

A map of the Central New York region, showing the outlines of Cayuga, Cortland, Madison, Onondaga, and Oswego counties. The counties are labeled in red text. A dark red horizontal bar with the text 'CENTRAL NEW YORK' in white is overlaid across the center of the map. The map itself is a light olive green color.

**CAYUGA**

**CORTLAND**

**CENTRAL NEW YORK**

**MADISON**

**OSWEGO**

**ONONDAGA**

Central New York Regional Economic Development Council

**Strategic Plan Update: 2012-2013**

# An action plan for CNY's future that builds on:

## ❖ History of collaboration

- Anchor Institutions
- Public Participation
- National think tanks and foundations

## ❖ Innovations in planning and development on a regional scale

## ❖ Human and social capital

## ❖ Region's diversity of people, businesses, and natural resources

## ❖ Not a top-down approach to economic development

**CNY REDC Strategic Plan**



## CNY's Overarching Goals



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

# CNY REDC Strategic Plan





## CNY REDC Five-Year Strategic Plan: Implementation Progress

- ❖ **Advancing Round 1 Projects on schedule**
- ❖ **Enhanced collaborations with anchor institutions**
- ❖ **Transparency and predictability in economic development**



## Long-Term Implementation Underway

### ❖ Advancing strategies through eight Transformational Initiatives

- Food to Markets
- Tourism, Arts and Culture
- Innovate Upstate
- Broadband Investment
- Say Yes to Education
- Municipal Core Reinvestment
- Waterfront Revitalization
- New York Energy Regional Innovation Cluster (NYE-RIC)



# Implementation Progress



## Round 1 Project Status Overview

Total # Projects	74
Contracts Executed	69
Projects Started	51
Projected Completion Through CY2013	51
Projected Completion Through CY2014	64
Projects Running on Schedule	71
CFA Award Amount	\$103,732,879
Leveraged Private Investment & Payroll	\$1.2+ Billion

96% of Round 1 Projects are started or are on schedule to start soon

# Project Implementation



# Round 1 Project Status Overview:

## Goal Advancement

Priority Projects were chosen for their ability to advance the 3 primary goals of the CNY REDC Five-Year Strategic Plan

All Round 1 Priority Projects advance at least two goals

For all Round 1 Priority Projects:

<b>1 Goal</b>	<b>100%</b>
<b>2 Goals</b>	<b>70%</b>
<b>3 Goals</b>	<b>30%</b>

# Project Implementation





**Transformational Initiative:  
Municipal Core Investment**

**Waterfront Revitalization**

Goals:  

**Onondaga County**



**Round 1 Project Implementation**

**Inner Harbor**



Transformational  
Initiative:  
**NYE-RIC**

Goals: 

Oswego County



Round 1 Project Implementation

**Fulton Companies**

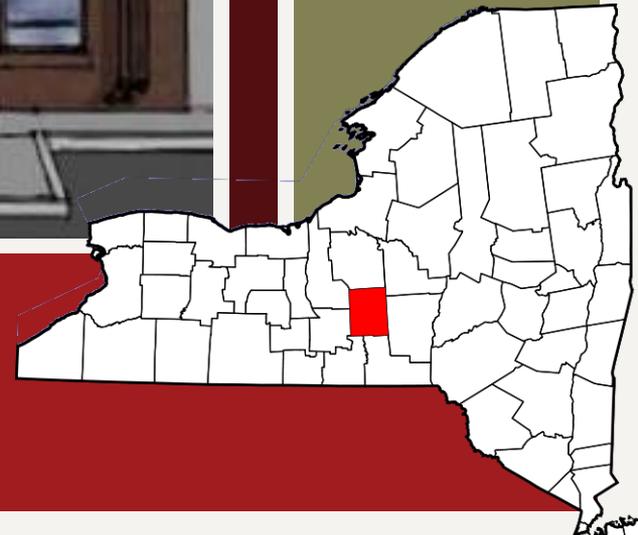


Transformational Initiative:  
**Innovate Upstate**

**Municipal Core Reinvestment**

Goals:  

Cortland County



Round 1 Project Implementation  
**Cortland Business Innovation Center**



# Beyond the Projects: Implementing the Strategic Plan

Since release of the Five-Year Plan, efforts are underway *across the region* to:

- ❖ Advance long-term strategies through eight **Transformational Initiatives**
- ❖ **Create a more inclusive environment** for disenfranchised segments of our society.
- ❖ **Leverage investments** outside the scope of the REDC process
- ❖ **Accelerate the plan's goals and strategies** through programs, initiatives and investments

## Strategies & Actions

Underway

**78%**

Completed

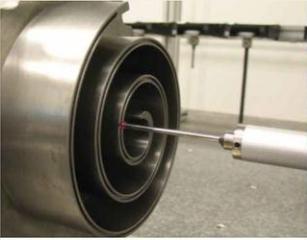
**6%**

Planned for 2013

**15%**

# Implementation Progress





**CENTERSTATE  
NEW YORK  
EXPORT PLAN**  
METRO EXPORT INITIATIVE



# Round 2 Progress Report & Priority Projects



Central New York Regional Economic Development Council | **Strategic Plan Update: 2012-2013**



# Performance Metrics

Overall Regional Performance Indicators	Current	Starting Point	5-Year Goal	% Change Goal	Progress to Date (% change to date)	National Average
<b>Total Jobs</b>	364,200 (6/2012)	359,900 (2011)	377,895	+5%	1.2% ↑	3.8M (6/2012)
<b>Gross Metro Product</b>		\$32.4B (2009)	\$35.6 B	+10%		
<b>Population</b>	*791,654 (7/2011)	763,236 (2010)	767,052	+0.5%	*3.7% ↑	
<b>Unemployment</b>	8.9% (6/2012)	7.8% (2011)			14.1% ↓	8.3% (7/2012)
<b>Metro Poverty Rate</b>	14.3% (2010)	13.2% (2009)			8.3% ↓	15.1% (2010)
<b>Regional Productivity</b>		\$101,122 (2009)	\$108,706	+7.5%		
<b>Median Wage</b>	\$41,147 (2010)	\$39,990 (2009)	\$45,989	+15%	3.1% ↑	\$41,673 (2010)
<b>Educational Attainment</b>	22.9% (2010)	21.9% (2009)	23%	+5%	4.6% ↑	29.9% (2010)



Ahead or on pace with 5-year goal for this metric



Behind goal for this metric; additional evaluation required



# Public Outreach & Engagement

**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:

- **5** public participation events attended by **361 members** of the public since November 2012, which is **90%** of the goal set for year two.
- **159 public service** announcements, in partnership with Clear Channel Radio, to provide outreach to the public.
- Public Forums and CFA Workshops were held in each of the region's **five counties**.

## Sample Public Comments

- **“Strengthen educational institutions, resources to needs of plan.”** — *Madison County Resident, Public Forum*
- **“Retain small manufacturing jobs.”** — *Cayuga County Resident, Public Forum*
- **Important to economic growth of region: “Inner Harbor growth; green technology; keeping downtown streets clean; continue SU partnerships.”** — *Onondaga County Resident, Taking the Pulse Survey*
- **“Recognize ‘brain drain,’ give awareness to it; create opportunities.”** — *Madison County Resident, Public Forum*
- **Most important to economic health of region: “Workforce alignment.”** — *Oswego County Resident, Taking the Pulse Survey*



# Improving our economic condition: challenges & opportunities

Challenge	Opportunity
Urban and rural poverty	<ul style="list-style-type: none"><li>• Say Yes – Transformational Team; new strategy to partner with Buffalo</li></ul>
Translating research to the commercial marketplace	<ul style="list-style-type: none"><li>• Venture Fund</li><li>• Data 2 Decisions – new strategy</li></ul>
Misalignment of worker skills and industry needs	<ul style="list-style-type: none"><li>• Workforce training – new action recommended</li></ul>
Transportation infrastructure	<ul style="list-style-type: none"><li>• Air service</li><li>• I-81</li><li>• Exports</li></ul>



## Selection Criteria

- ❖ Advancement of overarching goals
- ❖ Leverage greatest ROI
- ❖ Advancement of Transformational Initiatives
- ❖ Geographic distribution
- ❖ Areas of Economic Distress
  - 19 of 34 projects (56%) in highly distressed areas

# Round 2: Priority Projects





**Strategy Implementation:**  
Project invests in an anchor business for one of the region's strongest industry concentrations, drives new innovations and technology commercialization for this sector, and repurposes an existing, underutilized space in Cortland County.

**Transformational Initiative:**  
Innovate Upstate

**Goals:** 

## **Pall Corporation/Finger Lakes Center of Excellence (Cortland County)**

Pall will create a state-of-the-art Finger Lakes Center of Excellence to become the primary R&D center serving its \$1.3 billion fluid-management filtration and purification business. Renovations will connect laboratories and offices, renovate/expand R&D space, and modernizing office space.

**Total Project Cost:** \$8,884,571

**Funding Request:** \$700,000 capital / \$300,000 tax credits

**Jobs:** 18 new / 10 retained / 50 construction





### **Strategy Implementation:**

Combines two strong regional industry concentrations - advanced manufacturing and biosciences; successful project development will allow company to capture a greater share of its already competitive global market position.

**Transformational Initiative:**  
Innovate Upstate

**Goals:** 

## **Design Concepts and Enterprises LLC (Oswego County)**

The world's largest manufacturer of wound closure apparatuses will expand its facility, now at capacity, to produce its line of end wound closure needles. The project will create an increase of \$4.5 million in annual sales.

**Total Project Cost:** \$1,029,250

**Funding Request:** \$200,000 capital / \$350,000 tax credits

**Jobs:** 30 new / 30 construction





**Strategy Implementation:**

Project combines two strong regional industry concentrations (agribusiness and tourism) to drive competitiveness and new product development in the global market. Project will also provide a new investment in Cazenovia, a key Madison County community.

**Transformational Initiative:**  
 Food to Market  
 Tourism, Arts and Culture

**Goals:**

**Empire Farmstead Brewery, Inc. (Madison County)**

Startup will construct a new 20,000 sq. ft. agricultural and brewing facility that will result in the creation of 75 jobs within five years. The project combines manufacturing, farming, value-added food processing, agri-tourism and the potential to expand the product into international markets.

**Total Project Cost:** \$1,029,250

**Funding Request:** \$1,050,000 capital

**Jobs:** 30 new (75 over long term) / 30 construction





### **Strategy Implementation:**

Project will address one of the more significant and largest properties targeted for reuse in downtown Syracuse.

### **Transformational Initiative:**

Municipal Core Investment

Goals: 

## **Sibley's Building Redevelopment (Onondaga County)**

Former Sibley's store will be redeveloped into a mixed-use space with approximately 62,000 sq. ft. of ground floor retail and 60 residential units on upper floors (or will convert to office use). Façade will be converted into a metal panel exterior with large retail windows and upper-story balconies.

**Total Project Cost:** \$18,744,599

**Funding Request:** \$2,500,000 capital

**Jobs:** 42 construction



## Round 2 Priority Projects:

### 34 Priority Projects

<b>Total Capital Investment:</b>	\$208.4 million
<b>Total 5 Year Payroll:</b>	\$151 million
<b>Total Project Expenses:</b>	\$359.6 million +
<b>Jobs:</b>	825 new 799 existing retained
<b>ROI</b>	10.79:1

### Goal Advancement

<b>1 Goal</b>	<b>100%</b>
<b>2 Goals</b>	<b>74%</b>
<b>3 Goals</b>	<b>26%</b>

Round 2 Priority Projects'

Return on Investment



# Round 1 & 2 Priority Projects

<b>Total Investment:</b>	\$993.8 million
<b>Total 5 Year Payroll:</b>	\$544.3 million
<b>Total Project Expenses:</b>	\$1.5 billion +
<b>Jobs:</b>	2,738 new 1,157 existing retained
<b>ROI</b>	19.32:1

**Rounds 1 & 2 Combined**

**Return on Investment**



## Keeping Focus on Long Term Results

- ❖ **Transformational Initiatives** are working to focus our resources and policies to create innovative plans to move forward
- ❖ **Power of Collaboration** to overcome our challenges and create sustainable change
- ❖ **Cross Regional Collaboration**

Moving Forward



# CNY at the Vanguard of Change

- ❖ Data-driven
- ❖ Significant return on investment
- ❖ Collaboration among sectors and among neighboring regions/Councils
- ❖ Holistic approach and continued emphasis on:
  - Human and social capital
  - International business opportunities
  - Strong partnerships between public/private institutions (businesses, anchor institutions, art and cultural groups, neighborhoods, governments)

Plan's Unique Strengths



# Questions?

