

CENTRAL NEW YORK REGIONAL ECONOMIC DEVELOPMENT COUNCIL

2015-2016 STRATEGIC PLAN UPDATE
CAYUGA | CORTLAND | MADISON | ONONDAGA | OSWEGO

CONTENTS

Part One: Executive Summary/Resumen Ejecutivo

1.0	Executive Summary	4
1.1	Resumen Ejecutivo	5

Part Two: Progress

2.0	State of the Region	6
	General Economic Indicators	7
	Quality of Life Indicators	9
	Key Regional Performance Indicators	11
	Employment & Establishments in Key Industry Clusters	12
2.1	Status of Past Priority Projects	13
	Summary of All Past Priority Projects	13
	Priority Project Progress	13
	Mapped Status of Past Priority Projects	30
	Leverage of State Investment in All Past Priority Projects	31
2.2	Status of All Projects Awarded CFA Funding	31
	Aggregated Status of All Projects	31
	Projects Delayed or Terminated	32
	Leverage of State Investment in All CFA Projects	33
	Job Creation	33

CENTRAL NEW YORK REGIONAL ECONOMIC DEVELOPMENT COUNCIL

Members

Co-Chairs

Robert M Simpson
President, CenterState CEO

Kent Syverud
Chancellor, Syracuse University

Council Members

Tony Baird
President, Tony Baird Electronics

John A. DeFrancisco
New York State Senator

Andrew Fish
Executive Director, Cayuga
County Chamber of Commerce

Michael Johnson
President, Johnson
Brothers Lumber Company

Greg Larioni
Vice President, Lockheed
Martin Syracuse

William B. Magnarelli
New York State Assemblyman

Cornelius Murphy, Ph.D.
Past President and Sr. Fellow,
SUNY ESF

Rita Paniagua
Executive Director, Spanish
Action League

Timothy Penix
Vice President/Director,
SUNY Syracuse Educational
Opportunity Center

Kathryn Ruscitto
President & CEO, St. Joseph's
Hospital Health Center

Deborah Stanley
President, SUNY Oswego

Ann Marie Taliercio
President, UNITE HERE Local 150,
AFL-CIO

L. Michael Treadwell
Executive Director, Operation
County Business, Inc.

Garry VanGorder
Executive Director, Cortland
County Business
Development Corp.

Jack Webb
Retired Executive Vice President,
NBT Bancorp

Nancy Weber
President, Oswego County
Farm Bureau

Randall Wolken
President, Manufacturers
Association of Central New York

Ex-Officio

John Becker
Chairman, Madison County Board
of Supervisors

Michael Chapman
Chairman, Cayuga
County Legislature

Joanie Mahoney
County Executive,
Onondaga County

Stephanie Miner
Mayor, City of Syracuse

Michael Quill
Mayor, City of Auburn

Brian Tobin
Mayor, City of Cortland

CONTENTS

Part Three: Implementation Agenda

3.0	Implementation of State Priorities	34
	2015 State Priorities	34
	Regional Economic Cluster Program	34
	Global NY	36
	Strategic Plan Implementation	37
	Project Pipeline	37
	Workforce Development	38
	Performance Measures	39
	Ongoing State Initiatives	40
	Regional Opportunity Agenda	40
	NYS Incubator Program	40
	Cleaner, Greener Sustainability Plan Implementation	41
	Veterans in the Workforce	42
	NY Rising	45
	NYSUNY 2020	45
	Local Government Engagement	45
	Interregional Collaboration	46
3.1	Implementation of Key Regional Priorities	48
	Goal 1	48
	Goal 2	58
	Goal 3	63
3.2	Proposed Priority Projects	65
	Overall Investment Ratio for Proposed Priority Projects	65
	Priority Project Descriptions	65
	Proposed Priority Projects Relating to State Priorities	65
	Map of Proposed Priority Projects	76

Part Four: Work Groups

4.0	Overview	77
4.1	Work Group Members	78
4.2	Acknowledgements	80

1

Executive Summary/ Resumen Ejecutivo

1.0 EXECUTIVE SUMMARY

In 2015, the Central New York Regional Economic Development Council (CNY REDC) faced the unprecedented task of crafting a plan for the Upstate Revitalization Initiative (URI) while revising its annual Strategic Plan Update. This progress report builds on the success of the past four years and integrates a vast body of work compiled by eleven new URI work groups, which convened to assess the region's progress, identify objectives, and develop new strategies for both assignments, and ultimately build a new foundation for the next five years.

Central New York's clear objectives in its Strategic Plan Update and URI submission are a roadmap for confronting persistent regional challenges, pioneering new solutions, applying global best practices, and including every individual in the region's success.

Perhaps more than anything else, this update reinforces a commitment to three core goals:

- Strengthening Targeted Industry **Concentrations** that Leverage Unique Economic Assets
- Improving Competitiveness in and **Connections** to Regional, National, and Global Economies
- Revitalizing the Region's Urban **Cores**, Main Streets, and Neighborhoods

In furtherance of these goals and the work to date, this plan recommends 45 priority projects to advance the region's strategic growth objectives. These projects represent a total proposed state investment of more than \$30.09 million, leveraging over \$466.7 million in private and other funding for total project expenses of more than \$496.8 million, and a five-year total payroll of more than \$96 million. Collectively, they support the creation of 1,027 new jobs, the retention of 140 existing jobs, and leverage a return on invest of 14 to 1.

Beyond the projects, the CNY REDC remains committed to tracking its performance and monitoring key indicators of economic health.

Qualitative data illustrates the progress and challenges Central New York faces. For example, the region's educational attainment, individuals with a bachelor's degree or higher, is above the national average. Central New York's economic and quality of life indicators show that economic development is progressing, but not inclusively across populations. Regional poverty remains too high, especially for residents of the City of Syracuse and selected urban cores across the region.

Initiatives such as the *Regional Opportunity Agenda*, *Workforce Development*, and *Veterans in the Workforce* are tackling these multi-faceted issues with innovative approaches. Targeted interventions to specific populations, including the region's veterans, are a start toward engaging and encouraging a diverse, productive, and sustainable workforce.

A prepared and skilled workforce must also have healthy and competitive businesses to work in. The *Global NY*, *Project Pipeline*, and *Strategic Plan Implementation* components of the Implementation Agenda are focused on maximizing the growth potential of and connecting resources to regional businesses. Further, the identification of a unique Regional Economic Cluster of companies in the field of Data to Decisions presents new opportunities to cross collaborate, bolster local companies, and encourage new ventures. The *NYS Incubator Program* and work of the region's entrepreneurial infrastructure will ensure that new company development is aggressively pursued.

Over the past four rounds, Central New York has been awarded \$344 million in state support and investment, more than any other region in the state. The council is proud of its track record of leveraging those dollars to implement its projects and strategies. The diligence of the council and collaboration with local economic development organizations to troubleshoot projects is evidenced by unprecedented regional success. Over the past four rounds, **75 percent of Priority Projects** are complete or on schedule. That represents **105 projects** that have leveraged more than **\$1 billion in private investment**.

The regional council framework continues to be an enabler of growth-oriented investments, a driver of innovation, and

a cultivator of collaboration and civic engagement. Since its inception, Central New York has remained acutely focused on its goals, while working in partnership with New York State to revitalize the region, and advance a unified vision for the community. In concert with its Upstate Revitalization Initiative proposal, the Central New York Regional Economic Development Council remains committed to the economic transformation of the region, and creating greater prosperity for all its residents.

1.1 RESUMEN EJECUTIVO

En el 2015, el Consejo Regional para el Desarrollo Económico de New York Central se enfrentó a la tarea inesperada de crear un plan para la Iniciativa de Revitalización en la región Norte del Estado (URI), en sus siglas en inglés, a la misma vez que se revisa y actualiza el plan estratégico anual. Este informe se basa en el éxito de los últimos cuatro años e integra una vasta cantidad de trabajo realizada por los once nuevos grupos de trabajo de la iniciativa (URI). Estos grupos se reunieron para evaluar el progreso de la región, identificar los objetivos, y desarrollar nuevas estrategias para ambas tareas y en última instancia, edificar una nueva base para los próximos cinco años.

Los objetivos de la actualización del Plan Estratégico y la presentación del URI son claramente una ruta para enfrentar los persistentes desafíos regionales, promover nuevas soluciones, aplicando las mejores prácticas globales, e incluyendo a toda persona en el éxito de la región.

Quizás más que cualquier otra cosa, esta actualización refuerza el compromiso de tres objetivos fundamentales:

- Fortalecer **Concentraciones** industriales dirigidas al aprovechamiento de nuestros excepcionales activos económicos.
- El mejoramiento de la Competitividad y **Conexiones** a nivel Regional, Nacional, y la economía global.
- Revitalizar los **Núcleos** Urbanos de la región, Calles Principales y Barrios.

En cumplimiento de estas metas y el trabajo hasta la fecha, este plan recomienda 45 proyectos prioritarios para adelantar los objetivos estratégicos para el crecimiento de la región. Estos proyectos representan un total propuesto de inversión por el estado de \$30.09 millones, el aprovechamiento de \$466.7 millones en financiamiento privado y otros fondos para los gastos totales del proyecto de \$496.8 millones, y un total de nómina por cinco años de más de \$96 millones. Colectivamente, esto apoya la creación de 1,027 nuevos empleos, la retención de 140 empleos existentes, y el aprovechamiento de retorno de inversión de 14 a 1.

Más allá de los proyectos, el CNY REDC se mantiene comprometido a seguir la pista de la ejecución e indicadores esenciales para

monitorear la salud económica. La data cualitativa ilustra el progreso y las dificultades que enfrenta la región central de New York. Por ejemplo, los logros de educación en la región, individuos con grados de bachillerato o grados más altos, es sobre el nivel promedio nacional. Los indicadores de la economía y calidad de vida de New York Central demuestran que el desarrollo económico está en progreso, pero no incluyen a todas las poblaciones. Las regiones con pobreza se mantienen en niveles altos, especialmente para los residentes de la ciudad de Syracuse y selectos grupos urbanos a través de la región.

Iniciativas como el Programa Regional de Oportunidad, el Desarrollo Laboral, y los Veteranos en la Fuerza de Trabajo están abordando estos problemas multifacéticos con enfoques innovadores. Las intervenciones dirigidas a poblaciones específicas, incluyendo los veteranos de la región, son un comienzo hacia la participación y el fomento de una diversa, productiva y sostenible fuerza laboral.

Una fuerza laboral preparada y especializada también debe tener empresas sanas y competitivas para trabajar. El NY Global, Proyecto de Canalización, y la implementación del Plan Estratégico, componentes de la Agenda de implementación, se centran en maximizar el potencial de crecimiento y la conexión de recursos para empresas regionales. Además, la identificación de un grupo excepcional de empresas Regionales en el campo de Datos a Decisiones presenta nuevas oportunidades para colaborar, impulsar empresas locales, y fomentar nuevas empresas. El Programa de Incubadora de NYS y la obra de infraestructura empresarial de la región, se asegurara que el desarrollo de nuevas empresas se persiga agresivamente.

En las últimas cuatro rondas, a New York Central le han sido asignados \$ 344 millones en apoyo del Estado e inversiones, más que cualquier otra región del Estado. El Concilio se enorgullece de su historial en aprovechamiento de esos recursos para implementar sus proyectos y estrategias. La solicitud del concilio y la colaboración con las organizaciones de desarrollo económico locales para cumplir los proyectos es evidente para un éxito sin precedente en la región. En las últimas cuatro rondas, el **75 por ciento de los proyectos** prioritarios se han completado o están en progreso según programados. Esto representa **105 proyectos** que han obtenido **más de mil millones en inversiones privadas**.

La infraestructura de los comités regionales sigue siendo un facilitador-orientado al progreso de inversiones, una clave de innovación, y cultiva la colaboración y participación cívica. Desde un principio, New York Central ha permanecido enfocado en sus metas mientras trabaja en colaboración con el Estado de New York para revivificar la región y adelantar una visión unida para la comunidad. En concordancia con la propuesta de la Iniciativa de Revivificación de la región Norte el Concilio Regional para Desarrollo Económico de New York Central permanece comprometido con la transformación económica de la región y con la creación de mayor prosperidad para todos sus residentes.

Progress

2.0 STATE OF THE REGION

Central New York, as the following charts and data sets illustrate, is seeing progress in key regional indicators. Unemployment is down, average wages are going up, and the gross regional product continues to climb. At the same time, Central New York continues to face tough choices about what will drive inclusive and sustainable growth. Through the leadership of the Regional Economic Development Council, Central New York will continue to tackle tough issues with creativity and innovation.



GENERAL ECONOMIC INDICATORS

	2010		2011		2012		2013		2014	
	CNY	NYS	CNY	NYS	CNY	NYS	CNY	NYS	CNY	NYS
Number of Establishments¹										
Total (private+public)	19,363	578,061	19,361	583,181	19,570	590,884	19,690	601,122	19,920	614,917
Private	18,553	567,900	18,559	573,068	18,788	580,867	18,922	591,159	19,035	602,785
Public	810	10,161	802	10,113	782	10,017	768	9,963	885	12,132
Average Annual Employment¹										
Total (private+public)	336,266	8,341,310	337,389	8,442,913	338,024	8,554,452	338,122	8,682,441	339,264	8,844,170
Private	272,557	6,906,934	274,886	7,049,270	275,883	7,181,793	276,399	7,318,006	277,946	7,481,412
Public	63,709	1,434,376	62,503	1,393,643	62,141	1,372,659	61,723	1,364,435	61,318	1,362,758
Total Annual Wages¹										
Total (private+public)	\$13.84B	\$502.67B	\$14.06B	\$521.51B	\$14.5B	\$536.93B	\$14.61B	\$548.03B	\$15.04B	\$582.82B
Private	\$11.04B	\$424.93B	\$11.25B	\$444.50B	\$11.66B	\$459.68B	\$11.72B	\$470.08B	\$12.1B	\$502.8B
Public	\$2.8B	\$77.74B	\$2.80B	\$77B	\$2.84B	\$77.25B	\$2,890,690,783	\$77,949,667,845	\$2.94B	\$80.02B
Average Annual Wages¹										
Total (private+public)	\$41,147	\$60,263	\$41,658	\$61,768	\$42,906	\$62,766	\$43,219	\$63,120	\$44,331	\$65,899
Private	\$40,489	\$61,523	\$40,929	\$63,057	\$42,258	\$64,007	\$42,412	\$64,237	\$43,532	\$67,207
Public	\$43,963	\$54,198	\$44,867	\$55,252	\$45,783	\$56,277	\$46,833	\$57,130	\$47,956	\$58,717
Total for Region										
Average Annual Unemployment²	8.50%	8.60%	8.30%	8.30%	8.50%	8.50%	7.50%	7.70%	6.10%	6.30%
Gross Regional Product³			\$33.53B		\$36.67B		\$37.81B			
Value of Regional Exports⁴	\$3.69B		\$3.98B		\$4.06B		\$3.92B		\$3.86B	
Change in Exports			7.90%		1.90%		-3.40%		-1.50%	

Total Annual Wages, Central New York 2010-2014



Unemployment Rate, 2010-2014



Year Over Year Change, Select General Economic Indicators in Central New York

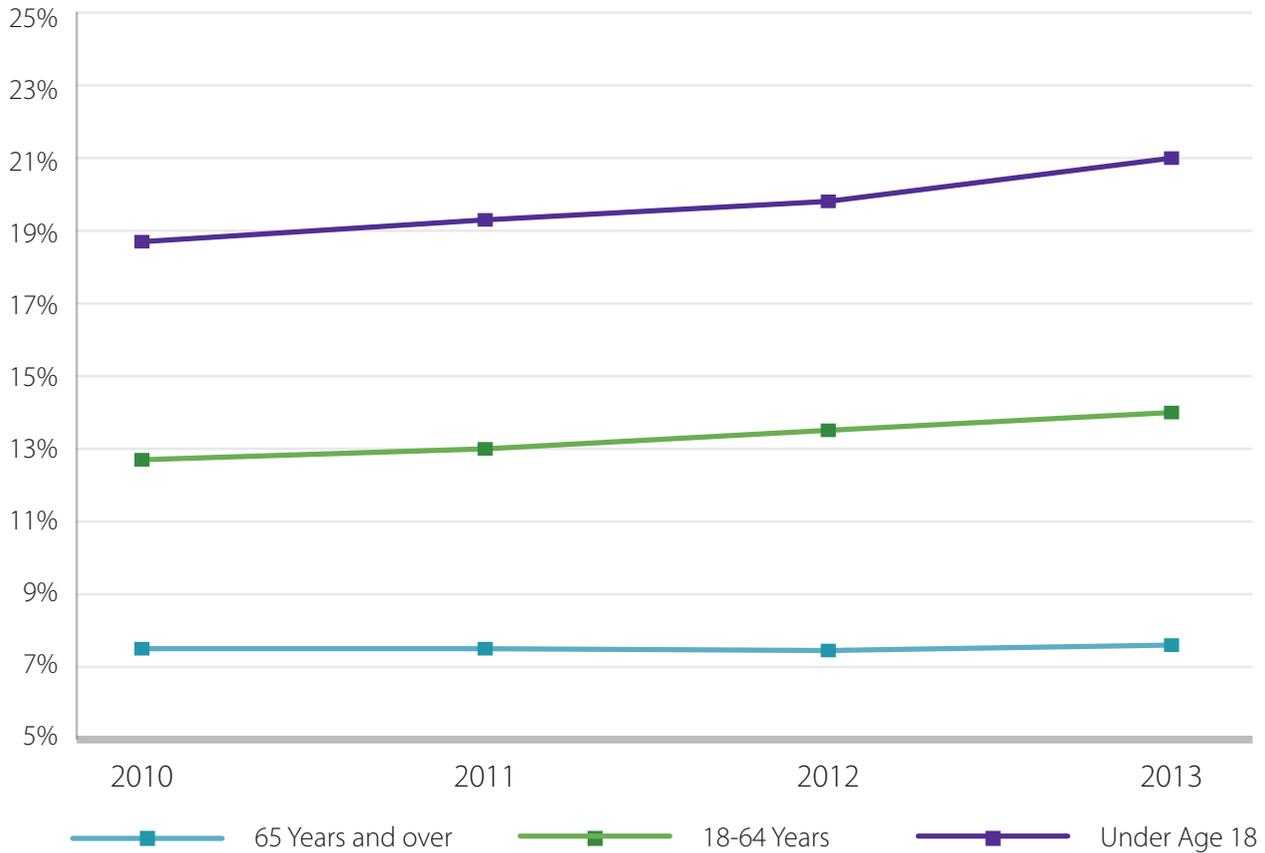


QUALITY OF LIFE INDICATORS

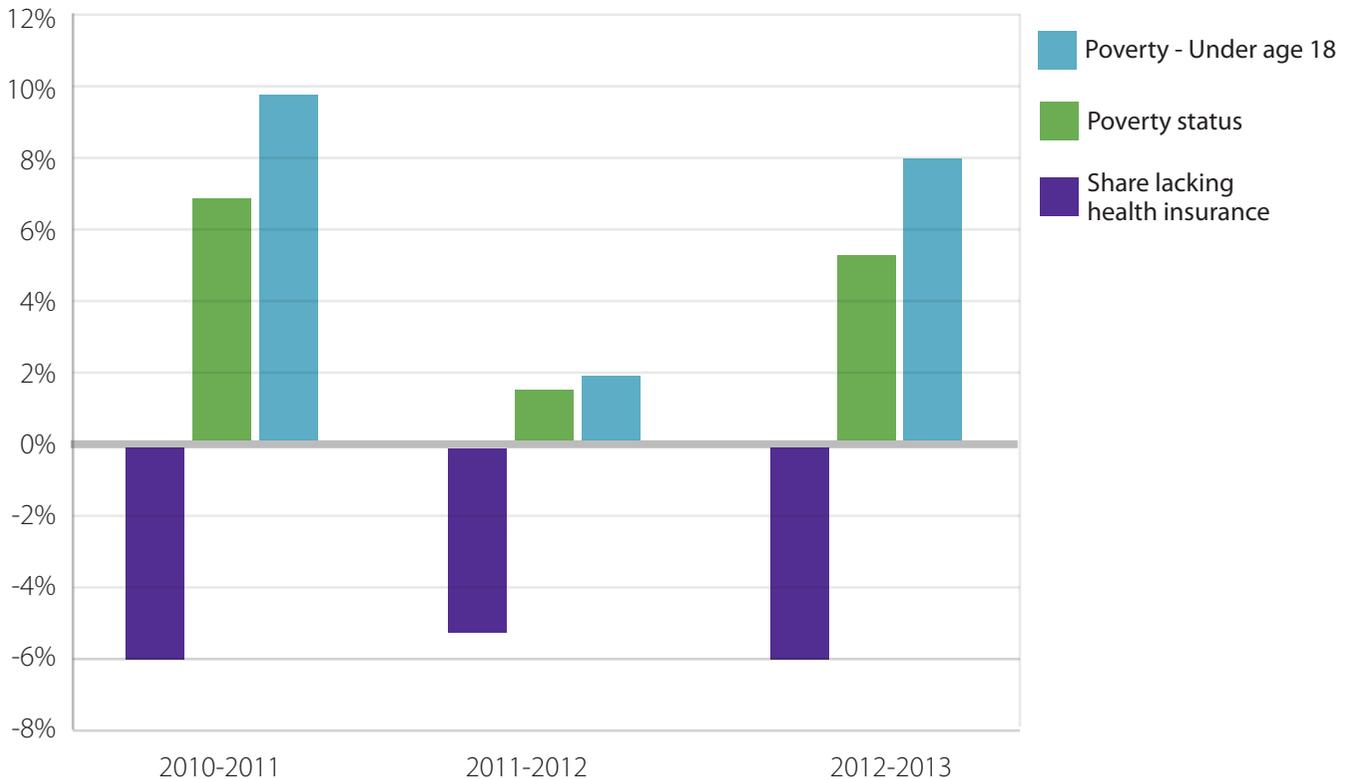
	2010		2011		2012		2013		2014	
	CNY	NYS								
Share of Residents Lacking Health Insurance⁵			10.80%	13.20%	9.80%	12.60%	10.20%	12.40%		
Poverty Status of Residents⁶	13.40%	14.20%	13.70%	14.50%	14.12%	14.90%	14.70%	15.30%		
Poverty: Under age 18⁶	18.70%	19.90%	19.30%	20.30%	19.81%	21.00%	21.00%	21.70%		
Poverty: 18-64 years⁶	12.70%	12.60%	13.00%	13.00%	13.51%	13.50%	14.00%	13.90%		
Poverty: 65 years and over⁶	7.50%	11.50%	7.50%	11.50%	7.45%	11.40%	7.60%	11.30%		
Migration⁷										
% Living in Same Region as Previous Year	---				95.90%		95.50%			
% Leaving NYS					2.10%		2.10%			
Commuting (% working in region of residence)⁷					93.80%		93.30%			
Estimated Visitor Spending⁸	\$1,043,135,032	\$49,774,985,000	\$1,107,362,630	\$53,910,138,000	\$1,158,178,138	\$57,256,992,000	\$1,176,707,483	\$59,245,086,000	\$1,253,416,973	\$62,545,974,191



Poverty Status of Central New York Residents by Age



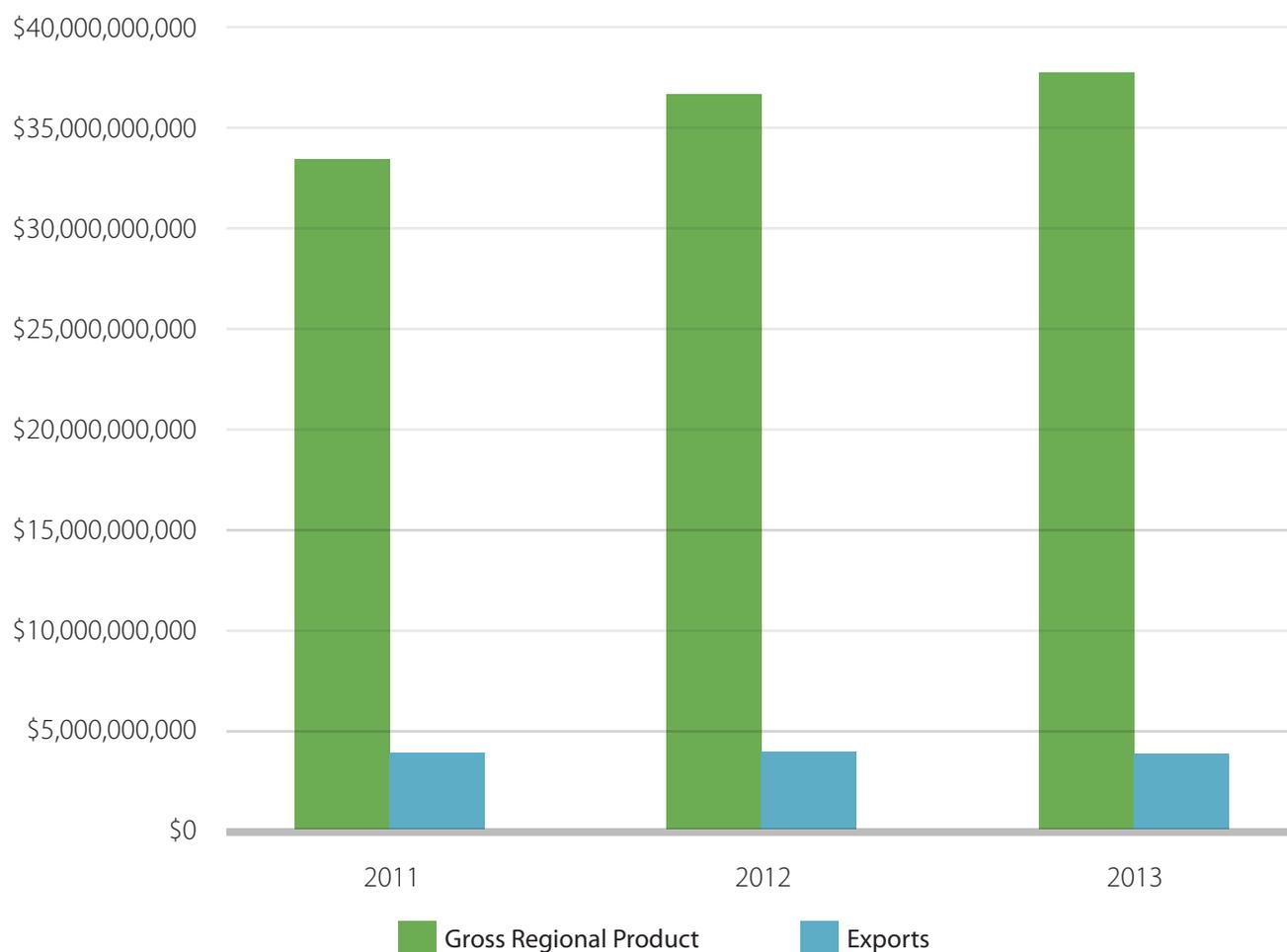
Year Over Year Change, Select Quality of Life Indicators in Central New York



KEY REGIONAL PERFORMANCE INDICATORS

	Starting Point	Current	5-year goal	% change	Progress to Date (actual % change)	National Total
Total Jobs⁹	333,513 (3/2011)	341,943 (5/2014)	370,125	+5.0%	2.5%	137,304,863 (5/2014)
Gross Regional Product³	\$33.53B (2011)	\$37.81B (2013)	\$36.88B	+10.0%	12.8%	
Population¹⁰	791,932 (7/2011)	789,325 (7/2014)	795,892	+0.5%	-0.3%	318,857,056 (7/2014)
Unemployment¹¹	8.6% (3/2011)	5.3% (5/2015)			-38.4%	5.3% (5/2015)
Regional Poverty Rate⁶	13.7% (2011)	14.7% (2013)			7.3%	15.4% (2013)
Regional Productivity¹²	\$121,800 (2009)		\$130,935	+7.5%		
Regional Exports⁴	\$3.98B (2011)	\$3.86B (2014)	\$7.4B	+100%	-3%	\$1.64T (2014)
Total Employment in Foreign-owned Businesses¹²	12,576 (1991)	11,902 (2011)				
Average Annual Wage¹	\$41,658 (2011)	\$44,331 (2014)	\$47,907	+15.0%	6.4%	\$51,361 (2014) ⁹
Net Establishment Change⁹	53 or .27% (2010-2011)	152 or .76% (2013-2014)				167,207 or 1.8% (2013-2014)
Educational Attainment (% of people aged 25 - 34 with Bachelor's or higher⁶)	32.7% (2011)	34.1% (2013)	34.3%	+5.0%	4.3%	31.9% (2013)

Central New York Gross Regional Product and Exports (Billions \$)



EMPLOYMENT & ESTABLISHMENTS IN KEY INDUSTRY CLUSTERS

Employment ¹					
REDC Round 4 Outline Clusters	Combined 2003	Combined 2008	Combined 2013	5 YR % Change	10 YR % Change
1. AM-TECS	40,549	41,469	36,752	-11.37%	-9.36%
2. Health, Biomedical Services & Biosciences	62,217	70,145	72,181	2.90%	16.01%
3. Financial Services	13,770	14,603	12,788	-12.43%	-7.13%
4. Agribusiness & Food Processing	1,849	1,877	2,155	14.81%	16.55%
5. Advanced Manufacturing	8,338	8,828	7,487	-15.19%	-10.21%
6. Tourism	58,913	67,158	61,151	-8.94%	3.80%
7. Data to Decisions	38,535	39,409	37,771	-4.16%	-1.98%
TOTAL	224,171	243,489	230,285	-5.42%	2.73%

Total Establishments ¹					
REDC Round 4 Outline Clusters	Combined 2003	Combined 2008	Combined 2013	5 YR % Change	10 YR % Change
1. AM-TECS	2,083	2,247	2,085	-7.20%	0.10%
2. Health, Biomedical Services & Biosciences	3,480	3,804	3,679	-3.29%	5.72%
3. Financial Services	1,074	1,057	1,027	-2.84%	-4.38%
4. Agribusiness & Food Processing	164	190	215	13.16%	31.10%
5. Advanced Manufacturing	140	128	114	-10.94%	-18.57%
6. Tourism	4,091	4,270	3,792	-11.19%	-7.31%
7. Data to Decisions	2,542	2,614	2,510	-3.98%	-1.26%
TOTAL	13,574	14,310	13,422	-6.21%	-1.12%

DATA SOURCES

1. New York State Department of Labor, Quarterly Census of Economics and Wages
2. New York State Department of Labor, Local Area Unemployment Statistics Program
3. Economic Modeling Specialists, Intl. (provided by Empire State Development)
4. Brookings Institution, Export Nation
5. United States Census Bureau, Small Area Health Insurance Estimates (provided by Empire State Development)
6. United States Census Bureau, American Community Survey 5-year estimates
7. United States Census Bureau, American Community Survey Public Use Micro Sample (provided by Empire State Development, prepared by NYS Department of Labor)
8. Empire State Development, I Love NY Department, Tourism Economic Impact Data
9. United States Bureau of Labor Statistics, Quarterly Census of Economics and Wages
10. United States Census Bureau, July Population Estimates
11. United States Bureau of Labor Statistics, Local Area Unemployment Statistics (regional) and Current Population Survey (national)
12. Brookings Institution

2.1 STATUS OF PAST PRIORITY PROJECTS

Central New York's priority projects' progress is astounding, with a combined return on investment of 14 to 1, and more than 75 percent complete or on schedule. Consistent monitoring and troubleshooting by the council is an integral part of the region's success.

SUMMARY OF ALL PAST PRIORITY PROJECTS

Project Status	2011	2012	2013	2014	Total	% of Projects
Blue Complete	12	7	1	0	20	14.81%
Green On Schedule	9	19	20	37	85	62.96%
Yellow Progressing Slowly	1	9	6	1	17	12.59%
Red Concerns	2	1	0	0	3	2.22%
Orange Not Yet Executed	0	0	0	4	4	2.96%
Black Cancelled	0	3	1	2	6	4.44%

PRIORITY PROJECT PROGRESS

The charts on the following pages represent the progress that has been made on past priority projects from Rounds 1-4.



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

Project Sponsor	Project Title	Description
Cayuga County		
Abbott House (Aurora Inn)	Abbott House Reconstruction	Reconstruct the vacant Abbott House property into a high-end inn and event venue comprised of 10 guest rooms, a 20-seat conference room, a 20-seat private dining room, a 150-seat outdoor lake front event patio, and a restored historic boathouse.
Bishop Sheen Ecumenical Housing Foundation, Inc.	Cayuga HOME Program	Rehabilitate 14 homes in Cayuga County.
Canal Society of NYS	Port Byron Restoration	Restoration of the Port Byron Old Erie Canal Lock 52 complex.
Cayuga County Homsite Development Corp.	Mobile Home Replacement for Cayuga County	Replace 6 dilapidated mobile homes in Cayuga County.
Cayuga Marketing, LLC	Cayuga Milk Ingredients, LLC	Construct a 106,000 sq. ft. milk processing facility in the Cayuga County Industrial Business Park in Aurelius.
Currier Plastics	Currier Plastics New Facility	Expansion project and construction of up to 40,000 sq. ft. of manufacturing space in addition to 16,000 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 Greenhouse	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 Armory 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	CFA/Agency Award	Excelsior	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		\$250,000	\$7,750,000	86	86	7	8	0	February 2013	January 2014	Green
HCR	\$400,000		\$400,000	\$469,320						12/9/2011	12/9/2014	Blue
Canals	\$150,000		\$150,000	\$960,100						4/1/2014	12/1/2014	Blue
HCR	\$324,000		\$324,000	\$504,000						12/9/2011	12/9/2015	Green
ESD	\$2,500,000	\$1,500,000	\$4,000,000	\$73,747,944			57	57		11/1/2012	4/30/2014	Blue
ESD	\$750,000	\$1,000,000	\$1,750,000	\$20,820,500	100	100	36	50		10/1/2012	12/31/2014	Green
ESD	\$751,450		\$751,450	\$8,457,300					19	April 2012	6/30/2015	Red
HCR	\$75,000		\$75,000	\$116,500						12/9/2011	n/a	Green
HCR	\$700,000		\$700,000	\$950,000						12/9/2011	12/9/2015	Green
HCR	\$3,062,142		\$3,062,142	\$10,215,070			21	28		6/15/2012	12/2/2013	Blue
Parks	\$400,000		\$400,000	\$800,000						11/1/2012	12/1/2016	Green
DOS	\$50,000		\$50,000	\$100,000						5/1/2012	4/30/2015	Green
HCR	\$750,000		\$750,000	\$835,000				52		12/9/2011	12/9/2013	Blue
HCR	\$132,000		\$132,000	\$2,812,000			13	12		12/9/2011	12/9/2013	Blue
HCR	\$400,000		\$400,000	\$1,010,400						12/9/2011	12/9/2015	Green
ESD	\$500,000	\$0	\$500,000	\$711,808	1	1	1	2		9/1/2012	8.31.15	Green
HCR	\$375,000		\$375,000	\$1,635,000						3/28/2012	12/9/2015	Green
ESD	\$100,000	\$0	\$100,000	\$680,000	45	45	10	10		11/1/2011	6/30/2012	Blue
Parks	\$53,308		\$53,308	\$71,077						2/17/2012	7/16/2013	Blue
DOT	\$917,442		\$917,442	\$1,019,380						n/a	n/a	Green
HCR	\$400,000		\$400,000	\$400,000						12/9/2011	12/9/2013	Blue
HCR	\$400,000		\$400,000	\$400,000						12/9/2011	12/9/2013	Blue
HCR	\$400,000		\$400,000	\$400,000						12/9/2011	12/9/2013	Blue
ESD	\$150,000	\$0	\$150,000	\$1,775,000	26	26	10	10		11/1/2012	11/30/2015	Green
HCR	\$200,000		\$200,000	\$218,943				6		12/9/2011	12/9/2013	Blue
HCR	\$250,239		\$250,239	\$1,405,239				10		12/9/2011	12/9/2013	Yellow
DOL	\$46,950		\$46,950	\$46,950		39				3/20/2012	11/30/2012	Black
ESD	\$994,000	\$0	\$994,000	\$2,821,462	4	4	5	5		7/15/2012	n/a	Blue
HCR	\$75,000		\$75,000	\$150,000						12/9/2011	n/a	Green
HCR	\$300,000		\$300,000	\$326,691						12/9/2011	12/9/2013	Blue
DOL	\$13,128		\$13,128	\$13,128						n/a	n/a	Black
ESD		\$2,000,000	\$2,000,000	\$4,235,000	26	5				n/a	April 2013	Yellow
DOT	\$810,000		\$810,000	\$900,000						10/30/2013	10/1/2015	Green
ESD	\$6,717,050		\$6,717,050	\$6,200,000						April 2012	April 2015	Green
ESD		\$298,966	\$298,966	\$2,339,000	450	450	11	11		n/a	July 2012	Blue
ESD	\$3,600,000	\$0	\$3,600,000	\$4,000,000					700	11/1/2012	January 2013	Blue
ESD	\$3,000,000	\$0	\$3,000,000	\$3,351,019						December 2011	7/1/2013	Blue
Parks	\$300,000		\$300,000	\$533,300						5/1/2013	7/31/2014	Green
HCR	\$875,000		\$875,000	\$3,320,500						4/3/2012	6/30/2014	Black
ESD	\$150,000		\$150,000	\$459,897	10	10	24	24		1/1/2013	12/19/15	Blue
HCR	\$1,000,000		\$1,000,000	\$3,818,727						12/9/2011	12/9/2014	Green
HCR	\$3,349,255		\$3,349,255	\$15,744,727			45			8/30/2012	10/30/2013	Blue

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 in developing ultra-high-efficiency condensing boilers for the commercial HVAC market.
HealthWay Home Products, Inc.	HealthWay Home Products Expansion	HealthWay Home Products, Inc. accepted ESD's offer of a \$100,000 RCCF grant to assist with a \$900,000 project to construct and equip an 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.
NYS HFA	James St Apartments	Acquire and rehabilitate 83 affordable housing units in Syracuse.
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	CFA/Agency Award	Excelsior	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		\$2,966,919	\$11,402,628			10			7/16/2012	10/15/2013	Blue
DOL	\$48,050		\$48,050	\$48,050		4				11/26/2012	2/28/2013	Blue
ESD	\$150,000	\$0	\$150,000	\$585,000	113	113	7	5		11/1/2011	11/1/2014	Blue
ESD	\$1,000,000	\$0	\$1,000,000	\$2,516,551	43	43	0	0		3/1/2013	12/31/2014	Blue
HCR	\$14,000,000		\$14,000,000	\$45,167,374						7/4/1905	Completed	Green
HCR			\$9,000,000	\$16,300,722						2012		Green
EFC	\$819,000		\$819,000	\$910,000						8/19/2013	10/31/2015	Green
EFC	\$472,000		\$472,000	\$578,000						8/19/2013	5/31/2014	Blue
NYSERDA	\$1,000,000		\$1,000,000	\$1,240,068						5/1/2012	12/31/2012	Blue
HCR	\$300,000		\$300,000	\$1,000,000						3/21/2012	6/30/2014	Blue
HCR	\$300,000		\$300,000	\$1,830,000						3/21/2012	5/30/2014	Blue
HCR	\$300,000		\$300,000	\$375,000						12/9/2011	12/9/2013	Blue
HCR	\$75,000		\$75,000	\$150,000						12/9/2011		Green
ESD	\$1,600,000		\$1,600,000	\$29,300,000						n/a	5/1/2016	Green
DOT	\$597,081		\$597,081	\$746,351						6/11/2013	1/1/2014	Blue
HCR	\$360,000		\$360,000	\$1,524,660						3/21/2012	5/30/2015	Green
ESD	\$394,000	\$0	\$394,000	\$613,230						3/1/2013	11/1/2015	Green
ESD	\$2,500,000		\$2,500,000	\$115,300,000	2923		146	146		4/20/2012	8/31/2014	Blue
ESD	\$1,950,000		\$1,950,000	\$23,150,000					200	February 2013	3/1/2016	Green
HCR	\$1,219,136		\$1,219,136	\$12,547,328			54			6/29/2012	9/7/2013	Blue
ESD	\$3,000,000		\$3,000,000	\$8,700,000					40	n/a	8/31/2015	Green
DOL	\$50,000		\$50,000	\$50,000			41	100		7/25/2012	9/30/2013	Blue
EFC	\$413,000		\$413,000	\$780,108						9/30/2012	10/2/2017	Green
Parks	\$200,000		\$200,000	\$773,000						5/15/2012	7/28/2014	Blue
EFC	\$279,000		\$279,000	\$373,250						7/1/2014	11/30/2014	Yellow
Canals	\$150,000		\$150,000	\$517,420						3/1/2013	8/13/2014	Blue
ESD	\$837,500		\$837,500	\$12,500,000					65	11/1/2011	April 2013	Blue
DOL	\$17,500		\$17,500	\$17,500		42				3/27/2012	9/30/2012	Blue
HCR	\$300,000		\$300,000	\$2,299,534						12/9/2011	12/9/2013	Blue
ESD		\$349,000	\$349,000	\$2,600,000	255	255	95	54		January 2012	Sept. 2013	Blue
ESD	\$100,000		\$100,000	\$900,000	42	42	10	10		n/a	December 2013	Red
HCR	\$9,000,000.00		\$9,000,000	\$16,300,722						7/4/1905	n/a	Green
DOT	\$1,750,000		\$1,750,000	\$2,587,500						n/a	10/1/2015	Green
HCR	\$400,000		\$400,000	\$7,200,000						12/9/2011	12/9/2013	Blue
ESD	\$15,000,000		\$15,000,000									
TOTAL	\$194,438,300	\$10,295,932	\$204,734,232	\$982,216,512	8,248	2,530	1,206	1,200	2,048			

PROJECT STATUS: Blue: Project is Complete. Green: Project is on Schedule. Yellow: Project progressing more slowly than anticipated. Red: Project concerns need to be resolved. Orange: Project contract not yet executed. Black: Project cancelled or funding declined.

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 DLI'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	CFA/Agency Award	Excelsior	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		\$100,000	\$560,000	40	40	9	5		8/23/2012	January 2014	Blue
Parks	\$412,500		\$412,500	\$550,000						6/1/2013	12/31/2017	Green
DOL	\$100,000		\$100,000	\$100,000		80				4/1/2013	3/31/2014	Green
HCR	\$200,000		\$200,000	\$800,000						2/15/2013	5/29/2015	Blue
HCR	\$250,000		\$250,000	\$1,049,010						2/15/2013	6/15/2015	Green
ESD	\$700,000		\$700,000	\$3,500,000	24	16	8	8		December 2012	8/1/2014	Blue
ESD	\$250,000		\$250,000	\$1,835,800						n/a	7/1/2015	Green
HCR	\$250,000		\$250,000	\$2,351,000						3/19/2013	6/15/2015	Yellow
HCR	\$200,000		\$200,000	\$560,886						n/a	4/30/2015	Blue
ESD	\$300,000	\$185,319	\$485,319	\$1,960,000						n/a	n/a	Black
Parks	\$383,253		\$383,253	\$509,760						5/1/2013	12/31/2015	Green
ESD	\$500,000	\$300,000	\$800,000	\$8,884,571	655			18		3/1/2013	10/1/2016	Yellow
HCR	\$70,000		\$70,000	\$182,050						2/15/2013	6/19/2015	Yellow
HCR	\$750,000		\$750,000	\$2,400,000						2/15/2013	7/31/2015	Blue
HCR	\$315,000		\$315,000	\$2,015,000						n/a	n/a	Black
HCR	\$250,000		\$250,000	\$325,100						2/15/2013	6/30/2015	Green
ESD	\$96,000		\$96,000	\$422,500						1/1/2013	10/31/2014	Yellow
ESD	\$250,000		\$250,000	\$2,000,000	330		3			4/1/2013	2/1/2016	Yellow
ESD	\$500,000	\$1,965,272	\$2,465,272	\$9,117,870	156	156	43	50		January 2013	3/31/2016	Green
ESD	\$550,000		\$550,000	\$5,550,000						4/1/2015	12/31/2016	Green
ESD	\$810,000		\$810,000	\$4,062,088					45	4/1/2015	12/1/2016	Green
ESD	\$1,000,000		\$1,000,000	\$5,061,600						February 2013	12/1/2016	Red
HCR	\$500,000		\$700,000	\$4,062,088						n/a	8/1/2015	Yellow
ESD	\$1,000,000		\$1,000,000	\$1,992,000						n/a	12/31/2014	Green
ESD	\$420,000		\$420,000	\$2,070,000					300	November 2012	May 2014	Blue
HCR	\$241,875		\$241,875	\$1,179,755						3/21/2013	6/30/2015	Green
Arts	\$62,000		\$62,000	\$88,000	3	3		9		4/27/2013	9/21/2013	Blue
Arts	\$150,000		\$150,000	\$300,000	5	1	3	5		4/27/2013	9/20/2013	Blue
ESD	\$1,500,000		\$1,500,000	\$4,000,000						n/a	6/30/2016	Green
ESD	\$1,000,000		\$1,000,000	\$3,000,000					3055	n/a	12/31/2014	Yellow
ESD	\$575,000		\$575,000	\$10,551,329	2105		196	15		n/a	12/31/2018	Green
Arts	\$100,000		\$100,000	\$200,000	8	8		3		5/7/2013	6/30/2014	Blue
Parks & Arts	\$500,000		\$500,000	\$3,418,806	22	17	6			n/a	12/31/2014	Blue
ESD	\$100,000	\$850,000								12/19/2012	July 2015	Black
ESD	\$320,000		\$320,000	\$1,726,122					20	n/a	9/30/2015	Green
HCR	\$200,000		\$200,000	\$13,876,000						n/a	n/a	Black
ESD	\$2,000,000		\$2,000,000	\$33,785,000						7/20/2012	10/1/2015	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	Village of Marcellus Wastewater Engineering Study	Complete an engineering report that identifies inflow and infiltration impacts to the village sanitary sewer collection system and upgrades needed at the village wastewater treatment plant.
Village of Skaneateles	Skaneateles Village Hall	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 Police Department.
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	CFA/Agency Award	Excelsior	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		\$75,000	\$150,000						4/1/2012	3/31/2016	Green
ESD	\$2,500,000		\$2,500,000	\$18,744,599					126	2/1/2015	12/1/2015	Green
ESD	\$600,000	\$0	\$600,000	\$4,950,000					50	12/19/2012	3/1/2016	Green
ESD	\$1,200,000	\$1,300,000	\$2,500,000	\$11,300,000	400	325	75	175		12/19/2012	10/1/2015	Green
ESD	\$75,000									9/14/2012	September 2013	Black
ESD	\$500,000		\$500,000	\$9,414,273					80	12/1/2015	6/30/2014	Green
ESD	\$3,100,000	\$3,100,000	\$17,536,813	388				48	11	4/25/2013	12/31/2013	Yellow
ESD	\$250,000	\$0	\$250,000	\$250,000						4/12/2013	12/31/2014	Blue
EFC	\$1,350,000		\$1,350,000	\$1,500,000						6/23/2014	11/30/2016	Green
Arts	\$58,375		\$58,375	\$116,750			19			1/1/2013	12/31/2013	Blue
ESD	\$500,000		\$500,000	\$6,830,050						March 2013	12/1/2015	Green
DOS	\$485,000		\$485,000	\$970,000						1/2/2013	1/1/2016	Orange
ESD	\$245,000		\$245,000	\$1,398,950						7/16/2012	10/1/2014	Blue
ESD	\$500,000		\$500,000	\$1,000,000					100	n/a	8/31/2015	Green
ESD	\$150,000		\$150,000	\$1,162,400	53	53		21		n/a	12/31/2013	Yellow
ESD	\$225,000		\$225,000	\$2,391,000	80	80	17	17		12/19/2012	12/31/2013	Blue
ESD	\$680,000		\$680,000	\$1,240,000						9/19/2012	11/1/2015	Green
Canals	\$150,000		\$150,000							7/12/2014	12/15/2015	Green
DEC	\$30,000		\$30,000	\$37,500						1/28/2013	2/24/2014	Blue
NYSERDA	\$546,493		\$546,493	\$817,031						n/a	12/31/2015	Green
ESD	\$2,000,000		\$2,000,000	\$27,705,560					126	7/16/2012	3/31/2015	Green
ESD	\$250,000		\$250,000	\$250,000	330			3		4/1/2013	2/1/2016	Yellow
Parks	\$349,419		\$349,419	\$468,985						8/31/2013	12/31/2017	Green
ESD	\$100,000	\$400,000	\$500,000	\$1,029,250	12			93		4/1/2013	6/1/2014	Yellow
ESD	\$40,500		\$40,500	\$40,500						n/a	2/28/2014	Blue
ESD	\$270,000		\$270,000	\$270,000						n/a	n/a	Green
ESD	\$500,000		\$500,000	\$3,146,654	43	0		11		7/1/2015	6/1/2016	Yellow
Ag & Markets	\$250,000		\$250,000	\$500,000						n/a	3/31/2015	Orange
DEC	\$30,000		\$30,000	\$37,500						2/19/2013	n/a	Blue
Canals	\$50,000		\$50,000							12/12/2014	12/15/2015	Green
DOS	\$75,000		\$75,000	\$150,000						n/a	3/31/2016	Green
HCR	\$200,000		\$200,000	\$375,700						n/a	9/12/2014	Black
NYSERDA	\$397,831		\$397,831	\$546,656						n/a	10/1/2015	Green
HCR	\$1,500,000		\$1,500,000							6/19/2013	6/18/2015	Green
ESD	\$48,000,000		\$48,000,000							n/a	n/a	Green
ESD	\$4,500,000											
TOTAL	\$84,138,246	\$5,000,591	\$92,813,837	\$248,376,506	4654	779	379	531	3863			

PROJECT STATUS: Blue: Project is Complete. Green: Project is on Schedule. Yellow: Project progressing more slowly than anticipated. Red: Project concerns need to be resolved. Orange: Project contract not yet executed. Black: Project cancelled or funding declined.

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 Salmakers 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	357	18	12		1/1/2014	9/1/2014	Blue
ESD	\$15,000										n/a	n/a	Black
ESD	\$225,000			\$225,000	\$4,700,000	110			15		10/8/2014	8/31/2015	Green
DOS	\$102,876			\$102,876	\$205,752						8/4/2014	8/3/2017	Green
DEC	\$15,000			\$15,000	\$19,000						2/11/2014	n/a	Green
DOS	\$292,545			\$292,545	\$325,050						n/a	n/a	Green
ESD	\$800,000			\$800,000	\$4,423,000	40			75		n/a	n/a	Yellow
HCR	\$150,000			\$150,000	\$482,439						2/21/2014	12/10/2015	Green
ESD	\$500,000			\$500,000	\$4,600,000				15		12/1/2013	5/31/2016	Green
ESD	\$150,000			\$150,000	\$685,000	23	23		0		12/1/2013	12/31/2016	Green
Parks	\$500,000			\$500,000	\$915,000						9/1/2014	12/31/2015	Green
NYSERDA	\$112,000			\$112,000	\$150,000						n/a	6/30/2017	Green
DEC	\$30,000			\$30,000	\$37,500						3/6/2014	12/31/2014	Orange
HCR	\$200,000			\$200,000	\$344,600						2/21/2014	12/10/2015	Green
ESD	\$30,500			\$30,500	\$61,000						6/1/2014	10/30/2015	Green
ESD	\$250,000	\$43,000		\$293,000	\$2,196,000	40	40		5		1/1/2015	1/31/2016	Green
ESD	\$500,000			\$500,000	\$12,000,000						12/31/2019	n/a	Green
ESD	\$900,000	\$857,000		\$1,757,000	\$6,511,302				95		3/1/2014	6/1/2015	Green
ESD	\$600,000			\$600,000	\$5,092,500	439					1/1/2014	8/31/2015	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	Blue
DEC	\$30,000			\$30,000	\$37,500						2/24/2014	n/a	Green
ESD	\$750,000			\$750,000	\$24,500,000				25		n/a	n/a	Yellow
ESD	\$1,000,000			\$1,000,000	\$1,880,000						1/1/2014	10/31/2015	Green
ESD	\$2,500,000			\$2,500,000	\$19,981,582				2		n/a	n/a	Yellow
ESD	\$200,000			\$200,000	\$250,000						3/1/2014	9/1/2016	Green
ESD	\$100,000		\$180,000	\$280,000	\$750,000	23					6/1/2014	12/31/2015	Green
ESD	\$1,500,000			\$1,500,000	\$9,591,000	155	155		30		7/1/2015	12/31/2016	Green
ESD	\$1,000,000	\$1,500,000		\$2,500,000	\$61,000,000	240	150	10	40		3/1/2014	3/31/2016	Green
ESD	\$985,000			\$985,000	\$17,000,000				200		5/1/2014	6/30/2015	Green
ESD	\$500,000	\$475,000		\$975,000	\$3,820,000	862	60		50		1/1/2014	11/30/2016	Green
ESD	\$1,000,000	\$100,000		\$1,100,000	\$8,000,000	100			55		n/a	n/a	Yellow
ESD	\$150,000			\$150,000	\$738,800						10/31/2014	9/1/2015	Green
ESD	\$850,000			\$850,000	\$4,100,000	307			19		n/a	n/a	Yellow
ESD	\$500,000			\$500,000	\$8,136,400						1/1/2014	5/1/2015	Green
NYSERDA	\$1,000,000			\$1,000,000	\$3,432,000		2		81		n/a	12/31/2015	Orange
Arts	\$74,000		\$100,000	\$174,000	\$318,000	3					2/22/2014	12/31/2014	Blue
OTDA	\$100,000			\$100,000	\$200,000			4	67		n/a	n/a	Green
DOL	\$9,440			\$9,440	\$7,000,000						n/a	n/a	Yellow
EFC	\$557,100			\$557,100	\$619,000						6/22/2015	9/25/2015	Green
Parks	\$250,000			\$250,000	\$912,368						n/a	n/a	Orange
NYSERDA	\$300,000			\$300,000	\$549,000						n/a	6/30/2017	Green
Arts	\$62,012			\$62,012	\$182,600						1/1/2014	7/31/2015	Blue

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 footprint 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						n/a	n/a	Black
DOL	\$47,919			\$47,919	\$8,000,000						n/a	n/a	Yellow
DOS	\$332,000			\$332,000	\$664,000						12/1/2014	11/30/2017	Green
Arts	\$50,000			\$50,000	\$210,000	6			2		1/7/2014	12/31/2014	Blue
NYSERDA	\$390,000			\$390,000	\$520,000						n/a	6/1/2017	Green
DOL	\$17,000			\$17,000	\$32,000		11				3/14/2014	n/a	Green
NYSERDA	\$1,343,000			\$1,343,000	\$474,800,000	5					n/a	9/30/2016	Orange
DOL	\$12,480			\$12,480	\$19,410		10				3/18/2014	n/a	Green
DOS	\$720,000			\$720,000	\$1,440,000						11/1/2014	10/31/2017	Green
DEC	\$50,000			\$50,000	\$84,404						7/18/2013	n/a	Orange
Arts	\$4,480			\$4,480	\$0						7/1/2014	12/31/2014	Blue
ESD	\$100,000			\$100,000	\$211,000						1/1/2014	12/1/2014	Green
HCR	\$200,000			\$200,000	\$20,885,000						2/6/2014	12/10/2015	Green
HCR	\$150,000			\$150,000	\$2,214,606							6/9/2015	Black
HESCCAG	\$50,000			\$50,000	\$210,592						1/1/2014	8/31/2014	Blue
HCR	\$200,000			\$200,000	\$501,935						2/21/2014	12/10/2015	Green
ESD EIPCAP	\$250,000			\$250,000	\$250,000						n/a	n/a	Black
HCR	\$150,000			\$150,000	\$377,606						n/a	n/a	Black
ESD MNY	\$247,500			\$247,500	\$247,500						8/1/2013	10/31/2015	Green
ESD	\$750,000			\$750,000	\$11,824,000				150		3/27/2014	6/30/2015	Green
ESD	\$50,000	\$325,000		\$375,000	\$650,000	27	27	11	25		1/1/2014	12/31/2015	Yellow
ESD	\$200,000	\$200,000		\$400,000	\$2,200,000	26	26	5	6		1/1/2014	5/1/2015	Green
DEC	\$24,000			\$24,000	\$30,000						3/17/2014	n/a	Green
Parks	\$127,200			\$127,200	\$159,000						n/a	n/a	Blue
Parks	\$48,979			\$48,979	\$65,305						7/1/2014	12/21/2015	Green
DEC	\$24,000			\$24,000	\$30,000						3/17/2014	12/31/2015	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						5/8/2014	5/7/2017	Green
HCR	\$600,000			\$600,000	\$1,658,000						4/22/2014	12/11/2015	Green
DOS CSBG	\$93,355			\$93,355	\$93,355						1/1/2014	12/31/2014	Blue
ONCS Amer	\$128,588			\$128,588	\$207,348						4/24/2014	3/31/2013	Green
ESD MNY	\$50,000			\$50,000	\$50,000						4/1/2014	10/1/2014	Blue
NYSERDA CGC2	\$390,000			\$390,000	\$390,000						n/a	n/a	Green
ESD MNY	\$198,000			\$198,000	\$198,000						12/1/2013	6/30/2015	Green
ESD MNY	\$82,710			\$82,710	\$82,710						1/31/2013	4/30/2015	Green
ESD HSSP	\$250,000			\$250,000	\$250,000						n/a	n/a	Green
ESD MNY	\$370,000			\$370,000	\$370,000						n/a	n/a	Green
NYSERDA EE			\$4,672,875	\$4,672,875	\$4,672,875						n/a	n/a	Green
ESD IDBC	\$30,000,000										n/a	n/a	Green
TOTAL	\$61,723,720	\$3,500,000	\$280,000	\$35,488,720	\$760,709,850	2758	866	48	970	0			

PROJECT STATUS: Blue: Project is Complete. Green: Project is on Schedule. Yellow: Project progressing more slowly than anticipated. Red: Project concerns need to be resolved. Orange: Project contract not yet executed. Black: Project cancelled or funding declined.

Round 4 Projects The following table provides an overview of the status of projects funded in the fourth round of the Regional Council and CFA process.

Project Sponsor	Project Title	Description
Cayuga County		
Auburn Public Theater	Cinema Innovation Project	Auburn Public Cinema Innovation Project will increase the number of screenings per week from 3 to 12, create 1 full-time and 3 part-time, permanent jobs, and connect Auburn Public Cinema with over 10 local community groups and not-for-profit organizations interested in partnering for film, entertainment and education.
Cayuga Community College	Advanced Manufacturing Technician Training	Cayuga Community College will train 40 long-term unemployed workers in advanced manufacturing, including professional accountability, manufacturing processes and materials, machine tools 1 and 2, computer aided design (CAD), quality assurance, solid modeling, advanced CAD and computer aided manufacturing (CAM), and manufacturing internship.
Cayuga Lake Wine Trail	Winery Way Finding and Marketing	Cayuga Lake Wine Trail will launch an international, targeted social media advertising program in the US, France, Spain, Japan, United Kingdom and Canadian markets. The marketing campaign will include a multi-language diorama at JFK airport; scrolling displays at the Syracuse Hancock Airport; as well as a for destination marketing wayfinding app and signage at each winery connected to a GPS locator through a QR code.
Cayuga/Seneca Community Action Agency, Inc.	Employment Pathways Project	Cayuga/Seneca Community Action Agency (CSCAA) is pursuing funding to establish the CSCAA Employment Pathways program to connect people in poverty to local job opportunities that offer career pathways in growth industries.
City of Auburn	Auburn Floors Anchor Project	The City of Auburn will assist in the renovation of mixed-use buildings located at 10 Genesee Street and 14 Genesee Street in the City's Downtown Neighborhood.
City of Auburn	Auburn Smart Grid Implementation	Complete the engineering, construction and interconnection of a micro-hydro smart grid project in Auburn.
Stonewell Bodies & Machine, Inc.	Prototype Facility Development	Expand facility and add additional high technology equipment and CNC machines.
US Intercorp, LLC	Manufacturing Expansion Project	Start up manufacturing company that will produce energy efficient heating systems on a worldwide basis.
VG Rentals, Inc.	Auburn Floors and Piccirillo Building Redevelopment	Mixed-use development project involving rehabilitation of two historic buildings in Downtown Auburn, the Auburn Floors and Piccirillo buildings.
Village of Weedsport	Main Street Program Renovations	The Village of Weedsport will assist in the renovation of mixed-use buildings in the Village's downtown core.
Cortland County		
City of Cortland	City of Cortland Otter Creek Culvert Repairs	The City of Cortland will right-size two culverts, which will allow the City to restore channel capacity of Otter Creek.
City of Cortland	City Wide Pedestrian and Bicycle Improvement Plan	The Cortland City Wide Pedestrian and Bicycle Improvement Plan project will inventory current infrastructure and programs, identify opportunities, and recommend options for improving the pedestrian/bike system in terms of infrastructure, programming, and education.
City of Cortland	Downtown Market Analysis	The City of Cortland will use \$50,000 in CDBG Community Planning funds and \$3,000 in local funds to undertake a detailed market analysis on its Central Business District, documenting existing economic conditions and research demographic and economic trends.
City of Cortland	Microenterprise Assistance Program	The City of Cortland will assist in the establishment of the Cortland Microenterprise Assistance Program. The program proposes to assist 7 microenterprises, 4 of which will be owned by low- to moderate income employers.
City of Cortland	Smart Water Network	The project will create a joint Smart Water Network shared and jointly administered by the City of Cortland, the Town of Cortlandville and the Village of Homer. The Smart Water Network eliminates expenditures for duplicated resources while enhancing services to both residential and commercial client.
Cortland Company, Inc.	Facility Relocation	Relocate facility to meet business requirements and allow for additional expansion.
Cortland Downtown Partnership	Ski Cortland	SKI Cortland will enhance and promote the advancement of the snow sport industry of the Central New York region by connecting the region's largest all season destination, Greek Peak Mountain Resort, and nearby hub for commerce and culture, Historic Downtown Cortland to encourage the frequency and duration of destination stays.
Cortland Repertory Theatre	Downtown Performance Art Facility	Cortland Repertory Theatre (CRT) is in the final stages of constructing its new "CRT Downtown" year-round performance arts facility to compliment their 43-year-old summer season. CRT will purchase theatrical lighting cables to create power distribution for a lighting system in this new theatrical space.
Village of Homer	Village of Homer Sewer System Inflow and Infiltration Study	
Madison County		
Cazenovia Hospitality, LLC	New Hotel Development	Construct a 80 room national chain hotel and conference space which could accommodate up to 300 people, indoor pool, fitness center, breakfast area and business center in Cazenovia.
City of Oneida Feasibility Studies	City of Oneida Downtown	The City of Oneida will do a feasibility analysis on the redevelopment of mixed use buildings in sections of City Center (portions of Elm Street to Phelps Street) for both commercial and residential uses.
Colgate University	Center for Art and Culture	Relocation of two Colgate University museums to a newly constructed a Center for Art and Culture in downtown Hamilton.
EBAC, LLC	Phase 2 Facility Expansion	Expansion of the Owers Farm Winery, including enclosure and expansion of a tented winery promotion area to enable 12-month operation, enhancing regional tourism.
Euphony, Inc.	Research and Software Development	Develop a language and speech data processing system to automate data analysis to add voice, language and context to text-to-speech technologies.
Good Nature Brewing, Inc.	New Farm Brewery Facility	Good Nature Brewing, Inc. will construct a new 4000ft brewery including indoor/outdoor retail and event space, as well as to renovate an existing 3500ft structure for use as warehouse and office space. Outdoor space will enable the facility to offer entertainment, open air markets, a demonstration "Beer Garden" and more.
The Brewer Inn	Banquet Hall and Inn Expansion	Acquire two residential properties on an adjoining plot of land that will be converted to a banquet hall and 11 hotel rooms.
Town of Sullivan	Bridgeport Sewer District Extension No. 1	
Twenty East, LLC	Building Redevelopment for Agri-tourism based Destination	Twenty East will feature the extensive renovation of a commercial building and transform them to into a unique agri-tourism based destination.
Northeast UAS Airspace Integration Research Alliance, Inc.	UAS Test Range Instrumentation	Install Surveillance & Airport Surface Radar at the FAA-designated Griffiss International Airport test range and in the North Country.
Onondaga County		
201 East Jefferson Street, LLC	East Jefferson St. Redevelopment	Redevelopment of the 5 story, 60% vacant building at 201 East Jefferson St. in downtown Syracuse into a unique live/work project.
538 Erie Boulevard West, LLC	CG Meaker Redevelopment Project	Renovate a vacant former warehouse into mixed-use apartments and commercial space.
Bauer Performance Lacrosse, Inc.	Expansion of Manufacturing Operations	Leading North American manufacturer of lacrosse helmets and eyewear will expand manufacturing operations, including purchase and installation of new M&E.
Central New York Enterprise Development Corporation	QuasiEquity Fund	Recapitalize existing Quasi-Equity loan program. The fund targets early stage businesses or new ventures within existing firms.
Central New York Regional Planning & Development Board	Central New York Inland Port Wetlands Mitigation Bank Pilot Project	The Central New York Inland Port Wetlands Mitigation Bank Pilot Project will develop a plan to establish a wetlands mitigation bank pilot project in Central New York. The goal of the project is to provide an ecological and economical means to ensure the development of the region's economy and key infrastructure continues to progress while meeting the goal of "no-net-loss" of aquatic resource functions in the region.
City of Syracuse	Canalway Trail	The City of Syracuse will install on-road trail directional signs.
CNY Arts, Inc.	Arts Economic Development	CNY Arts will promote arts and cultural events in the region through print, broadcast, web, billboard and public relations. Packaging arts and culture through a coordinated, collaborative campaign supports both the tourism and cultural sectors: attracting cultural tourism dollars, increasing tax revenues, and retaining talent in the region.
Crouse Health System, Inc.	Emergency Department Expansion	Expansion of emergency department from under 8,000 sf to a new space that is approximately 16,000 square feet and relocate its urgent care service.
DeWitt (T)	ReConnecting the Erie Canalway - A Call for Innovative Thinking	The Town of Dewitt will conduct planning including visioning for the historic canal corridor, assessment of development patterns, land and water use controls, revitalization policies, implementation strategies, and planning for construction of a segment of the canalway trail that would close the gap between DeWitt and the Town of Camillus.
Empire Housing and Development Corporation	Inner Harbor Housing/Mixed-Use Development	Redevelopment of a vacant, blighted industrial building adjacent to the Syracuse Inner Harbor into a mixed-use veteran-focused facility, including 70-80 apartments and 15,000 sf of commercial space, including a Veteran's One Stop Center.

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
Arts	\$54,600			\$54,600						0			Green
DOL	\$100,000			\$100,000	N/A			N/A		0			Green
ESD	\$75,000			\$75,000						0			Green
DOS	\$115,098			\$115,098						0	1/1/2015	12/31/2016	Green
HCR	\$250,000			\$250,000						0	3/12/2015	12/10/2016	Green
ESD	\$1,200,000			\$1,200,000	\$5,000,000	0	0	0	0	0	1/1/2015	12/1/2017	Green
ESD	\$300,000	\$400,000		\$700,000	\$3,749,500	33	33	0	22	0	12/1/2014	6/1/2015	Green
ESD	\$1,000,000	\$750,000		\$1,750,000	\$0	0				0	12/1/2014	12/1/2014	Green
ESD	\$700,000			\$700,000	\$4,070,788					0	12/1/2014	12/1/2015	Green
HCR	\$250,000			\$250,000						0	2/10/2015	12/10/2016	Green
HCR	\$600,000			\$600,000						0	3/23/2015	12/20/2016	Green
NYSERDA	\$39,000			\$39,000						0			Orange
HCR	\$50,000			\$50,000						0	3/23/2015	12/20/2016	Green
HCR	\$200,000			\$200,000						0	3/23/2015	12/20/2016	Green
DOS	\$600,000			\$600,000	N/A	N/A		0	0	0	N/A	N/A	Orange
ESD	\$225,000	\$100,000		\$325,000	\$750,000	75		0	15	0	9/1/2015	11/1/2015	Black
ESD	\$840,000			\$840,000						0			Green
Arts	\$7,000			\$7,000						0			Green
DEC	\$30,000			\$30,000						0	4/9/2015		Orange
ESD	\$1,280,000			\$1,280,000	\$9,111,399	0	0	0	28	0	3/1/2015	3/1/2016	Green
HCR	\$20,000			\$20,000						0	4/1/2015	12/10/2016	Green
ESD	\$750,000			\$750,000	\$19,798,100	1064	0	0	0	0	1/1/2015	8/1/2017	Green
ESD	\$155,000			\$155,000	\$1,570,000	11	11	0	2	0	12/1/2014	5/1/2016	Green
ESD		\$150,000		\$150,000	\$534,650	1	1	0	10	0	3/1/2015	12/1/2015	Green
ESD	\$350,000			\$350,000	\$1,065,000	6	6	0	16	0	12/1/2014	7/1/2015	Green
ESD	\$300,000			\$300,000	\$2,740,000	30			23	0	12/1/2014	5/1/2015	Black
DEC	\$19,920			\$19,920						0	2/18/2015		Green
ESD	\$30,000			\$30,000	\$167,215	6			6	0	12/1/2014	9/1/2015	Green
ESD	\$2,000,000			\$2,000,000	\$18,470,000	3	3		13	50	2/1/2015	2/1/2016	Green
ESD	\$225,000			\$225,000	\$1,728,700	0	0	0	0	0	7/1/2015	12/1/2015	Green
ESD	\$1,000,000			\$1,000,000	\$5,936,519	0	0	0	0	0	12/1/2014	12/1/2015	Green
ESD	\$20,000			\$20,000	\$150,000	60			10	0	1/1/2015	12/1/2015	Green
ESD	\$500,000			\$500,000	\$555,000	0	0	0	0	0	1/1/2015	12/31/2016	Green
NYSERDA	\$249,750			\$249,750						0			Orange
Canals	\$45,000			\$45,000						0			Green
ESD	\$100,000			\$100,000						0			Green
ESD	\$2,000,000			\$2,000,000	\$34,845,678	2291	2291	0	24	0	9/1/2015	9/1/2017	Green
DOS	\$124,000			\$124,000						0			Green
ESD	\$750,000			\$750,000	\$7,100,000	2	2	0	0	0	12/1/2014		Green

Round 4 Projects (continued)

Project Sponsor	Project Title	Description
Everson Museum of Art	Prendergast to Pollock' Exhibition Support	The Everson will hold the exhibition, 'Prendergast to Pollock' in Spring 2015. The exhibition highlights American masters from the collection of Edward Wales Root. An extensive array of educational programs for all ages will accompany the exhibition.
Finger Lakes Land Trust, Inc.	Skaneateles Highlands Acquisition and Enhancement Project	The Finger Lakes Land Trust recently purchased 206-acres on the sloping hillside overlooking Skaneateles Lake's southeastern shore. The property, which borders State Route 41 and Covey Road in the town of Spafford, Onondaga County protects the banks of Randall Gulf Creek and more than a mile of fields and forests with sweeping views of the lake.
George Rebecca Barnes Foundation	Facility Upgrades	The project is to completely restore the roof system and decorative elements of the historic Barnes Hiscock Mansion located at 930 James Street, Syracuse. 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 and water damage.
Home HeadQuarters, Inc.	Smart Regrowth Sustainable Corners for Neighborhood Revitalization	Revitalization of an intersection in the Near Westside at Ontario and Otisco Streets in the City of Syracuse.
Home HeadQuarters, Inc.	Syracuse Smart Regrowth Sustainable Corners	The Syracuse Smart Regrowth Sustainable Corners Project will accelerate revitalization in the Near Westside neighborhood in the City of Syracuse. As envisioned in the LEED for Neighborhood Development Plan, the project will implement changes in land use that will convert an underutilized parking lot, a vacant building, and multiple vacant parcels on three corners of an intersection into a mixed-use development.
Infinity Armory, LLC	Phase II SKY Armory	SKY Armory Phase II continues the redevelopment of the former Wells & Coverly building into the region's premiere event space.
Le Moyne College	Health Services Expansion	Renovate and equip two floors of the Coyne Building to upgrade science labs and related academic facilities.
Light Work	Lighting and Creative Artist Workstations	Light Work will upgrade the creative workstations used by all of its artists and community members as well as the lighting in the space for optimized viewing of photographic prints as they are made.
Near West Side Initiative, Inc.	West Fayette Main Street Project	The Near Westside Initiative will assist in the renovation of five mixed-use buildings in the City of Syracuse's Near Westside neighborhood.
Onondaga County	Carnegie Building Rehabilitation	Renovation of the vacant, County-owned Carnegie Building in downtown Syracuse to relocate several County departments and community outreach programs.
Onondaga County	Village of Jordan Main St Program	Onondaga County will restore the facades on Main Street in the Village of Jordan.
Onondaga County Department of Water Environment Pr	Meadowbrook Limestone WWTP Enhanced Wet Weather Operations Planning	
Onondaga County Department of Water Environment Protection	Inner Harbor North Side Infrastructure Improvements	Sanitary sewer improvements that will serve many of the large economic development projects in Syracuse's Inner Harbor and North Side areas.
Onondaga County Dept. of Water Environment Protect	Erie Boulevard Storage System Investigation for Water Quality Enhancement	
Onondaga Historical Association	Skanonh-Great Law of Peace Center Build out	The Onondaga Historical Association will complete interior renovations to the existing building at 6680 Onondaga Lake Parkway in order to repurpose the under-utilized facility into a Haudenosaunee (Iroquois) heritage center.
Oran Station Brewing Supplies, LLC	Hops Yard and Micro Malting	Vertically integrate farm brewery, plans include producing hops and barley, malting, and operating a craft brewery.
Paradise Companies II, LLC	Building Redevelopment	Redevelopment of a vacant office structure in downtown Syracuse into a mixed-use complex consisting of commercial office and retail space, market rate apartments, and on-site parking.
Red House Arts Center, Inc.	Redhouse Arts And Culture Complex	Relocation of Redhouse to the heart of Syracuse. The renovation will include a complete façade transformation, retail space, classrooms, and a restaurant in addition to performance space.
St. Joseph's Hospital Health Center	Northside Training and Entrepreneurship Center	Renovate two properties into classroom space and other educational capabilities to house a new Northside Training and Entrepreneurship Center.
Sullivan Bongio Bazinet Inc.	Business Expansion	Purchase of a new facility to consolidate and grow operations, another local company and buy large laser cutting table and welder to expand manufacturing capabilities.
Syracuse (C)	Onondaga Creek Public Access Improvements	The City of Syracuse will advance the Local Waterfront Revitalization Plan for Onondaga Creek by constructing public access improvements to increase the community's connection to Onondaga Creek.
Syracuse Community Hotel Restoration Company 1, LLC	Hotel Syracuse Redevelopment	Redevelop the vacant former Hotel Syracuse as the Onondaga County Convention Center Headquarters Hotel, including 261 guest rooms and ballrooms.
Syracuse Convention Visitors Bureau	Syracuse Destination Brand Marketing Plan	The Syracuse. Do Your Thing brand campaign was launched in 2014. The SCVB plans to utilize the brand campaign to continue expansion of the Canadian drive market; resulting in a boost in traveler spending in the region and longer overnight stays.
Syracuse Economic Development Corporation	Mizpah Tower Structural Analysis and Feasibility	Conduct a structural analysis for a private developer to determine the feasibility of moving forward with the redevelopment of the long-vacant Mizpah Tower building in downtown Syracuse.
Syracuse Opera	Glory Denied Project	The Glory Denied Project tells the story of Colonel Floyd James Thompson, America's longest-held prisoner of war in Vietnam. Preceding each performance, veteran centers statewide will host intensive grass roots discussions, talkbacks, seminars and performance excerpts.
The DCC, LLC	New Facility Development	Build and equip a facility on the OCC Campus as part of the StartUp NY program in order to serve the growing demand from retail customers including Costco, Barnes and Noble, and Proflowers.
The Research Foundation for SUNY	Green ARB	The project will integrate green infrastructure into the SUNY ESF Academic Research Building (ARB) in Syracuse. Students will conduct research on water quality performance of the green infrastructure practices at the site, including a green roof, green wall, porous pavement, enhanced planting, and stormwater basins that include a bog, freshwater, brackish, and non-tidal saltwater marshes. This innovative approach to redevelopment will serve as a model across the state.
Town of Clay	Waterfront Redevelopment	Undertake study and redevelop unimproved vacant land and inaccessible waterfront to a tourism destination and gateway to CNY Canal Communities.
Town of DeWitt	Willis Carrier Recreation Center	Project goal is to build an all-inclusive outdoor multi-sports complex to be enjoyed by all residents and visitors of Central New York. Facility will provide a home to Syracuse Challengers Little League Baseball Division, which offers children with physical and developmental disabilities the opportunity to play baseball.
Oswego County		
Altmar Genesee, LLC	Tailwater Barn Banquet Facility	Tailwater Barn will be a full-service banquet facility designed to complement the newly opened Tailwater Lodge.
City of Oswego	Route 104 Complete Streets Plan	The Oswego Route 104 Complete Streets Plan will incorporate Complete Streets initiatives for the Route 104 corridor within the City of Oswego to enhance community and regional access to the Oswego City center and encourage the use of alternate modes of transportation such as walking and biking.
CNY Arts Center, Inc.	Case Lee House Feasibility Study	CNY Arts Center, Inc. will conduct feasibility studies on the Case-Lee House located at 181 South First Street in Fulton, NY.
CNY Enterprise Development Corporation	Selkirk Point Redevelopment Strategic Planning and Design	Predevelopment study, planning, and design for commercial and mixed-use redevelopment of Selkirk Point, a historic National Register site on Lake Ontario.
County of Oswego Industrial Development Agency (COIDA)	Incubator Collaboration Feasibility Study	Evaluate the feasibility of redeveloping a former grocery store adjacent to the Port of Oswego into a world-class mixed-use incubator facility.
Hardwood Transformations, Inc.	Engineered Hardwood Flooring Panel Project	Purchase and installation of machinery and equipment to expand manufacturing to include new patent pending, environmentally "green" engineered wood flooring product.
Oswego County	Lake Ontario Cross Regional Promotion	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.
Sunoco, Inc.	Owens Road Entrance Improvements	Acquire and install two scales, construct scale house, repave entrance way. Upgrade utilities as needed providing more efficient and safe product delivery to facility.
Village of Central Square	Village of Central Square Wastewater Treatment Plant Improvements	
	Excelsior Jobs Program	
	Low Cost Economic Development	

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
Arts	\$30,000			\$30,000						0			Green
Parks	\$306,525			\$306,525		0	0	0	0	0			Green
Parks	\$300,000			\$300,000		0	0	0	0	0			Green
ESD	\$260,000			\$260,000	\$2,571,000	0	0	0	0	5	9/1/2015	5/1/2017	Green
NYSERDA	\$1,555,000			\$1,555,000						0			Orange
ESD	\$400,000			\$400,000	\$1,100,000	25	25	0	85	0	9/1/2015	12/1/2016	Yellow
ESD	\$1,500,000			\$1,500,000	\$8,750,000					0	1/1/2015	12/1/2016	Green
Arts	\$35,000			\$35,000						0			Green
HCR	\$250,000			\$250,000						0	1/16/2015	12/10/2016	Green
ESD	\$350,000			\$350,000	\$3,400,000					0	1/1/2015	10/1/2015	Orange
HCR	\$200,000			\$200,000						0	2/24/2015	12/10/2016	Green
DEC	\$30,000			\$30,000						0			Orange
ESD	\$960,000			\$960,000	\$4,800,000					0	4/1/2015	4/1/2017	Green
DEC	\$50,000			\$50,000						0			Orange
ESD	\$160,000			\$160,000	\$275,000	12	12	0	0	0	1/1/2015	11/1/2015	Green
ESD	\$25,000	\$100,000		\$125,000	\$711,200	4	4	0	11	3	5/1/2015	5/1/2019	Green
ESD	\$2,315,000			\$2,315,000	\$19,572,637	1	1	0	0	0	1/1/2016	12/1/2016	Green
ESD	\$900,000			\$900,000	\$4,500,000	7	7	0	15	0	12/1/2014	10/1/2015	Green
ESD	\$360,000			\$360,000	\$4,129,320					0	1/1/2015	12/1/2019	Orange
ESD	\$350,000			\$350,000	\$1,463,985	24	24	0	10	0	7/1/2015	12/1/2015	Green
DOS	\$370,000			\$370,000						0	6/1/2015	5/31/2018	Green
ESD	\$3,645,000			\$3,645,000	\$60,012,500	0	0	0	186	0	12/1/2014	3/1/2016	Green
ESD	\$375,000			\$375,000						0			Green
ESD	\$25,000			\$25,000	\$50,000					0	12/1/2014	3/1/2015	Green
Arts	\$47,600			\$47,600						0			Green
ESD	\$400,000			\$400,000	\$2,000,000	48		0	30	0	1/1/2016	12/1/2016	Orange
EFC	\$500,000			\$500,000		0	0	0	0	0	N/A		Black
ESD	\$400,000			\$400,000	\$1,176,000	92				0	4/1/2015	12/1/2017	Green
Parks	\$500,000			\$500,000		0	0	0	0	0			Green
ESD	\$200,000			\$200,000	\$2,000,000	31	31	0	35	0	9/1/2015	4/1/2016	Green
NYSERDA	\$225,000			\$225,000						0			Orange
HCR	\$20,000			\$20,000						0		5/20/2015	Black
ESD	\$100,000			\$100,000	\$205,000	0	0	0	0	0	1/1/2015	12/1/2015	Green
ESD	\$30,000			\$30,000	\$60,000	0	0	0	0	0	12/1/2014	7/1/2015	Green
ESD	\$125,000			\$125,000	\$495,000	13	13	0	25	0	12/1/2015	8/30/2015	Green
ESD	\$190,440			\$190,440						0			Green
ESD	\$200,000			\$200,000	\$1,000,000	75	0	0	10	0	2/1/2015	8/1/2015	Green
DEC	\$30,000			\$30,000						0	4/13/2015		Orange
ESD	\$6,300,000			\$6,300,000									
ESD	\$35,000,000			\$35,000,000									
TOTAL	\$78,573,933	\$1,500,000	\$0	\$80,073,933	\$249,598,124	3914	2464	0	576	58			

PROJECT STATUS: Blue: Project is Complete. Green: Project is on Schedule. Yellow: Project progressing more slowly than anticipated. Red: Project concerns need to be resolved. Orange: Project contract not yet executed. Black: Project cancelled or funding declined.

MAPPED STATUS OF PAST PRIORITY PROJECTS



LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

Round	Total Award	Total Project Cost	Total Projects	ROI
Round 1 ESD	\$36,141,966	\$333,513,711	24	9.227879607
Round 2 ESD 5-year Payroll	\$34,132,091	\$208,738,929 \$151,282,850	38	10.54789696
Round 3 ESD 5-year Payroll	\$19,970,500	\$217,801,584 \$92,013,760	27	15.51364983
Round 4 ESD 5-year Payroll	\$28,570,440	\$235,614,191 \$98,900,000	44	11.7084018
TOTAL	\$118,814,997	\$1,337,865,025	133	14.14014794

2.2 STATUS OF ALL PROJECTS AWARDED CFA FUNDING

Nearly 800 grant recipients are pursuing projects that align with the CNY REDC's goals to strengthen industry concentrations, improve connections to global economies, and revitalize urban cores and main streets. Additionally, the projects are moving ahead at breakneck speed; more than 20 percent are complete and nearly 60 percent are on schedule.

AGGREGATED STATUS OF ALL PROJECTS

Project Status	2011	2012	2013	2014	Total	% of Projects
Blue Complete	39	17	10	0	66	21.43%
Green On Schedule	28	34	55	60	177	57.47%
Yellow Progressing Slowly	3	12	8	1	24	7.79%
Red Concerns	2	1	0	0	3	0.97%
Orange Not Yet Executed	0	2	5	13	20	6.49%
Black Cancelled	3	6	5	4	18	5.84%

Projects Delayed or Terminated						
Year	Project Sponsor	Project Name	Description	Agency	Status	Reason for Termination
2011	Marquardt Switches, Inc.	Worker Skills Upgrading	36 current employees will receive training in Supervisory Leadership, Crucial Conversations, Situational Leadership, Microsoft Access Level I, Microsoft Access Level II, and Advanced Welding.	DOL	Black	Business became unresponsive. After months of trying to make contact, the contract was closed without expending funds.
	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).	DOL	Black	Notice was received that the business would not be moving forward with the project.
	Empire Housing & Development Corp.	Syracuse Purchase-Rehab Program	Acquisition and rehabilitation of 25 single family homes and 5 two-family homes in Onondaga County.	HCR	Black	Awardee unable to complete environmental review and project activities within contract term. Funds deobligated, contract closed.
2012	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.	ESD	Black	Company notified ESD that they are not going forward with the project due to unanticipated cost increases. Company underestimated renovation costs by \$1 million, had to reapply to bank and reduce its purchase offer.
	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.	HCR	Black	Recipient declined award, project withdrawn.
	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.	ESD	Black	Attempts to contact the firm were unreturned, including a emailed and registered letters advising that project will be terminated today if no response. The company has recently been sold, which we assume is why we haven't heard anything from the local principals.
	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.	HCR	Black	Project Terminated. Awardee unable to secure financing and proceed within grant term.
	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.	ESD	Black	Solvay Iron Works shut down last due to a worker fatality and the subsequent rise in insurance premiums.
	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.	HCR	Black	Project Terminated. Awardee unable to secure financing and proceed within grant term.
2013	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.	ESD	Black	Project became fully funded by excess Army Corp of Engineers funding.
	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.	DOL	Black	The business declined their award after they couldn't write a contract that started earlier than 2/15.
	Everson Museum of Syracuse and Onondaga County	Gustav Stickley House Restoration	Convert the Gustav Stickley House on Syracuse's Near Eastside into a museum.	HCR	Black	Project Terminated. Awardee unable to secure financing and proceed within grant term.
	Recycling LLC	Recycling	Manufacture animal bedding from paper.	ESD EIPCAP	Black	Company terminated the project.
	Syracuse Model Neighborhood Corp	Salina Street Building Renovation	Renovate a two family building on South Salina Street, in downtown Syracuse's Southside Neighborhood.	HCR	Black	Project Terminated. Awardee unable to secure financing and proceed within grant term.
2014	Cortland Company, Inc.	Facility Relocation	Relocate facility to meet business requirements and allow for additional expansion.	ESD	Black	Due to lack of response to Incentive Proposal and Termination Notice and inability to contact company by phone or email; Cortland Company's award has been terminated. (ZB)
	The Research Foundation for SUNY	Green ARB	The project will integrate green infrastructure into the SUNY ESF Academic Research Building (ARB) in Syracuse. Students will conduct research on water quality performance of the green infrastructure practices at the site, including a green roof, green wall, porous pavement, enhanced planting, and stormwater basins that include a bog, freshwater, brackish, and non-tidal saltwater marshes. This innovative approach to redevelopment will serve as a model across the state.	EFC	Black	SUNY Research Foundation withdrew from the program because they did not acquire the land for their proposed project.
	CNY Arts Center, Inc.	Case Lee House Feasibility Study	CNY Arts Center, Inc. will conduct feasibility studies on the Case-Lee House located at 181 South First Street in Fulton, NY.	HCR	Black	Project Terminated. Awardee unable to secure commitment from property owner.
	The Brewster Inn	Banquet Hall and Inn Expansion	Acquire two residential properties on an adjoining plot of land that will be converted to a banquet hall and 11 hotel rooms.	ESD	Black	Proprietor indicated that he would not continue with the project due to resistance from local residents and threat of litigation if the project progressed.

LEVERAGE OF STATE INVESTMENTS IN ALL CFA PROJECTS

Round	Total Award	Total Project Cost	Total Projects	ROI
Round 1	\$102,367,116	\$491,108,256	75	4.8
Round 2	\$92,813,837	\$248,376,506	72	4.31
Round 3	\$65,488,719	\$335,909,850	82	8.46
Round 4	\$80,073,933	\$249,598,124	85	4.27
TOTALS	\$340,743,605	\$1,324,992,736	314	4.91

JOB CREATION

Round	Current Jobs Existing	Jobs Retained	Jobs Created to Date	Projected Direct Jobs	Projected Indirect Jobs	Total Projects
Round 1	4124	1265	603	600	1024	75
Round 2	4654	779	379	531	3863	72
Round 3	2758	866	48	970	1312	82
Round 4	3914	2464	0	591	258	85
TOTALS	15,450	5,374	1,030	2,692	6,457	314



3 Implementation Agenda

3.0 IMPLEMENTATION OF STATE PRIORITIES

2015 STATE PRIORITIES

REGIONAL ECONOMIC CLUSTER PROGRAM



Central New York's unique capability to provide "secure, systematic application of algorithms and architecture to distributed sensor data and dynamic, networked databases to make smart, real-time decisions" is the genesis for the Data to Decisions (D2D) cluster. The platform is being developed as a cross-regional alliance among private industry, universities, and U.S. government agencies (e.g., Air Force Research Lab in Rome) with three key components: (1) a certification laboratory to be located in Syracuse, (2) funded research and design, which would utilize talent at a variety of institutions but would primarily rely on Cornell University and the CASE Center/School of Information Studies at Syracuse University, and (3) a commercialization focus, which would be centered around the AFRL in Rome. Further, this cluster will assist manufacturers by leveraging the technology capabilities of industry, along with research drivers found in universities, and assist in identifying different markets to advance new product development and launching new ventures.



A significant downtown Syracuse employer, *Terakeet*, is seeking Round 5 funding to construct a new \$3 million corporate headquarters and double its employment to increase annual payroll by \$9 million. *Terakeet's* core focus is software development, marketing, and brand strategy that enables customers to increase brand recognition and expand sales through access to online influencers and publishers.

ICON KEY

Implementation Indicators



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.



Round 5 Projects: Priority projects recommended in this round are selected to align with ongoing regional and state priorities, as well as this plan's goals and strategies.

CNY REDC Strategic Plan 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

Background on Data to Decisions

The D2D cluster is a natural outgrowth of the Information Security cluster discussed below. At its core, the platform will develop projects to penetrate this rapidly growing industry by developing the core technology to provide secure, systematic application of algorithms and architecture to distributed sensor data and dynamic networked databases to make smart, trusted, real-time decisions. The focus will be to secure the Internet of Things (IOT) at its foundation and enable its adoption in large industry vertical markets that are already located within the region. The intended outcome is to catalyze significant economic growth in Central New York by leveraging embedded regional strengths to develop a “best-in-world” capability.

The embedded regional strengths were identified by the Battelle Technology Partnership Practice as part of its work in developing the Center State CEO Metropolitan Business Plan:

- More than 50 companies directly involved in Data to Decisions (D2D) systems and technology, employing more than 9,000 workers in Central New York.
- Technology competencies in sensing, signal processing and controls, cybersecurity, systems integration and engineering, machine learning, and decision support.
- Existing industry clusters within the region that will need this technology include digital electronics, information systems, biomedical technology, financial services, and environmental control products. Battelle estimated that almost 40,000 jobs in these industries in the region will be supported by development of these core technologies.
- From 2009 through the first half of 2012, 935 D2D inventions were patented in Central New York. This represents nearly half of all patents generated in this region during that time.
- Significant institutional assets to support the effort include the Air Force Research Laboratory’s Information Directorate in Rome, which issues \$1.2 billion of research and development contracts each year, and university engineering, computer science, and information studies departments at Syracuse University, Cornell, Clarkson, SUNY Polytechnic, and Binghamton University.



Strategies

A D2D alliance will be formed to coordinate three strategies integral to the success of the cluster initiative:

1. Market Scouting and Deal Matching Services

The alliance will be focused on creating the “throughput” of sales of D2D systems and technology goods and services by companies in Central New York to the targeted markets and D2D systems and technology end users, both in and out of the region.

2. Company-Based Product Development

The alliance will provide a source of new product development resources to translate the market scouting into more focused development of D2D systems and technology products and services in Central New York. This new product development will focus on leveraging existing industry technology capabilities to serve targeted markets.

3. D2D Systems and Technology New Venture Development

The alliance will lead a longer-term effort to translate breakthrough innovative technologies in D2D systems and technology that are untapped and can support the formation of new D2D systems and technology ventures. These technologies may be based in industry or universities in Central New York, and the focus would be on commercialization through new venture development.

Market Scouting and Deal Matching Services

The market scouting and deal matching services will address the region’s gaps in awareness of and relationships with targeted markets for D2D systems and technology services. Many of the customers driving the various D2D systems and technology markets are outside Central New York, and stronger connections must be forged. Ultimately this effort will increase the opportunities in targeted markets for D2D systems and technology companies in Central New York through proactive scouting and deal matching on a company-by-company and broader industry consortium basis.

Actions

- *Outreach to potential D2D users in Upstate New York to learn of their interests and requirements for D2D products and services and make them aware of D2D capabilities in the region and create deal matches.*
- *Identify technology needs of large D2D companies in targeted markets involved in integration of D2D technologies to partner with D2D technology generators in the region.*
- *Participate in existing regional, statewide, and national consortium efforts that bring together D2D end-users in key markets along with D2D generators.*
- *Organize new consortiums in targeted markets for D2D services.*
- *Bring together new consortiums around targeted market opportunities.*
- *Advance an understanding of the key capabilities of industry, nonprofit research organizations, and universities in D2D in Central New York.*
- *Establish market research capacity.*
- *Create a secure collaboration portal to foster deal matching.*

Company-Based Product Development

The second level of services involves a more hands-on development of D2D products and services in Central New York using the knowledge generated from the market scouting. This new product development will focus on leveraging existing industry technology capabilities to serve targeted markets.

- *Identify a dedicated source of product development financing to complement the alliance's market scouting and deal matching services.*
- *Advance a D2D systems and technology prototyping consortium. This consortium would reduce the time and expense of prototype construction by facilitating the access to specialized facilities, instrumentation, equipment, and expertise required for design, development, and testing of D2D systems and technology-based prototypes.*

D2D Systems and Technology New Venture Development

The third leg of the alliance is focused on the commercialization of breakthrough innovative technologies in D2D generated in Central New York that are untapped and can support the formation of new D2D ventures. These technologies may be generated in industry or universities in Central New York.

- *Establish within Central New York the capability to identify, assess, and launch new D2D companies, leveraging the market scouting intelligence generated by the alliance in target markets.*
- *Proactively work with an existing venture acceleration organization to establish new D2D ventures based on identified breakthrough technologies found in Central New York, whether university- or industry-based. Engaging entrepreneurs-in-residence to identify, assess, validate, and launch new companies. The entrepreneurs-in-residence would serve as the initial management team in forming and leading the new startup in its product development phase, including raising initial angel and product development capital.*



INFICON, specializing in sensor technologies, has expanded its manufacturing operations with the support of Round 3 funding.

GLOBAL NY



In alignment with the recommendations put forward in the Central New York Global NY strategy, Central New York continues to expand the export competitiveness of companies in the region. Through the work of the Central New York International Business Alliance, the region is partnered with the Mohawk Valley region to bring one-on-one export counseling, training, and export plan development to an expanded geographic footprint of businesses. Over the past 12 months, the CNYIBA conducted 10 new export events focused on topics around export readiness, country specific export assistance, and export compliance.

In 2014-2015 the CNYIBA also expanded in-country assistance through a targeted trade mission. In November 2014, the organization brought seven Central New York digital electronics companies to Singapore and other ASEAN (Association of Southeast Asian Nations) countries. Each of the companies that participated in this mission has benefitted from new or expanded business in these Southeast Asian countries. In 2015, the CNYIBA assisted with trade missions to Montreal and is planning follow-up visits to Singapore.



Steven King (left), export director for the CNY International Business Alliance, and Steve Moreno (right), director of customer support at Tactair Fluid Controls, Inc., meet with Robert O. Blake, U.S. Ambassador to Indonesia, during the Singapore trade mission.

Through its engagement with more than 200 firms over the past two years, the CNYIBA proactively identified companies that could benefit from the development of strategic export plans. The ExportNY program provides intensive export training, market analysis, and strategic plan development. Many of the firms that have created plans through this process are either expanding export sales or are exporting for the first time. Based on the success of this, and other, programs, the CNYIBA partnered with JPMorgan Chase in 2015 to launch the Export Catalyst Program. This pilot initiative will test the concept of offering in-house export consulting to build new-to-market or new-to-export plans and develop company competence in export compliance.

R5

Aurora Shoe Company is seeking Round 5 support to add a \$425,000, 5,000-square-foot addition to its facility in Cayuga County. The new manufacturing and inventory space will enable *Aurora Shoe* to expand to new international markets with the goal of growing exports by 10 percent per year.

In addition to the work the region is doing assisting businesses to be more successful exporters, Central New York is embarking on a new partnership with the Brookings Institution to develop a Metropolitan Foreign Direct Investment plan. The development of this plan, expected in early 2016, follows on the success of the Metropolitan Export Plan. With the completion of the plan, Central New York will join only a handful of metropolitan areas from across the United States—and will be the only one in New York State—to have a joint global trade and investment strategy developed in partnership with the Brookings Institution.

Finally, to maintain Central New York's export momentum, a proposed inland port in Onondaga County, discussed as part of Central New York's freight and logistics concentration, will dramatically decrease shipping costs and increase speed to market for companies seeking to expand to global markets.

STRATEGIC PLAN IMPLEMENTATION

Central New York's strategic plan is guided by adherence to three core goals:



1. **Concentrations: Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets**



2. **Connections: Improve Competitiveness in and Connections to Regional, National, and Global Economies**



3. **Cores: Revitalize the Region's Urban Cores, Mains Streets, and Neighborhoods**

Throughout the past four years and especially during the 2015 planning process, the significance of these goals is expressed in their applicability to the state's policy priorities as well as regional initiatives. Where initiatives aligned with the core goals but have not previously applied, regional economic development officials identified and encouraged potential applicants to participate in the Regional Council and Consolidated Funding Application process. Business leaders from traditionally underserved areas have been encouraged to work with their constituents to apply for CFA funding or to brainstorm projects that address common issues that can only be effectively addressed by scaling up and broadening the request.

As described throughout this section, alternate sources of federal, state, and foundation funding have been identified to support and grow many regional priorities, including the CNYIBA, workforce

development initiatives, main street development, and green energy solutions. With the aid of the state agency resource team, the council is promoting resources that applicants may be unaware of to advance project ideas and leverage underused sources of CFA funding.

As mentioned above, in cooperation with the Mohawk Valley Regional Council, Central New York is pursuing a joint Global NY strategy, leveraging existing assets and implementation structure to provide the regions' business with customized and comprehensive international business advice and strategies.

PROJECT PIPELINE

The CNY REDC constantly and consistently works with potential project applicants to refine project scopes, ensure alignment with its three goals, and encourage innovative submissions. The regional Empire State Development office and REDC leadership continue to nurture relationships with key business and political leaders in each of the five counties. Throughout the year, and especially during the CFA application window, local economic development officials, in cooperation with Empire State Development, encourage businesses and potential projects to strongly consider how the resources of the CFA align with their 12-month plans. Proactive planning, in tandem with day-to-day economic development work, is filling Central New York's project pipeline with projects that propel Central New York's industry clusters, connect to new markets, and promote smart development strategies.

For example, the regional council is engaged with a significant employer, Anheuser Busch in Baldwinsville, to determine the local plant's needs, how the international owner is positioning the plant for future growth, and what benefits and programs will maximize the local investment and continue to create quality jobs.

Additionally, the council is actively working to bring awardees and local contractors together to maximize the impact of CFA dollars in Central New York. This spring, the **Public Participation Work Group hosted a Contract Local event**, held in Round 2 awardee SKYArmory's Armory Square event space. Dozens of small businesses met with project representatives to better understand how they could supply goods and services to REDC projects.



WORKFORCE DEVELOPMENT

With support from Empire State Development, the Work Train initiative launched the Manufacturing Careers Partnership (MCP). The partnership is comprised of area manufacturers with persistent workforce challenges, the Manufacturers Association of Central New York, the CNY Technology Development Organization, Onondaga Community College, the Syracuse SUNY Educational Opportunity Center, the Syracuse City School District, On Point for College, Syracuse Model Neighborhood Corporation, and CenterState CEO. MCP is dedicated to developing career pathways within the manufacturing industry for unemployed and underemployed residents of Onondaga County. In 2015, MCP is launching a SUNY-run pre-apprenticeship program, designed to provide foundational skills for local residents and place them in entry-level positions. MCP partners will continue to support workers upon placement, ensuring retention in their jobs and advancement toward higher skilled positions. In 2016 MCP will be developing refined training for higher skilled positions, as well as assisting employers with developing and expanding New York State Department of Labor-registered apprenticeships.

Work Train has also launched Health Train, a partnership among three major health care institutions, multiple community-based organizations, SEIU 1199, the Syracuse City School District, the Syracuse SUNY Educational Opportunity Center, and Onondaga Community College. Health Train has launched a health care work readiness program, which connects low-income residents to entry-level career opportunities in health care, coupled with ongoing support to ensure retention and advancement. Since 2014, Health Train has placed more than 120 individuals into health care jobs.

The Syracuse City School District (SCSD), the Manufacturers Association of Central New York (MACNY) and Onondaga Community College (OCC) continue to partner on the NYS Pathways in Technology Early College High School (NYS P-TECH) grant. The partnership is focused on advanced manufacturing and impacts more than 50 students each year for six years. The grant is valued at \$2.4 million over seven years. The partnership among SCSD, OCC, and MACNY creates a bridge between secondary and post-secondary education and business. SCSD and OCC developed the curriculum for the program, with input from many Central New York manufacturers that serve in advisory roles. This year, the Auburn Enlarged City School District and Cayuga Community College, in partnership with MACNY, are launching their P-TECH program. MACNY is charged with assisting in the development of mentoring programs, job shadowing, career fairs, and internships to support the P-TECH mission. The goal is to create a seamless pathway from high school to college to employment, utilizing curricula aligned with industry need.



Performance Measures						
STRATEGY	PERFORMANCE MEASURE	2010	2011	2012	2013	2014
Invest in Regional Industry Concentrations and Businesses	Total dollars invested in targeted industry concentrations		\$36,454,463	\$27,072,094	\$17,634,555	\$26,365,040
	Total dollars leveraged by state investment		\$297,242,711	\$178,355,488	\$208,747,774	\$181,923,188
	Total expected jobs created and retained in targeted concentrations		963	1,111	957	498
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			\$10,827,000	\$101,484,372	\$14,802,505
	START-UP NY***					
	(inquiries assigned to CNY)	n/a	n/a	n/a	n/a	51
	(expected investment by approved CNY companies)					92
	(expected job creation by approved CNY companies)					\$8,210,000
	Overall investment and expansion inquiries			125	156	
	Annual hotel occupancy percentage	37.80%	37.80%	39.87%		42.18%
	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	550
	Total participants in process improvement programs		98	114	89	1027
	Amount of dollars and in-kind support invested in participants in entrepreneurship programs		\$9,000,000	\$9,500,000	\$11,000,000	\$1,100,000
Prioritize Investment in Research, Innovation, and Commercialization	Amount of investment spent on R&D					
	Amount of R&D investment by colleges (FY data)		\$159,199,000	\$153,323,000	\$130,740,000	
	Amount of R&D investment by private sector	\$10,954,000,000				
	Total funding invested in companies for innovation activities	\$2,555,383	\$600,000	\$1,049,517	\$1,230,000	\$225,000
Capture a Greater Share of Global Marketplaces (GLOBAL NY)	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	\$132,830,000
Maximize Human Capital	Participants in after school education enhancement programs (Say Yes)		8,100	8,100	7,100	7100
	Total participation in demand driven workforce training programs (BOCES, WIB, Work Train, Community College Data)					7164
	Total job placements for graduates of demand driven workforce training programs (BOCES, WIB, Work Train, Community College Data)					820
Leverage Region's Anchor Institutions	Total value of projects that include institutional investment		\$13,432,000	\$10,533,084	\$2,130,500	\$8,255,000
	Total institutional investment leveraged by REDC funding		\$157,131,659	\$82,972,680	\$40,661,000	\$127,535,598
Repurpose existing infrastructure to recreate density	Percent of properties acquired by Land Banks that are back on the tax rolls***					22.4%
	Properties put back into productive use***					173
	Total value of dollars invested through main street grants	\$1,347,000	\$991,875	\$787,071	\$990,000	
	Total federal investments in historic rehab projects					
	Total value of projects supported by historic rehab credits					

* 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

ONGOING STATE INITIATIVES

REGIONAL OPPORTUNITY AGENDA



The efforts of a new work group focused exclusively on the comprehensive set of issues inhibiting access to economic opportunity are outlined in more detail below. However, there have been important steps over the past year advancing the goals of the Regional Opportunity Agenda. In 2015, **Work Train** developed a partnership with the Southwest Community Center in Syracuse to recruit and support low-income individuals seeking to enter the workforce. This is in addition to Work Train's ongoing work on the North Side of Syracuse and with new American populations. The partnership is in the early stages, but Work Train committed \$150,000 over two years to support staff and program activities. To date in 2015, Work Train placed 113 individuals in jobs with institutions including Loretto, Crouse Hospital, and St. Joseph's Hospital Health Center. Further, a \$75,000 commitment of community development block grant funds from the City of Syracuse is backing a revolving loan fund to support entrepreneurs in the UP Start Syracuse program.

A strategic partnership with the Neighborhood Development Center in Minneapolis-St. Paul, a national leader in neighborhood-based entrepreneurship, is guiding the expansion and scaling of UP Start. The work is partially funded by the Living Cities Foundation and the Onondaga Civic Development Corporation. To date, nearly a dozen businesses have worked with UP Start or other entrepreneur support services available at The Tech Garden.

Opportunity Agenda initiatives will be supported by a three-year contract from the AmeriCorps VISTA program to embed VISTA participants on the North, West, and South sides of Syracuse to work with community-based organizations engaging residents in workforce and entrepreneurship efforts. The goal is to develop community capacity, build leadership opportunities from within, and develop best practices to expand Work Train to critical communities across Central New York.

A priority project from Round 4 that focuses on workforce access, as part of the opportunity agenda is Cayuga Seneca Community Action Agency's Employment Pathways Program, an initiative launched in partnership with service providers and private employers. The program connects people in poverty to local employment opportunities within demand occupations (health care, agribusiness, food processing, and advanced manufacturing) and provides support services and soft skills training along with technical training.



A Round 5 priority project, *Syracuse Express*, is seeking funding to provide dedicated transportation for residents of the area's low- to moderate-income neighborhoods to their places of employment. In cooperation with the Central New York Area Labor Federation, the Spanish Action League, Work Train, the Minority Network Alliance and the Syracuse Model Neighborhood Facility, *Syracuse Express* will target individuals and employers who are struggling with the transportation issue. A total project cost of \$135,000 will create eight new jobs providing the service.

NYS INCUBATOR PROGRAM

Central New York's Innovation Hot Spot completed its second year of delivering benefits to startup companies in 2015. Coordinated by **The Tech Garden** and guided by a 21-member council representing regional partners, the Innovation Hot Spot leverages existing resources to maximize the Hot Spot's benefits across Central New York. The increased coordination the Hot Spot Council affords enables incubators to benefit from each others' experiences, share best practices, and provide unparalleled support to new ventures.

In 2015, The Tech Garden added 18,300 square feet to its footprint in downtown Syracuse. As the physical hub of the CNY Innovation Hot Spot, The Tech Garden is committed to attracting new tenants, both at both physical locations and virtually in neighborhoods and innovation districts around the region. The CNY Innovation Hot Spot is fostering connections between early-stage programs and services and complementary connections with START-UP NY zones across the region. SUNY Oswego and Syracuse University are making strides to designate space in The Tech Garden as eligible for the START-UP NY program.



Startups from across the state mingle and pitch at The Tech Garden's 10th anniversary celebration.

The 21 members of the Hot Spot Council Technical Assistance group provide direct assistance to 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 and peer relationships for companies to accelerate their growth.

Last year, the council advocated for the designation of a tech corridor, or **innovation district**, in downtown Syracuse. Warren Street, specifically the five blocks between Harrison and Water Streets, is home to a vibrant collection of resources and companies. In addition to anchors The Tech Garden and Syracuse CoWorks, Syracuse Media Group, TCGPlayer, Sutherland Global, Virtucom, WIPRO, Tony Baird Electronics, and Ephesus Lighting are located in this area. The innovation district represents an opportunity to align urban revitalization with other economic development activities under way, including the designation of The Tech Garden as an innovation hot spot and the development of START-UP NY zones in 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 to the entrepreneurship support services available along the corridor. Partnerships and investments to create a gigabit fiber loop, forgivable loans as economic development incentive tools, and the development of the fastest public Wi-Fi zone in Upstate New York are under way. Pursuits of additional grants and funding via private investment, the Clean Greener Communities initiative, and the Upstate Revitalization Initiative continue.



Ephesus Lighting, which designs and manufactures high-output LED lighting solutions, has grown through CNY's innovation ecosystem of programs, and recently expanded into space in the emerging innovation corridor in downtown Syracuse. In 2015, the company lit the University of Phoenix Stadium with its LED lights for the Super Bowl.

CLEANER, GREENER SUSTAINABILITY PLAN IMPLEMENTATION



Since adoption of VisionCNY in June 2013, the Central New York Regional Planning and Development Board (CNY RPDB) has assisted communities with their efforts to secure funding through NYSERDA's Phase II CGC program. In the program's first year, five projects were awarded grants totaling \$3.1 million, including a grant of \$1.3 million 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.

In the program's second year, five projects received more than \$5 million in funding, including a grant of \$1.5 million to Home HeadQuarters to support revitalization in the Near West Side neighborhood in Syracuse, two planning grants for alternative transportation improvements in the City of Cortland and City of Oswego, and nearly \$250,000 for a pilot project led by the CNY RPDB to create a wetlands banking program in Central New York that would help protect key environmental resources in the region while supporting additional economic growth in the five-county area. In addition, the CNY RPDB is a partner with the Energy Improvement Corporation in a multi-region initiative to expand innovative Property Assessed Clean Energy (PACE) finance tools for commercial property owners. Also noteworthy was a \$1.2 million grant the City of Auburn received from New York State Empire State Development to complete the engineering, construction and interconnection of a micro-hydro project in Auburn.

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. As of July 1, 2015, a total of 28 municipalities had adopted the New York State Unified Solar Permit, the highest adoption rate of any region in the state. The CNY RPDB worked with a number of local municipalities and nonprofit organizations to complete the Solarize Syracuse campaign in 2014, which added more than 530 kW of new solar PV capacity in the project's target area. In 2015, the CNY RPDB and dozens of partners are managing the Solarize CNY campaign with a goal of adding more than 300 new solar PV installations across the region. Also noteworthy is an effort to establish a regional collaborative solar PV procurement program in Central New York. To date, nearly 30 municipalities have nominated more than 100 facilities for evaluation of their solar resources and feasibility for project development. 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.



Recently, the CNY RPDB was awarded \$100,000 by NYSERDA in Phase 1 of the NY Prize Program to evaluate the feasibility of establishing a microgrid in the Syracuse area. The study will examine the opportunity to leverage the community's largest distributed generation facility, the waste-to-energy plant owned by the Onondaga County Resource Recovery Agency, to serve critical facilities, including Loretto, University Upstate Hospital-Community General and Onondaga Community College. Other NY Prize awardees in the region include the City of Oswego, City of Auburn, and the Syracuse Center of Excellence in Energy and Environmental Systems.

Finally, the CNY RPDB is leading a planning study to identify suitable locations for electric vehicle charging stations in the region. The information gathered for this study will be useful for future project development and outreach efforts to increase the use of electric vehicles including plug-in hybrids in Central New York.

VETERANS IN THE WORKFORCE



New York State continues to encourage veterans' participation in the workforce by encouraging CFA applicants to consider veterans' workforce

commitments in project contracting and through initiatives to develop broad workforce engagement. Central New York, in close cooperation with Syracuse University's Institute for Veterans and Military Families, is pursuing three strategic areas to serve its large veteran population.



U.S. Senators Kirsten Gillibrand and Charles Schumer at IVMF press conference to support job training for veterans. *Courtesy Syracuse University Photography*

1. Better understand the veteran support ecosystem

Clear Path for Veterans' Veteran and Military Summit Group grew to a network of more than 120 community professionals, health care providers, and representatives from higher education working collaboratively to fill gaps in services offered without duplicating programs.

The Summit Group provides a one-stop and creative platform for recognizing the needs of veterans and their families in Central New York and across a 20-county area and ensures efficacy in service delivery. Members include key leaders such as:

- Syracuse VA Medical Center, Crouse Hospital and community health care providers
- Syracuse University, Onondaga Community College, Le Moyne College, SUNY College of Environmental Science and Forestry and SUNY Oswego
- SRC, Easter Seals, and local employers
- Onondaga, Madison, and Oneida County veteran service officers

In furtherance of this work, Clear Path for Veterans in collaboration with Empire Housing and COR Development, received funding in Round 4 of the REDC process to expand into an additional 20,000-square-foot space located at Syracuse's Inner Harbor. The facility will bring together Summit participants under one roof and provide a one-stop location that complements Clear Path's existing facility in Chittenango.

Clear Path is also the host of the Higher Education Summit, designed to create a stronger network among student veterans studying at colleges and universities in Central New York, as well as to create a hub of resources and information to better connect student veterans to their off-campus communities. Participating schools are Onondaga Community College, Le Moyne College, Cayuga Community College, Syracuse University, SUNY Oswego, and Jefferson Community College.



Clear Path for Veterans empowers service members, veterans, and their families through supportive programs and services. *Courtesy Clear Path for Veterans*

Additionally, New York State funding for Clear Path's Joseph Dwyer Peer Support Program has enhanced the organization's aggressive outreach into rural communities. Clear Path's peer specialist attends more than 100 community events within a 20-county catchment area.

Syracuse University's Institute for Veterans and Military Families and partners continue to connect veterans with skills training to adapt their military skills for civilian careers, including launching an initiative with the Department of Defense and the Howard Schultz Foundation called Onward to Opportunity (<http://onward2opportunity.com/>), which will focus on preparing service members for careers in industries requiring customer service excellence and in information technology. Efforts underway include:

- **Supportive Services for Veteran Families (SSVF)** at Catholic Charities of Onondaga County is a housing program funded by the Veterans Administration and designed to assist veterans move from a housing crisis into housing stability. In 2014, Catholic Charities served 175 veteran households that were either experiencing homelessness or needed assistance to avoid a housing crisis. Working in partnership

- **LVER Employment Job Search Workshops** provide opportunities for businesses to present to veterans the hiring process within their companies. These workshops introduce veterans to employers and allow veterans to discuss their qualifications. These workshops have been instrumental with helping veterans network and learn a company's hiring process, and often result in future hires.
- **The Disabled Veterans Outreach Program (DVOP)** provides intensive services and facilitates placements to disabled veterans, their spouses, and other veterans who have specific needs. In focusing their services to a narrow group of veterans and their families, DVOP specialists work with veterans who experience a disability, homelessness, incarceration, long-term unemployment, or those who lack a high school diploma or equivalent certificate.



Secretary of Defense Ash Carter visited Syracuse University and Fort Drum in spring 2015. He explicitly noted that no one in the country was as far advanced as Syracuse University in supporting service members and veterans. *Courtesy Syracuse University Photography*

with other organizations and programs, such as Easter Seals, the SSVF program reduced veteran homelessness by one-third in 2014, and efforts continue to end veteran homelessness by the end of 2015.

- **New York State Department of Labor** reported a total of 29,101 veterans were served in career centers throughout the state between July 1, 2014, and June 30, 2015. Its **Local Veterans' Employment Representatives (LVER)** staff conducted outreach to employers to assist veterans in gaining employment, including conducting seminars for employers, conducting job search workshops, and establishing job search groups.

2. Align veteran engagement activities with the workforce

- **The Syracuse VA Medical Center and the VA's Community Employment Coordinator** are creating bridges for employment services among the VA's homeless and vocational programs, community providers, and employers with the goal of increasing the number of homeless veterans placed in competitive employment in the community.
- **Clear Path is partnering with Soldier On** to have employment specialists work one-on-one with vulnerable veterans to help them find jobs and offer wraparound support from various community resources. This year more than 42 veterans transitioning out of homelessness were employed as a result of this collaboration.

- **The 100,000 Jobs Mission** published several leading practices created in collaboration with the TED Center and the IVMF, including:
 - *Business Resource Groups – Your Force Multiplier*, focused on learning how business resource groups engage employees and build momentum to organizations’ veterans initiatives and stakeholder relationships.
 - *Transition Field Guide for Veterans: Education, Employment and Entrepreneurship after Service*, a resource for veterans to develop post-military plans.
 - *A Guide for Employers: Where to Find Military Talent*, focused on finding the right talent, with the right fit, at the right time.
- **The VA’s Vocational Rehabilitation Counseling Program** assists veterans across Central New York to identify and develop their strengths, aptitudes, interests, and capabilities, and has helped numerous veterans with disabilities re-establish careers, develop new careers, and prepare for new occupations. The program employs a peer support specialist (a veteran who has benefited from vocational rehabilitation services), who is available to assist fellow veterans who need extra help in their transition to the workplace. The program’s Employer Advisory Network added six new members in 2014 and has developed a database of more than 97 employers seeking to better integrate veterans into their workforces.

3. Catalyze veteran entrepreneurship

- **Clear Path for Veterans hosted Culinary Command** (<http://culinarycommand.com/>) with chef David James Robinson in fall 2014. This was an intense training program for 12 veterans from across the country to hone their kitchen skills and prepare to open a restaurant of their own and aligns well with the Farm to Table Collaboration.
- **The Whitman School of Management’s Falcone Center for Entrepreneurship** secured a grant from the Small Business Administration to host a veteran business outreach center focused on New England (the SBA’s Syracuse region) service members in transition and received enhanced funding from the New York Entrepreneurial Assistance Program to serve veteran business owners.
- **SBA’s Syracuse District Office** organized the eighth annual *Operation: Start Up & Grow* veteran business conference in Syracuse in March 2015. This year’s conference, already one of the largest veteran business conferences in the Northeast, nearly doubled in scope, offering more than 250 veterans a variety of skills to help them start or grow their business at no cost. Additionally the district office worked with lenders and regional partners to educate veteran business owners on a new measure to help get small business loans into the hands of veterans. This new measure sets the borrower upfront fee to zero for all veteran loans authorized under the SBA Express program up to \$350,000.

- **The administrator of the Small Business Administration, Maria Contreras-Sweet**, chose Syracuse University to make the announcement that the collaboration between SBA and the Institute for Veterans and Military Families had trained more than 25,000 transitioning service members, family members, and veterans in business ownership and entrepreneurship. She also spoke at the WISE conference to women business owners, including veteran women. Overall, collaboration with the SBA has resulted in training of more than 30,000 veterans and family members in business ownership, and has served to familiarize those veterans with entrepreneurial program resources available through Syracuse University and the Whitman School of Management. This has the potential to help Syracuse and Central New York gain a reputational advantage in this area, and attract new business owners.



Courtesy Syracuse University Photography

- **The Institute for Veterans and Military Families and First Data** launched the Coalition for Veteran Owned Business (<http://veteranbusinesscoalition.org/>) in May 2005 with founding members American Express, BP America, Enterprise Holdings, Inc., Fleishman-Hillard, KKR & Co. L.P. (KKR), Lockheed Martin Corporation, SunTrust Banks, Inc., USAA, the U.S. Small Business Administration, the U.S. Chamber of Commerce Foundation, Verizon Communications Inc., Walmart and Sam’s Club, and the Walt Disney Company. This first-of-its-kind national initiative supports success of veteran-, service member-, and military spouse-owned businesses by connecting them with entrepreneurial education and training, small business resources and solutions, and commerce and supplier opportunities. The coalition also advocates for and supports businesses operated by the greater military and veteran community, including both business-to-business and business-to-consumer models.

NY RISING



Madison County worked quickly in response to the state’s call to develop its NY Rising Resiliency Plan on a tight timeline in summer 2014. \$3 million in disaster mitigation funding awarded by New York

State is expected. Madison County and municipal partners are acting on a number of recommendations in the plan and continue to seek local and others sources of funds to implement projects identified for state funding, including road and culvert upgrades, the first locally funded stream maintenance program for Madison County, and a number of others. With the arrival of promised state funding, the vast majority of projects identified in the plan will be implemented in a timely fashion.



Governor Cuomo surveys flood damage in Madison County.

NYSUNY 2020



The SUNY Water Research and Education Center involves construction of a 34,000-square-foot building utilizing LEED gold building standards on the shore of Onondaga Lake, at the heart of Syracuse’s Inner Harbor revitalization. It is estimated that this \$20 million project will create 62 direct and 124 indirect jobs. Construction is scheduled to begin in January 2016, be completed in April 2017 and be in operation by September 2017.



The center will help position Central New York as a national leader in water research technologies and related industries, while bringing additional educational opportunity, tourism, and sustainable development to the shores of a nationally recognized lake cleanup effort. Scientists from SUNY ESF, the Upstate Freshwater Institute, and the Onondaga Environmental Institute will monitor changes to the lake ecosystems. In partnership with the Great Lakes Research Consortium, research funding will support robotic water-quality monitoring, lake restoration and water-quality sensor design.

Additional opportunities exist for tourism through the center, STEM education for K-12 students, distance learning, and other workforce education. The center will attract companies in connection to the START-UP NY program and on-site research, allowing for future expansion and job growth.

LOCAL GOVERNMENT ENGAGEMENT



Municipal officials and planning boards are often the first point of contact for businesses looking to expand. An ongoing effort to provide information and resources to local government officials is a key component of the CNY REDC’s outreach. In Cayuga County, economic development officials provide monthly updates to the County Legislature and its Planning and Economic Development Committee. Oswego County held a major meeting, briefing 34 community elected officials, and has had additional meetings each month to brief the county and city Upstate Revitalization Initiative committees, comprised of local elected officials. Representatives of the council and Cortland’s economic development officials briefed the Cortland County Legislature Budget and Finance Committee’s seven members, the mayor of Cortland, the Town of Cortlandville supervisor, and council members. Onondaga County regularly updates town supervisors and village mayors of council activities through its monthly newsletter. Economic development officials briefed the members of the supervisors association at its monthly meeting in April.



Visit Syracuse works with local government partners to bring events to the region that support tourism, travel spending, and economic development.

The core of Local Government Engagement is proactively communicating with elected officials and identifying solutions to municipal concerns that are holding back Central New York’s economic development momentum. In Onondaga County, **Consensus**, a pilot initiative to engage municipal officials and the community, released its baseline report in 2015. The report provides a solid qualitative and quantitative foundation from which specific recommendations will be made in the next year. The process is overseen by a commission, with assistance from CGR, a nonprofit management consulting organization with industry-leading expertise in public sector management, municipal governance and service delivery, public finance, and restructuring to yield improved efficiency and effectiveness.



INTERREGIONAL COLLABORATION

The Central New York region continues to identify and pursue opportunities for cross regional collaboration. This table reports previously reported efforts underway and new concepts being explored for further collaborative activities.

	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	
Unmanned Aerial Systems – 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
Connecting Innovation Hot Spots to align programs across regions and share best practices	X		X
Infrastructure – Create a multi-modal hub for global logistics in Central New York	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		
Developing Innovation Districts to centralize business growth and retain talented workers	X	X	
Urban Revitalization – Revitalizing urban commercial districts and neighborhoods and promoting new access to opportunity	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

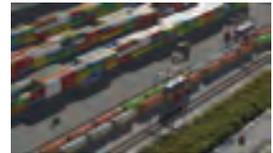
Unmanned Aerial Systems

Through a continued partnership via the NUAIR Alliance, Central New York and the Mohawk Valley have ongoing opportunities to take advantage of significant anticipated market growth in this industry by leading UAS innovations, development, testing and certification.



Inland Port

The development of an inland port has the potential to decrease shipping costs and increase speed to market for companies seeking to expand to global markets.



Syracuse University's National Veterans Resource Complex (NVRC)

The NVRC will position CNY as a hub of research and programming connected to the veteran and military sectors, advance the economic success of the region, and provide veterans and military families across the state and nation state-of-the-art vocational and educational programs.



3.1 IMPLEMENTATION OF KEY REGIONAL PRIORITIES

As previously discussed in the context of New York State's policy priorities and ongoing initiatives, Central New York's progress over the past five years may be traced to three fundamental goals: strengthening concentrations, improving connections to markets, and revitalizing municipal cores. These three goals and 11 overarching strategies inform the region's broader public policy objectives in tandem with the state's priorities. The hallmark of Central New York's continuing economic development work is its commitment to consensus on the actions driving sustained and inclusive growth.



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

Industry diversity is Central New York's economic strength and most pressing challenge. Strategic actions to invest in regional industry concentrations and businesses, encourage cross-industry collaboration, and attract outside investment and interest must continue to maintain momentum.

Key economic systems which lend themselves to Data to Decisions systems cluster growth, capitalize on existing expertise, and present innovation opportunities include:

MANUFACTURING

Manufacturing remains one of the largest employment sectors in the Central New York economy, representing more than 20,000 employees, more than \$1.5 billion in wages, and the largest export industries in the region. Manufacturers support long supply chains and stimulate local economies through the spending of their workers. Characterized by their deep involvement with technological innovation and STEM workers, these companies create good jobs in dozens of high-value, high-technology fields within industries such as metal fabrication, D2D, medical devices, computer software, and energy industries. Specific sectors within manufacturing in our region are poised for growth by becoming leaner and more productive. Creating growth will require help these firms to innovate, update their business models, redeploy assets toward newer products and emerging markets, and develop advanced manufacturing capabilities.

Manufacturing offers high potential for growth in the region in the following clusters: digital and electronic devices, packaging and precision metalworking, metals production and manufacturing, as well as portions of biosciences, clean energy and environmental systems, and agribusiness.

Manufacturing Snapshot	
Establishments, 2013	518
Change in Establishments, 2001-2013	-7.7%
Employment, 2013	20,373
Change in Employment, 2001-2013	-31.1%
Average Annual Wages, 2013	\$61,631
Industry Output, 2013	\$8 billion
Value Added per Worker, 2013	\$100,989
Industrial R&D, 2012	\$150.5 million
Exports, 2014	\$1.5 billion
Change in Exports, 2003-2014	\$95.8 million
Projected U.S. Sales Growth, 2014-2019	2.62%



Darco Manufacturing

R5 Round 5 priority project *Interface Performance Materials*, a manufacturer of engineered composite materials, sealing solutions, and advanced thermal and acoustic management products, will be adding a new production line, retaining 92 jobs, and creating 10 new jobs. The \$2.7 million project will enable *Interface Performance Materials* to add a new patent pending product that is not yet commercially available.

Objective: Sustain and grow our region’s strength in the precision metalworking, primary metal production, and extended shelf life food products clusters.

Actions

- Establish the region as a center of innovation, research and manufacturing expertise for the production of a variety of extended shelf life (ESL) food products (aseptic, UHT) that respond to growing global demand in key markets.

R5 Round 5 priority projects assisting *Morse Manufacturing Company* and *Gear Motions’ Nixon Gear Division* will further strengthen these two important employers in Central New York. *Morse* will be significantly expanding its operations to accommodate market growth. *Nixon Gear* is installing a new production line to accommodate a regional customer and enable reshoring of the component from Belgium.

Objective: By 2020, emerging cluster companies will have doubled their exports, launched new, fast growing product collaborations, and expanded employment by more than 15 percent.

Actions

- Create a comprehensive strategy that supports the retention and growth of regionally significant and emerging cluster companies in the manufacturing sector.



R5 Through its \$8.5 million Round 5 priority project, **Felix Schoeller North America** in Oswego County’s, will purchase and install a new production line and shift manufacturing from a sister foreign location to this location. The project will retain 325 jobs and add 23 new employment opportunities.

HEALTH & ENVIRONMENT

The Health and Environment sector combines some of the most innovative industry clusters of the region and presents high employment and wage concentration and a competitive advantage in growth and export potential to attract research, investment, and employment opportunities. Nearly 400 establishments employ close to 30,000 people and generate \$5.8 billion in economic activity in the region.

Big data is the fastest growing sector of the health care industry but what distinguishes this initiative, and our regional strengths, is a focus on the environmental influences to human health. Health care of the future will be driven by using big data collected from all aspects of a patient’s life experiences, environment, and host conditions allowing customization of treatment. This big data focus also mirrors the need to examine and understand the impacts of environmental degradation and global warming on human health.

Health & Environment Snapshot	
Establishments, 2013	39
Change in Establishments, 2001-2013	1.9%
Employment, 2013	28,175
Change in Employment, 2001-2013	2.8%
Average Annual Wages, 2013	\$49,706
Industry Output, 2013	\$5.8 billion
Value Added per Worker, 2013	\$77,985
Industrial R&D, 2012	\$52.5 million
Exports, 2014	\$539.7 million
Change in Exports, 2003-2014	\$149.5 million
Projected U.S. Sales Growth, annual, 2014-2019	3.6%



The Health and Environment concentration encompasses three Round 5 priority projects. *Crouse Hospital* in Syracuse is planning a \$17.2 million project to significantly expand its chemical dependency treatment services facility, providing much needed capacity to address a significant health care and community challenge. On the environmental side, *Triad Recycling and Energy's* project will construct a nearly \$2 million facility to handle materials that are not currently recyclable, creating 12 new jobs.

Objective: Capitalize on Central New York's existing industry, health care delivery, and academic assets to transform the region into a precision medicine and personalized medicine hub. Precision health companies and institutions have strong global market opportunities that would multiply with increased R&D funding, industry-academia partnerships, workforce training, and venture capital.

Actions

- Establish the region as a leading center for Data to Knowledge scientists, practitioners, firms, and innovations.
- Strengthen academia-industry partnerships to increase private companies' innovation and export potential in precision and personalized medicine.
- Establish the region as a leader in devices, technologies, and services required to support personalized and precision medicine.

Objective: Launch 10 new ventures and create and retain 350 jobs. The emerging Internet of Things has significant potential to disrupt markets for a wide variety of environmental and energy systems.

Actions

- Leverage Central New York's strengths in D2D technologies and entrepreneurship to catalyze next-generation products for "precision" environmental quality and energy controls.

Objective: Attract targeted firms that employ 1,000 workers to relocate in Central New York and grow existing Central New York companies by 500 workers. Reforming the Energy Vision (REV) has significant potential to transform markets for resilient, clean energy in New York State and across the United States.

Actions

- Leverage emerging strengths in advanced manufacturing to target growing markets in distributed energy resources, combined heat and power, and low-carbon HVAC.



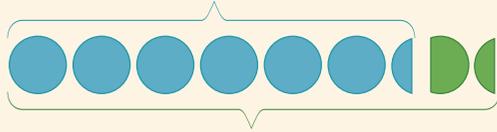
Summit Biorefining's new \$8.5 million integrated biomass processing facility will produce a variety of sustainable bio-products out of regionally sourced, non-food biomass and create 45 new employment opportunities.



WorkTrain, in partnership with Loretto, graduates its first class of certified nursing assistants.

Health, Biomedical Services and Biosciences Industry Cluster

Employment 2013=63,424



Employment 2013=72,468

14% Employment Growth Over 10 Years

High Paying Jobs

Average Industry Wage 2013=\$65,673

Average Wage, All Industries, 2013=\$44,331

=10,000 Jobs



FINANCIAL SERVICES

Financial services are a strong driver of regional employment in Central New York, with approximately 1,032 establishments and 13,331 workers. There are approximately 10,000 additional workers in this sector in the Mohawk Valley region adjacent to Central New York. Central New York's past success in attracting jobs in financial services sector operations is due in part to its relatively low real estate costs; ideal geographic location near major financial centers such as New York City, Boston, Philadelphia and Hartford; availability of low-cost, high-speed telecommunications bandwidth and networks; co-location with defense and aerospace cybersecurity centers of excellence in the Mohawk Valley region; relatively secure geographic location; and skilled workforce and competitive wages. The regional wages of \$59,809 in this industry are approximately 30 percent below the pay rate in large metropolitan areas, yet are significantly above the average regional wages of \$39,660. This region is also home to several leading academic institutions, institutions with a long history of partnering with the business community to provide the workforce they need to succeed in today's rapidly changing environment.

Financial Services Snapshot

Establishments, 2013	1,900
Change in Establishments, 2001-2013	-1.7%
Employment, 2013	17,430
Change in Employment, 2001-2013	-5.0%
Average Annual Wages, 2013	\$59,809
Location Quotient, 2013	0.89
Industry Output, 2013	\$6.9 billion
Value Added per Worker, 2013	\$119,903
Industrial R&D, 2012	\$15.3 million
Exports, 2014	\$242 million
Change in Exports, 2003-2014	\$158.7 million
Projected U.S. Employment Growth, 2014-2019	1.9%
Projected U.S. Sales Growth, 2014-2019	3.5%
Projected Global Growth, 2014-2019	3.9%

R5

Round 5 priority project *McNeil Development Company* is working with a large local managing general insurance agency to create a downtown Cortland office campus and retain approximately 100 jobs. The project will prevent the agency from relocating to South Carolina.

Objective: Promote job openings within the financial services sector.

Actions

- *Make job opportunities available and known to underserved segments of the population who may not have previously considered a career in this field. This includes those who do not have college degrees.*

Objective: Retain highly talented graduates with financial services related degrees.

Actions

- *Align graduates with the needs of the private sector and use the education process to demonstrate the quality lifestyle (affordable real estate, high-quality education and health care, exceptional recreation opportunities, and culture/tourism) that is available in Central New York.*

Objective: Enhance alignment of employer needs and skills taught in the region's education institutions.

Actions

- *Sponsor an industry collaboration day when organizations in this sector meet with regional colleges and universities to discuss industry trends and employment needs and opportunities.*



AGRIBUSINESS

Agriculture is a cornerstone of the Central New York economy and has been for more than 200 years. It maintains the vitality of our region's rural communities, provides food for our urban cores, and offers tourism opportunities for visitors. Central New York has more 3,500 farms and more than 200 food processing companies employing nearly 4,000 people. Indirect economic impacts from those businesses support our vibrant agriculture and food processing sector (e.g., transportation and logistics, technology, manufacturing, research, and energy-related businesses). Agriculture and food processing contribute more than \$53 billion annually to the economy of New York State. Over the past five years the Central New York region has benefited from more than \$435 million of investments in agriculture and agribusiness-related projects. These investments create a stronger agriculture sector and support the growth of the region's export economy. Continued investment is required to remain competitive and capture both domestic and international opportunities, as are a modern and functioning transportation system, clean water, and open spaces.

Agribusiness Snapshot

Establishments, 2013	293
Change in Establishments, 2001-2013	10.3%
Employment, 2013	4,361
Change in Employment, 2001-2013	-22.7%
Average Annual Wages, 2013	\$41,908
Location Quotient, 2013	0.61
Industry Output, 2013	\$2.9 billion
Value Added per Worker, 2013	\$116,148
Industrial R&D, 2012	\$1.4 million
Exports, 2014	\$267.5 million
Change in Exports, 2003-2014	\$115.3 million
Projected U.S. Employment Growth, 2014-2019	0.0%
Projected U.S. Sales Growth, 2014-2019	1.0%
Projected Global Growth, 2014-2019	1.4%

R5

Giovanni Food Company, a Round 5 priority project, is seeking support to consolidate four locations into one facility. *Giovanni*, a leading private label manufacturer of tomato-based products, will be able to take advantage of expected growth in the specialty product market.

R5

Sunoco Inc.'s \$5 million malted barley project will renovate and equip a portion of its existing facility to produce a diverse group of malted products to feed demand in the rapidly growing craft brewing industry.

Objective: Strengthen the agriculture industry by providing new and growing markets for fluid milk and dairy products, fruits, and vegetables produced in Central New York and Upstate New York.

Actions

- Establish the region as a center of innovation, research and manufacturing expertise for the production of a variety of extended shelf life (ESL) food products (aseptic, UHT) that respond to growing global demand in key markets.

Cayuga Milk Ingredients, a Round 1 awardee, is a significant reason why the market for Central New York's extended shelf life dairy products is growing. Pioneering new techniques and processes, in tandem with superior dairy stock and access to markets, make extended shelf life products a natural progression for Central New York's agricultural product offerings. The numerous dairy businesses in the region are already benefiting from this product niche's explosive growth and continue to expand to capture market share.

Objective: The expected development of the inland port in Onondaga County is a first step toward addressing the need for more cost-effective and reliable transportation links providing regional growers and processors with improved access to global markets and supply chains. Make investments in physical infrastructure with primary focus on improvements to rail freight and ports to gain access to metropolitan New York and international markets.

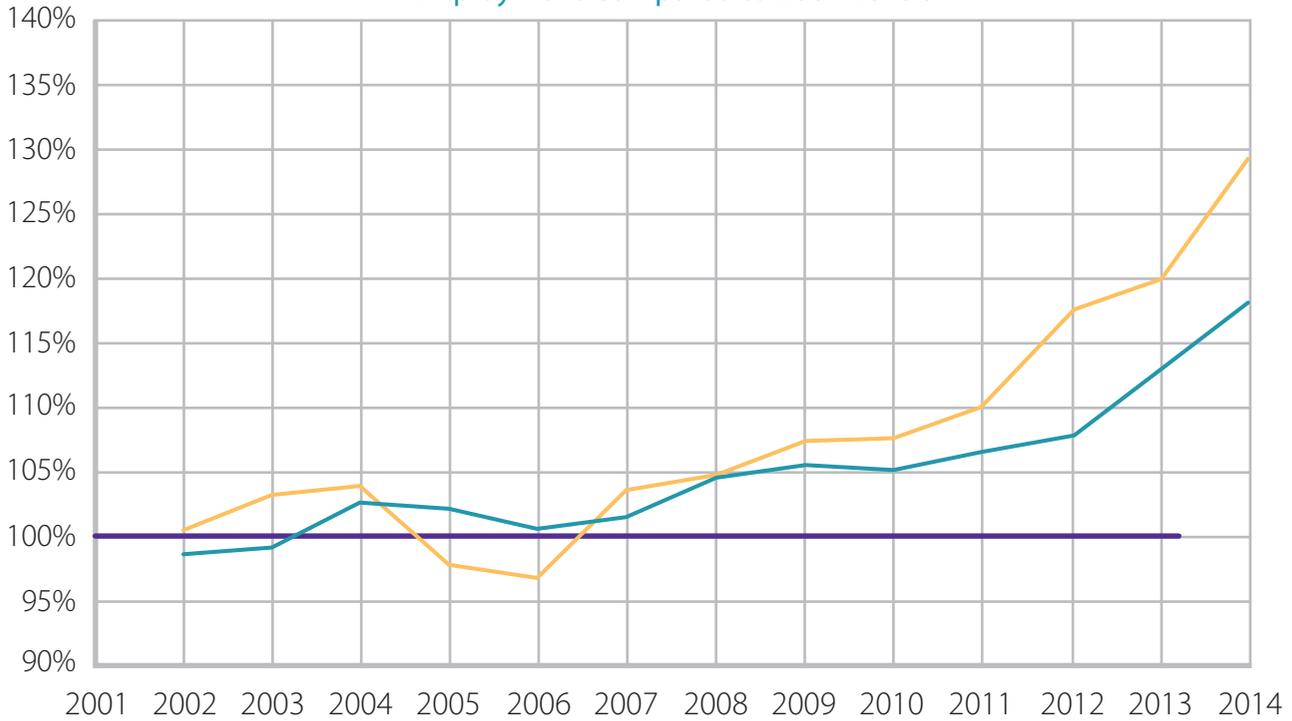
Objective: Open new opportunities in Central New York for production of certain foods whose continuing availability is threatened by changes in weather patterns and resulting long-term drought (e.g., California's Central Valley).

Actions

- Establish the Central New York region as the East Coast center for controlled environment agriculture (CEA) production in the United States.



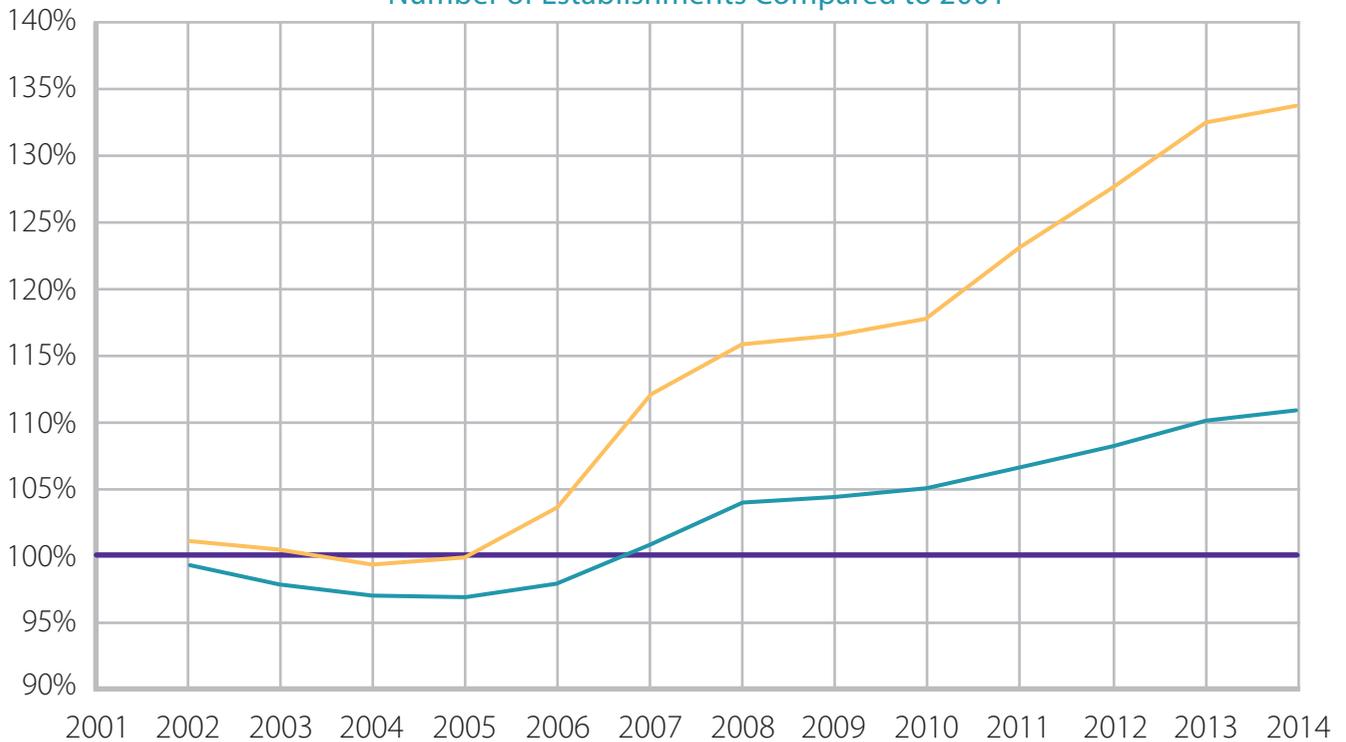
Agribusiness and Food Processing Industry Cluster Employment Compared to 2001 Levels



— CNY — NYS

*100%=2001 employment levels in industry

Agribusiness and Food Processing Industry Cluster Number of Establishments Compared to 2001



— CNY — NYS

*100%=2001 employment levels in industry

INFORMATION SECURITY

The Internet of Things (IOT) is undergoing explosive growth. It is estimated by 2020 that there will be 50 billion smart devices worldwide, including smartphones, PCs, tablets, Unmanned Aerial Systems (UAS), smart cars, smart TVs, wearables, and home automation, as well as applications in health, finance, and smart grid technologies. However, this sector is sorely lacking a cohesive set of standards for communication, security, and interoperability.

The mission of this sector is to penetrate this rapidly growing industry by developing the core technology to provide secure, systematic application of algorithms and architecture to distributed sensor data and dynamic networked databases to make smart, trusted, real-time decisions. The intended outcome is to catalyze significant economic growth in Central New York by leveraging embedded regional strengths to develop a best-in-world capability. Beyond supporting growth of existing local industry, information security sector research will attract more venture capital, more new firms, and research dollars into the region. This effort will support other initiatives in financial services, precision medicine and environmental health, and UAS. It will also help the region attract and retain highly educated talent.

Objective: Create an alliance of local D2D firms and institutions to market the capabilities of the region, create a secure collaboration portal to foster deal matching, and secure 100 regional companies to participate in the portal in year one. The One Institute for the Internet of Things will create a portal that will be an Internet-based collaboration tool that will connect the D2D/IOT systems and technology community. This will serve as a forum for consistent communications, information sharing, and collaboration.

Actions

- The One Institute will organize new consortiums in targeted markets to provide services to D2D/IOT users.

Objective: Since it is assumed that 3,000 net new jobs will be created within 10 years, seek to create at least half of these (1,500) through local efforts.

Actions

- Attract, train and educate, and retain talent in relevant skill areas.



Round 5 priority project **Terakeet** is a significant step toward reaching this objective, with its plans to hire 200 new employees in the next five years.

Objective: Secure \$18 million to build an internal research capacity in the One Institute. This research organization can be used to solve problems for clients in D2D/IOT and will create the intellectual property that client companies will want to license. Secure at least \$5 million in private R&D contracts. Use these contracts to build research capacity at the One Institute and the Assurance Lab. In addition, seek to secure \$5 million in investment capital. This capital can be used to invest in new startups in the D2D/IOT space.

Actions

- Identify the original funding and build a sustainable financial source for this effort.

Policy areas and industry concentrations that encourage outside attention and cross-industry collaboration:

UNMANNED AERIAL SYSTEMS

Central New York is home of world-renowned aerospace, sensor, and air traffic management development corporations; universities recognized for excellence in aerospace research and development, public policy and law; one of only six FAA-authorized Unmanned Aerial Systems (UAS) R&D test sites in the nation; and a Department of Defense installation that is home to the 174th Attack Wing operating MQ-9 Reaper unmanned systems. UAS technology is the next great evolution of civil aviation.



Unmanned Aerial Systems Snapshot	
Establishments, 2013	155
Change in Establishments, 2009-2013	-1.9%
Employment, 2013	7580
Change in Employment, 2009-2013	5.4%
Average Annual Wages, 2013	\$85,142
Location Quotient, 2013	1.53
Industry Output, 2013	No Data
Value Added per Worker, 2013	\$87,644
Industrial R&D, 2012	\$62.6 million
Exports, 2014	No Data
Change in Exports, 2003-2014	No Data
Projected U.S. Employment Growth, 2014-2019	3.4%
Projected U.S. Sales Growth, 2014-2019	5.1%
Projected Global Growth, 2014-2019	No Data

Objective: By 2021, clearly establish Central New York as the world-renowned epicenter of UAS innovation, making Central New York the most important region in the world for the emerging UAS industry.

Actions

- By 2021, establish Central New York as the home of UAS integration, where the first FAA-certified UAS traffic management (UTM) system is developed, manufactured, and certified to enable BVLOS (Beyond Visual Line of Site) integration of UAS into the national airspace (NAS).
- Use the UAS traffic management infrastructure that is developed and fielded for homeland security protection against rogue UAS.

Objective: By 2021, establish Central New York as the world's leading region for UAS standards development, test, and certification, making it the place to come to certify an airframe before it is allowed to fly in the UTM system.

Actions

- Make the Central New York UAS ecosystem so innovative from a certification and UAS traffic management standpoint that companies will locate here to be part of this one-of-a-kind, world-renowned UAS environment.
- Establish Central New York as a leader in UAS policy development and align with certification standards.

Objective: Create an environment in which Central New York becomes the premier home for development and production of the key technologies and systems that will be required for safe integration of UAS into the NAS.

Actions

- Drive the development of new products and technologies required for safe integration of UAS into the NAS.

TOURISM

More than six million potential travelers live within a three-hour drive (and more than 130 million people live within a day's drive) of the vastly diverse destination product mix found in Central New York. Visitors arrive in the region for a multitude of travel purposes, such as leisure, sports, campus visits, conventions, business travel, and visiting friends and relatives. Tourism spending across Central New York saved every individual household in the region \$490 in overall taxes in 2013.

Over the past five years, capital investments in tourism-related projects transformed the look, appeal, and awareness of the Central New York regional destination. The diverse product mix has emerged as the region's most prominent trait, best captured within the **Syracuse "Do Your Thing" brand**. The strategies of the Central New York Regional Economic Development Council directed investment support for hotel facilities, breweries, wineries, trails, event venues, branded marketing outreach, sports development, transportation, and recreational amenities to broaden the destination experience of the region.





Continued improvements to urban-based arts and cultural amenities; community aesthetics; culinary connections to agriculture; transportation infrastructure access, particularly in air, rail and public transit; and hospitality workforce add tremendous depth within the overall regional destination experience. Sustainability of success depends on marketing outreach to drive new customer exposure, infrastructure improvements to enhance customer satisfaction, and additional development to complement overall offerings.

Tourism Snapshot	
Employment, 2013	47,667
Change in Employment, 2001-2013	2%
Average Annual Wages, 2013	\$23,134
Industry Output, 2013	\$4.6 billion
Value Added per Worker, 2013	\$48,562
Exports, 2014	\$138 million
Change in Exports, 2003-2014	40.8%
Projected U.S. Sales Growth, 2014-2019	2%
Projected Global Growth, 2014-2019	2.5%

R5 *Life of Reilley Distilling's* \$350,000 Round 5 priority project to expand its facility will enable the company to capture market opportunities across New York State and correct inefficiencies in its current production process.

Objective: Catalyze \$300 million in new tourism development projects within five years.

Actions

- Foster a unified approach to tourism development across the region and stimulate smart destination design and development to leverage key regional assets.

R5 Round 5 priority project for the expansion of the *Inns of Aurora* will enhance the region's tourism portfolio with its new \$15.5 million, 15,000 square-foot events center and expansion.

Objective: Construct transportation network.

Actions

- Link key regional assets by intermodal transportation systems and greatly improve overall access to the region.

R5 The *Syracuse Regional Airport Authority's* Round 5 priority project will study the next phase of its capital development, including connecting Hancock Airport with the Regional Transportation Center located near the Inner Harbor and the gateway to downtown Syracuse.

Objective: Generate \$100 million in new cultural tourism impacts within four years.

Actions

- Establish a solid base of support and recognition for the region's vibrant arts and cultural landscape.

Significant cultural projects supported by CFA funding in the past include Opendoor House, Erie Canal Heritage Park, the IDEAS Collaborative with CNY Arts, Stone Quarry Hill Art Park, and the Children's Museum of Oswego. Continued Empire State Development and New York State Council on the Arts support will continue to grow this important component of the economy.



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

To encourage new venture and product development and process improvement, prioritize investments in research, innovation, and commercialization, and capture a greater share of the global market, Central New York must build on its history as an innovative economy with unparalleled transportation infrastructure. Initiatives under way continue to bear fruit and will be strengthened by innovation in the concentrations previously discussed as well as pushing for a world-class, globally connected entrepreneurship culture.

ENTREPRENEURSHIP

Entrepreneurs and the small businesses they create are the primary source of all net new job creation in the United States. Central New York has a rich history generating innovative products and successful entrepreneur-led companies. However, in recent decades, the region's ability to create, deliver to markets, and scale business models at the hands of talented entrepreneurs has waned. Central New York is not keeping pace in generating entrepreneurial successes with the same speed and impact as comparable regions in a global context. Recent efforts, including the formation and \$15 million capitalization of **Armory Square Ventures**, are first steps toward addressing the factors hampering the growth of entrepreneurs to fully mature businesses.



Somak Chattopadhyay, Managing Partner of Armory Square Ventures, speaks to startups and community supporters at The Tech Garden.

Fortuitously, this region has rich innovation and entrepreneurship assets and resources which, when effectively utilized and aligned, will drive the required growth and impact. These assets include:

- **Defined pools of talent**, especially students enrolled in higher education institutions; an increasing pool of successful mid-career executives and technologists who seek new ways to deploy their skills without leaving the region; and those 55 and older who would consider encore careers as entrepreneurs
- **A density of higher education institutions** that create fundamental and applied research opportunities, plus the rich fabric of creative people employed within these institutions—entrepreneurs who could become advisors, founders, and other value-added contributors to the innovation ecosystem
- **A collaborative entrepreneurship and innovation ecosystem** of organizations and professionals already dedicated to making significant commitments and investments to ensure success of the ecosystem. For example, the Emerging Leaders program from the SBA (100 hours of free training for higher growth firms with annual sales of \$400,000 to \$10 million). Syracuse is one of only 48 cities nationwide to receive this annually competitive program, and one of the smallest metropolitan statistical areas. Central New York has competitively won this designation for five years consecutively, with federal officials citing Syracuse's robust entrepreneurial ecosystem.

Objective: Create a vibrant innovation district that attracts and retains innovators to Syracuse's urban core—and eventually supporting satellite districts in the region's smaller cities—attracting and incentivizing new real estate development while pushing new frontiers in technology, municipal, and civic infrastructure.

Actions

- *Decrease vacancy on Warren Street 15 percent each year for five years. Attract a mix of anchor technology firms and startups in commercial spaces with the housing and amenity real estate to contribute to the commercial success of the innovation district that total \$15 million in new investments. Create 200 housing unit options in or immediately adjacent to the innovation district. Locate three R&D projects or centers led by major academic institutions in the innovation district within three years.*
- *Grow an ecosystem-wide, early-stage funding platform that increases the availability of seed stage investments to innovators and entrepreneurs.*
- *Increase the number of seed deals in Central New York 50 percent each year for five years. Generate returns via seed funds that support future Tech Garden programming and leads to sustainability in five years. Recapitalize the Seed Capital Fund of Central New York, Grants For Growth, Germinator, and GENIUS NY with \$1,500,000 each.*



Objective: Integrate innovation and entrepreneurship programming, training, and interventions to the broader region's leading and prioritized industries.

Actions

- Increase the number of startup MWBE-registered firms in GFG by 10 percent a year for five years. Meld the work of The Tech Garden and the Innovation Hot Spot partners with the region's tourism and convention practices to host at least one major annual tech event in the region drawing at least 200 attendees. Establish three more regional industry/technology-specific incubators.

Founded in 2015, the **Upstate Minority Economic Alliance's** mission is to harness the economic power of the region's minority community and serve the estimated 8,800 black and Latino business owners across Central New York, the Mohawk Valley, and the North Country. The MEA will work cooperatively to connect its members with the business support services in place around the region.

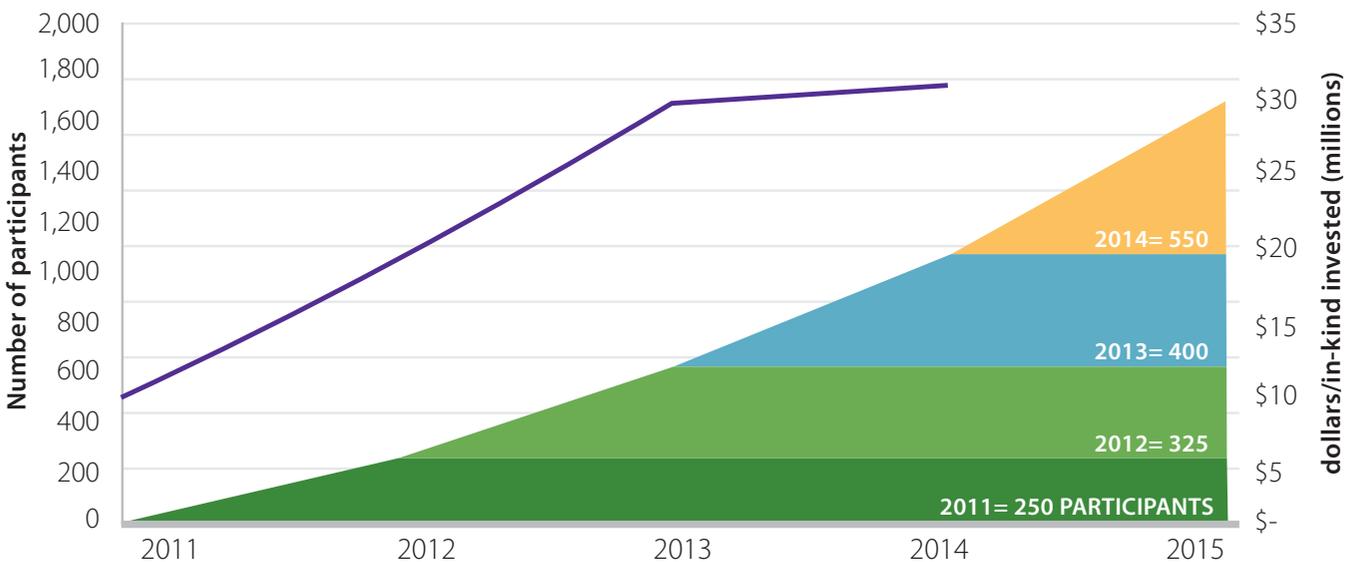
R5 Round 5 priority project **Ascension Gaming Network Inc.** will expand its office and warehouse space in Syracuse to accommodate its growing business and create 42 new technology jobs.

The Germinator, a new startup competition hosted by The Tech Garden in Syracuse, launched in 2015. The \$600,000 competition combines the best of traditional incubation programs with the intensity of an accelerator experience. The two-year program offers world-class mentorship, an in-depth educational experience, and competitive investments based on performance and milestones. It also serves as a model for **GENIUS NY**, the state's new business accelerator program for startups, based in Syracuse, with a focus on data, cyber security, analytics, advanced data driven manufacturing, and other data-centric technologies.



Howard Zemsky, President, Empire State Development Corporation, announces **GENIUS NY**, in Syracuse.

Cumulative Participants and Dollar/in-kind Services Invested in Entrepreneurship Programs at Syracuse Tech Garden Since 2011

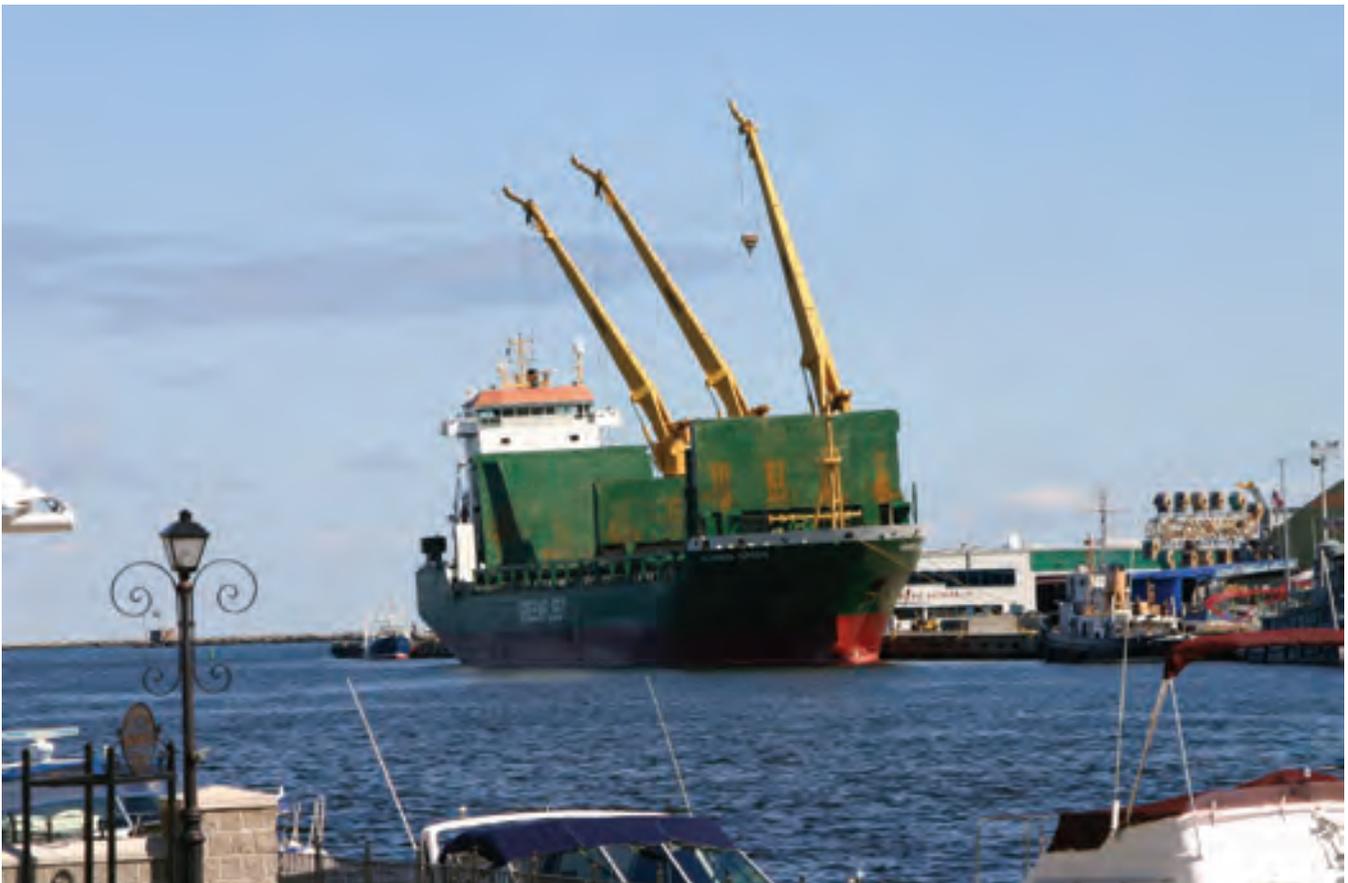


TRANSPORTATION & FREIGHT INFRASTRUCTURE

Central New York can capture a greater share of the global market, in part by building a 21st-century infrastructure. Prosperity and future relevance in an increasingly connected environment, both global and domestic, demand a world-class networking of roads, runways, rails, and waterways. Transportation and logistics infrastructure is vital to travel, trade, and tourism but even more urgent for leveraging access to markets, raw materials, distribution economics, industry growth, and a mobile workforce. Central New York's proximity to major East Coast markets position the transportation and logistics sector to capitalize on the region's physical assets. Central New York is home to more than 13,000 transportation jobs and has experienced sustained growth in recent years, adding jobs since 2001, despite the impacts of the recession. These jobs pay wages that are higher than the regional average and Central New York enjoys higher productivity than the national average in a sector with relatively low barriers to entry.

Investments in transportation and logistics infrastructure enhance competitiveness, productivity, quality of life, land use, and a safer environment. Transportation is also a major decision factor for industries looking to site new facilities, relocate, or expand. While ample evidence supports an undeniable need

for physical rehabilitation of transportation infrastructure, many proponents focus on both direct and indirect job creation in the short term. However, studies, including the Economic Development Research Group and the San Francisco Federal Reserve, have also found long-term gains and sustainable job growth from infrastructure investment. Transportation and logistics infrastructure, quite literally, move our economy.



Port of Oswego.

Central New York is poised to capitalize on revolutions in global logistics:

- Expansion of the Panama Canal is scheduled for completion by early 2016, allowing ships capable of carrying twice the cargo volume to travel through this passage. Current projections indicate that U.S. ports along the Atlantic Coast will receive an increase in cargo, beginning in 2016. The Port Authority of New York and New Jersey estimates that its cargo volume will double over the next decade. **Central New York is in a unique position to benefit** from this problem, with competitive freight rail service from Norfolk Southern and CSX and close proximity to the ports of New York and New Jersey, as well as easy access to Canadian ports and its own seaport, in Oswego. Syracuse has the geographic benefit of being within 500 miles of 100 million people at the confluence of east/west and north/south interstates, short-line and mainline railroads, and a deep-water port on Lake Ontario.
- **Syracuse Hancock International Airport** has the capacity to grow both passenger and cargo service. The investment of \$10,000,000 in securing one or more low-cost airlines would have a payback over five years, conservatively, of \$100 million in reduced fares for business travelers and leisure travelers.
- **The Port of Oswego** has grown five-fold in the last 10 years and has the capacity to continue that growth.

Objective: Build Central New York as a multi-modal hub for global logistics.

Actions

- *Grow Central New York's role and share of global importing and exporting by targeting, expanding, and enabling logistics infrastructure, by streamlining services, support, and physical asset interconnectedness.*

Objective: Develop Central New York transportation and logistics infrastructure as an operational haven from climate change and natural disaster.

Actions

- *Develop and brand Central New York's role and capacity as a critical component of domestic and multinational companies' management of supply chain diversity, safety, and sustainability by capitalizing on lower risk and exposures to climate change and extreme weather events along with site availability, abundant freshwater sources, multiple transportation modes, and close proximity to major domestic markets and import/export corridors.*

Transportation & Freight Infrastructure Snapshot

Establishments, 2013	596
Change in Establishments, 2001-2013	-5%
Employment, 2013	8,817
Change in Employment, 2001-2013	3.1%
Average Annual Wages, 2013	\$48,201
Location Quotient, 2013	0.97
Industry Output, 2013	\$1.4 billion
Value Added per Worker, 2013	\$87,453
Industrial R&D, 2012	\$0.2 million
Exports, 2014	\$77.6 million
Change in Exports, 2003-2014	\$12.3 million
Projected U.S. Employment Growth, 2014-2019	2.8%
Projected U.S. Sales Growth, 2014-2019	2.3%
Projected Global Growth, 2014-2019	3.5%



Development of a multimodal hub and a robust inland port would make Central New York an ideal location to handle this growth in imports along the East Coast.

ACCESS TO ECONOMIC OPPORTUNITY

Finally, connectivity is not simply capturing new markets or literal point A to point B connectors. Central New York must maximize its human capital to support inclusive economic growth. Collaborative public, private, and institutional leadership; emerging industry clusters in international markets; and strong human and natural assets are all factors that make Central New York poised for economic growth. However, our region's rates of poverty and social inequality present a significant hindrance to realizing our full economic potential. Residents within inner-city neighborhoods, rural communities, and, increasingly, inner-ring suburbs are struggling to access jobs and build wealth. The dynamics of increased poverty are unsustainable and pose serious long-term threats to our economy as a whole. Whether it is increased demand for social services (Onondaga County has the highest WIC redemptions per capita in NYS), poor health outcomes (Oswego County has the poorest health outcomes in New York State), spikes in crime, or continued property deterioration and blight in neighborhoods (with commercial districts across the region facing vacancy rates of 20 percent and more), the costs of poverty are too high and cannot be sustained.

These factors, combined with high levels of racial segregation, also undermine Central New York's attractiveness to educated workers and stymie employers who need talent to grow (as evidenced by a two percent net loss in the region's young adult population).

Objective: Increase economic opportunity for unemployed and underemployed Central New York residents, particularly those living in distressed communities and who face significant barriers to success. This will be measured by reductions in rates of poverty and unemployment in target areas and across the region.

Actions

- Encourage and incentivize strategic investments that create quality jobs within or near low-income and distressed communities.
- Create access to employment hubs and anchor employers for low-income workers via transit solutions and strategic housing development.

Objective: Increase wealth and economic capacity, as measured by median income and home ownership rates, within distressed parts of the region, translating economic opportunity into economic stability and growth at the grassroots level.

Actions

- Encourage and incentivize locally owned businesses within distressed neighborhoods and among under-represented populations (e.g., minority populations, women, veterans, etc.).





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

Central New York is fortunate that many of its critical employers are located within what are historically infrastructure-rich municipal cores. Trends show that these neighborhoods are swiftly becoming the most desirable to live, work, and play. Continuing to leverage the region's anchor institutions will enable the region to harness latent energy in its cores and further repurpose existing infrastructure to recreate density.

URBAN CORE



Round 5 priority project *Whitlock Partners Ltd.* will spend nearly \$2.4 million to transform a blighted building in one of downtown Syracuse's most visible corridors. Syracuse Lighting Company LLC is planning to spend \$6.8 million to develop a mixed-use facility—including a brew house, restaurant, and office space—and create 38 new jobs.

Objective: Drive stronger access to job opportunities by locating employers in urban cores.

Actions

- Provide greater access to transportation networks from commercial and employment centers within urban cores. Attract 1,000 new jobs to the region's urban cores over the next three years.

Objective: Establish new partnerships among anchor institutions, small businesses, and nonprofits in their surrounding communities to create new economic opportunities.

Actions

- Organize the region's urban anchor institutions into a collaborative, similar to those in Minneapolis and Chicago, to develop strategies that simultaneously improve the region's urban cores and the strength and resiliency of their institutions.

With support from a previous round, St. Joseph's Hospital Health Center, Nojaim Brothers Super Market, the Lerner Center at Syracuse University's Maxwell School of Citizenship and Public Affairs, and the Near Westside Initiative are collaborating on an innovative, comprehensive health program aimed at improving the health of neighborhood residents through rewards, health care, and education.

Objective: Drive the adaptive reuse of the region's aging building stock and vacant properties. Prioritize and proactively invest in strategic infrastructure.

Actions

- Expand implementation of federal and state brownfield cleanup programs and the state environmental restoration program to attract private sources of capital.

Objective: Develop the fastest and most affordable broadband network in the state over the next 10 years. Central New York's urban cores have an abundance of authentic arts and cultural organizations that serve as an economic engine for the region. To further leverage and enhance this economic engine, these organizations need enhanced programmatic and operational connectivity and more sustainable funding mechanisms.

Actions

- Enhance connections to existing economic assets through innovation and technology.



Downtown Auburn, Cayuga County

ACCESS TO ECONOMIC OPPORTUNITY

As discussed previously, significant populations are not included in the region's economy and present a challenge to continued economic growth. A key component of changing the narrative will be to align urban workforce training programs with needs of growing industry sectors.

Objective: Improve quality of place in distressed neighborhoods, making them more attractive, vibrant, and economically healthy communities. By stabilizing these places, we can better address root causes of segregation as well as social and economic isolation.

Actions

- Empower critical organizations (land banks, community development corporations, public entities) to develop real estate and infrastructure within distressed neighborhoods, improving quality of life.

The Greater Syracuse Property Development Corporation, **Onondaga County's land bank**, has acquired hundreds of tax-delinquent properties and is pursuing an aggressive strategy to rehabilitate, reconstruct, and resell them.



The Greater Syracuse Land Bank demolishes a long-vacant and fire-damaged property on Lilac Street, on the city's North Side.



A graduate of the Green Train workforce training program purchases a house on Syracuse's North Side, with assistance from Cooperative Federal.

3.2 PROPOSED PRIORITY PROJECTS (ROUND 5)

OVERALL INVESTMENT RATIO FOR PROPOSED PRIORITY PROJECTS (ROUND 5)

The total project cost (**\$496,812,899**) to total proposed ESD capital fund investment (**\$30,090,500**) for the proposed Round 5 priority projects is **16.5 to 1**, providing significant impact in return for state dollars.

PRIORITY PROJECT DESCRIPTIONS (ROUND 5)

The priority projects listed on the following pages will boost regional payroll, create and retain jobs, provide strong returns on investment for the region and the State of New York, and advance the CNY REDC’s goals and strategies.

ESD Projects

The CNY REDC has identified and selected priority projects that tie directly to its strategic goals. They strengthen target industry sectors, advance new opportunities for residents and businesses, grow the region’s cities and towns, and reward collaborative ventures among businesses, industries, and anchor institutions. Additionally, many of the proposed priority projects coordinate with new and ongoing state priorities, creating further qualitative benefits for the region. The collective impact of these recommended projects will support every community in the region.

\$42,155,500 is requested (**\$30,090,500** in ESD grant funding and **\$12,065,000** in Excelsior credits) for **45** priority projects to:

- Generate **\$496,812,899** in total project costs
- Retain **140** jobs
- Result in the direct creation of **1,027** new jobs, **1,260** construction jobs, and **297** indirect jobs
- Produce a five-year payroll of **\$96,954,932**

Additional Strategic Projects (CFA-related State Agency Applications)

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

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

- The council applied the region’s goals and considered the opportunities defined by its strategic priorities to select **41** projects for CFA-Related State Agency funding. All meet one or more of the region’s strategic goals.
- These projects applied for **\$30,964,545** in CFA-related state agency funding (**34** percent of total project costs), which would leverage **\$91,054,608** in total project costs.

Proposed Priority Projects Relating to State Priorities

key to following chart

CNY REDC Strategic Goals	State Priorities
Goal 1 - Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets	1 - Regional Economic Cluster Program
Goal 2 - Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies	2 - Global NY
Goal 3 - Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods	3 - Opportunity Agenda
	4 - Sustainability Plan
	5 - NY Rising
	6 - Veterans in the Workforce

PRIORITY PROJECT DESCRIPTIONS (ROUND 5)

Applicant - Project Name	CFA #	Project Summary
Cayuga County		
Inns of Aurora LLC - New Hotel Facilities	52423	Add a 10,000-square-foot spa to be located in a restored mansion; a 15,000-square-foot event center to be located on current farmland; a new support facility for all the Inn's properties that will house a laundry and maintenance operation; and improvements to Village infrastructure.
Lake View Manufacturing LLC, dba Aurora Shoe Company - Plant Expansion	56398	Build a 5,000 sq-ft. addition to existing 5,000 sq-ft. manufacturing facility to provide additional manufacturing and inventory space to accommodate expected wholesale growth in the Asia-Pacific region, expanding company's exports by 10% per year. The addition will also include a retail space to sell products directly to the local community and visitors.
McNeil Development Company - McNeil Insurance Office Campus	56317	Renovate a total of 65,000 sq. ft., including the insurance agency's current 30,000 sq. ft., and an additional 35,000 sq. ft. in adjacent buildings. The project will create an office campus, with cafeteria, training facility, daycare center, and parking improvements.
Cortland County		
City of Cortland - Main Street Feasibility Study	53073	Feasibility study of the conversion of the current downtown Cortland Main Street to a two-way street. The study will generate information and recommendations concerning costs, lane configuration options, public input, and economic impact of such a conversion.
Cortland Plastics International, LLC - Plant Expansion and M&E	55272	Construct and equip an 8,000-square-foot addition to existing 55,000-square-foot plastics manufacturing plant. The company is currently operating three shifts, and cannot handle growth with existing capacity.
D Yaman Properties LLC - Crescent Commons Mixed-Use Residential/Commercial	55924	Acquire and redevelop one-half of the 144,000 sq. ft. vacant former manufacturing plant at 165-177 Main Street in Cortland into commercial space for potential tenants. The other half of the building will be developed separately as a residential facility for Housing Visions, but this is not part of the proposed project.
Madison County		
Community Memorial Hospital - Emergency Department Renovation and Expansion	57237	Renovate and expand, from 1,916 square-feet to 3,935 square-feet, the existing Emergency Department (ED) to provide better access and more appropriate care to the population served.
Farm It Out Produce, Inc. - New indoor hydroponic farming and retail produce operation	53471	Construct and equip a 24,828 sq. ft., year-round greenhouse, of which 20,500 sq. ft. will be dedicated to growing a large variety of produce hydroponically. The facility will also house a Community Support Agriculture retail operation to offer fruits, herbs and vegetables to its members. The company expects to be a USDA "designated merchant," and offer food stamps and SNAP to meet the nutritional needs of lower income families.
Life of Reilley Distilling Company - Expansion	57367	Expand at 4157 Midstate Lane in the Town of Nelson. Currently purchasing of supplies in small lots has led to inefficiencies for business. The expansion will enable better competitiveness due to cost effective with volume purchasing. The project will consist of building renovations and the purchase and installation of production machinery and equipment.
Triad Recycling - Madison County Recycle	56466	Construct, own, and operate a recycling facility on 20 acres adjacent to Madison County Landfill. Materials in consideration for recycling are asphalt shingles, C&D debris, gypsum wallboard, LEED project debris, tires and mattresses - all materials that are currently landfill problems or do not have recycle markets.
Onondaga County		
400 West Division Street, LLC - Solar Street Mixed-Use Construction	49727	Proposing a new 41,000 square-foot mixed use residential, commercial, and office building in Syracuse designed to be compatible with the industrial brick look of the Franklin Square neighborhood.
900 East Fayette Group LLC - East Fayette Historic Mixed-use Renovation	54781	The East Fayette Historic Renovation will return the long-vacant, historic Sylvester Building on E. Fayette St. in Syracuse to productive use, by renovating into a mixed-use commercial/residential building. An addition will also be constructed, resulting in a total of 13,900 square feet of commercial space for 6 tenants and 42 apartments. The project will spur economic activity in a neighborhood with few businesses or residents.
Ascension Gaming Network, Inc. - Expansion	54146	Expansion of office and warehousing space, and purchasing related equipment and furniture. This expansion will allow AGN to expand its collectible trading card website development company into the international marketplace.
CEA Holdings, Inc. - Construction of an Indoor Farm	54969	Construct a modern, environmentally-controlled indoor farm on 100 acres in the White Pine Industrial Park, an as-yet undeveloped industrial site controlled by the Onondaga County IDA for which a Round 1 CFA grant was awarded. The project will be phased in at 20 acres per year over five years.
COR West Kirkpatrick Street Company III Inc. - Van Rensselaer	56255	The Project is a component part of COR's Master Plan for the development of the Syracuse Inner Harbor, and consists of two commercial buildings of approximately 184,000 square feet consisting of 39,000 square feet of retail space on the first floor and 108 market rate apartments.

Grant Request	Excelsior Request	Total Project Cost	Five-year Payroll	Existing Jobs	Retained Jobs	Projected Direct Jobs	Projected Indirect Jobs	Projected Construction Jobs	Strategic Goals*	State Priorities	ROI
\$1,500,000		\$15,500,000	\$5,107,779	135		55		100	1	3	13.74
\$60,000		\$425,000	\$243,000	6		3			2	2	11.13
\$1,100,000		\$7,281,250							1, 3	3	6.62
\$35,000		\$70,000							3	4	2.00
\$250,000		\$1,250,000	\$1,202,800	55	1	11		13	1, 2, 3	3	9.81
\$250,000		\$1,243,506						6	3	3	4.97
\$500,000		\$6,000,000		252	24	6		15	1	3	12.00
\$200,000		\$1,381,830	\$1,186,625			7		17	1, 2	3	12.84
\$50,000		\$356,999	\$730,760			6		1	1		21.76
\$250,000		\$1,940,000	\$1,310,000			12			2	4	13.00
\$1,200,000		\$8,000,000	\$5,000,000			50		50	1, 3		10.83
\$250,000		\$7,945,764						168	3	3	31.78
\$200,000	\$300,000	\$225,000	\$7,120,000	67		42			1, 2, 3	1	14.69
\$1,000,000	\$6,500,000	\$66,482,000				259		125	1	1	8.86
\$2,500,000		\$38,910,000							3		15.56

PRIORITY PROJECT DESCRIPTIONS (ROUND 5) *continued*

Applicant - Project Name	CFA #	Project Summary
Crouse Hospital - Relocation to Larger Chemical Dependency Treatment Facility	50896	Relocate and expand Chemical Dependency Treatment Services program at Crouse Hospital from its existing 34,260 sq. ft. space to approximately 45,000 sq. ft. at a new location to be determined. Additional capacity is needed as the current facility has waiting list of more than 500 clients. Project includes renovation of the new space, and purchase of furniture, fixtures, and equipment.
Earned Visibility Inc. - Terakeet Corporate Headquarters Expansion Project	55787	Renovate a new location in downtown Syracuse, with a minimum of 45,000 square feet. The project will include purchasing and installing new furniture, fixtures and equipment.
Empire Housing and Development Corporation - The Inner Harbor One Stop Veterans Center	55760	Construct a 21,600 sq-ft building to house a One Stop Veterans Service Center at the corner of Van Rensselaer and North Geddes Streets. The center will include a Wellness Center, peer mentor and support staff, dog training, reception, kitchen, and conference space. The One Stop will connect veterans to the community and services including peer support, integrative medicine, employment assistance, service dogs, recreation, and culinary training.
Gear Motions, Nixon Gear Division - Differential Gear Box Reshoring Project	56983	Put in a new line for high helical gears to be manufactured in NYS. This is a reshoring initiative, and includes building renovation and the purchase and installation of new machinery and equipment.
Gelesis - Biomedical Manufacturing Facilities Renovation	55932	Acquire two 40,000 sq-ft facilities and renovate them into commercial-scale, biomedical manufacturing facilities. The project also includes the purchase and installation of manufacturing equipment.
Giovanni Food Co. Inc. - Buidling Expansion	52673	Purchase a state of the art facility in Baldwinsville, and consolidate four locations into one. The project involves the purchase and renovations of a facility as well as purchase of additional food processing equipment.
Infitec, Inc. - Factory Upgrades Training	43112	Renovate company's building and purchase machinery and equipment for the expansion of its printed circuit board company.
JPW Structural Contracting, Inc. - Paint Bay Expansion	56382	Expand a paint bay by adding a 60' x 150' building on the existing property at 6376 Thompson Road in Syracuse.
Morse Manufacturing Company Inc. - Relocation and Expansion	55667	Relocating from current 35,000 sq.-ft. facility in East Syracuse to a 115,000 sq.-ft. facility at 103-105 Kuhn Rd in Syracuse. The project includes building acquisition, renovation, relocation costs, and new machinery and equipment.
Near West Side Initiative - 201 Wyoming	52738	Develop a 1.7 acre lot Syracuse, Onondaga County into a neighborhood performance infrastructure facility. The facility will include an urban markets space, fitness activity space, and outdoor performance space. The project will complement other phases of the Near West Side Initiative, including WCNY, surrounding businesses, and the Movement on Main project.
Power Guardian New York - New company office	57946	Create green energy from biomass collected from right-of-ways by sister company Extreme Forest. The company, from Georgia, will be locating its New York office in Syracuse with micro-grids set throughout CNY and, eventually, the state.
Prima Terra Properties, LLC - Crossroads Project - New Hampton Inn and Out-parcel Development	55282	Develop 1305-1333 Buckley Road in Liverpool, including construction of a new Hampton Inn and Suites, and the infrastructure development of three out-parcels for lease to new, national tenants with uses complementary to the hotel.
Syracuse Business Center Inc. - Dietz at Leavenworth Park Mixed-use Redevelopment	57955	Development of the former R.E. Dietz building located at 225 Wilkinson Street, Syracuse, New York in the Westside neighborhood of Syracuse to a planned mixed-use commercial development adjacent to Leavenworth Park. The development would create the largest residential facility in the neighborhood and become an anchor investment required to create and connect the cultural, social and physical fabric of the Westside neighborhood.
Syracuse Express - Improving Job Opportunities	55990	Purchase two 14-seat buses to transport individuals residing in low to moderate income neighborhoods to their jobs. The company is working with Syracuse Work Train, the Spanish Action League, the Minority Network Alliance and the Syracuse Model Neighborhood Facility Inc. to target places of employment that need this service for their employees.
Syracuse Lighting Company LLC - Brew House/Office/Apartments Mixed-used Renovation	55153	Implement a mixed-use renovation of the former Syracuse Lighting Company headquarters in the downtown Franklin Square neighborhood, in Syracuse. The interior space will be retrofitted to accommodate a craft brew house, restaurant, retail space, tasting area, and office space and apartments.
Syracuse Regional Airport Authority - Hancock Airport Redevelopment/Improvement Planning Study	55106	Conduct a study of its next level of capital development, including the airport parking garage; rental car facility; the private development of a new on-airport hotel, including restaurant and conference facilities; a new skywalk system; and the possibility of re-commissioning the OnTrack rail system (or other light rail alternatives) to connect the Airport to the Regional Transportation Center.

Grant Request	Excelsior Request	Total Project Cost	Five-year Payroll	Existing Jobs	Retained Jobs	Projected Direct Jobs	Projected Indirect Jobs	Projected Construction Jobs	Strategic Goals*	State Priorities	ROI
\$1,000,000		\$17,220,000	\$5,133,808	84		18		24	1	3	22.35
\$600,000	\$1,400,000	\$3,000,000	\$25,747,000	150		200			1, 3	6	14.37
\$1,200,000		\$6,530,000		3				50	3	6	5.44
\$150,000		\$1,063,000	\$675,000	50		4			1	1	11.59
\$2,000,000	\$2,000,000	\$30,000,000	\$16,675,800			79		20	1	1	11.67
\$750,000	\$385,000	\$8,500,000	\$1,100,000		69	6			1	3	8.46
\$90,000	\$100,000	\$500,000	\$1,421,000	47		11		4	1	1	10.11
\$200,000	\$130,000	\$1,000,000	\$1,023,360			10			1		6.13
\$500,000		\$4,500,000			34			30	1	3	9.00
\$200,000		\$1,056,000							3	3	5.28
\$255,000		\$6,310,000				20	42	5	1	4	24.75
\$1,000,000		\$14,220,000				29	100	50	1		14.22
\$1,000,000		\$19,450,814							3	3	19.45
\$100,000		\$135,041		2	2	8			3	3	1.35
\$800,000		\$6,810,000				38		45	1, 3		8.51
\$28,000		\$80,000							1, 2, 3	3	2.86

PRIORITY PROJECT DESCRIPTIONS (ROUND 5) *continued*

Applicant - Project Name	CFA #	Project Summary
Syracuse University - Veterans Resource Complex	57662	Renovate 111 Waverly Avenue in Syracuse into a state-of-the-art, multi-use Veterans Resource Complex that will serve as the home of the Institute for Veterans and Military Families. The project will be a university-community collaboration, that will facilitate programs, trainings, events, and initiatives positioned to advance the social, educational, and economic situation of America's veterans and military families.
The Kimberly at Grant Boulevard LLC, dba The Kimberly Enterprise Center - Mixed-use Renovations	55627	The overall plan for The Kimberly Enterprise Center, at the Sisters of Saint Francis Complex, will convert former convent structures on Syracuse's North Side into a business incubator/shared office space, medical services, assisted living, commercial, and live/work residential hub. Upon the Regional Council's request, the applicant reduced the project to include renovation of only two facilities into shared office, incubator, and commercial space, and the assisted living residence.
Tony Baird Electronics, Inc. - Manufacturing Expansion	51292	Purchase and install advanced manufacturing equipment needed to increase capacity to meet the evolving demands of the transit and defense clients.
Town of DeWitt - Field of Dreams Carrier	51126	Build an all-inclusive outdoor multi-sports complex at the 24.5-acre Willis Carrier Recreation Center in Dewitt. The complex will be universally accessible, to be enjoyed by all residents and visitors of CNY, and 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.
Varsity BLVD, LLC - Mixed-use Reconstruction	55232	The Varsity BLVD Project will reconstruct existing structures at 732-802 South Crouse Avenue in Syracuse, including two Syracuse University icons: Varsity Pizza and Faegans Pub. In addition, the mixed-use property will include 8 floors of residential apartments, 2 floors of commercial spaces, and a 200 space tenant parking facility that will serve students and medical staff at the neighboring complex of academic and medical facilities.
Visiting Nurse Association (VNA) - Continuing Care Call Center Expansion	52960	Expand access to Centralized Continuing Care Call Center located in Syracuse. Project includes interior building renovations, acquisition and demolition of a neighboring property to provide additional parking, and new furniture, fixtures, and equipment.
Whitlock Partner, Ltd. - Whitlock Building Commercial Redevelopment	56313	Complete asbestos remediation, exterior improvements and design, and interior and mechanical improvements (Phases 2-4) as part of the redevelopment of 476-480 South Salina Street in Syracuse. The redevelopment will create retail space on the first floor and high-tech office space on the second floor.
Oswego County		
Felix Schoeller North America, Inc. - New Silicone Coating Line	53896	Purchase and install a silicone coating line in its Pulaski facility to allow the company to shift manufacturing from a foreign location to CNY. The company manufactures silicone coated papers and films for the pressure sensitive adhesive market.
Interface Performance Materials, Inc. - New Production Line	57225	Implement machinery and equipment upgrades to accommodate manufacturing of a new product line. The project includes a new boiler, second paper machine, and related machinery and equipment. The company's products include advanced materials, sealing solutions, and thermal and acoustic management systems.
Lake Ontario Water Park, Inc. - Water Park	57502	Create a 10,000 sq. ft. Water Park that will be located at 90 East First St. The Water Park will enhance the Waterfront Revitalization initiatives and serve as a tourist attraction with a capacity of up to 225 daily visitors.
Oswego County IDA - Oswego Incubator Project	56926	Renovation of a former downtown 43,000 square foot grocery store into a world-class mixed-use START-UP NY eligible incubator. The new facility will contain 29,000 square feet of flexible incubator space; will include business development and entrepreneurial services, mentoring from partner institutions and businesses, makerspace operated by SUNY Oswego for R&D and prototyping, and small business, loan and investment advisers.
Summit Biorefining - Integrated Biomass Processing Facility	54394	Open an Integrated Biomass Processing Facility to produce a variety of sustainable bio-products out of regionally-sourced, non-food biomass. The project will be located in a 50,000-square-foot building to be leased from Sunoco Biofuels at the former Miller Brewery in Volney. The majority of project costs will be in specialized equipment, laboratory, and infrastructure.
Sunoco Inc. - Malted Barley Project	53109	Renovate and equip a portion of its facility into a 30 metric ton per week grain malting facility to be located in Fulton. This system will be capable of producing a diverse group of malted products that our craft brewing industry demands. The facility would supply a significant percentage of the malt requirements for the New York State farm breweries.
Village of Phoenix - Marina Feasibility Study	56482	Study the feasibility of developing a mixed-use facility on a portion of Village-owned property. The conceptual plan includes a marina, small retail shops, affordable housing, a public park and a trail connecting the property to other locations in the Village.
TOTAL		

Grant Request	Excelsior Request	Total Project Cost	Five-year Payroll	Existing Jobs	Retained Jobs	Projected Direct Jobs	Projected Indirect Jobs	Projected Construction Jobs	Strategic Goals*	State Priorities	ROI
\$2,000,000		\$10,700,000						30	1	4	5.35
\$1,200,000		\$23,216,224				4		25	3	3	19.35
\$52,500		\$213,870		4		2		2	1	1	4.07
\$100,000		\$11,000,000				7			1	3	110.00
\$1,200,000		\$63,954,000				6	100	150	3		53.30
\$1,000,000		\$6,300,000	\$5,373,000	284		30		65	1		11.67
\$280,000		\$2,371,487						50	3	3	8.47
\$1,200,000	\$250,000	\$8,500,000	\$5,440,000	325		23			1	2	9.61
\$400,000	\$200,000	\$2,700,000	\$2,190,000	92	10	10		5	1		8.15
\$400,000		\$5,215,000				18		75	1		13.04
\$1,000,000		\$6,000,000						20	3		6.00
\$1,000,000	\$800,000	\$70,000,000	\$10,275,000			45		100	1, 2	4	44.60
\$1,000,000		\$9,156,114		80		8	55	15	1		9.16
\$40,000		\$100,000							3	4	2.50
\$30,090,500	\$12,065,000	\$496,812,899	\$96,954,932	1,636	140	1,027	297	1,260			14.09

ADDITIONAL STRATEGIC PROJECTS

Application #	Business Name	Project Name	County	Eligible Agencies	Description	Funding Requested	Total Project Cost	% of TPC
Arts								
54204	Canal Society of New York State	Erie Canal Heritage Park NYSCA	Onondaga	Arts	The Canal Society's Erie Canal Heritage Park at Port Byron is requested to restore to full-time status the Society's Executive Director to better meet the new demands of the Park. This unique facility combines educational interpretation with convenient access to the c1853 Lock 52 and adjoining historic structures.	\$49,500	\$144,000	34.4%
57401	The Childrens Museum of Oswego	Executive Director Position	Oswego	Arts	The Children's Museum of Oswego will hire a full-time, salaried Executive Director to equip the organization with its first paid staff member and allow it to increase organizational capacity. The position will create significant opportunities for efficient leadership, fund and program development, facilities management, oversight of the exhibit design and fabrication process, volunteer/staff management, accounting and marketing the organization.	\$35,400	\$47,200	75.0%
53194	Stone Quarry Hill Art Park	NYSCA Staff Development	Madison	Arts (\$49,500) Parks (\$23,000)	Enhance the visitor experience of Stone Quarry Hill Art Park to facilitate greater public use and benefit of the Art Park's extensive recreational, educational, and cultural programs and facilities. The project will achieve this goal with a three-pronged approach: staff recruitment (NYSCA program), trail improvements, and a master planning process.	\$72,500	\$106,000	68.4%
53654	Parents Promoting Dance	DTS Workforce Development Project	Onondaga	Arts	Dance Theater of Syracuse seeks to expand its management capacity with the position of DTS School Director, a new, part-time position with the potential to support the growth and development of the organization.	\$40,000	\$50,000	80.0%
Total						\$197,400	\$347,200	56.9%
Canal Corporation								
51848	Village of Cazenovia	Lakeland Park Hand Boat Launch	Madison	Canals	Construction of a hand launch for kayaks and canoes along the canal, located within Lakeland Park in the Village of Cazenovia. This municipal park is widely used as a place for recreation, community gatherings, and events. Kayak and canoe access via the canal that forms the southern border of the park property would provide a safer and more enjoyable experience for park users.	\$71,225	\$71,225	100.0%
Total						\$71,225	\$71,225	100.0%
DEC - Department of Environmental Conservation								
54588	Cedarwood Engineering Services PLLC	City of Cortland Pomeroy Street Sewer and Stormwater Study	Cortland	DEC	Produce an engineering report to study the condition of the existing sanitary collection and conveyance system along with the stormwater collection/conveyance for the Pomeroy Street corridor.	\$24,600	\$24,600	100.0%
54747	Barton Loguidice DPC	DeRuyter Lake Public Sewer Feasibility Study	Madison	DEC	In the interest of preserving the long-term water quality of DeRuyter Lake, this project seeks to address the current and future water quality concerns by investigating the feasibility of public sewers in the lakeshore community area. Various alternatives would be studied and recommendations would be provided in a Preliminary Engineering Report for inclusion of the project on the Environmental Facilities Corporation's CWSRF Intended Use Plan.	\$37,500	\$37,500	100.0%
54694	Onondaga County	Syracuse Urbanized Area Comprehensive Storm Sewer Mapping Project	Onondaga	DEC	MS4s in the SUA have engaged in storm system mapping at vastly different levels ranging from "planning to start" to "system fully mapped." The mapping protocols used vary at the same scale. This project will produce an online, comprehensive, interactive GIS storm sewer map accessible for use by members of the CNY Stormwater Coalition.	\$168,000	\$224,000	75.0%
56571	Barton and Loguidice DPC	Town of Hastings Caughdenoy Sewer District Infiltration and Inflow Study	Oswego	DEC	Conduct an infiltration and inflow study for the wastewater collection system serving the Caughdenoy Sewer District (CSD). The expected outcome of this study will be a Preliminary Engineering Report (PER) that identifies the sources of excess wet weather flow in the CSD collection system and a recommended sanitary sewer rehabilitation plan that will address the issues identified in the report.	\$22,000	\$27,500	80.0%
55891	MRB Group	Village of Marcellus WQIP	Onondaga	DEC	Locate an overall Wastewater Treatment Plant (WWTP) Improvement Project, at an estimated cost of \$5.4 million, on the existing WWTP site. Proposed upgrades are expected to meet the new limits outlined in the village's modified State Pollution Discharge Elimination System Permit as a result of the Onondaga Lake Phosphorous Total Maximum Daily Load.	\$2,125,000	\$2,500,000	85.0%
Total						\$2,377,100	\$2,813,600	84.5%
DOL - Department of Labor								
51892	Falso Industries Inc	Falso Manufacturing Improvement	Onondaga	DOL	A training program to keep metalworkers' basic skills up to pace with technology and market demands. All training will be completed at the Falso Industries Syracuse location during normal business hours and will consist of five separate courses scheduled around business needs. Scheduling, production, competitiveness and quality will all be discussed.		\$18,000	

ADDITIONAL STRATEGIC PROJECTS

Application #	Business Name	Project Name	County	Eligible Agencies	Description	Funding Requested	Total Project Cost	% of TPC
57961	Cayuga Community College CITI BOCES	IBEST Healthcare Pathways Program	Oswego	DOL	The I-BEST model combines career technical skills with adult literacy skills. The program is team taught and focuses on addressing barriers to employment, low literacy skills, job skills, and experiential learning opportunities. We will offer nurse aide, home health aide, personal care aide programs using the I-BEST model. Students will be able to select a program in medical assisting, medical coding, and practical nursing upon either completion of an entry level I-BEST program.	\$100,000	\$100,000	100.0%
52516	Pathfinder Industries Inc	ISO	Oswego	DOL	ISO 9001 certification. To be done on site at 117 North 3rd. St. Fulton, NY 13069. We would like to acquire training to become ISO certified. This would allow us to obtain more work from several of our existing customers that will soon require this to perform their work. Also to pursue other opportunities from places that require ISO certification to make their parts.		\$30,000	
52929	Solstice Power	Employee CAD Training Program	Onondaga	DOL	Complete design, integration, and simulation CAD software training. This will address issues related to the relative R&D costs required to perform the design, manufacture, and testing of technology before going to market. Completion of CAD modeling, CFD, FEA, and manufacturability simulations, is expected following this training program.		\$28,000	
51723	Tony Baird Electronics, Inc.	Technical Services OTJ Training Employee	Onondaga	DOL	Continue to make progress in the Technology Integration Industry by implementing the Technical Services OJT program, averting layoffs, and hiring employees to train. The program will give TBE the ability to increase revenue and cut costs by training sales employees, technicians, and associates to provide the most recent emerging technologies. Training will take place at TBE's central office and on project sites.		\$182,600	
53896	Felix Schoeller North America Inc	Pulaski Coater	Oswego	DOL (\$100,000) ESD (\$1,870,000) NYPA	Purchase and install a Silicone Coating production line at Pulaski facility to allow a shift in manufacturing from a foreign location to Central New York. Estimated total investment in equipment and infrastructure is \$8.5 million. Expected to install equipment in 2016.	\$1,970,000	\$8,500,000	23.2%
Total						\$2,070,000	\$8,858,600	23.4%
DOS - Department of State								
56924	City of Oswego	City of Oswego Waterfront Feasibility Study	Oswego	DOS	The target focus of the waterfront area is the 1st Ward in the City of Oswego which can become an important waterfront corridor that will benefit the city as well as Oswego County and the region. The city currently owns and/or controls 8 properties that are located on or adjacent to the waterfront area. A preliminary approach and scope of work has been created for the Oswego Waterfront Feasibility Study.	\$132,250	\$265,411	49.8%
53350	Madison County	Old Erie Canal	Madison	DOS	Leverage this historic waterway and one-of-kind asset to inform and catalyze new development opportunities along the Old Erie Canal corridor, which stretches from the Town of DeWitt to the City of Rome following the 36-mile Old Erie Canal State Park. The project is focused on the communities surrounding the Park and how they can leverage the asset of the canal to create economic opportunities and place-based revitalization for their communities.	\$83,000	\$190,007	43.7%
54132	Cayuga County Department of Planning and Economic Development	Owasco Lake Watershed Management Plan Implementation Incorporation of the EPA Nine Key Elements	Cayuga	DOS	Implementation of a priority action in Owasco Lake Watershed Management and Waterfront Revitalization Plan (OLWMWRP) through the incorporation of the EPA's nine key elements into the plan.	\$35,000	\$70,000	50.0%
55846	City of Cortland	Phase 2. Cortland, Cortlandville, Village of Homer Smart Water Meter Installation Project	Cortland	DOS	With funding provided by the 2014 LGE Phase 1 grant, the Town's system now has the capacity to incorporate the City of Cortland and Village Homer meters into the data collection and billing process. To fully intergrate the system the the City and Village must completely convert their current meters to communicate with the Town's system. Phase 2 is the installation of 1654 meters.	\$600,000	\$660,000	90.9%
50368	Cayuga County Department of Planning Economic Development	Union SpringsSpringport Local Waterfront Revitalization Program Plan	Cayuga	DOS	Develop and assist with the adoption of a Joint LWRP Plan for the Village of Union Springs and the Town of Springport. The County, with assistance from a local Advisory Committee, will undergo a thorough inventory and analysis of existing conditions; develop a vision for the future of the waterfront, recreational areas and the historic downtown; set goals, objectives, and develop program policies that clearly articulate how the community intends to realize that vision.	\$58,000	\$116,000	50.0%
Total						\$908,250	\$1,301,418	69.8%
EFC - Environmental Facilities Corporation								
53374	Onondaga Community College	Green Gateway and Living Lab	Onondaga	EFC	Transform the Mawhinney Hall Gateway Plaza and West Quad – a primary pedestrian thoroughfare and outdoor gathering space on campus – into a showcase for green infrastructure practices.	\$780,000	\$892,000	87.4%
Total						\$780,000	\$892,000	87.4%

ADDITIONAL STRATEGIC PROJECTS

Application #	Business Name	Project Name	County	Eligible Agencies	Description	Funding Requested	Total Project Cost	% of TPC
ESD - Empire State Development								
52975	Cayuga County Planning Economic Development	Cayuga County Wayfinding and Interpretive Signage Plan Phase 1	Cayuga	ESD	Phase I of the Wayfinding Plan is a template project for a collaborative and cohesive Regional Wayfinding System being developed in parallel by 6 counties. The Plan will be implemented throughout Cayuga County on priority driving routes connecting established tourism hubs and assets.	\$75,000	\$100,000	75.0%
55712	FREE Center	FREE Center Tourism Marketing Grant	Madison	ESD	The FREE Center is a grassroots non-profit established in 2006, located in Fenner NY in the midst of 20 wind turbines. It will install the innovative On-Cell system linking the Center with the Eco-Tourism network of 9 renewable energy sites in Madison County. A large (2 MW) solar project to be located on Buyea Rd. will be added. The On-Cell system provides a mechanism for visitors to access information at each site via their cell phones.	\$15,850	\$21,450	73.9%
53960	Erie Canalway Heritage Fund Inc.	World Canals Conference 2017: Promoting Syracuse and Central New York as an International Destination	Onondaga	ESD	World Canals Conference 2017 is an ambitious undertaking, requiring adequate resources to achieve its full potential. Funding will enable a full suite of conference activities and tours that promote the Erie Canal, Syracuse, and CNY as an international destination.	\$273,350	\$757,445	36.1%
Total						\$364,200	\$878,895	41.4%
ESD, NYPA, Parks								
43112	Infitec, Inc.	Factory Upgrades Training 2015	Onondaga	ESD, NYPA	Project includes: New and incumbent worker training; acquisition of a "Flying Probe Test System" to improve the testing of assembled Printed Circuit Board assemblies produced at the plant; acquisition of a "Low Pressure Molding System" to add new capabilities to offer new products to the market for both Printed Circuit and Wire Harness assemblies; acquisition of support equipment such as equipment carts and handheld inventory data collection devices; roof repair/ replacement to improve overall condition and energy efficiency of factory.	\$100,000	\$500,000	20.0%
54969	CEA Capital Holdings Fresh Farms	Project Empire	Onondaga	ESD, NYPA	CEA constructs/operates a sustainable and innovative business, growing commercial quantities of locally-grown vegetables and berries on 339 acres in Onondaga County, NY. 100+ ac. to be built over 5 years. This modern indoor farm will employ 1300 full time employees.	\$18,720,500	\$66,482,000	28.2%
Total						\$18,820,500	\$66,982,000	28.1%
HCR - Homes and Community Renewal								
52797	NYS Tug Hill Commission	Albion Water System Study	Oswego	HCR	A feasibility assessment, preliminary engineering report, income survey, environmental/SEQR, and funding/project development will be completed for the Town of Albion in stages, to get the Town to the point of a funding commitment if each phase is approved and the next one undertaken. Lack of access to public water inhibits economic growth in the area.	\$0	\$50,000	0.0%
54947	City of Cortland	Cortland New York Main Street Program	Cortland	HCR	The Cortland Main Street Program II will use \$425,000 in NYMS funds to renovate 7 to 8 buildings in its historic downtown and build upon the success of its first NYMS grant. This includes façade renovations to all 7 buildings and interior renovations to 14 commercial and 10 residential units.	\$425,000	\$1,444,025	29.4%
54246	Crouse Marshall Business Improvement District	Crouse Marshall NYS Main Street	Onondaga	HCR	Program will encourage owners to renovate commercial and mixed use buildings in the Crouse Marshall Business District located in University Hill in Syracuse. Funds are sought to renovate facades and to undertake improvements to vacant or underutilized structures. This is the business district that is closest to the region's anchor medical and educational institutions, which are also the region's largest employers.	\$280,000	\$576,000	48.6%
52365	Village of Fair Haven	Downtown Building Redevelopment Analysis and Design	Cayuga	HCR	A Downtown Redevelopment Analyses and Design Project provide property owners the resources (analyses and designs) needed to undertake commercial redevelopment projects. The resources will include: building condition assessments; feasibility studies; architectural plans, and scopes of work, including cost estimates, for approximately six buildings.	\$20,000	\$24,250	82.5%
55256	Village of Homer	Microenterprise Assistance Program	Cortland	HCR	A Microenterprise Assistance Program will provide grant funds to new and existing microenterprises. The Village has received pre-applications from 7 businesses requesting a total of \$180,000 in grant funds. Those businesses are proposing to create 12 FTE jobs.	\$0	\$225,000	0.0%
Total						\$725,000	\$2,319,275	31.3%
NYSERDA								
53087	Central New York Regional Planning and Development Board	CNY Bright Lights Program	Onondaga	NYSERDA	Over three years, the CNY RPDB will convert 5,615 streetlights to LEDs, or ~2,172 streetlights per year. The CNY RPDB expects to work with a minimum of 16 municipalities that already own their streetlights or are planning to negotiate with the utility to acquire their lighting fixtures. The number of municipalities participating in the project will depend on utility negotiations.	\$3,000,000	\$4,000,000	75.0%
Total						\$3,000,000	\$4,000,000	75.0%

ADDITIONAL STRATEGIC PROJECTS

Application #	Business Name	Project Name	County	Eligible Agencies	Description	Funding Requested	Total Project Cost	% of TPC
Parks								
54493	Oswego County	Camp Zerbe Waterfront Access and Enhancement	Oswego	Parks	Create a safe pathway for users of the main lodge to access the handicapped accessible restrooms on the site. In addition, the existing trail that leads to Lake Lorraine, itself a unique component of the park, has fallen into disrepair and badly needs to be made safe eliminating the trip hazards that are created by roots and other obstacles.	\$40,000	\$63,445	63.0%
50542	Town of Richland	Haldane Center Improvement Project	Oswego	Parks	The Town of Richland is seeking grant funding from the NYS Office of Parks, Recreation and Historic Preservation (OPRHP) for the Haldane Center Improvement Project, which will increase use of the facility located on Maple Avenue Extension in the Village of Pulaski; improve access to recreational opportunities for those with limited abilities; expand educational opportunities for children and adults; decrease energy consumption; reduce operation and maintenance costs; and support the local economy.	\$269,400	\$359,200	75.0%
56267	Syracuse Urban Renewal Agency	New Urban Space	Onondaga	Parks	The redesign of the site will be a catalyst for the continued downtown redevelopment, and will support various populations, including downtown residents and workers who will enjoy the new space on a daily basis; property owners and employers, who can leverage downtown's vibrancy when recruiting and retaining tenants and workers; and visitors, drawn to the experiences Downtown Syracuse has to offer.	\$300,000	\$593,125	50.6%
53762	Howland Stone Store Museum	Opendore Project Phase 3	Cayuga	Parks	Reconstruction of the west wing emphasizing universal accessibility. Located in southern Cayuga County at 2978 Route 34B in the Hamlet of Sherwood, Opendore was the home where, a century ago, Isabel Howland hosted important public rallies promoting women's rights.	\$150,000	\$400,000	37.5%
54336	Pulaski Boylston Snowmobile Club	Snowmobile Club Trail Groomer Acquisition	Oswego	Parks	Purchase a 2016 Tucker Model 2000D1-26-5-173 snow equipment to maintain 100-miles of snowmobile trails in NYS Corridor 5A, Northern Oswego and Southern Jefferson County. The 2-passenger cab friendly save operational costs and rubber track automatic is expected to reduce the cost of operations and maintenance in maintaining the trails by replacing and upgrading older equipment.	\$168,032	\$210,040	80.0%
52924	Village of Homer	Route 11 Corridor Acquisition Project	Cortland	Parks	Acquire 4 blighted properties as Phase 1 in developing a linear park between Rt. 11 and the Tioughnioga River. Two properties are adjacent and are being utilized for automotive repair: an inappropriate use of the sites and a blight on the river.	\$311,403	\$415,205	75.0%
50378	Seward House Museum	Multipurpose Room Project	Cayuga	Parks	The project area is located at the south east corner of the Seward House Museum in a semi-attached building. The new exterior visitor entrance will be located on the northern elevation of this structure. The outcomes will be a fully preserved and rehabilitated building shell that restores aspects of the historic façade while providing improved accessibility, a comfortable staging area, and immersive technology inside the interior multipurpose space.	\$333,000	\$444,000	75.0%
55722	National Abolition Hall of Fame and Museum	Smithfield Community Center Accessibility	Madison	Parks	There are four working entries to the first floor of the SCC. 3 entries have steps; 1 entry has a ramp. The 17 + 4 steps on the front stair to the second floor raise 19.' Persons with limited strength, mobility limitations, breathing issues, etc. cannot manage the stairs to the second floor at all, or at cardiac or injury risk. The construction will include upgrading electrical connections to electrical boxes to allow more light.	\$79,035	\$105,380	75.0%
Total						\$1,650,870	\$2,590,395	63.7%
TOTAL						\$30,964,545	\$91,054,608	34.0%

4 Work Groups

4.0 OVERVIEW

This year, the CNY REDC reassessed the roles of previous work groups and transformational initiative teams to meet the dual challenge of the 2015 Strategic Plan Update and the Upstate Revitalization Initiative. Eleven new work groups convened to assess the past four years' progress, update initiatives, and identify policies to further the region's economic growth. These work groups, in collaboration with the state agency resource team, reconsidered and reevaluated past and present policy priorities and strategies.

The eleven Strategy and Analysis Work Groups focused on key industries and economic systems:

1. **Agribusiness**
2. **Access to Economic Opportunity**
3. **Entrepreneurship**
4. **Financial Services**
5. **Health & Environment**
6. **Information Security**
7. **Manufacturing**
8. **Tourism**
9. **Transportation & Logistics**
10. **Unmanned Aerial Systems**
11. **Urban Core Revitalization**

These work groups were formed based on the region's knowledge of key economic priority areas informed during the creation of the CenterState Agenda for Economic Opportunity, the region's Metropolitan Business Plan developed in 2013 in partnership with the Brookings Institution and regional stakeholders. A total of 120 public and private experts interviewed businesses and analyzed data provided by the Battelle Memorial Institute, the Brookings Institution, and the University of Buffalo Regional Institute as they examined these priority areas.

Additionally, the **Public Participation Work Group** coordinated outreach to the public and stakeholders through a series of public engagement meetings, information sessions, and social media.

This year, 24 meetings attracted more than 1,490 participants. Additionally, the Public Participation Work Group deployed surveys, intake forms, and project submission forms to collect the opinions of Central New York residents that were unable to attend meetings and events. These methods allowed the CNY REDC to reach and receive input from an additional 454 constituents from around the region.

Data collected was disbursed to work groups and REDC members, allowing them to more fully understand the needs and interests of the Central New York community they represent.

Lastly, the CNY REDC started the Round 5 process with more Facebook page "likes" than any other council. Through this year's social media efforts, the CNY REDC's Facebook page nearly doubled its "likes" from 300 to more than 590. This resulted in an expanded reach to more than 55,000 Central New Yorkers, with over 1,100 people clicking, liking, or sharing CNY REDC posts



Public meetings seek ideas from the community.



Social media outreach.



Work Groups present findings at CNY Strategy Summit.

4.1 WORK GROUP MEMBERS

AGRIBUSINESS

Tom Blanchard, **CenterState CEO (Chair)**

Brian Anderson, **National Grid**

Keven Bucklin, **Cayuga Milk Ingredients**

Mike Chamberlin

Maureen Fellows, **SUNY College of Environmental Science and Forestry**

Brad Keating, **Dairy Farmers of America**

David Rogers, **Morrisville State College**

Tom Shephard, **Dairy Farmers of America**

Anastasia Urtz, **Onondaga Community College**

ACCESS TO ECONOMIC OPPORTUNITY

Meg O'Connell, **Allyn Foundation (Co-chair)**

Tim Penix, **SUNY Syracuse Educational Opportunity Center (Co-chair)**

Carla DeShaw, **Cayuga Community College**

Peter Dunn, **CNY Community Foundation**

Ron Ehrenreich, **Cooperative Federal Credit Union**

Jeffrey Grimshaw, **SUNY Oswego**

John Halleron

Mike Haynie, **Institute for Veterans and Military Families**

Mike Metzgar, **Onondaga Community College**

Sharon Owens, **Southwest Community Center**

Dominic Robinson, **CenterState CEO**

James Schmeling, **Institute for Veterans and Military Families**

Lenore Sealy, **CNY Works**

Chris Todd

ENTREPRENEURSHIP

Seth Mulligan, **CenterState CEO (Chair)**

Dave Bulger, **tuzag, inc.**

Nicole Camarre, **Armory Square Ventures**

Jim Carrick

Somak Chattapadyay, **Armory Square Ventures**

Braden Croy, **Syracuse University**

Troy Evans, **Syracuse Coworks**

Chedy Hampson, **TCG Player**

Liz Liddy, **Syracuse University**

John Liddy, **The Tech Garden**

Adam McGivern, **Downtown Cortland Partnership**

Alex McKelvie, **Syracuse University**

Jake Mulcahy

John Spatola, **Lake Effect Applications**

Austin Wheelock, **Oswego County**

FINANCIAL SERVICES

Nick Dereszynski, **Brown & Brown Empire State (Chair)**

Frank Behlmer, **BNY Mellon**

Michael Brunner, **Bank of America**

Sue Lavalley, **AXA Equitable**

Linda LeMura, **Le Moyne College**

Don Napier, **POMCO**

Mike Novakowski, **CenterState CEO**

Thomas Schneider, **Pathfinder Bank**

Deborah Stanley, **SUNY Oswego**

HEALTH & ENVIRONMENT

Deborah Stanley, **SUNY Oswego (Chair)**

Bob Allen, **Crouse Hospital**

David Amberg, **SUNY Upstate Medical University**

Ed Bogucz, **Syracuse University**

Terry Brown, **Syracuse University**

Pam Caraccioli, **SUNY Oswego**

Chris Carrick, **Central New York Regional Planning and Development Board**

Robert Corona, **SUNY Upstate Medical University**

Ellen Furnari, **SUNY Upstate Medical University**

Kristen Mucitelli-Heath, **St. Joseph's Hospital Health Center**

Ellen McCloskey, **SUNY Oswego**

John Mosack, **Bristol-Myers Squibb**

Joanne Thompson, **Welch Allyn**

Crystal Wayman, **SUNY Oswego**

Ashley Wilson, **Welch Allyn**

INFORMATION SECURITY

Mark Viggiano, **Niteo Park (Chair)**

William Fisher, **Onondaga County**

David Mankiewicz, **CenterState CEO**

Shu Kai Shin, **Syracuse University**

MANUFACTURING

Michael Johnson, **Johnson Brothers Lumber Company (Co-chair)**

Randy Wolken, **Manufacturers Association of Central New York (Co-chair)**

David Bottar, **Central New York Regional Planning and Development Board**

TOURISM

David Holder, **Visit Syracuse (Chair)**

David Aitken, **Destiny USA**

Kimberly Boynton, **Crouse Hospital**

Dr. Joan Johnson, **Morrisville State College**

Larry Leatherman, **MOST**

Steve McClintic, **SUNY Upstate Medical University**

Kathryn Ruscitto, **St. Joseph's Hospital Health Center**

Ann Marie Taliercio, **UNITEHERE Local 150, AFL-CIO**

David Turner, **Oswego County**

Troy Wafner, **New York State Fair**

TRANSPORTATION & LOGISTICS

George Joyce, **Laser Transit (Co-chair)**

David Schneckenburger, **Thompson & Johnson Equipment Co., Inc. (Co-chair)**

Nate Fenno, **NY S&W Railroad**

Kendra L. Hems, **NY Trucking Association**

Zelko Kirincich, **Port of Oswego**

Kevin Schwab, **CenterState CEO**

UNMANNED AERIAL SYSTEMS

Orrin B. MacMurray, **C&S Companies (Chair)**

Col. John Balbierer, **174th Attack Wing**

Larry Brinker, **NUAIR Alliance**

Mark Glauser, **Syracuse University**

Gregory Larioni, **Lockheed Martin**

Craig Marcinkowski, **Gryphon Sensors**

Matt Massiano, **Saab Sensis Corp.**

Paul Tremont, **SRC Inc.**

URBAN CORE REVITALIZATION

Ben Walsh, **City of Syracuse (Chair)**

Amy Birdsall, **City of Oswego**

Shane Broadwell, **Oswego County**

Steve Butler, **CNY Arts**

Rich Cunningham, **Thoma Development**

Walt Dixie, **Jubilee Homes**

Marilyn Higgins, **Syracuse University**

Scott Ingmire

Andy Maxwell, **City of Syracuse**

Ryan McMahon, **Onondaga County Legislature**

Vito Sciscioli

Stephen Selvek, **City of Auburn**

Bill Simmons, **Syracuse Housing Authority**

Alden Max Smith, **City of Oneida**

Merike Treier, **Downtown Committee of Syracuse**

Katelyn Wright, **Syracuse Land Bank**

PUBLIC PARTICIPATION WORK GROUP

Andrew Fish, **Cayuga County Chamber of Commerce (Chair)**

Bob Allen, **Crouse Hospital**

Alyssa Balzina, **BizHub CNY**

John Becker, **Madison County Board of Supervisors**

Carla DeShaw, **Cayuga Community College**

William Fisher, **Onondaga County**

Kipp Hicks, **Madison County IDA**

Michael Johnson, **Johnson Brothers Lumber Company**

Steve Kulick, **Le Moyne College**

Lindsay Ott Wilcox, **iHeartMedia**

Rita Paniagua, **Spanish Action League**

Garry VanGorder, **Cortland County Business Development Corp.**

Kris Waelder, **Crouse Hospital**

Randall Wolken, **Manufacturers Association of Central New York**

4.2 ACKNOWLEDGEMENTS

WRITING TEAM

George Bain, **Syracuse University**

Jason Chiesa, **Empire State Development**

Timothy Drumm, **Syracuse University**

Jim Fayle, **Empire State Development**

Andrew Fish, **Cayuga County Chamber of Commerce**

Christa Glazier, **Center State CEO**

Rita Paniagua, **Spanish Action League**

Eric Persons, **Syracuse University**

Ben Sio, **Center State CEO**

Honora Spillane, **Onondaga County Office
of Economic Development**

Melanie A. Mahoney Stopyra, **Syracuse University**

Tracy Verrier, **Cayuga Economic Development Agency**

DESIGN & PUBLICATION TEAM

Ansun Graphics

Eric Mower + Associates

Joye Morrisseau Graphic Design

Such Chaos



**Central New York
Regional Economic
Development Council**

2015-2016 STRATEGIC PLAN UPDATE

CAYUGA | CORTLAND | MADISON | ONONDAGA | OSWEGO