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CENTRAL NEW YORK

Regional Economic Development Council

2014-2015 STRATEGIC PLAN UPDATE

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A Message from the Council

Over the last four years, the Regional Economic Development Council (REDC) has accelerated an evolution in economic development in Central New York. It provides a forum for new thinking, stronger partnerships, growth-oriented investments, and an incubator for new initiatives to bolster economic growth in Central New York. Success in this process has put the region ahead of the curve in implementing investments in strategic priorities, growing well-paying industries, driving innovation and entrepreneurship, preparing business for a globally competitive economy and expanding market opportunities, cultivating civic trust to ensure civic engagement in decision making, and encouraging economic mobility within the region and across the state. To further these efforts, the council is recommending 36 projects this year that will put people to work, increase economic competitiveness of businesses and the region, and transform the landscape of our communities while advancing the strategic objectives of our action plan.

These projects represent a total proposed state investment of \$26.6 million, leveraging \$203.1 million in private and other funding for total project expenses of nearly \$230 million, and a five-year total payroll of more than \$98.9 million. Together, they support the creation of 894 new jobs, the retention of 90 existing jobs, and leverage a return on investment of 12.3. These priority projects are selected because they accomplish multiple goals and strategies, advance the region's Transformational Initiatives, and leverage the greatest return on investment—in terms of dollars, jobs, human capital, and community impact—to stimulate economic growth across five counties.

Beyond the projects, 2014 also presents our region with several opportunities to advance new and ongoing projects as they align with statewide priorities. Central New York is **leading the way** on many of the Regional Priorities laid out by Governor Andrew Cuomo in this REDC round. Goals and strategies established in Central New York's Five-Year Strategic Plan already support many of these priorities:

- **Global NY** – Through efforts begun in 2011, Central New York is taking an active role to enhance its connections to the global marketplace. The region has already seen its efforts pay off in a shifting culture of its businesses toward exporting. As we move forward, Central New York and the Mohawk Valley are proposing a joint strategy to engage with New York State and the global economy as part of the Global NY initiative.
- **Veterans** – There is no other region of the U.S. better positioned to support and advance opportunities for veterans in the civilian workforce than Central and Upstate New York. The region is home to an extraordinary network of resources, supportive services, and workforce training initiatives, focused specifically on advancing veterans in the workforce. Working in cooperation with Syracuse University's Institute for Veterans and Military Families, the region is focusing on the ongoing integration of veterans into our entrepreneurial ecosystem, workforce development, and small business support systems.

- **Local Government Collaboration** – A diverse coalition of business leaders, local government officials, community groups, and academic institutions convened a local government modernization commission, known as Consensus, to perform a comprehensive study of government structure in Onondaga County. As one of the first comprehensive efforts in New York State, Consensus will ultimately serve as a resource for lessons learned and best practices that can inform action models for other communities across the region and state.
- **Opportunity Agenda** – We are successfully executing our strategies to connect those living in poverty with skilled employment, expand training opportunities for chronically underserved populations, and help distressed communities overcome barriers to economic success with the launch of *Work Train*.
- **NY Rising Community Reconstruction Plan** – Madison County is rebuilding after devastating flooding in a thoughtful, sustainable, and proactive manner.
- **Project Pipeline** – Through the first three rounds, the Central New York REDC demonstrated a best-in-class track record for leveraging investment, providing a strong return on investment, and successfully completing the projects that we have started. Eighty-three of our Rounds 1-3 projects are underway or are on schedule. **Collectively, the \$230 million awarded to CNY in Rounds 1-3 has the potential to leverage more than \$1 billion in private investments.** The CNY REDC continues its commitment to working with current project sponsors to ensure project success, while increasing awareness among businesses of the opportunities and benefits of the REDC process.

Collectively, these efforts are improving the regional business climate in Central New York. In the process, our region is garnering national recognition for the initiatives and policies it is advancing to confront persistent economic challenges.

Due to the region's forward-thinking approach to transforming our economy, indifferent to geographic and organizational borders, the council witnessed significant success on initiatives that stand to have a significant impact in the region:

- In late 2013, **NUAIR** won designation to open one of six UAS testing sites in the country. Since that time it has built a pipeline of companies interested in testing new technologies in Central New York and the Mohawk Valley.
- After years of limited venture capital available in the region, **Armory Square Ventures** closed on its first capital call in May 2014. The group is now vetting its first round of investments to be announced in the fall.
- The Greater Syracuse Property Development Corporation, a New York State **Land Bank**, began accepting foreclosed properties from the City of Syracuse and Onondaga County in 2013. To date, it has acquired 337 properties; sold 42; and hired an executive director, property renovation and maintenance manager, and a special projects coordinator.

And yet, we remain acutely focused on our challenges. Though the region's unemployment rate is at its lowest point in four years, job growth remains behind many other regions in the state. Further, the region is experiencing historic lows in its total labor force, which may lead to shortages among businesses looking for talented employees. Finally, poverty rates are a persistently troubling figure. While the nation as a whole struggles to provide new opportunities and support systems for the long-term poor, poverty, especially in our rural and center city neighborhoods, is an issue that cannot be ignored.

Project challenges are also a key focus. The council is committed to helping projects succeed, but it is also willing to change course when faced with unexpected setbacks or missed deadlines. Throughout this time, though, the council has maintained a steadfast commitment to accountability in its role as a steward of state funding and advocate for project success.

These pioneering solutions, together with transformative projects and ongoing guidance from the council, are creating a *new* Central New York. For the past three years, we have encouraged rebuilding our municipal centers and have accomplished that by repurposing historical buildings, creating new streetscapes, and continuing to see new businesses and residents choose to locate in our downtowns. We have discussed plans for investing in our core industries, which we have done by expanding health care services beyond the region and more closely integrating the advanced manufacturing and clean energy sectors. We have strategized to become more competitive in a global marketplace, and have launched new venture capital funds to transition the region's work in research and development into homegrown businesses.

So far, our productive partnership with New York State is enabling us to tackle the daunting challenges inherent to the revitalization of Central New York. Your continued confidence, support, and guidance are critical to our region's transformation.

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Mensaje del Concilio

Durante los últimos cuatro años, el Concilio Regional para el Desarrollo Económico (REDC) a efectuado una aceleración en lo relativo al desarrollo económico a través de la parte Central de New York. Este sistema provee un foro de nuevas ideas, sociedades más sólidas, inversiones orientadas al crecimiento, para generar nuevas iniciativas dirigido esto al crecimiento económico del área Central de New York. El éxito de este procedimiento ha logrado elevar la región al implementar inversiones de prioridades estratégicas, el crecimiento de industrias con mayores pagos, creando innovaciones de sociedades, y desarrollar negocios mediante el crecimiento de una economía global competitiva y expandiendo oportunidades de mercados, cultivar fideicomisos cívicos para asegurar y adelantar decisiones en progreso, y asegurar movilidad económica dentro de la región así como a través del estado.

Para adelantar estos esfuerzos el Concilio esta recomendando 36 proyectos este año que proveerán oportunidades de empleo para la gente, acrecentamiento de competitividad económica y negocios en la región, y transformar incrementos a nuestras comunidades mientras se adelantan los objetivos estratégicos de nuestro plan de acción.

Estos proyectos representan toda una propuesta de inversión estatal por la suma de \$26.6 millones, y generando dólares por \$203.1 millones en proyectos privados y otras vertientes de financiación para un costo total de proyectos en exceso de \$230 millones, y un total de nomina en exceso de \$98.9 millones. Conjuntamente, estos mantendrían la creación de 894 nuevos empleos, la retención de 90 empleos existentes y generar un retorno de inversión de 12.3. Estos proyectos prioritarios han sido seleccionados porque con los mismos se obtienen múltiples objetivos y estrategias, adelantan las Iniciativas Transformativas de la región, y aumentan el ingreso que genera la inversión- en términos de dólares, trabajos, capital humano, impacto comunitario- para estimular el crecimiento económico a través de cinco condados.

Mas haya de los proyectos, el 2014 también genera a nuestra región varias oportunidades para el adelanto y establecimiento de proyectos que han sido señalados como prioridades estatales. El área Central de New York esta abriendo el camino a muchas Prioridades Regionales que han sido implementadas por el Gobernador Andrew Cuomo en este REDC en curso. Objetivos y estrategias establecidas en el Plan Estratégico a cinco-años ya de por si apoyan estas prioridades.

- **NY Global** – A través de esfuerzos comenzados en el 2011 New York Central esta llevando a cabo un rol activo para agrandar y expandir sus conexiones en el mercado global. La región ya tiene conciencia del rendimiento generado por tales esfuerzos en un ambiente cultural cambiante en los negocios de exportación. Mientras nos movemos hacia adelante, New York Central y el Valle Mohawk están proponiendo una estrategia conjunta para vincularse con el Estado de New York y la economía global como parte de la iniciativa denominada NY Global.

- **Veteranos** – No existe otra región en Estados Unidos mejor posicionada para respaldar y adelantar oportunidades a los veteranos como parte de la fuerza laboral civil en New York Central y Upstate. La región es el hogar de una extraordinaria cantidad de recursos, servicios de apoyo, e iniciativas para trabajadores en entrenamiento, dirigidas específicamente en adelantar y asistir a los veteranos dentro de la fuerza laboral. Trabajando en cooperación con el Instituto de Veteranos y familias de militares con la Universidad de Syracuse, la región se ha enfocado en la integración de Veteranos en nuestro eco-sistema empresarial, desarrollo de fuerza laboral, y los sistemas de apoyo de pequeños negocios.
- **Colaboración de Gobierno Local** – Una diversa coalición de líderes en el área de los negocios, oficiales del gobierno local, grupos comunitarios, e instituciones académicas, se han unido al gobierno local mediante la implementación de una comisión de modernización conocida como Consensus, para llevar a cabo un estudio de la estructura de gobierno del Condado de Onondaga. Como uno de los primeros esfuerzos a implementarse en el estado de Nuew York, Consensus finalmente habrá de servir como un recurso que sirva de modelo para lecciones aprendidas y mejores practicas a otras comunidades a través de la región y el estado.
- **Agenda de Oportunidades** – Estamos exitosamente ejerciendo las estrategias para conectar aquellos que viven en la pobreza con mejores empleos, expansión a las oportunidades de entrenamiento en áreas de poblaciones desatendidas, y ayudar a las comunidades angustiadas superar las barreras para obtener éxito económico con el lanzamiento del programa Tren de Trabajo.
- **Plan de reconstrucción para una comunidad que se levanta en NY** – En el Condado de Madison luego de las inundaciones devastadoras se esta refabricando de formas cautelosa sostenible y proactivamente.
- **Canalización del Proyecto** – A través de las primeras tres rondas el CNY REDC, demostró favorablemente el record logrado para obtener el incremento de inversión, el beneficio de un resultado fuerte y preciso de la inversión, y exitosamente completando los proyectos que hemos comenzado. Ochenta y tres proyectos en las rondas 1-3 están en curso o programados. **Colectivamente, los \$230 millones conferidos a CNY en las rondas 1-3 tienen un potencial de beneficio de un billón en inversión privada.** CNY REDC continúa con su compromiso de trabajo con los auspiciadores de los proyectos existentes para asegurar el éxito de los mismos, mientras incrementan concientización entre negocios sobre las oportunidades y beneficios del proceso del REDC.

Colectivamente, estos esfuerzos están mejorando el clima regional de negocios en el área Central de New York. En el proceso, nuestra región esta adquiriendo reconocimiento nacional por las iniciativas y políticas que van en adelante para confrontar persistentes riesgos económicos.

Con motivo de las ideas para adelantar la transformación de nuestra economía, indiferentes de linderos geográficos u organizacionales el consejo se percató de éxitos e iniciativas significantes que a su vez proveen impacto significativo de la región:

- Tarde en le 2013, **NUAIR** gano la designación para abrir una de seis, UAS - lugares para pruebas, en el país. Desde esa fecha se ha logrado una línea de compañías interesadas en auscultar nuevas tecnologías en New York Central y en el Valle Mohawk.
- Luego de años en gestiones con limitaciones de capital disponible para llevar a cabo tramites en la región, **Armory Square Ventures**, cerro su primera allegamiento a capital en mayo del 2014. El grupo se encuentra auscultando su primera ronda de inversiones para hacer anuncios en el otoño.
- La Corporación Greater Syracuse Property Development, Land Bank del Estado de New York dieron comienzo a la aceptación de ejecución de propiedades de la ciudad de Syracuse y el Condado de Onondaga en el año 2013. A esta fecha, a adquirido 337 propiedades; vendidas 42; y contrataron un director ejecutivo, un gerente de renovación de propiedades y mantenimiento, y un coordinador especial de proyectos.

Y todavía, nos mantenemos seriamente enfocados en nuestros retos. Aunque el desempleo en las regiones esta a un nivel mas bajo en cuatro años, el crecimiento de la creación de empleos se mantiene mas atrás de otras regiones en le estado. Mas aun, la región esta experimentando bajas históricas en cuento a los totales de la fuerza laboral que podría crear reducciones en los negocios que necesitan empleados de ciertos talentos. Finalmente los niveles de pobreza constituyen una situación problemática. A la vez que la nación en general confronta dificultades para proveer nuevas oportunidades y sostener sistemas para con los pobres a largo termino, la pobreza, especialmente en nuestra área rural y vecindarios en centro de ciudades, constituyen una situación que no puede ser ignorada.

También es clave el enfoque en los retos de los proyectos. El concilio esta comprometido en ayudar a los proyectos que logren éxitos, pero también es deseable cambiar el curso cuando se confrontan problemas no esperados o no se cumple con las fechas programadas. Sin embargo en este momento, el concilio se ha mantenido con su compromiso firme llevando a cabo su función vigilante de los fondos estatales y abogar e impulsar el éxito de los proyectos.

Estas soluciones pioneras, conjuntamente con proyectos Transformativos y en curso por el concilio, están creando un nuevo New York Central. Durante los pasados tres años hemos estado trabajando en la modificación de nuestros centros municipales y se ha logrado la rehabilitación de edificios históricos, la creación de nuevos paisajes urbanos y continuando el establecimiento de nuevos negocios además de reubicando residentes en los centros urbanos. Hemos discutido planos para inversiones en nuestras áreas industriales que han incluido la expansión de servicios médicos penetrando la región e integrando áreas de manufactura con sectores de energía renovable. Hemos utilizado estrategias para ser mas competitivos en lo que se considera globalmente como mercados y hemos lanzado nuevas iniciativas incluyendo utilización de capital para investigación y el desarrollo de negocios locales.

Hasta este momento, nuestra sociedad productiva con el estado de New York nos esta proveyendo alcanzar los objetivos inherentes para lograr la revitalización de New York Central. Nuestra continua confianza, asistencia y sentido de dirección son elementos críticos para lograr la transformación.

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1 Overview of Progress

1.0 STRATEGY & IMPLEMENTATION OVERVIEW

The past three years have been a time of momentum for Central New York. As the economy regrouped from losses felt during the Great Recession, CNY faced tough choices about what will drive sustained growth into the future. With the leadership of the Regional Economic Development Council, and a team of businesses, governments, and institutions, Central New York is transforming its economic development plans, priorities, and promises.

At its inception in 2011, the Central New York Regional Economic Development Council (CNY REDC) declared in its Five-Year Strategic Plan that its economy would propel itself forward by focusing on three fundamental goals:



Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets



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



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

This 2014-2015 Strategic Plan Update continues to rely on these goals to guide its investments and foster collaborations among regional partners. By building consensus around a common plan, the region is seeing significant progress on projects both in and outside of the REDC process.

Within the framework of these goals, the CNY REDC is also:

- Integrating new **regional and state priorities**;
- Advancing **Transformational Initiatives** to achieve long-term prosperity, and evaluating progress to identify successes and determine where more work is needed;
- Identifying **performance measures** – quantifiable objectives tracking direct council influence, highlighting CNY's strategic priorities, and measuring actions on the ground;

Leveraging Investments

The success of the CNY REDC's strategic plan would not be possible without 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.



Completed Projects

Completed projects and the launch of key initiatives are tangible evidence of the CNY REDC's plan in action and are noted throughout the report with this icon.



Interregional Collaboration

The council continues to prioritize projects and initiatives that transcend geographic boundaries. These initiatives are creating greater opportunity across regions, and are noted throughout the report.



- Advocating for policies that **improve the regional business climate**, including government modernization, increasing awareness of the benefits the REDC process may confer on small businesses, expanding training opportunities for chronically underserved populations, and streamlining incubation and commercialization efforts; and
- Pursuing opportunities for **cross-regional collaboration**.

At the same time, the council continues to treat its Strategic Plan as an evolving action plan, rather than a static document. As in past years, the CNY REDC will continue to adapt to changing community needs, diligently manage project and policy implementation, and devote personnel and resources to push strategies forward.

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, the CNY REDC is actively implementing its goals and strategies. Strategy progress, along with that of related REDC priority and other regional projects, is summarized below.



Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets

Growing the Central New York economy is an intricate and complicated task. The strategic planning process is forcing CNY to face its economic future, evaluate growth potential based on true market opportunities, and shed preconceptions of the community’s strengths.

❖ **Strategy: Invest in Regional Industry Concentrations and Businesses**

The seven concentrations below represent sectors in the Central New York economy that have the greatest potential to grow in the global marketplace. To date, the council has prioritized the investment of more than \$80 million, advancing projects within these concentrations. Careful analysis of current markets, available workforce, educational expertise, and future global and domestic demand shows that these industries are where CNY can differentiate itself and make good on the promise of securing success.

1. Advanced Manufacturing in Thermal and Environmental Control Systems (AM-TEC)

As the region continues to refine the Clean Energy and Environmental Systems (CEES) sector and global demand for environmental products intensifies, the CNY REDC is focused on the emerging Clean Energy sub-concentration know as AM-TEC. In Central New York the concentration of AM-TEC firms is nearly twice the national average. The ongoing work of the AM-TEC collaboration is strengthening the cluster of Central New York manufacturers building systems that heat and cool buildings, refrigerate produce, and control manufacturing processes.

AM-TEC Initiative

8 regional partners

37 firms engaged

8,500 employees represented

Central New York is also a leader in green building innovation as well as practice. Scaled on population, the intensity of LEED projects (per capita) in CNY is four times higher than in any other region in the state.

Round 1-3 Project & Strategy Implementation

- **Fulton Companies** (Round 1) – U.S. Secretary of Labor Thomas Perez visited the Fulton Companies, an AM-TEC participating company, for a tour of its Oswego County facility and meetings with local officials. Perez also announced the new \$150 million Ready to Work grant program during his visit. Fulton is a global manufacturer of high-efficiency, custom-engineered industrial and commercial heating systems and is expanding its facility in Central New York to serve markets overseas, despite also having facilities in Europe and Asia. It has steadily increased employment from 221 to 320 since 2009 and has benefited from AM-TEC workforce training 
- **HealthWay Home Products, Inc.** (Round 1) is moving forward with its \$900,000 project to construct and equip an 18,000-square-foot addition to the company’s manufacturing facility in Pulaski. The manufacturer of air purification equipment will create 10 jobs above its target of 42 jobs for a previous ESD grant.
- The **Village of Skaneateles** (Round 2) completed renovation of a vacant fire station into a LEED-certified, net zero combined village and town municipal building. 
- **Lime Hollow Nature Center** (Round 2), in Cortland County, in collaboration with Onondaga-Cortland-Madison BOCES (OCM BOCES), is finishing construction of an education center that includes a LEED-certified classroom to train teachers and conservation leaders. The BOCES New Vision Environmental Science High School and Lime Hollow Nature Center will share use of the facility. 

Strategy Implementation in 2014 – 2015

The **New York Energy Regional Innovation Cluster (NYE-RIC) Transformational Initiative Team**, composed of partners within the AM-TEC cluster, is working to strengthen connections between companies and universities; leverage exceptional assets for research, development, demonstration, and commercialization; and increase exports of Central New York products and services to major markets by leveraging the work of Global NY. The NYE-RIC team will focus on the following five areas to advance this important business cluster in the region:

- **Leverage statewide energy initiatives** by bringing together project sponsors that are building clean energy facilities across the state with product and service providers in Central New York.
- **Promote resilience solutions** through the research, development and deployment of new building technologies and services to help communities, home and abroad, respond to natural disasters.
- **Identify, promote and implement projects that showcase products made in CNY** and advance the Vision CNY Regional Sustainability Plan.
- **Attract new, targeted businesses** through efforts that leverage the START-UP NY, Innovation Hot Spot, and Global NY initiatives.
- **Advocate for policy changes** to remove barriers in key areas, including property tax reform and modernizing public service laws and regulations.



2. Health, Biomedical Services, and Biosciences

Exemplary health care institutions, industry-leading manufacturers, and cutting-edge academic research are the backbone of this industry concentration. The CNY Biotech Accelerator is now a partner in the CNY Innovation Hot Spot and a site for the START-UP NY program. This, along with a new initiative to drive medical tourism, is creating more demand for the space and services for startups and mature bioscience firms alike.

Round 1-3 Project & Strategy Implementation

- **Hanford Pharmaceuticals** (Round 3), of Syracuse, is expanding its manufacturing operations in the City of Syracuse to include the production of a new product line in 36,000 square feet of manufacturing and clean room space.
- **Community Memorial Hospital** (Round 2), in Hamilton, recently completed information technology upgrades to facilitate connections with Crouse Hospital in Syracuse. The upgrade allows the hospitals to share patient data through a document imaging system, resulting in better coordination of patient care.
- **St. Joseph’s Hospital Health Center** (Round 1) in Syracuse opened its new operating room suite in 2013. Completion of a new six-story, nearly 200,000-square-foot patient tower is expected this year.



St. Joseph’s Hospital Health Center has utilized its REDC funding to open a new operating room suite and complete a new six-story patient tower.

3. Financial Services

Building off its solid foundation as a strong driver of regional employment, financial services also represent a key business attraction opportunity for the region. Central New York is a competitive location for back office financial and insurance services. Low-cost commercial real estate, a skilled workforce, and proximity to major financial centers draw large financial services firms to the regions. A multibillion-dollar bank is considering Central New York for an expansion. Several local partners with significant back office operations met with the organization to discuss workforce, hiring successes and challenges, and various approaches to finding talent.

Round 1-3 Project & Strategy Implementation

- **706 North Clinton, LLC** (Round 3) is completing a 37,500-square-foot redevelopment of an existing building at the entrance to Syracuse's Inner Harbor and Franklin Square neighborhoods. Anchor tenants include insurance brokers Bailey & Haskell Associates and Oneida Preferred Funding Corporation.

4. Agribusiness and Food Processing

Central New York's agriculture heritage, long a vital sector of the economy, is burgeoning as locally sourced products, agritourism, and advanced food manufacturing techniques transform the industry. Food processing is also a key recent focus of many foreign direct investments from Canada. The council's Food to Market Transformational Initiative Team is identifying the gaps in the region's agriculture supply chain and the existing framework of how food is grown, distributed, and sold in Central New York.

Round 1-3 Project & Strategy Implementation

- **Ariston Dairy Products** (Round 3) is renovating and equipping a 72,000-square-foot building in Canastota. The facility will manufacture strained Greek yogurt and feta cheese and create approximately 95 new jobs over the next five years.
- **Byrne Dairy** and its affiliate **C'Ville Café** (Round 3) are building an agritourism destination in Cortland County, which will include a retail store, café, and tours of the adjacent yogurt and cheese manufacturing facility.
- **Cayuga Milk Ingredients** (Round 1) is now operating in its expanded 108,000-square-foot facility, producing a variety of products including pasteurized cream, whole and skim milk powder, condensed milk, and non-fat dry milk. 
- **Cazenovia College** received funds in Round 3 to support its New York State Center for Equine Business Development degree program. In New York State, equine-related businesses now account for \$2 billion of annual economic activity and the industry supports approximately \$169 million in annual wages.



Cayuga Milk Ingredients' wet processing room with pasteurized product storage is part of the upgrades supported by its CNY REDC funding.

Strategy Implementation in 2014 – 2015

Moving forward, the **Agriculture and Food to Market Transformational Initiative Team** will create measurements to understand the local and regional food system with the goal of advancing opportunities to fill leakage points and maximize the potential of farmers, ranchers, and food producers. Strengthening the regional economy and creating a brand value for the region's agricultural industry are the team's priorities in the next year. To accomplish these goals, the team will:

- Support initiatives to increase connections among farmers, ranchers, producers, buyers, and distributors;
- Create a process for producers and buyers to understand what the needs are within the region, provide technical assistance where appropriate to build connections or develop new products; and
- Develop metrics that will allow the committee to better understand the outcomes of these efforts.

5. Tourism

Arts, culture, and history define Central New York and the experiences they generate make the region a compelling place to live and visit. Hotel occupancy in the region is up, new entertainment and dining options are popping up in urban centers, and new way-finding signage from New York State makes it easier than ever to find hidden gems. The Tourism, Arts and Culture Transformational Initiative Team is organizing regional strategies related to the interconnected worlds of tourism and the arts. Developing, expanding, enhancing, and marketing the region's arts and tourism assets will maximize the region's economic growth through visitor and resident spending and job creation.

Round 1-3 Project & Strategy Implementation

- **CNY Arts**, the region's arts and culture council, received awards in Rounds 2 and 3 to build out its joint marketing system with the Syracuse Convention and Visitors Bureau (SCVB) and conduct a regional assessment of arts and culture demand in Central New York and the Mohawk Valley. To maximize the visibility of the CNY Arts cultural calendar, the SCVB distributes the information to various kiosks located at high tourist traffic areas (e.g., Syracuse Hancock International Airport, Destiny USA) and the Downtown Committee of Syracuse website, where applicable. Information from the system will send arts, cultural, and heritage information to various kiosks along Syracuse's Connective Corridor. CNY Arts also feeds information to the new *auburn-arts.com* highlighting Auburn-based events.



- The **Onondaga Historical Association** (Round 3) is repurposing a facility in Liverpool, Onondaga County, to house a Haudenosaunee (Iroquois Nation) heritage museum.
- The **Erie Canal Museum** (Round 2) and the Village of Baldwinsville launched a "History Happens Here: Beeline to B'ville" project highlighting intertwined history of the village and Erie Canal through the use of signage and interactive QR codes linking to web-based exhibits.



INFICON Inc. is adding 40 new jobs at its facility in DeWitt.

Strategy Implementation in 2014 – 2015

To create strategic alignments between the region's arts and cultural providers and the tourism industry, the **Tourism, Arts and Culture Transformational Initiative Team** identified the following goals for the next year:

- Support and encourage investment in the development, promotion, and preservation of the cultural, artistic, recreational, historical, wine, culinary, and retail assets of the region;
- Leverage resources, partnerships, and promotions of the region's tourism and arts assets for the long-term economic growth of the region;
- Create an inclusive network of tourism and arts advocates that can provide valuable input from all five counties in the CNY REDC region;
- Increase regional travel spending through implementation of a comprehensive, emotionally connected branding program;
- Develop a comprehensive tourism plan that addresses marketing and product development needs; and
- Connect regional tourism and arts/cultural providers to expanded versions of regional marketing programs such as the CNY Arts online calendar.

6. Advanced Manufacturing

CNY has a long history of being part of the global value chain and its manufacturers thrived by diversifying ahead of some of the macroeconomic forces that hit the region hard. During this transition, new customers in military, technology, and commercial markets filled the void created by plant closings and the Great Recession. To maintain CNY manufacturing's reputation for productivity and precision, continued investment is necessary.

In 2013, with the assistance of **7** regional IDAs, CNY companies invested more than **\$600** million in capital projects.

Round 1-3 Project & Strategy Implementation

- **INFICON** (Round 3), a manufacturer of vacuum instrumentation, critical sensor technologies, and process control software for the semiconductor industry, began a \$20 million expansion of its plant in DeWitt in the summer of 2014.
- **TRW Automotive** (Round 3), an Auburn manufacturer of remote door and tire pressure sensors, is upgrading its facility to accommodate new equipment for an expanded product line. The project will add 12 new jobs at the firm, which has 357 workers.



TRW Automotive is upgrading its facility in Auburn to accommodate an expanded product line.

- **Dielectric Laboratories Inc.** (Round 2) is in the process of relocating a sister company's operations from California and consolidating at its Cazenovia facility.
- **Southern Graphic Systems** (Round 3) is expanding in the Oswego County Industrial Park in Schroepfel by adding new production machinery and equipment to expand its capacity to manufacture printing engravings. The \$2.2 million investment will create 6 and retain 26 jobs.

7. Data to Decisions

During a comprehensive analysis of the region's economy, Central New York identified cross-industry strength in sensing, signal processing, cyber-security, systems integration and engineering, data mining, predictive analytics and decision support: Data to Decisions (D2D). Globally, various markets for these products are expected to expand by more than \$150 billion over the next five years.



Strategy Implementation in 2014 – 2015

To better capture these opportunities and drive new innovations in these firms, a **D2D Innovation Alliance** of industry and university partners is refining the concept to put a sharper focus on the research area. The alliance will proceed to better define the mission, goals, structure, and financing. The alliance plans to retain a consultant to build a prospectus for investors and lead the alliance's initial work.

❖ Strategy: Encourage Cross-Industry Collaboration

The continued growth of Central New York's seven key industry sectors relies upon constant collaboration and reinvention. The region has a strong track record of utilizing cross-industry and cross-regional collaborations to pursue growth opportunities and penetrate new markets. Current collaborations, particularly those involving agritourism, NUAIR, D2D, and the AM-TEC sector, are advancing opportunities that can benefit all businesses in the region. The council continues to promote collaboration among leading businesses, partners across the state, and other regional resources to increase the total amount of cluster businesses participating in growth and innovation activities.

Round 1-3 Project & Strategy Implementation

- **Medical Tourism** – CenterState CEO, the University Hill Corporation, the SCVB, and medical institutions and physician groups in the region are studying the potential for medical tourism from Canada. The studies will identify new international opportunities and evaluate the market for medical services, categorize the capabilities of Syracuse suppliers, and analyze the impact of medical tourism on other markets in New York. Also, The Tech Garden opened an Executive Wellness Center to advance prospects for medical tourism for Chinese business executives through its partnership with the China Association for Promotion of Private Sci-Tech Enterprises (CAPPSTE).

- **Healthy Shoppers Rewards Program**–

A collaboration of St. Joseph's Hospital Health Center, Syracuse University, and Nojaim Brothers Supermarket is transforming public health and delivering local produce to one of the region's poorest neighborhoods, Syracuse's Near Westside. The Healthy Shoppers Rewards Program scores food items in the supermarket, with healthier items receiving the highest scores. Rewards Programs members use the collected points they earn by eating healthier for items such as YMCA memberships or bicycles, creating a powerful incentive to try healthier products. In conjunction, St. Joseph's Primary Care Center-West (Round 1) works with shoppers to develop eating plans to improve the patient's health.



A delegation from the China Association for Promotion of Private Sci-Tech Enterprises tours facilities at SUNY Upstate Medical University.

Driving Progress: NUAIR

An emerging, cross-regional cluster is developing out of the Northeast **UAS Airspace Integration Research Alliance** (NUAIR), headquartered in Syracuse. In 2013, the Federal Aviation Administration (FAA) selected Griffiss International Airport, in Rome, and the NUAIR Alliance as one of six test sites to conduct research and development necessary to meet a congressional mandate to safely integrate Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS) by 2015.

The NUAIR Alliance will conduct UAS testing at several locations in New York and Massachusetts and will begin test site operations in 2014. The Griffiss/NUAIR team will play a leading role among the six test sites in expanding civil and commercial UAS capabilities. NUAIR Alliance academic partners have also formalized an academic consortium committed to developing the technological and policy education and training to support the FAA's mission of UAS integration into the NAS. Additionally, the NUAIR Alliance and Griffiss International Airport are working with Mohawk Valley Community College to develop training program for civil and commercial UAS operators.



NUAIR has engaged 40 organizations and 60 business prospects, and has submitted 6 Certificate of Authorization applications to the FAA.

Potential Economic Impact 2014-2017			
	Economic Impact	Job Impact	Tax Revenue Impact
Syracuse MSA	\$58,042,774	133	\$1,187,792
Utica-Rome MSA	\$48,466,362	208	\$4,409,293



❖ **Strategy: Attract Outside Investment and Interest**

A key component to attracting investment and interest is effectively marketing the resources and qualities that make Central New York an ideal place to live and work. The community must leverage the marketing work done on the state level and be prepared for increased attention on our local assets.

Round 1- Project & Strategy Implementation

- **START-UP NY** is bringing new businesses to Central New York and changing the way the national and international business communities view New York State, and Upstate in particular. Institutions are reaching out in their areas of specialty to interested businesses, and several have met with and are negotiating with tenants who can become the initial investors under the START-UP NY program. In addition, The Tech Garden is Central New York's designated Innovation Hot Spot and the Hot Spot Council is coordinating the activities of 21 regional incubators.

Six of the region's higher education institutions have submitted plans identifying buildings and land resources that could be made available to private companies. Four campuses have approved START-UP NY Plans:

1. **Onondaga Community College** (SUNY OCC) has designated 72 acres of vacant land on its campus. The school is targeting businesses that support core industry clusters included in the Central New York Regional Economic Development Council's strategic plan, such as clean energy and environmental systems, health, biomedical services and biosciences, agribusiness and food processing, advanced manufacturing, and tourism.
2. **SUNY Morrisville** has designated 344.22 acres of vacant campus land (on campus) and 12,258.5 square feet of vacant campus space. The college will target businesses involved with agriculture, food processing technology, bio-energy and equine studies.

3. SUNY Upstate Medical University designated 172,300 square feet of vacant campus space and 21.86 acres of vacant campus land in Syracuse. The school will target businesses in the health and life sciences involved with developing health care-related IT, medical devices, therapeutic compounds, diagnostics, biologics, research instruments, or any other type of biomedical innovation.

4. SUNY Oswego designated more than nine acres of land and 10,500 square feet of office space as part of its START-UP NY plan. As part of its plan, SUNY Oswego will target advanced manufacturing, robotics, information technology, telecommunications, and electronics and computer software industries.

- **Foreign Direct Investment** – In 2015, CenterState CEO will work with the Brookings Institution’s Metro Foreign Direct Investment (FDI) program. The program is designed to help cities and regions become more effective at attracting investment into their area by developing a sophisticated and comprehensive Foreign Direct Investment program. Understanding what community assets are attractive to foreign investors is key to expanding regional wealth and attracting outside investment.



- **Transcontinental Relationships** – CenterState CEO is taking a direct approach to outside investment and is developing a transcontinental relationship with CAPPSTE. Three delegations from China have traveled to Central New York and expressed a strong interest in the region’s green and clean technology portfolio, including the Syracuse Center of Excellence (Syracuse CoE) at Syracuse University and Syracuse University’s Green Data Center, as well as its health care institutions. CenterState CEO also sent a delegation to China in June 2013 to meet with 22 businesses and organizations to promote business opportunities in the CenterState region.

- **Tourism** – In tandem with direct business communication, for several years the Tourism, Arts and Culture Transformational Initiative Team has worked to expand tourism and regional visitation. The goal is to increase cultural tourism and help rebrand the region as a cultural tourism destination. In 2014, CNY Arts released the ENGAGE CNY Cultural Plan. The plan uses the assessment’s data to inform its recommendations to better integrate culture into every community, improve the quality of life for all residents, and work with multiple partners to improve the overall livability and vitality of Central New York.



Visitors from CAPPSTE unveil the International Wellness Center at The Tech Garden in Syracuse, with CenterState CEO’s Rob Simpson and NYS Senator David Valesky.

With CFA funding, CNY Arts conducted a 6-county regional assessment of arts and entertainment in 2013, hosting **50** forums and summits and collecting opinions of **8,000+** participants.



Kathy Ruscitto, president of St. Joseph’s Hospital Health Center, makes international connections with a delegation from China interested in the region’s exemplary health care system.



The Syracuse Arts & Crafts Festival attracts more than 50,000 visitors each summer to downtown Syracuse.



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

Central New York is connecting beyond its borders, using historical lessons and new creativity to enhance venture capital opportunities, welcome and employ new immigrants, and bring local products and services to the global marketplace. Many of these efforts are receiving national attention and position Central New York as a leader in economic development best practices.

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

The lasting legacy of Central New York's industrial past are the entrepreneurs building new, niche businesses using expertise gained working for corporate giants. In part due to the CNY REDC, the next generation of innovators will have the space, capital, and mentors necessary to grow and thrive in Central New York. Historically, Central New York was slow to adapt to changing economic realities; however, over the past decade partnerships between academic institutions and economic development organizations have built a nationally recognized entrepreneurial ecosystem. The designation of the CNY Hot Spot in 2013 and the subsequent development of the Hot Spot Council to coordinate entrepreneurial activities ensure that the region's resources are better aligned and more responsive than ever.

Round 1-3 Project & Strategy Implementation

- **Mentorship** – Continuing to expand its entrepreneurial product offerings, The Tech Garden in Syracuse houses a standing Entrepreneur in Residence, a Marketing Executive in Residence, and a new Organizational Chart in Residence, creating a comprehensive mentorship network.

- **Incubation space** – Demand remains high for physical office space at The Tech Garden. This has triggered an expanded campus to an adjacent location. Tech Garden 2 opened in 2014. The Cortland Business Innovation Center has been remodeled to accommodate more robust



entrepreneurship programming. Further, communities such as Auburn and Oswego are investigating the creation of their own co-working or incubation spaces.

- **Technical Assistance** – The CNY Innovation Hot Spot, designated in 2013, has 21 partners providing direct assistance to the startup companies, entrepreneurs and innovators. Startup labs, entrepreneur bootcamps, the PreSeed Workshop, Syracuse CoWorks, SALT Works, and The Clean Tech Center programs also offer technical assistance.

The Clean Tech Center

- **33** companies served by the program
- **24** new products commercialized
- **\$17M** in private capital raised by the portfolio



Startup Labs Syracuse

- **8** companies in portfolio
- **\$1M+** awarded to date

Grants for Growth

- **50** business-university partnerships
- **\$2.7M** awarded to date
- **\$5.5M** in leveraged funds

- **Financing** – Central New York is committed to providing companies of all sizes the resources they need at every stage of growth. This includes venture funding, business competition dollars, mezzanine level financing, and ultimately sales and property tax management programs. Critical to the growth of our businesses is quick access to financing. With the efforts of New York Business Development Corporation, the Greater Syracuse Business Development Corporation, and Operation Oswego County, the SBA has approved 77 504 and 7a loans worth more than \$16 million to small business in the region between October 2013 and April 2014.

Driving Progress: Venture Capital Fund

The establishment of **Armory Square Ventures (ASV)** is a major success in the region's entrepreneurial support matrix. ASV, with significant support from the Innovate Upstate Transformational Initiative Team, is a new early-stage and venture fund targeting investment in New York State companies. ASV launched in mid-2014 with an initial capital call of \$15 million and ultimately hopes to raise \$40 million. The fund's launch achieves Innovate Upstate's primary purpose and closes a significant gap in capital infrastructure to support entrepreneurs and early-stage firms.



By attracting private investment and new capital from outside of Central New York, the fund will provide new resources for homegrown entrepreneurs, development of early-stage companies, and the creation of the next generation of industries.



- **Process Support** – Central New York is fortunate to have a tremendous resource in the CNY Technology Development Organization (CNYTDO), the NYSTAR designated Regional Technology Development Center, and the NIST Manufacturing Extension Partnership (MEP) for Central New York. The CNYTDO provides audit support to manufacturers with existing ISO/AS/TS/HACCP and SQF systems. CNYTDO staff provides guidance on system design and QMS implementation to equip organizations to work efficiently and effectively with the appropriate certifying bodies. This program can significantly accelerate readiness for SME's to participate in "Made In America" supply chain initiatives, and supports export growth opportunities and new domestic manufacturing opportunities resulting from total cost analyses and identification of critical supply chains.

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

Central New York is making significant improvements in aligning and streamlining academic and private research and development. Central New York doesn't operate in a vacuum, as R&D activities in the North Country, Mohawk Valley, and Southern Tier complement work done at the SyracuseCoE at Syracuse University, Upstate Medical University, and the emerging CNY Hotspot. Syracuse University's Center for Advanced Systems and Engineering (CASE), a NYSTAR Center for Advanced Technology, works with small- and medium-sized businesses across the state to provide a broad range of expertise in areas impacting information technology, cybersecurity, and wireless communications. Additionally, Syracuse University leadership is prioritizing research excellence among its faculty and students.

Round 1-3 Project & Strategy Implementation

- **SUNY Upstate Cancer Center** – Opened in July 2014, this \$74 million facility will enhance SUNY Upstate's cancer patient care and research with state-of-the-art equipment. The 90,000-square-foot center boasts advanced radiation therapy that is available in only a few other facilities across the United States and an operating room directly integrated with MRI equipment.



The SUNY Upstate Medical Center opened its new \$75million cancer treatment center in 2014.

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

Before the REDC strategic planning process began in 2011, Central New York, in partnership with the Brookings Institution, studied the benefits to CNY companies of expanding their presence globally.

Round 1-3 Project & Strategy Implementation

Driving Progress: CNYIBA

To improve the region's export performance to generate new net wealth and streamline existing export services in the region, the **Central New York International Business Alliance** (CNYIBA) was re-launched with an unveiling event that attracted 150 business executives in September 2013.



Since its launch, the CNYIBA has conducted numerous outreach activities through presentations to stakeholder groups and individual meetings with more than 100 companies. Throughout this time it has assisted companies such as Morse Manufacturing, Giovanni Foods, Cayuga Milk Ingredients, and Rapid Cure Technologies with solutions ranging from connecting to financing sources, advising on export incentives, and helping navigate regulatory obstacles.

The CNYIBA is seeing success in its initial efforts to streamline existing export assistance programs; the U.S. Department of Commerce saw an increase of referrals coming into its export support system, the majority of which are attributed to the efforts of the CNYIBA.

The CNYIBA is also expanding its mentorship program by connecting local businesses to potential CNYIBA member-mentors. For example, the IBA is recruiting companies for a trade mission to bring new-to-market exporters and experienced mentors to Singapore and other Association of Southeast Asian Nations countries in 2014.



Steven King, Executive Director of the CNYIBA

- **ExportNY** – To increase total businesses participating in export assistance programs, the CNYIBA is now co-producing Central New York's innovative *ExportNY* program. The program provides hands-on training for businesses in the region and assists them in drafting an export development plan. *ExportNY* runs twice a year and expects to include 12 to 15 businesses each session. See Part Four for more on the CNY REDC's Global NY plan and strategies.

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

Improving physical infrastructure is a requirement for Central New York to continue its upward trajectory. Pipes and roads are only the beginning of a sophisticated infrastructure. The region's infrastructure connects workers to jobs, students to schools, visitors to attractions, and goods to markets. It is the backbone for lasting, successful economic development. To position itself for new investment and growth, Central New York must invest in its modern infrastructure needs, in addition to preserving and reusing its existing infrastructure.

Round 1-3 Project & Strategy Implementation

- **Land Banks** – With the assistance of the Ford Foundation and Center for Community Progress, Central New York led advocacy efforts at the state level to enact legislation enabling land banks. The Greater Syracuse Land Bank, one of the first five land banks approved by New York State, is developing a strategy to act as the conduit owner of historic properties in order for the community to take time to develop thoughtful and sustainable plans for the resources' preservation.
- Recently completed improvements to **Syracuse Hancock International Airport** and the **Port of Oswego** (Round 1) illustrate forward-thinking, holistic infrastructure improvement.



The Port of Oswego is a critical component of CNY's transportation infrastructure.

- Both the **VISION CNY Cleaner Greener Plan**, prepared by the Central New York Regional Planning and Development Board, and **Onondaga County's Sustainable Development Plan** prioritize the strategic adaptive reuse of existing infrastructure and buildings. For example, the Onondaga County Industrial Development Agency

further incentivizes adaptive reuse in its Community Benefit Payment in Lieu of Tax schedule.

- **Rail** – The Phase I report of the Syracuse Transit System Analysis focused on the potential for the development of light transit or bus rapid transit to meet the needs of the community. Two priority routes identified would enhance links between University Hill, Downtown, Destiny USA, and the Syracuse Lakefront; and James Street, downtown Syracuse, and SUNY OCC.
- **Broadband** – The Broadband Investment Transformational Initiative Team leveraged funding support from New York State over the past several years to deploy affordable broadband access to underserved and unserved communities throughout Central New York. Broadband access is critical for Central New York's rural communities and urban cores to connect with educational and employment opportunities worldwide. In the next year the Broadband Transformational Initiative Team has been tasked with developing a 10-gig broadband attraction program.
- **Interstate 81** – Currently, Central New York is in the middle of a thoughtful debate about the future of its major north/south highway, Interstate I-81. The ultimate decision on the viaduct through downtown Syracuse will shape the region's future economic growth and should consider the Interstate's role as a:
 - Gateway and connector to the community;
 - Driver of the economy by connecting workers to jobs, customers to shopping, students to school, and patients to care; and
 - Facilitator of real estate development and urban revitalization.



The future of Interstate I-81 through downtown Syracuse is a critical infrastructure issue currently being evaluated by stakeholders in the region.



The Syracuse Hancock International Airport opened its new LEED Gold Certified passenger terminal in May 2013.

❖ Strategy: *Maximize Human Capital*

Central New York's human infrastructure is equally important. With exemplary educational institutions, quality employers, and a renowned workforce, Central New York has the components of a great workforce system. Strategic investments in urban education systems, apprenticeship programs, and workforce alignment have made some inroads. In order to fully rebuild the region's employment base, Central New York must retain its highly educated young professionals and change the perception of career paths in advanced manufacturing. The intersection of workforce development systems, the Opportunity Agenda, and transitioning veterans to the civilian workforce presents Central New York with another opportunity to position itself as an innovative community maximizing opportunities for all its residents.

Round 1-3 Project & Strategy Implementation

- **Workforce Alignment** – Improving the alignment of workforce supply and employer demand remains a council priority. Over the past year, much work has been done to push workforce alignment and training to the forefront of community discussions. For example, the Onondaga Citizens League's annual study is examining the workforce situation to determine what, if any, skills gap exists and how existing services are aligned.
- **Veterans** – Central New York is home to a large veteran population and has several world-class facilities dedicated to serving those who served their country. Critical to veteran success is connecting them with skills training to adapt their well-honed military skills for civilian careers. In 2014, New York State and the CNY REDC are refocusing on serving veterans, as outlined in the implementation section. See Part Five for the CNY REDC's strategies to support veterans in the workforce.

❖ Strategy: *Create and Support Apprenticeship Programs*

Many of Central New York's forecasted workforce needs are in positions where a base-level skill set is required for employment. Central New York community colleges and BOCES are terrific resources for high-quality, cost-effective training programs for workers of all ages and backgrounds.

Round 1-3 Project & Strategy Implementation

- **Training and Certification** – MACNY (The Manufacturers Association of Central New York), SUNY OCC, OCM BOCES and SUNY College of Environmental Science and Forestry (SUNY ESF) are partnering to provide training and portable, industry-recognized certifications as machinist, welder, and product technician. SUNY OCC and MACNY are partners with SUNY in the process of implementing the National Association of Manufacturers' (NAM) Manufacturing Skills Certification System in Upstate New York. This system involves a statewide 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. The certification program is enrolling students for the fall 2014 semester at SUNY OCC.
- **Salt Works** is a social enterprise created in partnership with the Near West Side Initiative, Syracuse University, and Habitat for Humanity in which Near West Side neighborhood residents, and graduates of Northside UP's workforce training programs, create artisan furniture from reclaimed materials. The pilot program launched in September 2013.



Salt Works installation at St. Joseph's Hospital

Strategy Implementation in 2014 – 2015

An advisory committee, the **Next Generation Job Linkage Work Group** (Appendix C), is identifying unmet workforce training needs and gaps in existing workforce development infrastructure. Throughout the past year, the group engaged area business leaders to identify recommendations for legislative action, funding priorities, and program development. A critical component is linking the next generation of workers to the careers and industries that will drive Central New York's economic success.

For example, at least three different models exist for how county-based one-stops work with area colleges in Central New York's five counties. The team found that effective systems for matching businesses, training opportunities, and potential employees should be responsive to the speed of the business cycle; delivered through logical, easily navigated processes; and built upon engaged, responsive human relationships. It is critical to strengthen the relationships and infrastructure between each county's one-stop system and local college partner while coordinating broader regional efforts

Driving Progress: Work Train



Lt. Governor Duffy speaks with Loretto CEO Kim Townsend about its plans to hire 100 people utilizing Work Train.

Work Train puts **Central New York's Opportunity Agenda** in action by establishing a dual client workforce development platform in the region that serves the needs of both employers and job seekers. The platform is designed to adapt within different industries and across different skill levels.

Work Train is truly collaborative, uniting leaders from business, economic development, philanthropy, workforce development, local government, training and education, and grassroots organizations. In the past year, local foundations have committed more than \$1 million to launch Work Train over the next three years, along with state support.

Work Train has also established Syracuse as a **National Fund for Workforce Solutions** partner community, which allows the program to access resources and technical assistance from National Fund expert staff; share best practices and network with other partner sites; and be eligible for philanthropic and federal funds that come to the National Fund.



Driving Progress: Say Yes to Education



In 2008, Syracuse University in partnership with the **Say Yes to Education** Foundation, formed a collaborative of public, private, and philanthropic institutions to create the first citywide chapter of Say Yes to Education, Inc. with the promise of a full tuition scholarship to more than 100 colleges and universities across the nation.

After six years of programs and initiatives in support of that goal, the **Say Yes to Education** Collaborative is adapting to support new opportunities to continue its commitment to youth, higher education, and developing our region's workforce.

The Collaborative supports the Syracuse City School District's implementation of vocational training on multiple levels, including the creation of a Public Service Leadership academy and continued collaboration with OCM BOCES. In addition, as part of its Summer Success Academy, Say Yes to Education is introducing students to methods of occupational planning and exposing them to available career choices. Utilizing a revised three-credit Vocational Comparative Planning course, all **Summer Success Academy** students have opportunities to strengthen educational and career goals in support of college completion and career entry. Students will also be introduced to specific career pathways in Central New York's priority industry clusters. Follow-up with each student will occur on their respective college campuses and will include strategies for making meaningful connections with mentors, career advisors, and local industries.

- **UP Start Syracuse** is a pilot entrepreneurship program launched in fall 2013 to establish businesses within targeted districts in the City of Syracuse. The program, a partnership with The Tech Garden, Pro Literacy, SUNY EOC, Cooperative Federal Credit Union, Small Business Development Center and Catholic Charities of Onondaga County, is designed to help aspiring entrepreneurs overcome the barriers of starting a small business. Eighteen participants received business training from

the SBDC Fast Track Program and the UP Start Seminar, provided by SUNY EOC and Cooperative Federal Credit Union.



Students in the UP Start entrepreneurship program.

❖ **Strategy: Attract and Retain Students and Young Professionals**

The influx of students from all over the country and around the world to Central New York's higher education institutions presents an opportunity to retain a new population. While Central New York still faces the challenge of retaining its college graduates and young professionals, several grassroots efforts are advancing to promote Central New York as a wonderful place to live.

Round 1-3 Project & Strategy Implementation

- **40 Below** offers programs supporting artists, community engagement, local commerce, and entrepreneurs. Citing a desire to help better connect college graduates to job opportunities in the region and promote sustainable transportation options, 40 Below recently launched two new task forces in 2014: the Career Connect and Transit Task Forces.
- The **Student Sandbox**, a partnership of The Tech Garden and 16 colleges and universities, gives aspiring student entrepreneurs a venue to accelerate the process of ideation, development, and deployment through mentoring and coaching. Participation in its program has grown steadily in recent years, with nearly 20 teams in its most recent cohort.

- **Believe in Syracuse** promotes Syracuse as a city on the rise and seeks to keep positive momentum going through marketing and communications. Believe in Syracuse utilizes grass roots community organizing to reach as many people as possible and give them opportunities to make a difference and become invested in their community.



- **Regional Employment Resources and Internship Programs – EssentialNYJobs.com**

consolidates job postings from across the region to provide a one-stop shop for job seekers looking for detailed and up-to-date listings of opportunities. The site currently lists more than 10,000 job listings from Central New York employers. Additionally, **Project-ION** serves as a resource to network 200,000 college students at 48 colleges across 21 counties with internship opportunities in the region. Project-ION also focuses on engaging employers in the value of attracting and hosting the talent found at local colleges and universities through training programs with career services organizations.



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

Municipal cores are the geographic nexus of commerce, education, culture, and humanity. Vibrant communities require exciting communal spaces. The dynamic revitalization of downtown Syracuse, Genesee Street in Auburn, the Oswego Harbor area, and downtown Cortland are evidence that a fundamental shift is happening in the way people choose to live, work, and play. The rehabilitation of Central New York's municipal cores' physical structures is bringing residents, retail businesses, and cultural events back to their historical homes.

❖ Strategy: Leverage the Region's Exemplary Anchor Institutions

Symbiotic relationships developing between neighborhoods and institutions are benefiting some of the region's largest employers and poorest citizens while leveraging municipal and private investment. New leadership at many anchor institutions presents CNY an opportunity for fresh thinking about the role the region's hospitals and universities play in community discussions of aesthetics, functionality, and access to the resources within them.

Round 1-3 Project & Strategy Implementation

- **Northside Urban Partnership** has engaged **St. Joseph's Hospital Health Center** in the training and hiring of community residents. Health Train, a program operating on Syracuse's North Side geared toward the health care industry, graduated 10 people in its third class in 2013, all of whom have been placed in jobs at St. Joseph's. To date, 38 people have graduated and 37 of those graduates remain employed at the hospital, a 97 percent graduation rate and 97 percent job placement rate. This is a successful replication of the Green Train model, which has graduated 12 classes totaling 170 participants since 2009, with a graduation rate of 92 percent and job placement rate of 76 percent. In 2013, the program had 24 graduates, 92 percent graduation rate and 80 percent job placement rate.



- **Colgate University** is Madison County's largest private employer. The institution plays a major direct in economic development, and also contributes indirectly. The Center for Arts and Culture is a Round 4 priority project that will relocate two university museums into a newly constructed facility in downtown Hamilton. Nearly \$20 million is expected to be invested, and this property will also stay on the tax rolls (or make payments in lieu of taxes). The Colgate Inn, also in downtown, is one of the county's premier hotel properties and has seen millions of dollars in renovations over the years to create memorable first impressions of Colgate and the inn to reflect the charm, vitality and warmth of the Hamilton community. Additionally, the Hamilton Initiative is a Colgate-for-profit LLC, which has directly invested in downtown properties to supercharge downtown's revitalization including specialty stores, coffee shops, restaurant, theaters, and other amenities that make the village a gem in the county. Other independent businesses have sprung up as a result, such as the Zen Den and Good Nature Brewing Company.

- **SUNY Oswego** has locations in both the city of Oswego and downtown Syracuse. Oswego is currently developing a new Institute for High Precision Advanced Manufacturing Technologies and Innovation that will concentrate its research and development on blue manufacturing and other sustainable technologies in advanced manufacturing. A partnership with the Port of Oswego Authority is developing a lab for agriculture quality testing for port customers. SUNY Oswego is also developing an Early College Access to In Demand Jobs model in collaboration with local school districts that will address the needs of employers in filling much needed skills as part of the mission of the college's Workforce Investment Board. Finally, SUNY Oswego's Community Incubator Project aligns community businesses, nonprofit organizations, and government institutions to address the core issues of poverty and unemployment and develop opportunities in the entrepreneurial ecosystem. **Cayuga Community College** intends to jump-start its role as an anchor of economic growth in Auburn through its recent START-UP NY application. Already a major employer in Cayuga County, the community college intends to attract new business to the region and facilitate the growth of emerging businesses as part of this application. Further, Cayuga Community College and SUNY Oswego have invested in bringing workforce development skills to both Auburn and a recently expanded facility in Fulton—an area recognized as having high need for workforce development activities.

- **Morrisville State College** has also been a champion in initiating economic development. Through its academic programming, interns and graduates earn applied skills for degrees in automotive technician, nursing, dairy management, hospitality management, and renewable energy. The college also works with Nelson Farms, which provides entrepreneurial agribusiness opportunities for specialty food processors, farmers, growers, and producers. Morrisville is also on the cutting edge of equine rehabilitation and animal husbandry. With a multi million-dollar investment in a state-of-the-art equine rehabilitation facility, the college is adding to its reputation of an outstanding equine sciences degree program at one of the premier facilities in the Northeast.

Strategy Implementation in 2014 – 2015

Over the next year, the **Municipal Cores Transformational Initiative Team** proposes establishing a CNY Revitalization Fund to make funds available to:

- Prioritize adaptive reuse and historic rehabilitation;
- Provide support for brownfield revitalization and cleanup efforts;
- Support industrial reuse planning and development;
- Maintain residential redevelopment growth in central business districts;
- Support sustainable transit-oriented development strategies;
- Encourage mixed-use development in revitalization projects; and
- Focus on fostering, promoting, and attracting entrepreneurial development, such as innovation districts.

Driving Progress: Near West Side Initiative

The **Near West Side Initiative** (NWSI) continues to make great progress toward holistically revitalizing the Near West Side of Syracuse. In May 2013 the NWSI completed the conversion of a 4,000-square-foot former restaurant into Salt Quarters, an artist-in-residence program. The renovation was made possible by a grant from ArtPlace.



Syracuse University, and Habitat for Humanity to create Salt Works, a social enterprise that hires men and women from the neighborhood to build artisan furniture out of reclaimed timbers from a renovated warehouse on the Near West Side. Salt Works was made possible by a Kresge Foundation grant as well as New York State Opportunity Agenda funds.

Additionally, a \$1.2 million REDC grant was utilized to begin renovations to the third floor of the Case Supply Complex, which, once completed, will be home to several market-rate apartments, a creative and performing arts space, and will continue to house the new WCNY and ProLiteracy offices.

The NWSI has also continued its mission of community engagement. In 2013 the NWSI partnered with Northside UP,



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

Central New York has a robust network of critical infrastructure in the region's commercial and manufacturing centers; however, necessary repairs and proactive improvements are needed to optimize intelligent development. Infill and adaptive reuse policies are changing the conversation around new development — both commercial and industrial. In addition, the region's strong arts and culture venues make urban cores destinations for university students, local residents, and visitors.

The Municipal Core Transformational Initiative Team recommends allowing underutilized land to be used to its full potential, generating new tax revenue and utilizing a complete streets model.

Several key neighborhoods are seeing an entrepreneurial rebirth. These **Innovation Districts** rehabilitate an urban environment and promote a welcoming environment for innovation-oriented activities, thereby attracting entrepreneurial density in urban cores. In Syracuse, a Tech Corridor is developing along the previously underutilized Warren Street corridor and a creative resurgence is emerging from the intensive neighborhood revitalization effort on the Near West Side.

Driving Progress: Addressing Vacant Properties

The **Greater Syracuse Land Bank** is tackling the City of Syracuse's dual issue of thousands of tax-delinquent properties and an abundance of vacant structures. Several programs are taking root.

Using funds from the New York State attorney general, the Greater Syracuse Land Bank is renovating 50 single-family/owner-occupied homes. Forty homes are in the city and 10 additional homes are in municipal cores adjacent to the city line.

The Land Bank is also implementing a Home-Ownership Choice Program. When listing single-family homes in move-in or nearly move-in ready condition, the Land Bank will wait up to 60 days for a qualified offer from a buyer who plans to occupy the home as a primary residence, before considering other offers on the property.



The Greater Syracuse Land Bank is acquiring and stabilizing properties in Syracuse and Onondaga County.

Round 1-3 Project & Strategy Implementation

- **Water Resources** - Many of Central New York's municipal centers have access to pristine water resources and Central New York prioritizes its water resources and waterfront revitalization projects. The council has invested more than \$11 million in waterfront revitalization projects. Moving forward the council will continue to invest in mixed-use development in waterfront communities, promote the attraction and retention of water-intensive industries, advance the development of low-cost and sustainable energy resources, and support the marketing of recreational and heritage tourism around the region's water assets.
- **Syracuse Inner Harbor** – The Syracuse Inner Harbor, recipient of REDC awards (Round 1 and 2), is the first new neighborhood in the city of Syracuse in decades. Development to date includes completion of substantial environmental remediation and infrastructure improvements to enable development of the 28-acre site. Recently, Governor Cuomo attended the groundbreaking of the site's first building, an Aloft Hotel, and announced a second hotel. Additionally, SUNY ESF and SUNY OCC have applied for a \$20 million SUNY 2020 Challenge Grant to build the SUNY Water Research and Education Center at the Inner Harbor as part of its redevelopment. This center would establish a permanent presence for SUNY ESF and SUNY OCC's programs focused on the lake and the environment. These programs would reach undergraduates, graduate students, K-12 students and teachers, researchers, and New Yorkers in need of job training. It will blend research, recreation, tourism, environmental interpretation and educational and entrepreneurial opportunities and bring vitality to the Inner Harbor. There is also potential for START-UP NY opportunities on associated with the proposed center.



Assemblyman William Magnarelli, CenterState CEO's Rob Simpson, Steve Aiello of COR Development, and Governor Cuomo look over plans for the new Aloft hotel at the Syracuse Inner Harbor.

Credit: Photo courtesy of Office of the Governor

- **Plaza of the Arts** - The \$5 million development (Round 2) of a 20,000-square-foot, two-story, mixed-use building in Auburn is attracting tenants, including Soules and Dunn Development Group, which will move several trainers, finance staff and marketing personnel to Auburn. The Plaza is considered critical to downtown Auburn's revitalization and its commercial and emerging cultural corridor.



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

A vital component to rejuvenating CNY's urban cores and neighborhoods is providing residents with quality Pre-K-12 education including complementary after-school and summer support and tools to navigate career and education pathways. Entrenched challenges, including high unemployment and poverty rates in older center-city neighborhoods and former small-town manufacturing centers, must be tackled holistically, and it will take years for their effectiveness to be fully realized.

Round 1-3 Project & Strategy Implementation

- **Say Yes to Education** – The Say Yes Transformational Initiative Team is finding innovative ways to prepare today's students for tomorrow's careers. This year, Say Yes to Education's Collaborative Partner Colleges located in Central New York (Cayuga Community College, SUNY OCC, Morrisville State College, SUNY Oswego, SUNY Cortland, SUNY ESF, St. Joseph's Hospital Health Center, and Syracuse University) brought together more than 65 incoming students during a six-week Summer Success Academy. Partially funded through a \$50,000 CFA grant, the 2014 Summer Success Academy—an initiative of the Say Yes to Education Collaborative, the Syracuse City School District, and various other members—was hosted by SUNY OCC.



Plaza of the Arts, a mixed-use project in Auburn.

1.1 OVERVIEW OF JOB CREATION AND INVESTMENT

At the four-year point in the REDC process, the council's focus on leveraging private investment, anticipating community needs, and project monitoring ensures that each job created and every dollar invested aligns with its three fundamental goals. As detailed above, the combination of REDC projects and the work of the Transformational Initiative Teams is creating innovative policy solutions and strong partnerships among the council, local employers, and educational institutions — fostering a *new* Central New York.

Over three rounds, the CNY REDC's ROI for Priority Projects is more than \$1 billion leveraged for all council-funded projects. The council prioritizes projects that create employment opportunities for all skill levels, respond to the businesses community's needs, and maximize the return on New York State dollars invested in Central New York.

Round 1 Projects

Projects expect to create **805** jobs, while retaining **377** 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 Projects

Projects expect to create **799** jobs, while retaining **826** jobs. Indirect job creation through construction and ancillary job creation is expected to be **8,221** jobs. A combined state investment of **\$92,813,837** leveraged a total investment of **\$248,376,506**.

Round 3 Projects

Projects expect to create **973** jobs, while retaining **475** jobs. Indirect job creation through construction and ancillary job creation is expected to be **4,375** jobs. A combined state investment of **\$35,413,801** leveraged a total investment of **\$299,079,382**.

1.2 STATUS OF ROUND 1-3 PROJECTS

While a handful of projects have faced challenges over the past three years, the vast majority are making progress toward leveraging state investment into business expansion and job growth. After three years of proactively supporting priority projects, the CNY REDC is witnessing completion of a number of Rounds 1, 2, and 3 projects.

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 bathroom.
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 16,000 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 Aurelius in the design, construction, and commission of the Parallel Wastewater Pump Station adjacent to the existing Ellis Drive Wastewater Pump Station. 51 percent of jobs created through project will benefit low- and moderate-income New Yorkers.
Cortland County		
City of Cortland	ALPLA, Inc.	Assist in the expansion of ALPLA, Inc., 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 startup 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 Farmers Cooperative	Assist in the startup of NY Beef Farmers Cooperative's operations in Madison County, creating 10 jobs, of which 60 percent will be made available to low- to moderate income individuals.
Marquardt Switches, Inc.	Worker Skills Upgrading	36 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 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 Hancock 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 Federal Emergency Management Agency and Department of Homeland Security 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 square feet of existing space in Syracuse. 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 Army Square Historic District's 1907/1930 New York State 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 home buyers 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 home buyers.
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. 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	December 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	Red
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			21	28		6/15/2012	12/2/2013	Green
Parks	\$400,000	\$800,000						11/1/2012	12/1/2016	Green
DOS	\$50,000	\$100,000							4/30/2015	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	7/16/2013	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								Black
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	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 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 43 existing employees and creation of 12 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 at Syracuse University, 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 Program	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 redevelop 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 its new multimodal 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 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	Creating of a bioscience incubator on a brownfield site that will provide startup 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	SyracuseCoE R&D Labs, NYE/RIC Advanced Building Consortium	Supports the build-out and equipment of unfinished spaces at the headquarters of the SyracuseCoE 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 National Career Readiness Certificate and National Work Readiness Certificate.
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 in Syracuse 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 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 is 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 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	Yellow
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	5/31/2014	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	Red
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	9/7/2013	Green
ESD	\$3,000,000	\$8,700,000					40		December 2013	Green
DOL	\$50,000	\$50,000			41	100		7/25/2012	9/30/2013	Green
EFC	\$413,000	\$780,108						9/30/2013	11/30/2013	Green
Parks	\$200,000	\$773,000						5/15/2012	12/31/2014	Green
EFC	\$279,000	\$373,250						9/1/2013	11/30/2014	Yellow
Canals	\$150,000	\$517,420						3/1/2013	August 2013	Green
ESD	\$837,500	\$12,500,000					65	11/1/2011	April 2013	Green
DOL	\$17,500	\$17,500		42				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
ESD	\$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									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 Black: Project has been terminated
TOTAL	\$102,367,116	\$491,108,256	4,045	377	142	805	1,024			

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 Nature 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						6/1/13	12/31/2017	Green
DOL	\$100,000	\$100,000						4/1/2013	3/31/14	Green
HCR	\$200,000	\$800,000						2/15/2013	2/19/2014	Green
HCR	\$250,000	\$1,049,010						2/15/2013	12/19/2014	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						3/19/2013	12/19/2014	Green
HCR	\$200,000	\$560,886							8/30/2014	Green
ESD	\$485,319	\$1,960,000							July 2013	Red
Parks	\$383,253	\$509,760						5/1/2013	12/17/2017	Green
ESD	\$800,000	\$8,884,571	112	10		18		3/1/2013	January 2015	Green
HCR	\$70,000	\$182,050						2/15/2013	12/19/2014	Green
HCR	\$750,000	\$2,400,000		44		10		2/15/2013	11/8/2014	Green
HCR	\$315,000	\$2,015,000								Black
HCR	\$250,000	\$325,100						2/15/2013	12/19/2014	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	March 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	Yellow
ESD	\$1,000,000	\$5,061,600	7		3			February 2013	October 2015	Yellow
Ag & Markets; HCR	\$700,000	\$4,062,088							8/1/2015	Yellow
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						3/21/2013	12/19/2014	Green
Arts	\$62,000	\$88,000	3	3		9		4/27/2013	9/21/2013	Green
Arts	\$150,000	\$300,000	5	1	3	5		4/27/2013	9/20/13	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	Yellow
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								Red
ESD								12/19/2012	July 2015	Black
ESD	\$320,000	\$1,726,122					20		4/30/2014	Green
HCR	\$200,000	\$13,876,000								Black
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 village 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						4/1/2012	3/31/15	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								9/14/2012	September 2013	Black
ESD	\$500,000	\$9,414,273					80	February 2013	April 2014	Green
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						6/23/2014	11/14/2014	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						1/2/13	1/1/16	Green
ESD	\$245,000	\$1,398,950				1		7/16/2012	October 2013	Green
ESD	\$500,000	\$1,000,000				0	100		December 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						9/19/2012	December 2013	Green
Canals	\$150,000							July 2012	July 2013	Green
DEC	\$30,000	\$37,500						1/28/2013	2/24/2014	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	12/31/2017	Green
ESD	\$500,000	\$1,029,250	12			30		4/1/2013	6/1/2014	Yellow
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							3/31/2015	Yellow
DEC	\$30,000	\$37,500						2/19/2013		Green
Canals	\$50,000							December 2012	December 2014	Green
DOS	\$75,000	\$150,000								Green
HCR	\$200,000	\$375,700							12/19/2014	Green
NYSERDA	\$397,831	\$546,656							7/1/2015	Green
HCR	\$1,500,000							6/19/2013	6/18/2015	Green
ESD	\$48,000,000									Green
ESD	\$4,500,000							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		
								Black: Project has been terminated		
TOTAL	\$92,813,837	\$ 248,376,506	3,794	826	30	799	8,221			

Round 3 Projects The following table provides an overview of the status of projects funded in the third round of the Regional Council and CFA process.

Project Sponsor	Project Title	Description
Cayuga County		
TRW Automotive, LLC	Plant Equipment Upgrade	Upgrade outdated equipment and perform minor renovations to accommodate the equipment at its Auburn, Cayuga County plant.
Cayuga County	Cayuga County, Dredging Little Sodus Bay	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.
Johnston Paper Company, Inc.	Johnston Paper Company, Inc. Expansion	Construct and equip a 30,000 sq. ft. warehouse expansion and a 20,000 sq. ft. office expansion to its existing 103,900 sq. ft. facility in the Town of Aurelius, Cayuga County.
Cayuga (Co)	Emerson Park Improvements	Design and build improvements to Emerson Park on Owasco Lake in the City of Auburn, including renovation of the boat launch, docking facilities, a seawall supporting a boat tie-up area, roads, and the existing lakeshore boardwalk.
Town of Fleming	Town of Fleming Wastewater Engineering Study	Complete an engineering report to investigate existing wastewater collection system for inflow and infiltration.
Village of Cayuga and Town of Aurelius	Water and Sewer Operations Consolidation	The Village of Cayuga and Town of Aurelius will consolidate the operation and maintenance of municipal sewer and water systems. The project will streamline administrative and billing services, and help develop a new joint asset management plan for the systems.
Marc P. Pietropaoli MD PC, dba Victory Sports Medicine & Orthopedics	Marc P. Pietropaoli MD PC, Victory Sports Medicine Complex	Purchase, expand, renovate and equip the 18,400 sq. ft. vacant Harriet Tubman Residential Center on 110 acres in the Town of Sennett, Cayuga County to create an Integrated healthcare, sports and wellness campus.
Cayuga Economic Development Agency	John Street Restoration	Renovate a key building located on East Genesee Street in downtown Auburn, as part of the larger East Hill revitalization effort.
Cortland County		
C'Ville Cafe, Inc./Byrne Dairy	C'Ville Cafe, Inc., Agritourism Destination Facility	The projects consists of the construction, equipping, and marketing of an agritourism destination; including a retail store, café, amphitheater, and working farm. C'Ville Cafe will also host tours of the C'Ville Yoghurt plant, a yoghurt and cheese manufacturing facility.
Cortland Line Holdings, LLC	Cortland Line Holdings, LLC Plant Renovations and Equipment	Modernize its operations in the City of Cortland, Cortland County. The project involves building a new climate controlled room, with related computer, material handling, and drying process equipment.
City of Cortland	Wickwire Pool	The pool will be refurbished, more energy efficient, accessible, and remain an important community asset, enabling people of all ages and abilities an enjoyable and safe place to swim.
City of Cortland	Cortland Zoning Analysis	Conduct an analysis of the City's current zoning code including use; density and bulk regulations; and amending housing variety, greater development densities, and infill development.
City of Cortland	Clint Street Sewer Study	Complete an engineering report to evaluate the replacement of the Clint Street sewer.
Village of Homer	Homer NY Main Street 2	Assist three residential and commercial mixed-use buildings and perform streetscape enhancements in its Central Business District.
Madison County		
Cornell Cooperative Extension of Madison County	Madison County Malting Project Feasibility	Conduct a feasibility study, including facility design and business plan creation, for the creation of a full-scale grain malting operation in Madison County.
Queensboro Farm Products, Inc.	Queensboro Farm Products, Inc Equipment Upgrade	Upgrade equipment and renovate a portion of its existing facility to come into compliance with regulations for producing Greek yogurt. This will enable the dairy processor to maintain its current market and grow its customer base for yogurt products.
Cazenovia College	Cazenovia College, NYS Center for Equine Business Development Capital Improvements	Enhance business client access and improve program delivery at the New York State Center for Equine Business Development. The project includes upgrades to a campus science laboratory and Equine Education Center (EEC), including construction of a second arena, and a commodities building and storage facility.
Ariston Dairy Products, LLC	Ariston Dairy Products, LLC New Dairy Plant	Renovate and equip a 72,000 sq. ft. existing facility which the company will lease to manufacture strained Greek yogurt and feta cheese for wholesale and retail customers in the U.S. and Canada.
Marquardt Switches Inc.	Marquardt Switches Inc., Global Technology Center	The project will make the plant a Global Technology Center to enable the company to shorten development cycles, build new production lines, and perform advanced testing for the sensors, switches and control products the company manufactures for automotive and industrial/home markets.
Village of Cazenovia	Lakeland Park Planning and Development	A vision and master plan will be developed for Lakeland Park and the historic Carpenter's Barn, including suggestions for rehabilitation to enhance public use of the barn, ways to improve pedestrian circulation and access to recreation areas, including kayak and canoe launching, and the creation of a tree planting plan.
National Abolition Hall of Fame and Museum	Smithfield Community Historic Landmark Internships	Employ two interns to assist in the operations of the Gerrit Smith Estate National Historic Landmark and the National Abolition Hall of Fame and Museum. Each of the two sites will now be able to increase operating hours, services and communications, attracting more visitors and realizing more revenue.
Town of Sullivan	Town of Sullivan Engineering Study for the East Sullivan Sewer District	Complete an engineering report to evaluate inflow and infiltration issues within the existing East Sullivan Sewer District.
Onondaga County		
Upstate-COR Company, LLC	COR/Upstate, Loguen Crossing Redevelopment	Complete roadway and streetscape improvements begun in phase 2 of the Loguen Crossing project in Syracuse, as well as design, site work, and construction of an 80,000 sq. ft. building for Upstate Medical Center.
Near West Side Initiative, Inc.	Near West Side Initiative Case 3 Unit Saltmakers Redevelopment	Renovate 23,000 sq. ft. of third floor space in a vacant industrial warehouse. The renovations will result in arts-based retail space, artists studios, craft and exhibit space, and four apartments.
PEMCO Washington LLC	300 Washington St., Syracuse Rehab	Rehabilitate a vacant, 10-story, 311,356 sq ft former office building at 300 Washington Street in downtown Syracuse into mixed use space, including 68 apartments, and 92,000 sq ft of Class-A office and retail space.
Syracuse University	Syracuse University, Façade Program III	Capitalize Round III of The Connective Corridor Façade Improvement Program (FIP), providing funding assistance to improve the physical and aesthetic conditions of properties within and adjacent to the Connective Corridor in downtown Syracuse.
Discovery Center of Science and Technology	Discovery Center of Science and Technology, MOST Energy Exhibit	Develop a 1,700 sq. ft. energy exhibit focused on energy, the status of Earth's non-renewable resources and alternative energy. The exhibit, "Energy: Powering Our Future," will educate students and visitors on the past, present and future energy production and demand, and the human impact of Earth's climate.
CNY Fabrication, LLC	CNY Fabrication, LLC, G.A. Braun	The 100,000 sq. ft. expansion will support vertical integration, new business development, and strategic domestic and international business growth initiatives.
INFICON, Inc.	Inficon	Construct and equip a 64,000 square-foot addition to its existing 140,000 square-foot manufacturing facility as required to expand existing operations.
YMCA of Greater Syracuse	YMCA of Greater Syracuse, Northwest Family YMCA Construction	Construct and equip a 100,200 sq. ft. YMCA facility, including 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.
L. & J.G. Stickley, Inc.	L. & J.G. Stickley, Inc.	Add 7,600 sq. ft. of manufacturing space within existing furniture manufacturing facility and to purchase M&E as required to facilitate production growth.
G.C. Hanford Manufacturing Co.	G.C. Hanford Manufacturing Co.	The project involves purchase, rehab, and equipping of an existing building to include production of a new dual chamber infusion bag product with a new 36,000 sq. ft. pharmaceutical manufacturing and packaging line and clean rooms.
Onondaga County Department of Water Environment Protection	Agrana Foods Infrastructure	Upgrade the Baldwinsville-Seneca Knolls Wastewater Treatment Plant, located in the Town of Lysander, to support attraction of Agrana Fruit US, Inc. to the Radisson Corporate Park in Baldwinsville.
Syracuse Community Health Center, Inc.	Phase 2, Building and Infrastructure Improvements	Phase 2 of the healthcare campus project 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.
706 North Clinton, LLC	706 North Clinton Redevelopment/Anchor tenant Bailey & Haskell Assoc.	Acquire and redevelop 706-716 N. Clinton Street, which is located at the entry to the Syracuse Inner Harbor and Franklin Square neighborhood, to be renovated into Class A commercial office space for financial and medical service tenants.
3Gi CNYIP Inc	Freight Center In Syracuse	This project will support Phase 2 construction of the Central New York Inland Port (CNYIP): Container Pooling Operation (CPO). Once completed, CNYIP & CPO will offer freight loading and unloading capabilities, warehousing, storage and other functions in a strategically located area.
CNY Arts Inc	CNY Arts Economic Development 2013	This project includes: a regional marketing strategy; enhancements to existing social marketing system; advertising the multi-platform cultural calendar across a six county region; a kiosk project amongst regional partners; and educational programs.
Housing Visions Unlimited	Housing Visions Unlimited SNAP Opportunities Program	The program utilizes the Circles program and includes an intensive 15 module training that prepares SNAP recipients or eligible participant to move ahead in their life, including assistance with supportive services such as childcare and transportation as necessary.
Syracuse Jet Real Estate Management LLC	Management and Operations Training	Provide on-the-job training for 5 newly-hired workers in financial management, human resources, hospitality management, repositioning and fueling aircraft, customer service, hospitality, and aviation mechanics.
Village of Fayetteville	Green Gateway	Install pervious pavement, rain gardens, bio retention, and stormwater street trees along East Genesee Street to improve safety for pedestrians and motorists, improve water quality and beautify one of the Village's primary economic corridors.
Peoples Community Development Corporation	Save 711: The Benediction Cafe	The purpose of the Save 711: Benediction Cafe project is to stabilize, restore and repurpose the historic former AME Zion Church, which is the oldest African-American church in the City of Syracuse and is listed on the National Register, as a multi-purpose community space and café.
City of Syracuse	Zoning Ordinance Revisions	Project deliverables include a new zoning ordinance and zoning map, along with web and print materials that clearly illustrate the development approvals process. A new zoning ordinance will attract infill development, improve quality of redevelopment projects equitably across city neighborhoods, and help attract new residents to the urban core.
Syracuse University Office of Arts	Arts Engage	Commission five new choral compositions to be performed in unique locations along the Connective Corridor.

Agency	CFA/Agency Award	Excelsior	Additional Award	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	\$200,000			\$200,000	\$2,900,000	357	8		12				Green
ESD	\$15,000												Black
ESD	\$225,000			\$225,000	\$4,700,000	110			15				Green
DOS	\$102,876			\$102,876	\$205,752								Green
DEC	\$15,000			\$15,000	\$19,000						2/11/2014		Green
DOS	\$292,545			\$292,545	\$325,050								Green
ESD	\$800,000			\$800,000	\$4,423,000	40			75				Green
HCR	\$150,000			\$150,000	\$482,439							12/10/2015	Green
ESD	\$500,000			\$500,000	\$4,600,000			15			December 2013		Green
ESD	\$150,000			\$150,000	\$685,000	43	8		3				Green
Parks	\$500,000			\$500,000	\$915,000						9/1/2014	12/31/2015	Green
NYSERDA	\$112,000			\$112,000	\$150,000							12/31/2016	Green
DEC	\$3,000			\$3,000	\$10,500						3/6/2014		Green
HCR	\$200,000			\$200,000	\$344,600						2/21/2014	12/10/2015	Green
ESD	\$30,500			\$30,500	\$61,000								Green
ESD	\$250,000	\$43,000		\$293,000	\$2,196,000	40	40		5				Yellow
ESD	\$500,000			\$500,000	\$12,000,000					5	February 2014		Green
ESD	\$900,000	\$857,000		\$1,757,000	\$6,511,302				95				Green
ESD	\$600,000			\$600,000	\$5,092,500	439							Green
Parks	\$22,000			\$22,000	\$44,000						4/1/2014	12/31/2015	Green
Arts	\$6,370			\$6,370	\$9,100				1		5/20/2014	8/24/2014	Yellow
DEC	\$30,000			\$30,000	\$37,500						2/24/2014		Green
ESD	\$750,000			\$750,000	\$24,500,000				25	3055			Red
ESD	\$1,000,000			\$1,000,000	\$1,880,000					15			Green
ESD	\$2,500,000			\$2,500,000	\$19,981,582				2				Yellow
ESD	\$200,000			\$200,000	\$250,000								Green
ESD	\$100,000		\$180,000	\$280,000	\$750,000	23							Green
ESD	\$1,500,000			\$1,500,000	\$9,591,000	155	155		30				Green
ESD	\$1,000,000	\$1,500,000		\$2,500,000	\$61,000,000	240	150		40	1000	March 2014		Green
ESD	\$985,000			\$985,000	\$17,000,000				200	30			Green
ESD	\$500,000	\$475,000		\$975,000	\$3,820,000	862	60		50		January 2014		Green
ESD	\$1,000,000	\$100,000		\$1,100,000	\$8,000,000	100			55				Yellow
ESD	\$150,000			\$150,000	\$738,800					120			Green
ESD	\$850,000			\$850,000	\$4,100,000	307			19				Green
ESD	\$500,000			\$500,000	\$8,136,400								Green
NYSERDA	\$1,000,000			\$1,000,000	\$3,432,000		2		81			3/31/2015	Green
Arts	\$74,000		\$100,000	\$174,000	\$318,000	3					2/22/2014	12/31/2014	Green
OTDA	\$100,000			\$100,000	\$200,000				67				Green
DOL	\$9,440			\$9,440	\$7,000,000								Green
EFC	\$557,100			\$557,100	\$619,000						3/1/2015	8/31/2015	Green
Parks	\$250,000			\$250,000	\$912,368								Green
NYSERDA	\$300,000			\$300,000	\$549,000							12/31/2016	Green
Arts	\$62,012			\$62,012	\$182,600						1/1/2014	12/31/2014	Green

Round 3 Projects (continued)

Project Sponsor	Project Title	Description
Onondaga County (cont.)		
G. C. Hanford Manufacturing Company dba Hanford Pharmaceuticals	Operations and Technical Skills Training	Train 37 long-term unemployed workers in procedures/paperwork, good manufacturing practices, microbiology, aseptic processing and technique, equipment assembly/disassembly, cleaning/maintenance, compounding-filling-sterilization procedures, packaging/labeling, clean room operations, HVAC-welding-electrical-plumbing, troubleshooting, test methodology, quality, chemistry, and laboratory operations.
G. C. Hanford Manufacturing Company dba Hanford Pharmaceuticals	Operations and Technical Skills Training	Provide on-the-job training for 37 newly-hired workers in production/compounding supervision, operations, filling, loading, staging, packaging, sterilization, calibration, process control, line/facility mechanic, accountability, warehousing, truck driving, chemistry/microbiology quality analysis, auditing, regulatory affairs, compliance management, safety, human resources, information technology.
Syracuse (C)	Onondaga Creek Bank Stabilization	Enhance stability of Onondaga Creek bank, by reconstructing a 120-foot-long gap in retaining wall along western side of Onondaga Creek. Project will also enhance aesthetics of the area by adding a stone fascia to the wall and three concrete art platforms between the retaining wall and adjacent parking lot.
Onondaga Historical Association	Ska nonh Planning	Repurpose an under-utilized facility and grounds in Liverpool, NY into a Haudenosaunee (Iroquois) heritage museum and recreational trails. It will provide opportunities for Native American artists, crafters, performers, and entrepreneurs to have access to a broader audience and customers.
Central New York Regional Planning and Development Board	Vision CNY Regional Partnership For Comprehensive Planning Project	Bring together 12 municipal partners from the five county region committed to developing and implementing comprehensive planning and sustainable local land use tools and regulatory frameworks and practices, and provide them with structured guidance and assistance in the inventory, analysis, establishment, and local adoption of locally-appropriate, sustainable land use planning and development tools.
Tony Baird Electronics, Inc.	Quality Management and Operations Training	Train 4 workers in total quality management, improvement actions and problem solving, auditing actions and problem solving, aerospace requirements for implementation of AS 9100C (standardized quality management system for the aerospace industry), and IPC J-STD-001 requirements for soldered electrical and electronic assemblies.
COR Inner Harbor Company LLC	Mixed Use Development In Syracuse	This project involves revitalization of the Syracuse Inner Harbor into a mixed-use development that will provide commercial, residential, and community space.
Indian Springs Mfg. Co. Inc.	Operations and ISO Quality Management Training	Train 10 workers in ISO 2008 (quality management systems standards), mechanical inspection, continuous improvement and problem solving, and internal auditing.
Syracuse (C)	Onondaga Lake Access Improvements	Construct the Lake Lounge, a public access area on Onondaga Lake, and prepare designs for another proposed project described in the Onondaga Creek Waterfront Revitalization Strategy.
Onondaga County Department of Water Environment Pr	Onondaga County Baldwinsville-Seneca Knolls Wastewater Treatment Plant Engineering Study	Complete an engineering report to evaluate upgrades and/or replacements at the Baldwinsville-Seneca Knolls Wastewater Treatment Plant.
Syracuse Poster Project	Internship Funding	Hire interns to help with a variety of tasks, including graphic design, marketing and promotion, social networking, fund raising, database development and website development.
Catholic Charities of Onondaga County	Urban Partnership for Economic Opportunity	UPEO is a collaborative effort to align with larger economic development efforts, led by the Northside Urban Partnership (NSUP), an affiliate of United Way of Central New York; the Near West Side Initiative (NWSI), sponsored by Syracuse University; and the Syracuse SUNY Educational Opportunity Center (SUNY EOC) - representing an alliance between Syracuse's Near North, Near West and South Side Gateway neighborhoods.
Downtown Committee of Syracuse, Inc.	Jefferson St. and South Warren St. Renovation	Assist residential and commercial mixed-use properties along Jefferson Street and South Warren Street in the City of Syracuse.
Everson Museum of Syracuse and Onondaga County	Gustav Stickley House Restoration	Convert the Gustav Stickley House on Syracuse's Near Eastside into a museum.
Onondaga Community College Foundation	Summer Success Academy	The SSA is a five day a week, six week program during the summer prior to a student's first fall semester in college. Students complete a developmental course to improve their college-readiness, increase their awareness of career options in Central NY, and connect with peers, mentors, career advisors, and local industries.
Onondaga County Community Development Division	Village of Camillus Main St. Program	Assist six residential and commercial mixed-use buildings in the Village of Camillus's business district.
Syracuse Fiber Recycling LLC	Syracuse Fiber Recycling	Expand company's capacity to manufacture animal bedding from paper mill residuals and cement kiln dust. The project is in partnership with City of Syracuse IDA.
Syracuse Model Neighborhood Corp	Salina Street Building Renovation	Renovate a two-family building on South Salina Street, in downtown Syracuse's Southside Neighborhood.
Town of DeWitt	Willis Carrier Recreation Center	Build a one-of-a-kind, all-inclusive outdoor multi-sports complex to be enjoyed by all residents and visitors of Central New York.
Oswego County		
Central New York Raceway Park, Inc.	Central New York Raceway Park, Inc. Construction	Complete construction of the company's \$38M multi-use tourism destination for motorsports, trade shows, banquets and concerts, entertainment and education, and to complete a traffic study for possible I-81 access to the site.
Filtration Lab USA Inc., dba Northland Filter International	Northland Filter International Equipment Purchase	Purchase and install two new production lines, and perform related renovations, in order to produce low to medium efficiency air filtration products.
Southern Graphic Systems, LLC	Equipment Purchase	Purchase machinery and equipment and perform related renovations to upgrade its chrome and copper plating processes.
Town of Scriba	Town of Scriba Sewer System Engineering Study	Complete an engineering report to evaluate the feasibility of a town-wide wastewater treatment and collection system.
Kasoag Trailblazers, Inc.	Trail Grooming Equipment	Purchase new groomer, allowing them to provide safe snowmobile trails for over 310 club members and an estimated 40,000 sleds per week that visit the area.
Village of Lacona	Lacona Park Project	Acquisition of a privately-owned property for public parkland, site work to prepare the parcel, and installation of picnic accommodations and park equipment for children of all abilities.
Village of Cleveland	Village of Cleveland Wastewater Engineering Study	Complete an engineering report to evaluate the Village's existing wastewater treatment infrastructure.
Village of Phoenix	State Street Improvement Project	Assist owners of mixed-use buildings to complete commercial and residential renovation projects along State Street in the Village's Canal Waterfront District.
City of Fulton	City of Fulton Wastewater Engineering Study	Complete an engineering report to evaluate and identify inflow and infiltration within the sanitary sewer collection system.
Oswego (Co)	Central New York Region Recreation and Heritage Plan	Prepare the Central New York Region Recreation and Heritage Plan, providing the foundation for the establishment of a regionally inter-linked recreational and heritage network.
Town of Sandy Creek	Town of Sandy Creek Water District No. 2	Establishment of the Town of Sandy Creek Water District No. 2. The project will benefit 176 residents in the proposed water district, 107 or 60.79% of whom are low and moderate income.
Oswego County Opportunities Inc	Job Skill Training	Job Skill Development activities will be provided to low-income youth and adults in Oswego County to improve basic reading, math, and communication skills; improve computer literacy; improve "soft skills" necessary for employment; be prepared to obtain employment; and obtain access to reliable transportation to obtain and maintain employment.
Oswego City County Youth Bureau	Oswego County Economic Development AmeriCorps Program	Place 20 AmeriCorps members in service to provide financial literacy and housing services to economically disadvantaged individuals. Members will develop and deliver workshops that provide resources to transition residents into safe, healthy, affordable housing.
Cayuga Lake Wine Trail	Cayuga Lake Wine Trail Northern PA Marketing Grant	Presenting a marketing program project to utilize our resources to work together to promote the Cayuga Lake Wine Trail as a destination for winery visitation and to provide a quality experience.
Cayuga, Cortland, Madison, Onondaga, Oswego	Central New York Regional Planning and Development Board	Bring together 12 municipal partners from the five county region committed to developing and implementing comprehensive planning and sustainable local land use tools and regulatory frameworks and practices, and provide them with structured guidance and assistance in the inventory, analysis, establishment, and local adoption of locally appropriate, sustainable land use planning and development tools.
Cayuga, Cortland, Madison, Onondaga, Oswego	Finger Lakes Beer Trail Marketing and Tourism Associates LLC	The Finger Lakes Beer Trail (FLBT) has created a robust tourism marketing platform to capitalize upon the increasing interest in beer tourism and recognizing the need for increased awareness and promotion of the region's craft brewing industry.
Livingston, Steuben, Cattaraugus, Wyoming, Madison, Chenango, Ulster	Finger Lakes Trail and NYS Parks Marketing Project	Cross promote and market NYS's longest footpath and the state parks along or adjacent to the 958 miles of the trail system.
Onondaga, Cortland, Cayuga, Oswego, Madison	Tech Garden Innovation Hot Spot	A consortium of regional colleges and universities that provide incubation, acceleration, and technology development services improving the performance of the region's vital industries.
Onondaga, Cortland, Cayuga, Oswego, Madison	Syracuse Convention and Visitors Bureau Regional Tourism Advertising	Conduct a Destination Branding Campaign that will be used for generating media relations opportunities, and television commercials.
	Energy Efficiency Projects	NYSERDA's Commercial and Industrial (C&I) programs offer New York businesses solutions to improve energy efficiency and save money through design, new construction, renovation, and process improvements to commercial and industrial buildings. The New Construction Program and Existing Facilities Program help building owners make informed decisions to design and renovate sustainable buildings. The FlexTech program can offer energy saving opportunities through consultation and cost-sharing studies. Industrial and Process Efficiency Program can help organizations increase product output and data processing efficiency.
	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.

Agency	CFA/Agency Award	Excelsior	Additional Award	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
DOL	\$50,000			\$50,000	\$8,000,000								Black
DOL	\$47,919			\$47,919	\$8,000,000								Yellow
DOS	\$332,000			\$332,000	\$664,000								Green
Arts	\$50,000			\$50,000	\$210,000	6			2		1/7/2014	12/31/2014	Green
NYSERDA	\$390,000			\$390,000	\$520,000							12/31/2016	Green
DOL	\$17,000			\$17,000	\$32,000		11				3/14/2014		Green
NYSERDA	\$1,343,000			\$1,343,000	\$24,100,000		5					12/31/2015	Green
DOL	\$12,480			\$12,480	\$19,410		10				3/18/2014		Green
DOS	\$720,000			\$720,000	\$1,440,000								Green
DEC	\$50,000			\$50,000	\$62,500						7/18/2013		Green
Arts	\$4,480			\$4,480	\$0						7/1/2014	12/31/2014	Yellow
ESD	\$100,000			\$100,000	\$211,000								Green
HCR	\$200,000			\$200,000	\$20,885,000						2/6/2014	12/10/2015	Green
HCR	\$150,000			\$150,000	\$0								Green
HESCCACG	\$50,000			\$50,000									Green
HCR	\$200,000			\$200,000	\$501,935						2/21/2014	12/10/2015	Green
ESD EIPCAP	\$250,000			\$250,000	\$250,000								Green
HCR	\$150,000			\$150,000	\$0								Black
ESD MNY	\$247,500			\$247,500	\$247,500								Green
ESD	\$750,000			\$750,000	\$11,824,000				150	150			Green
ESD	\$50,000	\$325,000		\$375,000	\$650,000	27			25				Green
ESD	\$200,000	\$200,000		\$400,000	\$2,200,000	26	26		6				Green
DEC	\$24,000			\$24,000	\$30,000						7/17/2013		Green
Parks	\$127,200			\$127,200	\$159,000								Green
Parks	\$48,979			\$48,979	\$65,305						7/1/2014	12/21/2014	Green
DEC	\$24,000			\$24,000	\$30,000						3/17/2014	12/17/2014	Green
HCR	\$187,071			\$187,071	\$245,811						3/17/2014	12/10/2015	Green
DEC	\$28,720			\$28,720	\$35,900						3/5/2014		Green
DOS	\$65,000			\$65,000	\$130,000								Green
HCR	\$600,000			\$600,000	\$1,658,000						12/12/2013	12/11/2015	Green
DOS CSBG	\$93,355			\$93,355	\$93,355								Green
ONCS Amer	\$128,588			\$128,588	\$128,588								Green
ESD MNY	\$50,000			\$50,000	\$50,000								Green
NYSERDA CGC2	\$390,000			\$390,000	\$390,000								Green
ESD MNY	\$198,000			\$198,000	\$198,000								Green
ESD MNY	\$82,710			\$82,710	\$82,710								Green
ESD HSSP	\$250,000			\$250,000	\$250,000								Green
ESD MNY	\$370,000			\$370,000	\$370,000								Green
NYSERDA EE	\$4,672,875			\$4,672,875	\$4,672,875								Green
ESD IDBC	\$30,000,000												Green
TOTAL	\$61,696,720	\$3,500,000	\$280,000	\$35,461,720	\$307,079,382	2,778	475	0	973	4,375	PROJECT STATUS		
Green: Project moving forward as planned Yellow: Project delayed or seeking further approvals Red: Project not moving forward at this time Black: Project has been terminated													

1.3 PUBLIC ENGAGEMENT

Through the first two quarters of 2014, the Public Participation Work Group (PPWG) held four Regional Forums, two CFA workshops, two outreach events, and distributed a Small Business Outreach Survey. **The PPWG has engaged 1,445 residents, surpassing the five-year goal of engaging 1,000 citizens.** The PPWG's goal to have a statewide forum to utilize the Central New York region's central location was accomplished April 9, 2014, when the Central New York REDC hosted the Round IV Leadership Work Group session. The PPWG continues to engage through its Facebook page, which has more than 350 likes.

The "Taking the Pulse" survey, distributed each year at the Great New York State Fair, is one method the council uses to measure CNY REDC message effectiveness. The State Fair offers the CNY REDC a unique opportunity to communicate directly with its constituents and educate a state-wide audience about the Regional Economic Development Councils.

Additionally, a new "It's About You" effort is underway. Through the new campaign, the PPWG will engage smaller organizations and businesses in the CNY community. These businesses should capitalize on the multiplier effect REDC projects have on the local economy. Small businesses, the CNY REDC, and the local economy all benefit when they can identify the impetus for a project, recognize the impact on their day-to-day work, and realize the economic benefits of keeping these dollars local.

As described in more detail on page 46, additional efforts were undertaken this year to enhance the project pipeline, including partnering with local professional service providers to provide detailed briefings on how to submit grants, deploying a new web-based prequalification survey for those intending to apply; and providing enhanced one-one-one assistance to applicants and project sponsors from previous rounds.

The CNY REDC maintains a web presence at regionalcouncils.ny.gov/content/central-new-york, where public events and survey details are posted, along with pertinent documents related to the Strategic Plan.

As part of its ongoing social media efforts, the CNY REDC Facebook page ([facebook.com/CNYREDC](https://www.facebook.com/CNYREDC)) is utilized to help publicize events and outreach activities, highlight progress on projects, and create a space for a dialogue among stakeholders throughout Central New York. With 358 "fans" and counting, this campaign has successfully reached more than 10,000 unique Facebook pages through postings this year.



See Appendix D for additional details of the Public Participation Work Group's Yearly Update and sample meeting notes.

Implementation in 2014 – 2015

While the "It's About You" efforts are in their infancy, several ideas have been generated through the PPWG's efforts. Ways to **increase public participation among small business owners** and increase benefits for the local economy could be assisted through increasing the registration of MWBE's in Central New York, creation of a local vendors list to help local contractors bid on the RFPs of awardees, or an expo event hosted by the REDC to help awardees find local vendors. A small business outreach committee was suggested to take on some of these tasks.



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	SUNY OCC	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	22
March 19, 2014	SUNY OCC	Onondaga	Public Participation Forum	33
May 1, 2014	SUNY Oswego, Sheldon Hall Ballroom	Oswego	Public Participation Forum	39
May 8, 2014	SUNY Oswego Metro Center	Onondaga	CFA Workshop	92
Friday, May 9, 2014	Century Club	Onondaga	CFA Outreach Breakfast	75
May 19, 2014	Finger Lakes Grant Information Center	Cayuga	CFA Outreach Workshop	14
May 28, 2014	Cayuga Community College	Cayuga	CFA Workshop	41
June 19, 2014	SUNY Oswego Metro Center	Onondaga	Public Participation Forum	24
June 25, 2014	SUNY Oswego Metro Center	Onondaga	Public Participation Forum	49
June 1 - June 19, 2014	5 Counties	5 Counties	Small Business Survey	18
Total Participants				1,459

Sample Public Comments

“Sustainable Office Solutions was hired to provide furniture for a REDC funded project. It wasn't until I volunteered in their PPWG that I made the connection. We delivered the needed solution and said thank you. We didn't realize we were taking part in something much bigger.”

— Alyssa Blazina, Sustainable Office Solutions

“As our region continues to find its footing following the recession, the CNY REDC has been invaluable by identifying and injecting resources and energy into transformative projects in Central New York. At SyracuseFirst we try to educate the region about the impact of supporting locally-owned and independent businesses, and the increased economic impact that it has on an economy. The council has worked with us to build metrics into its process to ensure we are using resources as efficiently and as effectively as possible for the entire community.”

— Chris Fowler, SyracuseFirst

“Our REDC Grant gave us the capital we needed to break ground on the Northwest Family YMCA in Baldwinsville. More importantly, it showed the entire community that this \$20 million, 100,000square-foot project is ready for their support. Thanks to the grant, people are seeing that this Y will be so much more than just a building. It will provide critically needed programs, services and jobs, strengthening Central New York for generations to come. ”

— Cindy Dowd Greene, Chair, Northwest Family YMCA

“Focus on creating high paying, white collar jobs in high value areas like nanotech, biotech, personalized medicine, robotics, stem cell research, genome research, and cyber security.”

— Small Business Survey Respondent from Onondaga County

“In general, continue to support community development projects in Auburn”

— Small Business Survey Respondent from Cayuga County

Support efforts to grow the high-technology sector in Central New York by aggressively courting companies through START-UP NY to relocate to Syracuse.

— Small Business Survey Respondent from Cayuga County

1.4 PERFORMANCE MEASURES

The council consistently places a high priority on tracking, monitoring, and reporting on successes and challenges. Over the past year, the council made it a priority to develop and monitor metrics that show quantitatively the direct impact of its goals and strategies in Central New York. In addition to adding this new feature in this year's report, the council is taking a more detailed look into the performance of its targeted industry clusters over the past ten years and topline economic indicators.

Overall Regional Economic Indicators

Although the council is tracking new performance indicators for the regional economic development community, it remains deeply committed to monitoring the region's top level economic indicators. This year, the council is tracking two new indicators directly related to its strategic goals:

- 1. Total Employment in Foreign-Owned Enterprises** – A new indicator provided by the Brookings Institution that examines a key component of Foreign Direct Investment activities.
- 2. Net Establishment Change** – This is used to examine the amount of business churn, or the ratio of business start ups relative to business closings each year. A high total change indicates that more businesses are starting up, with some failing each year. This is a strong measurement of the culture of entrepreneurship in a region.

Overall Regional Performance Indicators						
	Starting Point	Current	5-Year Goal	% Change	Progress to Date (% change)	National Total
Total Jobs	352,500 (3/2011)	360,300 (7/2013)	370,125	+5.0%	2.2%	139 million (2011)
Gross Metro Product	\$36.8 B (2009)	\$38.3 B (2012)	\$40.48 B	+10.0%	4.1%	\$15 trillion (2012)
Population	\$791,939 (4/2010)	790,387* (7/2013)	795,899	+0.5%	-0.2%	
Unemployment	8.6% (3/2011)	5.8% (5/2014)			-32.6%	6.3% (5/2014)
Regional Poverty Rate	12.9% (2009)	14.1% (2011)			9.3%	16.0% (2012)
Regional Productivity	\$121,800 (2009)	\$130,920 (2012)	\$130,935	+7.5%	7.48%	
Regional Exports	\$3.7 B (2009)	\$4.7 B (2012)	\$7.4 B	+100%	27.0%	
Total Employment in Foreign-owned Businesses	10,050 (1991)	10,780 (2011)				5.6 million (2011)
Average Wage	\$40,296 (2009)	\$41,884 (2013)	\$46,340	+15.0%	3.9%	\$49,804 (2013)
Net Establishment Change	-5,066 (2008-2009)	-3,033 (2012-2013)				-2,347,691
Educational Attainment	26.7% (2009)	27.3% (2012)	28.04%	+5.0%	2.2%	29.1% (2012)

*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.

Detailed Industry Performance

In its original report, the council outlined seven industry clusters that it considered to be critical to leading regional economic growth. Over the past three years, many priority projects have focused on advancing these concentrations and have attracted more than \$80 million in New York State funding. While the performance of these industries has been mixed, they still represent a critical component of regional employment.

Employment					
	2002	2008	2012	6 YR % Change	10 YR % Change
1. AM-TECS*	42,487	41,469	38,124	-2.4%	-10.3%
2. Health, Bio Medical Services and Biosciences	64,174	70,145	72,364	9.3%	12.8%
3. Financial Services	13,901	14,603	13,331	5.1%	-4.1%
4. Agribusiness & Food Processing	1,804	1,877	2,106	4.0%	16.7%
5. Advanced Manufacturing	9,264	8,705	8,183	-6.0%	11.7%
6. Tourism	61,513	67,158	65,881	9.2%	7.1%
7. Data to Decisions*	30,395	27,181	24,745	-10.6%	-18.6%

**Significant employment decrease due in part to withheld data from the New York State Department of Labor.*

Total Establishments					
	2002	2008	2012	6 YR % Change	10 YR % Change
1. AM-TECS	2,074	2,244	2,203	8.2%	6.2%
2. Health, Bio Medical Services and Biosciences	3,514	3,805	3,821	8.3%	8.7%
3. Financial Services	1,057	1,057	1,032	0.0%	-2.4%
4. Agribusiness & Food Processing	166	190	208	14.5%	25.3%
5. Advanced Manufacturing	139	127	138	-8.6%	-0.7%
6. Tourism	4,159	4,267	4,324	2.6%	4.0%
7. Data to Decisions	1,207	1,171	1,121	-3.0%	-7.1%

Performance Metrics

Performance metrics will track progress directly under the control and influence of regional economic development partners, and have been designed to measure the impact of the council's strategies. These metrics will help the council and the economic development community gain insight into the effectiveness of the goals, strategies, and actions identified.

STRATEGY	PERFORMANCE MEASURE	2010	2011	2012	2013
Invest in Regional Industry Concentrations and Businesses	Total dollars invested in targeted industry concentrations		\$36,454,463	\$27,072,094	\$17,634,555
	Total dollars leveraged by state investment		\$297,242,711	\$178,355,488	\$208,747,774
	Total expected jobs created and retained in targeted concentrations		963	1,111	957
Attract Outside Investment & Interest	Total value of investment in new businesses from outside region				
	Value of total projects supported by REDC		\$491,108,256	\$299,637,506	\$272,475,793
	Value of total projects supported by IDAs			\$290,608,863	\$672,675,057
	START-UP NY***				
	Overall investment and expansion inquiries			125	156
	Annual hotel occupancy percentage	37.80%	37.80%	39.87%	
	Total student population in regional colleges and universities from outside the region	3,345	3,738	3,967	
Total number of medical patients in area hospitals from outside the region		61,621	91,511	125,092	
Encourage New Venture & Product Development and Process Improvement	Amount of new venture capital raised in community		\$1,000,000	\$0	\$15,000,000
	Amount of venture capital invested in regional businesses		\$1,200,000	\$1,000,000	\$4,000,000
	Total participants in entrepreneurship programs		250	325	400
	Total participants in process improvement programs		98	114	89
	Amount of dollars and in-kind support invested in participants in entrepreneurship programs		\$9,000,000	\$9,500,000	\$11,000,000
Prioritize Investment in Research, Innovation, and Commercialization	Amount of investment spent on R&D				
	Colleges		\$159,950,660		
	Private	\$10,954,000,000			
	Total funding invested in companies for innovation activities (SBIR, STTR)	\$2,456,836	\$500,000	\$949,517	
Capture a Greater Share of Global Marketplaces (GLOBAL NY 2014)	Number of businesses participating in export assistance programs				300
	Total value of export sales supported by Ex-Im investments		\$24,748,239	\$1,277,247	\$719,923
	Total number of foreign direct inquiries				125
Build a 21st Century Infrastructure	Amount invested in infrastructure modernization				
	Roads and Bridges			\$122,602,000	\$156,859,800
Maximize Human Capital	Participants in after school education enhancement programs (Say Yes)		3,000 (Summer) 5,100 (after school)	3,000 (Summer) 5,100 (after school)	3000 (Summer) *4,100 (after school)
	Total participation in demand driven workforce training programs (BOCES, WIB, Work Train, Community College Data)	Green Train (3+4): 30 (27 grads)	Green Train (5+6): 30 (28 grads)	BOCES: 596 (2011-2012) GED's/EDP: 269 (2011-2012) Green Train (7+8): 29 (26 grads) Health Train (1+2): 29 (28 grads)	BOCES: 505 (2012-2013) GED's/EDP: 252 (2011-2012) Green Train (9+10): 26 (24 grads) Health Train (3): 10 (10 grads)
	Total job placements for graduates of demand driven workforce training programs (BOCES, WIB, Work Train, Community College Data)	Green Train: 27 Jobs: 24 (89%) Education 2 (7%) Additional ESOL 0 (0%) Moved out of state 0 (0%) NUP Services will not be provided 0 (0%) N/A 1 (4%)	Green Train: 28 Jobs: 21 (75%) Education 2 (7%) Additional ESOL 0 (0%) Moved out of state 0 (0%) NUP Services will not be provided 1 (4%) N/A 4 (14%)	BOCES: 412 (2011-2012) Work Train (Green + Health): 54 Jobs: 45 (83%) Education 0 (0%) Additional ESOL 3 (4%) Moved out of state 1 (2%) NUP Services will not be provided 3 (7%) N/A 2 (4%)	BOCES: **198 (2012-2013) Work Train (Green + Health): 34 Jobs: 26 (76%) Education 0 (0%) Additional ESOL 0 (0%) Moved out of state 1 (3%) NUP Services will not be provided 3 (9%) N/A 4 (12%)
Rethink urban redevelopment efforts by leveraging the region's exemplary anchor institutions in education, health & medicine, arts & culture, and philanthropy	Total value of projects that include institutional investment		\$13,432,000	\$10,533,084	\$2,130,500
	Total institutional investment leveraged by REDC funding		\$157,131,659	\$82,972,680	\$40,661,000
Repurpose existing infrastructure to recreate density	Percent of properties acquired by Land Banks that are back on the tax rolls***				
	Properties put back into productive use***				
	Total value of dollars invested through main street grants			\$991,875	\$787,071
	Total federal investments in historic rehab projects		\$178,092	\$6,089,307	\$1,770,419
	Total value of projects supported by historic rehab credits		\$890,462	\$30,446,537	\$8,852,096

* Changes in schools to count some programs as extended day reduced the number in after school

** Missing records from teachers

*** New Programs in 2014 will be tracked in 2015

Project-Based Performance

Year-round, the CNY REDC and the regional Empire State Development office monitor the progress of priority ESD and CFA-related State Agency funded projects. The CNY REDC monitors total projects costs, state dollars invested, funds leveraged, average wage, and jobs created and retained.

Round 1-3 Project Status Overview

In the first three REDC rounds, the CNY REDC received funding for 91 **ESD projects**, and 84 are running on schedule and without issue. Round 1-3 ESD projects received awards totaling \$105,244,557, which leverage additional investments of \$654,809,677. Selected projects are expected to create 2,236 jobs and 13,620 construction jobs, while retaining 1,942 jobs.

ESD Priority Projects					
Round 1		Round 2		Round 3	
Projects awarded:	24 22 running on schedule without issue (88%)	Projects awarded:	39 36 running on schedule without issue (92%)	Projects awarded:	28 26 running on schedule without issue (82%)
ESD Funding Awarded:	\$51,141,966	ESD Funding Awarded:	\$34,132,091	ESD Funding Awarded:	\$19,970,500
Leveraged investment:	\$333,513,711	Leveraged Investment:	\$208,738,929	Leveraged Investment:	\$217,801,584
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	Jobs:	822 direct expected to be created, 447 retained, 4,375 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 1-3 was \$125,350,197 awarded, leveraging \$153,159,723 in investment in the region; 186 jobs are expected to be retained and 386 jobs are expected to be created through these projects. Priority consideration was given to projects that create or retain jobs. Of the 139 total projects, 119 are running on schedule and without issues (86 percent).

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

Round 1		Round 2		Round 3	
Projects awarded:	51	Projects awarded:	34	Projects awarded:	54
Funding Awarded:	\$51,225,150	Funding Awarded:	\$58,681,746	Funding Awarded:	\$15,443,301
Leveraged investment:	\$157,594,545	Leveraged Investment:	\$39,637,577	Leveraged Investment:	\$81,277,798



Implementation

The council is making significant progress implementing its three fundamental goals to accelerate Central New York's economy forward. As detailed in Part One, the work of the council, Transformational Initiative Teams, and priority projects over the past three years has resulted in tangible impacts that can be seen in the advancement of regional industry concentrations, new market growth, and revitalization in municipal centers. This implementation section highlights the actions and priorities for 2014-2015 that will keep Central New York at the forefront of economic development while it tackles policy areas where more attention is needed to ensure success.

2.0 2014-2015 REGIONAL PRIORITIES

A) Implementing Global Marketing and Export Strategies

Over the past several years, Central New York has significantly increased investment in global engagement strategies. The region's current suite of programs and services is made possible by leveraging regional resources with several federal grants. To continue this growth, the Central New York and Mohawk Valley regions identified a handful of areas for potential investment from and partnership with New York State. The Central New York International Business Alliance has already shown its ability to directly engage businesses in exporting activities; yet, there are additional programs, strategies, and services that it could launch.



Strategies

Strategies, elaborated on in further detail in Part Four, to further build a global engagement support ecosystem in Central New York and the Mohawk Valley include:

- ❖ **Strengthen and expand the delivery of export support services throughout the Central New York and Mohawk Valley Regions**

- ❖ **Position Central New York and the Mohawk Valley Regions as global centers for Foreign Direct Investment**
- ❖ **Align global efforts with other economic development priorities**

B) Promoting Veterans' Participation in the Workforce

The CNY REDC has chartered a Veterans' Work Group (Appendix C), comprised of regional leaders in business, government, and higher education, to further develop region-wide strategies to ensure that veterans acquire the necessary skills to successfully transition into the Central New York civilian workforce and contribute to the region's economic growth. The Work Group's charge is to bring national resources and partnerships together with Governor Cuomo's initiatives on veterans' employment and entrepreneurship to develop coordinated strategies to effectively serve veterans throughout Central New York and the state.



Strategies

Strategies, elaborated on in further detail in Part Five, to construct new workforce systems and partnerships to integrate veterans into the workforce include:

- ❖ **Better understand the veteran support ecosystem**
- ❖ **Align veteran engagement activities with the workforce alignment system**
- ❖ **Catalyze veteran entrepreneurship**

C) Transforming the Regional Business Climate through Local Government Collaboration

At the state level, policy changes and a fresh outlook are combating the perception that the price tag to do business in New York State is simply too high to be cost effective. However, without cooperation from local municipalities, reform efforts will be incomplete.

In January 2014, a **local government modernization commission, known as Consensus**, convened to perform a comprehensive study of government structure in Onondaga County. One of the first comprehensive efforts in New York State, Consensus brings together a diverse coalition of business leaders, local government officials, community groups, and the academic community. Through data-driven solutions, Onondaga County's government structures can be modernized to meet the needs of the 21st century, equitably focusing local resources to grow the economy and protect community assets. **Lessons learned and best practices from Consensus will be shared and serve as action models for communities across New York State.**

Transforming the regional business climate also means engaging local government officials to comprehensively address bureaucratic and policy changes that will promote economic development. As noted below, the Central New York Regional Empire State Development office and council leadership are building relationships with key business and political leaders in each of the five counties.



Sen. Dave Valesky, Rob Simpson, Sen. John DeFrancisco, and Neil Murphy announce a significant state grant for Consensus.

Implementation in 2014-2015

Utilizing a \$250,000 grant provided by State Senators John DeFrancisco and David Valesky, to date **Consensus** has held three public meetings and hired the Center for Governmental Research (CGR). Public outreach will continue throughout the year via public meetings, social media, and a robust online presence. In tandem, CGR will perform in-depth analysis focused on:

- The number and types of local governments in Onondaga County and the costs associated with those governments;
- The nature and extent of services delivered by various types of local governments; and
- Opportunities and barriers to restructuring local government functions and services and the extent to which more efficient practices can improve the performance of local government and the delivery of public services.



D) Supporting NY Rising Community Reconstruction Plan

The **NY Rising Community Reconstruction Program** is designed to empower communities affected by storms, to create and implement locally created strategies for rebuilding and strengthening their communities against future extreme weather events. In Madison County, the strategies are based on the needs of the county and developed by the NY Rising Madison County Planning Committee, community leaders, experts and officials. The CNY REDC's NYE-RIC Transformational Initiative Team has identified an abundance of infrastructure expertise that can contribute to building resilient communities across the state.

Severe rainstorms hit 15 Upstate New York counties from June 27 to July 4, 2013, causing massive flooding, erosion, property damage, and long-term power outages. According to National Oceanic and Atmospheric Administration data, areas in Madison County received up to 4.5 inches of rain between June 27-28 and United States Geological Survey gauges reported Oneida Creek at more than 16 feet in Oneida; the Creek's base flow is typically around three feet and the National Weather Service flood stage is 11 feet. In the northern part of Madison County, the city of Oneida was severely impacted by the overtopping of the Oneida Creek on June 28. More than 200 housing units were flooded in the Oneida Flats neighborhood, displacing residents and causing power outages. Additionally, municipal buildings were flooded, including the city DPW garage. In the southern and central part of the county, small communities such as Nelson, Hamilton, Brookfield, Eaton, Morrisville and DeRuyter were also impacted by flash flooding. Countywide, roads and culverts were damaged by the sheer force of the water and from floating debris. Homes were evacuated, businesses were destroyed and agricultural crops were washed away.

After the summer 2013 storms, Madison County officials immediately began working with local officials, state officials, FEMA and the public to assess the damage and identify immediate recovery needs. Governor Cuomo deployed local flood assistance teams to help residents apply for storm-related assistance. Madison County formed an Emergency Management Committee (EMC) to evaluate what recovery needs existed in the county. The EMC has evolved into the NY Rising Madison County Planning Committee to guide the development of a County-wide Resiliency Plan.

Strategies

Working with a team of consultants, community experts, and the public, the NY Rising Madison County Resiliency Planning Committee is identifying key projects to rebuild affected areas stronger than before. All projects will: reduce the level of risk and meet an identified community need; help or improve the resilience of vulnerable populations; and implement goals and objectives through discrete projects and initiatives.

The strategies and projects will fall into six categories:

- Community Planning and Capacity Building
- Economic Recovery

- Health and Social Services
- Housing
- Infrastructure
- Natural and Cultural Resources

Currently, the Planning Committee is evaluating projects for inclusion in its final report.

E) Sustaining and Enhancing the Project Pipeline

In Central New York, the regional Empire State Development office and council leadership are building relationships with key business and political leaders in each of the five counties and reaching out directly to more than 120 elected officials. The Public Participation Work Group's efforts emphasize the council's unparalleled commitment to an inclusive process, build awareness of the council's work and the consolidated funding application process, and underscore the vital role local leaders play in the region's success each year.

Implementation in 2014-2015

This year, the council and ESD regional staff initiated three new activities to sustain the flow of quality project applications moving forward:

- **Partner with local professional services providers** – In May, the council held its first roundtable with local professional service providers, including law firms, accountants, and real estate professionals, to provide a detailed briefing on the process for submitting grants. More than 75 professionals joined this conversation to learn how the council could invest in their clients' projects. Participants also discussed ways in which the council could enhance its efforts to promote the CFAs and the types of projects that make a competitive application for future rounds.
- **Launch a new "intending to apply" survey** – This year, the council created a new survey on its website to help identify companies that were considering an application. Companies who participated in this survey received enhanced support from council members in developing their projects and putting together applications that aligned with the council's goals. In the coming years, this tool will enable the council to work with projects that have great potential in order to maximize their opportunities for success.
- **Provide enhanced one-on-one assistance to applicants** – Beginning this year, leaders from the council, in partnership with local economic development officials, are working directly with projects funded in previous council rounds. Checking on the status of projects and providing one-on-one assistance are intended to help project leaders work through obstacles and challenges in moving forward with their projects. This effort is pushing a number of previously stalled projects back onto a path toward completion.

F) Addressing Regional Workforce Development Needs for Key Sectors

As noted throughout this progress report, Central New York's workforce development needs and services span a broad swath of existing council priorities and regional efforts. One of the most exciting pilot programs is Work Train, which, as noted below, is part of the CNY Opportunity Agenda and a prime example of the inventive solutions that Central New York is developing.

As noted by the Job Linkage and Opportunity Agenda Work Groups, the region must continue to address the challenge of properly aligning efforts to meet the needs of both individuals and businesses. Then, if and where gaps exist, resources will be poised to take swift action.

Implementation in 2014-2015

Over the next year the **Job Linkage Work Group** will:

- Document the different structures and relationships between regional one-stops and area colleges and consider the opportunities and challenges presented by each model.
- Communicate with businesses in the priority business sectors to identify employer training needs and experiences navigating the existing workforce and training infrastructures in their areas.
- Propose a workforce development model that connects county-based one-stops and area colleges and delivers effective job linkage suited for Central New York's workforce needs.

G) Refining the Regional Opportunity Agenda

The CNY Opportunity Agenda is advancing Goal 3's strategy to train 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. The CNY Opportunity Agenda reflects core strategies the council identified over the past four years. The Opportunity Agenda Task Force is making significant progress on two critical components:

- Linking low-income residents to quality jobs through a dual client model; and
- Helping residents develop businesses in their communities through targeted business development and incubation programs.

Syracuse leadership established **Work Train**, a workforce initiative, driven by a collaborative of leaders representing business, economic development, philanthropy, workforce development, local government, training and education, and grassroots organizations. With the support of the National Fund for Workforce Solutions, Work Train will establish a dual client

workforce development platform in the region — serving the needs of employers and job seekers alike. The platform is designed to adapt within different industries and across different skill levels. The work of the past year was made possible by NYS Opportunity Agenda funding, which enabled Work Train to obtain a \$1 million commitment over three years from philanthropic organizations in Syracuse.



Work Train has launched an inaugural partnership with Loretto to train up to 100 workers this year to meet the company's immediate need for workers in the health care field.

Two business development programs launched in the past year directly link to the Opportunity Agenda. **UP Start Syracuse** is a comprehensive platform for business development and incubation. Seven businesses are participating in a pilot entrepreneur cohort. UP Start's businesses represent distressed communities and the program provides comprehensive incubation services and seed funding. The second, **Salt Works**, is a social enterprise employing Work Train graduates. Salt Works aggregates services, resources and expertise among The Tech Garden, Northside UP, SUNY EOC, the Near West Side Initiative, ProLiteracy, Cooperative Federal Credit Union, and the Small Business Development Center.



UP Start Syracuse classroom.

Implementation in 2014-2015

To build upon the Opportunity Agenda's first year success, the **Opportunity Agenda Task Force** will:

- Develop strategies for engaging extremely low-income individuals, facing significant barriers to success, within Work Train and other mainstream workforce platforms.
- Develop a method and resources for financing and accelerating growth for businesses and entrepreneurs from underrepresented populations and distressed communities.
- Develop strategies for building leadership capacity within distressed communities.
- Begin scaling CNY Opportunity Agenda strategies beyond Syracuse, across the five CNY counties.

2.1 OTHER NEW CNY REDC PRIORITIES

Innovation Districts

In alignment with the promotion of START-UP NY zones, the CNY REDC is committed to promoting the work of economic development activities across their traditional boundaries. This supports the council's efforts to strengthen cross industry collaboration by encouraging common innovations among medical devices, radar systems, and clean energy in the Data to Decisions cluster. This is also occurring with workforce alignment as training programs are aligning with high job demand sectors. Finally, the council has long been committed to focusing economic development activities directly into geographic areas of high opportunity and need. This year, the council will accelerate this effort by pursuing a new focus on developing Innovation Districts throughout Central New York.

According to the Brookings Institution, Innovation Districts are geographic areas where anchor institutions and companies work together and connect with entrepreneurship support entities. These districts are compact, accessible, and offer housing, office and retail opportunities. Across the country, districts in cities such as Chattanooga, and Boston developed these districts to encourage new innovations by encouraging talented and diverse people to live and/or work in close proximity. The combination of Innovation Districts and the real estate benefits provided by START-UP NY present new opportunities for entrepreneurial activities to thrive.

Specifically, in Central New York, two innovation district zones have been developing over the past several years. These zones show strong opportunity for growth in the near term, and as others emerge, the council will prioritize support to encourage their proliferation:

- **Near West Side Initiative** – The Near West Side leverages the resources of Syracuse University, the state, the city, private foundations, businesses, nonprofit corporations, and neighborhood residents to achieve its goals. These partners collectively support housing, commercial, arts, community building, and business development opportunity. The Near West Side's position as an innovation district is rooted in its ability to connect the resources of anchor groups, such as Syracuse University, with a traditionally distressed neighborhood directly adjacent to downtown Syracuse. This partnership has resulted in a number of successes in the past eight years, including the leveraging of \$70 million in new capital investment that brought 337 full-time jobs to the neighborhood. In addition 60 homes have been built or rehabilitated and 45 Syracuse University faculty members and over 1,000 students have been engaged in the effort. Further, \$3.3 million in green infrastructure has been invested in the neighborhood including residential street reconstruction and green roofs. The Near West Side is poised for further growth as a key component of Syracuse University's START-UP NY plan.

- **Tech Corridor** – A section of downtown Syracuse has been quietly growing as an urban magnet for tech-oriented businesses. Warren Street, which is home to The Tech Garden and Syracuse CoWorks, has seen a number of smaller entrepreneurship-based developments in the past year. The corridor represents an opportunity to align urban revitalization with other economic development activities through the designation of The Tech Garden as an Innovation Hot Spot and the development of START-UP NY zones in the area. StartFast Venture Accelerator has occupied a ground floor space along the corridor and new firms, such as Open Atelier Architects, have moved in to the area. Over the next couple of years, a number of additional revitalization projects could continue to offer commercial and office space in vacant buildings that are directly connected into the entrepreneurship support services available in the corridor. Further, established tech-oriented firms such as the Syracuse Media Group, Sutherland Global Services, and WIPRO have located in the district.

2.2 ONGOING STATE PRIORITIES

A) NY SUNY 2020 Challenge Grants

Announced as part of the second round of SUNY 2020 Challenge Grants, the SUNY Institute of Environmental Health and Environmental Medicine creates a collaboration among SUNY ESF, SUNY Upstate Medical University, SUNY Oswego, and SUNY OCC.

The Institute of Environmental Health & Environmental Medicine is the first of its kind in the nation, intersecting medicine, environment, engineering, entrepreneurship, technology and education. The Institute will expand new research, provide academic and industry collaborations, and offer associate through doctorate degrees with a focus on improving health through understanding the environment's impact on health and medicine.

The Institute will leverage the strengths of four SUNY campuses and other regional partners to support teaching, research, health care and entrepreneurial activity. The Institute will also collaborate with area industry partners including Welch Allyn, Colden Corporation, C&S Companies, O'Brien & Gere, and ConMed Corporation. The project expects to create 400 construction jobs, 651 permanent jobs in the wireless technology field and other areas of development, and expand student enrollments. It also expects to contribute to 20 patents and at least 22 new startup companies in five years.

As mentioned previously, SUNY ESF and SUNY OCC are applying for a Round 3 SUNY 2020 Challenge Grant to build the SUNY Water Research and Education Center in Syracuse's new Inner Harbor neighborhood, which will provide an educational anchor to this economic development initiative.

The CNY REDC has designated a SUNY 2020 Work Group (Appendix C) of business and academic leaders to assist the SUNY campuses with their planning efforts, and to ensure that we are fully utilizing SUNY as one of our most important economic development assets in the region. The Work Group will provide an overview of the CNY REDC vision to help guide the colleges as they move forward with the Challenge Grant process in future rounds of grants, and will help oversee the execution of the current projects in the program.



B) Cleaner, Greener Communities Sustainability Plan: VisionCNY

Since adoption of **VisionCNY** in June 2013, the Central New York Regional Planning and Development Board (CNY RPDB) has been actively engaged in identifying, developing, and assisting communities in their efforts to secure funding through NYSERDA's Phase II CGC program. In the program's first year, five projects were awarded grants totaling \$3,145,000 through this initial funding round, including a grant of \$1,343,000 to support the development of a geo-thermal system to support COR Development's Syracuse Inner Harbor project and funding for the City of Syracuse to comprehensively update its zoning ordinance for the first time in more than three decades. The CNY RPDB is engaged in a number of other initiatives to help implement **VisionCNY**, including assisting municipalities to adopt zoning ordinances and the state's model solar PV permit. Also noteworthy is an effort to establish a regional collaborative solar PV procurement program in Central New York. These efforts leverage support from the U.S. Department of Energy Rooftop Solar Challenge Program and NYSERDA's Solar PV Balance of System Cost Reduction Program.

C) Innovation Hot Spot

Central New York's Innovation Hot Spot, awarded in 2013, is actively engaging prospects and integrating the Hot Spot benefits into the regions existing incubation, commercialization, and acceleration offerings. As noted in Part One, the CNY Hot Spot, guided by a 21-member council representing regional partners, is aligning the efforts and resources already in existence to maximize the Hot Spot's benefits across the Central New York region. The increased coordination the Hot Spot Council affords will enable incubators to benefit from each other's experiences, share best practices, and provide unparalleled support to new ventures.

Additionally, as outlined in the 2013 CNY Hot Spot Plan, The Tech Garden added 18,300 square feet to its footprint in downtown Syracuse. The CNY Hot Spot is committed to attracting new tenants, both at physical locations and virtually, in neighborhoods and Innovation Districts. The CNY Hot Spot will also work to foster connections between its programs and services and complementary connections with START-UP NY zones across the region.

D) Interregional Collaboration

In 2013, the council reported on cross-regional collaborative projects that were either conceptual or in early stages of their development. In November 2013, the *CenterState Agenda for Economic Opportunity* committed the 12-county CenterState region, which span five councils, to pursuing a new growth strategy based on market-driven opportunities and a shared approach to economic development planning and execution. The *Agenda* outlined four areas that represent an outside opportunity to shift the region's economic trajectory in the coming years: build capacities in data to decisions innovation, create a regional seed and venture fund, establish a government modernization commission, and enhance the region's global engagement.



Since the *Agenda's* release, several significant milestones have been achieved:

• Launch of Armory Square Ventures

With an initial capital call of \$15 million and a goal to raise up to \$40 million, the new seed and venture fund closes a significant gap in capital infrastructure to support entrepreneurs and early stage firms. Operating across all regions in New York, the fund is working with entrepreneurial networks throughout the state, targeting companies seeking private financing in the \$500,000 to \$2 million range for expansion or growth. Armory Square Ventures is focusing on firms in the CenterState region although it is not restricted to regional firms or target industries.



• Growth of the CNY International Business Alliance

Launched in 2011 as a result of the CenterState Metropolitan Export Initiative, the CNYIBA has expanded its staff capacity and export assistance services. Over the past three years, the CNYIBA has provided direct assistance to more than 140 companies in and around the 12-county CenterState region. The CNYIBA is leveraging two federal grants that provide direct funding and assistance to companies looking to visit and enter new foreign markets.



• Creation of Consensus

Launched in early 2014, Consensus, the commission on local government modernization, will explore approaches for improving local government in Onondaga County and propose a practical path forward, based on public input and rigorous analysis of the costs and benefits of existing government structures. As part of its work, the commission will evaluate government modernization efforts around the country to develop recommendations for improving the delivery of services and increasing cost effectiveness. The work will provide lessons learned and best practices that can create a model for government modernization that can be applied to other areas of the region and beyond.



• Achieving UAS Test Site Designation for the Northeast UAS Airspace Integration Research Alliance (NUAIR)

In late 2013, a public/private partnership led by representatives from the Mohawk Valley and Central New York regions won a competitive designation from the Federal Aviation Administration to become a designated Unmanned Aerial Systems test site. The test site will be operated by the partnership, known as the NUAIR Alliance, and should begin test flights in summer 2014. The council has submitted an application in the 2014 round of funding to develop a fully instrumented UAS test site across the Central New York and Mohawk Valley regions.

	Central New York	Mohawk Valley	North Country
X: Collaborations and partnerships across regions are underway to support this initiative			
X: Potential exists for collaborations between regions to support this initiative			
GOAL 1: Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets			
Clean Energy and Environmental Systems/AM-TEC	X	X	X
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
NUAIR – Designating the region as a home of R&D for Unmanned Aerial Systems testing	X	X	X
GOAL 2: Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies			
Exports – Providing coordinated services of the International Business Alliance 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		
Connecting Innovation Hot Spots to align programs across regions and share best practices	X		X
Infrastructure – Developing access to broadband connections to new rural users	X	X	X
Veterans – Aligning business development and entrepreneurship	X	X	X
Technology Commercialization and Entrepreneurship – Promoting the continued link of university commercialization and new venture development	X	X	X
Collectively attracting foreign direct investment around START-UP NY zones and regional industry strengths	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		
Developing Innovation Districts to centralize business growth and retain talented workers	X	X	

	Southern Tier	Western NY	Hudson Valley	New York City	Long Island	Capital Region	Finger Lakes
	X	X	X	X	X	X	X
	X						X
				X			
	X						
							X
	X						
	X	X	X	X	X	X	X
	X	X					X
	X	X	X	X	X	X	X
	X			X			
	X						
		X					
		X		X		X	X
	X	X					X
		X					X

Opportunities for New Collaborations

In addition to the formal proposals being advanced by the Mohawk Valley and Central New York regions, a number of opportunities exist with regions across the state. This table includes previously reported opportunities and new concepts to be investigated in 2014-2015.

NUAIR

In late 2013, NUAIR won designation to open one of six UAS testing sites in the country. Since that time it has built a pipeline of over 60 companies interested in testing new technologies in Central New York and the Mohawk Valley.



Syracuse University's Institute for Veterans and Military Families (IVMF)

The IVMF has established new, state-wide, programs and services to provide vocational connections for veterans and their families. It has established a number of national partnerships with corporations and agencies that are committed to finding new ways to hire, train and retain veterans.



Armory Square Ventures

The fund launched in mid-2014 with an initial capital call of \$15 million, and ultimately hopes to raise \$40 million. The fund will close a significant gap in capital infrastructure to support entrepreneurs and early stage firms throughout Upstate New York.



Cross-regional Priority Projects

The council consistently prioritizes projects that are cross-regional in scope and impact. These projects represent strong opportunities to address the region’s three core goals and advance Transformational Initiatives. The following priority projects from the first three REDC rounds are projected to have cross-regional impact:

Round 1 Projects	Round 2 Projects	Round 3 Projects
<i>Cayuga Milk Ingredients</i>	<i>Biomass Cooperative Innovation Center</i>	<i>Madison County Malting Project</i>
<i>NY Beef Farmers' Cooperative, Inc.</i>	<i>Central New York Inland Depot</i>	<i>CNY Biotech Accelerator</i>
<i>CNY Biotech Accelerator</i>	<i>CNY Biotech Accelerator</i>	<i>Oswego County Manufacturing and Innovation Center</i>
<i>R&D Labs at Syracuse University's SyracuseCoE</i>		<i>Agrana Foods Infrastructure</i>
<i>Port of Oswego- East Side Connector</i>		



Cayuga Milk Ingredients will process milk products from across the region and may use the Port of Oswego for its exports.



The NY Beef Farmers Cooperative will establish a central processing facility to provide entry-level agribusiness jobs for low-skill workers.



The CNY Biotech Accelerator is home to a growing number of regional biotech startup firms working in collaboration with the CNY Innovation Hot Spot.



The Port of Oswego is a key infrastructure asset to the region and allows access to international shipping channels through the St. Lawrence Seaway.

2.3 IMPLEMENTATION AGENDA

The tables on the following pages illustrate the significant actions Central New York is undertaking to ensure successful implementation of each goal and strategy in its Five-Year Strategic Plan. Many actions are ongoing efforts with evolving work plans meant to ensure continuous implementation momentum. In all cases, a responsible lead entity is driving these actions forward and coordinating, where appropriate, with council projects and policies.



Through robust partnerships and collaborations, the CNY REDC is leveraging state investments to advance projects and actively implement its goals and strategies.

Credit: Courtesy Office of the Governor

GOAL 1 Strengthen Targeted Industry Concentrations

STRATEGY	SUB-FOCUS	ACTION	ROUND 3 PROGRESS ON ACTION
Invest in Existing Regional Industry Concentrations and Businesses	Clean Energy and Environmental Systems (CEES)	Prioritize use of the Syracuse Center of Excellence at Syracuse University	Three key construction projects at SyracuseCoE made significant progress over the last year: the Green Streets demonstration project was completed, fit-out of three new labs is underway, and the SyracuseCoE completed design and bidding for the Intermodal Transportation Center.
		Support existing cluster growth assets	The AM-TEC initiative has actively engaged 37 firms to date, representing 8,500 employees. Monthly TEC Tuesday events (including plant tours and presentations) have attracted 125 different participants. U.S. Secretary of Labor Thomas Perez visited Central New York in February for meetings with AM-TEC participating companies and a tour of Fulton Companies in Pulaski.
		Support and encourage the commercialization of disruptive technologies	With funding from a SyracuseCoE CAP project awarded by CenterState CEO, Healthway Home Products developed a new air filtration system designed for use in commercial buildings in China to remove contaminants from supplies of outdoor air. First exports were shipped in April.
		Integrate CEES products into local revitalization efforts	The Village of Skaneateles created the first net-zero energy municipal building in New York State. Renovations that included a new geothermal HVAC system utilizing two Daikin McQuay SmartSource water source heat pumps (manufactured in Auburn), complete building envelope renovation, LED lighting, and installation of a 54 kW solar voltaic system on the roof.
		Build connections and partnerships	SyracuseCoE leads a statewide team that was selected by the New York Power Authority to help implement the Energy Efficiency Innovation Collaborative (EE-INC). EE-INC leverages Governor Cuomo's Build Smart NY initiative to accelerate the introduction of emerging technologies that improve energy efficiency and create jobs in New York State. The SyracuseCoE team includes key contributions from several CNY firms and institutions, including Syracuse University, SUNY College of Environmental Science and Forestry, CDH Energy, and CenterState CEO.
		Adopt LEED standards	Central New York has made outstanding progress in adopting LEED standards in a variety of projects, including retail, schools, public buildings, and offices. Over the last year, 38 CNY projects earned LEED ratings. Notable projects include: Gateway Building, SUNY College of Environmental Science and Forestry (Platinum), SRC Arena and Events Center, SUNY OCC (Gold); Institute of Technology at Syracuse Central, Syracuse City Schools (Silver); ProLiteracy headquarters, Syracuse Near Westside Initiative (Certified); and 26 commercial interior fit-out projects at Destiny USA. Scaled on population, the intensity of LEED projects (per capita) in CNY is four times higher than any other region in the state.
		Advocate for a renewable energy certificate market	The Central New York Regional Planning and Development Board completed work on the Vision CNY Regional Sustainability Plan in June 2013. Preparation of this comprehensive plan was done under the auspices of the NYSERDA Cleaner Greener Communities Regional Sustainability Program. Community representatives from across the five-county region organized the plan around several major public policy issues, including energy, infrastructure, land use, environment, economic development, materials management, and climate adaptation.
	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 UAS sector combining R&D, prototyping, testing, manufacturing, and maintenance.	On December 30, 2013, the FAA selected Griffiss International Airport and the NUAIR Alliance as one of six UAS test sites to conduct research and development necessary to safely integrate Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS). The NUAIR Alliance will conduct UAS testing at several locations in New York and Massachusetts and expects to begin test site operations during summer 2014. NUAIR Alliance academic partners have formalized an academic consortium committed to developing the technological and policy education and training to support the FAA's mission of UAS integration into the NAS. The NUAIR Alliance and Griffiss International Airport are working with Mohawk Valley Community College to develop training program for civil and commercial UAS operators.
		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 D2D Alliance has been meeting to refine the concept developed by Battelle. The alliance is seeking to put a sharper focus on the research area, focusing on security for the Internet of Things. The alliance will proceed to better define its mission, goals, structure, and financing. The alliance is planning to retain a consultant to help it build a prospectus for investors and to lead the alliance's initial work.
		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	
		Develop and deploy technologies to improve the quality of care and reduce cost of care	
		Encourage existing companies to advance new products and processes	
		Provide medical and bioscience workforce alignment services	MedTech Association has introduced a new workforce development affinity group comprised of member companies and academic institutions. An industry report is underway, analyzing the industry's economic footprint and the broad contributions of the industry cluster in the Upstate New York region and the state.
		Support the growth of start-ups and small bioscience companies	The Bioaccelerator Center is now a partner in the CNY Innovation Hot Spot program and a site for the START-UP NY Zone program. This is creating more demand for the space and services for startups and mature bioscience firms alike.
		Encourage the growth of medical tourism	With the support of its medical institutions and physician groups, CenterState CEO, University Hill Corporation and the Syracuse Convention and Visitors Bureau are collaborating on a study of the potential for medical tourism from Eastern Ontario. CenterState CEO hosted a delegation from China Association for Promotion of Private Sci-Tech Enterprises (CAPPSTE) in September, including tours of Syracuse's hospitals and large medical practices, aligned with the demand indicated by CAPPSTE. A follow-up tour to China by Syracuse's medical providers will be scheduled.
		Increase regional wellness and preventive health measures	
		Increase and promote regional health collaborations	Counties, hospitals, nonprofits and health care providers worked together to create Community Health Improvement Plans that were completed at the end of 2013. Health care and human service providers throughout the region are working together to prepare collaborative programs to be funded by the new Medicaid 1115 Waiver. Applications are due in December 2014.
		Expand capacity for ambulatory primary care	
	Financial services	Expand existing business outreach and marketing programs	In January 2014 CenterState CEO kicked off a new business attraction program aimed at a specific geography of Canada. To date 19 leads have resulted from this.
		Align educational programming to respond to particular skill demand	CenterState CEO continues to work with companies and universities to align business requirements with courses. In June 2014 CenterState CEO worked with a major employer in the region to facilitate a discussion with three local universities.
		Invest in cybersecurity research and connect with internship opportunities	The Cyber Research Institute is up and running in the Griffiss Institute. An interim executive director is in place. The first cybersecurity challenges workshop was held in March 2014 with a cybersecurity deep dive workshop planned for July 2014.
		Leverage collaborations	CenterState CEO hosted three delegations from China that have a strong interest in green and clean technology as well as health care. Partners at the SyracuseCoE as well as Syracuse University's Green Data Center demonstrated expertise in air quality and energy efficiency. Several local hospitals hosted the Chinese visitors as they compared notes on health care.
		Target pre-screened financial services prospects	CNY continues to offer financial services companies a cost-effective alternative to major metropolitan areas. Local economic development officials have worked with partners in the Mohawk Valley to attract additional investment and jobs from the financial services community.

LEAD ENTITY	STATUS	RELATED ROUND 1-3 PROJECTS
New York Energy Regional Innovation Cluster Transformational Team SyracuseCoE	Underway	NYE-RIC Advanced Building Consortium R&D Labs at the Syracuse Center of Excellence Healthway Home Products, Inc. Cooper Crouse-Hinds Northland Filter International
	Underway	
	Completed	
	Ongoing	
	Ongoing	
	Ongoing	
	Underway	
NUAIR	Ongoing	Pall Corporation Inficon Marquardt Switches, Inc., Global Technology Center
CenterState CEO CNY Works SUNY OCC Cayuga Community College SUNY Oswego University College at Syracuse University SUNY ESF CenterState CEO Local labor partners	Ongoing	
MED Tech SUNY Upstate Medical University SUNY ESF CenterState CEO Crouse Hospital St. Joseph's Hospital Health Center HACCRNY	Ongoing	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. Victory Sports Medicine & Orthopedics G.C. Hanford Manufacturing Co.
	Underway	
	Ongoing	
	Underway	
	Ongoing	
	Completed	
	CenterState CEO and Mohawk Valley EDGE	
Underway		
Ongoing		
Ongoing		
Underway		

GOAL 1 Strengthen Targeted Industry Concentrations (continued)

STRATEGY	SUB-FOCUS	ACTION	ROUND 3 PROGRESS ON ACTION	
Invest in Existing Regional Industry Concentrations and Businesses (continued)	Agribusiness	Expand food to market programs and partnerships		
		Provide economic assistance to food processors and value added agriculture		
		Launch a new agricultural product development initiative		
		Fill the demand for on-farm workers	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.	
		Invest and incentivize adoption of advanced manufacturing processes in agribusiness		
		Link agriculture to broader regional tourism effort		
	Advanced manufacturing	Develop advanced accelerator and R&D space		
		Foster local supply chain usage and integration		
		Invest in existing infrastructure assets	The community has been engaged with New York State Department of Transportation (NYSDOT) on the analysis of NYSDOT's options for the future of Interstate 81. NYSDOT has created economic development and sustainability groups that are meeting on a regular basis to review the options. NYSDOT is moving to conclude the scoping stage and should reduce the number of options for serious review in the Environmental Impact Statement. Multiple stakeholders throughout the community have been meeting and providing input to NYSDOT.	
		Deliver robust workforce alignment and development programming	Leveraging the AM TECS grant, multiple partners are working to benefit area manufacturers in thermal and environmental control systems. SUNY OCC and Cayuga Community College have been developing new certificate programs in machining and plastics under the Trade Adjustment Assistance Community College and Career Training Grant. OCC's program was recently received approval from NYSED. The Syracuse City School District, OCC, and the Manufacturers Association of CNY were awarded a P-TECH Grant focused on advanced manufacturing. BOCES manufacturing technician students are findings jobs with area employers.	
Assist in expansion and retention efforts of region's anchor advanced manufacturers		A number of advanced manufacturers have expanded operations and jobs in the past year: Jadak Technologies added 40,000 sq. ft. to its 14,000-sq. ft. building. Southern Wine & Spirits added 180,000 sq. ft. to bring its facility to 430,000 sq. ft. The former Hechinger Plaza was redeveloped and is now DeWitt Town Center, the new home of Time Warner and five other tenants. Tassy Plastics purchased the 60,00-sq. ft. former Hand Held facility in Skaneateles Falls to be converted into a 50,000-sq. ft. cleanroom and office facility. Inficon is building a 65,000- to 75,000-sq. ft. addition to its 140,000-sq. ft. building, creating 40 new jobs.		
Expand efforts to reduce costs common to manufacturing				
Encourage Cross-Industry Collaboration	Collaborate with other Regional Economic Development Councils to coalesce statewide efforts in advanced buildings and sustainable communities	Streamline state support economic assistance programs		
		Encourage business and higher education collaboration	Many of the regional higher education institutions have submitted plans either to SUNY or ESDC to identify surplus buildings and land that could be made available to companies interested in participating in START-UP NY. Several of the plans have been approved by ESDC. Institutions are reaching out in their areas of specialty to interested businesses, and several have been meeting and negotiating with tenants who can become the initial users of START-UP NY.	
		Capitalize on alumni connections	Syracuse University continues to engage in the region's early-stage investment vehicles as a participant in the CNY Innovation Hot Spot as well as to expand its own on-campus investments at the seed stage.	
		Transport workforce assets across business sectors	Syracuse University's Institute for Veterans and Military Families (IVMF) is enhancing its Get Skills to Work program, including the Veterans Hiring Toolkit, with new tools and resources that veterans and employers can use to promote and sustain veteran hiring. This program brings together major manufacturers and veterans with skills applicable to many fields. IVMF's Veteran Career Transition Program continues to expand its enrollment. It has enrolled 1,272 post-9/11 veterans and spouses. Syracuse University's TEDCenter administered an Unemployed Worker Training Grant, which helped 121 participants strengthen basic jobs skills.	
	Attract new business through regional outreach and marketing	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		
		Pursue businesses that can benefit from regional assets	With the selection of NUAIR as one of the six designated test sites we now have a significant new asset to market. This process started with a strong presence at the Association for Unmanned Vehicle Systems International conference in May 2014.	
		Use a proactive marketing and attraction approach	Both the Canada initiative with ROI and the relationship developed with the China Association for Promotion of Private Sci-Tech Enterprises are proactive efforts to develop prospects for business attraction.	
		Engage directly with site selectors	CNY intends to closely partner with New York State on the Global NY Summit, expected to be held in the fall. CenterState CEO will also partner with a number of regional economic development organizations to develop a regional Foreign Direct Investment plan with guidance from the Brookings Institution.	
		Expand tourism and regional visitation	Complete tourism and convention enhancement assets	Work is commencing on the Inner Harbor in Syracuse. New potential exists for the development of the Hotel Syracuse as a convention center hotel. Byrne Dairy's yogurt visitors center in Cortland brings new agritourism opportunity along with the continued growth of wineries, distilleries, and breweries. Sports and performance venues will be a continued focus in the coming year across the entire region.
			Engage regional businesses in convention attraction efforts	Participatory sports options continue to attract group visitation throughout the region with bass fishing, skiing, running, triathlons, and equestrian events.
Partner with statewide and adjacent regional efforts	The region enjoyed strong attendance at 2014 Governor's Tourism Summit. CNY tourism representatives have attended many I Love NY trade shows and promotional programs. Cayuga, Cortland, and Onondaga counties participate in the Finger Lakes Regional Tourism Council's public relations program, which achieved 3.2 billion impressions in 2013 and was awarded a Prism award by the Public Relations Society of America Rochester Chapter. There is also participation in A Welcome Surprise, a cross-regional program, the largest campaign in New York State targeting Canadian tourism.			
Further expand and deploy existing regional brands	New branding for the region will be unveiled in summer 2014 with a full marketing campaign funded through Market NY to follow. Marketing will focus primarily on Canadian visitors, in accordance with state exporting strategies.			
Coordinate tourism promotion	CNY Regional Economic Development Council authorized a working committee focused on tourism and the arts to develop a more comprehensive regional tourism plan. The committee has established a marketing subcommittee that will work at blending the regional brand position and identity into existing promotional programs and strategies.			
Focus resources to better coordinate projects and initiatives in tourism, the arts, and culture	The Tourism and the Arts Committee will focus efforts on cataloging the region's tourism assets and creating training programs for hospitality workers.			
Create regional programs among arts and cultural organizations	ENGAGE CNY, launched by CNY Arts in summer 2013, was a regional assessment and index of arts, culture, history, and heritage organizations and programming in a 6-county area of Central New York, developed to build a 10-year cultural plan. The project collected more than 7,200 survey responses from the public, more than 500 responses from artists, and 120 arts, culture, history and heritage organizations in addition to holding more than 50 focus groups. In February, 2014, CNY Arts welcomed more than 100 political, business, and community leaders to Syracuse Hancock International Airport to help identify strategies intended to further develop the arts and culture sector in Central New York in the region's first cultural plan.			
Attract Outside Investment and Interest				

LEAD ENTITY	STATUS	RELATED ROUND 1-3 PROJECTS
Food to Market Transformational Team	Ongoing	Cayuga Ingredients
	Ongoing	Aquaculture Expansion at SUNY Morrisville NY Beef Farmers Cooperative Owera Vineyards
	Underway	Empire Farmstead Brewery Champlain Valley Specialty
	Underway	Biomass Cooperative Innovation Center Growing Upstate Food Hub C'Ville Cafe
	Ongoing	Queensboro Farm Products, Inc. Madison County Malting Project Feasibility
	Ongoing	NYS Center for Equine Business Development Ariston Dairy Products
MACNY CNY TDO Syracuse University's CASE Center CenterState CEO	Underway	C-Speed Advanced Technology Manufacturing Center Expansion
	Ongoing	Currier Plastics
	Ongoing	Cooper Crouse-Hinds R&D Lab Cortland Plastics Clay Business Park Development
	Underway	Dielectric Labs Bo-Mer Plastics U.S. Optical Solvay Iron Works
	Ongoing	Southern Graphic Systems L & J.G. Stickle, Inc. CNY Fabrication, LLC Cortland Line Holdings, LLC
	Ongoing	TRW Automotive, LLC
	Ongoing	Johnston Paper Company, Inc.
	CNY Works SUNY OCC Cayuga Community College SUNY Oswego University College at Syracuse University SUNY ESF CenterState CEO	Ongoing
Ongoing		Design Concepts and Enterprises
Ongoing		3Gi Terminal Empire Farmstead Brewery Agrana Foods Infrastructures
CNY REDC	Ongoing	
CenterState CEO Madison County IDA Onondaga County IDA Cayuga County IDA Cortland County IDA Operation Oswego County	Ongoing	
	Ongoing	Empire Farmstead Brewery Inficon
	Underway	
Tourism, Arts and Cultural Transformational Team	Underway	
	Underway	
	Ongoing	Finger Lakes Musical Theatre Festival Central New York Raceway Park
	Underway	Syracuse Stage
	Underway	International Boxing Hall of Fame Victory Sports Medicine Complex
	Ongoing	C'Ville Cafe, Inc
	Ongoing	Discovery Center of Science and Technology, MOST Energy Exhibit

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

STRATEGY	SUB-FOCUS	ACTION	ROUND 3 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 has secured the CNY Innovation Hot Spot and has expanded its programming in conjunction with 21 regional partner organizations.
		Foster student entrepreneurship	The DevBox will launch in fall 2014 and will combine student talent with veteran training.
		Provide physical and virtual incubation space	Demand remains high for office space in the Tech Garden, triggering an expanded campus to an adjacent location. Tech Garden 2 opened in July 2014.
		Improve access to seed and risk capital	
		Provide commercialization assistance resources	The Commercialization Assistance Program has shown impressive results in its previous round of funding in 2013. The projects resulted in new product developments. In additional Grants for Growth continues to provide funds for commercialization projects.
		Build mentor networks	The Tech Garden has three In Residence programs: an entrepreneur in residence; a marketing executive in residence; and a new organizational chart in residence, which creates a comprehensive in-house mentorship network.
		Deliver robust entrepreneurial programming and comprehensive acceleration services	Startup Labs supported 3 more companies in 2014. The program continues to evolve and will have a longer duration with more investment opportunities in the future.
		Connect entrepreneurs with market leaders to beta-test new products and technologies	The Tech Garden has supported the launch of the SALT Makerspace as a pilot production space.
		Establish a Bridge NY Program	
	Support small and medium business	Provide executive education opportunities	CenterState CEO launched a new comprehensive leadership program called the Executive Development Leadership Series. The program is presented by Columbia College of Missouri at Hancock Field, with curriculum support from the Whitman School of Management at Syracuse University, Le Moyne College, Empire State College, University College of Syracuse University, SUNY Oswego, and Leadership Greater Syracuse.
Provide technical assistance for scale up		Coordinated through the Innovation Hot Spot Council	
Provide mentoring services		Provided through the Tech Garden's In Residence programs	
Strengthen the coordination of regional support organizations		The Hot Spot Council is operational and 21 partners are coordinating delivery of service and events.	
Help companies access funding		With the efforts of New York Business Development Corporation, the Greater Syracuse Business Development Corporation, and Operation Oswego County, the SBA has approved 77 504 and 7a loans worth more than \$16 million to small businesses in the region between October 2013 and April 2014.	
Encourage continuous process improvement	Development of six sigma and ISO certification and training programs	CNY Technology Development Organization (TDO) staff have begun to provide guidance on system design and QMS implementation. This program can significantly accelerate readiness for small and medium enterprises to participate in "Made In America" supply chain initiatives, supports export growth opportunities and new domestic manufacturing opportunities resulting from total cost analyses and identification of critical supply chains. TDO is completing the pilot of the new Black Belt certification program, which accelerates the transfer of Lean Six Sigma problem solving, project management, and change acceleration skills in high potential individuals identified by C level client leaders as the future leaders in their organization. TDO began the pilot of the new Green Belt certification program in June to a huge response, leading to several organizations exploring dedicated, on-site sessions.	
	Encourage our region's manufacturing enterprises to adopt process improvement strategies	CNYTDO has facilitated several successful collaborations between clients, allowing them access to a significantly broader section of the market and providing inter-company leverage of knowledge areas to accelerate export opportunities. TDO staff are considered a key asset in the region with their experience in process improvement strategies; they are frequently called upon to present best practices at both the local and national level.	
	Establish a continuous process improvement recognition program		
	Development of regional continuous process improvement metrics	TDO has regional continuous process improvement metrics for the manufacturing sector as a result of surveys performed by a National Institute of Standards and Technology/Manufacturing Extension Partnership subcontractor. Each manufacturer that TDO does a project with is surveyed 6 months after project completion and the company reports, among other metrics, cost savings attributed to continuous improvement initiatives with TDO.	
Prioritize Investments in Research, Innovation, and Commercialization	Grow the region's research capacity		
	Create a stable technology commercialization environment	The CNY Innovation Hot Spot will work to coordinate commercialization services.	
	Support and bolster entrepreneurial programs	The CNY Innovation Hot Spot has 21 partners providing direct assistance to startup companies, entrepreneurs, and innovators.	
	Leverage university incubators	The CNY Innovation Hot Spot in conjunction with START-UP NY Zones are key programs that will be used to engage university and college incubation and technology transfer assets.	
	Support interdisciplinary consortiums that create partnership between academia and industry		
	Develop and embrace new models	Syracuse University's various incubators, like CASE and the South Side Innovation Center, will be partnering with the newly named Innovation Hot Spot in the Tech Garden. Syracuse University's Whitman School of Management has partnered with cloud-based education software company 2U Inc. to offer better access to Whitman's noted online MBA degree.	

Economies

LEAD ENTITY	STATUS	RELATED ROUND 1-3 PROJECTS
CenterState CEO Syracuse University The Tech Garden Hot Spot Council	Ongoing Ongoing Completed	
Innovate Upstate Transformational Team	Ongoing	
CenterState CEO Syracuse University The Tech Garden Hot Spot Council	Ongoing Underway Ongoing Ongoing Completed	Cortland Business Innovation Center CNY Biotech Accelerator Pall Corporation Solvay Iron Works Near West Side Initiative, Saltmakers
Service Corps of Retired Executives (SCORE) Women Igniting the Spirit of Entrepreneurship (WISE) Small Business Development Center Southside Innovation Center Greater Syracuse Business Development Corp NY Business Development Corp	Ongoing Ongoing Ongoing Ongoing Ongoing	
MACNY CNY TDO	Ongoing Ongoing Underway Underway	
Syracuse University Le Moyne College SUNY Upstate Medical University SUNY ESF SUNY Oswego CNY Biotech Accelerator Blue Highway Syracuse Center of Excellence JP Morgan Chase Center at Syracuse University	Ongoing Underway Ongoing Ongoing Ongoing Ongoing Ongoing	Syracuse Center of Excellence SUNY ESF Biomass Cooperative Innovation Center NYS Center for Equine Business Development Loguen Crossing Redevelopment

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

STRATEGY	SUB-FOCUS	ACTION	ROUND 3 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	Regional partners continued to track and update detailed market information that aligns with the needs of client businesses, particularly focused on developing new information on agriculture, electronics, and medical services. CenterState CEO has contracted with a research firm to assist in measuring market opportunity in promoting medical tourism in Canada.	
		Create export mentoring networks	The CNY International Business Alliance (IBA) expanded its mentorship connections and opportunities in 2013-2014. Connecting businesses to potential mentors is now a key piece of the organization's services. The IBA will conduct a mentor trade mission to bring new to market exporters and experienced mentors to ASEAN countries in late 2014.	
		Promote the prioritization of export growth among C-level executives	Formally launched the CNY IBA with an unveiling event that attracted 150 business executives in fall 2013. IBA staff and volunteers have conducted numerous outreach activities through presentations to stakeholder groups and have met with more than 100 companies in one-on-one meetings.	
		Streamline target country entry for region's top exports	Partnered to run a trade mission to South Africa in February 2014. The IBA will lead a mission to Singapore (targeting ASEAN countries) by the end of 2014.	
		Develop resources to fund export-related initiative	Continued to grow the revenue base of the CNY IBA with launching a business membership model.	
		Streamline existing export assistance programs	The IBA has seen initial success in its effort to streamline existing export assistance programs. Through the IBA's first year of effort, the U.S. Department of Commerce saw an increase of referrals coming into its export support system, the majority of which are attributed to the IBA.	
		Create new export awareness programs	The CNY IBA launched new export assistance programs throughout 2013 and early 2014. Attendance at these programs steadily increased, from an average initial attendance of 20 to 30 to a current average attendance of 50 to 60.	
		Deliver export related programming	In early 2014, the IBA helped launch Export NY, an intensive 8-week program designed to provide hands-on training to regional businesses to help them develop export development plans. Export NY will run twice a year and expects to attract 12 to 15 businesses for its next round.	
		Secure foreign direct investment in Central New York	Build a pipeline of target business sectors	In addition to the companies in the data-to decisions sector, NUAIR's designation as an FAA test site presents an opportunity for business attraction efforts.
			Use existing foreign owned companies to foster new connections	The participation in a new program to create a Foreign Direct Investment plan will work to leverage existing foreign-owned companies to build overseas connections
Strengthen the region's business attraction programs	CenterState CEO and regional partners were accepted into the Brookings Institution Metro Foreign Direct Investment (MFDI) program. This program is designed to help cities and regions become more effective at attracting investment into their area. Participation begins in 2015.			
Build a 21st Century Infrastructure	Invest strategically in roads, ports, air and rail	Several meetings have taken place among potential partners in the Inland Port proposal for Onondaga County, including 3Gi Terminals, the Port of Oswego, CSX, and the New York Susquehanna, and Western railroad.		
	Expand broadband connectivity to underserved areas			
	Mitigate impact of correctional facility closing	The Camp Georgetown facility in Madison County has been formally auctioned by the Office of General Services. The buyer has shown an interest in several avenues for re-use of the property.		
Maximize Human Capital	Improve alignment of workforce supply and employer demand	Scale and replicate the green train model	As of July 2014, Work Train has partnered with Loretto and SEIU 1199 to prepare people in the Syracuse community for job-specific training to fill as many as 96 positions with Loretto over the next 4.5 months. These openings are being created as a result of the grand opening of The Cottages of Garden Grove in Cicero.	
		Fund talent alignment programs	The National Fund for Workforce Solutions designated Syracuse a partner community in mid-2014.	
		Increase utilization of stackable industry recognized credentials		
		Create and expand demand-driven workforce training, retraining, and development programs	Work Train, part of CNY's Opportunity Agenda, is beginning demand-driven training alignment.	
		Expand the use of credit for experience programming		
	Create and support apprenticeship	Ensure critical nexus between labor and Pre-K-12		
		Link young talent retention with entrepreneurial support programs	Key programs, like the Student Sandbox, Startup Labs, and StartFast continue to attract and retain student entrepreneurs.	
	Attract and retain students and young professionals	Provide college graduate retention programming	CenterState CEO is focused on educating business about hosting interns. It hosts training and education seminars to engage employers and teach them what they need to know about attracting and hosting the talent found at local colleges and universities.	
		Support region's young professional groups	Engagement through young professional groups increased in 2013 and early 2014. Citing a desire to help better connect college graduates to job opportunities in the region and promote sustainable transportation options, 40 Below launched two new task forces in early 2014: Career Connect Task Force and the Transit Task Force.	
		Attract firms that want our talent	One of the major components of business attraction is the local workforce. The region promotes the experience, talent, loyalty, and cost-effectiveness of our workforce in manufacturing, financial services, and other sectors.	
Prioritize Pre-K-20 education—accessibility, quality and attainment	Further expand work-ready credentials	The National Association of Manufacturers Skills Certification System—including ACT's National Career Readiness Certificate, MSSC's Certified Production Technician Certification, NIM's metalworking credentials, and AWS's welding certifications—continue to be spread throughout the region with help from MACNY, SUNY OCC, Cayuga Community College, Syracuse University's Talent and Education Development Center, OCM BOCES, CNY Technology Development Organization, and SUNY ESF. Through the \$14.6 million Trade Adjustment Assistance Community College and Career Training grant, these credentials are being embedded in college curricula throughout the SUNY community college system and new one-year college certificates are being developed for advanced manufacturing.		
	Provide multidimensional career and academic support	In 2014, the Say Yes to Education Collaborative expanded and now includes SUNY ESF, SUNY Cortland, SUNY Oswego, St. Joseph's Hospital Health Center's School of Nursing, and Syracuse University. The Summer Success Academy anticipates 60 to 70 students for 2014. Students will participate in a career exploration class with SUNY OCC HEOP students. 470 students completed SAT/ACT prep courses from all 5 Syracuse high schools (Nottingham, Corcoran, Henninger, Fowler, Institute of Technology), and 355 students received assistance from the Financial Aid Counseling Network in completing their applications for financial aid.		
	Support and scale programs for at risk young adults	More than 3,400 students are anticipated to enroll in Say Yes's summer camps in 2014. Say Yes Scholars will work at the camps as youth enrichment specialists. It is anticipated that nearly 1,600 Syracuse City School District June 2014 graduates will be eligible to attend a Say Yes higher education compact school.		

Economies (continued)

LEAD ENTITY	STATUS	RELATED ROUND 1-3 PROJECTS
Metropolitan Export Initiative CNY International Business Alliance	Ongoing	Cayuga Marketing 3Gi Terminal Healthway Home Products Pall Corporation Dielectric Labs Marquardt Switches Inficon G.C. Hanford Manufacturing Co.
	Underway	
	Completed	
	Underway	
	Completed	
	Completed	
	Ongoing	
	Ongoing	
CenterState CEO Onondaga County Madison County Operation Oswego County Cayuga County Cortland County	Ongoing Underway Underway	Inficon Marquardt Switches Inc., Global Technology Center
Syracuse Metropolitan Transportation Council CNY Regional Planning and Development Board Onondaga County Madison County Operation Oswego County Cayuga County Cortland County	Ongoing	Port of Oswego East Side Connector 3Gi Terminal Elm Street Industrial Site Infrastructure
Broadband Transformational Team	Ongoing	Agrana Foods Infrastructure
	Underway	
CNY Works SUNY OCC Cayuga Community College SUNY Oswego University College at Syracuse University SUNY ESF CenterState CEO Local Labor Partners MACNY Work Train	Underway Underway Underway Ongoing Underway Ongoing	
40 Below CNY Works 40 Below Cortland CenterState CEO Ignite CNY	Ongoing Ongoing Ongoing Ongoing	Urban Partnership for Economic Opportunity
Say Yes to Education Transformational Team MACNY BOCES	Ongoing Ongoing Underway	Urban Partnership for Economic Opportunity

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

STRATEGY	ACTION	ROUND 3 PROGRESS ON ACTION
Leverage the Region's Exemplary Anchor Institutions in Education, Health and Medicine	Support anchor institution investment	A number of anchor institutions continued investments in their respective communities. Le Moyne College has made progress with its telehealth center. The Near West Side initiative continues to expand investment, community engagement, and programming in the Near West Side. It is in the process of completing infrastructure improvements to the Unit 3 portion of the Case Supply building. The CNY Biotech Accelerator continued build out and is now aligned with the CNY Innovation Hot Spot Council. SUNY Oswego launched a development program to create an Active Aging and Community Engagement Center in Onondaga County.
	Promote homeownership in urban neighborhoods	Using funds from the New York State Attorney General's Office, the Greater Syracuse Land Bank is renovating 50 single-family/owner-occupied homes. 40 homes are in the City of Syracuse and 10 homes are in urban centers adjacent to the city line. A team of students from SUNY ESF, SUNY OCC, and Syracuse University was recently named winner in a national competition held by the Department of Energy and the National Association of Homebuilders, winning the grand award in the single-family detached home category for its Craftsman-style, sustainable design. The team designed the home for a Land Bank-owned vacant lot at 201-205 Hubbell Avenue in Syracuse's Strathmore neighborhood.
	Grow and support regional arts and cultural initiatives	In 2013 CNY Arts conducted a six-county regional assessment about arts and entertainment, collecting opinions of more than 8,000 participants and hosting 50 forums and summits for in-depth discussion based on the research data and seeking gap analysis information to help understand the opinions from the surveys. In 2014 CNY Arts released the ENGAGE CNY Cultural Plan that will work to better integrate culture into every community, improving the quality of life for all residents and working with multiple partners at improving the overall livability and vitality of Central New York
Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets	Prioritize adaptive re-use and historic rehabilitation	In downtown Syracuse, Merchants Commons is completed and completely leased. The Pike Block is under construction and slated to be complete in summer 2014. All completed Pike Block apartments have been leased. There is still commercial space available to for lease. The E.M. O'Donnell Building is under construction and should be completed this summer. It has been renamed Creekwalk Commons and will have 9,000 sq. ft. of retail space and 75 apartments once complete. Other new projects that might fit into this category: 235 East Water Street, 443 South Warren Street, and the Courier Building are all mixed-use projects under construction. Century Plaza, 431-441 South Warren Street, and the Onondaga Music Building are all mixed-use projects that should start construction within the next year. The Greater Syracuse Land Bank is developing a strategy to act as the conduit owner of historic properties for the community to take time to develop thoughtful and sustainable plans for the resources' preservation.
	Specifically target brownfield revitalization and cleanup efforts	In many instances, the Land Bank may attempt to assemble larger parcels of land before marketing them for sale, to facilitate a more valuable development or a development project more consistent with the Land Bank's disposition policies or the comprehensive plan of the community in which the properties are located. The Land Bank may perform environmental assessments as part of larger marketing efforts.
	Support industrial re-use planning and development	Many former facilities have been redeveloped for new industrial uses: Magna has demolished 500,000 sq. ft. of its obsolete structure, leaving a cement pad for future development; 96,000 sq. ft. of the facility has been leased to Ultra Dairy for storage. The former Syracuse China building, renamed Lyndale Commercial Park, has had 450,000 sq. ft. demolished, leaving a pad for development and 200,000 sq. ft. of the former facility available. At the Oberdorfer facility, 230,000 sq. ft. has been demolished, leaving 17 acres with rail and a spur, off Carrier Circle, available for industrial development. At the Marsellus Casket site, 133,000 sq. ft. is being redeveloped into a new facility for Rural/Metro ambulance and medical services. Some of the former Sam Dell building has been demolished and the site has been redeveloped for commercial use. Half of the Syrocco facility was purchased by Tessa Plastics and the other half is still available. Muench-Kreuzer Candle Company has been redeveloped into condominiums. The former Hechinger Plaza is redeveloped and is now DeWitt Town Center, the new home of Time Warner and 5 other tenants.
	Maintain residential redevelopment growth in central business districts	
	Employ transit-oriented development strategies	Over the next 24 months, the Syracuse Metropolitan Transit Council will examine higher-intensity transit services such as bus rapid transit or light rail transit along various transit enhancement corridors. This recommendation is one of many found in the transit system analysis.
	Encourage mixed-use development in revitalization projects	
	Collectively address anchor institution transportation needs	Work has progressed on the Syracuse Transit System Analysis and a Phase I report has been completed under the direction of the New York State Department of Transportation, with the active participation of the Central New York Regional Transportation Authority. The study focused on the potential for the development of light rail transit or bus rapid transit to meet the needs of the community.
	Foster, promote, and attract entrepreneurial development in urban cores, including new retail	A new trend has emerged in the connection of entrepreneurship support and urban revitalization: the development of innovation districts. These districts, which grow organically or are developed by an institutional investor, are designed to rehabilitate an urban environment while promoting a welcoming environment for innovation-oriented activities. In Syracuse a tech corridor is developing along buildings in previously underutilized Warren Street and intensive neighborhood revitalization efforts continue on the Near West Side.
Promote regional waterfront revitalization; develop a regional network of local officials to coordinate waterfront revitalization projects and associated opportunities for collaboration	Developed a regional network that provides updates on waterfront projects on an as-needed basis.	
Retrain to Develop the Workforce of Tomorrow	Embrace and support refugee settlement and immigrant population retraining	
	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	Say Yes and Syracuse City School District hosted college access panel discussion with 6 partner colleges: Notre Dame, Syracuse University, Cornell, Hamilton, SUNY Cortland, and SUNY Binghamton. More than 100 students and family members attended.
	Align urban workforce training programs with needs of growing industry sectors	Syracuse University's Institute for Veterans and Military Families launched the 100,000 Jobs Mission portal (www.veteranjobsmission.com) with the help of SU's Talent and Education Development (TED) Center. More than 50 students participated in career fair and social networking event hosted by Say Yes to Education. Students received resume building consultation, interviewing skills, and interviews for internship positions. The TED Center introduced several courses in 2013 focused on building skills required by businesses across many CNY REDC priority industry clusters, such as Data 2 Decisions.

LEAD ENTITY	STATUS	RELATED ROUND 1-3 PROJECTS
Municipal Core Transformational Team Onondaga County Madison County Operation Oswego County Cayuga County Cortland County	Ongoing Ongoing Ongoing	The Neighborhood Food and Health Center/Nojaims Supermarket Loguen's Crossing Le Moyne College Science Building Exchange Connective Corridor Façade Improvement Program Syracuse Community Health Center YMCA of Greater Syracuse, Northwest Family YMCA Near West Side Initiative Cazenovia College, NYS Center for Equine Business Development
Municipal Core Transformational Team Onondaga County Madison County Operation Oswego County Cayuga County Cortland County	Ongoing Ongoing Ongoing Ongoing Ongoing Underway Underway	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
CenterState CEO Madison County IDA Onondaga County IDA Cayuga County IDA Cortland County IDA Operation Oswego County	Ongoing	Near West Side Initiative, Case 3 Unit 706 North Clinton Redevelopment
CNY REDC CenterState CEO Madison County IDA Onondaga County IDA Cayuga County IDA Cortland County IDA Operation Oswego County	Ongoing	
Refugee Alliance Catholic Charities Interfaith Works	Ongoing	
Say Yes to Education Transformational Team	Underway Ongoing	Lime Hollow Nature Center Le Moyne College's Science Business Exchange Urban Partnership for Economic Opportunity



Proposed CNY REDC Priority Projects (2014-2015)

3.0 PRIORITY PROJECTS

Selection Criteria

Consistent with Rounds 1-3, the CNY REDC identified its Round 4 priority projects based on how well projects address the three overarching goals of its Five-Year Strategic Plan, particularly their ability to address more than one goal to leverage greater impact on the region, and their relationship to advancing strategic priorities. In addition, the council factored in a project's alignment with the region's Transformational Initiatives, geographic breakdown throughout the region, and impact on underrepresented groups and neighborhoods. Finally, with a three year record to consult, the council considered project sponsor's past performance.

As in the past, additional variables guiding the selection process included five-year payroll projections, number of jobs created and retained, return on CNY REDC 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. See Appendix E for the New York State Consolidated Funding Application Endorsement Standards used as additional guidelines in the scoring and selection process.

Priority Project Descriptions

The priority projects listed below, **also summarized in Part 3.1**, will boost regional payroll, provide solid returns on investment for the region, create and retain jobs, and leverage total project costs of nearly **\$230 Million** to advance the goals and strategies of the CNY REDC Five-Year Strategic Plan and this progress update.



Strengthen Targeted Industry Concentrations

❖ Strategy: Invest in Existing Regional Industry Concentrations and Businesses

AM-TEC

• SBB, Inc – Expansion (Onondaga)

SBB will purchase an existing TECS manufacturer and construct a new building for the combined businesses. This project will help increase quality to better compete in the global market.

Total Project Cost: \$3,384,985

Jobs: 10 new, 24 existing

5-year Payroll Projection: \$2,082,000

Goals: 1, 2

• US InterCorp LLC – Expansion (Cayuga)

US InterCorp will purchase and install new machinery and equipment in an expanded manufacturing facility in Auburn. The manufacturer intends to expand its product offerings in the heating and cooling industries.

Total Project Cost: \$8,020,000

Jobs: 168 new

5-year Payroll Projection: \$29,235,000

Goals: 1, 2, 3

100 percent of projects submitted will advance at least one strategic goal, **61** percent (**22** projects) meet at least two of the goals, and **11** percent (**4** projects) meet all three. **20** projects (**56%**) support regional and state priorities including Global NY, workforce development strategies, Innovation Hot Spot, Opportunity Agenda, and advancement of interregional collaborations.

Data to Decisions

- **Euphony Audio and Speed Technology (Onondaga)**

Euphony will develop a language and speed data processing system to automate data analysis to add voice, language, and context to text-to-speech technologies. This project will create new technologies, software, and tools to adapt new languages and speech data into the product.

Total Project Cost: \$534,650

Jobs: 10 new, 1 existing

5-year Payroll Projection: \$2,383,750

Goals: 1, 2

Health, Biomedical Services and Biosciences

- **Crouse Hospital – Emergency Department Expansion (Onondaga)**

Crouse Hospital will expand its emergency department from under 8,000 square feet to a new space that is approximately 16,000-square-feet. This expansion will allow Crouse to better align its health care support system and provide a higher quality of care to its patients.

Total Project Cost: \$32,180,133

Jobs: 63 new, 2,700 existing

5-year Payroll Projection: \$5,034,000

Goals: 1, 2

- **Le Moyne College Health Professions Expansion (Onondaga)**

Le Moyne College will renovate and equip two floors of its Coyne building for science labs and related facilities, which will enable growth of the college's health programs and increase its capacity to attract international students. The project will also create a strong foundation to maintain a pipeline of qualified professionals to support the health, biomedical services and biosciences sectors.

Total Project Cost: \$8,750,000

Jobs: 95 construction

5-year Payroll Projection: \$670,000

Goals: 1, 2

Agribusiness

- **Good Nature New Farm Brewery Facility (Madison)**

This project will construct a new indoor and outdoor manufacturing facility and event space on an underutilized property outside of Hamilton. This expansion will allow for statewide distribution of the company's products, which use predominantly locally-grown ingredients.

Total Project Cost: \$1,500,000

Jobs: 16 new, 10 retained, 6 existing

5-year Payroll Projection: \$2,030,000

Goals: 1

- **Hops Yard and Micro Malting (Onondaga)**

Oran Station Brewing Supplies will create a vertically integrated farm brewery in the town of Manlius. The project will expand hops and barley production at the facility and will build a new craft brewery to tap into the region's growing brewing industry.

Total Project Cost: \$711,200

Jobs: 11 new, 3 indirect

5-year Payroll Projection: \$1,517,000

Goals: 1

Advanced Manufacturing

- **Hardwood Transformations Engineered Flooring (Division of HTI) (Oswego)**

Hardwood Transformations, Inc. will invest in its manufacturing facility to purchase and install machinery and equipment to support a new division that will focus on a new patented engineered flooring product. The product is globally competitive, environmentally sustainable and complies to LEED and Lacy Act criteria.

Total Project Cost: \$495,000

Jobs: 25 new, 13 retained, 13 existing

Goals: 1, 2

Tourism

- **Cazenovia Hospitality, LLC (Madison)**

This project will build a national chain hotel on Nelson Street, in Cazenovia. The property will offer 80 guest rooms and a conference facility that can accommodate up to 300 people. The project fills a void for a much-needed hospitality center in the region, particularly with the growth of local agribusiness and arts, culture and educational activities in the area.

Total Project Cost: \$8,000,000

Jobs: 28 new, 35 construction

5-year Payroll Projection: \$3,340,000

Goals: 1, 3

- **Owera Farm Winery II (Madison)**

Owera will expand its Round 1 funded project by constructing an 8,500-square-foot building for wine sales, small group instruction, and storage. The permanent structure will enable year-round operation and enhance on-farm marketing and regional tourism.

Total Project Cost: \$2,000,000

Jobs: 2 new, 2 retained, 11 existing

5-year Payroll Projection: \$280,000

Goals: 1

- **Twenty East – Renovations for Agritourism Destination (Madison)**

This project includes the renovation of underutilized commercial buildings into a unique agritourism-based destination, and builds off the strong agribusiness and tourism growth experienced in Madison County in the past five years.

Total Project Cost: \$167,215

Jobs: 6 new, 6 existing

5-year Payroll Projection: \$750,000

Goals: 1, 3

- **Woodbine Group – Tailwater Barn Banquet Facility (Oswego)**

Planned for construction in spring 2015, the Tailwater Barn will be a 10,000-square-foot, full-service banquet facility designed to complement the newly opened Tailwater Lodge. The facility will turn the Tailwater Lodge into a tourism destination and will attract new weddings, conferences, and retreats to the town of Altmar.

Total Project Cost: \$2,000,000

Jobs: 35 new, 50 construction

Goals: 1

- ❖ **Strategy: Invest in Existing Regional Industry Concentrations and Businesses**

- **Northeast UAS Airspace Integration Research Alliance, Inc – Test Range Instrumentation (Oneida)**

This interregional project will install surveillance and radar systems at the FAA-designated Griffiss International Airport test site. The project will give the FAA New York UAS test site the potential to lead development of a Detect and Avoid system for the safe UAS operations in the national airspace.

Total Project Cost: \$18,470,000

Jobs: 63 new, 3 existing, 343 construction

5-year Payroll Projection: \$3,965,000

Goals: 1, 2

- **Onondaga Historical Association – Iroquois Heritage Center (Onondaga)**

This project will conduct interior renovations to the existing building at 6680 Onondaga Lake Parkway to repurpose the underutilized facility into a Haudenosaunee heritage center. The project will align with the region's overall tourism efforts by adding an additional historic tourism asset.

Total Project Cost: \$400,000

Jobs: 1 new

Goals: 1, 3

- **Selkirk Point Redevelopment Planning and Design (Oswego)**

CNY Enterprise Development Corporation will complete a predevelopment study, planning and design for a commercial and mixed-use redevelopment of Selkirk Point on Lake Ontario. The site is a nationally registered historic place and the redevelopment will showcase the area's history and promote new tourism opportunities.

Total Project Cost: \$205,000

Goals: 1, 3



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

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

- **Corsos Cookies – New Plan (Onondaga)**

Corsos Cookies will build a new facility on the SUNY OCC campus as part of the START-UP NY program. The new location will allow the company to continue to grow its manufacturing capacity in order to serve the growing demand from national retail customers.

Total Project Cost: \$8,000,000

Jobs: 72 new, 48 existing

5-year Payroll Projection: \$8,570,000

Goals: 1, 2

- **County of Oswego IDA – Incubator Collaboration Feasibility Study (Oswego)**

This project will evaluate the feasibility of redeveloping the former Price Chopper grocery store in the City of Oswego into a world-class, mixed-use incubator facility. The study will examine the available space as it could impact small businesses, improve a distressed neighborhood, and fill the need of an incubator space in Oswego County.

Total Project Cost: \$60,000

Goals: 1, 2, 3

- **Stonewell Bodies Machine, Inc – Prototype Facility Development (Cayuga)**

This project will expand the existing facility and workforce to add high technology equipment and CNC machines. The expansion is necessary to keep up with growing demand and to maintain existing market share.

Total Project Cost: \$3,749,500

Jobs: 22 new, 33 existing

5-year Payroll Projection: \$3,220,500

Goals: 1, 2

- **Quasi Equity Loan Program (All CNY)**

CNYEnterprise Development Corporation will recapitalize its Quasi-Equity loan program, targeting early stage businesses or new ventures. The firms must identify products or services with demonstrated market acceptance and realistic growth potential. CNYEDC estimates the creation of 90 new jobs and leveraging \$5,000,000 in additional investment.

Total Project Cost: \$500,000

Jobs: 90 indirect

Goals: 2

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

- **Bauer Performance Lacrosse – Expansion (Onondaga)**

Bauer will expand its existing capacity and production in Liverpool, including the purchase of new test lab equipment to meet the industry standards for safety and new technology for graphically enhancing helmets that are sold around the world.

Total Project Cost: \$150,000

Jobs: 10 new, 60 existing

Goals: 1, 2

- ❖ **Strategy: Capture a Greater Share of the Global Market**

- **Cortland Company, Inc. – Relocation (Cortland)**

Cortland Company will invest in relocating to a larger and more suitable facility for its manufacturing of specialty rope and cable products business. The company originally considered sites outside of New York but would like to keep the manufacture of these internationally competitive products in Central New York.

Total Project Cost: \$750,000

Jobs: 15 new, 75 at risk, 75 existing

5-year Payroll Projection: \$2,794,052

Goals: 1, 2, 3

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

- **Onondaga County Department of Water Environment Protection (Onondaga)**

This project will invest in sanitary sewer improvements that will service many new economic development projects located in the Inner Harbor and the North Side of Syracuse.

Total Project Cost: \$4,800,000

Jobs: 8,500 construction

Goal: 3

- **Sunoco, Inc – Truck and Scale Entrance Improvements (Oswego)**

The proposed Owens Road improvement project will acquire and install two scales, construct a scale house, and repave the entrance way to the existing facility. This project will provide for a much more efficient and safe delivery of products to the Sunoco facility, which is a strong partner and customer of the Port of Oswego.

Total Project Cost: \$1,000,000

Jobs: 10 new, 75 existing, 12 construction

Goals: 1, 2



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

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

- **Colgate University – Center for Art and Culture (Madison)**

This project will relocate two Colgate University museums to a newly constructed Center for Art and Culture in downtown Hamilton. The two museums are currently in outdated facilities and this expansion will allow them to better care for existing collections while making them more accessible to visitors and the community.

Total Project Cost: \$18,798,100

Jobs: 1,064 existing, 145 construction

Goal: 1, 3

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

• **538 Erie Blvd West LLC – CG Meaker Redevelopment Project (Onondaga)**

This project will redevelop the CG Meaker building along Erie Boulevard West into a residential and commercial mixed-use property. This redevelopment continues the revitalization of the Park Avenue neighborhood and connects it to the new vibrancy of downtown Syracuse.

Total Project Cost: \$5,936,519

Jobs: 93 construction

Goal: 3

• **City of Cortland – Two-Way Main Street Feasibility Study (Cortland)**

The City of Cortland will commission a feasibility study of the conversion of the downtown Cortland Main Street into a two-way street. The study will generate information and recommendations concerning costs, lane configuration options, and economic impact.

Total Project Cost: \$70,000

Goal: 3

• **Excellus 2014 – Paradise Companies II (Onondaga)**

Paradise companies will invest in redeveloping the former Excellus building into a mixed-use complex consisting of commercial and office space and apartment units. This is currently one of the largest vacant buildings in downtown Syracuse.

Total Project Cost: \$19,572,637

Jobs: 3 new, 1 retained, 1 existing, 225 construction

5-year Payroll Projection: \$820,000

Goal: 3

• **Home HeadQuarters, Inc. - Mixed Use Redevelopment (Onondaga)**

This project will convert an underutilized parking lot, a vacant building, and multiple vacant parcels on three corners of an intersection in the Near West Side of Syracuse into a mixed-use development that includes eight new properties for owner occupants.

Total Project Cost: \$2,571,000

Jobs: 5 indirect, 25 retained, 10 construction

Goal: 3

• **Infinity Armory, LLC -- SKY Armory Phase II Redevelopment (Onondaga)**

Sky Armory Phase II continues the development for the former Wells & Coverly building into a top event space for the region. The expansions will create a food and beverage production area in an unutilized space in the first floor along with an additional ballroom. The building is adjacent to the Pike Block and is a key component of the ongoing revitalization of South Salina Street, in Syracuse.

Total Project Cost: \$1,100,000

Jobs: 84 new, 87 existing, 35 construction

5-year Payroll Projection: \$9,410,071

Goal: 3

• **Redhouse Arts and Culture Complex (Onondaga)**

The relocation of the Redhouse to the Sibley's building in downtown Syracuse will lead to an increase in the vibrancy of the city's main street. The renovation will include a complete façade transformation, a new courtyard, and new classroom space.

Total Project Cost: \$4,500,000

Jobs: 15 new, 2 at risk, 7 existing, 15 construction

5-year Payroll Projection: \$2,446,000

Goal: 1, 3

• **Syracuse Community Hotel Restoration Company, LLC – Hotel Syracuse Redevelopment (Onondaga)**

This project will invest in the redevelopment of one of the most important and culturally significant buildings in downtown Syracuse. The renovated property will provide guest rooms, three main ballrooms, a restaurant, lounge, and new lobby.

Total Project Cost: \$61,890,000

Jobs: 186 new, 252 construction

5-year Payroll Projection: \$17,749,100

Goals: 1, 3

• **Syracuse EDC/Shalimar Properties 407 LLC – Mizpah Tower (Onondaga)**

This project will conduct a structural analysis of the Mizpah Tower in downtown Syracuse on behalf of Shalimar Properties 407, LLC. Built in 1914, the Mizpah is a five-story gothic-style building overlooking Syracuse's Columbus Circle. The property has been vacant and unmaintained for the last 25 years and this feasibility analysis will determine the best path forward for the property.

Total Project Cost: \$50,000

Goal: 3

- **VG Rentals, Inc. – Mixed-Use Redevelopment (Cayuga)**

VG Rentals will rehabilitate two historic buildings in downtown Auburn. The renovation of these buildings will aid in the transformation of the physical character in this key redevelopment site in the center-city corridor.

Total Project Cost: \$4,070,788

Jobs: 20 existing

Goal: 3

- **201 East Jefferson Street LLC (Onondaga)**

Project will redevelop a five-story, 30,000-square-foot building in downtown Syracuse, which is currently 60 percent vacant, into a unique live/work space. In addition to residential space, the project will feature a coworking office that will attract 100 new workers to downtown, and create space for entrepreneurial events.

Total Project Cost: \$1,128,700

Jobs: 10 construction

Goals: 2,3

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

- **St. Joseph’s Hospital Health Center – Northside Training and Entrepreneurship Center (Onondaga)**

SUNY OCC, together with St Joseph’s Hospital Health Center, Northside UP, CenterState CEO and other community partners, will increase accessibility of its non credit training and education services to the residents of Syracuse by expanding and relocation programs to newly renovated properties on the city’s North Side.

Total Project Cost: \$360,000

Jobs: 60 construction

5-year Payroll Projection: \$665,000

Goal: 1, 2, 3

- **Inner Harbor Housing (Onondaga)**

Empire Housing and Development Corporation will redevelop a property adjacent to the Syracuse Inner Harbor to build a mixed-use facility aimed at providing residential and other support services to Veterans. The project will include a Veteran’s One Stop Center that will connect veterans to the community and other resources.

Total Project Cost: \$7,100,000

Jobs: 6 new, 2 retained, 250 construction

5-year Payroll Projection: \$1,960,000

Goals: 3

3.1 ROUND 4 PRIORITY PROJECT CHARTS

ESD 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 for residents and businesses, and provide a strong return on investment to the State of New York. The collective impact of these recommended projects will support every community in the Central New York region. The council works 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.

The \$26,617,832 being requested (\$25,677,683 in ESD grant funding and \$940,149 in Excelsior credits) for these 36 priority projects will be leveraged to:

- Generate **\$229,700,302** in total project costs
- Retain **90** jobs
- Result in the direct creation of **894** new jobs, **9,996** construction jobs, and **58** indirect jobs
- Produce a five-year payroll of **\$98,921,973**
- Produce a return on investment of **12.3**

Additionally, many of the proposed priority projects will coordinate with the strategies outlined in both the Global NY (Part 4) and Veterans (Part 5) plans, further enhancing their qualitative benefits to the region.

Additional Strategic Projects (CFA-related State Agency Applications)

The CNY REDC received and reviewed additional CFAs for state agency funding. These additional projects are key contributors to the region’s transformation, and the council’s review and recommendation of these Round 4 projects continue efforts to align the missions of state agencies with the goals and strategies of the council.

- The council applied the region’s goals and considered the opportunities defined by its strategic priorities to select **64** projects for CFA-Related State Agency funding.
- All of the **64** projects meet at least one of the region’s strategic goals, **33 (52 percent)** meet two or more goals, and **4 (6 percent)** advance all three of the CNY REDC’s goals. These projects applied for **\$16,193,131** in CFA-related state agency funding (**12 percent of total project costs**), which would leverage **\$134,651,315** in total project costs.

Coupled with the priority projects, Transformational Initiatives, and other state priorities, these projects position the region to strengthen targeted industries, improve its competitiveness in the national and global economies, engage with veterans and revitalize its urban and rural communities.

Round 4 Priority Projects The following table provides an overview of the priority projects recommended for funding in Round 4 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	State Priorities
Cayuga County														
Stonewell Bodies Machine, Inc., Prototype Facility Development	37541	\$700,000	\$212,900	\$3,749,500	\$3,220,500	33		22			7.64	1, 2		Global NY, Veterans
US Intercorp LLC, Expansion	39512	\$1,500,000		\$8,020,000	\$29,235,000			168			23.28	1, 2, 3	Innovate Upstate, Municipal Core, NYE-RIC	Global NY, Veterans
VG Rentals, Inc., Mixed-use Redevelopment	38746	\$700,000		\$4,070,788		20					5.82	3	Municipal Core	Veterans
Cortland County														
Cortland Company, Inc., Relocation	42685	\$225,000	\$350,000	\$750,000	\$2,794,052	75	75	15			6.16	1, 3	Municipal Core	Global NY, Veterans
City of Cortland, Two-Way Main Street Feasibility Study	42308	\$35,000		\$70,000							2.00	3	Municipal Core	
Madison County														
Cazenovia Hospitality, LLC, New Hotel	40747	\$1,280,000		\$8,000,000	\$3,340,000			28		35	8.86	1, 3	Tourism-Arts-Culture	Veterans
Colgate University, Center for Art and Culture	39018	\$750,000		\$18,798,100		1,064				145	11.75	1, 3	Municipal Core, Tourism-Arts-Culture	
Good Nature New Farm Brewery Facility	41908	\$250,000		\$1,500,000	\$2,030,000	6	10	16		10	10.09	1, 3	Food-to-Market, Tourism-Arts-Culture	
Owera Farm Winery II	41709	\$200,000		\$2,000,000	\$280,000	11	2	2			5.70	1, 2	Food-to-Market, Tourism-Arts-Culture	
Twenty East, Renovations for Agritourism Destination	39774	\$33,443		\$167,215	\$750,000	6		6			16.25	1, 3	Tourism-Arts-Culture	
Oneida County														
Northeast UAS Airspace Integration Research Alliance, Inc., Test Range Instrumentation	40213	\$2,162,000		\$18,470,000	\$3,965,000	3		13	50	343	5.19	1, 2		Global NY, Local Government Collaboration, Interregional Collaboration, Veterans
Onondaga County														
201 East Jefferson Street LLC Business Live/Work Facility	39965	\$225,000		\$1,128,700						10	5.02	2, 3	Municipal Core	
538 Erie Boulevard West LLC, CG Meaker Redevelopment Project	42427	\$1,000,000		\$5,936,519						93	5.94	3	Municipal Core	
Bauer Performance Lacrosse, Expansion	41162	\$20,000		\$150,000		60		10			7.50	1, 2		Global NY, Veterans
Corsos Cookies, New Plant	39866	\$1,600,000		\$8,000,000	\$8,570,000	48		72		60	10.36	1, 2	Tourism-Arts-Culture	Global NY, Workforce Development Needs, Veterans
Crouse Hospital, Emergency Department Expansion	42074	\$2,000,000		\$32,180,133	\$5,034,000	2,700		63		36	18.61	1, 2		Veterans
Euphony Audio and Speech Technology	35685		\$150,000	\$534,650	\$2,383,750	1		10			19.46	1, 2		Global NY, Veterans
Excellus 2014, Paradise Companies II	39911	\$2,315,000		\$19,572,637	\$820,000	1	1	3		225	8.81	3	Municipal Core	
Home HeadQuarters, Inc., Mixed-use Redevelopment	38740	\$260,000		\$2,571,000		25			5	10	1.42	3	Municipal Core	Opportunity Agenda
Hops Yard and Micro Malting	43032	\$142,240	\$127,249	\$711,200	\$1,517,500			11	3		8.27	1	Food-to-Market, Tourism-Arts-Culture	
Infinity Armory, LLC, SKY Armory Phase II Redevelopment	42179	\$400,000		\$1,100,000	\$9,410,071	87		84		35	26.28	1, 3	Tourism-Arts-Culture	Veterans
Inner Harbor Veteran's Housing & One-Stop Center	41970	\$750,000		\$7,100,000	\$1,960,000	2					12.08		Veterans	Veterans
Le Moyne College - Health Professions Expansion	40944	\$1,250,000		\$8,750,000	\$670,000	2				95	7.54	1, 3		Veterans, Workforce Development Needs, Opportunity Agenda
Onondaga County Department of Water Environment Protection, Inner Harbor/ North Side Sanitary Sewer	41464	\$960,000		\$4,800,000						8,500	5.00	3	Municipal Core	
Onondaga Historical Association, Iroquois Heritage Center Buildout	41295	\$80,000		\$400,000		1				10	2.50	1, 3	Tourism-Arts-Culture	
Quasi-Equity Loan Program	39913	\$500,000		\$555,555				90			1.11	2		
Redhouse Arts And Culture Complex	43271	\$900,000		\$4,500,000	\$2,446,000	7	2	15		15	7.72	1, 2	Municipal Core, Tourism-Arts-Culture	
SBB, Inc., Expansion	39934	\$500,000	\$100,000	\$3,384,985	\$2,082,000	24		10			9.11	1, 2	NYE-RIC	Global NY, Veterans
St. Joseph's Hospital Health Center, Northside Training and Entrepreneurship Center	42295	\$360,000		\$4,129,320	\$665,000					60	13.32	1, 2, 3	Municipal Core, Say Yes to Education	Global NY, Workforce Development Needs, Opportunity Agenda, Innovation Hot Spot, Veterans
Syracuse Community Hotel Restoration Company I LLC, Hotel Syracuse Redevelopment	42641	\$3,900,000		\$61,890,000	\$17,749,100			186		252	16.94	1, 3	Municipal Core, Tourism-Arts-Culture	Veterans
Syracuse EDC/Shalimar Properties 407, LLC, Mizpah Tower Structural Analysis and Feasibility	42946	\$25,000		\$50,000							2.00	3	Municipal Core	
Oswego County														
County of Oswego IDA, Incubator Collaboration Feasibility Study	42704	\$30,000		\$60,000							2.00	1, 2, 3	Municipal Core	Local Government Collaboration, Opportunity Agenda, Innovation Hot Spot
Hardwood Transformations Engineered Flooring (Division of HTI)	41345	\$125,000		\$495,000				25			3.96	1, 2		Global NY, Veterans
Selkirk Point Redevelopment Planning & Design	41093	\$100,000		\$205,000							2.05	1, 3	Tourism-Arts-Culture, Waterfront Revitalization	
Sunoco, Inc., Truck Scale and Entrance Improvements	41216	\$200,000		\$1,000,000		75		10		12	5.00	1, 2		Global NY, Veterans
Woodbine Group, Tailwater Barn Banquet Facility	39396	\$200,000		\$2,000,000				35		50	5.00	1	Tourism-Arts-Culture, Waterfront Revitalization	
Total		\$25,677,683	\$940,149	\$229,700,302	\$98,921,973	4,249	90	894	58	9,996	12.3			

* **Goal 1**—Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets

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

Goal 3—Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods

36 Projects meet at least 1 goal (100%)

22 Projects meet at least 2 goals (61%)

4 Projects meet at least 3 goals (11%)

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

Application Number	Funding Source #1	Other Sources	County	Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
Artistic Program Capital Equipment—Round 4									
40484	Cortland Repertory Theatre	Arts	Cortland	Cortland Repertory Theatre is applying for funding assistance to complete the final stages of their new "CRT Downtown," a year-round performance facility to compliment the summer season. This project includes a renovation of a former bowling alley, converting it into new administrative spaces, a scenic shop, and a blackbox theatre. In addition to year-round professional productions, CRT Downtown will include after school theatrical classes for youths, and the reading and production of original works.	1, 3	Tourism, Arts and Culture	\$7,000	\$14,000	50%
41888	Light Work	Arts	Onondaga	Light Work Lab, a photography and imaging production facility is seeking funding to upgrade the creative workstations, as well as lighting for the space to optimize photography print viewing. The Lab facility supports the work of community members and professional artists through its renowned Artist-in-Residence program.	2, 3	Tourism, Arts and Culture	\$35,000	\$73,633	48%
Total							\$42,000	\$87,633	48%
Arts, Culture & Heritage Project Grant—Round 4									
39358	CNY Arts, Inc.	Arts	Cayuga, Cortland, Herkimer, Madison, Oneida, Onondaga, & Oswego	CNY Arts aggregates cultural event data and distributes it to partnering agencies for distribution and packaging to tourists (e.g. the Syracuse Convention and Visitor's Bureau) and publishes the information on gotocnyarts.org, available on web, mobile, and through custom-designed "widgets." CNY Arts advertises the calendar to CNY residents through print, broadcast, web, billboard and public relations.	1	Tourism, Arts and Culture	\$100,000	\$296,000	34%
40501	Auburn Public Theater	Arts	Cayuga	Auburn Public Theater is seeking funding for The Auburn Public Cinema Innovation Project, the only independent, art house cinema with daily showings in downtown Auburn. Funding for this project will be allocated to the expansion of programming, facilities, and marketing to better engage a diverse audience and help ensure long-term sustainability.	1, 3	Tourism, Arts and Culture	\$71,786	\$195,191	37%
42183	Everson Museum of Art	Arts	Onondaga	The Everson Museum of Art is applying for funding assistance to bring "Prendergast to Pollock," a traveling exhibition including the work of 35 artists, to the galleries. Traveling exhibitions such as this provide increased tourism, while promoting the enriching arts in a community.	1	Tourism, Arts and Culture	\$50,000	\$100,000	50%
Total							\$221,786	\$591,191	38%
Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Planning & Technical Assistance—Round 2 (CFA Round 4)									
39729	City of Cortland	NYSERDA	Cortland	Cortland is proposing to undertake a Pedestrian/Bike Plan with a focus on making alternate forms of transportation safer and more accessible. The Plan will inventory current infrastructure and programs, identify opportunities, and recommend options to improving the ped/bike system in terms of infrastructure and programming/education.	3	Municipal Cores	\$39,000	\$52,000	75%
40394	City of Oswego	NYSERDA	Oswego	The proposed project will examine the Route 104 corridor within the City of Oswego. The plan will determine what modifications are needed to improve safety and offer more transportation choices while maintaining efficient, reliable passage through the City.	3	Municipal Cores	\$225,000	\$300,000	75%
42070	Central New York Regional Planning & Development Board	NYSERDA	Onondaga	On-site wetland remediation requirements impede economic development in NYS. A wetlands mitigation bank will be established to pilot the effectiveness of off site mitigation to advance economic growth and environmental protection. The bank will be piloted on a site owned by 3Gi and targeted for development of an inland port that will impact wetlands.	3		\$249,750	\$333,000	75%
43555	Woolley Morris	NYSERDA	Onondaga	The project involves planning of a mixed use development proposed for the former Will & Baumer Candle Factory complex on Buckley Rd. in the Town of Salina. The redevelopment will include a conference center and hotel, residential and commercial uses involving preservation and repurposing of the several buildings on site, plus several new structures.	3	Municipal Cores	\$100,000	\$200,000	50%
Total							\$613,750	\$885,000	69%
Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 3: Sustainability Projects—Round 2 (CFA Round 4)									
41893	JUM Global LLC	NYSERDA	Madison	Jax Utilities Management (JUM) Global is teaming up with Madison County's Department of Solid Waste for phase II of the development of the Agricultural and Renewable Energy (ARE) business park in the Town of Lincoln by proposing the construction of a catalytic pyrolysis plastics-to-oil conversion facility.	1, 2		\$2,544,000	\$4,240,000	60%
42129	City of Auburn	NYSERDA	Cayuga	The City of Auburn, NY is applying for funding assistance to complete the engineering, construction and interconnection of a micro-hydro smart grid project in Auburn, New York. The three-site locations are the State Dam, Mill Street Dam Hydro and North Division Street Hydro which are owned and operated by the City.	3	Municipal Cores	\$1,194,560	\$5,972,800	20%
43229	City of Cortland	NYSERDA	Cortland	Cortland proposes a sustainable, regional vermicomposting facility to serve Cortland & small municipalities in Central NY. The location is the adaptive reuse of the 4.76 acre Noss Park Brownfield site in the City of Cortland, one mile from the Cortland WWTP. Site is adjacent to an operating rail line which will bring a portion of the end product to a Sod Farm in NC.	3	Municipal Cores	\$758,164	\$1,011,678	75%
Total							\$4,496,724	\$11,224,478	40%
Community Services Block Grant									
40425	Catholic Charities of Onondaga County	DOS	Onondaga	The project trains potential workers for two growth industries, tourism and agrusiness/food processing. It also supports revitalization of urban neighborhoods by training workers to perform cleaning, light maintenance, and extreme clean out services that will be the first step in many property development or redevelopment projects. Finally, it provides workforce training opportunities that include tailored support services for individuals not yet ready to enter traditional skill training programs.	1, 2, 3	Tourism, Arts and Culture; Municipal Cores	\$200,000	\$250,000	80%
40514	Oswego County Opportunities Inc	DOS	Oswego	The project will provide low-income Oswego County residents with the necessary skills training that align with employers' needs, reducing barriers and improving opportunities for employment.	2, 3	Municipal Cores	\$200,000	\$250,000	80%

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

Application Number	Funding Source #1	Other Sources	County	Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
41170	Cayuga Seneca Community Action Agency Inc	DOS	Cayuga	The Employment Pathways program weaves together public, private and non-profit sector resources to create a coordinated, flexible support system designed to generate quality employees for companies offering career-path opportunities, particularly within advanced manufacturing and health care industries. The program addresses financial and computer literacy, and technical and soft skill deficits through Job Readiness Training—key workforce issues for private sector employers.	2, 3		\$115,098	\$167,920	69%
Total							\$515,098	\$667,920	77%
Engineering Planning Grant Program									
40388	Barton Loguidice DPC	DEC	Madison	The intention of this project is to prepare a Preliminary Engineering Report to study the feasibility of a potential Bridgeport Sewer District Extension No. 1. The report would investigate various alternatives and costs including options for sewage conveyance as the existing downstream collection system is at capacity.	3	Municipal Cores	\$30,000	\$37,500	80%
40773	Onondaga County Department of Water Environment Protection	DEC	Onondaga	OCDWEP is seeking services to determine the feasibility of enhancing capacity and wet weather operations by evaluating an increase in the aeration/clarifier capacities and/or providing additional process tankage. The evaluation will provide the County with a planning level document for Capital Improvement Planning.	3	Municipal Cores	\$50,000	\$125,000	40%
40904	Onondaga County Department of Water Environment Protection	DEC	Onondaga	The purpose of this project is to mitigate high coliform bacterial levels that have been detected in the EBSS discharge. The scope of this project will investigate illicit connections to EBSS, options for installation of a larger dewatering force main, options for disinfection, sluice gate modifications and outfall modifications.	3	Municipal Cores	\$50,000	\$200,000	25%
41572	City of Cortland	DEC	Cortland	The Northeast Gateway Corridor Storm-water Management Project is located at the main entrance corridor between the I81 Cortland exit and Cortland's Central Business District. The overall goal for the project begins with the acquisition of land that will be converted into a storm-water collection and treatment area with landscaping integration.	3	Municipal Cores	\$28,800	\$36,000	80%
42411	Village of Homer	DEC	Cortland	An inflow and infiltration (I/I) study is proposed to identify I/I sources within the Village's existing gravity collection system and serve as the basis for a sewer rehabilitation project. Results from the investigations will be summarized in an I/I Study Report, and include the recommended correction plan for I/I reduction and additional investigation programs.	3	Municipal Cores	\$30,000	\$37,500	80%
42524	Barton Loguidice DPC	DEC	Oswego	The Village proposes to perform general overview of WWTP conditions and anticipated unit processes that may require upgrades include pumps and valving, SBR mixers and decanters, miscellaneous architectural upgrades, aeration systems, and tertiary treatment. The study will also evaluate the feasibility and available capacity to accommodate current unserved areas along St Rte 49, Co Rte 37 and connecting side streets.	3	Municipal Cores	\$30,000	\$37,500	80%
Total							\$218,800	\$473,500	46%
Green Innovation Grant Program									
42764	Cortland County Soil and Water Conservation District	EFC	Cortland	This project proposes to reduce flooding, enhance water quality, provide for enhanced water supply protection, and provide for future recreational opportunities along Otter Creek. It will involve purchase of land in the floodplain and restoration about 30 acre-feet of floodplain storage to reduce flooding in the City of Cortland.	3		\$202,000	\$227,700	89%
40009	SUNY ESF	EFC	Onondaga	This grant will be used to construct a green infrastructure system as part of the Academic Research Building (ARB) project at the SUNY ESF campus in Syracuse, NY. The GI system includes a green roof, green wall, pervious paving, enhanced planting, and storm water basins (including a bog, freshwater, brackish, and non-tidal saltwater marshes).	1, 3	NYERIC	\$500,000	\$730,779	68%
Total							\$702,000	\$958,479	73%
HCR—Community Development Block Grant (CDBG)—Public Infrastructure									
42349	City of Cortland	HCR	Cortland	We are proposing a project to restore channel capacity of Otter Creek through the City of Cortland. Culverts on Arthur and Maple Ave will be right-sized, they will be increased in size to handle approximately 600 cfs. This project helps protect local water quality, protects local infrastructure, reduces flooding, and reduces sediment and nutrient transport to downstream waters and the Chesapeake Bay, an important natural and economic resource.	3	Municipal Cores	\$600,000	\$815,000	74%
41872	City of Cortland	HCR	Cortland	Cortland is proposing a Microenterprise Assistance Program (MAP-2) that will provide grant funds to new and existing microenterprises. The City estimates that it will assist seven (7) microenterprises which will create 20 FTE jobs.	2	Innovate Upstate	\$200,000	\$225,000	89%
Total							\$800,000	\$1,040,000	77%
HCR—New York Main Street (NYMS)									
38896	Village of Weedsport New York	HCR	Cayuga	The Village of Weedsport has selected 4 properties as priority projects for funding through the NYMS program to rehabilitate or create 8 housing units, renovate 2 commercial businesses, address structural deficiencies, repair facades including architectural details and create 8 new permanent jobs.	1, 3	Municipal Cores	\$250,000	\$447,600	56%
39901	Onondaga County Community Development Division	HCR	Onondaga	Five commercial storefronts located in 3 buildings on Main St. in the Village of Jordan will be restored to better reflect the character of this canal town and provide greater appeal to shoppers. Also, 4 residential units will be created and a street clock mounted on a cast aluminium post will be purchased and installed on Main St.	1, 3	Municipal Cores	\$200,000	\$403,021	50%
39278	KL Consulting Services	HCR	Oswego	The Harwood Drive Improvement Project (HDIP) will utilize grant funds to make much needed repairs and renovations to 4 properties located along the Village of Lacona's "main street corridor." The HDIP properties are in need of significant interior and exterior renovations to improve the community's aesthetics, attract additional investment and compliment the grant-funded projects currently underway.	1, 3	Municipal Cores	\$140,650	\$184,933	76%

Additional Strategic Projects (CFA-related State Agency Funding Applications) *continued*

Application Number	Funding Source #1	Other Sources	County	Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
40510	City of Auburn	HCR	Cayuga	The Auburn Floors Rehabilitation Project involves the renovation of two 4-story buildings in Downtown Auburn, 10 & 14 Genesee Street. At 10 Genesee Street there will be 14 residential units developed, and one commercial space. The basement will be retrofitted to allow for underground parking of 8 vehicles. At 14 Genesee Street there will be 6 residential units, 2 of which will be assisted by NYMS funds, and 2 commercial spaces.	3	Municipal Cores	\$250,000	\$4,070,788	6%
41392	Near West Side Initiative Inc	HCR	Onondaga	The project is a six-block stretch on West Fayette Street between West Street and Geddes Streets (400 to 1000 blocks of W. Fayette St.). The Near Westside Initiative will use \$250,000 in New York Main Street funds to assist in the renovation of five mixed-use buildings in a six-block stretch on West Fayette Street between West Street and Geddes Street in the City of Syracuse's Near Westside neighborhood.	1, 3	Municipal Cores	\$250,000	\$6,796,139	4%
40851	CNY Arts Center Inc	HCR	Oswego	This is a feasibility study for a NYMS project on South First Street in Fulton. This street includes some of Fulton's most prominent civic, commercial and residential structures. In the center is the vacant Case-Lee House which is in need of rehabilitation. We plan to use the Case-Lee House as the site for CNY Arts Center, Inc.	1, 3	Municipal Cores	\$20,000	\$21,000	95%
42442	City of Oneida	HCR	Madison	This project targets a three block section of downtown Oneida that roughly stretches between East Elm Street and Phelps Avenue. Focus will be on the Building Reuse or Feasibility Study activity, with a principal goal of mixed use development that marries the historic streetscape with modern amenities to create an overall sense of place in downtown Oneida.	1, 3	Municipal Cores	\$20,000	\$21,000	95%
39724	City of Cortland	HCR	Cortland	Cortland is proposing to undertake a detailed market analysis on its Central Business District. This Downtown Economic Market Analysis will document existing economic conditions, research demographic and economic trends, identify the market area and target markets, detail customer profiles and preferences, project future trends, estimate current market supply and prospective market demand, determine the district's share of the demand gap, and identify opportunities for economic growth.	3	Municipal Cores	\$50,000	\$53,000	94%
Total							\$1,180,650	\$11,997,481	10%
Heritage Areas System Acquisition, Development and Planning									
41736	Syracuse Urban Renewal Agency	Parks	Onondaga	The New City Park project is a collaborative design/build project that through great urban design and public art will transform an underutilized public plaza and park in Downtown Syracuse into an active, inviting peoples' space that will celebrate the history, arts and culture of the community. The site is located at S. Salina and W. Fayette streets—downtown's historic crossroads and the heart of Syracuse's Heritage Area.	1, 3	Municipal Cores	\$500,000	\$2,013,750	25%
Total							\$500,000	\$2,013,750	25%
Historic Property Acquisition, Development and Planning									
38834	George Rebecca Barnes Foundation	Parks	Onondaga	The project is to restore the roof system of the historic Barnes Hiscock mansion located at 930 James St., Syracuse, NY. This is a complete restoration of the 5000+ sq. ft. roof system. Once the roof is restored, the integrity of the building will be secure and will allow subsequent interior and exterior restoration with complete confidence that such projects will not be compromised due to weather/water damage.	3	Municipal Cores	\$300,000	\$400,000	75%
40033	Onondaga County	Parks	Onondaga	The project entails the renovation of the Carnegie Building, a Syracuse landmark built in 1905 as a public library with funding from industrialist Andrew Carnegie for the relocation of several County departments now located in the County's Civic Center. It is located on 335 Montgomery Street in Syracuse's Central Business District and is part of the Montgomery Street—Columbus Circle Historical Preservation District, which is listed in the National Register of Historic Places.	3	Municipal Cores	\$500,000	\$3,400,000	15%
40563	Seward House Museum	Parks	Cayuga	This project includes the creation of a new educational space and a new visitor's entrance. The current 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 rent-able space to increase revenue, and preservation of threatened building space due to decades of negligence.	1, 3	Municipal Cores	\$441,000	\$491,000	90%
39468	City of Oswego Community Development Office	Parks	Oswego	The City of Oswego Historic City Hall, constructed in 1873, is exhibiting severe deterioration due to moisture infiltration through masonry, gutters and deteriorated windows. A Condition Assessment by historic architect, John Mesick, directs the City of Oswego to repair masonry, the bell tower, gutters and windows as well as the 1980 elevator tower.	3	Municipal Cores	\$500,000	\$0	#DIV/0!
40507	Village of Canastota	Parks	Madison	The Village is requesting \$328,180 in EPF funding for the acquisition, preservation and adaptive re-use of the historic Farr Building located at 102 South Peterboro St., Canastota, NY. The site will be used as a visitor center for northern Madison County, Chamber office space, an arts institute classroom, and will include a multi-purpose community room for special events, recreation and community education programming.	1, 3	Municipal Cores	\$328,180	\$656,360	50%
Total							\$2,069,180	\$4,947,360	42%
Local Government Efficiency Program									
42082	City of Cortland, Town of Cortlandville, Village of Homer	DOS	Cortland	The City of Cortland, the Town of Cortlandville and the Village of Homer each maintain separate resources for meter reading, billing and collection for water and sewer usage. The intent of this project is to create a joint "Smart Water Network" shared and jointly administered by each municipality by installing Smart water meters, web-based consumer interactive data capture, operational analysis and combining the reading and billing into a joint function and thereby eliminate expenditures for duplicated resources while enhancing services to both residential and commercial cliental.	2, 3	Municipal Cores	\$600,000	\$1,927,280	31%
Total							\$600,000	\$1,927,280	31%

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

Application Number	Funding Source #1	Other Sources	County	Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
Local Waterfront Revitalization Program									
40881	City of Syracuse	DOS	Onondaga	In May 2013, the City of Syracuse completed a LWRP Plan for Onondaga Creek within the City. This application seeks funding to construct an implementation project, of which the planning and design will be funded under the previous award (2013). The project will be adjacent to Onondaga Creek and will increase the community's connection to Onondaga Creek, and be consistent with the previously completed LWRP Plan for Onondaga Creek.	3	Municipal Cores	\$500,000	\$1,000,000	50%
41726	Town of Clay	DOS	Onondaga	Three Rivers Point Project is a 5-acre development project within the 79-acre Harbor Point Planned Development District, located at the confluence of the Seneca and Oswego Rivers (NYS Canal). The project will redevelop unimproved vacant land and inaccessible waterfront to a tourism destination and gateway to CNY Canal Communities.	1		\$350,000	\$4,288,600	8%
39941	Cayuga County	DOS	Cayuga	Emerson Park on Oswego Lake is in need of immediate structural renovation and upgrades that will ensure future generations' continued use of park facilities. The county is requesting additional assistance this year to ensure the maximum impact of the efforts already started. The additional assistance requested at this time is to install eight 25-foot boarding docks at the boat launch, comprising 3 permanent docks and 5 floating docks.	1, 3	Tourism, Arts and Culture	\$37,100	\$74,200	50%
Total							\$887,100	\$5,362,800	17%
Market New York									
39018	Colgate University	ESD	Madison	The proposed project is the relocation of two Colgate University museums to a newly constructed 25,880 square foot Center for Art and Culture (CAC) in downtown Hamilton. Based on a recent economic impact study, the museum will draw 17,500 visitors/year and will result in a \$4M annual impact for the local community.	1, 3	Tourism, Arts and Culture; Municipal Cores	\$600,000	\$19,798,100	3%
39358	CNY Arts, Inc.	ESD	Cayuga, Cortland, Herkimer, Madison, Oneida, Onondaga, & Oswego	CNY Arts aggregates cultural event data and distributes it to partnering agencies for distribution and packaging to tourists (e.g. the Syracuse Convention and Visitor's Bureau) and publishes the information on gotocnyarts.org, available on web, mobile, and through custom-designed "widgets", providing the cultural sector with highly-valued promotional assistance.	1	Tourism, Arts and Culture	\$100,000	\$296,000	34%
39774	Twenty East	ESD	Madison	Twenty East, located at 4157 Midstate Lane in Madison County in the Town of Nelson will feature the extensive renovation of 7,000 sq. ft. of underutilized commercial buildings and transform them into a unique agritourism-based destination.	1, 3	Tourism, Arts and Culture; Food to Markets	\$15,000	\$167,215	9%
40563	Seward House Museum	ESD	Cayuga	This project includes the creation of a new educational space and a new visitor's entrance. The current 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 rent-able space to increase revenue, and preservation of threatened building space due to decades of negligence.	1, 3	Tourism, Arts and Culture; Municipal Cores	\$50,000	\$491,000	10%
41295	Onondaga Historical Association	ESD	Onondaga	The project consists of interior renovations to the existing building at 6680 Onondaga Lake Parkway to repurpose the under-utilized facility into a Haudenosaunee (Iroquois) heritage center. It will focus on the profound Native influence on our American way of life with exhibits and interactive audio/visual technology.	1	Tourism, Arts and Culture	\$80,000	\$400,000	20%
41908	Good Nature Brewing, Inc.	ESD	Madison	To construct a new 4000 ft manufacturing facility (brewery) including indoor and outdoor retail and event space for tours, classes, public and private events, and to renovate an existing 3500 ft structure for use as warehouse and office space on an unused 5 acre property just South of Hamilton Village limits on route 12B. Production capacity would allow for statewide distribution and beyond. Outdoor space for seating, entertainment, open air markets, a demonstration "Beer Garden," recreation and more.	1, 3	Tourism, Arts and Culture; Municipal Cores	\$100,000	\$1,500,000	7%
42079	Oswego County	ESD	Niagara, Orleans, Monroe, Wayne, Cayuga, Oswego, Jefferson, & St. Lawrence	The County of Oswego, on behalf of and in cooperation with, the other seven partner counties proposes a targeted multi-media campaign that will highlight the world-class sport-fishing opportunities in and around Lake Ontario and the St. Lawrence River.	1	Tourism, Arts and Culture	\$190,440	\$330,520	58%
40528	Town of Montezuma	ESD	Cayuga	Funds will be used to conduct a feasibility study acquire and convert the Clifford House to the Cultural Heritage Visitor Center (The Center), a multi-use facility. The House is located in the center of Montezuma across from the Montezuma Heritage Park, over 140 acres with natural and historic canal resources dating from 1817. The Center will have facilities, lodging, local food for purchase and local information.	1	Tourism, Arts and Culture	\$103,500	\$110,000	94%
42277	The Brewster Inn	ESD	Madison	To create a new and private LLC under the Brewster Inn to allow the Brewster Inn to acquire two new properties (8 & 10 Ledyard Ave) on an adjoining plot of land. 8 Ledyard would become a banquet area with room for large parties (including corporate functions and weddings) and 10 Ledyard would become luxury lake-side lodging (11 rooms).	1, 3	Tourism, Arts and Culture; Municipal Cores	\$750,000	\$3,040,000	25%
42474	Madison County Distillery, LLC.	ESD	Madison	The project will be a farm distillery and tasting room on 90 acres on route 20, just south of the Cazenovia village line. The project will be featured on the Cazenovia Beverage trail and allow for tours of the farm and processing plant. The project will include a 3000 square foot distillery with a small tasting room, the distillery will have a 450 liter still pot, 25 ft. high rectifying tank, mash tun and storage tanks.	1	Food to Markets	\$300,000	\$600,000	50%
Total							\$2,288,940	\$26,732,835	9%

Additional Strategic Projects (CFA-related State Agency Funding Applications) *continued*

Application Number	Funding Source #1	Other Sources	County	Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
NYS Canalway Grant Program									
39487	Village of Baldwinsville	Canals	Onondaga	The project is located in Baldwinsville, NY along the NYS Barge Canal. The rehabilitation of two boat launches at Mercer Park and Community Park are planned in conjunction with other shore line improvements.	1, 3	Tourism, Arts and Culture; Municipal Cores	\$37,500	\$75,000	50%
41726	Town of Clay	Canals	Onondaga	Three Rivers Point Project is a 5-acre development project within the 79-acre Harbor Point Planned Development District, located at the confluence of the Seneca and Oswego Rivers (NYS Canal). The project will redevelop unimproved vacant land and inaccessible waterfront to a tourism destination and gateway to CNY Canal Communities.	1		\$150,000	\$4,288,600	3%
40697	Village of Baldwinsville	Canals	Onondaga	This project is for the improvement of an existing Visitors Center located along the NYS Canal in the Village of Baldwinsville. The Visitors Center is next to public docks along the South Shore West Trail and Lock 24, and across the Canal from Paper Mill Island (a popular venue for concerts and local events). This project is intended to expand that Visitors Center to include restrooms and showers, as well as other improvements.	1, 3	Tourism, Arts and Culture; Municipal Cores	\$100,000	\$200,000	50%
40883	City of Syracuse	Canals	Onondaga	This project aims to designate the currently unsigned route of the Erie Canalway Trail through the City of Syracuse with connections to existing sections of the trail in the Town of Camillus to the west and the Town of DeWitt to the east. The installation of trailblazer signage, Share-the-Road signage, sharrows, and other on-road improvements, which are based on extensive public input and examination of existing routes, will not only improve trail visibility, but also the safety of trail users.	1	Tourism, Arts and Culture	\$45,000	\$90,000	50%
Total							\$332,500	\$4,653,600	7%
Park Acquisition, Development and Planning									
38988	Town of DeWitt	Parks	Onondaga	The goal of this project is to build an all-inclusive outdoor multi-sports complex to be enjoyed by all residents and visitors of Central New York at the Willis Carrier Recreation Center (Challenger Field of Dreams). The facility will provide a home to the Syracuse Challengers Little League Baseball Division, which offers children with physical and developmental disabilities the opportunity to play baseball.	1, 3	Tourism, Arts and Culture	\$500,000	\$7,014,235	7%
41726	Town of Clay	Parks	Onondaga	The Three Rivers Point Project is a 5-acre development project within the 79-acre Harbor Point Planned Development District, located at the confluence of the Seneca and Oswego Rivers (NYS Canal). The project will redevelop unimproved vacant land and inaccessible waterfront to a tourism destination and gateway to CNY Canal Communities.	1		\$500,000	\$4,288,600	12%
42491	Town of LaFayette	Parks	Onondaga	The Town wishes to convert the 2.5 acre Highway Department site, with a 7,500 sq. ft. highway garage, into a park/recreation building. The first step in this project is to develop a plan for the new facility, including environmental and archeological testing, determining whether the existing building can be converted into a recreation center or whether a new building must be built, and, ultimately, development of engineering and construction documents for a new/renovated building.	1, 3	Tourism, Arts and Culture	\$25,000	\$50,000	50%
Total							\$499,908	\$7,014,143	7%
Recharge New York									
41046	General Super Plating	NYPA	Onondaga	Should an allocation be awarded, plans for new production lines at our current facility in Syracuse are being considered. These new production lines will allow us to actively increase sales, new customers and new suppliers. In turn, we can add more jobs to our current location.	1, 2			\$0	
Unemployed Worker Training Program									
40927	Madison Oneida BOCES	DOL	Madison, Oneida	Madison-Oneida BOCES has surveyed area companies to seek input as to the need for entry level applicants to be trained in the areas of Healthcare and Welding. Given the current unemployment rate of 6-8% in Madison County, this training will assist both the unemployed workers and local employers. The local WIB indicated these as areas of needed training and companies indicated a the lack of a pool of qualified applicants necessary to backfill entry level positions thereby sustaining growth.	1, 2, 3		\$59,695	\$59,695	100%
42555	TED Center	DOL	Onondaga	The Foundational Skills for Advancement: University College On-Line Workplace Readiness Program seeks to address this supply and demand equation by building the skills of 130 long-term unemployed job-seekers aligned with the needs of employers to fill their forecasted open jobs.	1, 2, 3		\$65,000	\$107,370	61%
42603	Cayuga Community College	DOL	Oswego	This project is a well-planned, sustainable program in advanced manufacturing for mechanical and electrical technicians for employers to recruit from. Employers continue to create jobs and invest in Oswego County. Establishing a training program in Oswego County will allow residents to opportunity to benefit from the aforementioned employers' investments and job openings.	1, 2, 3		\$100,000	\$151,600	66%
Total							\$224,695	\$318,665	71%
<p>*Goal 1—Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets</p> <p>Goal 2—Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies</p> <p>Goal 3—Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods</p>						<p>64 Projects meet at least 1 goal (100%)</p> <p>33 Projects meet at least 2 goals (52%)</p> <p>4 Projects meet at least 3 goals (6%)</p>			



Global NY

The Central New York and Mohawk Valley regions, recognizing the strength of interregional collaboration, are submitting a joint Global NY plan.

4.0 INTRODUCTION

Since the publishing of the original Central New York and Mohawk Valley Regional Economic Development Council strategic plans, both regions have focused on enhancing their competitiveness in the global marketplace. In the late part of the 20th century, several disruptive economic forces struck Central New York and Mohawk Valley, along with adjacent regions of the North Country and Southern Tier. The globalization of the economy brought about foreign competition. Mergers and acquisitions of local firms, many by foreign-owned businesses, removed local corporate decision making for many large Upstate firms.

In light of these challenges, economic development, private, and public community leaders have rallied around efforts to change the combined regions' role in the global market. These efforts were driven by the simple fact that the global middle class continues to expand in places like China, Brazil and Southeast Asia at rates faster than its expansion domestically. Regional leaders have realized that if they want to maintain and strengthen existing jobs while laying the framework for future job growth, they must reposition the region for stronger global engagement.

Current Global Middle Class	2030 Projected Global Middle Class
North America - 18%	North America - 7%
Asia Pacific - 28%	Europe - 14%
Europe - 36%	Asia Pacific - 66%

Source: Kharas and Gertz, "The New Global Middle Class," 2010

To achieve this, in 2011 community leaders embarked on a new program with the Brookings Institution known as the Metropolitan Export Initiative. This year-long program included a comprehensive market assessment (including business interviews and surveys) to determine the health of the local export economy. The program concluded with the launch of the **CenterState Export Plan**, designed to enhance and grow exports for businesses within the 12-county CenterState region. Since the launch of the plan, Brookings has rebranded the program through a partnership with JPMorgan Chase as the **Global Cities Initiative**. This new program has helped 12 communities develop export plans throughout the United States with an additional eight expected to complete plans by the end of 2014. By the end of 2014, metropolitan areas that have developed export plans will cover 20 percent of the total U.S. population, 19 percent of total U.S. jobs, and 20 percent of total U.S. production.

Though the community has been publicly recognized for its work in supporting export growth, becoming a more globally engaged region also includes a strategic focus on advancing foreign direct investment activities and creating a culture of openness that allows immigrants to find meaningful employment. While much has been reported on the benefits of growing exports (**\$1 billion in export growth for a metro area generally accounts for the creation of 5,600 new jobs**), attracting foreign direct investment provides a much more nuanced, yet equally important, economic benefit to regions. Foreign-owned companies employ roughly two percent of workers in the United States. While these employment numbers may seem relatively low, foreign-owned companies are often some of the most competitive and stable companies in a region. For example, foreign-owned firms export their products 3.7 times more than domestic firms. Further, foreign-owned firms invest more in capital and R&D and have 2.3 times higher net income than domestic firms.

Enhancing the region's global position through increased exports and attracting new foreign direct investment is a critical driver of current and future job growth. The combined regions can only achieve success in these areas by continuing the practice of developing strategies and goals based on the needs

of existing businesses. Partnership with the Global NY program can help launch new services and improve existing services to provide more value to businesses throughout the regions that are seeking to grow their exports. Other regions, such as the North Country, are also interested in deploying these services as well.

4.1 MARKET ASSESSMENT

In 2011, community partners initiated a comprehensive, year-long assessment of the local export ecosystem. This analysis included surveys, in-depth interviews, and an analysis of all available data. That original market assessment drove the development of the strategies and tactics that laid the foundation for the region's export development work. Those original key findings have been updated with the most recently available data; yet, many of them still ring true. Ultimately, the common theme identified in 2011 that the region is, on average, less sophisticated about exporting compared to firms in other mid- to large-sized U.S. metropolitan areas is still applicable; however, the past three years of effort are beginning to show that the export initiative is having success.

Key Findings:

- **In 2012, the combined Central New York and Mohawk Valley regions exported \$7.4 billion worth of goods and services.** The figure places the regions at around 50 in terms of total export performance among the top 100 U.S. metro areas. The combined growth for the regions' export economy lagged behind the national average. The regions' growth rate between 2003 and 2012 was 93.7 percent, compared to the national average of 113.31 percent. In 2012 the export of goods represented 65 percent of the regions' total exports, and services comprised the remaining 35 percent. This is an increase in the total intensity of service exporting since 2003, when services represented 30 percent of total regional exports.
- **The combined regions boast a diverse set of export industries that drive the regions' global engagement.** The combined regions' export growth has been spread across a number of industries that are closely related to the regions' competitive growth clusters. These include machinery manufacturing; computer and electronic product manufacturing; telecommunications; tourism; transportation equipment; financial services; agriculture; medical equipment; and education and health services.
- **Service exports represent a significant growth opportunity for the region and nation.** Nationally, the export of services has continued to steadily rise over the past 10 years. In the combined regions, services exports more than doubled between 2003 and 2012, accounting for an outsized share of the regions' total export growth. The strong growth effects of services export are tied to the region's strong service providers found in the education, health care, engineering and tourism fields. Additionally, the regions' proximity to Canada enhances this opportunity, offering relatively easy entry to a broader market for this emerging component of exports.
- **The original market assessment of the CenterState Metropolitan Export Initiative identified the region as being relatively unsophisticated in global orientation.** Subsequent work with local businesses over the past three years has confirmed that many local firms lack basic market knowledge and business acumen regarding the opportunities in selling a good or service overseas. Importantly, 40 percent of respondents to a survey conducted in 2011 indicated that they did not export because they are more focused on domestic markets or they think their good or service could not be sold in foreign markets. This is partially attributed to a lack of knowledge of the best growth opportunity markets for their product or service and a relative unease with cultural and language barriers within target export markets.
- **There is an export awareness gap, and local businesses face a number of real and perceived obstacles that affect their exporting decisions:**
 - Lack of qualified export sales and services staff expertise
 - Knowledge of foreign markets
 - Transportation costs
 - U.S. Export Control Laws, regulatory compliance, licensing, inspections, tariffs
 - Global sale contracts, contract negotiations
 - Protection of intellectual property rights
 - Foreign import control laws, regulatory compliance inspections, tariffs
 - Foreign government regulations and policies
 - Global advertising, marketing, distribution
 - Language and cultural barriers
 - Customs clearance
 - Exchange rate fluctuations
 - Export financing
- **The original market assessment identified strong fragmentation among the regions' export service providers.** Extensive local export expertise is available through the regions' system of export service providers. However, only 19 of 144 respondents surveyed reported having received local export services during the last 10 years. Though many businesses that have used existing export assistance services ranked them highly, there was not a designated lead for export service provision in the region. Furthermore, there was not a clear delineation of roles and responsibilities among local public / private export service providers, state service providers, and federal assistance experts, making the region's export resources difficult to tap.
- **In 2011, total employment in the Syracuse Metropolitan Statistical Area in foreign-owned firms was 10,780.** This was a slight increase from 1991, when total employment was 10,050; however, the Syracuse region did not keep pace in employment growth with the top 100 metro areas and has seen its ranking fall from 61st to 77th for total employment driven

by foreign-owned firms. Further, foreign-owned employment represents 4.2 percent of overall employment in the Syracuse metro area, an increase from 3.9 percent in 1991. Yet, as with the total employment numbers, the Syracuse metro area again fell in ranking from 1991 to 2011 with its total percentage of overall employment driven by foreign-owned firms (46th in 1991, 67th in 2011).

- **The leading foreign-owned industries in the Syracuse metro in 2011 were power generation, insurance, electrical equipment, aluminum products, and beverage products.**

The top five source countries for investment into the Syracuse region were England, France, India, Ireland, and Belgium.

4.2 PROGRESS TO DATE IN IMPLEMENTING THE METROPOLITAN EXPORT INITIATIVE

With the launch of the **CenterState NY Export Plan** in 2011 and the subsequent prioritization of driving global competitiveness in the original Central New York and Mohawk Valley Regional Economic Development Council plans released in 2012, the combined Central New York and Mohawk Valley community, as well as the North Country REDC, has embraced the need to go global as a key cornerstone of its future economic growth.

Before 2011, the export assistance ecosystem was fragmented in the community with many businesses confused about where to find assistance with their international sales challenges. What's more, many of these companies did not consider the global marketplace as an opportunity for them to grow sales. Therefore, public and private leaders collectively prioritized export growth and agreed to work together toward making this a reality.

In the three years since the launch of the Metro Export Initiative, the following progress has been made:

- **Reconstituted the board of the Central New York International Business Alliance (CNYIBA) with dedicated private sector leadership** – The CNYIBA, which was previously an all-volunteer group, established a new board of directors that included a majority of private-sector exporters.
- **Established the CNYIBA as the lead group for export assistance in the community** – A key finding of the market assessment was that the business community did not know where to go to find export assistance. With the reconstitution of the CNYIBA, the community designated it as the lead group to promote exports and coordinate businesses looking for specific export assistance across the 12-county CenterState region. This footprint covers counties within the Central New York, Mohawk Valley, North Country, Southern Tier, and Finger Lakes regional economic development councils.
- **Hired first professional dedicated export staff in the region** – Through a partnership with Syracuse University and other community members, the CNYIBA hired its first professional staff person. Charged with providing direct one-on-one counseling to businesses in the region and launching new export services and program, this staff position is the first dedicated export assistance personnel that the CNY and Mohawk Valley economic development community has had.
- **Launched new educational programs and services** – With assistance from partner groups, such as the U.S. Department of Commerce, CNY Technology Development Organization, Syracuse Center of Excellence at Syracuse University, Mohawk Valley Edge, and Syracuse University, the CNYIBA has launched new educational programs and direct export assistance services. These programs are designed to respond to the direct needs of businesses outlined in the market assessment and have steadily gained attendees throughout the past year and a half. Further, the community relaunched an export accelerator program called Export NY in early 2014. This nationally recognized program provides intensive export assistance for companies looking to develop a new-to-export or new-to-market export growth strategy.
- **Launched new export assistance website** – Directly addressing the confusion that once existed from businesses looking to find export assistance, the CNYIBA launched a one-stop coordinating website in 2013 (www.cnyiba.net). This site provides simple direction for companies looking to access specific types of export assistance.
- **Received federal funding to enhance trade with Singapore, Thailand, Indonesia, Malaysia, and the Philippines** – In 2013, the CNYIBA, in partnership with CenterState CEO, was awarded a competitive grant from the U.S. Department of Commerce to enhance the region's exporting to Singapore and other ASEAN nations, chosen for their strong potential market growth for products and services developed in the region. The CNYIBA will launch trade missions and relationship development trips to these countries in late 2014 and 2015.
- **Became an Export-Import Bank City State partner** – To ease the availability of export financing to local businesses, the CNYIBA, in partnership with CenterState CEO, was named an Export-Import Bank City State partner in 2012. This partnership provides enhanced consideration and financing assistance for businesses in the region looking to fund or insure export activities. Further, CenterState CEO has become a licensed export loan originating organization and can now provide quicker financial assistance to business looking to access the Export-Import Bank's services.
- **Accelerate Foreign Greenfield Investments and Mergers and Acquisitions** – Though foreign direct investment data indicates that total employment driven by foreign-owned firms has plateaued, the region has seen a number of foreign investment projects in the past five years. Some of these projects are more recent than the most updated data, including:
 1. *K&N* – A Pakistani firm has invested more than \$4 million in opening a chicken processing operation in the former Birdseye facility in Fulton, Oswego County, which will create 183 jobs.
 2. *Teti Bakery* – A growing Toronto-based business will conduct a \$3 million expansion into Oswego County to continue to support its growing U.S. operations, creating 63 jobs.

3. *InBev* – One of the largest foreign acquisitions of the past decade occurred when InBev bought Anheuser-Busch. InBev has a large employment presence in Baldwinsville, Onondaga County. More than \$300 million has been invested in this production facility in the past decade.
4. *Novelis* – The world's leading producer of rolled aluminum products is expanding its operations in Oswego County with a \$200 million investment.
5. *Werma Singatechnik* – A German optical and audible signal device firm has opened a sales office in East Syracuse, Onondaga County.
6. *Bitzer Scroll* – This German firm with an office in DeWitt, Onondaga County, rehabilitated a former GE facility and recently expanded to allow for enhanced production and operations.
7. *Felix Schoeller* – A German paper converting company located in Pulaski, Oswego County, is making a \$6 million investment that will add roughly 155 new jobs at its facility.
8. *SAM North America* – A South Korean plastic extrusion equipment R&D servicing company has invested \$2.2 million in Schroepfel, Oswego County.
9. *Huhtamaki* – The Finnish food packaging company project in Fulton, Oswego County, is bringing more than \$6 million in new investments and an estimated 25 new jobs.
10. *Marquardt Switches* – The German parent company added 7,000 square feet to its Cazenovia, Madison County, facility in 2013.
11. *INFICON* – The Swiss-owned firm will add a CNY REDC-supported 64,000 square feet to its manufacturing facility in East Syracuse, Onondaga County, in 2014.
12. *Agrana* – A leading Austrian food processor of fruit preparations for the dairy industry built a new manufacturing and distribution center in Onondaga County.
13. *Brewery Ommegang* – A Belgian-owned firm in Otsego County continues to expand and add product lines. It completed a major expansion, and with a workforce that has grown by 80 percent since 2010, Ommegang is one of New York's most popular craft beers.
14. *Fage, USA* – The second-largest producer of Greek yogurt on the East Coast, this Greek company established its North American production facility in Johnstown, Fulton County, and is in the midst of a 180,000-square-foot expansion that will double production capacity and add more than 100 new dairy manufacturing jobs.
15. *Sovena* – This German-owned company, the largest bottler/exporter of olive oil in the country, established its North American headquarters in Rome, Oneida County, recently expanded its footprint on Griffiss Technology Park, and employs more than 155 workers.

Though it is too early to track the full impact of the CenterState Metro Export Initiative, a number of early indicators shows the success of the effort. Since the community collectively prioritized export growth as critical to economic growth, larger economic development plans, initiatives, and grant applications often include efforts to enhance international sales. Companies such as SRC Inc. have started exporting for the first time in part as a result of services the CNYIBA provided. CNYIBA representatives have met with more than 150 businesses throughout the 12-county CenterState region (including many in the Mohawk Valley and North Country) to discuss exporting and offer assistance.

The efforts of the initiative have also affected regional export assistance partners. The U.S. Department of Commerce reports an increase of the total companies it interacts with in the region by 100 over last year and notes that export initiative is a primary driver of this enhancement. Also, the CNY TDO, in partnership with Syracuse University, relaunched ExportNY with support from the CNYIBA and partner funders.

Finally, export companies in the region are experiencing nationwide attention for their participation in these local efforts. INFICON, a recipient of Round 3 REDC funding, received the President's "E" Award for exporting excellence in 2013 and was recognized in a ceremony moderated by the secretary of the commerce. INFICON, and a handful of other local companies, have been noted in a number of articles and publications by national news media that report on the success of the program. The community has also attracted visits from prominent export officials and has hosted Export-Import Bank Chairman Fred Hochberg, U.S. Department of Commerce Deputy Secretary nominee Bruce Andrews, and Amy Liu, deputy director of the Brookings Metropolitan Policy Program.

4.3 PROGRESS IMPLEMENTING GLOBAL NY

As mentioned, the larger CenterState region has been working across traditional regional barriers to drive coordinated export assistance. This Global NY plan can help accelerate that collaboration so that even more businesses can become more intentional about their global activities. In addition to strengthening the export assistance pipeline, the collective regions have taken the following steps to launching a successful Global NY plan:

- **Increased coordination among regional councils and business groups between the Mohawk Valley and Central New York regions** – Both the Mohawk Valley and Central New York regional economic development councils, through the submission of this joint plan, have committed to adopting the same Global NY plan and strategies in their regions. This coordinated effort will maximize scarce resources, prevent the duplication of efforts, and build a critical mass of participants in export development programming.
- **Planned new events to spread the word about exporting** – As a first step to expanding export services to the Mohawk Valley region, the CNYIBA will host a joint event with regional chambers from Mohawk Valley to promote international opportunities and the available export assistance services.

- **Added new partners to the export assistance pipeline** – The CNYIBA is adding new partners to enhance its ability to engage directly with businesses. In addition to expanding all of its services to the entire Mohawk Valley, the CNYIBA will partner with business associations from the North Country and will act as a resource to any of those firms seeking international growth assistance.

4.4 RECOMMENDED GLOBAL NY STRATEGIES

Governor Cuomo's plan to enhance how regions address their global engagement comes at an opportune time for Central New York and the Mohawk Valley. The Central New York International Business Alliance is almost three years into its operations and is steadily launching new programs and engaging new companies. The region's foreign direct investment activities will soon get a boost through CenterState CEO's participation in a new planning partnership with the Brookings Institution to enhance foreign direct investment strategies, in similar fashion to the partnership that led to the CenterState Metro Export Initiative.

Central New York and the Mohawk Valley have also made significant strides in organizing and growing industry concentrations upon which future global strategies can be built, including:

- The progress made in the Mohawk Valley region around nanotechnology and chip fabrication;
- The designation in early 2014 of the Central New York and Mohawk Valley regions as a test site for UAS by the FAA;
- The recent identification of Data to Decisions as a key industry cluster in the CenterState region;
- The growing global demand for high-quality agricultural goods; and
- Activities led by the SyracuseCoE at Syracuse University to support the global growth of thermal and environmental control system firms.

With a fully developed global support ecosystem, these industries could better tap into the growing global demand for these products. Additionally, the CNYIBA has shown its ability to engage businesses directly in exporting activities; yet, there are additional programs and services that could be launched to further strengthen the region's global competitiveness, therefore the following strategies are recommended.

❖ **Strategy: Strengthen and Expand the Delivery of Export Support Services Throughout the Central New York and Mohawk Valley Regions**

1. **Exporting Forums** — Discussion groups and forums among current and new-to-export executives designed to share experiences and provide feedback for individuals looking to expand their exports.
2. **Export NY** – Continue to expand and promote this 16-week export accelerator program so that it may offer two rounds of the program each year.

3. **Enhance Export Outreach Activities** – Engage new partners and individuals in providing one-on-one export services directly to businesses.
4. **Expand the CNYIBA's Territory Covered by the IBA's Programs and Services** – The IBA covers only two of the most populous (Oneida and Herkimer) of the six counties that are in the Mohawk Valley REDC region. Additionally, the IBA could offer targeted services and assistance to businesses in the North Country.
5. **Increase Participation in Overseas Trade Missions and Relationship Development Activities** – Engage businesses directly in activities designed to take them overseas to establish relationships and meet directly with potential customers.
6. **Coordinate International Tourism Promotion** – Tourism is a key export industry in the joint CNY and Mohawk Valley regions. To date, there have been limited collaborative promotional efforts, largely centered on the Erie Canal. An expanded coordinated tourism promotion initiative would deliver key regional assets of history, culture, Destiny USA, Turning Stone Resort and Casino, universities, sports and food/beverages to key travel trade buyers in Canada, Europe, Brazil, and China.

❖ **Strategy: Position Central New York and the Mohawk Valley Regions as Global Centers for Foreign Direct Investment**

1. **Capitalize on START-UP NY zones** – START-UP NY is a game-changing economic development program that is tailor-made for foreign firms, Data to Decisions, and thermal and environmental control systems.
2. **Develop Trade and Investment Partnerships with Key Overseas Entities** – Relationships are often what drive foreign direct investment deals. Economic development partners in the region must focus on developing meaningful economic relationships with overseas entities like trade groups and sovereign wealth funds.
3. **Make it Easier for Smaller Foreign Investors to Support Local Businesses** – Programs like the EB-5 immigration investment initiative can help aggregate mid-sized investments into having a larger impact. Economic development partners should develop an investment aggregator (possibly in the form of a venture fund) to pool smaller investment into real estate and business development projects.
4. **Establish a reshoring program** – Reshoring companies and products back to U.S. soil has emerged as a strong trend toward driving U.S. manufacturing growth. Economic development officials in the region will create a reshoring task force framed on attracting investment into supply chains already existing in the region.

❖ **Strategy: Strengthen Global Efforts With Other Economic Development Priorities**

1. **Develop economic development relationships with foreign metros** – Programs such as the partnership that CenterState CEO is developing with a Chinese trade executive group called CAPPSTE can help provide a cross-industry and cross-cultural exchange of ideas and economic development activities. Through this partnership, CenterState CEO may provide entrepreneurship development support to businesses growing out of Chinese universities. These programs could establish global connections between economic development practitioners and businesses in our region with growing overseas customers.
2. **Provide workforce development opportunities to immigrants of all skills** – Many of the workforce programs currently in operation in the region have provided meaningful training and employment opportunities for entry-level positions. The region must also focus on helping connect skilled immigrants with areas of high job demand (such as science, engineering, and international business).

Investing in a Global Support Ecosystem

Over the past years, the region has significantly increased its own investment in global engagement strategies. This investment has been leveraged by federal grants that have made the region's current programs and services possible. To achieve the strategies listed above, the Central New York and Mohawk Valley regions request the consideration of New York State to invest in the following initiatives.

- **Staff support** – While the CNYIBA has developed most of the export support programs, curriculum, and services that are demanded by companies in the region, it would need increased staff support to conduct the one-on-one outreach to businesses throughout its proposed expanded service territory. Further, program development support may be needed to help launch new export assistance programs based on the specific needs of businesses in the expanded territory.
- **Development of more support on the ground overseas** – A key finding from the CenterState Metro Export Initiative was the need to develop additional overseas support systems for companies in high-priority target markets. The CNYIBA has started to pilot this program with efforts focused on Singapore and the ASEAN countries, but New York could reopen previously closed offices or launch new offices in high-priority countries like Mexico, Japan, South Korea, China, Brazil, and the European Union.
- **Support with existing trade development programs** – Both the CNYIBA and the Buffalo Niagara World Trade Center run programs designed to bring companies on trade shows and missions to target markets in Southeast Asia. New York could partner with both of these organizations to provide outreach and lead development support as they attract business participants.
- **Enhance export data tracking** – In partnership with each REDC, develop a database of exporting companies. The database could include information such as total exports, top exporting countries, target overseas industries, and persistent obstacles or export assistance needs.
- **Assist metro areas in developing metro export plans** – The Brookings Institution has a proven, year-long model that has been used to help metropolitan areas develop comprehensive export plans. New York could encourage and possibly fund the participation in these planning activities to become the only state whose major metro areas all have dedicated export plans.
- **Examine the creation of new export financing tools** – Most businesses looking for exporting financing receive support from the Export-Import Bank and the Small Business Administration. Though these offices are helpful, shortcomings in their financing products make it difficult for small and medium-sized enterprises to receive financing. New York State could consider providing seed funding to a statewide export financing entity to fill some of these gaps. This was done successfully with a statewide export finance office in California.
- **Coordinate statewide FDI attraction** – New York could purchase a pavilion at one of the large foreign direct investment global trade shows (possibly the Hannover Messe) to help promote START-UP NY zones and the individual industry strengths of each REDC.
- **Catalyze local FDI activities** – CenterState CEO is piloting a trade and investment program to encourage foreign direct investment from Canadian companies. If these locally developed programs are successful, New York could invest in taking them statewide or replicating them with other target countries.
- **Invest in critical global infrastructure** – Strong global infrastructure is not just about having well-maintained roads and bridges. Efficiently moving goods to overseas markets continues to be a critical need for the region's businesses. Assets like the Port of Oswego and projects like the Inland Port should be supported and maintained. Completing the build-out of statewide access to broadband allows companies of all sizes to reach and communicate with businesses around the globe.
- **Develop a statewide talent recruitment and attraction strategy** – While the efforts in Central New York, which are supported by the Opportunity Agenda program, have integrated some immigrants into jobs in high demand, the State should focus on attracting and retaining highly skilled immigrants in our globally relevant growth sectors. To do this, the State could facilitate development of a statewide EB-5 office or could provide direct legal immigration assistance to students approaching graduation from SUNY programs.



Veterans as a Competitive Advantage in the Central New York Workforce

5.0 INTRODUCTION

Nearly 900,000 military veterans call New York State home, including 50,000 that live, work, and attend school in Central New York. Upstate New York accounts for more than 60 percent of New York's population of military veterans, a percentage that is expected to grow over the next decade as more than 1.5 million soldiers, sailors, airmen, and Marines transition to civilian life. The region has close social and economic ties to Fort Drum, home to nearly 19,000 active-duty military personnel and 11,000 family members.

Veterans offer a powerful and sustainable competitive advantage to the region's current and prospective employers, and a complementary opportunity for the region's educational institutions. The skills, experiences, and training characteristics of military veterans make their companies more dynamic, global, and competitive. Research shows that veterans are inherently entrepreneurial, highly committed, trustworthy, resilient, and adept at transferring and applying skills across different organizational settings.

Military veterans are also highly educated: 72 percent of post-9/11 veterans have college experience; 44 percent have a community college or associate degree; and 28 percent have a bachelor's degree or higher.

However, compared to civilians, approximately 90 percent of military spouses are underemployed based on their education, training, or experience, and many of them will be readily available to employers in the next five years. Those veterans requiring additional training and skills development to be competitive in the workforce can be served by the growing number of military connected educational institutions across the region.

The region has a strong network of resources and assets that can support these veterans and their families. A network of major employers in the defense and technology sectors is situated across Central New York. Additionally, Syracuse University has emerged as a national leader in the field of the post-service lives of veterans and their families. In the areas of entrepreneurship and business management, Syracuse University has trained more than 22,000 veterans and transitioning military personnel over the

past six years with programs across the country and at military installations around the world. Veterans and family members also have resources to assist with that transition, including GI Bill and U.S. Department of Veterans Affairs benefits and services.

The Central New York region has more than \$360 million of VA-related expenditures in Fiscal Year '13, including more than \$22 million in education, vocational rehabilitation, and employment spending; more than \$200 million in medical care spending; and more than \$125 million in compensation and pension spending. New coordination by the CNY REDC with the existing resources already supporting the region's veteran community will ensure those dollars are being spent wisely in concert with other components of the regional economy.

Simply put, there is a strong business case for leveraging veteran and military family talent in the civilian workforce, particularly in the face of a competitive and inherently dynamic business environment. Central New York is ready to capitalize on this opportunity. At a time when so many industry leaders compare the business landscape to a battlefield, the advantages of hiring a military veteran — someone who has experience managing uncertainty and making decisions in a dynamic environment — should be clear. Leveraging veteran talent as an engine of economic development in Central New York represents a compelling opportunity.

By leveraging existing programs and opportunities, CNY REDC is committed to improve local efforts to attract veterans to the region, to retain those who are here, and to focus on assisting those here to engage in education, entrepreneurship, or other activities which would contribute to regional economic development. Such initiatives will greatly improve the number of veterans and family members choosing to return to the region and remain in Central New York.

5.1 MARKET ASSESSMENT

The United States has nearly 23 million veterans. Approximately 2.5 million have served in the military since 9/11. Between 200,000 and 300,000 veterans will leave the service each year for

the next five years; figures are then expected to drop to 175,000 veterans, annually. New York State's current veteran population is 885,000 (fourth in the nation, and ninth in currently separating veterans); the Central New York region has more than 50,000 veterans.

With this significant population of veterans across the region, state and country — and with an extraordinary network of veteran resources, support services, and workforce training initiatives — no other area of the United States is better positioned to support veterans in the civilian workforce, while simultaneously advancing the economic goals of employers, than Central and Upstate New York. With these resources, there is a unique opportunity to attract veterans to Central New York to live and work. Consider the following:

- **Syracuse University's Institute for Veterans and Military Families (IVMF)**, the nation's premier academic institute focused on advancing the vocational lives of America's veterans and military families, supports veterans and current and prospective employers through a number of services. Robust programs prepare veterans and spouses for civilian careers, teach important skills in navigating a job search and writing a resume, and teach how to translate skills acquired in the military to competencies in the civilian workforce. Comprehensive programming is also available to employers, offering training and support related to veteran cultural competency, career recruitment, hiring, onboarding, retention, and advancement. Additionally, custom training and vocational program development for regional employers builds on the IVMF's partnerships with leading employers of veterans such as GE, Alcoa, Lockheed Martin, Boeing, Walmart, JPMorgan Chase, and USAA.
- **Central New York boasts a pipeline of veteran talent** that supports the region's manufacturing and service-centered industries.
- **The Syracuse VA Medical Center is today the No. 1-ranked facility in the VA health care system.** The Syracuse VA Medical Center utilizes state-of-the-art technology to provide a full range of patient care services, education, and research. The reputation of the Syracuse VA Medical Center is a major point of attraction for transitioning service members and veterans, influencing the decision to both settle and stay in Central New York. Employer proximity to the Syracuse VA Medical Center supports a stable and sustainable pool of veteran talent.
- **Central New York is home to a growing portfolio** of resources to support human resource professionals, peers, managers, recruiters, and private-sector leaders on veteran employment. There are many advanced manufacturing initiatives in the region focused specifically on the veterans' community and spanning across regions in Upstate New York. MACNY supports regional manufacturers with employment-focused and HR programs and also partners with the IVMF to deliver to the region's employers the "Veteran Employment Leading Practices: Tools for Engaging Veteran Talent." In addition, Central New York is a key operating location for **Get Skills to Work**, an initiative undertaken by GE, Alcoa, Boeing, and Lockheed Martin, in

partnership with the IVMF, to promote advanced manufacturing careers to veterans by linking veteran skills to business and industry opportunities in the advanced manufacturing sector.

- **Central New York is home to the Veterans Higher Education Resource Consortium (CNY-VHERC)**, a group of institutions of higher education collaborating to advance the educational and vocational situation of the region's veterans and families. These institutions work together to support and advance both the educational and vocational goals of the region's veterans, a collaboration that assumes a specific focus on optical, additive, nano-manufacturing, plastics, and traditional manufacturing. Participating institutions represent regions throughout Upstate New York, and include Broome Community College, Bryant and Stratton College, Cayuga Community College, Cazenovia College, Columbia College, Cornell University, Empire State College, Excelsior College, Ithaca College, Jefferson Community College, Le Moyne College, Morrisville State College, SUNY Binghamton, SUNY Canton, SUNY Cortland, SUNY OCC, SUNY Oswego, SUNY Potsdam, Syracuse University, Thomas Edison State College, Tompkins Cortland Community College, Utica College, Utica School of Commerce, and Wells College. The CNY-VHERC provides workforce training and connects employers with skilled and trained veteran talent.



Vice Chancellor for Veteran and Military Affairs J. Michael Haynie addresses a class of the veterans at Syracuse University's Whitman School of Management.

5.2 RECOMMENDED STRATEGIES FOR VETERANS

The CNY REDC's Veterans Work Group (Appendix C) is comprised of regional leaders in business, government, and higher education, working to further develop region-wide strategies to ensure that veterans acquire the necessary skills to transition into the Central New York civilian workforce successfully and contribute to regional economic growth. The region's programs and centers all have national reach through extensive partnerships in the private sector and networks of organizations advocating for the social welfare of veterans. The Work Group's charge will be to bring these connections together with Governor Cuomo's initiatives on veteran employment and entrepreneurship and develop coordinated strategies to effectively serve veterans throughout the region and state. The Veterans Work Group, with the support of a regional coalition

of veteran resources and expert business leadership, will draw attention to the veteran population and its competitive advantage as a powerful tool for growth.

The Veterans Work Group will advance the following strategies to engage veterans, families, business, and industry in the Central New York economy:

❖ **Strategy: Better Understand the Veteran Support Ecosystem**

- Catalog and identify all current activities in the region related to veterans to better understand and coordinate best practices in engaging veterans and their families in the regional economy.
- Identify areas in workforce, education, and entrepreneurial assistance programs that could build on Governor Cuomo's targeted initiatives. START-UP NY and CFA funding awarded to businesses provide opportunities to directly engage and encourage new and expanding businesses to hire veterans.
- Syracuse University's Institute for Veteran and Military Families (IVMF) will design and implement a skills training program focused toward seeding and growing business ownership opportunities for Central New York veterans, in collaboration with universities in Central New York, aligned with START-UP NY initiatives. The IVMF will partner with the universities and their faculty, technology transfer staff, research centers, and students in this development, and will draw on expertise from CenterState CEO, the Business Council, and other relevant organizations.
- Build on New York's comprehensive work related to services for veterans and families, focused especially on housing, employment, benefits (including education), and mental health to build additional capacity within education, business and industry to support workforce programs and services.

❖ **Strategy: Align Veteran Engagement Activities with the Workforce System**

- Conduct focused outreach to active-duty military personnel and National Guard and Reserve members and their families to promote existing education, employment, and entrepreneurship opportunities that will attract and/or retain them in the region post-service.
- Leverage national career and employment initiatives through IVMF such as the 100,000 Jobs Mission; the U.S. Chamber of Commerce's Hiring Our Heroes initiative; Get Skills to Work initiative led by GE, Alcoa, Boeing, and Lockheed Martin focused on advanced manufacturing careers; and the Veteran Career Transition Program, which trains for more than 35 career certificates.
- IVMF will build a business and industry-focused education initiative, sharing leading practices in employment practices related to veterans. IVMF will collaborate with CenterState CEO, MACNY, and the Business Council to develop the program to meet the needs of regional businesses, and deliver the program in collaboration with experts in human resources, veteran issues, education, and training.
- Build on the national educational initiatives, including the

GI Bill, the Yellow Ribbon tuition program, and programs specifically focused on educating and preparing military members, veterans and family members for their careers.

- Engage in a marketing and public relations campaign to make business and industry aware of the opportunities related to veterans in the region.



Maria Contreras-Sweet, the Administrator of the U.S. Small Business Administration, addresses participants of Syracuse University's Women Veterans Igniting the Spirit of Entrepreneurship (V-WISE) conference in New York City in June 2014.

❖ **Strategy: Catalyze Veteran Entrepreneurship**

- Engage the entrepreneurship programs and faculty of Syracuse University's Whitman School of Management, including the Falcone Center for Entrepreneurship, the South Side Innovation Center, and joint programs with IVMF on entrepreneurship, veterans, transitioning service members, and spouses.
- IVMF will develop a two-day veteran entrepreneur education program for regional veterans to be funded in collaboration with the CNY REDC and other business partners. In addition, IVMF will offer an eight-week distance education program and an annual conference for regional veteran business owners that will bring them together with private-sector and government procurement specialists, business development experts, and program service providers. Resources such as the Business Council, CenterState CEO, and the Falcone Center will be engaged to deliver this outcome. Additionally, IVMF will provide education and training to New York State Entrepreneurial Assistance Programs.
- Engage in a marketing and public relations campaign to make business and industry aware of opportunities related to veterans and entrepreneurship/small business ownership, including:
 1. State government contracting and in private industry supply chains;
 2. New businesses and growing businesses (START-UP NY, CFA process);
 3. The advantages veteran-owned businesses confer in the region, including access to VA Vocational Rehabilitation and Employment funding for business startups.

5.3 ALIGN WITH CNY REDC INITIATIVES

Central New York is well positioned to include veterans and their families in each of the areas identified by the CNY REDC as core to its efforts. Plans such as START UP-NY, Entrepreneurial Assistance Programs, and New York State's new policy to set aside up to six percent of state purchasing for service-disabled veteran-owned small businesses (SDVOSBs) provide significant resources and incentives to engage with veterans as part of regional efforts to improve the economy. The council's targeted industry clusters have many aspects which veterans may be uniquely prepared to contribute to.



Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets

Advanced Manufacturing in Thermal and Environmental Control Systems (AM-TEC)

Veterans have specific skills, education, and training related to environmental controls for HVAC, air purification, hazardous material remediation, water supply, and other focused areas in advanced manufacturing in thermal and environmental control systems (AM-TEC). These skills include training related to hazardous environment on the battlefield, secure facilities for hazardous materials, projects and facilities requiring exacting environmental control and monitoring, and treaty verification and monitoring. Veterans have experience on environmental systems necessary to maintain safe and secure facilities for command and control, data processing, building and maintaining sensitive systems, high performance environments, and closed environmental systems (e.g., nuclear navy and submarine programs).

In general, the significant military training that veterans receive on process and procedure, exacting detail and meticulously following instructions, attention to safety and regulation, and other related factors have relevance in this area. Additionally, veterans have experience in many field situations serving locales around the world in emergency response after hurricanes, earthquakes, and other natural disasters. These services include providing clean water, heating, cooling, and power generation, including alternative energy sources such as solar and wind. Veteran workforces also have benefitted from initiatives such as Veterans Green Jobs and related programs preparing them for careers in the energy sector.

Health, Biomedical Services and Biosciences

Veterans are trained and educated for health, biomedical services, biosciences, and related disciplines. Research conducted for the National Science Foundation on STEM precursors for veterans found veterans well-educated, with relevant experience, skills, traits and characteristics, but without sufficient knowledge of STEM education and career potential. There are extensive numbers of medical technicians, lab technicians, nurses, physicians, emergency medical personnel, X-ray and other imaging technicians, many of whom need only civilian certification and licensure to validate their training and experience. Nationally, many states and educational institutions

are providing such programs for transition, and an effort to replicate these programs in the region would add to the economic clusters here in health and related disciplines.

Syracuse University in particular has a special opportunity to drive the growth and development in regenerative medicine and rehabilitation engineering by working with veterans and teaming with existing partners:

1. **Syracuse University's L.C. Smith College of Engineering and Computer Science** operates the Rehabilitative and Regenerative Engineering Program, which focuses on the regeneration of tissues, limbs, and organs; the development of assistive technologies for rehabilitative treatment; and the application of systems engineering approaches to the patient experience from surgery through follow-up rehabilitation. With the potential for collaborations with clinical researchers — including those in the Syracuse VA, SUNY Upstate Medical University, and others — this area has significant promise related to educating, hiring, and serving veterans.
2. Syracuse University faculty work with the **New York State Adult Career and Continuing Education Services-Vocational Rehabilitation** program and the University's Burton Blatt Institute to provide counseling services to help disabled individuals make informed decisions on the acquisition of assistive vehicle technology. Syracuse University has the only program that is working to train engineers and technicians so this needed service sector can expand.
3. **Syracuse University's L.C. Smith College of Engineering and Computer Science** excels in the field of intelligent systems engineering. This field focuses on developing rehabilitation approaches that are affordable and adaptable to a patient's needs and environments. In combining these areas, a systems approach considers the patient experience from surgery to subsequent rehabilitation, sustained improvement in quality of life, and finally to the resumption of normal life activities, an area of extreme importance to wounded veterans and their families. CNY is well positioned to further develop this field by coordinating between the fields of regenerative medicine and rehabilitation engineering, Syracuse University work in engineering and computer science, the VA's rehabilitation mission, and IVMF's policy and veteran focus.

Financial Services

Veterans are engaged with the financial services sector through programs like **Veterans on Wall Street**, and with companies including JPMorgan Chase, Bank of America, Citi, and other national and regional banks. Microfinance organizations such as Kiva, Kiva-Zip, and Accion, as well as education and training programs funded by the financial industry have attracted thousands of veterans to the field. Additionally, Syracuse University's Whitman School of Management has educated Department of Defense comptrollers for more than 60 years.

Banks such as JPMorgan Chase also lead the way in considering veterans for both front- and back-office positions, including programs to rotate veterans through assignments leading to

branch manager positions. The financial services sector has key veteran career initiatives related to sourcing veteran and spouse talent that may be leveraged in Central New York to attract workforce members.

Agribusiness and Food Processing

Many veterans have extensive experience related to food, food packaging, nutrition, and transportation logistics necessary to support a deployed military, humanitarian aid, and other factors. Syracuse University's Whitman School of Management educates government employees to understand, develop, manage, and lead the complex integration of goods, services and distribution in a variety of critical and tactical situations with the master of science in supply chain management (which may be relevant in this sector, in advanced manufacturing, and Data to Decisions).

Additionally, farm-to-table and other veteran farming programs may provide resources and incentives to veterans to locate in Central New York. Culinary programs such as one offered in fall 2014 by Clear Path for Veterans to teach veterans to become chefs and restaurateurs will be useful in engaging veterans.

Advanced Manufacturing

Advanced manufacturing (including digital electronics, radar and sensor systems, security, information technology, and defense) is an area well suited to the recruitment of veterans into regional education and employment opportunities. Information technology is well understood and heavily used by military members, who are often involved in developing requirements, understanding and interpreting requirements and uses, and in the underlying systems integration, design, manufacture, deployment and use of such systems. Major defense contractors understand their affinity with these systems and hire them.

Driving Progress: Get Skills to Work

Syracuse University's Institute for Veteran and Military Families (IVMF) engaged with GE, Alcoa, Boeing, Lockheed Martin, TechShop, the National Association of Manufacturers, the Manufacturing Institute, and others to create the **Get Skills to Work** initiative. Get Skills to Work is a veteran and business/industry partnership in advanced manufacturing, including education in advanced manufacturing for veterans. Beginning in fall 2014, SUNY OCC will offer a certificate in advanced manufacturing and machining, a one-year certificate program to provide the skills necessary for employment in the machining industry. Graduates will be able to apply for positions such as machinists and apprentices, machine operators, tool and die makers, machine setters, and tool grinders. Many of these programs are eligible for GI Bill funding and coordinate with statewide economic development initiatives, including in Central New York. Building a high-quality workforce that includes veterans will strengthen the region, and because many veterans have held security clearances, they bring added skills to certain manufacturers engaged in the defense industry and can engage in classified R&D efforts in this and other focus areas.

Non-defense systems can likewise benefit from veterans' deep understanding of the systems and components. Attracting veterans as students may additionally advantage regional educational institutions' students, faculty, staff, as well as R&D efforts, technology transfer, and related areas.

Tourism

Military veterans and family members often have foreign language skills and are culturally competent to engage with members of other cultures and from many countries. With much of the region's tourism being related to agricultural and viticulture, this could be a growth area that attracts veterans and families with these skills to the area. Programs like IVMF's **Entrepreneurship Bootcamp for Veterans with Disabilities** program, and its expansion at Cornell University focused on hospitality-related businesses, could be utilized for the tourism industry to train and educate veterans and families considering relocating to the region.



The Entrepreneurship Bootcamp for Veterans with Disabilities and other programs developed by Syracuse University's Whitman School of Management and the Institute for Veterans and Military families has trained over 22,000 veterans, active duty military personnel, and family members since 2006.

Data to Decisions

Military veterans have education, training, and experience in targeted areas focused on Data to Decisions, whether in advanced intelligence, data analysis, or field-level operations planning. In the areas of cybersecurity, information assurance, and related topical areas, Syracuse University has a strong presence that has not yet been fully leveraged to attract and retain military veterans here. *U.S. News & World Report* ranks Syracuse University's School of Information Studies (iSchool) number one in best online graduate degree programs in computer information technology for veterans. The programs offered in residence, via distance education, and relevant recognition include the following:

- Syracuse University offers two master's degree programs for Army officers on using and managing information and communications technologies. Soldiers who have completed military training may transfer nine to 15 credits

toward an **M.S. in information management** or **M.S. in telecommunications and network management** at the iSchool. The agreement also allows active soldiers—many of whom may be deployed overseas—to complete the master's degree requirements through online courses. Retired Army officers may also enroll in the campus or the online programs.

- Since 1998, the iSchool has partnered with the National Defense University's Information Resources Management College (iCollege). Through this partnership, the iSchool offers graduates of selected iCollege certificate programs enrollment in its executive master's degree or professional doctorate program with advanced standing.
- The National Security Agency and the federal Department of Homeland Security recently named Syracuse University a National Center of Academic Excellence (CAE) in Information Assurance/Cyber Defense (IA/CD) institution. In addition, the University was reaffirmed as an institution for CAE-R (research) programs. Both designations are effective through 2021. CAE programs reduce vulnerability in the national information infrastructure by promoting education and research in information assurance/cyber defense education and research across a range of academic disciplines. Students attending CAE IA/CD (education) and CAE-R (research) schools are eligible for scholarships and grants through the Department of Defense Information Assurance Scholarship Program and the Federal Cyber Service Scholarship for Service Program.
- The iSchool offers a **Certificate of Advanced Study in Information Security Management**. The 15-credit program provides students with the flexibility to take coursework that does not overlap with their expertise, while giving them tools in information security technology, policy, risk management, and evaluation. The certificate is available to those with or without previous experience in the information technology field.
- IVMF operates the **Veterans Career Transition Program**, which is delivered at no cost to post-9/11 veterans. Through online courses veterans have the opportunity to gain an understanding and insight into the corporate culture of civilian industry, government, and other civilian sector employment opportunities. Technology tracks include approximately 29 specializations and certifications in data and security areas.
- Syracuse University's Institute for National Security and Counterterrorism operates a Certificate of Advanced Studies in Security Studies that includes cybersecurity policy and law.



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

Improving the region's competitiveness begins by having a highly educated, talented and creative workforce to fuel the growth of businesses throughout Central New York. Through the region's

universities and colleges, veterans are receiving the education and training that will make Central New York competitive in the global economy. The region is also home to a number of national initiatives that assist businesses, both small and large, to place veterans into careers.

Higher Education Services and Opportunities

Entrepreneurship programs offered by the Department of Defense and the Small Business Administration, and developed by Syracuse University's Whitman School of Management and IVMF, have educated more than 22,000 transitioning military members in the past seven years and will provide education to an estimated 13,000 to 17,000 veterans over the next three years. Additionally, IVMF has multiple other entrepreneurship programs for wounded veterans, caregivers, women veterans, as well as veterans and spouses around the country regardless of their era of services. These educate, on average, between 2,000 and 3,000 veterans and spouses annually and are conducted by two schools in New York State, Syracuse University and Cornell University, and six others nationally, including Florida State University, Texas A&M, UCLA, Louisiana State University, Purdue University, and the University of Connecticut. With focused effort, the Central New York region could be seen as a destination for veteran entrepreneurs.



In addition to training programs in entrepreneurship, Syracuse University received a grant from the Graduate Management Admissions Council to focus on creating a talented veteran workforce through accelerated, tracked, and specialized management degrees and certificates. This grant provided veterans the following focused efforts:

- Syracuse University's Whitman School of Management
 - M.B.A. for Veterans with the Defense Comptrollership Program
 - M.S. in Entrepreneurship with the Department of Entrepreneurship and Emerging Enterprises
 - Certificate of Advanced Studies in Entrepreneurship with the Department of Entrepreneurship and Emerging Enterprises
 - In development, a proposal for an online M.S. in Entrepreneurship with the Department of Entrepreneurship and Emerging Enterprises
- Syracuse University's Maxwell School of Citizenship and Public Affairs - Executive M.P.A.
- Syracuse University's David B. Falk College of Sport and Human Dynamics - M.S. in Sport Venue and Event Management
- Syracuse University's iSchool Certificate of Advanced Studies in e-Government Management and Leadership and Information Security Management
- Syracuse University's L.C. Smith College of Engineering and Computer Science - proposed recruitment of veterans for an online M.S. in Engineering Management

Furthermore, Syracuse University established the **Veterans Resource Center** in 2009 within University College to provide veterans and their families with the services needed as they pursue their education. In the last five years the Veterans Resource Center has served more than 300 veterans and their families.

The Veterans Resource Center has several programs in place to support student veterans and their families:

- Veterans' Educational Benefits provide support and guidance for accessing funding
- Under the **Yellow Ribbon** tuition program, Syracuse University pays half of uncovered costs for tuition and mandatory fees
- Syracuse University **Student Veterans Organization's** mission is to provide information resources and advocacy in support of all SU student veterans and to assist them toward graduation
- **Veterans Lounge** where veteran students can meet, study, and relax on campus and close to Syracuse VA
- Syracuse University is a participant in the VA's **Veterans Success on Campus** program, with a full-time counselor on campus
- **Veterans Work Study Program** funded by the VA allows the Veterans Resource Center to hire eight students part time during the academic year
- **Academic Honors Program** recognizes academic achievement of student veterans through the national veterans honor society known as SALUTE
- Graduating student veterans are acknowledged with red, white, and blue honor cord to wear at graduation ceremonies and events

Through Syracuse University's Talent and Education Development Center (TED Center) veterans are able to use their GI Bill benefits to obtain education that supports industry-recognized credentials leading to high-wage, high-demand occupations in the civilian workforce.

Workforce Placement and Certification Programs

Syracuse University's Institute for Veteran and Military Families is engaged with business and industry partners in the regional, national, and global economies focusing on employment and career initiatives for veterans, transitioning military members and spouses. This engagement includes collaborations such as the **100,000 Jobs Mission**. Local and regional business members include JPMorgan Chase, CSX, KPMG, Iron Mountain, AT&T, Securitas, Cushman and Wakefield, Delta, Office Depot, BAE Systems (in the Mohawk Valley region), JB Hunt, Time Warner, Bristol-Myers Squibb, IBM, Lockheed Martin, JCPenney, Anheuser Busch, Eaton, Target, Verizon and Chipotle, and 162 member companies, most in the Fortune 500. IVMF is also part of the U.S. Chamber of Commerce's **Hiring Our Heroes** coalition, which engages nationally with more than 300 member companies pledging to hire veterans and spouses.

With nearly 500 **Get Skills to Work** partner companies, more than 162 **100,000 Jobs Mission** member companies, and more than 300 **Hiring Our Heroes** members, there may also be opportunities to engage those businesses to consider Central New York as a business location and as a source of business partners, suppliers, or other business relationships. A concerted effort to identify business connections, regional university alumni, individuals with ties to CNY, and business interests tied to regional resources and assets, focusing on veterans, veteran-owned businesses, and veteran alumni is underway.

Additionally, the **New York State Council on Returning Veterans and their Families** has worked to develop certification and licensure, as well as education credits, for returning veterans entering professions that include:

- Advanced Emergency Medical
- Armed Security Guard
- Bus Driver
- Certified First Responder
- Crane Operator
- Emergency Medical Technician
- Home Health Aide
- Home Nurse Aide
- Licensed Radiological Technologist
- Personal Care
- Security Guard
- Tractor Trailer Operator
- Truck Driver

The State University of New York and the City University of New York **Experience Counts** programs are aimed to improve their processes for awarding credit for military training. Further, the Department of Health will allow military training and experience as a medic to count toward certification for home health aides and nursing home aides, as it already does for certification as a paramedic.

Regional businesses have yet to utilize these incentives for certification and licensure. Combined with specific career, education, and entrepreneurship initiatives in the Central New York region, these initiatives could assist with attracting a well-qualified and experienced workforce to the region, or retaining veterans already in the region.

New York State Department of Labor Support and One Stop Services

The New York State Department of Labor uses the **Jobs for Veterans** state grant program to perform outreach to employers. Funds are provided to states to fund two staff positions: Local Veterans' Employment Representatives (LVER) and Disabled Veterans' Outreach Program (DVOP) specialists. LVERs conduct outreach to employers in the area to assist veterans in gaining employment and facilitate employment, training, and placement services. DVOP specialists provide intensive services and facilitate placements to meet employment needs of veterans, prioritizing service to special disabled veterans, and other disabled veterans.

DVOP specialists and LVERs are an essential part of and fully integrated into the **American Job Center One Stop Career Center** network. They work at the Career Centers, where the New York State Department of Labor maintains a database of Employers and Job Orders listed by local employers in the New York State Job Bank. As an integral part of performing their jobs, they work closely with other center staff and partners that

provide labor services, including resume writing and critique, job referrals to local employers, and conduct workshops teaching resume writing, interviewing, networking, online job search and application, social media, basic computer workshops, basic email workshops, and adult literacy.

Small Business Administration

Supporting veteran entrepreneurship is a major strategic objective of the U.S. Small Business Administration (SBA). By partnering with local organizations such as IVMF and through a network of SBA-funded resource partners in the region, including the Small Business Development Center, SCORE, and the WISE Women's Business Center, SBA provides free one-on-one counseling, mentoring, and training to veterans at any stage of business ownership. SBA also educates and assists service-disabled veteran-owned businesses (SDVOBs) in taking advantage of the federal government's three percent contracting goal for SDVOBs. To increase veteran access to capital to fund their venture, SBA currently waives loan guaranty fees to veterans for loans up to \$350,000.

A fundamental component to economic development and the council's efforts over the past three years is developing strong, stable communities. The council believes its veteran strategy, is an essential component of sustaining strong communities across the region.



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

IVMF is engaged with communities across New York State to support veterans and their families in community reintegration, to support health outcomes, employment outcomes, and to prevent or respond to homelessness. Efforts in 2013 led to 20 organizations across the state tripling the amount of VA funding earmarked to serve New York State veterans' families, from \$8.2 million to more than \$24 million. This work has been well received by the Department of Veterans Affairs. IVMF has engaged in related work in New York City focused on careers, services, and entrepreneurship, and has engaged veteran-serving organizations, city agencies, state agencies, national initiatives, and philanthropic support to build a service delivery and referral system for veterans and their families. This has provided quick

stability to those in need and assisted with community re-integration post-service. This strengthens cities, business districts, and neighborhoods, and is replicable in the CNY region.

Additional efforts have been focused on homes for veterans, particularly service-disabled veterans, and including revitalizing homes, building modifications for disability accommodations, and other related activities. The council is currently working to assist the development of a project proposed at the Syracuse Inner Harbor that will provide affordable apartments for veterans, senior veterans, and others with disabilities. The project would also include a Veteran's One Stop Center that will provide wrap-around services, connecting veterans to the community and other veteran resources. The council is requesting state resources be made available to support Veterans One Stop Centers. These initiatives could be expanded in the CNY region with its stock of affordable housing and housing in need of rehabilitation. Utilizing the Entrepreneurial Assistance Programs, business incubators, and other resources, veteran homeowners and entrepreneurs will help revitalize these neighborhoods.

Furthermore, the **Central New York Veterans Higher Education Regional Consortium** is another important asset available to communities in the region and across Upstate New York. More than 50 institutions of higher education, business and industry, and government partners are collaborating to open their communities to veteran students attending colleges and universities, therefore increasing the available workforce while allowing access to veteran vocational education and rehabilitation.¹

Governor Cuomo's administration and the New York State Legislature have both been engaged in creating and modifying programs to encourage veterans to locate in New York State, to start businesses, to supply government with goods and services, and to pursue education in the state. Programs include certification and licensure for veterans who are drivers and heavy equipment operators, and in the future will include medical fields. The state's **Entrepreneurial Assistance Program** (EAP) includes a new focus on assisting veterans with starting and growing businesses (the Falcone Center at Syracuse University's Whitman School of Management is the designated EAP for Central New York). Recent legislation set aside six percent of New York government purchasing of goods and services for service-disabled veteran-owned businesses. New York has long

¹Partners include Army Career and Alumni Program at Fort Drum, Broome Community College, Bryant and Stratton College, Cayuga Community College, Cayuga Community College Foundation, Cayuga County Veterans Office, Cazenovia College, Clear Path for Veterans, CNYACOP, Columbia College, Cornell University, City University of New York, Department of Veterans Affairs OEF/OIF/OND, Empire State College, Empire State College-CNY Center-Fort Drum Unit, Excelsior College, Healthcare for Homeless Veterans Program, Institute for Veterans and Military Families-Syracuse University, Ithaca College, Jefferson Community College, Le Moyne College, Mohawk Valley Housing and Homeless Assistance Coalition/ Social Science Associates, New York State Soldier ON, NYARNG, New York State Department of Labor, New York State Division of Veterans Affairs, OCM BOCES, SUNY OCC, Rochester Veterans Outreach Center, St. Joseph's Hospital Health Center, SUNY Binghamton, SUNY Canton, SUNY Cortland, SUNY Morrisville, SUNY North Country Consortium, SUNY Oswego, SUNY Potsdam, Syracuse University School of Social Work, Syracuse University - University College, Thomas Edison State College, Tompkins Cortland Community College, U.S. Senator Kirsten Gillibrand, Upstate Medical University, Utica College, Utica School of Commerce, VA Vet Center, VA Vocational Rehabilitation and Employment, Veteran Health Alliance of Long Island, Veterans Outreach Center, Inc., Veterans Resource Center – Syracuse University, Watertown Vet Center, and Wells College.

had a tuition grant program (up to \$6,195 annually) for New York veterans. And the recent tax-free entrepreneurial program, START-UP NY, has strong opportunities for veteran-owned businesses and for those businesses to hire veterans and family members and to provide tax advantages to them as employees.

Expertise in Disability

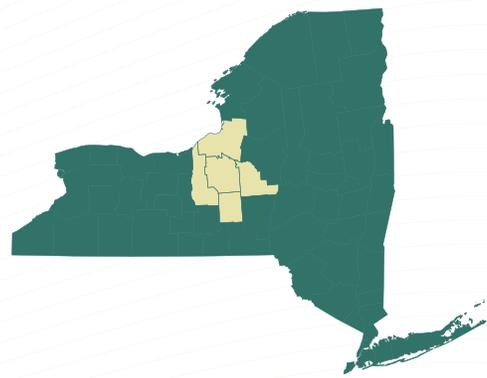
Lastly, Syracuse University has long been a hub for disability issues, from disability rights and policy to innovations in disability-related technology, accommodations, and inclusion. Wounded veterans and their family members may benefit from being employees, students, or engaged in the regional economic activities drawing on research and innovation in the region. Partnerships with SUNY ESF, SUNY Upstate Medical University, and the Syracuse VA — such as the **Hill Collaboration for Wounded Warrior Research** — build R&D programs centered on important Defense Department research. Areas of emphasis include neural and spinal cord injury and repair, regenerative medicine, behavioral disorders, post-traumatic stress disorders, traumatic brain injury, infectious diseases and emerging pathogens. This collaboration integrates the disciplines of medicine, science, and engineering and brings novel research and development approach to health care issues affecting active-duty personnel and veterans. A significant collaboration was conducted in 2013/2014 with the Uniformed Services University of the Health Sciences Center for the Study of Traumatic Stress to better understand military family transition, stress, resilience and wellbeing. This multi- and interdisciplinary approach to issues building on regional competencies to inform national engagement is a model for other clusters. These programs can strengthen our communities by forging relationships across universities and departments to engage in issues important to veterans and bring them into our community, retain them, and assist with integration into the workforce and education systems of Central New York.



Syracuse University Air Force and ROTC leadership and staff in front of the Hall of Languages.

RESULTS • SUCCESS • GLOBAL • INTERNATIONAL • BUSI
MIGRANTS • JOBS • ANCHOR INSTITUTIONS • PROGRESS • C
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• NEIGHBORHOODS • WORKFORCE • IMMIGRANTS • JOBS •
VETERANS • REVITALIZATION • INNOVATION • COMPETITIV

**CENTRAL NEW YORK
REGIONAL ECONOMIC DEVELOPMENT COUNCIL**
STRATEGIC PLAN UPDATE: 2014-2015
AUGUST 2014



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APPENDIX A

CNY REDC Work Group Members

Executive Committee

Jim Fayle, CNY Regional Director, Empire State Development

Andrew Fish, Executive Director, Cayuga County Chamber of Commerce

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Robert Simpson, President, CenterState CEO

Kent Syverud, Chancellor, Syracuse University

Michael Treadwell, Executive Director, Operation Oswego County, Inc.

Jack Webb, Executive Vice President, NBT Bank

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John Becker, Madison County Board of Supervisors

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William Fisher, Onondaga County

Kipp Hicks, Madison County IDA

Michael Johnson, Johnson Brothers Lumber Company

Steve Kulick, Le Moyne College

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Melanie Stopyra, Syracuse University

APPENDIX B

Transformational Initiative Team Members

Agriculture and Food to Market

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Nancy Weber, Oswego County Farm Bureau/Owner,
Mexican Pride Farm (co-chair)

Martin Butts, Small Potatoes

Jason Chiesa, Empire State Development

Andrew Fish, Cayuga County Chamber of Commerce

Lynette Wright, Cornell Cooperative Extension

Broadband Investment

Alice Kim, Time Warner Cable (Chair)

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 ESF

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

Kristi Eck, SUNY Oswego

Jannette Evans, SUNY Morrisville

Robert French, SUNY College of Environmental Science
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Howard Gordon, SUNY Oswego

Michael Johnson, SUNY Cortland

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Anneke McEvoy, SUNY Oswego

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Timothy Penix, SUNY Morrisville

Juanita Perez-Williams, New York State Department of Labor

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Ann Sedore, Crouse Hospital

APPENDIX B

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

Terri Toennies, Oncenter

Mary Vanouse, City of Oswego

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

Stephen Philip Johnson, Cornell University

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 Quaglia, Home HeadQuarters

Dan Queri, Granite Development

Dominic Robinson, CenterState CEO

Mary Vanouse, City of Oswego

APPENDIX C

Regional & State Priority Team Members

Opportunity Agenda

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Jackie Carlton Leaf, Seven Valleys Health Coalition

Walt Dixie, Jubilee Homes

Julius Edwards, Dunbar Center

Carolyn Evans Dean, Jubilee Homes

Maarten Jacobs, Near West Side Initiative

Ann Kubarek, Cayuga Works Career Center

Trish Ottley, Cayuga Seneca Community Action Agency

Sharon Owens, Southwest Community Center

Rita Paniagua, Spanish Action League

Tim Penix, Syracuse Educational Opportunity Center

Juanita Perez-Williams, NYS Department of Labor

David Rufus, Executive Director, Southeast Gateway

Merike Treier, Downtown Committee of Syracuse

Interregional Collaboration

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Robert M. Simpson, CenterState CEO

Jack Webb, NBT 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

Juanita Perez-Williams, New York State Department of Labor

Kevin Millington, New York State Department of State

L. Michael Treadwell, Operation Oswego County, Inc.

Garry VanGorder, Cortland County Business Development Corporation

Next Generation Job Linkage

Carla DeShaw, Cayuga Community College

Jeff Grimshaw, SUNY Oswego Workforce Development Board

Kevin LaMontagne, Fulton Companies

Juanita Perez-Williams, NYS Department of Labor

David Rogers, SUNY Morrisville

Ann Marie Taliercio, UNITE HERE Local 150 AFL-CIO

Anastasia Urtz, Onondaga Community College

Randall Wolken, Manufacturers Association of Central New York

APPENDIX C

CNY Hot Spot

Tom Amidon, SUNY ESF
 Paul Brooks, LaunchNY
 Terry Brown, Syracuse University
 Pam Caraccioli, SUNY Oswego
 Somak Chattopadhyay, Armory Square Ventures
 Jessica Crawford, MedTech
 Gregory Decinque, Cayuga Community College
 Jim Fayle, Empire State Development
 Seth Mulligan, CenterState CEO
 Joan Powers, Small Business Development Center, SUNY OCC
 Mark Prus, SUNY Cortland
 Rosemary Rochford, SUNY Upstate Medical University
 David Rogers, SUNY Morrisville
 Jean Schroeder, Colgate University
 Robert Simpson, CenterState CEO
 Chuck Stormon, StartFast Venture Accelerator
 Merike Treier, Downtown Committee of Syracuse
 Mary Ann Tyszko, Syracuse University
 Anastasi Urtz, SUNY OCC

NY SUNY 2020

Brian Hutzley, Colgate University
 Rita Paniagua, Spanish Action League
 Eric Persons, Syracuse University
 Robert Simpson, CenterState CEO
 Deborah Stanley, SUNY Oswego
 Anastasia Urtz, SUNY OCC

Veterans

James Schmeling, Institute of Veteran and Military Families, Syracuse University (chair)
 Tony Baird, Tony Baird Electronics
 Matthew Brennan, NYS Department of Labor
 Melissa Carbonaro, Catholic Charities
 Karen De Jarnette, TEDCenter, Syracuse University
 Earl Fontenot, Clear Path for Veterans
 J. Michael Haynie, Institute of Veteran and Military Families, Syracuse University
 Kimberly Healy, NYS Department of Labor
 Robert McLean, Syracuse VA Medical Center
 Juanita Perez-Williams, NYS Department of Labor
 Eric Persons, Syracuse University
 Daniel Rickman, Small Business Administration
 Matthew Sheehan, NYS Department of Labor

APPENDIX D

Public Participation

D.1 Public Participation Work Group Yearly Update – 2014

D.2 CNY REDC Small Business Meeting Notes, June 19, 2014, SUNY Oswego Metro Centers



CENTRAL NEW YORK REGIONAL ECONOMIC DEVELOPMENT COUNCIL

Public Participation Work Group Yearly Update – 2014

Established Goals for the first three Quarters of 2014 in the Five-Year Strategic Plan

The CNY REDC had set goals for the first three quarters of 2014 that included three Regional Forums, four Work Shops, and one Outreach Survey. Through the first two quarters of 2014, the Public Participation Work Group (PPWG) has held four Regional Forums, two Work Shops, two outreach events, and one Small Business Outreach Survey. We're well on pace to accomplish our goals set out in the five year plan, and to eclipse them.

Additionally, the goal set for year three of the plan is to have engaged more than 800 Central New York residents. The PPWG has currently engaged 1,445 residents, already passing the 5 year goal of engaging 1000 citizens as part of the five year implementation plan.

PPWG events and attendance figures are attached.

The final goal set for year three by the CNY REDC was to have a statewide forum to utilize the CNY region's central location, which was accomplished on 4/9/14 when the CNY REDC was afforded the opportunity to host the Round 4 Leadership Work Group Session.

"Taking the Pulse"

The Taking the pulse survey has been continued at each year's Great New York State Fair, in an attempt to measure how effective the CNY REDC has been in getting its message out to the general public. As the fair will take place *after* this progress report's submission, data is not yet available from this year's survey.

The shift to "It's About You"

Additionally, a new "It's about you" effort has been undertaken. Through the new campaign, the PPWG is looking into how we can better serve smaller organizations in CNY community, and more specifically, to engage smaller businesses than the process has previously reached. A first "It's about you" PPWG meeting was held, and an initial survey was sent out via email and Facebook, in an attempt to see how we may better engage businesses that may not be large enough to consider multimillion dollar expansions. The main goal is to engage those who may see the \$25m prize pool as so daunting that it may be prohibitive for them to get involved in the process. While some smaller businesses may not be big enough to take on major construction or equipment purchases, there remains a major benefit to them and the local economy if we can help them to receive some of the work these larger projects often lead to.

APPENDIX D 1

Although the “It’s About You” efforts are in their infancy, several ideas have already begun to percolate from the PPWG’s efforts. Ways to increase public participation among small business owners and increase benefits to our local economy could be assisted through increasing the registration of MWBE’s in CNY, creation of local vendors list to help local contractors bid on the RFPs of awardees, or an Expo event hosted by the REDC to help awardees find local vendors. The suggestion of a small business outreach committee was suggested to take on some of these tasks.

Public Participation Action Plan/Changes:

Many Public Participation Work Group efforts have been successful and will be continued through the rest of this year and into next year’s cycle. The work group plans to continue its course on Public Participation Forums and CFA Workshops. Open forums will continue to help us receive public feedback, and will continue to provide an avenue for showcasing successful projects to the public through our established featured project presentations. CFA Workshops have been invaluable and will continue to be used to help the public with the finer points of receiving funding through the CFA process.

APPENDIX D 2

Regional Economic Development Council
 Central New York Region Small Business Public Meeting
 SUNY Oswego Metro Center
 Thursday June 19, 2014

Ideas and dialogue proposed / discussed during the meeting:

- “Printed news or announcements of REDC projects does not always get to me, I would prefer an email or some electronic form of communication”.
- Some small business members are wondering where REDC progress is advertised, where they can find updates, etc.
- Several requests to engage with community and business owners
 - Give small businesses the opportunity to compete for contracts for large scale projects that receive funding (RFP-style)
- Idea proposed to create a “preferred vendor list” in which small businesses that have worked with REDC in the past are recommended to funding award winners
- Encourage more minority and women-owned businesses to become certified to take on contract work for REDC awarded projects
- The gentleman from the Syracuse New Times proposed that the New Times could be the media outlet to better inform the public and business owners about contract opportunities
- There must be more advocates for the REDC program and more “success stories” similar to Syracuse Office Supply (SOS) that will encourage other small businesses in CNY to explore opportunities within the REDC program
- Most small business members need an incentive to attend meetings like this, that incentive is not strong enough at this point
- Create more visibility to inform small business owners: billboards, local media and news print
 - Utilize local chamber of commerce sites and newsletters
- At the next board meeting the idea should be proposed for a “small business subcommittee” within the larger REDC board. Andrew Fish plans to motion for this.
- The CFA application process has been a daunting task, there needs to be a better way to navigate this process or provide assistance. If that assistance already exist, then finding ways to inform business owners to allow them to have better odds at a strong application
- CenterState CEO will be holding a trade show at the End of October. Jane Amico mentioned this as an opportunity to connect awarded projects with small businesses (if the timing of the event & the awards is in sync)
- There should be an “Expo-event” in which large scale REDC projects welcome small businesses to pitch their services for various contracts related to the project. An example was mentioned for the Nanotechnology site in Marcy, NY in which dozens of businesses met with officials from the nano-project in a venue that was standing-room-only due to the large draw

APPENDIX E

NYS Consolidated Funding Application Endorsement Standards

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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STRATEGIC PLAN UPDATE: 2014-2015
AUGUST 2014

