Forum	42
Summer 2013	5 County Deployment Effort	5 Counties	Need Assessment Survey	113
June 27, 2013	Cazenovia College	Madison	CFA Workshop	58
July 10, 2013	Cayuga Community College	Cayuga	CFA Workshop	58
July 24, 2013	Le Moyne College	Onondaga	CFA Workshop	100
August 23–September 2, 2013	Center of Progress, Great New York State Fair	Onondaga	Public Engagement Surveys	20
Total Participants				1,072

PUBLIC PARTICIPATION remains a vital part of the CNY REDC's efforts to advance strategies and projects that hold the greatest promise for transforming the region's communities. Highlights to educate and seek feedback from the public since last fall include:

- **10 public participation** events attended by **658 members** of the public since November 2012, which is **110% of the goal** set for year three (600).
- Since the launch of public participation efforts in August 2011, **19 public participation events and surveys** that have engaged more than **1,000 participants**.
- **289 public service announcements**, in partnership with Clear Channel Radio, to provide outreach to the public between September 2011 and August 2013.
- During each CFA year, public forums and CFA Workshops were strategically held in each of the region's **five counties** to ensure each county's residents had equal opportunity to participate in the process.

Sample Public Comments

Le Moyne supports the CNY vision!!

— CNY REDC Facebook fan post

Food to Market System ranked #1 as most important initiative to promoting the economic health of the region.

— Cayuga County Resident, Taking the Pulse Survey

“Prioritize funding from statewide and regional agencies to cultivate and develop organizational structures so that tourism institutions can be 'visitor ready' and integrate their programs within the local school systems.”

— Onondaga County Public Meeting

Venture Capital Fund ranked #1 as most important initiative to promoting the economic health of the region.

— Onondaga County Resident, Taking the Pulse Survey

“High-speed Internet access is top priority for rural economic development, up there with water supply protection.”

— Cayuga County Resident, Internet Survey

Support economic growth through “improvements in run-down neighborhoods and youth activities/projects that invoke 'ownership' and pride for youth and adults alike.”

— Onondaga County Resident, Taking the Pulse Survey

“We are in a strong position to be successful with already existing wineries, microbreweries, small producers, and niche markets.”

— Cortland County resident, Cortland County Public Meeting

“We were impressed with the funding process – from start to finish. By submitting just one application, we were connected with the right funding sources by professionals and political leaders from our area who understand the issues Central New York is facing – not by disconnected bureaucrats.”

— Kerry Quaglia, Executive Director, Home HeadQuarters, Syracuse

1.3 PERFORMANCE MEASURES

Tracking the progress of the region's priority economic strategies has been a key component of the CNY REDC's focus on implementation for the past three years. CenterState CEO provides consistent tracking of regional metrics for the Council to monitor and review. Moving forward, CenterState CEO intends to work with its partners, the Central New York Community Foundation and the Brookings Institution, to regularly publicize this data.

Through these strategic partnerships, the council continues to track four types of performance metrics:

1. Overall Regional Performance Indicators
2. Project-Based Performance
3. Process-Based Performance on Strategies
4. Performance Outcomes on Strategies

Overall Regional Performance Indicators

The CNY REDC has consistently shown a strong commitment to providing an honest assessment of the current state of the region. The CNY REDC continues to track overall regional performance through indicators shown in the table below.

Overall Regional Performance Indicators						
	Starting Point	Current	5-Year Goal	% Change	Progress to Date (% change)	National Total
Total Jobs	354,700 (3/2011)	360,500 (7/2013)	372,435	+5.0%	1.6%	140 million (2011)
Gross Metro Product	\$36.8 B (2009)	\$38.3 B (2012)	\$40.48 B	+10%	4.1%	\$15 trillion (2012)
Population	792,125 (2010)	789,960* (7/2012)	796,085	+0.5%	.27%	
Unemployment	8.6% (3/2011)	7.3% (7/2013)			-15.0%	7.6% (6/2013)
Regional Poverty Rate	12.9% (2009)	14.4% (2011)			11.6%	15.9% (2011)
Regional Exports	\$3.7 B (2009)	\$4.7 B (2012)	\$7.4 billion	+100%	28.8%	
Regional Productivity	\$121,800 (2009)	\$130,920 (2012)	\$130,935	+7.5%	7.48%	
Average Wage	\$40,297 (2009)	\$42,898 (2012)	\$45,989	+15%	6.5%	\$41,673 (2010)
Educational Attainment	26.7% (2009)	27.5% (2011)	28%	+5.0%	3.0%	28.5% (2011)

*Denotes an estimated figure.

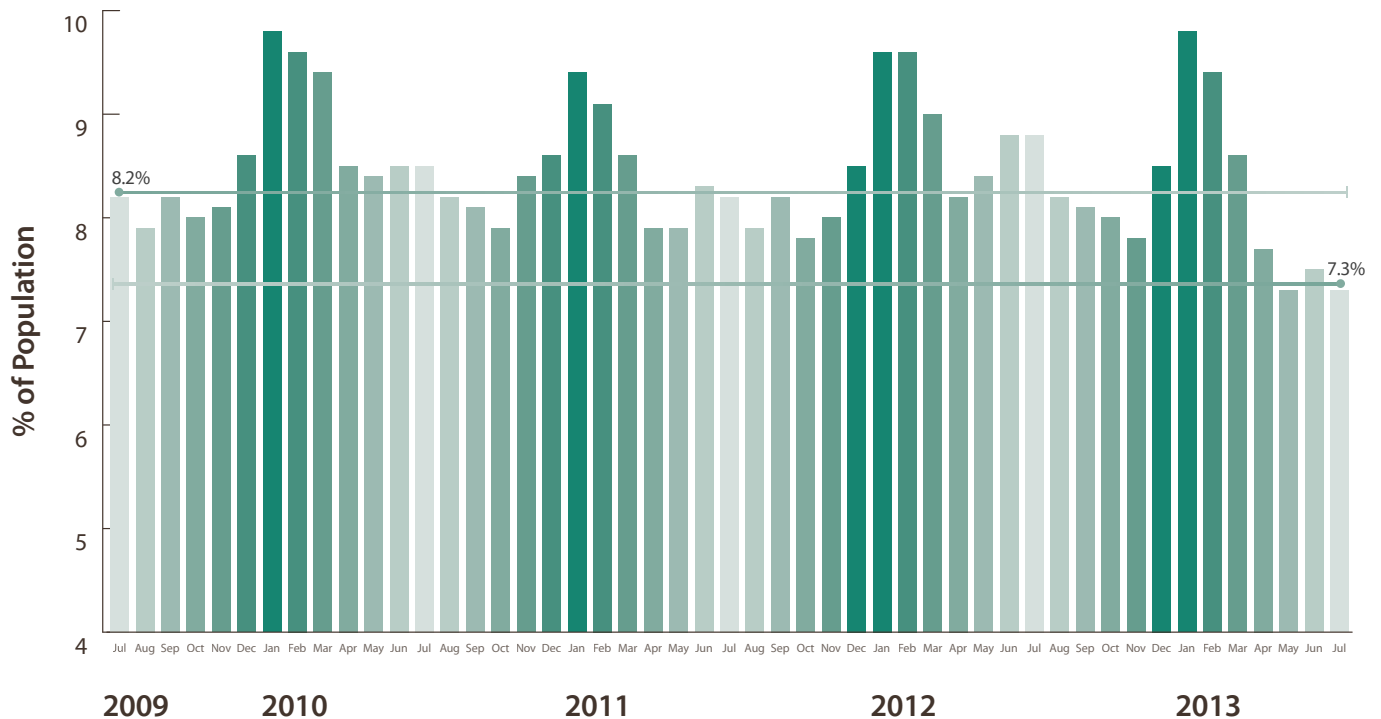
: The region is ahead or on pace with its five-year goal for this metric.

: The region is behind its goal for this metric; requires additional attention or evaluation.

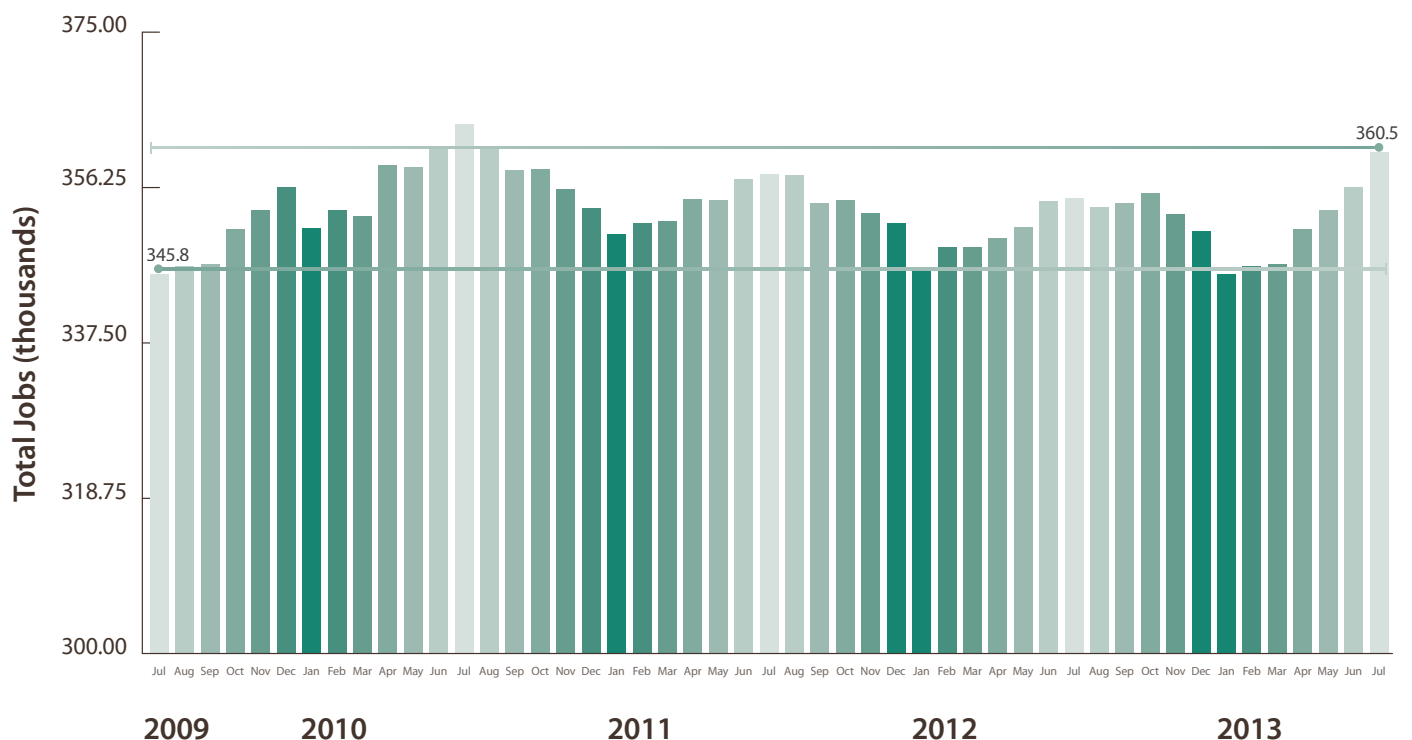
Tracking the Impact of the CNY Regional Economic Development Councils

In this year's progress update, the CNY REDC is reporting on how key regional performance indicators have changed in the years during which the council has been active. While the council does not suggest that its efforts and investments are solely responsible for impacting these metrics, there is a clear line of sight between the council's activities and strategies, and the positive regional performance that is indicated in the charts below.

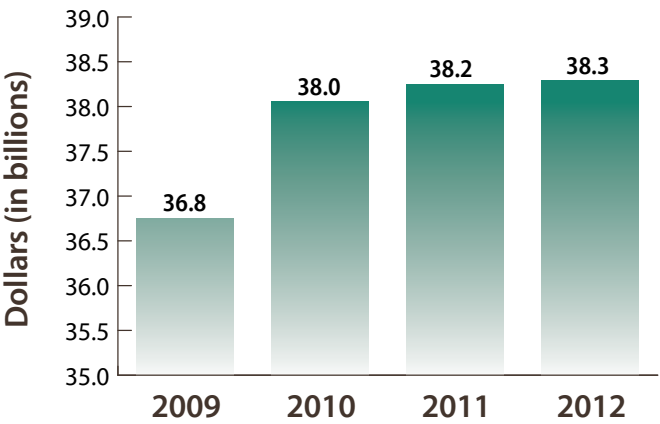
Regional Unemployment (2009-2013)



Total Regional Employment (2009-2013)



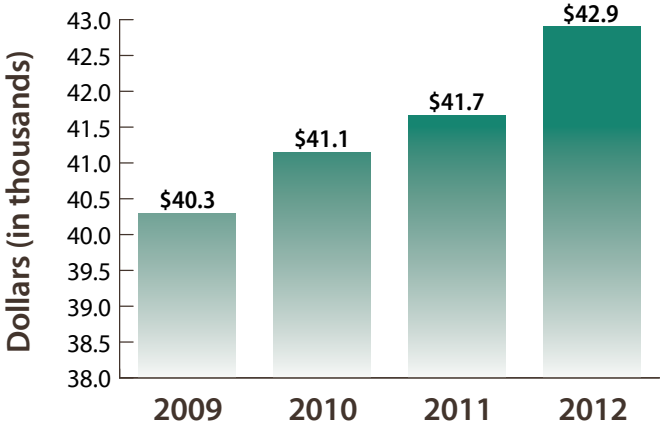
Total Regional Output (Syr MSA)



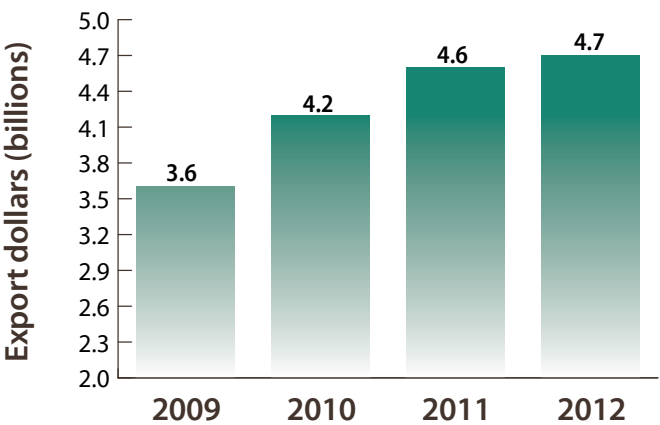
Productivity per Worker



Average Annual Wage



Total Regional Exports



Project-Based Performance

The CNY REDC has consistently proven its commitment to monitoring and tracking its priority projects to ensure the best use of state and other leveraged funding. Partnering with the regional Empire State Development office, the council continues to provide assistance and guidance if a project confronts unforeseen barriers or challenges. The CNY REDC continues efforts to track total project cost, total state dollars invested, total amount of dollars leveraged by state investment, total number of jobs created, average wage of jobs created or retained, and total payroll.

Round 1 & 2 Project Status Overview

In the first two REDC rounds, the CNY REDC received funding for a total of 64 ESD projects, and 57 are running on schedule and without issue. Round 1 and 2 ESD projects received awards totaling \$86,299,057, which leveraged investments of \$544,013,640. Selected projects are expected to create 1,414 jobs and 9,245 construction jobs, while retaining 1,045 jobs.

ESD Priority Projects			
Round 1 ESD Project Update		Round 2 ESD Project Update	
Projects awarded:	25 21 running on schedule without issue (84%)	Projects awarded:	39 36 running on schedule without issue (92%)
ESD Funding Awarded:	\$51,141,966	ESD Funding Awarded:	\$35,157,091
Leveraged Investment:	\$333,513,711	Leveraged Investment:	\$210,499,929
Jobs:	597 direct expected to be created 275 retained 1,024 construction or indirect	Jobs:	817 direct expected to be created 770 retained 8,221 construction or indirect

CFA State Agency projects are also key contributors to the region's transformation. The combined award amount for State Agency Funding projects in Rounds 1 and 2 was \$109,706,122 awarded, leveraging \$246,605,122 in investment in the region; 153 jobs are expected to be retained and 202 jobs are expected to be created through these projects. Priority consideration was given to projects that create or retain jobs. Of the 85 total projects, 80 are running on schedule and without issues (94 percent).

Additional Strategic Projects (CFA-related State Agency Funding Applications)			
Rounds 1 State Agency Project Update		Rounds 2 State Agency Project Update	
Projects awarded:	51	Projects awarded:	34
Funding Awarded:	\$51,225,150	Funding Awarded:	\$58,481,746
Leveraged Investment:	\$157,567,545	Leveraged Investment:	\$89,037,577

Round 1 Projects The following table provides an overview of the status of projects funded in the first round of the Regional Council and CFA process.

Project Sponsor	Project Title	Description
Cayuga County		
Abbott House (Aurora Inn)	Abbott House Reconstruction	Reconstruct the vacant Abbott House property into a high-end inn and event venue comprised of 10 guest rooms, a 20-seat conference room, a 20-seat private dining room, a 150-seat outdoor lake front event patio, and a restored historic boathouse.
Bishop Sheen Ecumenical Housing Foundation, Inc.	Cayuga HOME Program	Rehabilitate 14 homes in Cayuga County.
Canal Society of NYS	Port Byron Restoration	Restoration of the Port Byron Old Erie Canal Lock 52 complex.
Cayuga County Homsite Development Corp.	Mobile Home Replacement for Cayuga County	Replace 6 dilapidated mobile homes in Cayuga County.
Cayuga Marketing, LLC	Cayuga Milk Ingredients, LLC	Construct a 106,000 sq. ft. milk processing facility in the Cayuga County Industrial Business Park in Aurelius.
Currier Plastics	Currier Plastics New Facility	Expansion project and construction of up to 40,000 sq. ft. of manufacturing space in addition to 16,00 sq. ft. of warehouse space, and the purchase of equipment.
Finger Lakes Musical Theatre Festival	Finger Lakes Musical Theatre Festival - New Theater	Construct and equip a 15,300 sq. ft. arts, education, and performance center, add approximately 10,000 sq. ft. to the existing 10,000 sq. ft. scenic design and set production shop in Auburn. The two facilities will support the annual Finger Lakes Musical Theatre Festival and other events throughout the year.
Homsite Fund, Inc.	Home Repair for Cayuga County	Address emergency housing repair needs in Cayuga County.
Homsite Fund, Inc.	Home Repair for Cayuga County	Improve housing conditions throughout the City of Auburn and Cayuga County.
Housing Visions Consultants, Inc.	S.E. Payne Cornerstone	Demolition of 11 blighted and deteriorated buildings, the rehabilitation of 12 units, and the new construction of 23 units, continuing the block-by-block approach of redeveloping Auburn's Orchard Street neighborhood. The project has been designed to meet the Green Building and Energy Efficiency Initiatives, and will provide four units for persons with mobility impairments, and three units for persons with hearing and/or vision impairments.
Howland Stone Store Museum	Stabilization and Rehabilitation	Stabilize and rehabilitate for re-use 'Opendore,' a late 19th/early 20th century residence in historic Sherwood for use as a museum and public meeting space.
Town of Springport	Springport Comprehensive Plan	Draft a comprehensive plan to achieve rural character preservation, waterfront revitalization, economic development, agricultural development, farmland protection, open space preservation, environmental protection, and growth management.
Town of Aurelius	Construction of the Aurelius Wastewater Pump Station	Assist the Aurelius in the design, construction, and commission of the Parallel Wastewater Pump Station adjacent to the existing Ellis Drive Wastewater Pump Station. 51% of jobs created through project will benefit low- and moderate- income New Yorkers.
Cortland County		
City of Cortland	ALPA, Inc	Assist in the expansion of ALPA, Inc. in Cortland, creating 12 jobs, of which 8 will benefit low- and moderate- income New Yorkers.
City of Cortland	City of Cortland Multi-Family Acquisition Rehabilitation Program	Assist in purchase of 2 or 3-unit housing properties in City of Cortland. Assistance will provide for acquisition and subsequent rehabilitation assistance to seven applicants and result in development of 19 units, at least 12 of which will be occupied by low- and moderate-income households.
Cortland Downtown Partnership	Cortland Business Innovation Center	Remodel the Cortland Business Innovation Center as a venue for SUNY Cortland entrepreneurship training, and as a hub for a multi-agency effort to incubate start-up businesses and to provide business-related internship opportunities for SUNY students.
Cortland Housing Assistance Council	Cortland County Purchase-Rehab	Acquisition and rehabilitation of 15 units in Cortland County.
Cortland Plastics	Cortland Plastics	Purchase of machinery and equipment.
Lime Hollow Nature Center, Inc.	Osbeck Acquisition	Lime Hollow Nature Center will acquire a 31.9-acre parcel that lies directly north of existing land owned by Lime Hollow. Acquisition of this property will provide direct access to the Chicago Bog from the Cortland County Linear Park, and offers additional native habitat that will supplement both Lime Hollow's environmental education opportunities and Wildlife Safety Zones—which prohibit hunting, fishing, trapping, or motorized vehicles, allowing only for hiking, nature study, and photography.
The New York, Susquehanna and Western Railway Corp.	Cortland Transload Terminal	The New York, Susquehanna & Western Railway will construct a new transload terminal in Cortland to provide CNY businesses with access to rail transportation without making a large capital investment. It will provide service to companies that do not have a rail line into their facilities but use/ship large quantities of material.
Town of Cortlandville	Town of Cortlandville Housing Rehabilitation Program	Rehabilitate 13 owner-occupied severely substandard housing units in Cortlandville. 29 low- and moderate-income persons will benefit from the assistance.
Town of Marathon	Town of Marathon Housing Rehabilitation Program	Rehabilitate 13 owner-occupied severely substandard housing units in Marathon.
Village of Homer	Village of Homer Housing Rehabilitation Program	Rehabilitate 11 owner-occupied severely substandard housing units located in Homer.
Madison County		
Johnson Bros. Lumber and Aquaculture Greenhouse (PDJ, Inc.)	Johnson Brothers Lumber	Johnson Brothers Lumber will partner with SUNY Morrisville to construct a demonstration-scale greenhouse and aquaculture facility at the Madison County ARE Park as an add-on to the company's lumber drying kilns using renewable resources.
Madison County	Madison County Microenterprise Assistance Program	Establish the Madison County Microenterprise Grant Program, assisting a minimum of 6 micro-businesses in the County and creating 6 jobs.
Madison County	NY Beef Farmer's Cooperative	Assist in the start-up of NY Beef Farmers Cooperative's operations in Madison County, creating 10 jobs, of which 60% will be made available to low-to-moderate income individuals.
Marquardt Switches, Inc.	Worker Skills Upgrading	36 current employees will receive training in Supervisory Leadership, Crucial Conversations, Situational Leadership, Microsoft Access Level I, Microsoft Access Level II, and Advanced Welding.
Owera Vineyards (EBAC, LLC)	Owera Vineyards	Establish a new winery and community farm on 58 acres, including new construction, purchase of machinery and equipment, and site improvements to support wine production, tastings, farm and winery tours, and other events to promote regional tourism and agribusiness.
Stoneleigh Housing, Inc.	Restore 2011	Conduct emergency housing repairs for very low income elderly homeowners in Madison County.
Onondaga County		
Arise Child And Family Service, Inc.	Syracuse Access to Home Program	Make accessibility improvements, with grants of up to \$25,000, to 20 homes with individuals with disabilities, disabled veterans, and frail elderly, who are at risk of placement in a long-term care facility, in Syracuse.
C & S Engineers, Inc.	Worker Skills Upgrading	Offer 24 courses to 32 Syracuse employees; courses include multiples areas within Building Information Modeling (BIM) and Computer Aided Design (CAD).
C Speed LLC	C Speed LLC- New Location	Expand its current manufacturing location or purchase a new, larger building in the Liverpool area.
City of Syracuse	Syracuse International Airport: Emergency Operations Center (EOC)	Improvements to passenger terminal to house the new Emergency Operations Center (EOC). The new larger and better equipped EOC will aid in the organizational and community preparation for response to and recovery from disasters and community crisis in accordance with the Federal Emergency Management Agency (FEMA), the Department of Homeland Security (DHS) requirements.
Clay Business Park	Clay Business Park Infrastructure	Construct infrastructure improvements needed to make the site shovel-ready, including a sewer line, wetland mitigation, and a new road lane and traffic signal. This was previously designated a Semi-NY/Chip Fab site.
Cooper Crouse-Hinds LLC	Cooper Crouse-Hinds LLC - New R&D Lab	Establish a state-of-the-art marketing facility, development laboratory and engineering center in 20,000 sq. ft. of existing space in Syracuse. The space will be modernized with new M&E, lighting, HVAC, IT, and similar improvements.
COR Development Company, LLC	Loguen Crossing Bioscience Park - Site Preparation	Site preparation of Loguen Crossing (the former Kennedy Square complex), in Syracuse, in anticipation of future redevelopment, including construction of an office tower for SUNY Upstate Medical University. Project activities include environmental remediation; demolition and asbestos abatement of existing structures; and/or upgrade of existing utilities and other infrastructure, including interim parking.
COR Inner Harbor Company, LLC - Syracuse Inner Harbor Infrastructure	COR Inner Harbor Company, LLC - Phase I (Syracuse Inner Harbor Infrastructure)	Pre-development work to support future private development of up to 28 acres in Syracuse's Inner Harbor Area, including environmental remediation, public infrastructure improvements, and capital improvements.
Discovery Center of Science and Technology	MOST Roof Repair and Building Restoration	Restore several excessively aged and deteriorated building components of the Armory Square Historic District's 1907/1930 NYS Armory. The areas requiring replacement and/or restoration include all built up roofing and masonry parapets, IMAX theater, office, and public areas; ornate interior wood coffered ceilings and lighting damaged by water penetration; and all original wood windows, wrought iron window grating and paneled wood entry doors.
Empire Housing & Development Corp.	Syracuse Purchase-Rehab Program	Acquisition and rehabilitation of 25 single family homes and 5 two-family homes in Onondaga County.
Ephesus Technologies, LLC	Ephesus Technologies, LLC	Relocate headquarters and research and development operations from The Tech Garden to a to-be-determined location in Onondaga County.
Home Headquarters, Inc.	Syracuse Neighborhood Revitalization Program 2011	Rehabilitate vacant properties or newly construct homes for first-time homebuyers in Syracuse. Seven existing substandard single family units, 3 two-family homes, and 7 units that will be sold to 17 low-income first-time homebuyers.
Home Leasing, LLC	Centerville Court Apartments	Preservation and rehabilitation of 150-unit Mitchell-Lama Section 236 project for seniors aged 62 and older in the Village of North Syracuse, Onondaga County. Upon completion, the project will provide 16 units for persons with mobility impairments and 9 units for persons with hearing and/or vision impairments. The project will include improved accessibility, radon mitigation system for improved indoor air quality, updated kitchen cabinets and appliances, new bathroom vanities and fixtures.

Agency	Total Award	Total Project Cost	Current Jobs Existing	Jobs Retained	Jobs Created to Date	Projected Direct Jobs	Projected Indirect Jobs	Start Date	Completion Date	Status
ESD	\$250,000	\$7,750,000	86			8		February 2013	January 2014	Green
HCR	\$400,000	\$469,320						12/9/2011	12/9/2014	Green
Canals	\$150,000	\$960,100						4/1/2014		Green
HCR	\$324,000	\$504,000						12/9/2011	12/9/2014	Green
ESD	\$4,000,000	\$73,747,944				52		11/1/2012	4/30/2014	Green
ESD	\$1,750,000	\$20,820,500	100	100	16	50		10/1/2012	12/31/2013	Green
ESD	\$751,450	\$8,457,300					19	April 2012	December 2014	Yellow
HCR	\$75,000	\$116,500						12/9/2011		Green
HCR	\$700,000	\$950,000						12/9/2011	12/9/2014	Green
HCR	\$3,062,142	\$10,188,070						6/15/2012	12/2/2013	Green
Parks	\$400,000	\$800,000						11/1/2012	12/1/2016	Green
DOS	\$50,000	\$100,000							7/30/2015	Green
HCR	\$750,000	\$835,000				52		12/9/2011	12/9/2013	Green
HCR	\$132,000	\$2,812,000				12		12/9/2011	12/9/2013	Green
HCR	\$400,000	\$1,010,400						12/9/2011	12/9/2013	Green
ESD	\$500,000	\$711,808	1	1				9/1/2012	12/31/2014	Green
HCR	\$375,000	\$1,635,000						3/28/2012	6/30/2014	Green
ESD	\$100,000	\$680,000	45			10		11/1/2011	6/30/2012	Green
Parks	\$53,308	\$71,077						2/17/2012	7/31/2013	Green
DOT	\$917,442	\$1,019,380								Green
HCR	\$400,000	\$400,000						12/9/2011	12/9/2013	Green
HCR	\$400,000	\$400,000						12/9/2011	12/9/2013	Green
HCR	\$400,000	\$400,000						12/9/2011	12/9/2013	Green
ESD	\$150,000	\$1,775,000				10		11/1/2012	11/30/2013	Green
HCR	\$200,000	\$218,943				6		12/9/2011	12/9/2013	Green
HCR	\$250,239	\$1,405,239				10		12/9/2011	12/9/2013	Green
DOL	\$46,950	\$46,950		39				3/20/2012	11/30/2012	Green
ESD	\$994,000	\$2,821,462	4	3	3	5		7/15/2012		Green
HCR	\$75,000	\$150,000						12/9/2011		Green
HCR	\$300,000	\$326,691						12/9/2011	12/9/2013	Green
DOL	\$13,128	\$13,128								Red
ESD	\$2,000,000	\$4,235,000	26	5		225			April 2013	Yellow
DOT	\$810,000	\$900,000						10/30/2013	4/30/2014	Green
ESD IDB	\$6,717,050	\$6,200,000						April 2012	April 2015	Yellow
ESD	\$298,966	\$2,339,000	450			11			July 2012	Green
ESD	\$3,600,000	\$4,000,000					700	11/1/2012	January 2013	Green
ESD	\$3,000,000	\$3,351,019						December 2011	December 2011	Green
Parks	\$300,000	\$533,300						5/1/2013	7/31/2014	Green
HCR	\$875,000	\$3,320,500						4/3/2012	6/30/2014	Green
ESD	\$150,000	\$459,897		10		24		1/1/2013	9/30/2013	Green
HCR	\$1,000,000	\$3,818,727						12/9/2011	12/9/2014	Green
HCR	\$3,349,255	\$15,744,727						8/30/2012	10/30/2013	Green

Round 1 Projects (continued)

Project Sponsor	Project Title	Description
Onondaga County (cont.)		
Housing Visions Unlimited	VanKeuren Square	New construction of 50 supportive rental units for homeless persons and families in Syracuse. Housing referrals and services will be provided by the Syracuse Veterans Administration with preference given to Section 8 waiting list referrals and veterans. This project will eliminate an abandoned vacant building, which has attracted criminal activity, and will encourage further investment in the area.
IV4, Inc.	Worker Skills Upgrading	Train 18 engineers in network security, email and collaboration, project planning, remote access and network management.
Matt Industries - Dupli Envelope	Matt Industries - Dupli Envelope to streamline the Company's printing operations and utilize new technology intended to revolutionize the printing industry.	Facility improvements, the purchase and installation of new machinery and equipment and the training and education of employees as a means to streamline the Company's printing operations and utilize new technology intended to revolutionize the printing industry.
Nojaim's - Neighborhood	Nojaim's	Construct and equip a new Urban Food and Health Center, partnering with St. Joseph's Hospital Health Center, to provide access to healthy food choices, nutritional education, health screenings, and access to health care as a means to address health disparities in the impoverished Near Westside neighborhood in Syracuse. Project includes minor demolition, construction, rehabilitation and equipping of an existing structure, and will result in retention of 43 existing employees and creation of 12 new full-time permanent positions over three years.
NYS HFA	Greenway Apartments	Acquire and rehabilitate 208 affordable housing units in Baldwinsville.
NYS HFA	James St Apartments	Acquire and rehabilitate 83 affordable housing units in Syracuse.
Onondaga County	Green Streets	Bioretention swales and tree plantings on the streets adjacent to the Syracuse Center of Excellence, adding value to Syracuse's plans for creating a bike boulevard on Water Street. The project will demonstrate green streets and urban brownfield redevelopment, providing opportunities to educate and train students in the development of green infrastructure.
Onondaga County	Save the Rain Downspout Disconnection Program	Remove storm water from the combined sewer by capturing run-off from existing downspout connections attached to Interstate 690 corridor in Syracuse. The program will serve as a pilot for future disconnection projects and will remove a significant amount of storm water from the local sewer system.
Onondaga County	Cleaner Greener Communities Phase I: Regional Sustainability Planning Grants	Develop a Regional Sustainability Plan for CNY that establishes a sustainability baseline including inventories of greenhouse gas emissions and energy use. The plan will assess sustainability indicators including economic assets, liabilities and opportunities as well as transportation, land use, and natural resources. The plan's long-term and short-term goals will address improving energy efficiency, promoting renewable energy and reducing carbon emissions. Once the plan is completed, it is intended to inform municipal land use policies, guide both public and private resource investments in infrastructure and identify tangible actions to reduce greenhouse gas emissions.
Onondaga County	Onondaga County Neighborhood Rehab	Home improvement to 50 units in Onondaga County outside the city of Syracuse.
Onondaga County	Onondaga County Purchase-Rehab	Acquisition and rehabilitation of 10 units in Onondaga County outside the city of Syracuse.
Onondaga County Community Development	2011 Onondaga County Access to Home	Assist 25 households of persons with physical disabilities in Onondaga County in making accessibility improvements to their homes.
Onondaga County Community Development	2011 Onondaga County Restore	Conduct emergency housing repairs for elderly and frail elderly homeowners in Onondaga County.
Paramount Realty Group, LLC	City of Syracuse - Sibley's Parking Garage Replacement	Demolish the 40-year-old Sibley's Parking Garage in downtown Syracuse, which closed in 2010, and replace it with a new garage with 325 parking spaces. This project is connected to CFA Round 2 funding to develop the former Sibley's Department Store. The original CFA Round 1 applicant for this project was the City of Syracuse, which was to have invested \$29.3 million to construct a new garage with 760 parking spaces as part of their new Multi-Modal Transportation Center project.
Skaneateles Aerodrome, LLC	Skaneateles Aerodrome: Taxiway Replacement, Hangar Construction, and Electrical Feed	Enhance the safety of Skaneateles Airport by replacing failed taxiway pavement; includes construction of a hangar and electric feed improvements. Enhancements will help the airport maintain and attract business users and provide safe operations.
Southern Hills	Southern Hills First-Time Homebuyer	Acquisition and rehabilitation of 12 units in Onondaga County.
Southside Community Coalition	Southside Community Coalition	Construct a new 3,500 sq. ft. building in an established "food desert" located in Syracuse, to establish a new food cooperative business that will offer fresh, healthy, fairly priced foods and household products to residents of the south side area while fostering community nutrition, cooperative ownership, and sustainable economic growth in the neighborhood.
St. Joseph's Hospital Health Center	St. Joseph's Hospital Health Center Expansion	Construct a 104,000 sq. ft. patient tower, including 110 private rooms, intensive care units, a 73,000 sq. ft. surgical suite with 14 operating rooms, a 12,100 sq. ft. central sterile, and a greenway corridor to Syracuse North Side businesses.
SUNY Upstate Medical University - CNY Biotechnology Accelerator Center	CNY Biotechnology Accelerator - Build out	Creation of a bioscience incubator on a brownfield site that will provide start-up laboratory and development space, currently in short supply and high demand across the region and the state.
Syracuse IV Star Redevelopment, LLC	Roosevelt & Hillside Apartments	Redevelopment of two former rental projects in Syracuse, which have been vacant for years, into 90 family rental units. The City of Syracuse strongly supports this project, as it will eliminate blight and restore much-needed affordable housing to the market. Each building will include a computer lab, community room and common laundry.
Syracuse University	Syracuse Center of Excellence R&D Labs - NYE/RIC Advanced Building Consortium	Supports the build out and equipment of unfinished spaces at the headquarters of the Syracuse Center of Excellence Labs into R&D facilities, including a multimodal transportation facility that will be a platform for R&D on sustainable transportation.
Syracuse University	Unemployed Worker	Training for 200 individuals enrolled in community-based job training programs with the foundational skills sets required for employment as measured by the NCRC and NWRC.
The Research Foundation of SUNY at SUNY ESF	Gateway Building Green Roof	A green roof will be constructed on roughly half of the upper level of the Gateway Building on the SUNY College of Environmental Science and Forestry (SUNY-ESF) campus. The green roof will include native plant species, observation decks, and gathering spaces. ESF will use the green roof as a focal point in laboratory and studio experiences.
University Neighborhood Preservation Association, Inc.	Babcock Shattuck Home Restoration	Restore the Babcock-Shattuck Home into four, residential, condominium units.
Village of East Syracuse	Roof Drain and Sump Pump Relocation	Reduce sanitary sewer overflows resulting, in part, from rooftop downspouts. This project will disconnect roof leaders and direct the runoff into green infrastructure such as storm water planters and rain gardens.
Village of Fayetteville	Canal Landing Park	Canal Landing Park including pedestrian bridge connecting the Park to the Canalway Trail.
Washington Street Partners, Inc. dba Merchants Commons, LLC	Merchants Commons Mixed-Use Facility	Environmental remediation and renovation of two existing vacant office buildings (Merchants Bank building constructed in 1961; and Snow Building constructed in 1888) into 66 market rate apartments, 26,000 sq. ft. of commercial space, and a 33,000 sq. ft. garage.
Welch Allyn, Inc.	Worker Skills Upgrading	Upgrade the skills of 35 employees in the Toyota Production System.
Oswego County		
City of Oswego	City of Oswego Westside Disinfection Project	Address improvements to the West Side sewer outfall No. 2 at its Excess Flow Management Facility (EFMF) in the City of Oswego.
Fulton Thermal Corp.	Fulton Thermal - New Product Line	Expansion to continue to develop and manufacture steam and hot water boilers and thermal fluid heaters for Boiler Manufacturing commercial and industrial applications. Fulton is a leader in developing ultra-high efficiency condensing boilers for the commercial HVAC market.
HealthWay Home Products, Inc.	HealthWay Home Products Expansion	HealthWay Home Products, Inc. accepted ESD's offer of a \$100,000 RCCF grant to assist with a \$900,000 project to construct and equip an ESD 18,000 sq. ft. addition to the company's existing manufacturing facility in Pulaski. The manufacturer of air purification equipment will create 10 jobs above their target of 42 jobs for a previous ESD grant.
Port of Oswego Authority	East Terminal Connector Project	The Port of Oswego Authority will reconstruct roadways within the East Terminal to improve truck accessibility within the Port, rehabilitate the rail line that serves the East Terminal, and construct a secure, open-storage area to accommodate increased traffic and new commodities.
Village of Phoenix	Village of Phoenix Sanitary Sewer System Improvements	Begin mitigating inflow and infiltration problems in the sanitary sewer system in Phoenix.
Excelsior Jobs		
	Excelsior Job Program	Excelsior Jobs Program tax credits will be reserved for future projects including business investments in targeted industries that are within the region and that create or retain jobs, create capital investment and are consistent with the Strategic Plan.

Agency	Total Award	Total Project Cost	Current Jobs Existing	Jobs Retained	Jobs Created to Date	Projected Direct Jobs	Projected Indirect Jobs	Start Date	Completion Date	Status
HCR	\$2,966,919	\$11,402,628						7/16/2012	10/15/2013	Green
DOL	\$48,050	\$48,050		21				11/26/2012	2/28/2013	Green
ESD	\$150,000	\$585,000	113	113	7	5		11/1/2011	11/1/2011	Green
ESD	\$1,000,000	\$2,516,551		43		12		3/1/2013	12/31/2014	Green
HCR	\$14,000,000	\$45,167,374						2012	Completed	Green
HCR	\$9,000,000	\$16,300,722						2012		Green
EFC	\$819,000	\$910,000						8/19/2013	10/31/2013	Green
EFC	\$472,000	\$578,000						8/19/2013	11/30/2013	Green
NYSERDA	\$1,000,000	\$1,240,068						5/1/2012	12/31/2012	Green
HCR	\$300,000	\$1,000,000						3/21/2012	6/30/2014	Green
HCR	\$300,000	\$1,830,000						3/21/2012	5/30/2014	Green
HCR	\$300,000	\$375,000						12/9/2011	12/9/2013	Green
HCR	\$75,000	\$150,000						12/9/2011		Green
ESD	\$1,600,000	\$29,300,000							9/1/2014	Green
DOT	\$597,081	\$746,351						6/11/2013	1/1/2014	Green
HCR	\$360,000	\$1,524,660						3/21/2012	5/30/2015	Green
ESD	\$394,000	\$613,230				4		3/1/2013	8/15/2013	Green
ESD	\$2,500,000	\$115,300,000	2,923			146		4/20/2012	8/31/2014	Green
ESD	\$1,950,000	\$23,150,000					200	February 2013	January 2013	Yellow
HCR	\$1,219,136	\$12,547,328						6/29/2012	7/2/2013	Green
ESD	\$3,000,000	\$8,700,000					40		December 2013	Green
DOL	\$50,000	\$50,000				100		7/25/2012	6/30/2013	Green
EFC	\$413,000	\$780,108						9/30/2013	9/30/2013	Green
Parks	\$200,000	\$773,000						5/15/2012	12/31/2013	Green
EFC	\$279,000	\$373,250						9/1/2013	10/31/2013	Yellow
Canals	\$150,000	\$517,420						3/1/2013	Completed	Green
ESD	\$837,500	\$12,500,000					65	11/1/2011	April 2013	Green
DOL	\$17,500	\$17,500		37				3/27/2012	9/30/2012	Green
HCR	\$300,000	\$2,299,534						12/9/2011	12/9/2013	Green
ESD	\$349,000	\$2,600,000	255		54	25		January 2012	September 2013	Green
\$100,000	\$900,000		42			10			December 2013	Green
DOT	\$1,750,000	\$2,587,500								Green
HCR	\$400,000	\$7,200,000						12/9/2011	12/9/2013	Green
ESD	\$15,000,000									
TOTAL	\$102,367,116	\$491,081,256	4,045	372	80	777	1,024	PROJECT STATUS Green: Project is moving forward as planned Yellow: Project is delayed or seeking further approvals Red: Project is not moving forward at this time		

Round 2 Projects The following table provides an overview of the status of projects funded in the second round of the Regional Council and CFA process.

Project Sponsor	Project Title	Description
Cayuga County		
Bo-Mer Plastics, LLC	Bo-Mer Plastics Expansion	Manufacturer of plastic products will purchase and equip a 20,000 sq. ft. existing vacant building adjacent to its current facility in Auburn; will continue operations in its existing facility.
City of Auburn	Casey Falcon Park Improvement Project	Improvements to Casey Falcon Park, the largest in the city (49.26 acres) providing year-round recreation while serving as home to the Auburn Doubledays, a minor league baseball team. Renovate and improve lighting to the 17-year-old baseball field to bring it in compliance with Professional Baseball Association standards and upgrade two 30-year-old softball fields.
Currier Plastics, Inc.	Currier Plastics, Inc. – Existing Employee Training	Train 80 workers as technicians in lean manufacturing enterprise.
Howland Stone Store Museum	Opendore Project	Rehabilitate an historical residence located at 2978 Rte. 34B in Scipi, including stabilization and renovation of the interior to house a museum.
Village of Fair Haven	Fair Haven Downtown Rehabilitation Program	New York Main Street project to renovate 7 mixed use buildings in the two-block Main Street commercial core, including interior and exterior renovations on 6 residential and 8 commercial units, and streetscape enhancements.
WST33, LLC (Grant Avenue Development, Inc.)	Plaza of the Arts Mixed-Use Development	Demolish an existing derelict property in downtown Auburn, and replace it with a 20,000 sq. ft., two-story mixed-use building (office, commercial, and retail/restaurant) to be named the Plaza of the Arts.
Cortland County		
City of Cortland	Cortland Downtown Parking	Construct a one-story parking deck over an existing parking lot, adding 74 parking spaces in Cortland's Central Business District to spur the development of upper floor housing, which will in turn bolster and strengthen downtown economic development efforts.
City of Cortland	Cortland Downtown Revitalization Program	New York Main Street (NYMS) project to renovate 3 buildings in downtown Cortland, including interior and exterior renovations to 3 commercial and 15 residential units.
Cortland Downtown Partnership	Cortland Repertory Theatre Downtown	Rural Area Revitalization Project to renovate a former downtown bowling alley located in Cortland, including interior renovations in order to house the Cortland Repertory Theatre.
Homer Soy Products, LLC	Homer Soy Products Startup	Renovate and equip the existing facility in order to convert soybeans into commercially saleable products, including soybean meal and oil.
Lime Hollow BOCES Environmental Education Center	Lime Hollow BOCES Environmental Education Center	In collaboration with OCM BOCES, construct a modular Education Center to serve the Nature Center and BOCES clientele, including a LEED-certified classroom to train the next generation of teachers and conservation leaders. BOCES New Vision Environmental Science High school students will use the new center during the school year, while Lime Hollow will use the facility primarily during the summer months.
Pall Corporation	Pall Corp.'s Finger Lakes Center of Excellence Expansion	Create a state-of-the-art research and development facility called the Pall Finger Lakes Center of Excellence within existing space in its Cortland facilities, becoming the company's primary technology center for its industrial business.
Town of Cortlandville	Precision Eforming Project	Assist in the expansion of Precision Eforming, LLC, which provides micro-precision products to over 70 different industries in more than 100 countries.
Town of Preble	Northeast Transformer Services (NETS)	Assist in the expansion of Northeast Transformer Services, Inc. (NETS), an environmentally friendly transformer remanufacturing facility in Cortland. The project will retain 44 FTE jobs, of which 27 are held by low- and moderate-income workers, and will create 10 FTE jobs, of which 9 will benefit low- and moderate-income New Yorkers.
Village of Homer	Homer Soybean Project	Assist in the start-up of Homer Soy Products, LLC, which will convert soybeans into a commercially available project.
Village of Marathon	Marathon Downtown Revitalization Program 2012	The Village of Marathon in Cortland County has proposed a New York Main Street (NYMS) project to renovate seven buildings in its historic downtown. \$216,250 in funds will be used to renovate nine commercial and five residential units as well as a streetscape enhancement project.
Madison County		
Ciotti Enterprises, Inc.	Ciotti Enterprises C&D Recycling Facility – EIP	Construct and operate a regional construction and demolition facility to process, remanufacture, and divert waste from disposal facilities at the Madison County Agriculture and Renewable Energy.
Community Memorial Hospital, Inc.	Community Memorial Hospital – IT Upgrades	Hospital data center improvements and IT upgrades to allow for electronic connection between CMH and Crouse Memorial Hospital in Syracuse. The new technology will allow for sharing of patient information and data through a document imaging system, resulting in improved coordination of care. The intended project will improve long-term viability of the CMH.
Dielectric Laboratories, Inc.	Dielectric Laboratories – California Plant Relocation	Relocate one of DL's related companies in California to 40,000 sq. ft. of available space in the company's Cazenovia facility. The project, will bring a new production line to Cazenovia, and includes renovations, M&E, and inventory build.
Empire Farmstead Brewery, Inc.	Empire Farmstead Brewery, Inc. Startup	Construct a new building and purchase machinery and equipment as required to establish an 8,000 sq. ft. facility for wine production, tastings, and a farmstead operation on 58 acres adjacent to Cazenovia Lake.
Growing Upstate Food Hub, LLC	Growing Upstate Food Hub Capital	Establish a shared-use processing and warehousing facility for small-scale food processing and distribution of locally farmed products (meat, dairy, cereals, vegetables), including purchasing and equipping an existing 45,000 sq. ft. building in Canastota.
International Boxing Hall of Fame	International Boxing Hall of Fame – New Facility	Construct a new 12,800 sq. ft. facility, including new gallery space, a gift shop, library/archive space and office space.
Madison County Agricultural Economic Development	Growing Upstate Food Hub	Expand the Growing Upstate Food Hub in Canastota by establishing a shared use processing, warehousing and distribution facility for locally farmed products.
Madison County IDA	Elm Street Industrial Site Infrastructure	Extend water and sewer lines to a 420-acre industrially zoned site on Elm Street in Oneida. The site, includes CSX rail access and the potential for export opportunity.
Onondaga County		
3Gi Terminals LLC	3Gi Terminals LLC – Central New York Inland Port	Implement the first phase of a three phase, five-year project to establish the Central New York Inland Depot on 118 acres in Manlius. Phase 1 involves land acquisition and related soft costs for the future multi-modal cargo transport center.
Center State Corporation for Economic Opportunity	Prospect Hill North Salina Revitalization Project	New York Main Street project in Syracuse to renovate 16 residential units and 6 commercial units in 12 mixed-use buildings.
Central NY Jazz Arts Foundation	Cultivating Resources in the Arts for Value in our Economy (CRAVE) Festival and Conference	Present 'CRAVE', a unique cultural festival and conference defining and demonstrating new cultural content models; exploring innovative presentation strategies and techniques; and creating audience integration outcomes for growth and sustainability; the conference will serve the professional cultural community in exploring new models of public engagement and content relevancy.
CNY Arts Inc	Initiative to Develop Audiences & Services, IDEAS	IDEAS', a project of Central New York Arts, is an established regional marketing and cultural tourism development program designed to create long term sustainable cultural programming and funding models for Central NY. This new phase of work programs will include a regional cultural events listings database for the public and a branded joint marketing program between the private sector and non-profit arts sector. Activities will promote cultural tourism and local community vitality.
COR Inner Harbor Company, LLC	Syracuse Inner Harbor Infrastructure	Complete infrastructure improvements related to the redevelopment of Syracuse's Inner Harbor, including environmental remediation, public infrastructure improvements, renovation of the NYS Canals maintenance building into a crew boathouse, and/or relocation of the freight house as a potential Canal museum.
COR Real Property Company, LLC	Loguen Crossing	Redevelopment of the former Kennedy Square housing complex in Syracuse, including the extension of water and sewer lines, storm water retention, sidewalks, and street landscaping, and continuing infrastructure and site work. Overall, the \$300 million Loguen Crossing development will create a mixed-use urban neighborhood to include 140,000 sq. ft. of restaurant and retail space, 230,000 sq. ft. of office, and 280 1-3 bedroom apartments and townhouses.
Crouse Health Hospital	Crouse Hospital – Neonatal ICU Renovations	Renovate and enhance the Neonatal Intensive Care Unit, a regional center for high-risk maternity, obstetrics, and newborn care, to include a sterile procedures room and isolation rooms.
Erie Canal Museum	History Happens Here: Beeline to Bville	The Erie Canal Museum will create and launch 'History Happens Here: Beeline to Bville', a collaboration with the Village of Baldwinsville, 40 Below Public Arts Task Force, and City Lore. This will create a trail of artful signage in and around Baldwinsville to highlight the personal stories, history and imagery of greater Baldwinsville and its relation to the Erie Canal, past and present. Signage will also include QR codes, accessible to mobile devices, that will link to a web based exhibit on the town's history.
Everson Museum of Art of Syracuse and Onondaga County	Gustav Stickley House	Acquire and develop the Gustav Stickley House in Syracuse into an historic house and museum.
GIS Information Systems, Inc., dba Polaris Library Systems	GIS Information Systems, dba Polaris Library Systems – Relocation	Purchase, renovate, and equip a suitable building in downtown Syracuse for Polaris, a leading automation and technology provider to libraries throughout the United States and Canada. The company will relocate its current corporate headquarters in Liverpool to the new location.
Home Headquarters, Inc.	Prospect Place Mixed-Use Development	Construct Prospect Place, a planned mixed-use development adjacent to St. Joseph's Hospital Health Center's main entrance and newly constructed emergency department. The new building will include a fresh food café, 12 apartments intended for hospital employees, and retail and green spaces. The building will also have a "green roof" and other sustainable features.
Housing Visions Consultants, Inc.	Salina Crossing Project	Urban Initiatives Project to construct one mixed-use building in Syracuse, part of a larger initiative to construct or rehabilitate a total of eleven buildings to provide commercial space and affordable housing opportunities.
Le Moyne College	Le Moyne College Science-Business Exchange	Le Moyne College Science Business Exchange (Syracuse, Onondaga County): Le Moyne College will invest \$33,785,000 to expand and modernize facilities that support its programs in the health professions and in business. The project involves renovating and equipping two existing academic buildings with new laboratories and classrooms, and other facilities designed to embed a high-technology firm in the College's health/science facilities as well as in its new Madden School of Business. The project will add 8 jobs to the existing 25 jobs related to this initiative.

Agency	Total Award	Total Project Cost	Current Jobs Existing	Jobs Retained	Jobs Created to Date	Projected Direct Jobs	Projected Indirect Jobs	Start Date	Completion Date	Status
ESD	\$100,000	\$560,000	40	5	5	10		8/23/2012	January 2014	Green
Parks	\$412,500	\$550,000								Green
DOL	\$100,000							4/1/2013		Green
HCR	\$200,000	\$800,000								Green
HCR	\$250,000	\$1,049,010								Green
ESD	\$700,000	\$3,500,000	16	16	1	7		December 2012	April 2014	Green
ESD	\$250,000	\$1,835,800							7/1/2015	Green
HCR	\$250,000	\$2,351,000								Green
HCR	\$200,000	\$560,886								Green
ESD	\$485,319	\$1,960,000							July 2013	Red
Parks	\$383,253	\$509,760						5/1/2013	12/31/2014	Green
ESD	\$800,000	\$8,884,571	112	10		18		3/1/2013	January 2015	Green
HCR	\$70,000	\$182,050								Green
HCR	\$750,000	\$2,400,000		44		10				Green
HCR	\$315,000	\$2,015,000								Red
HCR	\$250,000	\$325,100								Green
ESD	\$96,000	\$422,500				3		1/1/2013	7/1/2014	Green
ESD	\$250,000	\$2,000,000	329	329	3	15		4/1/2013	3/2014	Green
ESD	\$2,465,272	\$9,117,870	156	30	15	60		January 2013	12/31/2015	Green
ESD	\$550,000	\$5,550,000				75		12/19/2012	9/30/2014	Green
ESD	\$810,000	\$4,062,088					45	April 2013	December 2014	Green
ESD	\$1,000,000	\$5,061,600	7		3			February 2013	October 2015	Green
Ag & Markets; HCR	\$500,000	\$4,062,088								Green
ESD	\$1,000,000	\$1,992,000							12/31/2014	Green
ESD	\$420,000	\$2,070,000					300	November 2012	May 2014	Green
HCR	\$241,875	\$1,179,755								Green
Arts	\$62,000	\$88,000	3	3		9		4/27/2013	9/21/2013	Green
Arts	\$150,000	\$300,000	5	1						Green
ESD	\$1,500,000	\$4,000,000					4,358		12/31/2014	Green
ESD	\$1,000,000	\$3,000,000					3,055		12/31/2014	Green
ESD	\$575,000	\$10,551,329	2,105			15			12/31/2015	Green
Arts	\$100,000	\$200,000	8	8		3		5/7/2013		Green
Parks & Arts	\$500,000	\$3,418,806								Green
ESD	\$950,000	\$1,485,000	71			22		12/19/2012	July 2015	Green
ESD	\$320,000	\$1,726,122					20		4/30/2014	Green
HCR	\$200,000	\$13,876,000								Green
ESD	\$2,000,000	\$33,785,000	25			8		7/20/2012	October 2014	Green

Round 2 Projects (continued)

Project Sponsor	Project Title	Description
Onondaga County (cont.)		
Onondaga County	Onondaga Loop the Lake Trail	Produce a feasibility study and conceptual designs to complete the Loop the Lake Trail on Onondaga Lake and Onondaga Creek, which will consider connectivity between the Trail the Creekwalk, and a variety of other area trails in the surrounding community.
Paramount Realty Group LLC	Paramount Realty Group – Sibley's Building Redevelopment	Redevelop the former Sibley's Department Store into a mixed-use space with approximately 62,000 sq. ft. of ground-floor retail and 60 residential units on the upper three floors. The second floor may be converted from residential to office if an office tenant can be found.
PriceRite Supermarkets (dba for Wakefern Food Corp.)	South Avenue PriceRite Supermarket	Renovate and expand an existing warehouse, redeveloping it into a new 35,000 sq. ft. supermarket on South Avenue in Syracuse, which will provide fresh and affordable groceries to the underserved South Side neighborhood.
Rapid Response Monitoring Services, Inc.	Rapid Response Monitoring Services Expansion	Renovate existing facility, construct a new 20,000 sq. ft. facility, and construct a new parking lot for this alarm-monitoring call center.
Solvay Iron Works, Inc.	Solvay Iron Works M&E Acquisition	Purchase a new machine to produce more efficient and accurate steel beams, which will enable the company to capture additional contract work.
Sweet Spot Development	Camillus Mills Redevelopment	Rehabilitate the former Camillus Cutlery site in Camillus into a mixed-use facility, including five residential units and 35,000 sq. ft. of office space that will be leased primarily to medical practices and related service companies.
Syracuse Community Health Center, Inc.	Syracuse Community Health Center Phase I	Complete Phase I of a three-phase project to develop a health care campus in existing buildings in the 800-900 Block of S. Salina St. (former Superior Electric facility), including building purchase, construction and equipping of a 60,000 sq. ft. LEED-certified primary health care center.
Syracuse University	Syracuse University Connective Corridor Façade Grant Program	Façade improvements to businesses located within the downtown Syracuse Connective Corridor, a transformational urban development initiative centered around arts, education, culture, technology, community and economic development.
Syracuse University	Carrier Dome Rainwater Harvesting and Reuse	Project to harvest rainwater from the roof of the Carrier Dome in Syracuse, and use it to service the public restrooms at the facility. In addition to reducing the amount of municipal water used at the Carrier Dome, the project will improve water quality in Onondaga Lake by reducing combined sewer overflows.
Syracuse University	Talent Agency	Provide educational opportunities to Syracuse high school students with strong arts abilities who live in low-income households and need assistance with college readiness. The program will help students develop art and design skills to set them on a course to attend college or pursue technical education and training.
Syracuse University Theatre Corporation, dba Syracuse Stage	Syracuse Stage Renovations	Renovation and conversion of the Arthur Storch Theatre from a fixed proscenium theater into a flexible performance space. The project will also convert an existing Syracuse warehouse into a new production center for the construction and painting of scenery and props.
City of Syracuse	Bridge Removal at Onondaga Creek	Remove three, low abandoned railroad bridges that cross over Onondaga Creek, adjacent to the Armory Square commercial district, which serve as barriers that contribute to flooding during severe rain events.
The Research Foundation for SUNY on behalf of SUNY ESF Biomass Cooperative Innovation Center	SUNY ESF Biomass Cooperative	Create a biomass and biofuel processing facility, Biomass Cooperative Innovation Center, on campus that will offer students, researchers, and community members access to biomass processing and biofuel processing equipment and resources. The Center will produce wood pellets, biodiesel from waste oil, and potentially fish pellets produced from food waste.
The Research Foundation for SUNY on behalf of SUNY ESF CNY Biotechnology Accelerator	CNY Biotechnology Accelerator M&E Acquisition	Purchase and install equipment which will be available to potential biotechnology incubator tenants and university collaborators on a shared basis.
Total Care, Inc.	Total Care, Inc.	Reconfigure existing facility to include upgrades of information and communication systems and capital improvement costs.
U.S. Optical, LLC	U.S. Optical Expansion	Construct a 7,500 sq. ft. addition to the facility to expand its manufacturing capacity, and construct a new clean room for a new manufacturing process. The project also includes renovating portions of the existing facility to expand the customer service area of the prescription lens manufacturer.
Vibrant Syracuse Spaces, LLC, dba The Gear Factory	The Gear Factory Renovations	Complete renovations of a 65,000 sq. ft. former manufacturing building at 200 South Geddes Street, including new windows, install a second exit, convert the elevator from cargo to passenger, and install new HVAC and electric systems. The project is an integral part of the Near Westside Initiative, and will attract new artisan manufacturers.
Village of Fayetteville	Canal Landing Park Phase 2	Canal Landing Park Phase 2
Village of Marcellus Wastewater Engineering Study	Village of Marcellus wastewater treatment plant.	Complete an engineering report that identifies inflow and infiltration impacts to the village sanitary sewer collection system and upgrades needed at the
Village of Skaneateles	Skaneateles Village Hall Police Department.	Renovate a 7,500 sq. ft. vacant fire station in the village center to establish a zero net energy facility that will serve as offices for the village and the
Oswego County		
Central New York Raceway Park, Inc.	CNY Raceway Park	Develop a 150-acre site in Central Square into a premier multi-use destination facility for motor sports, trade shows, concerts and other events. The new facilities will include a state-of-the-art synthetic dirt racing track with new, high-tech LED lighting; banquet and restaurant facilities; and VIP suites. Project includes infrastructure improvements required for access to and from I-81 and an associated rest area.
Community Memorial Hospital	Community Memorial Hospital	Hospital data center improvements and IT upgrades to allow for electronic connection with Crouse Hospital.
County of Oswego	Camp Zerbe Lodge Project	Repair the historic lodge at Camp Zerbe, its 540-acre nature park, including foundation repairs, roof removal and repair, truss repair, and reconstruction of railings and stairs. Project enhances access and allows for future expansion of the park.
Design Concepts and Enterprises, LLC	Design Concepts and Enterprises Expansion	The world's largest manufacturer of wound closure apparatuses will construct a 12,000 sq. ft. expansion to its existing facility, currently at capacity.
Ithaca Tompkins County Convention and Visitors Bureau	Finger Lakes Beer Trail	Promote the many microbreweries located throughout the Southern Tier, Central, and Finger Lakes Regions.
Oneida County Tourism	AgriTourism Marketing Project	Market and promote agri-tourism experiences, trails, and the sale of packages developed in cooperation with hotel lodging accommodations and agriculture partners across multiple regions.
Oswego Health, Inc.	Fulton Medical Endoscopy Center	Complete the build-out of the Fulton Medical Center in the former Lee Memorial Hospital by constructing and equipping a free standing endoscopy center.
Port of Oswego Authority	Port of Oswego Agriculture Handling Project	Purchase a bulk ship-barge loader to enable the loading of grain barges at the port, which will open new markets to farmers in CNY. The addition of the ship loader system will increase the ability of the Port to lower loading costs and significantly increase the capacity of the Port to gain access to international markets for NY farmers.
Town of Constantia	Town of Constantia Sewer District Engineering Study	Complete an engineering report that explores options for a sanitary sewer system serving the hamlet of Constantia and the lakeshore area of Oneida Lake.
Village of Phoenix	Pavilion and Restrooms	Pavilion and Restrooms
Interregional Projects		
Cayuga County (Counties: Cayuga, Tompkins, Onondaga)	Owasco Lake Watershed Management and Waterfront Revitalization Plan	Cayuga County will prepare an updated and expanded watershed management plan for Owasco Lake that will consider watershed management, and appropriate recreational uses along the shoreline of Owasco Lake, the Owasco Inlet, and other tributaries. Maintaining water quality in Owasco Lake is critically important for public water supply and because the lake serves as a source of beauty and recreation for residents and visitors.
Center for the Arts of Homer, Inc. (Counties: Cayuga, Cortland)	Route 90 Scenic Byway Visitor Center and Historical Museum	Rural Area Revitalization Project (RARP) to renovate and restore a civic building in Homer, Cortland County to its original condition.
SUNY ESF (Counties: Clinton, Essex, Franklin, Herkimer, Jefferson, Lewis, Oneida, Oswego, St. Lawrence)	Willow Biomass Crop Deployment	SUNY ESF will provide an outreach and training program along with skills development for farmers to deploy willow farming techniques and overcome barriers in the commercial expansion of willow biomass crops.
Community Renewal Fund		
	Community Renewal Fund	Regional Council working with the NYS HCR's Office of Community Renewal will make funding available to eligible municipalities for housing rehabilitation, public infrastructure, public facilities and economic development activities for the benefit of low to moderate-income individuals.
Low Cost Economic Development Financing		
	Low Cost Economic Development Financing	Federal Industrial Development Bond (IDB) Cap will be made available for state and local government issuers to sell tax-exempt bonds for eligible economic development, infrastructure and community revitalization efforts.
Excelsior Jobs		
	Excelsior Job Program	Excelsior Jobs Program tax credits will be reserved for future projects including business investments in targeted industries that are within the region and that create or retain jobs, create capital investment and are consistent with the Strategic Plan.

Agency	Total Award	Total Project Cost	Current Jobs Existing	Jobs Retained	Jobs Created to Date	Projected Direct Jobs	Projected Indirect Jobs	Start Date	Completion Date	Status
DOS	\$75,000	\$150,000								Green
ESD	\$2,500,000	\$18,744,599					126	6/10/2013	8/1/2014	Green
ESD	\$600,000	\$4,950,000				109		12/19/2012	4/1/2014	Green
ESD	\$2,500,000	\$11,300,000	400	325		175		12/19/2012	11/30/2014	Green
ESD	\$75,000	\$276,000	43		14	23		9/14/2012	September 2013	Green
ESD	\$500,000	\$9,414,273					80	February 2013	April 2014	
ESD	\$3,100,000	\$17,536,813	388			48	11	4/25/2013	12/31/2013	Green
ESD	\$250,000	\$250,000				0		4/12/2013	12/31/2015	Green
EFC	\$1,350,000	\$1,500,000						5/1/2014	8/1/2014	Green
Arts	\$58,375	\$116,750						1/1/2013	12/31/2013	Green
ESD	\$500,000	\$6,830,050						March 2013	Winter 2015	Green
DOS	\$485,000	\$970,000								Green
ESD	\$245,000	\$1,398,950				1		7/16/2012	October 2013	Green
ESD	\$500,000	\$1,000,000				0	100		12/13	Green
ESD	\$150,000	\$1,162,400	55	55		21			12/31/2013	Green
ESD	\$225,000	\$2,391,000	80			16		12/19/2012	12/31/2013	Green
ESD	\$680,000	\$1,240,000				R		9/19/2012	December 2013	Green
Canals	\$150,000									Green
DEC	\$30,000	\$37,500						1/28/2013	12/31/2013	Green
NYSERDA	\$546,493	\$817,031							7/31/2014	Green
ESD	\$2,000,000	\$27,705,560				150	126	7/16/2012	3/31/2014	Yellow
ESD	\$250,000	\$250,000								Green
Parks	\$349,419	\$468,985						8/31/2013	12/31/2014	Green
ESD	\$500,000	\$1,029,250	12			30		4/1/2013	6/1/2014	Green
ESD	\$40,500	\$40,500								Green
ESD	\$270,000	\$270,000								Green
ESD	\$500,000	\$3,146,654	53	0		11		4/30/2013		
Ag & Markets	\$250,000	\$500,000								Yellow
DEC	\$30,000	\$37,500						2/19/2013	12/31/2013	Green
Canals	\$50,000									Green
DOS	\$75,000	\$150,000								Green
HCR	\$200,000	\$375,700								Green
NYSERDA	\$397,831	\$546,656							7/1/2015	Green
HCR	\$1,500,000									Green
ESD	\$48,000,000									Green
ESD	\$4,500,000									
TOTAL	\$93,638,837	\$250,037,506	3,908	826	41	839	8,221	PROJECT STATUS Green: Project is moving forward as planned Yellow: Project is delayed or seeking further approvals Red: Project is not moving forward at this time		

Process-Based Performance

In 2013-14 the CNY REDC continues its efforts to provide guidance and oversight on strategies that it views as critical to regional economic growth. As part of its activities, the council monitors process-based performance metrics. Importantly, process metrics are often the first line of indication that the culture of a community is beginning to shift. Throughout the year, the council regularly hears progress updates from individuals managing key initiatives.

An example of the type of process-based performance that the council regularly tracks and reviews is below. In this case, the strong and growing use of entrepreneurship programs indicates the continued growth of entrepreneurs launching new businesses in the community. Throughout 2013–2014, the council will continue to examine these types of metrics for its goals and strategies.

	Strategy	Actions	Progress to Date
Goal 2 – Improve Competitiveness in and Connections to the Regional, National and Global Economies	Encourage new venture development, product development, and process improvement	Participants in student entrepreneurship program	160 student businesses applied to the Sandbox and 23 companies were admitted.
		Clients/tenants signed to incubators	2 clients have been signed to the CNY Biotech Accelerator. The Tech Garden engages with 45 tenants and is expanding due to continued strong demand.
		Seed funding awarded to emerging businesses	\$120,000 has been awarded to Raymond von Dran IDEA Awards applicants. Grants for Growth (GFG) will offer \$2.5 million in funding. A GFG round awarded \$400,000 in spring 2013 to 6 companies. Startup Labs Syracuse 2013 awarded \$200,000 in cash and prizes.
		Mentors connected with businesses	160 mentors have been connected with local businesses through the CenterState CEO Innovation Programs.

Performance Outcomes on Strategies

As indicated last year, progress related to strategic performance is the indicator tied most closely to shifting the region's overall performance measures. As the region continues to deploy new and enhanced initiatives around its priority strategies, these indicators will begin to show their effectiveness.

An example of a performance tracking chart is below for the region's "Capture a Greater Share of the Global Market" strategy. A full list of the types of performance metrics tracked as part of this monitoring effort can be found in Appendix G.

	Strategy		Starting point	Current	5-Year Goal	Progress to Date (% change)	% Change Goal
Goal 2 – Improve Competitiveness in and Connections to the Regional, National, and Global Economies	Capture a greater share of the global market	Total MSA exports	\$3.26 billion (2009)	\$3.9 B	\$6.5 billion	19.6%	100%
		Share of exports: goods vs. services	53/47	61/39			
		Exports as a share of total output	10%	10.1%		1%	
		Export growth rate	13.9% (2010)	19.9% (2012)		43%	



Implementation

As projects funded in Round 1 complete and Round 2 projects begin, the CNY REDC is at a critical moment of implementing its Five-Year Strategic Plan. In addition to its role to managing, supporting, and monitoring initiatives, the REDC has taken a more active role in launching and pushing forward initiatives and programs that it has identified as priorities. Further, the REDC has launched almost all of the public engagement tactics that it laid out in the original plan. This commitment to using state resources effectively and driving the growth of new programming has positioned the REDC as a catalyst of economic development activity in Central New York.

2.0 CNY REDC NEW REGIONAL PRIORITIES



In response to changing regional dynamics, the CNY REDC is addressing new regional priorities that, much like the transformational initiatives, represent opportunities to accelerate already successful initiatives or refocus partners to address key regional challenges. In an effort to engage as many regional stakeholders as possible, the CNY REDC established planning and implementation teams to address these priorities. Reports from these teams that provide context for why the priority is needed, recommended strategies to address opportunities and challenges, and an implementation plan to achieve these strategies can be found in Appendix F. Some teams also made recommendations on projects that could be supported by the council for various funding opportunities, such as the Opportunity Agenda, Hot Spots, and Cleaner Greener projects.

Next Generation Job Linkage

Increasingly, the six strategic industry sectors identified by the CNY REDC as key to the long-term economic future of the region rely on the advanced science, technology, engineering, and mathematics skills of their employees to build products, manage logistics, and deploy services at sites across the globe. Further, an emerging agribusiness sector has particular human capital demands that mix agriculture and advanced manufacturing. Consequently, Central New York's business, government, education, and training organizations must better align workers' formal credentials and soft skills to businesses' needs and

connect viable candidates to employment opportunities so that targeted business sectors can thrive. In addition, traditional workforce alignment partners have not considered the increasing workforce needs of the region's emerging agribusiness sector.

Presently, there is limited coordination among the various entities across the region with an interest in workforce development. While different groups have come together around specific projects and organizations often maintain a dialogue with one another, there is no comprehensive resource that identifies existing workforce education and training programs or refers companies and potential job candidates to training resources. Further, there is little comprehensive data that identifies the credentials and skill sets required by existing businesses or those seeking to relocate to Central New York. Finally, the system for identifying job openings and candidates qualified to fill those openings is fragmented.

In response to these challenges, the Next Generation Job Linkage team has developed an action plan to organize, study, and execute programs and strategies to provide a unified approach to meeting the workforce needs of the private sector (see Appendix F.1).

Strategies supported: *Retrain to Develop the Workforce of Tomorrow, Invest in Existing Regional Industry Concentrations and Businesses, Maximize Human Capital*

Engage Local Government Officials

Recognizing the need to better engage local governments in the economic development planning process, the CNY REDC established a Local Government Outreach work group and strategic plan (mentioned in Part 1, Public Engagement, and in Appendix F.2). This effort will conduct additional engagement activities throughout 2013-14 to allow local elected officials to lend their considerable expertise and insight into the planning effort. These efforts support the region's vision of driving regional engagement from the public and local policy makers

Cleaner Greener Communities

Through recent projects like the Onondaga Lake Cleanup project and Onondaga County's Save the Rain program, the region has emerging strengths in providing creative and innovative solutions

to pressing sustainability concerns. Through a comprehensive regional analysis and public participation program, VisionCNY, the region's Cleaner Greener Communities plan, provides state and local officials the perspective needed for long-term commitments and investments in economic, social and environmental resilience.

VisionCNY provides a long-term roadmap for regional sustainability by setting core principles that the CNY REDC will execute over the next five years. These principles offer a roadmap for the region to examine how infrastructure and economic development projects relate to sustainability measures and goals within the region. For further details, see Appendix F.3.

Strategies supported: *Build a 21-Century Infrastructure, Invest in Existing Regional Industry Concentrations and Businesses, Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets*

Interregional Collaboration

With the understanding that implementing interregional projects will only be successful through the committed engagement of partners from across the region, the CNY REDC has formed a working team to guide and plan its outreach efforts throughout the state. Further explanation on the work of this team can be found on page 58.

Strategies supported: *Invest in Existing Regional Industry Concentrations, Encourage Cross Industry Collaboration, Attract Outside Investment and Interest, Encourage New Venture Development, Product Development, and Process Improvement, Capture a Greater Share of the Global Market*

Innovation Hot Spots

The CNY region has already established the fundamentals for Innovative Hot Spots and has existing high quality business incubators (Syracuse's Tech Garden, Cortland Business Innovation Center, Reh Center for Entrepreneurship at Clarkson University, Thrive Incubator at SUNY Oswego). Linkages have been created between universities and entrepreneurs through regional programs such as Grants for Growth and the highly successful Student Sandbox.

In addition, one of the biggest hurdles startups face is being tackled with the establishment of a \$35-40 million regionally resident venture capital fund (see page 22 for more information). While the region has made significant strides in establishing a world-class entrepreneurship ecosystem, better coordination is needed between the assets mentioned above. The newly created Innovation Hot Spot Council will provide a collective forum for asset coordination and new program development. Additional information on the CNY Hot Spot application can be found in Appendix F.4.

Strategies supported: *Invest in Existing Regional Industry Concentrations and Businesses; Encourage New Venture Development, Product Development and Process Improvement; Prioritize Investments in Research, Innovation and Commercialization; Capture a Greater Share of the Global Market; Maximize Human Capital;*

Leverage the Region's Exemplary Anchor Institutions in Education, Health and Medicine; Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets

Opportunity Agenda

Central New York has made great strides to restore prosperity and improve quality of life across the region. Significant challenges persist, however—particularly within the many Central New York communities that experience entrenched poverty. In response to these conditions, the CNY REDC has established a framework for targeting strategic investments within distressed geographies, as evidenced by dozens of REDC priority projects within these neighborhoods, leading to millions of dollars in investment to date. Additionally, a strong network of leaders has converged to leverage the region's assets, particularly anchor institutions and anchor businesses, in order to drive economic development in these areas. These investments are critical to the long-term stability and advancement of the region, as they spark growth and offer hope in communities long-plagued with blight, crime and economic stagnancy.

The Central New York Opportunity Agenda represents a commitment to provide traditionally impoverished populations the opportunity to share in the region's increasing prosperity. Its goals will be achieved by a team of regional partners working to execute collaborative place-based initiatives that align with regional strategies and leverage the investments and leadership of anchor institutions and businesses. See Part 3 of this report for full details of the CNY REDC's Opportunity Agenda.

Strategies supported: *Maximize Human Capital; Retrain to Develop the Workforce of Tomorrow; Invest in Existing Regional Industry Concentrations and Businesses*

2.1 NEW STRATEGIES

In response to evolving challenges, opportunities, and regional dynamics, the CNY REDC continues to evaluate its existing strategies and proposed actions in order to best achieve the desired outcomes of its Five-Year Strategic Plan. For 2013-2014, the council will incorporate the following new actions and sub strategies into its efforts:



Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets

❖ **Strategy: Attract Outside Investment and Interest; Expand Tourism and Regional Visitation**

New Action: Establish a Central New York regional tourism brand

The Central New York region is well positioned for a unifying regional tourism brand. Tourism partners across Central New

York must continue recent discussions that will determine the focus, nature, and scope of a brand that would promote the tourism assets to potential domestic and international visitors. Assets that will be considered for inclusion in this brand will be the diverse tourism product mix, especially the role of arts and culture, community festival environments, events, waterfront access, sport fishing, and flavors of the region.

The brand, and its related promotional efforts, must consider attracting new international travelers. Current assets, such as Destiny USA, have established Syracuse as a destination for visitors from Canada. Any new tourism brand should consider ways to leverage the state's other tourism destinations, primarily Niagara Falls and New York City, to attract stop over visitors.



Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies

❖ Strategy: Build a 21st-Century Infrastructure

New Action: Create a Transformative Approach to Replacing the Interstate 81 Viaduct in Downtown Syracuse.

Over the past year, the planning process to evaluate options for the future of the Interstate 81 viaduct in downtown Syracuse, which is nearing the end of its lifespan, has been marked by significant progress and public debate. The New York State Department of Transportation is conducting engineering and environmental analyses of potential options for the viaduct's redevelopment. Planning should ensure that the ultimate decision for I-81's future considers community input, economic development, and neighborhood revitalization, in addition to the movement of vehicles.

❖ Strategy: Maximize Human Capital

New Action: Establish a regional job demand aggregator

Demand-driven workforce alignment programs have proven to be an effective way to provide skills to regional residents so that they may connect directly with available jobs. Programs mentioned in the NY Job Linkage section, such as Green Train, and new partnerships between community colleges and employers are starting to shift the workforce delivery system to be more responsive to the employment needs of regional businesses.

To continue this shift, the workforce alignment community needs better tools to determine existing and projected demand in the private sector so that programs, classes, and other credentials can be designed to fill this need. Using new software products and partner buy-in a regional job demand aggregator can help achieve this. Demand aggregators pool the employment needs of many businesses by level and type of skill so that workforce

alignment programs can identify significant areas of existing or new demand. Using this information, the workforce alignment community can conduct direct job matching services using the existing human capital supply in the region or can develop new programs to provide the skills necessary to meet the demand.

New Sub Strategy: Integrate returning veterans into local workforce and build on their training and battlefield skills.

The Institute for Veterans and Military Families (IVMF) at Syracuse University operates the Veterans Career Transition program, which is translating military experience into civilian credentials so veterans can be competitive in the job market. The program also provides industry standard training and certifications in more than 26 areas, including Six Sigma, PMP, CCNE, CISSP, MCSE, and other IT certifications. It also teaches the soft skills necessary to succeed in a civilian corporate or government environment. The program is offered at no cost to post-9/11 veterans and is funded by JPMorgan Chase.

***Strategies developed as part of the Opportunity Agenda are listed in Part 3. They directly relate to and are aligned with the Maximize Human Capital and Retrain to Develop the Workforce of Tomorrow strategies.*

❖ Strategy: Encourage New Venture Development, Product Development, and Process Improvement; Build a World-Class Entrepreneurial Ecosystem

New Action: Strengthen Coordination of the Region's Entrepreneurship Support through its Innovation Hot Spot

New York State's Hot Spot program brings together all of the region's entrepreneurship support initiatives to be better coordinated and directed at providing complementary services to emerging businesses. To achieve this, the region will:

1. Drive an Increase in Regional Incubation and Acceleration

The CNY Hot Spot has an ambitious plan to deliver a suite of new programs and expanded services through an expansion of programming and services, adding expertise and talent to its service delivery and providing significant additional physical space. As a result, companies and entrepreneurs will benefit by faster incubation cycles, more program choices, easier migration between programs, and graduation pathways that facilitate growth beyond incubation and acceleration.

2. Execute a Comprehensive Program Framework

CNY Hot Spot programs will be delivered across the region both in residence and remotely and to entrepreneurs and startup companies at different lifecycle maturities that include ideation, acceleration, and venture development.

A newly formed Hot Spot Council will initially assess all of the region's incubation services and place them within a comprehensive programming approach. This will inform the Hot Spot's partners on ways to link programs and determine how companies can engage programs delivered by multiple parties.

3. *Coordinate Regional Incubation Programs through the CNY Hot Spot*

The CNY Hot Spot will allow individual partners to deliver missions as they have, but will add a critical level of interaction and collaboration facilitated through CNY Hot Spot Council. CNY Hot Spot Council will be effective in its first year when it delivers governing documents and best practices; a formal relationship with the START-UP NY Zone; engagement with advisors and experts to help optimize the suite of entrepreneurial services provided to the community.



Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods

❖ **Strategy: Retrain to Develop the Workforce of Tomorrow**

New Sub Strategy: Link college readiness training with career and job exploration opportunities

Nearly 70 percent of available jobs within Central New York's core industry clusters require a college degree. Efforts are underway through Say Yes to Education to ensure that students coming out of Syracuse high schools are fully prepared to enter college and achieve academic success. Ensuring that the region's college graduates have opportunities to stay in Central New York requires stronger coordination among public and private sectors. A collaboration of the region's higher education institutions, Syracuse City School District, public agencies, and industry is creating a framework in support of the Say Yes Summer Success Academy to develop professional experience and relationships for entering freshmen from Syracuse. The Say Yes Summer Academy can be a model for all students as it expands its programs. Additionally, broader regional approaches to connect and coordinate resources and programs offered by career offices at each local college can create more focused engagement with employers.

2.2 CREATING INTERREGIONAL COLLABORATION



Over the past decade, regional partnerships and collaboration have been a focal point of Central New York's approach to economic development. Their importance was discussed as early as 1996 in the development of Vision 2010, Central New York's first comprehensive economic development plan that laid the groundwork for its current focus on energy efficiency and clean energy technologies. In 2004, the Essential New York Initiative reinforced the importance of regional partnerships as a cornerstone of economic development. A key strategy mentioned in this plan called for the development of a 12-county alliance of leaders and stakeholders to support the development of businesses and human capital. That alliance, launched as the Central Upstate Regional Alliance, laid the foundation for what is now known as the CenterState region.

During the initial decade of regional focus, the CenterState region—which includes counties from the Central New York, North Country, Mohawk Valley, Southern Tier, and Finger Lakes Regional Economic Development Councils—successfully launched and executed many interregional economic development initiatives. These include:

- **Regional Internship Programs** – Project-ION, a regional internship website, has grown in the past years to reach 200,000 college students at 48 colleges across 21 counties.
- **Business Competitions** – Regional business competitions, such as the Emerging Business Competition and Startup Labs, have awarded \$3.3 million in the past 10 years.
- **Research Partnerships** – New research partnerships and collaborations have led to the development of assets like the Syracuse Center of Excellence and the CNY Biotech Accelerator.

Why is interregional collaboration so important?

- **The Economy Has Changed Dramatically** – Major changes have taken place in the regional, state, and national economies since 2004. Global recession, governmental fiscal difficulties, huge changes in unemployment and underemployment, and ever-evolving market forces in the region's strategic industries have all altered the environment in which the region competes.
- **New Leadership Exists** – The current leadership dynamic in the region is dramatically different from that which existed at the time of the development of the Essential New York Initiative. The mayor of Syracuse and the Onondaga County executive are active and engaged partners. Many of the region's leading organizations and institutions are now run by individuals who are committed to partnership and willing to test new solutions to problems that have plagued the area for decades.

¹ CenterState NY is a 12-county region consisting of Cayuga, Cortland, Herkimer, Jefferson, Lewis, Madison, Oneida, Onondaga, Oswego, Seneca, St. Lawrence, and Tompkins counties.

• **Increasing Government Funding Tied to Collaboration and Innovation** – At both the state and federal level, there is a new emphasis on competition for limited public assistance for everything from education to economic development. These competitive funding programs offer great promise to those regions that have clearly articulated strategies, sound action plans, and the sense of partnership needed to advocate collectively for the region's top priorities.

• **Addressing the Weaknesses of the Past** – For all of the success that can be attributed to recent collaborations, an entrenched culture or parochialism sometimes prevents potentially beneficial partnerships from moving forward. Only through continued commitment to partnership from the region's leadership can we continue the shift that is underway in the region.

CNY REDC Commitment to Interregional Collaboration

In the past three years, the CNY REDC has recognized and affirmed the value of interregional collaboration. Since the inception of the Regional Economic Development Councils, Central New York has consistently prioritized projects that may be located within CNY but are interregional in scope and impact. These include:

Round 1 Priority Projects	Round 2 Priority Projects
Cayuga Milk Ingredients NY Beef Farmers' Cooperative, Inc. CNY Biotech Accelerator Center of Excellence R&D Labs Port of Oswego – East Side Connector	Growing Upstate Food Hub, LLC Biomass Cooperative Innovation Center Central New York Inland Depot CNY Biotech Accelerator

Outside of projects funded by the Regional Economic Development Councils, the CNY REDC supports interregional collaborations that support the region's growth strategies. These include:

- **Regional Venture Fund** – Considered a transformative initiative and investment for the region's entrepreneurship ecosystem, the venture fund will serve a much larger region than the five counties that make up Central New York.
- **Regional Chamber Alliance and Health Care Initiatives** – The CenterState Chamber Alliance connects partners in Central New York, Cayuga County, and the Mohawk Valley to conduct joint programming and membership support projects. Collaborative health insurance initiatives are in place with Chambers of Commerce in the North Country, Finger Lakes, Buffalo, and Albany.

• **Statewide Land Bank Coordination** – Central New York is home to a statewide coordination group providing technical assistance to the eight state-designated land banks.

• **Statewide Business Improvement District Coordination** – The New York State Urban Council, headquartered in Central New York, is an association of Business Improvement District officials that provides a forum for best practice sharing, collaborative projects, and training.

Opportunities for New Collaborations

In the past, there have been many discussions with other Regional Economic Development Councils on formal opportunities to collaborate. As the CNY region already has a history of successful collaborations, the CNY REDC believes an interregional group of council representatives can be formed to develop and accelerate projects that could have super-regional impact. These opportunities would pursue mutual interest and priorities that combine the unique economic strengths and assets of partnering regions.

This table outlines some potential opportunities and indicates which regions might benefit from partnership.

X: Collaborations and partnerships across region's are already underway to support this initiative X: Potential exists for collaborations between region's to support this initiative	Central New York	Mohawk Valley	North Country
GOAL 1: Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets			
Data 2 Decisions – Driving new innovations in the field of technologies driven by sensors, data, and sensor systems	X	X	X
Financial Services – Attracting back-office and cybersecurity operations of national financial services firms	X	X	
Military and Defense Contractor Alignment – Continued realignment and economic development activities to mitigate impact of base closings and defense spending cutbacks	X	X	X
NICE Nanocenter – Developing an advanced nanotechnology R&D facility in Syracuse	X	X	
NUAIR – Designating the region as a home of R&D for Unmanned Aerial Vehicle testing	X	X	X
GOAL 2: Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies			
Exports – Providing coordinated services and guidance to businesses to drive regional export growth	X	X	X
Food to Markets – Connecting the region's agricultural producers with new access to domestic and international markets	X		
Infrastructure – Developing access to broadband connections to new rural users	X	X	X
Technology Commercialization and Entrepreneurship – Promoting the continued link of university commercialization and new venture development	X	X	X
GOAL 3: Revitalize Our Region's Urban Cores, Main Streets, and Neighborhoods			
Say Yes to Education – Promoting the continued development and operations of this critical urban school program	X		
Smart Growth Practices – Implementing public infrastructure projects that support the principles of Smart Growth planning	X		
Urban Revitalization – Revitalizing urban commercial districts and neighborhoods and promoting new access to opportunity	X		

[illegible]

NUAIR

NUAIR is an alliance of more than 40 aerospace and aviation firms, academic institutions and public entities in New York and Massachusetts working to establish testing facilities for the research and development of civil and commercial unmanned aircraft systems (UAS) in Upstate New York and Massachusetts. These sites will utilize existing public infrastructure (including Griffiss International Airport, Air Force Research Labs Information Directorate, Seneca Army Depot and Plattsburgh Airport), increase public and private sector investment in Upstate New York firms, increase research opportunities for universities, and create new jobs in the state.



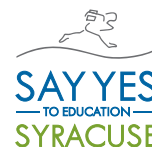
Armory Square Ventures

Part of the region's entrepreneurship support portfolio, Armory Square Ventures will be headquartered in Syracuse but will have an office in New York City to better leverage the considerable startup expertise and resources available downstate. Once fully capitalized, the fund will focus on investment opportunities across the five regions that make up the broader CenterState New York region.



Say Yes to Education

Following Syracuse, Buffalo is the second city to establish Say Yes to Education city-wide, providing opportunities for both initiatives to collaborate across regions by sharing best practices and leveraging member institutions of the Say Yes Higher Education Compact in New York. The council is working with Say Yes partners locally to expand the Say Yes Summer Success Academy at Onondaga Community College with area industries, and partners in Buffalo launched a similar academy at Erie Community College.





Courtesy of Lockheed Martin

Coordinating and Identifying New Opportunities and Projects

While the CNY REDC will continue to work on the individual partnerships that can push forward the opportunities listed above, a stronger statewide system is needed to share best practices and promote the coordination of new interregional projects and collaborations. Some possible actions and activities to jump-start this process could include:

- **Learning Trips** – Conduct a series of half-day or daylong learning trips for the representatives of all regional councils to immerse in a particular area of strength within one region. If three or four of these learning trips are conducted annually, it could build significant knowledge of the people and strategies that are making change across the state.
- **Regular Inter-Council Dialogue** – Host twice-a-year informal gatherings of interested staff, co-chairs or council members to share insights, highlight successes and failures, and discuss new opportunities.
- **Promote Ongoing Statewide Dialogue** – Create a statewide listserv for council members to share information, news, and ideas. Participants could also submit questions to the listserv to be addressed by experts from across the state.
- **Statewide REDC Newsletter** – Develop a quarterly document to update the councils on activities of the state or other councils that could be of interest. This could include strategies other councils are using to engage the public, execute projects, or develop unique collaborations between nontraditional partners.

2.3 IMPLEMENTATION AGENDA

Strategies/Progress on Actions (Goals 1-3)

In an update to the progress report from last year, the CNY REDC has tracked strategic progress through its comprehensive implementation agenda. The following tables identify each strategy and action established in the CNY REDC's Five-Year Strategic Plan and progress underway in 2013-14. Though significant progress has been made in realizing impact from the region's strategies, many require additional efforts that will be pursued throughout the long-term implementation of the plan.



Courtesy of INFICON

GOAL 1 Strengthen Targeted Industry Concentrations

STRATEGY	SUB-FOCUS	ACTION	ROUND 2 PROGRESS ON ACTION
Invest in Existing Regional Industry Concentrations and Businesses	Clean Energy	Prioritize use of the Syracuse CoE	Fit-out of two new labs was completed at SyracuseCoE. Design being finalized for three additional labs, Intermodal Transportation Center, and Green Streets green infrastructure demonstration.
		Support existing cluster growth assets	A CNY team of seven collaborating partners received five awards under the 2012 federal Advanced Manufacturing Jobs and Innovation Accelerator Challenge. The CNY initiative targets Advanced Manufacturing of Thermal and Environmental Control (AM-TEC). More than 25 firms are actively engaged in cluster activities and programming.
		Support and encourage the commercialization of disruptive technologies	CenterState CEO and SyracuseCoE competitively awarded funding for five Commercialization Assistance Program (CAP) projects. SyracuseCoE awarded four projects in the Green IDEA student enterprise awards in spring 2013. The nine projects include several that have the potential to become disruptive innovations.
		Integrate CEES products into local revitalization efforts	SyracuseCoE installed products from local CNY companies, NuClimate Q Air Terminal, Ephesus LED lights. An innovative brine geothermal heating and cooling system was installed in the Pike Block project. Healthway air purifiers were installed at the Syracuse Tech Garden.
		Build connections and partnerships	The AM-TEC program, mentioned above, brings together a consortium of economic development and university to jointly pursue growth in this sector.
		Adopt LEED standards	SUNY ESF hosted the 11th annual New York State Green Building Conference in March 2013, in partnership with the Upstate Chapter of the U.S. Green Building Council and SyracuseCoE.
		Advocate for a renewable energy certificate market	Addressed in CNY Regional Sustainability Plan.
	Data to Decisions	Become a global leader in unmanned avionics. Through the regional Northeast UAS Airspace Integration Research (NUAIR) alliance, establish a full-product development continuum for the UAV sector combining R&D, prototyping, testing, manufacturing, and maintenance.	In May 2013, the Northeast UAS Airspace Integration Research Alliance (NUAIR) completed a proposal to the Federal Aviation Administration to establish unmanned aircraft systems (UAS) test sites in New York and Massachusetts. NUAIR successfully administered its first UAS testing operation at the NUAIR Massachusetts UAS Test and Evaluation Center, located at Joint Base Cape Cod in April 2013, and is developing a fully operational test facility based at Griffiss International Airport in Rome. Through partnerships with the aerospace and aviation industry, academia and the public sector, NUAIR is leading efforts to establish the Northeast U.S. as a national leader in the advancement of civil and commercial UAS.
		Catalyze innovations in the D2D sector by driving market-based R&D at the region's research institutions to meet the needs of the private sector	The Battelle Memorial Institute, through its work with CenterState CEO and the Brookings Institution, completed a business plan to launch the D2D Commercialization Alliance in 2013. This group will be charged with leading the implementation of the region's plan to support innovation and growth within Data to Decisions companies. The New York State Legislature also made a commitment this year in support of the growth of the alliance. This support will allow the alliance to begin initial operations and hire a project director. Initially, the D2D Alliance will focus on market scouting and deal matching; product development; and new venture formation. The alliance is conducting additional fundraising to support its implementation.
		Become a leader in R&D and product development around water sensing and remediation, especially in relation to the natural gas industry	
		Become the home of sensing and diagnostic R&D and manufacturing by strengthening core competencies across a number of strong clusters	
		Use nanotechnology as a platform to support the further development of sensor needs	
		Educate and recruit talent necessary to grow the industry	
	Health, biomedical services and biosciences	Promote new ventures by aligning assets with related industry clusters	The Hill Collaborative continues to develop and become a formal entity driving new investments in bioscience R&D. The collaborative is focused on joint research projects in diabetes, neurosciences, and cancer. It has originated new grant applications to the Department of Defense.
		Develop and deploy technologies to improve the quality of care and reduce cost of care	Addressed by Hill Collaborative mentioned above.
		Encourage existing companies to advance new products and processes	Addressed by Hill Collaborative mentioned above.
		Provide medical and bioscience workforce alignment services	SUNY Upstate Medical University recognizes the need to cross collaborate on campus between all colleges. Early development work on a molecular lab is underway that will align the university's department of pathology with private sector needs in a facility near campus. The College of Nursing is forming strong bonds with the Veteran's Administration facilities and community colleges that service the military to offer accelerated nursing programs. The bachelor's degree is the new baseline for nursing programs. The College of Medicine has committed to expanding its enrollment to answer workforce shortages in the 17-county Central New York region. The campus has consistently welcomed more New York State residents than any other medical school in the state. The fall 2013 class is 90 percent New Yorkers. Of those students, many have indicated a desire to go into community and rural medicine through Upstate's Rural Medical Scholars program. Many of those additional students will be placed in regional settings for their clerkship years within the North Country, Mohawk Valley and Southern Tier.
		Support the growth of start-ups and small bioscience companies	Operations began in January 2013. Initial client companies have moved in and are moving forward. Two client companies received Grants for Growth awards. Phase 1 of building construction substantially is complete, providing space for up to seven client companies.
		Encourage the growth of medical tourism	Regional partners including CenterState CEO, Syracuse Convention and Visitors Bureau, SUNY Upstate, Crouse Hospital, and St. Joseph's Hospital Health Center have released an RFP to conduct market research on medical tourism, with an initial focus on analysis of the eastern Ontario market. The group is also in discussions with representatives from China on facilitating new medical tourism opportunities.
		Increase regional wellness and preventative health measures	
		Increase and promote regional health collaborations	HealtheConnections applied for and received designation from New York State as a navigator to assist local residents with health care decisions.
		Expand capacity for ambulatory primary care	Oswego Health opened the Central Square Medical Center in October 2012. St. Francis Commons, an assisted living facility, is under development in Oswego.
	Financial services	Expand existing business outreach and marketing programs	Developed literature which was reviewed and approved by Empire State Development. Now coordinating marketing with ESD.
		Align educational programming to respond to particular skill demand	SUNY Oswego has started a new risk management program within its business school at the request of our financial services companies. Coordinated site visit of major financial company to several colleges in the area, including Le Moyne, Syracuse University and Utica College. In addition the prospect attended a roundtable of Utica College, SUNY IT, Hamilton College, Colgate University, Mohawk Valley Community College, and Herkimer County Community College.
		Invest in cybersecurity research and connect with internship opportunities	A team of partners from Central New York and the Mohawk Valley worked to get a bill signed into law by Governor Cuomo in December 2012 to create the Cyber Research Institute in Rome.
		Leverage collaborations	A FAM tour, conducted in partnership between CenterState CEO and the Mohawk Valley region, focused on cybersecurity as part of efforts to work with financial services firms within New York State to maintain and grow their operations locally. This tour took an existing organization to several colleges and universities as well as the Air Force Research Lab to introduce their management to the depth of cybersecurity talent in the region.
		Target pre-screened financial services prospects	The market research database has been used in the past year for research projects, including NUAIR, CVB, Business Attraction, and special requests from the counties.

LEAD ENTITY	STATUS	TIME LINE	START AND END DATE
Food to Market Transformational Team	Underway	Project Started – Expected Completion in late 2013	NYE-RIC Advanced Building Consortium R&D Labs at the Syracuse Center of Excellence Healthway Home Products, Inc. Cooper Crouse-Hinds
	Underway	Award received. 3 year project is underway	
	Underway	Project expected to run through 2013	
	Underway	Ongoing throughout 2013–2014	
	Underway	Ongoing throughout 2013–2014	
	Underway	Projects and conference completed in 2013. Additional efforts are ongoing	
	Underway	Ongoing throughout 2013–2014	
Data to Decisions Commercialization Alliance	Underway	Ongoing throughout 2013–2014	Pall Corporation
	The business plan has been completed. Initial Alliance development is underway.	Ongoing throughout 2013–2014	
		Ongoing throughout 2013–2014	
		Ongoing throughout 2013–2014	
		Ongoing throughout 2013–2014	
		Ongoing throughout 2013–2014	
		Ongoing throughout 2013–2014	
MED Tech SUNY Upstate Medical University SUNY ESF CenterState CEO Crouse Hospital St. Joseph's Medical Health Center HACCNy	Underway	Operations continue throughout 2013 and 2014	Completion of the CNY Biotech Accelerator Demolition and abatement of vacant structures at Kennedy Square/Loguen's Crossing St. Joseph's Hospital Health Center Fulton Medical Center Design Concepts and Enterprises Community Memorial Hospital in Hamilton Crouse Hospital NICU Syracuse Community Health Center Total Care, Inc.
	Underway	Operations continue throughout 2013 and 2014	
	The facility opened in 2013 and is currently serving clients	Operations continue throughout 2013 and 2014	
	Underway	Ongoing throughout 2013–2014	
	Underway	Ongoing throughout 2013–2014	
	Completed		
CenterState CEO and Mohawk Valley EDGE	Ongoing	Ongoing throughout 2013–2014	Cyber Research Institute in Rome
	Underway	Ongoing throughout 2013–2014	
	Underway	Ongoing throughout 2013–2014	
	Underway	Ongoing throughout 2013–2014	
	Underway	Ongoing throughout 2013–2014	

GOAL 1 Strengthen Targeted Industry Concentrations (continued)

STRATEGY	SUB-FOCUS	ACTION	ROUND 2 PROGRESS ON ACTION
Invest in Existing Regional Industry Concentrations and Businesses (continued)	Agribusiness	Expand food to market programs and partnerships	Expanded farmers markets in most regions in all seasons. The state is building regional assets by expanding food hub infrastructure. A "Farm to Institution" effort has drawn interest from SUNY Oswego, SUNY ESF, St. Joseph's Hospital Health Center, Colgate University, and Le Moyne College in meeting with farmers.
		Provide economic assistance to food processors and value added agriculture	The food-to-market transformative committee has prioritized this action for attention. It is researching barriers in discussions with local farmers and based on that feedback will make a recommendation.
		Launch a new agricultural product development initiative	Projects from across the region—including the Madison County Food Hub, the Empire Brewery, an Oswego County Food Hub, and Byrne Dairy's yogurt plant—are leading regional efforts to drive new product development.
		Fill the demand for on-farm workers	The food-to-market transformative committee is examining workforce needs of the agricultural sector as part of the larger Next Gen Jobs program.
		Invest and incentivize adoption of advanced manufacturing processes in agribusiness	Invested in the Cayuga Milk Ingredients plant in Aurelius, the Birds Eye facility in Oswego, and the Food Hub in Canastota. Byrne Dairy is also making two major investments in its Ultra Dairy plant and its Cortlandville yogurt facility.
		Link agriculture to broader regional tourism effort	New food tourism trails developed in the past year include the Sweet Trail in Cayuga County and the Beverage Trail in Madison.
	Advanced manufacturing	Develop advanced accelerator and R&D space	Construction has progressed and the remediation phase is completed for a portion of the NICE facility.
		Foster local supply chain usage and integration	The creation of NUAIR, designed to capture one of the six national FAA test site designation, sets an example of cooperative efforts and suppliers working together within a given sector.
		Invest in existing infrastructure assets	The Port of Oswego received a \$1.5 million TIGER grant to leverage \$1.75 million of matching funds to redevelop a portion of rail located at the Port of Oswego.
		Deliver robust workforce alignment and development programming	Developed partnerships among MACNY, OCC, OCM BOCES and SUNY ESF to provide the training and portable, industry-recognized certifications in machining, welding and production technician. OCC and MACNY are partners with SUNY in implementing NAM's Manufacturing Skills Certification System in the region. Additional certifications programs with community colleges are planned.
		Assist in expansion and retention efforts of region's anchor advanced manufacturers	Two strong advanced manufacturing firms, Novelis and JADAK, announced expansions this year. Novelis, an aluminum manufacturer, will invest in an additional expansion, which builds off the one that broke ground in 2012 to manufacture products for the automotive industry. JADAK, a manufacturer of scanning products, has announced plans to more than double its facility in an expansion at Hancock Airpark.
		Expand efforts to reduce costs common to manufacturing	Partners across the region worked to secure a 25 percent reduction in manufacturing tax credit in 2013 state budget, over a five-year phase-out. Multiple recommendations have been submitted on easing regulatory burdens on manufacturing sector.
		Streamline state support economic assistance programs	
	Encourage Cross Industry Collaboration	Encourage business and higher education collaboration	The Hill Collaboration continues to pursue joint research opportunities among the research institutions on Syracuse's University Hill. CenterState CEO, SU, SUNY ESF, and Upstate Medical University are coordinating on the Innovation Hot Spot program. Regional colleges are reviewing plans for the STARTUP-NY program. SyracuseCoE led industry-academic partnerships that resulted in NYPA and AMTECS grants.
		Capitalize on alumni connections	Syracuse University is establishing an early-stage investment fund supported by alumni and other donors to provide capital for startups leveraging SU technologies.
		Transport workforce assets across business sectors	IVMF's Get Skills to Work program brings together major manufacturers to hire veterans who have skills applicable to many businesses.
		Work across regional councils through the REDC Statewide Chairman's Committee, as well as through ad hoc initiatives among manufacturers and research institutions in the state, to identify opportunities to collaborate on projects and initiatives	The CNY REDC has a list of existing and potential interregional programs that it is working to drive forward. These include Data 2 Decisions; NUAIR; financial services attraction; broadband infrastructure development; technology commercialization and entrepreneurship; military and defense contractor alignment; urban revitalization; smart growth practices; Say Yes to Education; exports; food to markets; and the NICE nanocenter.
Attract Outside Investment and Interest	Attract new business through regional outreach and marketing	Pursue businesses that can benefit from regional assets	Two new companies have purchased facilities in Oswego County: Teti Bakery, from Canada, was announced in November 2012 and will create 63 jobs. 607 Phillips Street Acquisition LLC acquired the former BirdsEye facility and will create 183 jobs.
		Use a proactive marketing and attraction approach	Generated 88 leads at Hannover Messe trade show by participating in SelectUSA collaboration along with Mohawk Valley Edge. Generated 18 leads at Greenbuild 2012 trade show.
		Engage directly with site selectors	Registered for SelectUSA Investment Summit in Washington, D.C. This conference on October 31 is designed to allow EDOs interface with investment professionals. Site selector FAM tour scheduled for October 2013. Scheduled meetings directly with site selection professionals at NEDA conference October 2012.
	Expand tourism and regional visitation	Complete tourism and convention enhancement assets	Renovation and development of former Altmar Elementary School in Oswego County to Tailwater Lodge, upscale hotel and conference center on the Salmon River, by the Woodbine Hospitality Group. Opening of Starr Clark Tin Shop and Underground Railroad Museum in Mexico. The site was a central gathering place for residents and a known center of abolitionist activity in Oswego County. The building has been restored and contains an interpretive display about the Underground Railroad in Oswego County. Continued new restaurant, retail and entertainment options moving into Destiny USA and downtown locations in Cortland, Oswego, Auburn, and Syracuse.
		Engage regional businesses in convention attraction efforts	Marketing initiatives launched to promote agritourism, local flavors, breweries, wineries, and distilleries (CNY Fresh, Finger Lakes Beer Trail, Brew Central).
		Partner with statewide and adjacent regional efforts	The Syracuse Convention and Visitors Bureau led a statewide follow-up planning session to the Governor's Tourism Summit to crystallize industry-specific strategies for a statewide tourism plan.
		Further expand and deploy existing regional brands	Cayuga, Cortland, Madison, Onondaga and Oswego county tourism offices are partnering on developing a stronger regional tourism plan. Informal research and brand-building program is underway.
		Coordinate tourism promotion	Implementation of the recommendations of the IDEAs Collaborative include the development of a collaborative calendar and a promotional website to expand access to the arts community. CNY Arts has been established in Onondaga County to act as the principal arts funding entity.
		Focus resources to better coordinate projects and initiatives in tourism, the arts, and culture	ACLA (Arts and Culture Leadership Alliance of Onondaga County) formalized bylaws to act as a support network for CNY Arts, the regional arts council, while also fostering collaboration and communication among the cultural community with particular emphasis on outreach to tourism, education and government agencies, businesses, and green infrastructure demonstration.
		Create regional programs among arts and cultural organizations	CNY Arts and Syracuse Convention and Visitors Bureau have coordinated online calendar development across a six-county region. They have launched a social marketing system across over 250 registered artists, cultural providers, and heritage-based organizations. Similar relationships are being discussed with Cayuga County. Key marketing initiatives have been created around Finger Lakes Musical Theatre Festival and Everson Museum 2013–2014 exhibition schedule.

LEAD ENTITY	STATUS	TIME LINE	START AND END DATE
Food to Market Transformational Team	Underway	Ongoing throughout 2013–2014	Cayuga Ingredients
	Underway	Efforts will accelerate in 2013–2014	Aquaculture Expansion at SUNY Morrisville
	Underway	Ongoing throughout 2013–2014	NY Beef Farmers Cooperative
	Included in Next Gen Job team's scope of work	Ongoing throughout 2013–2014	Owera Vineyards
	Underway	Ongoing throughout 2013–2014	Empire Farmstead Brewery
	Underway	Ongoing throughout 2012–2013	Champlain Valley Specialty
MACNY CNY TDO Syracuse University CASE Center CenterState CEO	Underway	Ongoing throughout 2013–2014	Biomass Cooperative Innovation Center
	Underway	Ongoing throughout 2013–2014	Growing Upstate Food Hub
	Underway	Ongoing throughout 2013–2014	C-Speed Advanced Technology Manufacturing Center Expansion
	Grant awarded. Additional upgrades underway	Ongoing throughout 2013–2014	Currier Plastics
	Underway	Ongoing throughout 2013–2014	Cooper Crouse-Hinds R&D Lab
	Underway	Expansion projects expected to be completed by 2013–2014	Cortland Plastics
	Underway	Ongoing throughout 2013–2014	Clay Business Park Development
	Completed	Changes recommended in 2012	Dielectric Labs
	Underway	Ongoing throughout 2013–2014	Bo-Mer Plastics
	Underway	Ongoing throughout 2013–2014	U.S. Optical
	Underway	Ongoing throughout 2013–2014	Solvay Iron Works
	Underway	Ongoing throughout 2013–2014	Design Concepts and Enterprises
	Underway	Ongoing throughout 2013–2014	3Gi Terminal
	Underway	Ongoing throughout 2013–2014	Empire Farmstead Brewery
	Interregional projects are in development or Underway	Ongoing throughout 2013–2014	
CenterState CEO Madison County IDA Onondaga County IDA Cayuga County IDA Cortland County IDA Operation Oswego County	Underway	Ongoing throughout 2013–2014	Empire Farmstead Brewery
	Underway	Ongoing throughout 2013–2014	
	Underway	Ongoing throughout 2013–2014	
Tourism, Arts and Cultural Transformational Team	Some assets completed additional ones in development	Ongoing throughout 2013–2014	Finger Lakes Musical Theatre Festival
	Underway	Ongoing throughout 2013–2014	Central New York Raceway Park
	Underway	Ongoing throughout 2013–2014	Syracuse Stage
	Initiated in 2013	Ongoing throughout 2013–2014	International Boxing Hall of Fame
	Underway	Partnerships established in 2011–2012, will continue throughout 2014	
	Initial programs completed and are underway. New programming currently in development	Ongoing throughout 2013–2014	

GOAL 2 Improve Competitiveness and Connections to, the Regional, National and Global

STRATEGY	SUB-FOCUS	ACTION	ROUND 2 PROGRESS ON ACTION
Encourage New Venture Development, Product Development, and Process Improvement	Build a world class entrepreneurial ecosystem	Build a pipeline of new and emerging ventures	The Tech Garden in Syracuse is leading a team of regional incubation efforts to seek the Innovation Hot Spot designation to expand services.
		Foster student entrepreneurship	A new program, the DevBox, is being piloted to employ student software developers in a job shop to build software for other incubation tenants and the public.
		Provide physical and virtual incubation space	The Tech Garden reconfigured its space to allow 10 percent more tenants. Additional space expansion options are being considered.
		Improve access to seed and risk capital	Grants for Growth awarded its 11th round of seed capital in May 2013. Four companies received \$25,000 proof-of-concept grants, and two companies received \$150,000 investments.
		Provide commercialization assistance resources	Five commercialization assistance awards were announced in early 2013. Each project is already yielding new product development, and all are scheduled to finish over a nine-month period.
		Build mentor networks	Created three "In-Residence" programs at the Tech Garden to allow standing drop-in appointments for mentorship with deeper and more persistent engagements.
		Deliver robust entrepreneurial programming and comprehensive acceleration services	Startup Labs was successful in its first year; a second year is planned. A medical and life sciences accelerator is being considered for 2014.
		Connect entrepreneurs with market leaders to beta test new products and technologies	A new program for a "producer space" called the Comprehensive Help on Prototyping and Production (CHOPP) Shop is being piloted.
		Establish a Bridge NY Program	
	Support small and medium business	Provide executive education opportunities	CenterState CEO launched a new Executive Leadership Series program in April 2013, running through November 2013. The CNY IBA has developed and is about to launch new educational programming focused on helping small businesses export. MACNY has developed licenses to ensure world-class leadership and organizational development training classes are available to manufacturers and businesses in the region. The classes include Situational Leadership II (Ken Blanchard Companies); Crucial Conversations (VitalSmarts); Crucial Confrontations (VitalSmarts); and Leading at the Speed of Trust (FranklinCovey); and Supervisory Leadership. The classes provide a pathway for human capital development throughout an organization.
		Provide technical assistance for scale up	17 regional entities and organizations, including new groups like Startup Labs and StartFast, are providing technical assistance, acceleration, and incubation assistance to firms in the region.
		Provide mentoring services	Mentioned in the entrepreneurial ecosystem strategy above, three "In-Residence" programs were created at the Tech Garden.
		Strengthen the coordination of regional support organizations	The CNY Hot Spot Council, which will be formed as part of the Hot Spot Application, will engage 17 regional groups to coordinate and deliver entrepreneurial services to startups and small businesses in the community.
		Help companies access funding	Through the efforts of the New York Business Development Council and the Greater Syracuse Business Development Corporation, the SBA approved 112 7a and 504 loans worth more than \$22 million to small businesses in the region between October 2012 and July 2013.
	Encourage continuous process improvement	Development of six sigma and ISO certification and training programs	TDO staff is providing support and auditing of ISO 9000-compliant quality management systems, including the AS/ISO 9000 series of standards, ISO 17025, and ISO 14000. This will allow manufacturers to comply with world-class, globally acceptable, manufacturing processes, encouraging increased sales through international sales and business growth. TDO staff, through certification to HACCP and SQF, is coaching manufacturers in the food processing sector to attain compliance, and/or certification, to the Global Food Safety Initiative-approved Safe Quality Food Standard.
		Encourage our region's manufacturing enterprises to adopt process improvement strategies	TDO is assisting manufacturing companies to identify technical resources for collaboration, enabling small companies to compete with larger corporations in response to federal solicitations. TDO is providing innovation engineering services to enable companies to adapt to rapidly changing business and technical conditions.
		Establish a continuous process improvement recognition program	
		Development of Regional continuous process improvement metrics	
Prioritize Investments in Research, Innovation and Commercialization		Grow the region's research capacity	SUNY ESF won new research grants totaling \$18.4 million. Syracuse University is building an industry partnership with a large STEM employer that will focus on technical skills training for current employees as well as groups such as unemployed veterans. The Hill Collaborative continues to develop. It unites SUNY ESF, SUNY Upstate Medical University, and Syracuse VAMC to stimulate research collaborations and substantially leverage each other to pursue larger/core extramural funding opportunities. The specific focus areas are cancer, diabetes, and disorders of the nervous system and may expand to include warrior research.
		Create a stable technology commercialization environment	Ties between Tech Garden and other entities continue to strengthen. Syracuse University is planning a seed fund program as well as an early-stage investment fund. The New York State Science and Technology Law Center continues to manage the Technology Commercialization Clinic Network.
		Support and bolster entrepreneurial programs	SUNY ESF established an ESF Entrepreneurship in residence program to evaluate commercial value of 43 patents. Syracuse University and the CNY Biotech Accelerator held a Biotech Connect Seminar Series to discuss startup ventures, which was attended by academic and industry representatives from surrounding area. The Raymond von Dran IDEA held its fifth annual Student Sandbox Demo Day.
		Leverage university incubators	SUNY ESF strengthened the CNY Biotech Accelerator by securing capital, equipment, and operating funds from Empire State Development. Blue Highway, a commercialization firm, has collocated at Le Moyne College. Syracuse University is developing a "maker space" for students and community members to develop ideas and prototypes.
		Support interdisciplinary consortiums that create partnership between academia and industry	SUNY ESF is providing assistance/partnerships with 4 new startups. SU faculty have submitted a proposal to NYSEDA to explore technology in support of adopting Demand Response in the Electric Grid. This project includes working closely with industry players in effectively translating the technology created by the project team to the marketplace. Mentioned previously, a team organized by SyracuseCoE won five federal awards under the 2012 Advanced Manufacturing Jobs and Innovation Accelerator Challenge. The project is focused on the CNY cluster in Advanced Manufacturing of Thermal and Environmental Controls (AM-TEC), which includes approximately 40 firms that employ more than 4,000 workers.
		Develop and embrace new models	SRC's bioforensics group has joined Syracuse University's Forensic and National Security Sciences Institute (FNSSI). Three scientists will continue their specialized research in Lyman Hall.

Economies

LEAD ENTITY	STATUS	TIME LINE	START AND END DATE	RELATED ROUND 1 & 2 PROJECTS
CenterState CEO Syracuse University The Tech Garden	Underway		Ongoing throughout 2013–2014	Cortland Business Innovation Center CNY Biotech Accelerator Pall Corporation Solvay Iron Works
	Underway		Ongoing throughout 2013–2014	
	Completed		Ongoing throughout 2013–2014, an expanded space decision is expected by 1/1/2014	
Innovate Upstate Transformational Team	Underway		Ongoing throughout 2013–2014	
CenterState CEO Syracuse University The Tech Garden	Underway		New programs offered in 2012, ongoing throughout 2013–2014	
	Underway		Ongoing throughout 2013–2014	
	Underway		Created in 2013, annual event where second will be January 2014	
	Underway		Ongoing, a production space should be available Q1, 2014	
	Completed			
SCORE WISE Small Business Development Center Southside Innovation Center Greater Syracuse Business Development Corp NY Business Development Corp	Underway		Ongoing throughout 2013–2014	
	Underway		Ongoing throughout 2013–2014	
	Underway		Ongoing throughout 2013–2014	
	Underway		Ongoing throughout 2013–2014	
	Underway		Ongoing throughout 2013–2014	
MACNY CNY TDO	Underway		Ongoing throughout 2013–2014	
	Underway		Ongoing throughout 2013–2014	
	Planned to be addressed in 2014			
	Planned to be addressed in 2014			
Syracuse University Le Moyne College SUNY Upstate SUNY ESF SUNY Oswego CNY Biotech Accelerator Blue Highway Syracuse CoE JP Morgan Chase Center at SU	Underway		Ongoing throughout 2013–2014	Syracuse Center of Excellence SUNY ESF Biomass Cooperative Innovation Center
	Initiated in 2013		Ongoing throughout 2013–2014	
	Underway		Significantly expanded during 2013—ongoing throughout 2014	
	Underway		Ongoing throughout 2013–2014	
	Underway		Ongoing throughout 2013–2014	
	Underway		Ongoing throughout 2013–2014	

GOAL 2 Improve Competitiveness and Connections to, the Regional, National and Global

STRATEGY	SUB-FOCUS	ACTION	ROUND 2 PROGRESS ON ACTION
Capture a Greater Share Of the Global Market	Improve the region's export performance to generate new net wealth	Develop detailed market information	Launched export one-stop website that contains market information on strong export industries. Researched, analyzed, and published market information on digital electronics and clean tech industry. Investigated tools to provide all businesses in the region competitive market research information on foreign growth opportunities.
		Create export mentoring networks	Continued to develop mentoring program by formalizing its structure into the Central New York International Business Alliance. Developed a mentor trade mission opportunity to the ASEAN countries for the local digital electronics industry.
		Promote the prioritization of export growth among C-level executives	Re-established the Central New York International Business Alliance to act as the lead export assistance and promotion agency in the region. The alliance targets export managers and executives to provide them with market insight and direct services to grow international business.
		Streamline target country entry for region's top exports	The International Business Alliance is planning a number of overseas trade missions to assist businesses in entering target countries such as South Africa and the ASEAN countries.
		Develop resources to fund export-related initiative	Received a number of funding commitments to support export activity.
		Streamline existing export assistance programs	Regional economic development agencies, business associations, and export service providers formed and jointly operate the Central New York International Business Alliance. The IBA has reformed its board, hired a director, launched a website, provided one-on-one services, and will relaunch a menu of programs in the fall.
		Create new export awareness programs	The CNY IBA will launch new export programs in fall 2013.
		Deliver export related programming	The CNY IBA will launch export educational seminars and programming, occurring monthly throughout the remainder of 2013 and 2014.
	Secure foreign direct investment in Central New York	Build a pipeline of target business sectors	The Metropolitan Business Plan being developed in cooperation with the Brookings Institution will highlight the most promising business sectors.
		Use existing foreign owned companies to foster new connections	Existing companies are being utilized in two ways. First, plans have been drafted for a mission to Germany, which will be coordinated by one or more German partners. This has been postponed twice due to world economic factors but is still planned. Second, leads generated at Hannover Messe are being reviewed by existing businesses to determine if there are existing connections to use to advance the foreign direct investment (FDI) process.
		Strengthen the region's business attraction programs	Two significant FDI programs are underway. The first is focused on Canada. A Canadian company has been hired to perform proactive marketing and we are in discussion for additional marketing efforts with the American Chamber of Commerce in Ottawa. The second effort is focused on China. We have established connections with the Chinese private sector through a quasi-governmental Chinese business association. Chinese representatives will make their second visit to Central New York in September 2013 and we met with 22 Chinese organizations in China in June 2013.
Build a 21st Century Infrastructure		Invest strategically in roads, ports, air and rail	The Inland Port (3GI Terminals), a priority project of the CNY REDC, has undertaken site planning and design and has acquired the first 20 acres for development of a container pooling operation. It has secured additional funding for permitting services. The development team is submitting an application for federal funding through the U.S. Department of Transportation to support additional build-out costs. The Port of Oswego, also a priority project, recently won a \$1.5 million TIGER grant for infrastructure upgrades from the U.S. Department of Transportation.
		Expand broadband connectivity to underserved areas	Clarity Connect was awarded Connect NY funding for a project in the Tompkins County/Cayuga County area, which showcases a successful example of a cross-regional collaboration and a successful broadband project. Time Warner Cable is working on a similar statewide initiative that will increase broadband access in Madison, Cayuga, and Oswego counties. New Visions will expand broadband service in Parish, Oswego County. Each project is awaiting final contract agreements from the state but has been awarded funding through Connect NY and plan to expand services in CNY REDC underserved areas.
		Mitigate impact of correctional facility closing	
Maximize Human Capital	Improve alignment of workforce supply and employer demand	Scale and replicate the green train model	Skill Train programs continue to see success. Green Train, operating in Syracuse's North Side and Near Westside neighborhoods, has graduated 11 classes totaling 133 participants since 2009, with a graduation rate of 91 percent and job placement rate of 76 percent. The 12th Green Train class began in July 2013 and will graduate in September 2013. Health Train, a program geared toward the health care industry, has successfully replicated this model. This past year, Health Train graduated 10 people in its third class, all of whom have been placed in jobs at St. Joseph's Hospital Health Center. To date, 38 people have graduated, and 37 of those graduates remain at St. Joseph's (97 percent graduation and 97 percent job placement rate). The program's fourth class is set to begin this fall.
		Fund talent alignment programs	The region's workforce alignment activities have attracted the attention of the National Fund for Workforce Solutions, which supports local programs that are delivering effective programs dealing with the lower-skill area of the job spectrum.
		Increase utilization of stackable industry recognized credentials	
		Create and expand demand-driven workforce training, retraining, and development programs	Community colleges have expanded training programs directed at filling specific demands in the private sector. Successful examples of these include Onondaga Community College, which started a nuclear energy technology A.A.S. degree program in anticipation of retirements coming at local nuclear sites. The collaboration includes a summer internship at Constellation Energy Nuclear Group's power plants. In response to growth at Novartis Corporation (which has hired 248 new employees since January 2012 and anticipates hiring 150 more by December 2014), Cayuga Community College has delivered 22 sessions of leadership and supervisory training for associate leaders and crew leaders in the past year. Cayuga Community College has also provided lean manufacturing training to Welch Allyn employees for the past four years. Hundreds of employees have participated in kaizen events, lean office, lean principles, and other trainings.
		Expand the use of credit for experience programming	
	Create and support apprenticeship programs	Ensure critical nexus between labor and Pre-K-12	Programs like the MACNY and Partners for Education & Business's (PEB) Career Spark Campaign continue to show progress in connecting students to meaningful job opportunities. The SUNY Educational Opportunity Center is examining ways to bring the Skill Train model to new neighborhoods within the city. 40 Below launched its Future 40 Below-ers program that, through a partnership with the Syracuse City School District, connects students with young professional mentors in fields of their interest.
	Attract and retain students and young professionals	Link young talent retention with entrepreneurial support programs	The Student Sandbox continued to expand and engaged 66 students in the 2012–2013 school year. Programs like StartFast and Startup Labs continue to attract current students or recent graduates of the region's colleges and universities.
		Provide college graduate retention programming	Project-ION continued to link students and young professionals to internships in the community. It now lists more than 500 internships with over 200 employers. Many companies continue to find success locally with co-op programs, including Anaren, SRC, and Welch Allyn.
		Support region's young professional groups	40 Below continued to offer programs supporting artists, community engagement, local commerce, and entrepreneurs. Ignite, a young professional group in Cayuga County, offered new ways for young professionals to engage with the local political process. Skylo, a group in Skaneateles, held initial gatherings.
		Attract firms that want our talent	Continued business attraction efforts, primarily in the financial services industry, that focus on the region's talent as a key attraction asset.
	Prioritize Pre-K-20 education—accessibility, quality and attainment	Further expand work ready credentials	Training and portable, industry-recognized certifications in Machining, Welding and Production Technician are being provided through a partnership with MACNY, Onondaga Community College (OCC), OCM BOCES and SUNY ESF. OCC and MACNY are partners with SUNY in the process of implementing National Association of Manufacturers' (NAM) Manufacturing Skills Certification System in Upstate New York. This system involves a statewide manufacturing certification strategy that offers stackable credentials consistent with national standards as identified by the Manufacturing Institute, NAM, and guidance provided by the U.S. Department of Labor.
		Provide multidimensional career and academic support	Say Yes to Education Syracuse and the group of Collaborative Partner Colleges (Say Yes to Education Collaborative) continued to offer the Summer Success Academy (SSA) for the third consecutive year at Onondaga Community College. In 2013, the SSA expanded to include students who are accepted to Say Yes Collaborative member colleges SUNY Morrisville and Cayuga Community College for the fall 2013 term. 35 Say Yes Syracuse Scholars enrolled in the 2013 SSA. 189 Syracuse high school students received Regents preparation in a Say Yes study hall at Nottingham and Corcoran high schools during the summer session.
		Support and scale programs for at risk young adults	3400 Syracuse City School District children (K-5) participated in Say Yes Summer Camp. 70 Say Yes Scholars worked as Youth Enrichment Specialists in the Say Yes Summer Camps. 1566 SCSD June 2013 graduates were eligible to attend a Say Yes Higher Education Compact School. 28 SCSD K-12 schools have Say Yes site-based personnel to manage a dynamic process of student monitoring and support, answer questions, facilitate programs, and support families. Staffing is made possible through a partnership with Huntington Family Services and Contact Community Services.

Economies (continued)

LEAD ENTITY	STATUS	TIME LINE	START AND END DATE	RELATED ROUND 1 & 2 PROJECTS
Metropolitan Export Initiative CNY International Business Alliance	Initial activities completed		Started September 2011. Completed April 2016	
	Underway		Started April 2012. Expected Completion January 2013	
	Completed		Launched April, 2012	
	Underway		Started June 2012. Continued Throughout 2016	
	Completed		Funding received throughout 2013	
	Completed		Started June 2012. Expected Completion September 2012	
	Launched in October 2013		Ongoing throughout 2013–2014	
	Launched in October 2013		Ongoing throughout 2013–2014	
CenterState CEO	Will launch in November 2013		Ongoing throughout 2013–2014	
Onondaga County	Underway		Ongoing throughout 2013–2014	
Madison County			Ongoing throughout 2013–2014	
Operation Oswego County	Underway		Ongoing throughout 2013–2014	
Cayuga County			Ongoing throughout 2013–2014	
Cortland County				
SMTC CNY RPDB	Initial phases completed.		Ongoing throughout 2013–2014	Port of Oswego East Side Connector
Broadband Transformational Team	Underway		Ongoing throughout 2013–2014	3Gi Terminal Elm Street Industrial Site Infrastructure
	Planned to be addressed in 2014			
CNY Works Onondaga Community College Cayuga Community College SUNY Oswego University College at Syracuse University SUNY ESF CenterState CEO Local Labor Partners SUNY EOC/TED Center	Underway		Ongoing throughout 2013–2014	
	Initiated in 2013		Ongoing throughout 2013–2014	
	Planned to be addressed in 2014			
	Initiated and expanded in 2013		Ongoing throughout 2013–2014	Currier Plastics SUNY ESF Syracuse University
	Planned to be addressed in 2014			
	Underway		Ongoing throughout 2013–2014	
40 Below	Underway		Ongoing throughout 2013–2014	Currier Plastics SUNY ESF Syracuse University
CNY Works	Underway		Ongoing throughout 2013–2014	
CenterState CEO	Underway		Ongoing throughout 2013–2014	
Ignite CNY	Underway		Ongoing throughout 2013–2014	
Say Yes to Education Transformational Team	Underway		Ongoing throughout 2013–2014	Currier Plastics SUNY ESF Syracuse University
	Underway		Ongoing throughout 2013–2014	
	Underway		Ongoing throughout 2013–2014	

GOAL 3 Revitalize the Region's Urban Cores, Main Streets, and Neighborhoods

STRATEGY	ACTION	ROUND 2 PROGRESS ON ACTION
Leverage the Region's Exemplary Anchor Institutions in Education, Health and Medicine	Support anchor institution investment	Le Moyne College's Science Business Exchange complex is under construction. Prospect Place is moving forward with a completion date of mid-2014. The Connective Corridor Façade Improvement Program of Syracuse University's Office of Community Engagement and Economic Development kicked off in April 2013. Connective Corridor Phase II and III—a transformational urban development initiative centered on arts, education, culture, technology, community and economic development in Syracuse—is scheduled to begin, uniting Forman Park near University Hill with Syracuse University's Warehouse facility in downtown. The Syracuse VA Medical Center's recent \$90 million expansion includes a state-of-the-art new spinal cord injury center. SUNY Upstate Medical University plans to build a new 300-person office building on the site of the former Kennedy Square, now Loguen's Crossing. The \$100 million SUNY Upstate Cancer Center, more than half-complete, will be finished in May 2014. The \$72 million expansion of SUNY Upstate's Institute for Human Performance will finish in September 2013. The \$15 million Cord Blood Center at Upstate University Hospital Community Campus is underway. SUNY Upstate's new academic building is slated to be bid this fall. A \$42 million project, Upstate University Hospital has added specialized equipment for the diagnosis and interventional treatment of blood clots.
	Promote homeownership in urban neighborhoods	SUNY ESF faculty have assisted the development of urban gardens in the City of Syracuse. The Near Westside Initiative and Syracuse University's School of Architecture partnered with Home HeadQuarters to continue fostering home ownership in the Near Westside by completing five homes in 2012/2013. Two of the homes were rehabilitations completed by the School of Architecture based on student designs. All five homes have been sold to first-time homebuyers. Citywide, Syracuse provided financial assistance through various programs to 272 homeowners to help them remain as owner-occupants.
	Grow and support regional arts and cultural initiatives	The Connective Corridor supported "Iconic Syracuse" art installation downtown. The Syracuse Convention and Visitors Bureau invested in a destination market analysis to better determine resource allocation. The Near Westside Initiative completed a 4,000 sq. ft. renovation of a vacant restaurant into two apartments, three art studios and a small gallery. The building houses two artists-in-residence who share a studio, an apartment, and are required to create community-based artwork. WNCY-TV and FM moved into the Near Westside in 2013. 601 Tully continues to offer regular cultural events and exhibits in the Near Westside. DestiNY USA has opened, attracting visitors from beyond the region. Hotel development continues in downtown Syracuse. CNY Arts has implemented one central calendar to better promote arts events. A \$1.3 million rehabilitation of the Kallet Theater in Oswego is underway.
Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets	Prioritize adaptive re-use and historic rehabilitation	Merchants Commons (Syracuse) has been completed and its anchor commercial tenant, Syracuse Media Group, has moved in. All of its retail units have been leased. The Pike Block (Syracuse), still in construction, has begun leasing apartments. The Seaway Lofts (Oswego) have completed. New projects, like the E.M. O'Donnell Building and the Associates Building in Hanover Square (Syracuse) are slated to start redevelopment in 2013-2014. The Orchard Street Redevelopment (Auburn) is in progress in partnership with Housing Visions.
	Specifically target brownfield revitalization and cleanup efforts	
	Support industrial re-use planning and development	IdenOnondaga County has accelerated the identification of industrial sites for redevelopment, including the former Magna auto parts plant, Syracuse China, Syroco plastics plant, Flickinger on Thompson Rd, Marsellus Casket Company, Sam Dell automobile dealer, Oberdorfer foundry, and Muench-Kreuzer Candle Company and the lake front on Onondaga Lake.
	Maintain residential redevelopment growth in central business districts	New downtown Syracuse revitalization projects, such as the White Memorial Building, Wells and Coverly Building, and the Onondaga Music Building, all include significant residential components.
	Employ transit-oriented development strategies	
	Encourage mixed-use development in revitalization projects	The vast majority of the revitalization projects listed above are mixed-use projects.
	Collectively address anchor institution transportation needs	The institutions on University Hill are working on a park-and-ride system to alleviate the parking and transportation challenges felt near Syracuse University.
	Foster, promote, and attract entrepreneurial development in urban cores, including new retail	Many mixed-use projects mentioned above attract independent retailers and locally owned businesses. Many of these businesses were started by entrepreneurs locally. Downtown mixed-use projects continue to be attractive to new and growing businesses.
Retrain to Develop the Workforce of Tomorrow	Promote regional waterfront revitalization	
	Embrace and support refugee settlement and immigrant population retraining	Immigrants have been one of the key targets of the Skill Train programs in the City of Syracuse's neighborhood-based workforce development efforts.
	Improve Pre-K-20 educational attainment in urban neighborhoods; collaborate with partners in Western New York on the implementation of Say Yes to Education in public schools, and the ongoing development of the Higher Education and Corporate Compact support of Say Yes to Education	Mentioned previously, the Summer Say Yes Academy is directly focused on enhancing educational attainment within urban neighborhoods by providing continual educational services throughout the entire year.
	Align urban workforce training programs with needs of growing industry sectors	Onondaga Community College has taken the lead in working with faculty to redesign and more closely align the current OCC Career Exploration course objectives with CNY REDC priorities to introduce SSA students to meaningful career and job exploration in Central New York's primary industry clusters. This will help the students determine an academic path before their first semester of college that will help align the academic schedule they pursue with the academic major and/or credentials they need to earn to access their intended career.

LEAD ENTITY	STATUS	TIME LINE	START AND END DATE
Municipal Core Transformational Team	Many projects completed in 2013	Additional projects will start and be completed in 2013–2014	The Neighborhood Food and Health Center/NoJaims Supermarket Loguen's Crossing Le Moyne College Science Building Exchange Prospect Place Connective Corridor Façade Improvement Program
	Underway	Ongoing throughout 2013–2014	
	Programming significantly expanded in 2013	Ongoing throughout 2013–2014	
Municipal Core Transformational Team	Many projects completed in 2013	Additional projects will start and be completed in 2013–2014	Syracuse Inner Harbor Redevelopment Merchants Commons Rapid Response Monitoring Services Connective Corridor Façade Improvement Program South Avenue PriceRite Supermarket Gear Factory Sweet Spot Development Sibley's Building Polaris Library Systems Plaza of the Arts
	Additional examination on targets will occur in 2013–2014		
	Underway	Ongoing throughout 2013–2014	
	Underway	Ongoing throughout 2013–2014	
	Additional examination on potential TOD projects will occur in 2013–2014		
	Underway	Ongoing throughout 2013–2014	
	Underway	Ongoing throughout 2013–2014	
	Underway	Ongoing throughout 2013–2014	
Waterfront Revitalization Transformational Team	Additional examination on waterfront projects will occur in 2013–2014		
Say Yes to Education Transformational Team	Underway	Ongoing throughout 2013–2014	Lime Hollow Nature Center Le Moyne College's Science Business Exchange
	Underway	Ongoing throughout 2013–2014	
	Underway	Ongoing throughout 2013–2014	

2.4 PROPOSED PRIORITY PROJECTS

Selection Criteria

Consistent with the selection process developed in Rounds 1 and 2, the CNY REDC identified its priority projects in Round 3 based on how well projects address the three overarching goals of the council's Five-Year Strategic Plan. Projects were selected on their ability to address more than one strategic goal to leverage greater impact on the region, as well as their potential interregional impact.

A full 100 percent of projects submitted will advance at least one strategic goal, **75** percent meet at least two of the goals, and **20** percent of projects meet all three. See Appendix H for New York State Consolidated Funding Application Endorsement Standards used as additional guidelines in the scoring and selection process.

As in Round 1 and 2, the CNY REDC selected priority projects through careful consideration of the projects' relationship to advancing the REDC's strategic priorities, its potential relationship to the region's Transformational Initiatives, the geographic breakdown in projects throughout the region, project impact on underrepresented groups and neighborhoods, and their location within economically distressed communities. Of the **35** priority projects submitted, **19** (54 percent) are in highly distressed areas. **Twenty-eight** of the 35 priority projects submitted for ESD funding help to advance at least one transformational initiative. This year the CNY REDC also considered past performance on projects from project sponsors that had been previously supported in Rounds 1 and 2.

Projects that support new initiatives such as the Innovation Hot Spot, Opportunity Agenda, advancement of interregional collaborations, and other regional priorities identified in this report were also considered, as further detailed in Part 4.

As in the past two rounds, additional variables guiding the selection process include five-year payroll generated, jobs created, jobs retained, return on investment, and total project investment leveraged. The ROI variable is the sum of total project costs and five-year payroll divided by the state assistance to produce a number capturing the return the state receives on the initial investment.

Priority Projects Descriptions

The projects listed below, also summarized in Part 4, will boost regional payroll, provide solid returns on investment for the region, create and retain jobs, and leverage total project costs of nearly **\$300 million**, while advancing the goals, strategies, and transformational initiatives outlined in the CNY REDC Five-Year Strategic Plan and this progress update.

Funding of the CNY REDC's **35** priority project requests will leverage **\$31,727,001** in CFA funding to generate **\$299,593,893** in total project costs, retain **378 jobs**, result in the direct creation of **810 new jobs**, **2,770 construction and indirect jobs**, produce a five-year payroll of **\$92,013,760**, and leverage a return on investment of **11.34**.

CAYUGA COUNTY

Dredging Little Sodus Bay (Little Sodus Bay)

Cayuga County will oversee the dredging of 15,000 cubic yards of sediment in Little Sodus Bay Harbor on Lake Ontario in order to allow larger vessels to enter the harbor, which will increase commerce for businesses located in the harbor.

Total Project Costs: \$300,000

Goals: 1, 3

Strategies: Project continues to invest in a municipal core by enhancing a tourism asset.

Johnston Paper Company, Inc. (Auburn)

Johnston Paper Company, Inc. will expand its warehousing space by 51,725 square feet and its office space by 22,000 square feet. The project will assist with the growing needs of their food service and janitorial product distribution business, and will accommodate up to a 50 percent revenue growth and allow expansion of existing/new product lines.

Total Project Costs: \$4,700,000

Jobs: 20 new

5-year Payroll Projection: \$608,000

Goals: 1

Strategies: Strengthens a targeted regional industry concentration.

TRW Automotive LLC – Plant Equipment Upgrade (Auburn)

TRW Automotive, a manufacturer of remote door controls and tire pressure sensors, will invest \$2.9 million to upgrade outdated equipment at its Auburn plant. Current equipment uptime is less than 60 percent, which has necessitated outsourcing product to a company plant in Illinois.

Total Project Costs: \$2,900,000

Jobs: 12 new

5-year Payroll Projection: \$2,565,885

Goals: 1, 2, 3

Strategies: Project repurposes existing infrastructure of an advanced manufacturing company that has significant potential to grow overseas sales.

Victory Sports Medicine Complex (Auburn)

Marc P. Pietropaoli MD PC (dba Victory Sports Medicine & Orthopedics) will invest more than \$4.4 million to purchase and renovate the vacant Harriet Tubman Residential Center in Auburn, to create an integrated health care, sports and wellness campus.

Total Project Costs: \$4,423,000

Jobs: 75 new

5-year Payroll Projection: \$23,124,017

Goals: 1, 3

Strategies: Project strengthens regional tourism assets and repurposes existing infrastructure.

CORTLAND COUNTY**City of Cortland – Gateway Corridor Sanitary Sewer Replacement (Cortland)**

The City of Cortland will invest \$2 million to replace a century-old sanitary sewer on Clinton Avenue, a major artery into the city center. This is part of a larger project to improve the City's Gateway Corridor from Interstate 81, as well as to ameliorate Inflow and Infiltration. The Gateway Corridor project, designed to increase traffic and commercial activity in the city's business district, involves substantial road rehabilitation. If the sewers are not replaced and subsequently fail, repairs will necessitate destroying this road.

Total Project Costs: \$2,000,000

Goals: 3

Strategies: Project invests in the revitalization of municipal cores.

Cortland Line Holdings, LLC – Plant Renovations and Equipment (Cortland)

Cortland Line Holdings, LLC, a manufacturer of fly fishing line, will invest \$685,000 to modernize its operations in the city of Cortland. The project will build a new climate controlled room, with related computer, material handling, and drying process equipment.

Total Project Costs: \$685,000

Jobs: 3 new, 50 retained

5-year Payroll Projection: \$336,000

Goals: 1, 2, 3

Strategies: Project repurposes infrastructure by investing in advanced manufacturing processes. The company has strong potential to grow international sales.

Cortland Regional Medical Center, Inc. – Facility Upgrades (Cortland)

Cortland Regional Medical Center, Inc. will renovate 9,700 square feet of the third floor nursing unit adjacent to the ICU for inpatient telemetry beds and observation/telemedicine unit.

Total Project Costs: \$3,465,000

Jobs: 657 retained

Goals: 1, 3

Strategies: Project retains a critical regional employer while expanding health care services.

C'Ville Cafe, Inc. –**Agritourism Destination Facility (Cortland)**

C'Ville Café, Inc., an affiliate of Byrne Dairy, will invest \$4.6 million to construct, equip, and market an agritourism destination in Cortlandville. The facility will include a retail store, café, amphitheater, working farm, and the ability to tour the yoghurt and cheese manufacturing facility that Byrne Dairy is constructing with the assistance of a \$1.3 million incentive from ESD.

Total Project Costs: \$4,600,000

Jobs: 15 new

Goals: 1, 3

Strategies: Project strengthens a priority industry concentration and creates a tourism destination.

MADISON COUNTY

Ariston Dairy Products, LLC (Canastota)

Ariston Dairy Products, LLC will invest \$32,060,122 to purchase, construct/renovate and equip an existing facility into a 72,000-square-foot dairy products manufacturing plant in Canastota. It will produce strained Greek yogurt and Greek feta cheese packaged for the wholesale and retail market, both within the U.S. and Canadian markets. The project will result in the creation of 95 new jobs over five years.

Total Project Costs: \$32,060,122

Jobs: 95 new

5-year Payroll Projection: \$10,222,844

Goals: 1, 2, 3

Strategies: Project strengthens industry concentration by expanding production that will increase regional exports.

Madison County Malting Project Feasibility (Morrisville)

Cornell Cooperative Extension of Madison County, in collaboration with the Madison County Malt Project, will invest \$61,000 to conduct a feasibility study for the creation of a full-scale grain malting operation in Madison County to supply malted barley, rye and wheat to the state's established and growing brewing and distilling population, including craft brewers, microbrewers, nanobrewers, home brewers and craft liquor distillers.

Total Project Costs: \$61,000

Goals: 1, 2, 3

Strategies: This agribusiness project will investigate a product that could have significant international market potential.

Marquardt Switches Inc. –

Global Technology Center (Cazenovia)

Marquardt Switches Inc. will equip and construct a 7,000-square-foot Global Technology Center that will enable the company to shorten development cycles, build new production lines and perform advance testing for sensors, switches and control products for the automotive and industrial/home markets. Without this funding, the company will need to shift jobs offshore.

Total Project Costs: \$5,092,500

Jobs: 439 existing

Goals: 1, 2, 3

Strategies: Project supports an advanced manufacturer with significant international sales.

Queensboro Farm Products, Inc. – Equipment Upgrade (Canastota)

Queensboro Farm Products, Inc. is seeking assistance to help upgrade their equipment and renovate some of its facility to become compliant with regulations in the Greek yogurt industry. This will allow the company to maintain its current market as well as grow its customer base in the yogurt manufacturing industry.

Total Project Costs: \$2,196,000

Jobs: 5 new; 40 retained

Goals: 1, 3

Strategies: Project strengthens the county's emerging agribusiness sector.

ONONDAGA COUNTY

CNY Fabrication, LLC – G.A. Braun (North Syracuse)

CNY Fabrication LLC, a design and fabrication shop, will invest \$9.5 million to construct a 100,000-square-foot addition to its existing manufacturing facility in North Syracuse, creating 30 new jobs and retaining 15 at CNY Fabrication, and retaining 150 at G.A. Braun, Inc.

Total Project Costs: \$9,591,000

Jobs: 30 new; 165 existing

5-year Payroll Projection: \$4,480,000

Goals: 1

Strategies: Project strengthens an advanced manufacturer that is actively seeking to grow international sales.

Discovery Center of Science and Technology – MOST Energy Exhibit (Syracuse)

The MOST is developing a 1,700-square-foot exhibit focused on energy, the status of Earth's non-renewable resources and alternative energy. The exhibit will be called "Energy: Powering Our Future." The exhibit will educate students and visitors on the past, present and future energy production and demand, and the human impact of Earth's climate.

Total Project Costs: \$750,000

Jobs: 33 existing

Goals: 3

Strategies: Project enhances a tourism asset by reinvesting in an existing facility in the region's urban core.

G.C. Hanford Manufacturing Co. (Syracuse)

G.C. Hanford Manufacturing Co. (Hanford Pharmaceuticals) will invest \$8 million to purchase, rehab, and equip an existing building with a new 36,000-square-foot pharmaceutical manufacturing and packaging line and clean rooms.

Total Project Costs: \$8,000,000

Jobs: 73 new; 100 existing

5-year Payroll Projection: \$ 13,252,889

Goals: 1, 3

Strategies: Project will invest in a regional priority industry and expands an existing facility in its urban core.

INFICON (Onondaga County)

INFICON, Inc., a manufacturer, of vacuum instrumentation, critical sensor technologies, and process control software for the semiconductor, flat panel display, magnetic and optical storage media, environmental health and safety, and precision optic industries, will invest \$61 million to construct and equip a new 220,000-square-foot LEED-certified facility as required to expand existing operations, creating 50 net new jobs and ensuring retention of 240 current jobs.

Total Project Costs: \$61,000,000

Jobs: 50 new; 150 retained

5-year Payroll Projection: \$9,971,000

Goals: 1, 2

Strategies: Project significantly strengthens a priority industry that is a core driver of the region's export activity.

Inner Harbor (Syracuse)

COR Inner Harbor Company, LLC Syracuse, Onondaga County, will invest more than \$350 million in a multi-phased mixed-use development of the Syracuse Inner Harbor. This phase of the project consists of the relocation of the existing historic Freight House and removal of three abandoned storage buildings. COR will also construct two 30,000-square-foot mixed-use buildings. The first floor will be commercial space and each building will have 100 apartments on the upper floors.

Total Project Costs: \$47,480,000

Jobs: 6 new

Goals: 1, 3

Strategies: Project continues support of the transformation of a critical neighborhood close to downtown Syracuse.

L. & J.G. Stickley, Inc. (Manlius)

L. & J.G. Stickley, Inc., a leading manufacturer of collector quality furniture since 1900, will expend \$3.82 million to expand its existing 1,000-square-foot facility; construct two new buildings (6,600 square feet); and purchase M&E as required to facilitate production growth in support a new "Contract Sales" opportunity with the hospitality industry. The project will result in an estimated 20 percent increase in total production volume. This project focuses on manufacturing areas that are currently constraints to growth. Without investment and growth the company will be forced to retrench and downsize.

Total Project Costs: \$3,820,000

Jobs: 50 new; 60 retained

5-year Payroll Projection: \$5,190,000

Goals: 1, 3

Strategies: Project will invest in process improvement in a critical manufacturer.

Le Moyne College – Telehealth Center (Syracuse)

Le Moyne College, in partnership with St. Joseph's Hospital Health Center, proposes a \$4,973,000 project to establish a Telehealth Center to expand access of primary health care services to underserved areas throughout the region. The project will create a "Health Care Hub" on St. Joseph's campus and a "Training Hub" on Le Moyne's campus through videoconferencing technology and equipment.

Total Project Costs: \$4,973,000

Goals: 1, 3

Strategies: Project expands access to health care through anchor institution collaboration and investment.

Loguen's Crossing (Syracuse)

COR Real Property Company, LLC will invest more than \$300 million to redevelop the former Kennedy Square housing project in Syracuse into a mixed-use urban neighborhood to include 140,000-square-foot restaurant and retail space, 230,000-square-foot of office space, and 280 apartments and townhouses, adjacent to the CNY Biotech Accelerator.

Total Phase Project Costs: \$24,500,000

Jobs: 25 new

Goals: 1, 3

Strategies: Project continues site improvements and infrastructure development of a critical site adjacent to the education campuses on University Hill.

Near Westside Initiative – Saltmakers Redevelopment (Syracuse)

The Near Westside Initiative, Inc. will invest \$1,880,000 to renovate 23,000 square feet of third floor space in a 48,000–square-foot vacant former industrial warehouse, located at 110 Marcellus Street in Syracuse's Near Westside neighborhood, into arts-based mixed-use space. Interior and exterior building improvements will include new roof, exterior windows, water supply connections, sprinkler systems, elevator/staircase repair, HVAC systems, electrical/plumbing, structural repairs, thermal improvements and renovations to bathrooms and demising walls. Upon completion, the project will create arts-based retail space, artists' studios, craft and exhibit space, and 15 indirect artisan jobs.

Total Project Costs: \$1,880,000

Goals: 1, 3

Strategies: Project continues the anchor-institution-supported revitalization of an urban neighborhood in Syracuse.

Onondaga County Department of Water Environment Protection – Agrana Foods Infrastructure (Baldwinsville)

Onondaga County Department of Water Environment Protection will invest \$738,800 to upgrade the Baldwinsville-Seneca Knolls Wastewater Treatment Plant to support development of a new \$40 million industrial fruit processing facility to be operated by Agrana Fruits Inc. in Lysander, a project that will attract 120 new jobs.

Total Project Costs: \$738,800

Goals: 1

Strategies: Project enhances infrastructure to support the continued development of the agribusiness industry.

PEMCO Washington LLC (Syracuse)

PEMCO Group, a real estate development company, will invest approximately \$20 million to rehabilitate a vacant former office building in downtown Syracuse into mixed-use space, including 68 apartments, and 92,000 square feet of Class-A office and retail space. Built in the 1970s, the building has been vacant for 18 years and has fallen into disrepair.

Total Project Costs: \$19,981,582

Jobs: 85 construction

5-year Payroll Projection: \$390,000

Goals: 3

Strategies: Project repurposes a critical property in Downtown Syracuse.

Syracuse Community Health Center, Inc. Phase 2 – Building and Infrastructure Improvements (Syracuse)

Syracuse Community Health Center, Inc. will invest up to \$5,512,000 to implement Phase 2 of a four-phase project to develop a health care campus in existing buildings in the 800-900 block of South Salina Street in Syracuse. Phase 2 involves infrastructure /streetscape improvements in the neighborhood that will benefit the health center and local employers, as well as roof replacement and façade refurbishment for the center's older main facility.

Total Project Costs: \$5,512,000

Jobs: 19 new; 347 existing

Goals: 1, 3

Strategies: Project expands health care services and continues the revitalization of its urban campus.

Syracuse Fiber Recycling, LLC (Syracuse)

Syracuse Fiber Recycling, LLC, a green manufacturer and the leading producer of dairy animal bedding in New York State, will invest \$759,678 to renovate their existing dilapidated manufacturing facility in Syracuse, and to purchase new machinery and equipment as required to upgrade their product line.

Total Project Costs: \$759,678

Jobs: 2 new; 9 existing

5-year Payroll Projection: \$400,000

Goals: 1

Strategies: Project strengthens a priority industry concentration.

Syracuse University – Façade Program III (Syracuse)

Syracuse University will invest \$250,000 to administer Round III of the Connective Corridor Façade Improvement Program, providing funding assistance to improve the physical and aesthetic conditions of properties within and adjacent to the Connective Corridor in downtown Syracuse, thereby enhancing the urban experience. This is a continuation of a highly successful program funded through ESD that encourages redevelopment of urban core properties by businesses and nonprofit organizations in ways that open them up to higher usage, while respecting, preserving and highlighting the unique or historical character of individual properties. Two previous rounds have resulted in 56 façade improvement projects.

Total Project Costs: \$250,000

Goals: 1, 3

Strategies: Project continues the anchor institution driven reinvestment in downtown Syracuse's core.

SUNY Oswego – Active Aging and Community Engagement Center (Syracuse)

SUNY Oswego will invest \$407,811 to repurpose 2,000 square feet of office space at the SUNY Oswego Metro Center in the Atrium Building in downtown Syracuse to accommodate the new Active Aging and Community Engagement Center (AACE). The project includes renovations and equipment purchases to create a research laboratory supporting the center's entrepreneurial mission with relation to active aging, a lab to train mental health students to work with the aging, and related support spaces.

Total Project Costs: \$407,811

Goals: 3

Strategies: Project repurposes infrastructure in the region's central business district.

SUNY Upstate Medical University – CNY Biotech Accelerator Phase 3 (Syracuse)

SUNY Upstate Medical University will invest \$3,000,000 for the phase three interior build-out of the CNY Biotech Accelerator Center (BAC) located in the Loguen's Crossing Development in Syracuse. This phase of the project will complete the interior build out of the building so it can become fully functional. The BAC offers incubation space for biotech entrepreneurs and encourages the commercialization of technologies developed at SUNY Upstate and SUNY ESF.

Total Project Costs: \$3,000,000

Jobs: 35 new

Goals: 1, 2, 3

Strategies: Project encourages investments in research and entrepreneurship in a priority industry concentration. It is also located in a targeted site for redevelopment.

YMCA of Greater Syracuse – Northwest Family YMCA Construction (Lysander)

The YMCA of Greater Syracuse will invest \$17,000,000 to construct and equip a 100,000-square-foot YMCA facility within the Timber Banks Development in the Town of Lysander. The new facility will include a child care center, an aquatic center, an indoor track, an arts center, and a healthy living center dedicated to supporting cancer survivors and preventing chronic diseases. The project will result in approximately 200 new jobs in Onondaga and Oswego Counties.

Total Project Costs: \$17,000,000

Jobs: 200 new

5-year Payroll Projection: \$14,230,000

Goals: 3

Strategies: Project adds new lifestyle services to an expanding community in Onondaga County

3Gi CNYIP, Inc. (Manlius)

3Gi CNYIP, Inc. will invest approximately \$3,432,000 to implement the second phase of a three phase, five-year project to establish the Central New York Inland Port, a 115-acre cargo logistics park in Manlius that supports import, export and distribution to the U.S. and international markets. Phase 2 will include the construction of a Container Pooling Operation for freight loading/unloading capabilities, warehousing, storage and other functions. Phase 1 of the project received \$420,000 in CFA Round 2 funding for land acquisition and other planning and development costs.

Total Project Costs: \$3,432,000

Jobs: 20 new

5-year Payroll Projection: \$3,070,000

Goals: 2

Strategies: Project adds transportation infrastructure that will support import, export and distribution to the U.S. and international markets.

706 North Clinton Redevelopment (Syracuse)

706 North Clinton, LLC will invest \$8,136,400 to acquire and redevelop 706-716 N. Clinton Street, located at the entry to the Syracuse Inner Harbor and Franklin Square neighborhood, into Class A commercial office space for the financial and medical service industries. Approximately 19,000 square feet will be demolished and 37,500 square feet will be completely renovated. Bailey & Haskell Associates, a development partner, plans to create approximately 50 jobs over the first five years of operation at the project location.

Total Project Costs: \$8,136,400

Jobs: 50 new

Goals: 1, 3

Strategies: Project invests in a targeted neighborhood in Syracuse and will attract businesses in key industry sectors.

OSWEGO COUNTY

CNY Raceway Park

Central New York Raceway Park, Inc. will complete wetland mitigation, storm water management, traffic and environmental studies, as well as construction of new I-81 access to support the company's \$36.7 million multi-use tourism destination for motor sports, trade shows, banquets, concerts, entertainment and education. The complex will be constructed on 150 acres of undeveloped land adjacent to U.S. Route 11 and I-81 in Hastings. The project received \$2 million ESD funding through CFA Round 2 for creation of 340 construction jobs and 150 permanent jobs.

Total Project Costs: \$11,824,000

Goals: 1

Strategies: Project continues support for the development of tourism assets in Oswego County.

Filtration Lab USA Inc. – Equipment Purchase (Oswego)

Filtration Lab USA Inc. will purchase and install two new production lines that will produce low to medium efficiency air filtration products.

Total Project Costs: \$650,000

Jobs: 25 new; 29 existing

5-year Payroll Projection: \$1,423,125

Goals: 1, 2, 3

Strategies: Project targets the clean energy sector and will assist the company in expanding into international markets.

Operation Oswego County, Inc. – Manufacturing and Innovation Facility Construction (Schroeppel)

Operation Oswego County, Inc., the county economic development organization, is proposing to invest \$1,225,000 to construct a 15,000-square-foot incubator facility on a three-acre site at the Oswego County Industrial Park in Schroeppel. The new incubator, to be named the Manufacturing and Innovation Facility will accommodate up to three companies in 5,000 square feet each, and meet some of the significant demand for smaller light industrial space in the area.

Total Project Costs: \$1,225,000

Goals: 1, 2

Strategies: Project significantly strengthens priority industries by providing start up support and acceleration.

Southern Graphic System, LLC – Equipment Purchase (Phoenix)

Southern Graphic System, LLC, will purchase a chrome plating line and expand its copper plating line to improve its competitiveness in the gravure printing engraving business. This \$2.2 million equipment purchase and renovation project will retain 26 jobs and create six jobs.

Total Project Costs: \$2,200,000

Jobs: 6 new; 26 retained

5-year Payroll Projection: \$1,500,000

Goals: 1, 2

Strategies: Project strengthens an advanced manufacturer that will help increase international business.

3 Opportunity Agenda

3.0 SUMMARY

Central New York has recently made great strides to restore prosperity and improve quality of life across the region. Significant challenges persist, however, particularly within the many Central New York communities that experience entrenched poverty. In response to these conditions, the CNY REDC plan has established a framework for targeting strategic investments within distressed geographies, as evidenced by dozens of REDC priority projects within these neighborhoods, leading to millions of dollars in investment to date. A strong network of leaders has converged to leverage the region's assets, particularly anchor institutions and anchor businesses, to drive economic development in these areas. These investments are critical to the long-term stability and advancement of the region, as they spark growth and offer hope in communities long plagued with blight, crime, and economic stagnancy.

History has proven, however, that economic investments do not guarantee economic opportunities or increased prosperity for those who live in distressed communities. Central New York's Opportunity Agenda acknowledges this reality and calls for strategies that offer low-income individuals the resources and points of access they need to capitalize on economic development happening within their communities.

The Central New York Opportunity Agenda represents a commitment to provide traditionally impoverished populations the opportunity to share in the region's increasing prosperity. Its goals are to:

- **Increase employment rates and wages for the unemployed and under-employed**
- **Increase the financial capacity of impoverished communities through asset building**
- **Foster a sense of ownership and leadership among traditionally marginalized communities within their local geographies**

These goals will be achieved through collaborative place-based initiatives that align with regional strategies and leverage the investments and leadership of anchor institutions and businesses. The foundation for achieving these goals is linking low-income residents to career opportunities by aligning the needs of employers with the talents of individuals. Beyond employment, it is imperative to expand services that help newly employed residents improve their financial capacity and build assets. Finally, it is critical to cultivate entrepreneurship within distressed communities so that residents invest in their neighborhoods and emerge as the next generation of community leaders. The agenda helps establish best practices within target districts in Syracuse's inner city that can be scaled and replicated throughout the region.

3.1 STATEMENT OF OPPORTUNITY

Poor communities face barriers to economic participation for complex and myriad reasons. The story is often rooted in a long history of disinvestment within key areas. As industry and employment left communities, low-income residents became increasingly isolated and subject to the ills of poverty. The CNY REDC plan begins to address this by targeting investments within distressed communities, thus catalyzing economic growth.

The CNY REDC Opportunity Agenda identifies other marginalizing forces that must be addressed for poor communities to more fully participate in a renewed economy. Fundamental issues include:

- Lack of access to employment opportunities in fields that offer career pathways
- Lack of education/credentialing and/or misalignment between individual skill sets and industry needs
- Lack of social and political capital among low-income populations (e.g., limited networks of opportunity)

- A disconnect between the services of community-based programs and employer needs/market demands
- Lack of financial literacy and limited financial assets/capital
- Inadequate resources needed to address common poverty challenges

While the reasons behind and challenges associated with poverty are complex and difficult to overcome, the future of the region depends on addressing these issues. A comprehensive strategy that fosters economic opportunity, self-sufficiency, and prosperity within distressed communities will have a dramatic ripple effect on the entire region. It is critical to increase wages and develop assets in stagnant communities to circulate more capital in local economies. Significant decreases in poverty should dramatically reduce social service costs, which can decrease taxes and allow the region to be more economically competitive with other parts of the state and country. With increased economic capacity, low-income communities will begin to see increases in owner occupancy, decreases in vacancy, and increasing property values. Finally, increased prosperity leads to greater stability and lower crime rates, reducing the costs related to law enforcement. All of these elements are part of a comprehensive strategy for making Central New York an even better place to live and prosper for future generations.

The Opportunity Agenda is meant to apply to distressed areas across the region. To begin, the council recommends targeting Syracuse's urban core neighborhoods, where poverty is disproportionately prevalent but where economic growth has begun (largely because of REDC investments). Focusing on distressed Syracuse neighborhoods—particularly on the North, South and West sides—is an opportunity to strategically leverage not only the investments but also the leadership of anchor institutions and businesses that are engaged in these issues. A core of Syracuse anchor institutions is behind many pilot strategies, which can be scaled and replicated across the region as they are evaluated and documented.

3.2 OPPORTUNITY AGENDA STRATEGIES

❖ **Strategy: Linking Low-Income Residents to Quality Jobs through a Dual-Client Model**

While there is no easy or singular approach for addressing the challenges of poverty, linking people to quality jobs is perhaps the most effective baseline strategy. An effective regional workforce strategy should be predicated on a “dual-client model,” where employer needs for a quality and stable workforce are addressed—and low-income residents are connected to career opportunities. This requires a community-wide workforce development effort, which knits together employers, economic and workforce development leaders, training and educational providers, and community-based organizations—each playing a discrete role within a larger strategy.

This concept has already been piloted successfully within Syracuse's North and Near West Side neighborhoods, through the Skill Train model, where construction and health care training programs have been delivered with high levels of success—and where community residents have been linked to job opportunities created by REDC investments. The Opportunity Agenda seeks build upon these efforts and expand them into other parts of the City of Syracuse (particularly on the South Side).

Challenges addressed:

- Lack of access to employment opportunities in fields that offer career pathways
- Lack of education/credentialing and/or misalignment between individual skill sets and industry needs
- Lack of social and political capital among low-income populations (i.e. limited networks of opportunity)
- Inadequate resources needed to remediate common poverty challenges

❖ **Strategy: Assist Low-Income Residents in Achieving Financial Stability**

As more effective workforce initiatives are developed, linking low-income residents to careers in emerging industries, it is also critical to have strategies for helping people work toward financial stability—and ultimately prosperity. Such strategies should bring together Community Development Financial Institutions (CDFIs), community-based organizations, and other relevant partners to offer services and tools, such as financial literacy and counseling, credit repair, individual development accounts, and first-time homebuyer programs.

Challenges addressed:

- Lack of financial literacy and limited financial assets/capital
- A disconnect between the services of community-based programs and employer needs/market demands

❖ **Strategy: Help Residents Develop Businesses in Their Communities through Targeted Business Development and Incubation Programs**

Finally, the Opportunity Agenda seeks to expand business development and incubation programs that target inner-city residents and help them develop and own businesses within their communities. These programs should specifically help increase levels of business education, access to business resources and mentorship, and access to credit and capital. Such programs exist within the city and have recently been aligned through a New York State Hot Spot application; future community business development efforts should build upon this proposed model.

Challenges addressed:

- Lack of access to employment opportunities in fields that offer career pathways
- Lack of social and political capital among low-income populations (e.g., limited networks of opportunity)
- A disconnect between the services of community-based programs and employer needs/market demands
- Lack of financial literacy and limited financial assets/capital

3.3 IMPLEMENTATION PLAN

A core group of nonprofit, educational, institutional, and business leaders convened in summer 2013 to develop the CNY Opportunity Agenda. The Opportunity Agenda Task Force will now focus on implementing the Opportunity Agenda strategies. The OA Task Force will work throughout the remainder of 2013 to develop an implementation plan and will look to launch the plan within a limited geography (inner-city Syracuse) in January 2014. This process will include formalizing the coalition of organizations, institutions, and businesses responsible for implementation; identifying funds and other resources required for effective implementation; engaging neighborhood-level stakeholders to help inform implementation tactics; and refining methods of evaluation.

Beginning in 2014, the CNY REDC and OA Task Force will pilot Opportunity Agenda strategies by initiating a cohesive group of targeted programs in workforce development, asset development, and small business and social enterprise development. The expectation is that these programs will lead to increased levels of employment, wealth, and business ownership among minority populations within distressed Syracuse neighborhoods. In a pilot period, these outcomes will be positive but not robust enough to show significant statistical impact on a regional level. However, based upon their success at a neighborhood scale, the CNY REDC and OA Task Force will develop a platform to advocate for the resources required to scale and replicate Opportunity Agenda strategies across the region.

The OA Task Force will evaluate the process and impact in Syracuse of these strategies, starting in 2014 and into 2015. In late 2014, the OA Task Force and other CNY REDC members will engage key stakeholders from across the region to develop the next phase of an implementation plan, when CNY Opportunity Agenda strategies will be delivered in other parts of the region (including smaller cities and rural communities).

Implementation Timeline*Phase I: October 2013 – December 2013*

- Convene leaders from business, philanthropy, education, and nonprofits to form workforce development coalition, dedicated to a refining and expanding the Skill Train model of workforce development. The group will identify the necessary tactics and resources for expanding programs

in health care and construction. These programs will be robustly deployed in key neighborhoods within Syracuse's North, South and West Side neighborhoods.

- Develop a strategy for asset development, in partnership with regional Community Development Financial Institutions (CDFIs). The strategy should focus on creating a more robust set of programs that help low-income residents improve their credit and accrue wealth and capital. Asset development programs should be aligned with strategies related to economic opportunity creation (particularly workforce development) and should employ the following tools: financial literacy and counseling; credit repair; individual development accounts and other matched savings programs; first-time homebuyer programs; and special lending products. Specific attention in this planning phase should be dedicated to strategies for incentivizing investment within distressed areas (e.g., minority home ownership in transitional urban neighborhoods). This planning phase should identify the appropriate CDFIs and other partners required to implement effective programs within target Syracuse neighborhoods. Funding requirements and potential funding sources should be identified.
- Based upon Central New York's New York State Hot Spot application, CNY business incubators and business development programs will be convened to develop a collaborative, multi-site strategy for accelerating entrepreneurship among marginalized populations and within distressed communities. Partners will identify specific resources and programs dedicated to these goals and will work to create a robust, collaborative and communitywide platform for business development—first in targeted Syracuse neighborhoods and then across the region. This strategy should include tactics that offer culturally appropriate business education; customized technical assistance; mentorship; and increased access to capital. Additionally, the strategy should include defined programs that would offer assistance and incentives to emerging entrepreneurs to locate their businesses within distressed communities.

Phase II: January 2014 – September 2014

- Implement workforce programs within targeted Syracuse neighborhoods; rigorously evaluate outcomes related to recruitment, graduation, job placement, and retention.
- Continue to research new industries for expanding the workforce model, with a particular focus on logistics, financial services, advanced manufacturing, agribusiness, and hospitality.
- Develop resources required to implement asset development strategies, and prepare to launch three to four high-impact programs within Syracuse inner city neighborhoods in the latter half of 2014.

- Pilot and evaluate existing Entrepreneurship programs within the CNY Hot Spot network. Develop the resources necessary to expand these programs—particularly the resources necessary for lending and locating businesses in transitional communities. These resources should potentially overlap with other CNY REDC projects (e.g. a proposed mixed-use historic renovation project, in which community-owned businesses will be located).
- Continue to engage regional stakeholders towards a plan to replicate Opportunity Agenda strategies beyond Syracuse.

Phase III: October 2014 – December 2014

- Launch pilot asset development programs.
- Continue to launch workforce development programs.
- Evaluate and document process and begin preliminary data analysis on first rounds of workforce and entrepreneurship programs.
- Develop an expanded entrepreneurship development strategy that will offer a coordinated approach to training, technical assistance, mentorship, and financing.
- Engage community-level leadership outside of Syracuse to finalize regional replication methods for Opportunity Agenda Strategies. Prepare to launch expanded program by January 2015.

3.4 PERFORMANCE MEASURES

The CNY Opportunity Agenda is designed to develop economic capacity among low-income communities. The basic premise of the Agenda is to leverage economic growth to foster economic opportunities and generate upward mobility among low-income populations; help upwardly mobile residents accrue wealth and incentivize them to reinvest within their own communities; and to foster community-owned businesses within distressed or transitional neighborhoods.

Successful implementation of these strategies, at a regionally significant scale, should have a transformative impact. These strategies can reasonably be predicted to reduce rates of poverty; decrease blight and vacancy in distressed neighborhoods; and reduce the overall costs of social services to local and state governments. While these impacts represent the ultimate goals within the Opportunity Agenda, it is imperative to understand that these impacts are only possible in the long term and will depend on variables beyond the Opportunity Agenda strategies. The Opportunity Agenda is best evaluated based upon the outputs and outcomes related to its strategies.

Opportunity Agenda Performance Metrics Year 1

Process		Output	Progress	Outcome
Workforce Development	Skill Train workforce model implemented within target neighborhoods	8 programs run in 2014 on North, West and South Side neighborhoods, training more than 100 low-income individuals in construction and health care	Job placement in high-growth industries	90 low-income residents placed in career-track positions within emerging regional industries
Business Development	Business development programs organized and targeted toward minority and low-income entrepreneurs	30 minority entrepreneurs established businesses within Hot Spot incubators/programs	Minority-owned businesses launched within distressed communities	6 minority-owned businesses prepared to launch within targeted urban business districts
Asset Development	Asset development programs formalized and launched	\$1 million in collective resources accrued toward asset development programs	Increased investment within distressed communities among low-income residents	<ul style="list-style-type: none"> • 20 to 30 residents opening individual development accounts • 20 residents enrolled in first time homebuyer programs • 6 applicants qualified for small business loans



Priority Projects

4.0 PRIORITY PROJECTS

The CNY REDC remains laser-focused on selecting priority projects that tie directly to its strategic goals and target industry sectors, advance new opportunities, and provide a strong return on investment to the State of New York.

As mentioned in Part 2, funding of the CNY REDC's 35 priority project requests will leverage \$31,727,001 in CFA funding to generate \$299,593,893 in total project costs, retain 378 jobs, result in the direct creation of 810 new jobs, 1,168 construction jobs, and 1,602 indirect jobs, produce a five-year payroll of \$92,013,760, and leverage a return on investment of 11.34. Of the requested ESD funding, \$26,357,001 is requested in grant funding and \$5,370,000 in Excelsior credits.

These recommended projects will impact every community in the CNY region and advance strategic objectives in significant ways. The council has worked hard to identify projects that will grow the region's cities and towns, while also rewarding the collaborative ventures among businesses, industries and anchor institutions. Project descriptions are included in Part 2.

Additionally, the CNY REDC recommends three projects that will leverage \$6,347,200 in Cleaner Green Communities funding to generate \$8,648,200 in total project costs. The council also recommends the Urban Partnership for Economic Opportunity to receive \$100,000 in Opportunity Agenda funding which will leverage a total project cost of \$211,000, and the CNY Hot Spot Council to receive \$100,000 in Innovation Hot Spot funding which will leverage a total project cost of \$375,000.

Twelve projects advance the region's goal of supporting interregional collaborations. All of the 35 recommended priority projects address at least one of the region's strategic goals, 27 projects (75 percent) meet at least two goals, and seven projects (20 percent) meet all three of the region's goals.



Round 3 Priority Projects The following table provides an overview of the priority projects recommended for funding in Round 3 of the Regional Council and CFA process.

Project Name	CFA#	Grant	Excelsior Request	Total Project Cost	Five-year Payroll Cost	Existing Jobs	Retained Jobs	Projected Direct Jobs	Projected Indirect Jobs	Projected Construction Jobs	ROI	Goals*	Transformational Initiative	Collaborative Projects
Cayuga County														
Cayuga County—Dredging Little Sodus Bay	26825	\$15,000		\$300,000					5	4	4.30	1, 3	Food-to-Market, Tourism-Arts-Culture, Municipal Cores	
Johnston Paper Company, Inc.—Expansion	29292	\$400,000		\$4,700,000	\$608,000	46		20			5.65	1		
Marc P. Pietropoli MD PC Victory Sports Medicine Complex	32530	\$800,000		\$4,423,000	\$2,312,407	40		75		20	34.09	1, 3		
TRW Automotive, LLC—Plant Equipment Upgrade	31959	\$290,000	\$290,000	\$2,900,000	\$2,565,885	357		12			9.42	1, 2, 3	Municipal Cores	
Cortland County														
City of Cortland—Gateway Corridor Sanitary Sewer Replacement	31745	\$100,000		\$2,000,000						15	13.33	3	Municipal Cores	
Cortland Line Holdings, LLC—Plant Renovations and Equipment	31812	\$200,000		\$685,000	\$336,000	50		3		2	3.33	1, 2, 3	Municipal Cores	
Cortland Regional Medical Center, Inc.—Facility Upgrades	30117	\$1,039,500		\$3,465,000		657				100	3.33	1, 3	Municipal Cores	
C’Ville Cafe, Inc.—Agritourism Destination Facility	31108	\$250,000		\$4,600,000				15		20	4.18	1, 3	Food-to-Market, Tourism-Arts-Culture	✓
Madison County														
Ariston Dairy Products	31471	\$1,300,000	\$1,300,000	\$32,060,122	\$10,222,844			95		42	13.11	1, 2, 3	Food-to-Market, Municipal Cores	✓
Cornell Cooperative Extension of Madison County—Madison County Malting Project Feasibility	32549	\$30,500		\$61,000							2.00	1, 2, 3	Food-to-Market	✓
Marquardt Switches Inc.—Global Technology Center	28685	\$776,500	\$242,000	\$5,092,500		439				50	5.00	1, 2, 3		
Queensboro Farm Products, Inc—Equipment Upgrade	26769	\$450,000	\$43,000	\$2,196,000	\$1,250,000	40		5			1.00	1, 3	Food-to-Market, Municipal Cores	✓
Onondaga County														
3Gi CNYIP, Inc.—3Gi CNYIP Phase II CPO Construction	26840	\$686,400		\$3,432,000	\$3,070,000			20	300	81	1.99	2	Municipal Cores	✓
706 North Clinton, LLC—706 North Clinton Redevelopment	29358	\$500,000		\$8,136,400				50		40	10.85	1, 3	Municipal Cores	
CNY Fabrication, LLC—G.A. Braun	28556	\$1,900,000		\$9,591,000	\$4,480,000	165	165	30		50	4.78	1	Innovate Upstate	
COR Inner Harbor	31256	\$1,500,000		\$47,480,000							23.75	1, 3	Municipal Cores, Waterfront Revitalization	
Discovery Center of Science and Technology—MOST Energy Exhibit	27128	\$120,000		\$750,000		33					2.50	3	NYERIC, Tourism-Arts-Culture	✓
G.C. Hanford	30940	\$1,600,000		\$8,000,000	\$13,252,889	100		73		40	11.19	1, 3	Municipal Cores	
INFICON	24055	\$3,700,000	\$2,300,000	\$61,000,000	\$9,971,000		150	50	1000	250	7.89	1, 2	Innovate Upstate, Municipal Cores	
L. & J.G. Stickley, Inc.	31772	\$764,000	\$670,000	\$3,820,000	\$5,190,000	818	60	50			5.47	1, 3		
Le Moyne College—Telehealth Center	30642	\$985,000		\$4,973,000						70	5.04	1, 3		✓
Loguen Crossing Redevelopment	31329	\$750,000		\$24,500,000				25			32.67	1, 3	Municipal Cores	
Near Westside Initiative—Case 3 Unit Saltmakers Redevelopment	28902	\$1,200,000		\$1,880,000					15	14	1.57	1, 3	Municipal Cores, Tourism-Arts-Culture	
Onondaga County Department of Water Environment Protection—Agrana Foods Infrastructure	32160	\$184,700		\$738,800					120	15	4.00	1	Food-to-Market	
PEMCO Washington LLC	32093	\$2,800,000		\$19,981,582	\$390,000					85	5.95	3	Municipal Cores	
SUNY Oswego—Active Aging and Community Engagement Center	31974	\$81,562		\$407,811							5.00	3	Municipal Cores	
SUNY Upstate Medical University—CNY Biotech Accelerator Phase 3	29653	\$500,000		\$3,000,000			3	35	100	40	1.00	1, 2, 3	Innovate Upstate, Municipal Cores, NYERIC	✓
Syracuse Community Health Center, Inc. Phase 2—Building and Infrastructure Improvements	31424	\$780,000		\$5,512,000		347		19		20	5.00	1, 3	Municipal Cores	
Syracuse Fiber Recycling	26272	\$148,839		\$759,678	\$400,000	9		2	7	10	2.44	1		
Syracuse University—Façade Program III	32195	\$250,000		\$250,000							1.00	1, 3	Municipal Cores, Tourism-Arts-Culture	
YMCA of Greater Syracuse—Northwest Family YMCA Construction	26876	\$985,000		\$17,000,000	\$14,230,000			200	30	188	31.71	3	Tourism-Arts-Culture	
Oswego County														
CNY Raceway Park	31097	\$750,000		\$11,824,000							15.77	1	Tourism-Arts-Culture	✓
Filtration Lab USA Inc.—Equipment Purchase	27308	\$75,000	\$325,000	\$650,000.00	\$1,423,125	29		25		2	5.18	1, 2, 3	Municipal Cores	
Operation Oswego County, Inc.—Manufacturing and Innovation Facility Construction	31906	\$245,000		\$1,225,000					25	10	3.55	1, 2	Municipal Cores	✓
Southern Graphic System, LLC—Equipment Purchase	28057	\$200,000	\$200,000	\$2,200,000	\$1,500,000	26		6			9.25	1, 2		
Sub Total (ESD projects)		\$26,357,001	\$5,370,000	\$299,593,893	\$92,013,760	3,156	378	810	1,602	1,168	11.34			
Cleaner Greener Communities														
Auburn Hydroelectric Capital Improvement Project	30911	\$2,500,000		\$3,350,000								2, 3		
Home Headquarters	30418	\$1,972,200		\$2,798,200								2, 3		
Madison County Plastics2Oil	32213	\$1,875,000		\$2,500,000								1, 2		
Subtotal (Cleaner Greener Communities)		\$6,347,200		\$8,648,200										
Opportunity Agenda														
Urban Partnership for Economic Opportunity	31711	\$100,000		\$211,000							2.11	1, 2, 3	Municipal Cores	✓
Subtotal (Opportunity Agenda)		\$100,000		\$211,000										
Innovation Hot Spot														
CNY Hot Spot Council	27876	\$100,000		\$375,000							3.75	1, 2, 3	Innovate Upstate	✓
Subtotal (Innovation Hot Spot)		\$100,000		\$375,000										
TOTAL		\$32,904,201	\$5,370,000	\$308,828,093	\$92,013,760	3,156	378	810	1,602	1,168				
*Goal 1 —Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets												35 Projects meet at least 1 goal (100%)		
Goal 2 —Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies												27 Projects meet at least 2 goals (75%)		
Goal 3 —Revitalize our Region’s Urban Cores, Main Streets, and Neighborhoods												7 Projects meet all 3 goals (20%)		
												12 Projects advance interregional collaborations		

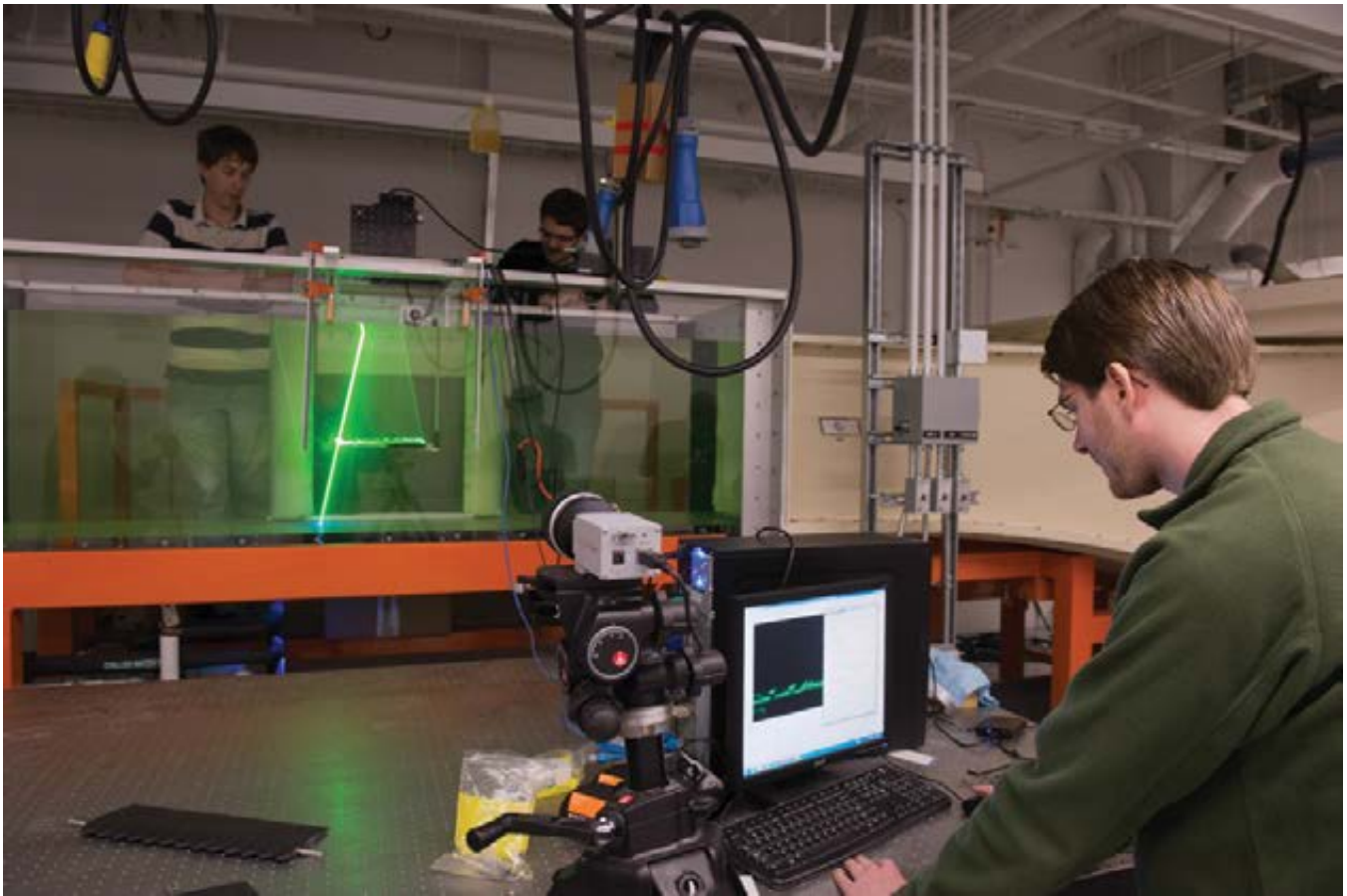
4.1 ADDITIONAL STRATEGIC PROJECTS (CFA-RELATED STATE AGENCY FUNDING APPLICATIONS)

The CNY REDC received and reviewed additional CFAs for state agency funding. Like the priority projects, these additional projects are key contributors to the region's transformation. The council's review and recommendation of these projects in Round 3 continue efforts to align the missions of state agencies to the goals and strategies of the council.

The council applied the region's strategic goals and considered the opportunities defined by its Transformational Initiative teams to prioritize 54 projects focused on targeted areas of strategic development in the region.

All of the 56 strategic projects meet at least one of the region's strategic goals, 18 (32 percent) meet two or more goals, and 1 (2 percent) advance all three of the CNY REDC's goals. These 56 projects applied for \$17,100,994 in CFA-related state agency funding (19 percent of total project costs), which would leverage \$90,883,123 in total project costs.

When these projects are coupled with the priority projects and transformational initiatives, the region is well positioned to strengthen targeted industries, improve the region's competitiveness in the national and global economies, and revitalize the region's urban and rural communities.



Courtesy of Syracuse University

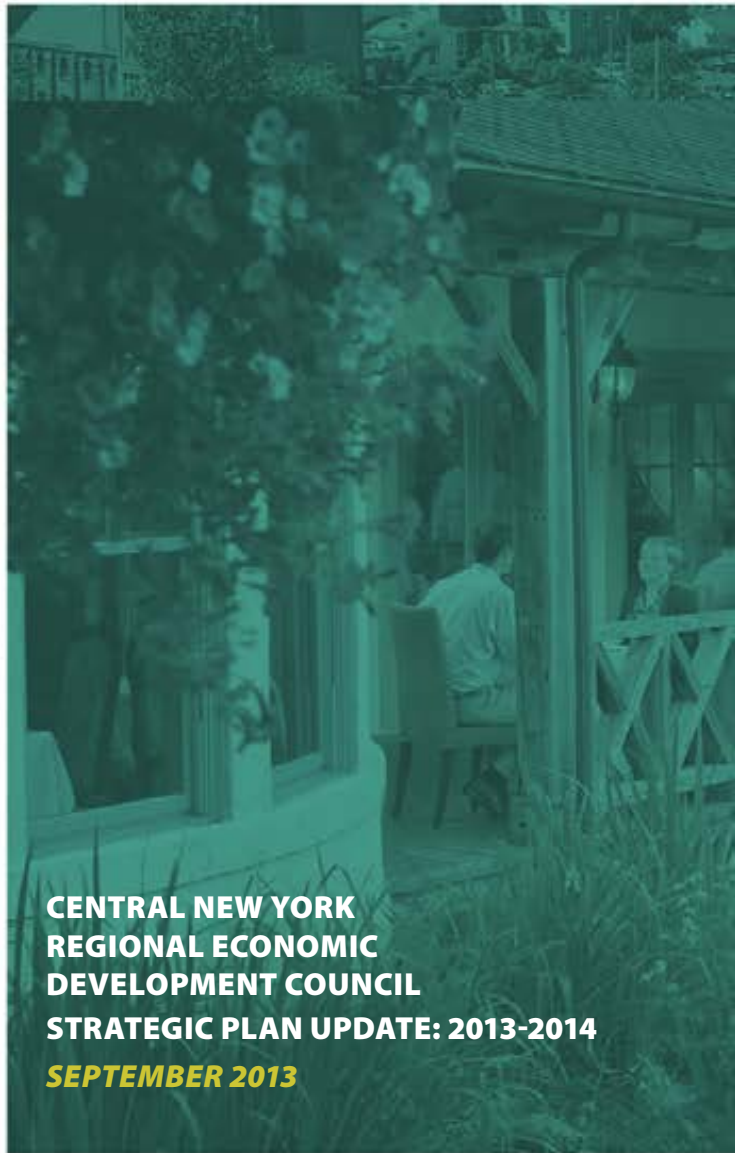
Round 3 Additional Strategic Projects (CFA-related State Agency Funding Applications)

Application Number	Business/Project Name	Eligible Agencies	County	Project Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
Arts									
27526	CNY Arts Inc—CNY Arts Economic Development 2013	Arts, ESD	Onondaga	Implementation of a regional marketing strategy; enhancements to existing social marketing system; building a widget for art groups and other industries to utilize and enhance their consumers' experiences and making gotocnyarts anytime, anywhere; advertising the multi-platform cultural calendar across six county region; a kiosk project amongst regional partners and Convention and Visitors Bureaus; education and outreach programs for registrants (artists, arts, culture, history and heritage groups, businesses and corporations).	1	Municipal Cores	\$200,000	\$318,000	63%
30012	SU Theatre Corp—Syracuse Stage	Arts	Onondaga	Purchase of a new Digital Sound Console for Syracuse Stage to allow for increased inputs and outputs, allow for versatility and capability, and lessen the need for extra equipment. This will allow Stage to remain competitive in attracting national theater artists to Syracuse as well as meet audience expectations for quality sound reproduction.	1, 3	Municipal Cores; Tourism, Arts and Culture	\$49,500	\$100,079	49%
30913	Syracuse University Office of Arts Engage—Arts Engage	Arts	Onondaga	Project will consist of five commissions and public performances. Performing choral groups will participate by invitation. The program will result in five world premiers of new compositions performed in unique locations along the Connective Corridor. The culminating performance will partner a nationally recognized composer with Syracuse Vocal Ensemble.	1, 3	Municipal Cores; Tourism, Arts and Culture	\$83,800	\$182,600	46%
31073	Onondaga Historical Association—Skānoñh Planning	Arts, Parks	Onondaga	Planning/design to repurpose the under-utilized facility and grounds at 6680 Onondaga Lake Parkway (Liverpool) into a Haudenosaunee (Iroquois) heritage museum and didactic landscape of recreational trails, with interpretive signage, named the Skānoñh-Great Law of Peace Center. It will focus on the profound Native influence on our current American way of life through Haudenosaunee art, culture, and heritage. The Center will include a Native American health food café and retail store featuring Native arts and crafts, and will promote heritage tourism, health and wellness, environmental awareness, and Native sports (focused on lacrosse) to enhance economic, cultural, recreational, and educational development of our community and region.	1, 3	Tourism, Arts and Culture	\$105,000	\$210,000	50%
32022	Syracuse Poster Project—Internships	Arts	Onondaga	Support stipends to secure upper tier interns to support the Syracuse Poster Project.	3	Municipal Cores	\$4,480	\$4,480	100%
31645	Central New York Jazz Arts Foundation Inc—CRAVE II	Arts	Onondaga	Building on the progression of goals inherent to the ongoing CRAVE process of increasing the perception of the value of the arts, the proposed 2014 event has two new goals: to regionalize the CRAVE process, and to focus conference activities on exposition of national models (successes and failures) that sought to create economically viable urban arts live/work/perform spaces and areas.	3	Tourism, Arts and Culture	\$56,000	\$112,000	50%
Total							\$498,780	\$927,159	54%
DEC									
27753	C2AE—Town of Scriba Sewer System Study	DEC	Oswego	Complete a town-wide sanitary sewer system feasibility study. Currently portions of the town sewer and wastewater is sent to the City of Oswego. The development of businesses (Novelis, Nuclear Power Plants, etc) within the town could greatly increase based on installing a reliable system.	2		\$24,000	\$30,000	80%
31745	City of Cortland—Clint Street Sewer	DEC, ESD	Cortland	Replacement of 100+ year old sanitary sewer. This is part of a larger project to improve the city's Gateway Corridor from I-81 and also to ameliorate Inflow and Infiltration.	2		\$150,000	\$2,000,000	8%
31919	Onondaga County Department of Water Environment Protection—BSK WWTP Evaluation	DEC	Onondaga	To provide the county with a comprehensive inspection and evaluation of treatment systems, equipment and structures, while providing prioritized recommendations for phased capital improvement projects over a 5-year period that will allow the county to rehabilitate the waste water treatment plant to extend the useful service life, reduce energy usage, comply with current applicable building codes and provide continued consistent compliance with permit limits at the BSK WWTP. The engineer will also include planning level forecasts for 10-year and 20-year Capital Improvement Planning (CIP), and green/ sustainable recommendations where warranted.	2		\$50,000	\$352,169	14%
31920	Onondaga County Department of Water Environment Protection—Breverton WPCP Evaluation and Design	DEC	Onondaga	To provide a comprehensive inspection and evaluation of treatment systems, equipment and structures, while providing prioritized recommendations for phased capital improvement projects over a 5-year period that will allow the county to rehabilitate the facility to extend the useful service life, comply with current applicable building codes and provide consistent compliance with permit limits. The evaluation will include planning level forecasts for 10-year and 20-year Capital Improvement Planning (CIP). The evaluation will include green/sustainable recommendations where warranted, while focusing on value-added/innovative solutions as part of this evaluation (GHG and energy conservation). The evaluation will also include recommendation for aeration blower and diffuser replacements as an energy efficiency components.	2		\$50,000	\$300,663	17%
32132	Village of Cleveland—Cleveland Engineering Study	DEC	Oswego	Perform an engineering study of existing wastewater treatment plant (WWTP) and low-pressure collection system. The study would include an evaluation of alternative improvements to existing head-works, aeration and pumping equipment, unit processes, sludge dewatering including composting and control systems in an effort to identify energy savings opportunities and increase efficiency.	2		\$24,000	\$30,000	80%
32368	Barton Loguidice PC—Town of Sullivan East Sullivan Sewer District II Correction Program	DEC	Madison	An inflow and infiltration study aimed at identifying within an existing sewer collection system and developing rehabilitation recommendations. The work will involve flow metering, nighttime flow monitoring, televising, smoke testing, and dye testing. Results from the investigation will be summarized in a correction plan report that will be used by the town to correct the I/I sources.	2		\$30,000	\$36,000	83%
32383	City of Fulton—II Study	DEC, DOS	Oswego	Evaluation of Infiltration and Inflow within the sanitary sewer collection system. The evaluation will be limited to sewer sub drainage area's Ia,IIa,IIa,b,b,d,e; which includes Nestle Ave, SE, SW, Forest Ave, E. Edgewater and Morin Dr. Pumping Stations. We expect to identify sources of I&I to be eliminated from the system reducing the burden of the system, energy and operational costs and local flooding.	2		\$72,000	\$72,000	100%
Total							\$885,000	\$3,380,170	26%

Application Number	Business/Project Name	Eligible Agencies	County	Project Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
DOL									
28556	CNY Fabrication—GA Braun Inc.	DOL, ESD	Onondaga	CNY Fabrication LLC, an affiliate of G.A. Braun, Inc. will add a 100,000 sq. ft. addition to its existing manufacturing facility to support the vertical integration, new business development, and strategic domestic and international business growth initiatives. This project will create at least 30 new full time jobs, and is vital to the retention of 15 full time positions within CNY Fabrication, and 150 full time positions. This project will include energy improvement and training for existing and new employees. The company plans to invest \$6.35M in the construction of the new facility, and more than \$3.15M in capital equipment.	1, 2		\$2,941,000	\$9,500,000	31%
29156	Pathfinder Industries—Pathfinder Industries Manufacturing	DOL	Oswego	ISO 9001 quality related training on site at Pathfinder Industries Inc. by a qualified training provider and will include 4 specific courses to provide the Pathfinder employee team with the knowledge to implement and maintain an ISO 9001 quality system. The skills acquired during this training project are transferable between most industries. Certificate of completion will be awarded to all employees who successfully show competence in the course.	1, 2		\$30,000	\$32,500	92%
29456	Syracuse Jet Real Estate Management LLC—Syracuse Jet Facility	DOL, ESD	Onondaga	Provide new regional access for unscheduled aircraft charter operators and aircraft owners a choice for aircraft storage, ground support, offices, parking, reception, conferencing space and fuel service at Syracuse Hancock International Airport as an alternative to the single operator presently controlling price and service levels on the field. Located at the main entrance to the airport, this \$7M project will be a visible sign of growth and renewed vibrancy in the community to the nearly 2 million commercial airport travelers. It is also designed to transform the private and charter air travelers' impression of CNY as a premium destination as they arrive into a first class facility and experience high customer service levels.	2		\$2,000,000	\$7,000,000	29%
30940	GC Hanford Manufacturing Co. dba Hanford Pharmaceuticals—Oneida Street Expansion	DOL, ESD	Onondaga	Project consists of a pharmaceutical manufacturing and packaging line that will occupy approximately 36,000 sq. ft. A series of environmentally controlled clean rooms will be constructed to facilitate the necessary equipment being installed and to house the overall manufacturing line to meet the stringencies of humidity, temperature and pressure regulation within the process area. New jobs will result relative to the manning of this line in both manufacturing and packaging; an expected 40 workers will be needed initially to properly oversee the line.	1, 2		\$1,900,000	\$8,000,000	24%
31239	Tony Baird Electronics Inc.—TQM	DOL	Onondaga	A Total Quality Management (TQM) system; training includes meeting the Aerospace Standard 9100C and technical employee training to the J-Standard for Soldering of electronics, with a goal to meet aerospace requirements and create manufacturing jobs for advanced tech manufacturing opportunities in the future. These occupational skills will be able to be implemented in any industry or sector trainees decide to enter into.	1, 2		\$17,000	\$32,000	53%
31555	Murphy and Nolan Inc.—Quality Lean	DOL	Onondaga	Training program to upgrade skills in the various Quality and Improvement processes, and is key to maintaining our current employment levels and averting layoffs.	2		\$19,200	\$19,200	100%
31644	Indian Springs Manufacturing Co. Inc.—ISO2008	DOL	Onondaga	Three training courses designed to increase the manufacturing competitiveness of Indian Springs Manufacturing at its manufacturing plant in Baldwinsville. The courses are to train in-house auditors to the ISO 9002-2008 standard, provide quality control and measurement techniques/skills for all manufacturing employees and quality staff, and establish an overall quality improvement/lean manufacturing system. As a result of the training, Indian Springs will be able to complete internal audits per ISO 9002-2008 for ISO registration, establish a quality control and inspection system, and increase production efficiencies through quality/lean implementations.	2		\$12,480	\$19,410	64%
32553	Anthony River Inc.—ARI	DOL	Onondaga	Provide ISO 9001 Quality System related training for all Shop employees. The skills gained by our employees such as auditing and problem solving are useful and transferable to any industry in the Manufacturing and Service provider's including health care and education.	2		\$25,000	\$25,000	100%
Total							\$6,944,680	\$24,628,110	28%
DOS									
27133	Cayuga County—Emerson Park Improvements	DOS, Parks	Cayuga	To redevelop the park's boat launch in an effort to accommodate the growing number of visitors each year. Other improvements are needed to the access road leading into the park, the entrance and exit road, the concrete curbing along entrance and exit roads, the sea wall that supports the boat tie up area, and the wooden boardwalk running along the shoreline.	1	Tourism, Arts and Culture	\$357,650	\$545,450	66%
29937	Oswego County Opportunities Inc.—2013 CSBG JART	DOS	Oswego	The project will address Oswego County's high unemployment rate and the need to align the education and skills of workers to the demand of employers in the region. Job Skill Development activities will be provided to low-income youth and adults in Oswego County who are at or below 125% of the federal poverty line as determined by the Office of Management and Budget; are unemployed or underemployed; and have a desire to participate in services.	2, 3		\$100,000	\$125,000	80%
26825	Cayuga County—Dredging Little Sodus Bay	DOS	Cayuga	Cayuga County will oversee the dredging of 15,000 cubic yards of sediment in Little Sodus Bay Harbor. The total project costs are \$300,000; the county is seeking grants of \$15,000 from ESD and \$135,000 from Local Waterfront Revitalization.	1, 3	Municipal Cores; Tourism, Arts and Culture; Food to Market	\$135,000	\$300,000	45%
30953	City of Syracuse—Downtown Retaining Wall	DOS	Onondaga	Reconstruct a 120-foot long gap in a retaining wall along the western side of Onondaga Creek, located between West Fayette and Walton Streets, in downtown Syracuse, while also adding enhancements, such as stone cover and public art platforms, which will contribute to a sense of place along the Onondaga Creekwalk.	2	Municipal Cores	\$332,000	\$664,500	50%
30958	Oswego County—Central New York Regional Recreation and Heritage Plan	DOS	Oswego	Establishment of a regionally inter-linked recreational and heritage network of public waterfront access, community revitalization, hiking trails, bikeways, scenic byways, natural areas, working landscapes, historic sites, rural hamlet mixed use districts, museums, festivals, events and other points of recreational and heritage interest. A plan will be developed for inter-connectivity, low impact use and resource protection, balanced with development of improved access, related economic development, and establishing a regional identity and way-finding system to guide future visitors along interlinking recreational and heritage routes connecting Central New York's unique and interesting places.	1	Municipal Cores; Tourism, Arts and Culture	\$65,000	\$130,000	50%
31200	LDACNY—Pathways to Employment	DOS	Onondaga	Through a supportive employment program that assists individuals with learning difficulties that significantly impact their ability to obtain and maintain employment, program expects to provide services to 45 individuals, placing 25 in competitive employment and having 20 remain competitively employed long term, helping to show an improved change their economic status. Pathways will be provided in Onondaga and Oswego Counties.	2, 3		\$99,420	\$128,102	78%
Total							\$1,089,070	\$1,893,052	58%

Application Number	Business/Project Name	Eligible Agencies	County	Project Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
EFC									
27518	SUNY ESF—ARB	EFC	Onondaga	Construct an integrated green infrastructure system as part of the Academic Research Building (ARB) project on a 2.5 acre site at the SUNY-ESF campus in Syracuse. The building is programmed as a state-of-the-art research lab and will occupy roughly 1/3 of the site. The remaining area will contain a significant green space comprised of native plantings, earthworks, paving and the green infrastructure system. The system will provide an ongoing continuing education site, and help to mitigate the region's issues with CSO's.	1, 2, 3	NYERIC	\$500,000	\$624,758	80%
29870	O'Brien & Gere—Village of East Syracuse North Center Street and West Yates Street Green Improvements	EFC	Onondaga	Use rain gardens, porous pavement, tree plantings, and pavement/sidewalk reduction to provide Green Infrastructure Improvements at 2 location within the village. Both projects will improve storm water quality within by replacing impervious surfaces with green infrastructure practices. The improvements will also reduce the amount of runoff contributing to ongoing sanitary sewer overflows the village has been dealing with through an ongoing DEC Consent Order.	2, 3	Municipal Cores	\$221,000	\$221,000	100%
30273	Barton and Loguidice—Fayetteville Gateway GIGP	EFC	Onondaga	Construct green infrastructure improvements to enhance a section of NYS Route 5 (East Genesee Street) between the intersections of Burdick Street on the west and Highbridge Street on the east.	2, 3	Municipal Cores	\$557,100	\$619,000	90%
30303	City of Auburn—Auburn Tree Restoration and Storm Water Management Project	EFC	Cayuga	The Auburn Tree Reforestation and Storm water Management Project will 1) Complete a Comprehensive Tree Inventory and Management Plan to identify new tree planting locations and include an emerald ash borer preparedness plan; 2) Remove impervious concrete sidewalks and metal tree grates within the Auburn Downtown BID and replace with porous paving/ grate materials as an approach to wet weather management, storm water infiltration and capture of pollutants; 3) Plant 300 street trees in the Auburn Downtown BID and low-to-moderate income neighborhoods to increase the collection and filtering of storm water.	2		\$485,000	\$559,338	87%
Total							\$1,278,100	\$1,464,758	87%
ESD Market NY									
31108	C'Ville Cafe, Inc.—Agritourism Destination Facility	ESD	Cortland	Construct an agritourism destination adjacent to the yoghurt and cheese plant that its company's owner, Byrne Dairy, is constructing in Cortlandville. Included are a store, café, amphitheater, working farm, and plant tours.	1, 3	Food-to-Market; Tourism, Arts and Culture	\$750,000	\$12,434,000	8%
29974	Finger Lakes Tourism Alliance—Wine Water and Wonders	ESD	All Finger Lakes region counties (14) and Niagara County	Measure economic impact for Upstate New York through the Wine, Water and Wonders program. Grant will allow significant inroads into the Chinese market, increase business from our current target markets of France, Germany, and the United Kingdom through sales missions, trade show attendance and travel writer visits, and enable development of several initiatives other regions can use when marketing themselves internationally. In addition, the investment with BrandUSA will allow us to leverage federal funds earmarked for international tourism promotional programs.	1	Tourism, Arts and Culture	\$200,000	\$300,000	67%
31372	Syracuse Convention and Visitors Bureau—CNY Branding	ESD	Onondaga	Conduct a Destination Branding Campaign to be used for generating media relations opportunities, television commercials, a hired Canadian spokesperson (specifically in Ottawa), outdoor advertising and needed support systems. This level of funding will guarantee three full seasons of promotional exposure in 2014. The SCVB is aiming for a marketing ROI of 36 to 1 by 2016, as well as a 10 to 15% annual growth in room occupancy tax collections.	1	Tourism, Arts and Culture	\$370,000	\$659,000	56%
27128	Discovery Center of Science and Technology—MOST Energy Exhibit	ESD	Onondaga	The MOST is developing a 1700 sq. ft. exhibit focused on energy, the status of the Earth's non-renewable resources, and alternative energy. The exhibit will be called "Energy: Powering Our Future."	1, 3	Municipal Cores; Tourism, Arts and Culture	\$180,000	\$750,000	24%
Total							\$1,500,000	\$14,143,000	11%
NYSERDA									
29757	City of Cortland—Cortland Zoning	NYSERDA	Cortland	Zoning updates for Cortland, including a thorough analysis of the city's current zoning code, paying particular attention to use, density, and bulk regulations, and amending as appropriate, to encourage future mixed use development, housing variety, greater development densities, and infill development. LEED principles will be used to supplement and amend the current code where needed.	2	Municipal Cores	\$112,000	\$150,000	75%
30064	Oswego County—Comprehensive plan update	NYSERDA	Oswego	Update its comprehensive plan to incorporate a greenhouse gas inventory and energy efficiency plan that were both recently completed, with a goal to lead the rest of the county by example by including this data and establishing goals and strategies that others may use to take the steps we have taken to reduce GHGs and conserve energy in their homes and businesses.	2	Municipal Cores	\$60,000	\$1,925,000	3%
30900	City of Syracuse—Zoning Rewrite Project	NYSERDA	Onondaga	Rewriting the Syracuse zoning ordinance to promote mixed-use, pedestrian-friendly, dense, urban infill development. Deliverables include a new zoning ordinance and zoning map, along with web and print materials that clearly illustrate the development approvals process.	2, 3	Municipal Cores	\$400,000	\$549,000	73%
Total							\$572,000	\$2,624,000	22%
HESC									
29356	Onondaga Community College Foundation—Summer Success Academy	HESC	Onondaga	Onondaga Community College will work with faculty to redesign and more closely align the current OCC Career Exploration course objectives with CNY REDC priorities to introduce Summer Say Yes Academy students to meaningful career and job exploration in the region's primary industry clusters. This will help the students determine an academic path before their first semester of college and will align their academic schedule pursue with the academic major and/or credentials needed access their intended career.	2, 3	Say Yes, Municipal Cores	\$50,000	\$210,592	24%
Total	\$50,000	\$210,592	24%						
AmeriCorps									
31854	Oswego City County Youth Bureau—Oswego AmeriCorps	ONCS	Oswego	AmeriCorps members will be located at the Department of Social Services and provide financial literacy services and housing services for economically disadvantaged individuals. Members will act as advocates, develop and teach workshops on various aspects of both topics, visit customers in their homes and work with landlords.	3		\$13,125	\$208,715	6%
Total							\$13,125	\$208,715	6%

Application Number	Business/Project Name	Eligible Agencies	County	Project Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
Parks									
31946	Town of DeWitt—Willis Carrier Recreation Center	Parks	Onondaga	Build a one-of-a-kind, all-inclusive outdoor multi-sports complex to be enjoyed by all residents and visitors of Central New York. The facility, also referred to as the Challenger Field of Dreams will provide a permanent home to the Syracuse Challengers Little League Baseball Division, which offers more than 200 children with physical and developmental disabilities the opportunity to play baseball.	3	Tourism, Arts and Culture	\$700,000	\$10,694,000	7%
27115	Village of Cazenovia—Lakeland Park Planning and Development	Parks	Madison	Develop a vision and master plan for Lakeland Park and Carpenter's Barn, the historic structure located in the park, that includes greater connectivity between the park and the Barn and a plan for the rehabilitation of the interior for multiple public purposes that enhance the recreational use of the park.	3	Tourism, Arts and Culture	\$22,000	\$44,000	50%
27617	City of Cortland—Wickwire Pool	Parks	Cortland	Refurbish pool and make more energy efficient and accessible, to keep it as an important community asset, enabling people of all ages and abilities an enjoyable and safe place to swim.	3	Municipal Cores	\$500,000	\$915,000	55%
28084	Kasoag Trailblazers Snowmobile Club—2013 Groomer Grant	Parks	Oswego	Replace the clubs aging snowmobile trail groomer, which it uses to maintain approximately 48 miles of New York State Corridor trail.	1	Tourism, Arts and Culture	\$127,200	\$159,000	80%
28283	Winona Forest Recreation Association—WFRA 2013 Equipment	Parks	Jefferson/Oswego	Replace existing (year 2000, 7' wide) groomer and drag with new groomer and drag (8' wide). This will allow all multiple use, woodland trails in the Winona State Forest to be groomed with one pass.	1	Tourism, Arts and Culture	\$143,560	\$179,450	80%
30514	Peoples Community Development Corporation—Save 711 The Benediction Cafe	Parks	Onondaga	Stabilize, restore and repurpose the oldest African-American church in Syracuse as a multi-purpose community space and café, the Benediction Café. The project is proposed in two phases: Phase 1 will stabilize and remediate the former structure, restore important features of the exterior and interior, improve accessibility and prepare the interior for its transformation into the café and multi-purpose community space; Phase 2 focuses on interior build-out along with business plan and financial proforma planning, marketing and program development for the proposed Benediction Café. The Café will have a strong social enterprise mission, including a hands-on, food service, jobs training program for both youth and adults of the community.	3	Municipal Cores	\$500,000	\$912,368	55%
31413	Village of Lacona—Lacona Park Project	Parks	Oswego	Conversion of a privately owned parcel into a public park. Funds will be used towards the acquisition of the property, site work to prepare the parcel and installation of picnic accommodations and park equipment for children of all abilities (Phase I).	3	Municipal Cores	\$48,979	\$65,305	75%
26362	Seward House Museum—Seward House Project	Parks	Cayuga	Creation of a multipurpose space and a new visitor's entrance. Issues addressed are the museum's limitations of scale versus increasing tourism due to nearby music theater festival, providing easier access for bus groups to an adjacent municipal lot, increasing the number of restrooms, expanding our educational programming, creating a rentable space to increase revenue, increasing the available space to hold visitors waiting for tours to begin, and preservation of threatened building space due to decades of negligence. A Cultural Landscape Report is also attached to this project as a preservation and planning tool.	1, 3	Municipal Cores; Tourism, Arts and Culture	\$403,500	\$538,000	75%
Total							\$2,445,239	\$13,507,123	18%
HCR									
27579	County of Onondaga Community Development—Village of Camillus Main St. Program	HCR	Onondaga	Six commercial storefronts along two blocks of Main Street (Genesee Street) in the Village of Camillus will be restored to reflect the character of this late nineteenth century village. All improvements will emphasize energy conservation.	3	Municipal Cores	\$200,000	\$501,935	40%
27618	Village of Homer—Homer NY Main Street 2	HCR	Cortland	Renovate 3 buildings in the Central Business District, including 6 commercial and 5 residential units. \$144,600 in private funds will be leveraged.	3	Municipal Cores	\$200,000	\$344,600	58%
28622	Downtown Committee of Syracuse—Main Street	HCR	Onondaga	Encourage building renovation projects in Downtown Syracuse for the Jefferson-Warren Corridor Revitalization program. Funds would encourage residential development on the upper floors of buildings, to support the development of vacant and underutilized storefronts, and to fund facade improvements. The Downtown Committee envisions awarding three to five residential grants, and three to five retail space and/or facade improvement grants to successful applicants.	3	Municipal Cores	\$200,000	\$23,100,000	1%
30407	Cayuga Economic Development Agency—John Street Restoration	HCR	Cayuga	Renovations of 29 East Genesee, a mixed-use building at the corner of East Genesee and John St. East Hill, which will improve the aesthetic dynamic of the area, attracting businesses, jobs and commerce and increasing residential occupancy rates.	3	Municipal Cores	\$150,000	\$482,439	31%
31079	City of Oswego—Oswego West Side Sewer Project	HCR	Oswego	Sewer Rehabilitation in Phase 1 Part 2 of Oswego Consent decree project. This \$2.3 million project will require \$600,000 of CDBG public infrastructure funding to close the gap between the city's sewer user increases and the indebtedness that has already been manifested.	2	Municipal Cores	\$600,000	\$2,300,000	26%
31792	City of Cortland—Cortland Main Street Program II	HCR	Cortland	Renovate 4 buildings in its historic downtown and build upon the success of its first NYMS grant. This includes facade renovations to all 5 buildings and interior renovations to 10 commercial and 7 residential units. Nearly \$400,000 in private funds will be leveraged. This is the second phase of the city's upper floor redevelopment strategy.	3	Municipal Cores	\$200,000	\$600,000	33%
31960	Oswego Housing Development Council Inc—OHDC Redfield School House Apartments	HCR	Cortland	Renovate a six unit multi-family affordable housing rental complex, which also houses a community food pantry and the Redfield US Post Office. The building is a historic structure, the exterior is in need of repairs such as re-pointing, painting and replacing of windows and window sills, insulation and an update to the fire escape.	3	Municipal Cores	\$75,000	\$100,000	75%
29031	Northeast Hawley Development Association Inc—NYMS Grant Blvd	HCR	Onondaga	Assist mixed-use structures and streetscape enhancements along the 1600 to 1800 blocks of Grant Blvd, known as the Butternut Circle/Grant Blvd. corridor, including commercial space renovations covering up to 9 storefronts, up to 11 residential units, and streetscape improvements. Project will leverage an additional \$267,470 in private investment and result in approximately 42 temporary construction jobs, and will create or retain 38 permanent full-time positions.	3	Municipal Cores	\$200,000	\$467,470	43%
Total							\$1,825,000	\$27,896,444	21%
TOTAL							\$17,100,994	\$90,883,123	19%
*Goal 1—Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets						56 Projects meet at least 1 goal (100%)			
Goal 2—Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies						18 Projects meet at least 2 goals (32%)			
Goal 3—Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods						1 Project meets all 3 goals (2%)			



**CENTRAL NEW YORK
REGIONAL ECONOMIC
DEVELOPMENT COUNCIL
STRATEGIC PLAN UPDATE: 2013-2014
SEPTEMBER 2013**



CAYUGA | CORTLAND | MADISON | ONONDAGA | OSWEGO



CENTRAL NEW YORK

Regional Economic Development Council

APPENDICES



2013-2014
STRATEGIC PLAN UPDATE

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APPENDIX A

A. Transformational Initiative Team Members

Agriculture and Food to Market

Beth McKellips, Cornell Cooperative Extension (Co-Chair)

Nancy Weber, Oswego County Farm Bureau/Owner of Mexican Pride Farm, Mexico, NY (Co-Chair)

Martin Butts, Small Potatoes

Andrew Fish, Cayuga County Chamber of Commerce

Chris Fowler, SyracuseFirst

Lynette Wright, Cornell Cooperative Extension

Broadband Investment

Alice Kim, Time Warner Cable (Chair)

Michael Busse, Dielectric Laboratories, Inc.

Jason Chiesa, Empire State Development

Jim Fayle, Empire State Development

Michael Spagnola, Comp Direct USA

Chris Stewart, U.S. Department of Agriculture

NYE-RIC

Ed Bogucz, Syracuse Center of Excellence in Environmental and Energy Systems (Co-Chair)

Cornelius Murphy, Ph.D., SUNY College of Environmental Science and Forestry (Co-Chair)

Chris Carrick, Central New York Regional Planning and Development Board

Peter King, King+King Architects

Matthew Marko, CH2MHill

Andrew Maxwell, Syracuse-Onondaga County Planning Agency

Waterfront Revitalization

Ben Walsh, City of Syracuse (Chair)

Terry Madden, O'Brien & Gere

Ed Michalenko, Onondaga Environmental Institute

Carl Thomas, City of Syracuse

Say Yes to Education

Andy Breuer, Hueber-Breuer (Co-Chair)

Deborah Stanley, SUNY Oswego (Co-Chair)

Nicole Adsitt, Cayuga Community College

Gradin Avery, SUNY Cortland

Nicole Blumin, St. Joseph's Hospital Health Center

Pat Driscoll, Say Yes to Education

Kristine Duffy, SUNY Onondaga Community College

Kristi Eck, SUNY Oswego

Jannette Evans, SUNY Morrisville

Robert French, SUNY College of Environmental Science and Forestry

Howard Gordon, SUNY Oswego

Michael Johnson, SUNY Cortland

Karen Knapik-Scalzo, New York State Department of Labor

Anneke McEvoy, SUNY Oswego

Frank Panzetta, St. Joseph's Hospital Health Center

Timothy Penix, SUNY Morrisville

Juanita Perez-Williams, New York State Department of Labor

Eric Persons, Syracuse University

David Rogers, SUNY Morrisville

Don Saleh, Syracuse University

Ann Sedore, Crouse Hospital

APPENDIX A

A. Transformational Initiative Team Members (continued)

Tourism, Arts & Culture

David Holder, Syracuse Convention and Visitors Bureau (Co-Chair)

Jeff Woodward, Syracuse University/Syracuse Stage (Co-Chair)

Michael Ameigh, SUNY Oswego

Steve Butler, CNY Arts

Linda Dickerson, Syracuse University

Ben Eberhardt, Colgate Inn

Carey Eidel, Auburn Public Theater

Gary Grossman, Bousquet Holstein

Steven Kern, The Everson Museum

Terri Toennies, Oncenter

Mary Vanouse, City of Oswego

Dan Young, CenterState CEO

Innovate Upstate

James Breuer, Hueber-Breuer Construction Co., Inc. (Co-Chair)

Robert M. Simpson, CenterState CEO (Co-Chair)

Joseph Charles, Fust Charles Chambers LLP

John Clark, Pyramid Brokerage Co.

Anthony Collins, Ph.D., Clarkson University

Ruben Cowart, DDS, Syracuse Community Health Center

MacLaren Cummings, Terakeet

Daniel Feng, Progressive Expert Consulting, Inc.

Carol Fletcher, C.R. Fletcher Associates, Inc.

James Fox, P.E. O'Brien & Gere

Madelyn Hornstein, Dermody, Burke & Brown, CPAs, LLC

Darlene Kerr

Daniel Larson, D.M.A., Cayuga Community College

Gregory Loh, Eric Mower + Associates

Allen Naples, M&T Bank

David Nutting, VIP Structures

Municipal Core Reinvestment

Marilyn Higgins, Syracuse University (Co-Chair)

Merike Treier, Downtown Committee of Syracuse (Co-Chair)

Dan Buyer, NYS Office of Homes and Community Renewal

Jason Chiesa, Empire State Development

Jim Fayle, Empire State Development

Carl Ford, NYS Department of Transportation

Jennifer Haines, City of Auburn

Joe Hucko, Washington St. Partners

Adam Megivern, Cortland Downtown Partnership

Kerry Queri, Home Headquarters

Dan Queri, Granite Development

Dominic Robinson, CenterState CEO

Mary Vanouse, City of Oswego

APPENDIX B

B. Regional Priority Team Members

Opportunity Agenda

Tim Penix, Syracuse Educational Opportunity Center (Co-Chair)

Marilyn Higgins, Syracuse University (Co-Chair)

Jackie Carlton Leaf, Seven Valleys Health Coalition

Walt Dixie, Jubilee Homes

Julius Edwards, Dunbar Center

Carolyn Evans Dean, Jubilee Homes

Maarten Jacobs, Near Westside Initiative

Ann Kubarek, Cayuga Works Career Center

Trish Ottley, Cayuga Seneca Community Action Agency

Sharon Owens, Southwest Community Center

Rita Paniagua, Spanish Action League

Juanita Perez-Williams, New York State Department of Labor

Dominic Robinson, Northside UP

David Rufus, Southeast Gateway

Merike Treier, Downtown Committee

Interregional Collaboration

Jim Fayle, Empire State Development

Robert M. Simpson, CenterState CEO

Jack Webb, Alliance Bank

Randall Wolken, Manufacturers Association of Central New York

Engage Local Government Officials

Michael Chapman, Cayuga County Legislature

Andrew Fish, Cayuga County Chamber of Commerce

Kipp Hicks, Madison County IDA

Kevin Millington, New York State Department of State

Juanita Perez-Williams, New York State Department of Labor

L. Michael Treadwell, Operation Oswego County, Inc.

Garry VanGorder, Cortland County Business Development Corporation

Next Generation Job Linkage Advisory Committee

Carla DeShaw, Cayuga Community College (Co-Chair)

Anastasia Urtz, Onondaga Community College (Co-Chair)

Jim Fayle, Empire State Development

Jeff Grimshaw, SUNY Oswego Workforce Development Board

Kevin LaMontagne, Fulton Companies

Juanita Perez-Williams, New York State Department of Labor

David Rogers, SUNY Morrisville

Ann Marie Taliercio, UNITE HERE Local 150 AFL-CIO

Randall Wolken, Manufacturers Association of Central New York

Representative of Tompkins-Cortland Community College (TBA)

Additional representative(s) of NYS Department of Labor (TBA)

Representative of OCM BOCES (TBA)

APPENDIX C

C. Public Participation

- C.1 2013 Central New York Regional Economic
Development Council “Taking the Pulse” Survey Samples
- C.2 Taking the Pulse Survey Results
- C.3 Public Meeting Notes (January 14, 2013, Onondaga County)
- C.4 Public Meeting Notes (May 23, 2013, Cortland County)

APPENDIX C 1



2013 Central New York Regional Economic Development Council Survey

This survey is being conducted by the Central New York Regional Economic Development Council (REDC). Results will help the REDC in planning future economic development related events and provide public input for the course of the CNY REDC.

1. Please provide your county of residence: Cayuga
2. Have you heard of the "new New York Works for Business" campaign to attract new companies and promote business growth across the state? Circle Yes or No Yes
3. How have you heard of the Regional Councils through any of the following? Circle those that apply:
1. TV ads 2. Social Media 3. Word of Mouth 4. Newspaper 5. Radio 6. Other _____
4. Are you familiar with Governor Cuomo's Regional Economic Development Councils? Circle Yes or No Yes
5. How important would you rate strong economic development to the overall health of your region? (Rate from 1 (not important) to 5 (very important): 1 2 3 4 5)

1. Please rank the following initiatives based upon the order of importance that you feel they play in promoting the economic health of your region. (1-8, with 1 being the most important, and 8 being least important)

- 6 Expansion of Broadband Network
- 4 Food to Market System
- 5 New York Regional Innovation Cluster
- 3 Workforce Alignment
- 7 Waterfront Revitalization
- 2 Municipal Core / Mixed Use Investment
- 1 Venture Capital Fund
- 8 Tourism, Arts, and Culture

2. How effective was your Regional Economic Development Council at outreach for public input during the current funding cycle? (Rate from 1 (not effective) to 5 (very effective): 1 2 3 4 5)

What ideas or actions do you think would be important to support the economic growth of your region?

Need a broader reach and more inclusion for everyone. Some people can't make the meetings.

Thank you for your time!
Please provide any other comments below:

APPENDIX C 1



2013 Central New York Regional Economic Development Council Survey

This survey is being conducted by the Central New York Regional Economic Development Council (REDC). Results will help the REDC in planning future economic development related events and provide public input for the course of the CNY REDC.

1. Please provide your county of residence: Onondaga
2. Have you heard of the "new New York Works for Business" campaign to attract new companies and promote business growth across the state? Circle Yes or No No
3. How have you heard of the Regional Councils through any of the following? Circle those that apply:
1. TV ads 2. Social Media 3. Word of Mouth 4. Newspaper 5. Radio 6. Other _____
4. Are you familiar with Governor Cuomo's Regional Economic Development Councils? Circle Yes or No No
5. How important would you rate strong economic development to the overall health of your region? (Rate from 1 (not important) to 5 (very important): 1 2 3 4 5 10)

1. Please rank the following initiatives based upon the order of importance that you feel they play in promoting the economic health of your region (1-8, with 1 being the most important, and 8 being least important)

- 8 Expansion of Broadband Network
- 6 Food to Market System
- 3 New York Regional Innovation Cluster
- 2 Workforce Alignment
- 7 Waterfront Revitalization
- 1 Municipal Core / Mixed Use Investment
- 4 Venture Capital Fund
- 5 Tourism, Arts, and Culture

2. How effective was your Regional Economic Development Council at outreach for public input during the current funding cycle? (Rate from 1 (not effective) to 5 (very effective): 1 2 3 4 5)

What ideas or actions do you think would be important to support the economic growth of your region?

Thank you for your time!

Please provide any other comments below:

Sys City School need help!

APPENDIX C 1



2013 Central New York Regional Economic Development Council Survey

This survey is being conducted by the Central New York Regional Economic Development Council (REDC). Results will help the REDC in planning future economic development related events and provide public input for the course of the CNY REDC.

1. Please provide your county of residence: Cortland
2. Have you heard of the "new New York Works for Business" campaign to attract new companies and promote business growth across the state? Circle Yes or No
3. How have you heard of the Regional Councils through any of the following? Circle those that apply:
1. TV ads 2. Social Media 3. Word of Mouth 4. Newspaper 5. Radio 6. Other _____
4. Are you familiar with Governor Cuomo's Regional Economic Development Councils? Circle Yes or No
5. How important would you rate strong economic development to the overall health of your region? (Rate from 1 (not important) to 5 (very important): 1 2 3 4 5)

1. Please rank the following initiatives based upon the order of importance that you feel they play in promoting the economic health of your region. (1-8, with 1 being the most important, and 8 being least important)

3 Expansion of Broadband Network

1 Food to Market System

1 New York Regional Innovation Cluster

4 Workforce Alignment

_____ Waterfront Revitalization

_____ Municipal Core / Mixed Use Investment

_____ Venture Capital Fund

2 Tourism, Arts, and Culture

2. How effective was your Regional Economic Development Council at outreach for public input during the current funding cycle? (Rate from 1 (not effective) to 5 (very effective):

1 2 3 4 5

What ideas or actions do you think would be important to support the economic growth of your region?

Thank you for your time!
Please provide any other comments below:

APPENDIX C 1



2013 Central New York Regional Economic Development Council Survey

This survey is being conducted by the Central New York Regional Economic Development Council (REDC). Results will help the REDC in planning future economic development related events and provide public input for the course of the CNY REDC.

1. Please provide your county of residence: CAYUGA
2. Have you heard of the "new New York Works for Business" campaign to attract new companies and promote business growth across the state? Circle Yes or No
3. How have you heard of the Regional Councils through any of the following? Circle those that apply:
☒ 1. TV ads 2. Social Media 3. Word of Mouth 4. Newspaper 5. Radio 6. Other _____
4. Are you familiar with Governor Cuomo's Regional Economic Development Councils? Circle Yes or No
5. How important would you rate strong economic development to the overall health of your region? (Rate from 1 (not important) to 5 (very important): 1 2 3 4 5)

1. Please rank the following initiatives based upon the order of importance that you feel they play in promoting the economic health of your region. (1-8, with 1 being the most important, and 8 being least important)

- 1 Expansion of Broadband Network
- 2 Food to Market System
- _____ New York Regional Innovation Cluster
- _____ Workforce Alignment
- _____ Waterfront Revitalization
- _____ Municipal Core / Mixed Use Investment
- _____ Venture Capital Fund
- _____ Tourism, Arts, and Culture

2. How effective was your Regional Economic Development Council at outreach for public input during the current funding cycle? (Rate from 1 (not effective) to 5 (very effective):

1 2 3 4 5

What ideas or actions do you think would be important to support the economic growth of your region?

Keep our Area
rural
Agricultural
Northen Cayuga County

Thank you for your time!
 Please provide any other comments below:

APPENDIX C 1



2013 Central New York Regional Economic Development Council Survey

This survey is being conducted by the Central New York Regional Economic Development Council (REDC). Results will help the REDC in planning future economic development events and provide public input for the course for the CNY REDC.

1. Please provide your county of residence: ONONDAGA
2. Have you heard of the "new New York Works for Business" campaign to attract new companies and promote business growth across the state? Circle Yes or No
3. How have you heard of the Regional Council's through any of the following? Circle those that apply:
☒ 1. TV ads ☒ 2. Social Media ☐ 3. Word of Mouth ☒ 4. Newspaper ☐ 5. Radio ☐ 6. Other _____
4. Are you familiar with Governor Cuomo's Regional Economic Development Councils? Circle Yes or No
5. How important would you rate strong economic development to the overall health of your region? (Rate from 1 (not important) to 5 (very important)): 1 2 3 4 ☒ 5

1. Please rank the following initiatives based upon the order of importance that you feel they play in promoting the economic health of your region. (1-7, 1 being most important / being least important)

- 7 Expansion of Broadband Network
- 6 Food to Market System
- 4 New York Regional Innovation Cluster
- 3 Workforce Alignment
- 5 Waterfront Revitalization
- 2 Municipal Core / Mixed Use Investment
- 1 Venture Capital Fund
- 8 Tourism, Arts, and Culture

2. How effective was your Regional Economic Development Council at outreach for public input during the current funding cycle? (Rate from 1 (not effective) to 5 (very effective):
 1 2 3 ☒ 4 5

What ideas or actions do you think would be important to support the economic growth of your region?

Thank you for your time!
Please provide any other comments below:

APPENDIX C 2

"Taking the Pulse" Survey Results 2013

1. Have you heard of "the new New York Works for Business"?
 - a. Yes 40% (87)
 - b. No 60% (15)

2. How did you hear about the CNY REDC:
 - a. TV 33 %
 - b. Social Media 33%
 - c. Email 11 %
 - d. Word of Mouth 11%
 - e. Newspaper 33%
 - f. Radio 22%
 - g. Other 22%

3. Are you familiar with the CNY REDC?
 - a. Yes 60%
 - b. No 40%

4. How important would you rate strong economic development to the overall health of your region? *[Rate from 1 (not important) to 10 (very important)]?*
 - a. Mean: 3.93
 - b. Mode: 5
 - c. Median: 5

5. Please rank the following initiatives based upon the order of importance that you feel they play in promoting the economic health of your region. (1-8, with 1 being the most important, and 8 being least important).

	<i>Average Rank</i>
a. Expansion of Broadband Network	5.38
b. Food to Market System	3.54
c. New York Regional Innovation Cluster	4.31
d. Workforce Alignment	3.62
e. Waterfront Revitalization	3.77
f. Municipal Core/Mixed Use Investment	4.00
g. Venture Capital Fund	3.62
h. Tourism, Arts, and Culture	4.00

6. How effective was the CNY REDC with public outreach *[Rate from 1 (not important) to 10 (very important)]?*
 - a. Mean: 1.40
 - b. Mode: 1
 - c. Median: 1.5

APPENDIX C 3

“PATH THROUGH HISTORY” PUBLIC MEETING**JANUARY 14, 2013 LE MOYNE COLLEGE****GROUP III BREAKOUT SESSION NOTES**Strengths:

1. World-class educational institutions
2. Accessible transportation
3. Abundance of attractions
4. Diversity of attractions
5. Strength of themes and pertinence to overall U.S. & State History (e.g. prison system, women’s rights, film industry, etc.)
6. Wonderful natural and man-made waterways
7. “Corridor of Conscience”
8. Overarching threads of theme across regional borders
9. Accessibility of pertinent technology
10. Great flexibility/ability to coordinate cultural tourism with recreational opportunities

Weaknesses:

1. More sites possible, but need to meet adopted criteria
2. Lack of funding
3. Lesser known/unknown stories
4. More collaboration needed
5. Plethora of themes—need a unifying thread
6. Stories important as a package, not a history lesson
7. Truncated stories diminish larger stories
8. No funding for field trips

Stories:

1. Seven overarching: Innovation, Reform, Cultures & Ethnicity, Settlement & Expansion, Architecture/Landscape Architecture/Design, Sports Heritage, Military
2. Agriculture (important to be included under innovation)
3. “Lost Boys” & “Immigration” (important to be included under Cultures & Ethnicity)
4. Osborne Family/Prison
5. Seward Family
6. Harriet Tubman
7. Legal, as well as Social Reform
8. International Harvester
9. Industry and Technology: silver, air conditioning, salt, film, etc.
10. Fort Ontario
11. Politics
12. Erie Canalway

APPENDIX C 3

13. Movements contributing to national politics and society [e.g. Women's, Native Americans (e.g. bury the hatchet")

Opportunities: *there needs to be a prioritization of funding from statewide and regional agencies as to how to cultivate and develop organizational structures so that these institutions can be "visitor ready" and also integrate their programs within the local school systems.*

1. Interpretive walking trails
2. Coordinate with recreational usage and events
3. Establish a "Social Innovation Institute" and seat of ideas
4. Use passports/tokens/incentives/creativity as ways to increase exciting opportunities (e.g. geocache)
5. Coordinate with mobile apps
6. Tie-in with hospitality sector (e.g. restaurants, inns, wine trail, etc.)
7. Integrate libraries into the network (e.g. via kiosks & cultural tourism info)
8. Capitalize on freshmen orientations & alumni weekends

Models:

9. Regional: Blue Ridge Mtns, Adirondacks, Berkshires
10. Auburn: "History's Hometown"
11. Cooperstown
12. D.C. Tourism
13. Philadelphia: National Park Service and City of Phila.
14. Williamsburg
15. Boston
16. Gettysburg
17. Charleston, S.C.
18. Chicago (e.g. Architectural Foundation)
19. Buffalo (emphasis on architecture)
20. San Francisco
21. Santa Fe
22. Albuquerque
23. Savannah
24. Paris
25. Rome
26. Spain

APPENDIX C 4

Public Participation Meeting**Breakout Session Notes****SUNY Cortland****5/23/13****Tourism**

- **Strong Points:**
 - Diversity- Festivals, food, sports and education
 - Diverse natural resources
 - New Theater
 - Byrne Dairy
 - Gravel Pits in Cortland
 - SUNY Cortland's sports complex
 - Greek Peak
 - State Fair
 - Historically Rich
 - Four Seasons
 - Rail/Canal Access
 - Recreational areas such as ski resorts, state parks, and outdoor events
- **Weak Points:**
 - Lacking regional identity, no brand/marketing plan
 - Need to create more connections to expand on things such as Greek Peak and sports complex
 - As a region, agri-tourism potential remains under-capitalized
 - Lack of a downtown Syracuse hotel
 - The lack of public transportation makes a strong tourism industry in a very large rural area difficult
- **What can be done to strengthen weak points:**
 - Create clear identity
 - Seasons
 - Marketing
 - Connecting people
 - Better Targeting
 - Better regional Marketing plan
- **Potential Projects for next round:**
 - Consolidation of resources into a comprehensive Marketing Plan
 - Regional Version of Syracuse First
 - Village of Cayuga Waterfront development
 - Arts/culture trail encompassing region
 - Redevelopment of Cortland's rock quarries
 - Projects connecting regional trains (Binghamton-Cortland-Syracuse commuters)
 - I love CNY/I love my Neighborhood

APPENDIX C 4

Broadband

- **Strong Points:**
 - Access in urban and suburban areas is strong
 - Ability to communicate is increased in our rural areas that have access to broadband
 - This is very good for safety
 - Connecting people
 - Important to businesses
 - Educational tool- lack of access is putting us behind

- **Weak Points:**
 - There are people still on dial up
 - It's a major issue in Cortland County
 - Poorer people can't afford broadband, but broadband is often required to fill out the forms for public assistance that poorer people qualify for
 - Lack of access persists in many areas
 - Weak Competition
 - Regional geography makes projects difficult to develop
 - Overall, these are expensive projects

- **What can be done to strengthen weak points:**
 - We could copy the Western Rural AHEC model (telemedicine?)
 - Invest in broadband as a large scale infrastructure project
 - Increase competition to reduce costs
 - Ensure parity of broadband accessibility to put it in line with sewer
 - Cayuga County clarity connect project – uses government emergency towers to provide wireless to rural areas. Along the same line, there can be upgrades to the overall technological infrastructure of upstate New York

- **Potential Projects for next round:**
 - Develop a comprehensive state wide network (or at least regional)
 - Community centers as broadband hubs
 - Senior education
 - Connect technology to workforce development
 - Replicating the Cayuga County clarity connect project in Elbridge

APPENDIX C 4

Food to Markets

- **Strong Points:**
 - Agriculture is a strong point locally
 - Many restaurants have begun “buy local” and “all local” campaigns
 - Transportation: Rail (local rail and trade with Washington via unitrax)
 - We have a large and diverse supply
 - It’s getting even stronger
 - Dairy is booming
 - Cornell/SUNY Morrisville
 - Increased diversity in the populations is increasing the number of people seeking niche products
 - Strong movement for slow food
 - We are in a strong position to be successful with already existing wineries, microbreweries, small producers, and niche markets.
- **Weak Points:**
 - There’s a lack of understanding the market for local produce
 - E.g. we need to change menus based on season
 - Lack of a meat processing facility to capitalize on livestock
 - High cost of transportation to outside markets
 - Lack of marketing savvy for local producers
 - Consumers appear conditioned to eat prepared foods
- **What can be done to strengthen weak points:**
 - Create educational system for local restaurants based on seasonal distributions
 - Rebuild marketing associations
 - Connecting people
 - Develop a program pertaining to training on market readiness for wholesale food safety.
 - Mediation between big suppliers like Sysco and their demands for regular food orders from their customers
 - Food use demonstrations to help teach consumers preparation techniques for “real” foods
 - Effort made in closing the distance it takes to get production to market.
- **Potential Projects for next round:**
 - Tompkins Cortland Community College is developing training programs related to local foods
 - Tompkins Cortland Community College may even be developing an associate’s degree
 - More food processing facilities to utilize local produce
 - Food training/education for healthy eating (e.g. Wegman’s /Price Rite model)
 - Training for youths to learn about healthy food and careers in agriculture

APPENDIX D

D. Internet/Broadband Survey

D.1 2013 Central New York Regional Economic Development Council Internet Survey Sample

D.2 Internet Survey Results

APPENDIX D 1



2013 Central New York Regional Economic Development Council Internet Survey

This survey is being conducted by the Central New York Regional Economic Development Council (CNY REDEC). Results will be used by the CNY REDEC to help attract internet providers and to increase internet access and speeds to communities across the region.

1. Do you have internet access available to you for purchase? Circle Yes or No
2. If yes, is it wireless (cell or other wireless carrier) or X fixed (cable, Verizon, DSL, etc)
3. If no, are you using dial-up service via a telephone line? Circle Yes or No
4. What type of Internet speed are you receiving? Mbps or X Don't know
5. Do you have internet access available to you through any public buildings such as libraries or local businesses? Circle Yes or No
6. For the purpose of determining the locations of high demand for internet access in your area, would you be willing to provide your county of residence and street address: Street: South St Auburn
County: Cayuga
7. Have you purchased internet access for your stated address? Circle Yes or No

If YES answer (B-11), if NO answer 12-14

8. What are you most likely to use the internet for?

① Work Related ② Streaming Video ③ School/Papers
④ News Sources ⑤ Social Media ⑥ Shopping
⑦ Netflix/TV ⑧ Other Entertainment

9. Do your current internet speeds meet your needs for internet use? Circle Yes or No

10. If no, how much would you be willing to pay each month for faster speed internet access?

\$20 \$25 \$30 \$35 \$40 \$45

\$50 \$50+ Other _____

11. Would you be willing to be contacted for more information if it would improve the possibility of adding increased speed internet access to your area? If yes, please provide the best way to contact you below:

12. How important is affordable and efficient Internet service to you and your family/business? (Rate from 1 (not important) to 10 (very important):

1 2 3 4 5 6 7 8 9 10
Not important Very important

13. How much would you be willing to pay for Internet access for your home or business?

520 \$25 \$30 \$35 \$40 \$45

\$50 \$50+ Other

14. Would you be willing to be contacted for more information if it would help increase the possibility of adding high speed internet access to your area? If yes, please provide the best way to contact you below:

Thank you for your time!

Please provide any additional comments on the back of this page

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Thank you.
Please provide any additional comments below:

My perception - high speed internet access is
top priority for rural economic development -
up there with water supply protection

Please send completed surveys to:
Empire State Development
620 Erie Blvd East, #112
Syracuse, NY 13204
or
Fax: 315.425.7165

For additional information: Please Contact Jason Chlesa, at Empire State Development: 315.425.9110

APPENDIX D 2

**2013 Central New York Regional Economic Development Council Internet Survey
Summary Results**

1. Do you have internet access?
 - a. Yes 85%
 - b. No 15%
2. If yes, is it:
 - a. Wireless 68.24%
 - b. Fixed 34.12%
3. If no, are you using dial-up service via a telephone line?
 - a. 8 respondents are using dial up service
4. Do you have internet access available to you through any public buildings, such as libraries or local businesses?
 - a. Yes 53.40%
 - b. No 46.60%
5. Have you purchased internet access for your stated address?
 - a. Yes 78.85%
 - b. No 21.15%

If YES answer 8-11; if NO answer 12-14
6. What are you most likely to use the internet for?
 - a. Work 72%
 - b. News Source 65%
 - c. Social Media 56%
 - d. Shopping 55%
 - e. School Work 38%
 - f. Netflix 31%
 - g. Streaming Video 30%
 - h. Other Entertainment 24%
7. Do your current internet speeds meet your needs for internet use?
 - a. Yes 23.60%
 - b. No 76.40%
8. If no, how much would you be willing to pay each month for faster speed internet access?
 - a. Average Willingness to pay: \$46.17
 - b. Most common willingness to pay: \$50.00
 - c. Median willingness to pay: \$50.00
9. Would you be willing to be contacted for more information if it would improve the possibility of adding increased speed internet access to your area?
 - a. 63% are willing to be contacted for more information.
10. How important is affordable and efficient Internet service to you and your family/business? *[Rate from 1 (not important) to 10 (very important)]*:
 - a. Average importance: 8.5
 - b. Most common response: 10
 - c. Median Response: 9
11. How much would you be willing to pay for internet access for your home or business?
 - a. Average Willingness to pay: \$38.67
 - b. Most common willingness to pay: \$45.00
 - c. Median willingness to pay: \$50.00

APPENDIX E

E. Social Media Plan

APPENDIX E

SOCIAL MEDIA PLAN

TO: PUBLIC PARTICIPATION COMMITTEE
FROM: JOEL DELMONICO, LINDSAY OTT-WILCOX, JENNIFER ZINK, AND JASON CHIESA
SUBJECT: FACEBOOK PAGE UPDATE
DATE: FEBRUARY 22, 2013

Tasked with creating a Facebook page for the CNY REDC and increasing public participation in the 3rd round of competitive funding, our social media group has come up with the following plan:

1. To create a more consistent flow of information in the process that has cyclical data drops, we are producing stories on a site donated by Clear Channel that we can then use to post more abridged stories to Facebook. The smaller posts that are more palatable to the Facebook community can then be linked to the more in-depth content on the Clear Channel page. We will start by attempting to find pictures and blurbs for one project in each of the five counties represented by the CNY REDC.

2. To increase public participation through the page, we are planning to request that each of the transformational committees come up with a survey question that we could post to increase both the public's participation and the interactive nature of the page.

3. To utilize helpful links from other state sites, such as the new New York works page, which has at least 8 separate helpful links for doing business in New York State: <http://www.thenewny.com/>. Each link can be rolled out between project stories and interactive polling to ensure that each week will have several helpful posts for our Facebook followers.

4. The Facebook page will also serve as another outlet to alert the public when public participation events occur.

APPENDIX E

FACEBOOK POSTING SCHEDULE

Our Social Media Group plans to post every 2-3 days, utilizing the Facebook “status message” feature. Facebook allows you to post text, images, as well as links to other web pages and video within each status message. Below are tentative status messages along with suggested graphics and web links.

1) Welcome to the CNY REDC Facebook page! We’ll be sharing the progress that’s happening right here, right now in our region. Most importantly, we want YOUR thoughts and feedback on the process of economic development...after all, you live and work in CNY, right?

2) What is the CNY REDC? It stands for Central New York Regional Economic Development Council and it’s one of 10 councils across the state created by Governor Cuomo. These councils are tasked with creating a plan for economic growth. Each of the ten councils competes for funding, bringing competition between the councils and creating collaboration within the regions. The strength of the plan is a major factor in determining how much funding the CNY REDC receives, and is part of how the plan is judged is based on how involved the public was in creating it, so let your voice be heard and help the CNY REDC bring future funding and projects to Central New York...

3) Wondering what projects are underway as we speak? CNY REDC’s plan covers the following 5 counties: Onondaga, Oswego, Cortland,



Image 1

APPENDIX E

Madison, and Cayuga. Here's just one example from Onondaga County...Share if you're proud to be part of the change that's happening right now. (Image 1)

4) Did you know that while CNY's economic output was roughly \$32 billion in 2009, only 10% of this output was exported? EXPORTING is one key to strengthening our economy. What do you think?

5) What signs of economic growth have YOU seen in CNY? Message us on Facebook if you'd like to share your photos or stories.

6) CNY REDC recognizes the importance of utilizing MWBEs (Minority and Women Owned Business Enterprises), that's why companies that are receiving funding are required to report on their collaboration with MWBEs. Learn more about MWBEs, here:

<http://esd.ny.gov/MWBE.html>

7) Based on feedback from the public, and an in-depth analysis of current economic conditions, CNY REDC has identified the following three goals as top priorities in making a stronger CNY!



Image 2

APPENDIX E

8) Chances are, you're wondering, "how can my organization or business apply for funding?" If you have a project in the Central New York Region, then please visit the programs page to see what funding you may be eligible for: Take some time to analyze how your application fits into the CNY REDC plan for growth, and then apply here:

<https://apps.cio.ny.gov/apps/cfa/>

9) Members of the CNY REDC were at the New York State Fair last summer, surveying fairgoers. One question we asked was, "have you heard of the CNY Regional Council?" and only 42.9% of survey respondents said yes. We want to change that. Share this graphic with your Facebook friends to help spread the word... (image 3)



Image 3

10) CNY is truly racing ahead into economic success, and this is evident at the CNY Raceway in Oswego County. Check out this project, here! (IMAGE TO COME)

APPENDIX E

ADDITIONAL CONTENT FOR FUTURE FACEBOOK POSTS**Producing Project Description Stories on a Web Page:**

We are creating brief stories to be posted on a Clear Channel page donated to the CNY REDC. Project descriptions and pictures will be created for a series of informational pieces that will run on the webpage donated by Clear Channel. The larger stories on the webpage will be linked to the FB page with a corresponding abbreviated posting, which is more palatable for the Facebook consumer.

Through this process we will be able to produce lengthy public informational pieces that will delve into the details of our projects, but also to produce more concise and cogent social media outreach, allowing our projects to increase their awareness and increasing the CNY REDC's internet presence.

With our initial posts we are attempting to target one in each of the five counties. After reviewing the original two rounds of projects, we feel the following are the most press ready and intriguing stories for each county:

Onondaga

Merchant Commons (ALREADY CREATED)

Cortland

Pall Center of Excellence

Oswego

CNY Raceway

Cayuga

Music Festival

Madison

Owera or Empire or Food Coop?

APPENDIX E

Utilizing Links from the New NY website to create 8 additional posts:

The newNY website (<http://www.thenewny.com/>) will be used to create posts by providing links to the helpful information provided at each of the following eight categorized pages. These links will not only provide helpful information on doing business in New York State to our Facebook fans, but will also help us provide a more steady flow of information throughout the year.



What we are asking that the 8 Transformation Committees contribute:

We would like to also strengthen the public's input into the process, which could be accomplished through each of the transformational committees producing a poll or survey question that we can post to Facebook. The responses will then be compiled into a document and shared at upcoming public participation meetings and additionally with the corresponding Transformational Committee.

APPENDIX E

ABOUT US SECTION FOR FACEBOOK PAGE

This page was created by the Central New York Regional Economic Development Council (CNY REDC), which works to create a more diverse, sustainable, and globally competitive economy for those that live and work in Central New York.

Following Governor Cuomo's new approach to economic development, CNY REDC has initiated a Five-Year Strategic Plan that has, and continues to, bring on significant changes and accomplishments that help our region's communities and businesses prosper.

In Round 1, the region had 74 projects awarded over \$103.7 million in state funding in order to sustain jobs and improve the physical character of our communities. While these projects are well under way, the region faces many more challenges in improving its economic condition. At the end of 2012, 96% of Round 1 projects were underway or on schedule to start soon.

In Round 2, CNY REDC received \$93.7 million for 73 projects that will continue to advance the goals and strategies of the region.

CNY REDC remains committed to seeking long-term, transformational change to our economy. With leveraged community support, we can steadily move Central New York's economy forward.

To learn more about CNY REDC, visit: <http://regionalcouncils.ny.gov/content/central-new-york>

To apply for funding, visit: <https://apps.cio.ny.gov/apps/cfa/>

APPENDIX F

F. CNY REDC New Regional Priorities

- F.1 Next Generation Job Linkage
- F.2 Engage Local Government Officials
- F.3 Cleaner Greener Communities
- F.4 CNY Hot Spot

APPENDIX F 1

CNY REDC New Regional Priorities: Next Generation Job Linkage Program

Next Generation Job Linkage Program

Increasingly, the six strategic industry sectors identified by the CNY REDC as key to the long-term economic future of the region rely on the advanced science, technology, engineering, and mathematics skills of their employees to build products, manage logistics, and deploy services at sites across the globe. Further, an emerging agribusiness sector has particular human capital demands that mix agriculture and advanced manufacturing. Consequently, Central New York's business, government, education, and training organizations must better align workers' formal credentials and soft skills to businesses' needs and connect viable candidates to employment opportunities so that targeted business sectors can thrive.

Limited coordination exists among the various entities across the region with an interest in workforce development. While different groups have come together around specific projects and organizations often maintain a dialogue with one another, no comprehensive resource identifies existing workforce education and training programs or refers companies and potential job candidates to training resources. Further, there is little comprehensive data that identifies the credentials and skill sets required by existing businesses or those seeking to relocate to Central New York. Finally, the system for identifying job openings and candidates qualified to fill those openings is fragmented.

To begin addressing these issues, an Advisory Committee has been selected to support a broad scan of existing workforce development programs and infrastructure and engage area business leaders (see Appendix for list of Advisory Committee members).

Strategies & Implementation Tactics**❖ Strategy: *Coordinate Data Collection of Existing Training Programs for Adults And Youth***

The Advisory Committee will investigate and document education and training programs currently in place for adults and youth within each of the six priority business sectors, as well as programs under development by higher education institutions, trade associations, organized labor, and similar organizations. Additional implementation tactics include:

- Emphasis will be placed on training that leads to recognized degrees, certificates, or similar credentials that are intended to prepare individuals for, or expand their existing skills in, a specific job or job cluster (by December 15, 2013).
- Identify and document existing youth workforce education, including existing strategies for educating area youth on future employment opportunities and the credentials and skill sets required to obtain these opportunities (by December 15, 2013).

❖ Strategy: *Identify the Unmet Workforce Training Needs of the Region's Businesses*

Members of the Advisory Committee will conduct surveys, focus groups, and/or other outreach with business leaders on their current awareness of and engagement with existing workforce training programs; specific areas of unmet workforce training needs; specific degrees or other credentials that prepare workers for positions in their organization; current methods used for staff recruitment; and anticipated future workforce needs due to business growth and/or succession due to retirement and turnover. Any projections the business is prepared to make about its future workforce needs, either due to business growth or succession planning for anticipated retirements and turnover, will also be identified (by May 15, 2014).

Additionally, members of the Advisory Committee will engage members of the region's economic development organizations to identify and document any unique workforce training and recruitment needs of businesses seeking to relocate to the region and how these needs are being met (by May 15, 2014).

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❖ **Strategy: *Identify Recruitment Infrastructure Across the Region***

Advisory Committee members will identify and document the existing infrastructure and processes within area colleges, the New York State Department of Labor, and the business community to match candidates to available training and job opportunities (by March 1, 2014).

❖ **Strategy: *Conduct Gap Analysis of Regional Job Awareness-Building, Job Training, and Recruitment Infrastructures for Adults and Youth***

The Advisory Committee will consider the data collected above and identify unmet needs within the six priority industry sectors and with regard to both adults and youth. Additional implementation tactics include:

- Conduct a gap analysis of existing and planned training programs compared with the unmet needs of existing businesses and the unique needs of businesses seeking to relocate to the region (by October 15, 2014).
- Conduct a gap analysis of job opportunities in the region and existing youth workforce education programs (by October 15, 2014).

Recommendations

The Advisory Committee will formulate recommendations to address gaps in existing training programs and unmet workforce training needs and will identify recommendations for legislative action, funding priorities, and/or program development by area colleges and other training organizations and the Department of Labor. This will include recommendations related to public dissemination of project information and identification of any obstacles that impede timely, effective program development.

The Advisory Committee also will determine the feasibility of developing a project web site that reflects the information collected on existing and planned training programs for both adults and youth. This will support the ongoing collection and dissemination of information to the public about available education and training programs. The web site should include a feedback mechanism that allows input from businesses and fosters quality assurance and should be designed to link to relevant information offered on college, trade association, and organized labor training web sites. If this does not prove to be feasible during the project period, the Advisory Committee will make recommendations related to project dissemination as part of its final report to the CNY REDC.

The Advisory Committee intends to furnish a final report to the CNY REDC by February 1, 2015, and will conduct any follow-up work requested by the council by May 15, 2015.

Performance Measures

The Next Generation Job Linkage Program will achieve its objectives by better aligning the region's workforce development infrastructure, as evidenced by:

- Existing and developing education and training programs will be documented and available for public use.
- Business workforce needs will be identified for use by regional workforce development practitioners.
- Systems for recruitment and placement of candidates will be better understood and better connected to one another.
- The public will be educated about workforce opportunities and corresponding education and/or training requirements.

Additionally, obstacles to effective, timely development and implementation of new or revised workforce education and training programs, as well as gaps in the workforce recruitment infrastructure, will be identified, and recommendations will be made to address ongoing needs.

APPENDIX F 2

CNY REDC New Regional Priorities: Engage Local Government Officials

Engage Local Government Officials

Over the next year, the Council will initiate a coordinated outreach effort for local governments aimed at articulating the strategies of the Regional Council, as well as to solicit input on local economic development priorities. Such outreach will further strengthen communication and dialogue between the Council and communities, improving the ability to identify, brainstorm, and develop projects and programs which will benefit not only communities, but implement regional strategies as well.

Opportunity

This strategy will allow both the REDC and the local government officials and municipalities to establish a formal line of communication in order to educate each other about challenges and opportunities as well as be used as a mechanism to identify projects for future funding rounds.

Strategy

A subcommittee of the Public Participation Work Group has been formed to carry out this work, comprised of representatives from the Department of State and economic development officials from each county (see appendices for list of members). Members will meet four to six times per year in various counties.

Meetings would be held in each of the region's five counties: Cayuga, Cortland, Madison, Onondaga, and Oswego. Municipal leaders such as mayors, supervisors, legislators, and planning board members would be invited. Led by council members or council staff, each forum would begin with an update of the CNY REDC Strategic Plan, its strategies, annual priorities, and the overall role the council plays in coordinating regional economic development, including review of applications submitted through the Consolidated Funding Application process. The council's annual progress report would be distributed, together with a listing and description of CFA projects previously awarded. After the overview, breakout sessions for communities within each county will be conducted, intended to get a clear understanding of local priorities and proposed projects.

Implementation Plan

REDC members will hold one of these meetings every 2 months in a formal setting in order to reach each county. Other meetings will be scheduled as needed. Each county is represented and the person in their respective county will be the lead for coordinating meetings in their county. This will be a subcommittee of the public participation group.

Performance Measures

Each participant will be asked to complete a survey at the end of the formal meetings. The survey will capture 3 pieces of information (1) have the participants' awareness about the REDC and how the process works been increased; (2) do all the participants have a line of communication in order to share information, ideas and issues (3) do all the participants know how to identify projects and structure them in a way to increase their chances of getting funded.

APPENDIX F 3

CNY REDC New Regional Priorities: Cleaner Greener Communities

Cleaner Greener Communities: The Central New York Regional Sustainability Plan

The Central New York Regional Sustainability Plan (*VisionCNY*, available at <http://visioncny.org>) was prepared by a regional consortium of communities and a planning team led by the Central New York Regional Planning and Development Board (CNY RPDB) under the auspices of the NYS Cleaner, Greener Communities (CGC) Regional Sustainability Planning Program. The program is designed to help regions across the state develop plans that will serve as a foundation for investments that will provide the basis for a sustainable future. Through a comprehensive regional analysis and public participation program, VisionCNY provides state and local officials the perspective needed for long-term commitments and investments in economic, social, and environmental resilience.

Vision

Based upon NYSEDA guidelines and public input, VisionCNY provides a long-term roadmap for regional sustainability:

- Encourages a reasonable increase in the region's population
- Enhances economic development, community vitality, and environmental stewardship
- Promotes the wise use of the region's energy resources
- Supports the State's long-term goals of reducing greenhouse gas emissions.

Strategies

To achieve this vision, the region intends to follow a set of sustainability themes and principles to guide project and initiative development:

- **GHG Emissions Reduction** – A successful regional sustainability plan should result in an overall reduction in greenhouse gas emissions.
- **Sustainable Energy Use and Production** – Building energy efficiency programs and encouraging energy conservation by businesses and citizens in their homes will promote sustainable energy use while increasing infrastructure for the public and private use of alternative fuels; removing barriers to renewable energy development will help build diverse energy production within the region.
- **Enhancement of the Regional Economy** – Sustainability should be achieved in coordination with the support and enhancement of the regional economy.
- **Consideration of Diverse Land Uses** – Sustainable practices should meet the diverse needs of urban, suburban, and rural communities. The plan supports activities that maintain or increase the level of farmland in the region, currently 815,000 acres.
- **Revitalization of Main Streets** – Revitalization of the region's cities, main streets, and community centers will create more livable communities and support local economies.
- **Conservation of Natural Resources** – Conserving, enhancing, and protecting the region's abundant natural resources is vital to regional sustainability. Protecting the region's agricultural and forestry resources will serve to maintain their viability for continued sustainable uses.
- **Education** – Promoting and improving public education and increased awareness of sustainability issues is essential in realizing the region's sustainability goals.
- **Government Policy and Programs** – Local government policy and programs that could prevent or discourage implementation of regional sustainability initiatives should be assessed and updated accordingly.

The VisionCNY plan also recommends a set of priority economic development and infrastructure projects that advance the sustainability principles and core goals of the region.

APPENDIX F 4

CNY REDC New Regional Priorities: CNY Hot Spot

Innovation Hot Spot

The CenterState region¹, anchored by the counties that make up Central New York, has been successfully developing a supportive entrepreneurship ecosystem for the past decade. Over that time, the region has established the fundamentals for nurturing new businesses and innovation through programs such as incubators (Syracuse's Tech Garden, Cortland Business Innovation Center, Reh Center for Entrepreneurship at Clarkson University, Thrive Incubator at SUNY Oswego the CNY Biotech Accelerator, The South Side Innovation Center, and the CASE Center), entrepreneurship programs (Grants for Growth, Startup Labs, Startup Weekend, Hack Upstate), and other assets (the Syracuse Student Sandbox and Syracuse Coworks). Additionally, one of the biggest hurdles startups face is being tackled with the establishment of a \$35-40 million regionally-resident venture capital fund, called Armory Square Ventures.

The Innovation Hot Spot program, run through the CNY Hot Spot Council, provides a mechanism to coordinate all the partners that are already committed to entrepreneurship, and further aligns these efforts and invests additional resources in some of the most important local efforts to accelerate new businesses.

The CNY Hot Spot Council will consist of up to two representatives from each partner organization that delivers an Operating Program(s) (representation is based on the number of programs the partner delivers and the size of the partner's Hot Spot allocation), and one representative from each organization that delivers a Supporting Program. The Operating Program partners will also have one seat on the Executive Committee of the CNY Hot Spot Council.

The organization will be comprised of the following:

- Armory Square Ventures
- Cayuga Community College
- CenterState CEO
- Downtown Committee of Syracuse
- MedTech
- Northside Urban Partnership
- StartFast Venture Accelerator Program
- SUNY Cortland
- SUNY College of Environmental Science and Forestry
- SUNY Morrisville
- SUNY Onondaga Community College
- SUNY Oswego
- Syracuse University
- Upstate Medical University

¹ CenterState NY is a 12-county region consisting of Cayuga, Cortland, Herkimer, Jefferson, Lewis, Madison, Oneida, Onondaga, Oswego, Seneca, St. Lawrence, and Tompkins counties.

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Strategy

The partners driving the CNY Hot Spot will align efforts to deliver enhanced current programming and launch new incubation activities to extend the reach of innovation programs in the region. Through these efforts, the CNY Hot Spot will ensure continued alignment with the following CNY REDC strategic priorities:

Goal 1: Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets

- *Invest in Existing Regional Industry Concentrations and Businesses (Clean Energy and Environmental Systems; Health, Biomedical Services and Biosciences; Advanced Manufacturing)*

The CNY Hot Spot includes partners with unique abilities to focus on incubation, acceleration, and technology development impacting this sector, including The Tech Garden, The Clean Tech Center, SyracuseCoE, CNY Biotech Accelerator, Syracuse University's technology and business development programs, and SUNY ESF.

CNY Hot Spot operational partners, Upstate Medical University and SUNY ESF, are delivering clinical and bioscience research assets via the CNY Biotech Accelerator, which combines advanced research and state-of-the-art wet laboratory space coupled with an intense business development program. Additionally, Syracuse University provides the knowledge and assets of Blue Highway, a product development enterprise with expertise in biomedical applications. MedTech, an anchor tenant of The Tech Garden, is also engaged and will deliver PreSeed Workshops, especially those aligned with businesses in the hard sciences.

Support of this sector is provided by The Tech Garden, SyracuseCoE, SUNY ESF, and the Onondaga Small Business Development Center, which are delivering multiple layers of innovation and incubation programming inside the federally designated Advanced Manufacturing for Thermal and Environmental Controls (AM-TEC) initiative.

Also, as a part of this strategy, the planned Comprehensive Help On Prototyping & Production Shop (CHOPP Shop) program will directly respond to the REDC's call to "develop advanced accelerator and R&D space" for advanced manufacturing.

Goal 2: Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies

- *Encourage New Venture Development, Product Development and Process Improvement*

CNY Hot Spot partners deliver programs applicable to this strategy, such as the Syracuse Student Sandbox and The Clean Tech Center, both of which drive new venture formation and the delivery of technical assistance, leading to product and process improvement.

- *Prioritize Investments in Research, Innovation and Commercialization*

CNY Hot Spot partners will work together to deliver faster and targeted support to early stage ventures during the research and innovation phase, as well as invest in high priority opportunities to commercialize their ventures. Regular Hot Spot Council meetings will allow for the sharing and leveraging of incubation programming assets to ensure that these types of investments are continually prioritized via the Hot Spot services delivered.

- *Capture a Greater Share of the Global Market*

The CNY Hot Spot's existing programs propel early-stage companies into the global market and position them to capture foreign direct investment. For example, Armory Square Ventures is attracting foreign limited partners to participate in a regional venture capital fund. There are also opportunities for global co-investment in the companies supported by The Clean Tech Center and the Grants for Growth program. Additionally, Startup Labs is an international

APPENDIX F 4

accelerator and delivers connections to early-stage companies via their global network of mentors and investors.

- *Maximize Human Capital*

The CNY REDC has a sub-strategy around attracting and retaining students and young professionals. The Student Sandbox, UP Start Syracuse, the Falcone Center for Entrepreneurship, and the WISE Women's Business Center all have student retention programming assets that directly support student talent retention.

Goal 3: Revitalize the Region's Urban Cores, Main Streets, and Neighborhoods

- *Leverage the Region's Exemplary Anchor Institutions in Education, Health and Medicine*

The extensive list of CNY Hot Spot academic partners will maximize and leverage the collective incubation and acceleration activities of the region's academic institutions.

- *Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets*

The CNY Hot Spot will evolve and grow, both physically and programmatically. The Tech Garden Campus will expand with partner Syracuse University, which has committed to be an anchor tenant in an expanded additional location, to form a new campus for the CNY Hot Spot. This will allow Syracuse University to expose and connect its IP portfolio to entrepreneurs and local businesses already engaged with The Tech Garden facility. The proposed location for the Tech Garden campus is an adaptive reuse of an existing, adjacent office building that has been vacant for 10 years. CNY Hot Spot graduation pathways for successfully incubated businesses will, in and of themselves, contribute to re-creating density in urban neighborhoods.

APPENDIX G

G. Performance Metrics (Goals 1-3)

Performance Metrics

GOAL 1 Strengthen Targeted Industry Concentrations

STRATEGY	SUB-FOCUS	ACTION	LONG TERM STRATEGY PERFORMANCE METRICS
Invest in Existing Regional Industry Concentrations and Businesses	Clean Energy and Environmental Systems (CEES)	Prioritize use of the Syracuse CoE	Clean tech sector: 3.7% change in employment post recession, 2009–2010; location quotient of 1.66; \$56,000 in average annual wages; \$107,922 value added per worker; economic output \$2,183 (\$M). (2010, Battelle) **12 county region.
		Support existing cluster growth assets	
		Support and encourage the commercialization of disruptive technologies	
	Data to Decisions	Become a global leader in unmanned avionics. Through the regional Northeast UAS Airspace Integration Research (NUAIR) alliance, establish a full-product development continuum for the UAV sector combining R&D, prototyping, testing, manufacturing, and maintenance.	An estimated 50 companies in the larger CenterState region are currently working with Data to Decisions Technologies. These firms employ roughly 9,000 individuals. As the D2D Alliance is developed, new metrics will be tracked such as, total regional output for D2D companies, wages, and employment growth.
		Catalyze innovations in the D2D sector by driving market-based R&D at the region's research institutions to meet the needs of the private sector	
		Become a leader in R&D and product development around water sensing and remediation, especially in relation to the natural gas industry	
		Become the home of sensing and diagnostic R&D and manufacturing by strengthening core competencies across a number of strong clusters	
		Use nanotechnology as a platform to support the further development of sensor needs	
		Educate and recruit talent necessary to grow the industry	
	Health, biomedical services and biosciences	Promote new ventures by aligning assets with related industry clusters	Biosciences sector: change in employment since the end of the recession 5.1%, 2009–2010; location quotient of 1.29; average annual wages of \$54,954; value added per worker is \$121,603; economic output is \$2,060 (\$M). (Battelle, 2010) **12 county region. Health care sector: change in employment since the end of the recession .7%, 2009–2010; location quotient of 1.24; average annual wage \$40,068; value added per worker \$50,783; economic output is \$3,994 (\$M). (Battelle, 2010) **12 county region.
		Develop and deploy technologies to improve the quality of care and reduce cost of care	
		Encourage existing companies to advance new products and processes	
	Financial services	Expand existing business outreach and marketing programs	Financial Services sector: change in employment since the end of the recession -5.2%, 2009–2010; location quotient 1.39; average annual wage of \$57,175; value added per worker is \$156,950; economic output is \$3,023 (\$M). (Battelle, 2010) **12 county region.
		Align educational programming to respond to particular skill demand	
		Invest in cybersecurity research and connect with internship opportunities	
	Agribusiness	Expand food to market programs and partnerships	New Agribusiness metrics will be monitored and tracked in 2012–2013. Including: Total agribusiness production, total product of key agribusiness products (dairy, equine, and forages), and total agriculture and agribusiness based employment change.
		Provide economic assistance to food processors and value added agriculture	
		Launch a new agricultural product development initiative	
	Advanced manufacturing	Develop advanced accelerator and R&D space	Advanced manufacturing sector: change in employment since end of the recession -10.6%, 2009–2010; average location quotient of 1.71; average annual wage of \$53,377; value added per worker \$135,300; economic output \$5,108 (\$M). (Battelle, 2010) **12 county region.
		Foster local supply chain usage and integration	
Encourage Cross Industry Collaboration		Encourage business and higher education collaboration	Long-term performance metrics for encouraging cross industry collaboration will be tracked and reported in the Goal 2: Prioritize investments in research, innovation and commercialization strategy.
		Capitalize on alumni connections	
	Attract new business through regional outreach and marketing	Pursue businesses that can benefit from regional assets	Long-term performance metrics will be reflected in changes to individual sector job, establishment and location quotient growth.
		Use a proactive marketing and attraction approach	
	Expand tourism and regional visitation	Complete tourism and convention enhancement assets	\$983 million was spent by visitors in 2010 (Tourism Economics, 2011). * This number excludes Cortland County.
		Engage regional businesses in convention attraction efforts	
		Partner with statewide and adjacent regional efforts	
Attract Outside Investment and Interest			

Performance Metrics

GOAL 2 Improve Competitiveness and Connections to, the Regional, National and Global Economies

STRATEGY	SUB-FOCUS	ACTION	LONG TERM STRATEGY PERFORMANCE METRICS
Encourage New Venture Development, Product Development, and Process Improvement	Build a world class entrepreneurial ecosystem	Build a pipeline of new and emerging ventures	The ratio of establishment births to deaths in the Syracuse MSA is 1.09. This is substantially behind the average for the top 100 metro areas: 1.2. The rate of investment capital available per capita in the region, \$27, is significantly lower than the national average of \$933 per person. Of all the venture funds committed in Upstate New York, only .7 percent go towards seed investments. In 2010, the larger 12-county region was awarded \$17,226 in SBIR and STTR funds per 10,000 individuals. This compares to a New York State and National average of \$58,261 and \$77,053, respectively.
		Foster student entrepreneurship	
		Provide physical and virtual incubation space	
		Improve access to seed and risk capital	
		Provide commercialization assistance resources	
		Build mentor networks	
		Deliver robust entrepreneurial programming and comprehensive acceleration services	
		Connect entrepreneurs with market leaders to beta-test new products and technologies	
		Establish a Bridge NY Program	Successful strategy implementation will affect many of the entrepreneurship metrics listed above as well as larger regional performance metrics such as unemployment and job growth.
	Support small and medium business	Provide executive education opportunities	
		Provide technical assistance for scale up	
		Provide mentoring services	
		Strengthen the coordination of regional support organizations	
		Help companies access funding	
	Encourage continuous process improvement	Development of six sigma and ISO certification and training programs	Successful project implementation will eventually impact participating business's increased and retained sales, increased and retained employment, cost reduction and cost avoidance, and capital investment.
		Encourage our region's manufacturing enterprises to adopt process improvement strategies	
		Establish a continuous process improvement recognition program	
		Development of Regional continuous process improvement metrics	
Prioritize Investments in Research, Innovation and Commercialization	Grow the region's research capacity	Grow the region's research capacity	Using the most recent figures, in 2009, colleges and universities in the 12-county CenterState region spent \$514 million in R&D related activities. Almost half of this investment was made in bioscience-related R&D (\$214.8 million). These investments resulted in roughly 3.12 patent applications per \$10 million in research (just behind the national average of 3.37 per \$10 million) and a license income of roughly \$132,000 per \$10 million in research expenditures.
		Create a stable technology commercialization environment	
		Support and bolster entrepreneurial programs	
		Leverage university incubators	
		Support interdisciplinary consortiums that create partnership between academia and industry	
		Develop and embrace new models	
	Improve the region's new net wealth	Develop detailed market information	In 2012 the Syracuse MSA exported goods and service valued at \$3.9 billion. The export of goods represents 61% of total exports with services accounting for the remaining 39%. The Syracuse MSA's current export value growth rate is 19.9%. Exports represent 10.1% of total economic output in the metro. Industries closely tied to the region's competitive growth sectors are generating exporting growth: machinery manufacturing; computer and electronic products; telecommunications; intellectual property; tourism; chemical manufacturing; transportation equipment manufacturing; primary metal manufacturing; education; and financial services. (Brookings, 2013)
		Create export mentoring networks	
		Promote the prioritization of export growth among C-level executives	
		Streamline target country entry for region's top exports	
		Develop resources to fund export-related initiative	
		Streamline existing export assistance programs	
	Secure foreign direct investment in Central New York	Create new export awareness programs	Long-term performance metrics will be reflected in changes to individual sector job, establishment and location quotient growth.
		Deliver export related programming	
		Build a pipeline of target business sectors	
Build a 21st Century Infrastructure	Invest strategically in roads, ports, air and rail	Use existing foreign owned companies to foster new connections	63.1% of the population is covered by the transit system and provides access to 35.8% of jobs in the Syracuse MSA. It is also the ranked the 62nd most congested area compared to the top 100 largest metro areas. (Brookings Metro, 2009)
		Strengthen the region's business attraction programs	
	Expand broadband connectivity to underserved areas		86% of the Syracuse MSA population has access to broadband services (Brookings data based on FCC Statewide figures).
	Mitigate impact of correctional facility closing		
Maximize Human Capital	Improve alignment of workforce supply and employer demand	Scale and replicate the green train model	
		Fund talent alignment programs	
		Increase utilization of stackable industry recognized credentials	
		Expand the use of credit for experience programming	
	Create and support apprenticeship programs	Ensure critical nexus between labor and Pre-K-12	Colleges and universities in the 12-county CenterState region produce 2,400 bachelors and 1,000 post graduate degrees in business, management and marketing each year. 3,591 students graduate with STEM-related bachelors degrees while roughly 1,700 with STEM-related post graduate degrees. Currently, occupations with the most job openings in the Syracuse MSA are: health diagnosing and treating practitioners, 1,567 openings; computer occupations, 1,193 openings; and engineers, 955 openings. The region's industry sectors projected to grow the quickest over the next 6 years are: research and engineering services, +1.2%; private higher education, +.8%; and software & internet services, +.3%.
	Attract and retain students and young professionals	Link young talent retention with entrepreneurial support programs	
		Provide college graduate retention programming	
		Support region's young professional groups	
	Prioritize Pre-K-20 education—accessibility, quality and attainment	Attract firms that want our talent	11.9% have less than a HS degree, 35.1% have a high school degree, 11.2% have an associates degree, 12.9% have a bachelors degree, 9.1% have a graduate degree. (American Community Survey, 2009)
		Further expand work ready credentials	
		Provide multidimensional career and academic support	
	Support and scale programs for at risk young adults		

Performance Metrics

GOAL 3 Revitalize the region's urban cores, main streets, and neighborhoods

STRATEGY	ACTION	LONG TERM STRATEGY PERFORMANCE METRICS
Leverage the Region's Exemplary Anchor Institutions in Education, Health and Medicine	Support anchor institution investment	The region has an average of 91.78 houses per sq. mile. 69.34% of homes are owner occupied and 30.66% are renter occupied. There is 1.54% vacancy rate of owner occupied homes and a 6.38% vacancy rate of renter occupied homes. 28.72% of mortgaged homeowners spend 30% or more of household income on home related costs. (American Community Survey, 2010) 78.1% of jobs are within 10 miles of household in the Syracuse MSA. (Brookings Metro, 2006)
	Promote homeownership in urban neighborhoods	
	Grow and support regional arts and cultural initiatives	
Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets	Prioritize adaptive re-use and historic rehabilitation	
	Specifically target brownfield revitalization and cleanup efforts	
	Support industrial re-use planning and development	
	Maintain residential redevelopment growth in central business districts	
	Employ transit-oriented development strategies	
	Encourage mixed-use development in revitalization projects	
	Collectively address anchor institution transportation needs	
	Promote regional waterfront revitalization	
Retrain to Develop the Workforce of Tomorrow	Embrace and support refugee settlement and immigrant population retraining	Syracuse city unemployment rate: 8.9%; Auburn city unemployment rate: 7.9%; Cortland micropolitan area 7.8% (NYS Department of Labor, 2013)
	Improve Pre-K-20 educational attainment in urban neighborhoods	
	Align urban workforce training programs with needs of growing industry sectors	

APPENDIX H

H. NYS Consolidated Funding Application Endorsement Standards # (Scoring Guidelines)

NYS Consolidated Funding Application (CFA)

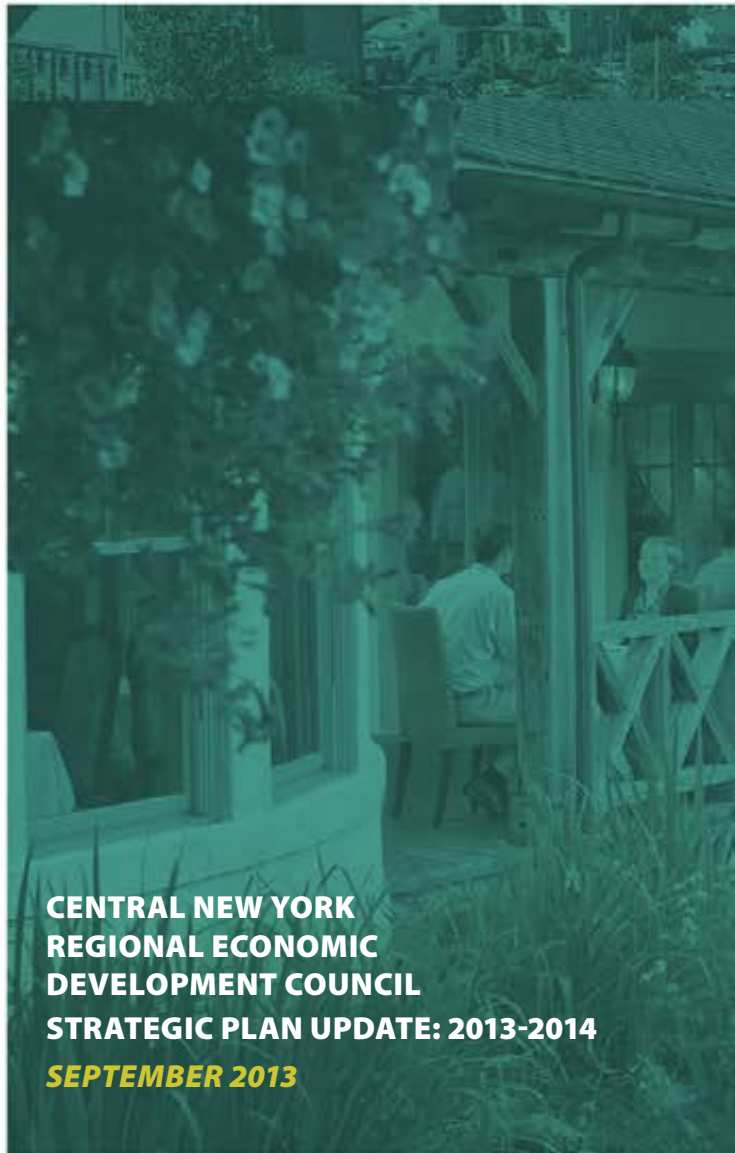
Review and Score CFAs

Each Regional Council will review and rank applications based on a set of standards, referred to as “endorsement standards.” Regional Councils will assign each project a single score of 20, 15, 10, 5 or 0 (no fractions) based on merit. The Regional Council endorsement will account for 20% of the total review.

Endorsement Standards

Each Regional Council will utilize statewide endorsement standards when reviewing CFAs submitted to their region. Regional Councils will take into account the degree to which the application helps implement the regional strategic plan. Applicants may take these standards into account when preparing applications.

Statewide Endorsement Standards		
For each CFA the Regional Council reviewer will determine the degree to which the application implements the regional strategic plan and assign the corresponding number of points as a score.		
IMPLEMENTATION OF THE PLAN	DEGREE	POINTS
The proposal is identified as a priority project by the Regional Council.	Priority	20
The proposal is identified in the plan and has regional benefits.	Very Strong	15
The proposal advances the plan and has local benefits.	Strong	10
The proposal is consistent with the plan and has project level benefits.	Moderate	5
The proposal has limited relationship to the plan.	Weak	0



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