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See Appendix A for Team Members

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A Message from the Council

The Central New York Regional Economic Development Council (CNY REDC) is taking ownership of its future by leveraging its many assets to create a diverse, sustainable, and globally competitive economy. Thanks to Governor Andrew Cuomo’s new approach to economic development and the tools provided to us through the REDC process, we are building on our region’s history of collaboration to create new and sustained opportunities for all who live and work in Central New York.

This progress report highlights the region’s significant accomplishments over the past year, the challenges we continue to address, and new strategies to create prosperity for our communities and the businesses that invest in our region’s economy. These accomplishments include growing key sectors with the creation of state-of-the-art facilities and quality jobs; accelerating our global competitiveness with new efforts to drive innovation and effectively respond to private sector workforce needs; and revitalizing municipal cores through improvements to physical infrastructure and empowerment of the residents who make up our community fabric.

The vision established by the CNY REDC measures success beyond the accomplishments and investments made in individual projects. Rather, the council and its partners measure success based on how projects and initiatives are transforming our communities and fulfilling the promise of opportunity for the region. Since the release of the Five-Year Strategic Plan, the region is:

- Advancing Round 1-funded projects. Seventy-four capital projects were awarded state funding in 2011 through the Consolidated Funding Application (CFA) process, 96 percent of which are started or are on schedule. These projects are growing and sustaining jobs in core industries, and generating new construction that improves the physical character of our communities. The $103.7 million in CFA funding awarded to CNY has the potential to leverage more than $900 million in private investments.
- Creating a more inclusive environment by addressing barriers that have disenfranchised segments of our society from the economic development decision-making process in the past. As a result, we are seeing investments leveraged in our most challenged urban neighborhoods and rural communities, and recognizing the strong contributions of the arts and culture in our economy.
- Accelerating the plan’s goals and strategies by investing in human capital through a focus on education and leveraging anchor institutions to train the workforce of tomorrow; promoting collaborations between the private sector and anchor institutions to drive research and development, innovation, access to new international markets, and workforce alignment; and improving collaboration among economic development entities to enable investors to navigate available resources and opportunities in a clear, predictable, and transparent manner.
- Advancing long-term strategies through eight Transformational Initiatives that coordinate investments and policies, and empower coalitions to make significant economic change across the region. The council has established leadership teams around these initiatives to advance their implementation and to provide insight and expertise on tactics and actions to best accomplish the goals of the strategic plan.
- Leveraging collaborations and investments outside the scope of the REDC process—including competitive federal programs, foundation funding, private investment, and other community resources—to support the plan.

Any honest assessment of our progress would also include the need to address persistent challenges to realizing the region’s full economic development potential:

- Urban and rural poverty
- More inclusiveness for underrepresented populations
- Translating university-based research to the commercial marketplace
- Misalignment of worker skills and industry needs
- Transportation infrastructure improvements
- Government fragmentation and municipalities in crisis

The council stands ready to partner with the governor, his administration, the legislature, and other councils across the state to develop smart solutions that address these regional challenges.

To move forward, this progress report and year two action plan puts forth a competitive and diverse group of 34 priority projects for Round 2 funding. These projects advance the CNY REDC’s goals and strategies, connect with Transformational Initiatives, leverage the greatest return on investment—in terms of dollars, jobs, human capital, and community impact—and stimulate economic growth across five counties.

These projects represent a total proposed state investment of $33.3 million, leveraging $175.1 million in private and other funding for total project expenses of more than $208.4 million, and a five-year total payroll of more than $151 million. Together, they support the creation of 825 new jobs and the retention of 799 existing jobs, leveraging a return on investment of 10.79.

They also emphasize human and social capital, focus on international business opportunities, and take advantage of strong partnerships between public and private institutions—including businesses, anchor institutions, and governments. These projects will have a direct catalytic impact across our region. The CNY REDC is once again asking the state to offer a vote of confidence in our region by making another sizable investment in these projects. At the same time, the CNY REDC continues to aggressively leverage other resources and investments to advance the region’s strategic plan.

Tracking the implementation progress of the region’s plan is a key component of the CNY REDC’s focus in 2012-2013. The council will work with CenterState CEO and the Central New York Community Foundation—which manages the CNY Vitals program that provides one of the most comprehensive and up-to-date sources of data for the region—to monitor and evaluate progress. Additionally, through a partnership between the Brookings Institution and CenterState CEO, the council will utilize market-based performance metrics to track the overall performance of the regional economy, the impact completed projects have on our community, the economic impact of strategies, and the progress in implementing recommended actions to determine areas to strengthen strategies and take advantage of emerging opportunities.

In summary, we are making significant progress on projects and strategies within the plan, and with leveraged community support, we are steadily moving the CNY economy forward. Through our Five-Year Strategic Plan and its projects, the CNY REDC remains committed to seeking long-term, transformational change, while looking to our assets, strategies, and established coalition of partners to create and guide real economic growth.
Mensaje del Concilio

El Concilio Regional para el Desarrollo Económico de New York Central (CNY REDC) toma propiedad de su futuro proveyendo e influenciando sus numerosas ventajas disponibles para crear una economía diversa, sostenible y competitiva globalmente. Gracias al nuevo enfoque del Gobernador Cuomo para el desarrollo económico y las herramientas provistas a nosotros a través del proceso del REDC, estamos edificando en la historia colaborativa de nuestra región para crear nuevas y sostenibles oportunidades para todos los que residen y trabajan en New York Central.

Este reporte de progreso, refleja logros significantes de la región en este último año, los retos que continuamos manejando, y nuevas estrategias para crear prosperidad para nuestras comunidades y los negocios que invierten en la economía de la región. Estos logros incluyen, crecimiento de sectores claves por medio de la creación de las mas modernas facilidades y trabajos de calidad; acelerando nuestra competencia global con nuevos esfuerzos para encaminar innovación y responder efectivamente a las necesidades de personal en le sector privado; y la revitalización de centros municipales a través de mejoras a las plantas físicas y habilitando a los residentes quienes son el ciemiento de nuestra comunidad.

La visión establecida por el CNY REDC el año pasado mide triunfos más allá de los logros e inversiones habituadas en proyectos individuales. Mas bien, el concilio y sus afiliados miden los logros basado en como los proyectos e iniciativas están transformando nuestras comunidades y cumpliendo con la promesa de oportunidad para la región. Desde la publicación del Plan Estratégico de cinco años, la región está:

- Progreso Primera-Ronda de Proyectos Financiados, Setenta y cuatro proyectos recibieron fondos del estado en el 2011 a través del proceso de Aplicación de Consolidación de Fondos (CFA). Estos proyectos están creciendo y sosteniendo trabajos en industrias centrales, y generando nueva construcción cual esta mejorando el carácter físico de nuestras comunidades. Los $103.7 millones otorgados a CNY a través de los fondos CFA tienen el potencial de canalizar mas de $900 millones en inversiones privadas.
- Creando un ambiente de inclusión según manejamos las barreras que en el proceso de la toma de decisiones en el pasado han privado el desarrollo económico en segmentos de nuestra sociedad. Como resultado, estamos viendo inversiones influyendo económicamente a nuestras vecindades urbanas y comunidades rurales con más desafíos, y reconociendo las grandes contribuciones que representan el arte y la cultura en nuestra economía.
- Acelerando las metas de los planes y estrategias por medio de inversión en el capital humano enfocándonos en la educación influyendo en instituciones anclas para entrenar la fuerza laboral del mañana; promoviendo colaboraciones entre el sector privado e instituciones anclas para emprender investigación y desarrollo, innovación, acceso a nuevos mercados internacionales, y alineamiento de la fuerza laboral; y mejorar la colaboración entre entidades que representan desarrollo económico permitiendo a inversionistas navegar recursos disponibles y oportunidades de manera clara, predecible y transparente.
- Adelantando estrategias a largo plazo a través de ocho iniciativas transformacionales que coordinan inversiones y políticas, y empoderan las coaliciones a través de la región a llevar acabo significantes cambios económicos. El concilio ha establecido equipos de liderazgo alrededor de estas iniciativas para adelantar su implementación y para proveer intuición y pericia en tácticas y acciones para lograr de mejor manera los objetivos del plan estratégico.
- Influenciando colaboraciones e inversiones fuera del alcance del proceso del REDC—incluyendo programas federales competitivos, fondos de fundaciones, inversiones privadas, y otros recursos en la comunidad—para apoyar el plan.

Una evaluación honesta de nuestro progreso también señala los persistentes desafíos que enfrentamos como región según nos esforzamos para mejorar nuestra condición económica. Atado a nuestro progreso viene una continua necesidad de manejar retos para realizar el potencial completo de un desarrollo económico:

- Pobreza urbana y rural, y mas inclusión para la población infrarrepresentada
- Traducir investigación con base en las universidades al mercado comercial
- Realineamiento en las habilidades de los trabajadores y necesidades de la industria
- Mejoras en la infraestructura de la transportación
- Fragmentación del gobierno y municipalidades en crisis

El concilio esta listo para colaborar con el Gobernador, su administración, la legislatura, y otros concilios a través del estado para desarrollar soluciones inteligentes para manejar los extraordinarios desafíos regionales.

Para movernos adelante, este reporte de progreso y el segundo año del plan de acción impulsa un grupo diverso y competitivo de 34 proyectos prioritarios para la segunda ronda de fondos. Estos proyectos adelantan los objetivos y estrategias del CNY REDC, conectando iniciativas de transformación, influyendo en la mejor devolución de inversión—en término de dólares, trabajos, capital humano, e impacto en la comunidad—y estimula crecimiento económico en cinco condados.

Estos proyectos representan un total propuesto de inversión del estado de $33.3 millones canalizando $175.1 millones en fondos privados y otros para un total de gastos de proyecto de mas de $208.4 millones, y un total de nomina en 5 años de $151 millones. Juntos, estos apoyan la creación de 825 nuevos empleos, y la retención de 799 empleos existentes, e influye en una devolución de inversión de 10.79.

Estos también enfatizan en el capital humano y social, enfocándose en oportunidades de negocio internacional, y toma ventaja de fuertes asociaciones entre instituciones públicas y privadas, incluyendo negocios, instituciones claves, y gobiernos. Estos proyectos tendrán un impacto catalítico directo a través de la región. El CNY REDC una vez más pide al estado que le ofrezca un voto de confianza en nuestra región haciendo otra inversión grande en estos proyectos. De igual manera, el CNY REDC continuara mediendo agresivamente otros recursos e inversiones para adelantar el plan estratégico de esta región.

Observar el progreso de implementación del plan de la región es un componente calve de enfoque del CNY REDC en el 2012-2013. El concilio trabajara con CenterState CEO y el CNY Community Foundation, quienes manejan programas vitales en New York Central y proveen uno de los más completos y actualizados recursos de datos para la región, para monitorear y evaluar el progreso. Adicionalmente, a través de una asociación entre el Brookings Institution y el CenterState CEO, el concilio utilizara métricas basadas en prácticas del mercado para realizar el seguimiento del desempeño de la economía regional, el impacto que tienen en la comunidad los proyectos completados, el impacto económico de estrategias, y el progreso de implementación de acciones recomendadas para determinar áreas que necesitan reforzar estrategias y aventajarse de oportunidades salientes.

Resumiendo, estamos llevando a cabo un progreso real y significante con proyectos y estrategias dentro del plan, e influenciando el apoyo de la comunidad, estamos constantemente moviendo la economía de CNY hacia adelante. A través del plan estratégico de cinco años y sus proyectos, el CNY REDC continuía comprometido a la búsqueda a largo plazo, proyectando cambio y transformación, según vemos nuestras ventajas, estrategias y coaliciones de asociaciones establecidas para crear y guiar un crecimiento económico real.
Overview

1.0 STRATEGY & PROGRESS OVERVIEW

The Central New York Regional Economic Development Council (CNY REDC) has a plan that is leading transformational economic growth through innovation, collaboration, and catalyzing the region’s unique economic assets and human capital to their maximum potential. The region’s greatest opportunities come not only from utilizing the core industries that drive its economy today, but also by building an environment for entrepreneurship, embracing diversity and inclusion in how the region invests and grows, and training the best minds and talent that will create prosperity long into the future.

At its core, the CNY REDC strategic plan outlines three overarching goals that will build a diverse, sustainable, and globally competitive economy:

- **Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets**
- **Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies**
- **Revitalize our Region’s Urban Cores, Main Streets, and Neighborhoods**

Within the framework of these goals, the CNY REDC provided a set of strategies in 2011 as a foundation for its Five-Year Strategic Plan. These strategies leverage regional assets by emphasizing that the region’s most competitive industries remain key to growth in a global economy well into the future, and that human capital and anchor institutions are the greatest resources to drive innovation and develop strong neighborhoods and communities. The council embodied these strategies in a set of projects that are moving forward, in partnership with New York State, to bring new prosperity to the region and further define Central New York as a creative corridor for investment and productivity.

In addition to these projects, the council identified eight transformational initiatives to coalesce strategies, coordinate investments and policies, and empower coalitions to make significant economic change across the region during these next five years and beyond. In 2012, the CNY REDC assembled teams of regional experts, including council members and those embedded within relevant industries and community organizations, to map out these transformational initiatives for the council to guide progress and advise it on emerging projects and key strategic decisions. The Transformational Initiative teams include (see Appendix A for team members):

**New York Energy Regional Innovation Cluster (NYE-RIC)**

Central New York will lead a statewide innovation network that produces new and improved products and services for advanced buildings and sustainable communities. The initiative will create thousands of jobs in CNY and tens of thousands across the state by strengthening connections between companies with universities; leveraging exceptional assets for research, development, demonstration, and commercialization; and increasing sales of products and services made in New York to major markets in the state, across the United States, and around the world. In CNY, the initiative will accelerate the rebirth of a regional cluster of advanced manufacturers of thermal and environmental controls systems, including products and professional services for heating, ventilation and air conditioning; refrigeration; air purification; energy conversion; combined heat and power generation; drinking water supply; storm water management; waste water treatment; and remediation of contaminated ground and surface waters.
**Food to Markets**
The region is transforming the existing framework of how food grown in Central New York is produced and sold, transitioning from a mass exporter of commodities to a robust industry that focuses on local needs and incorporates value-added processing operations to export finished products with a higher rate of return. This system will place equal value on small farm operations and large-scale operations, recognizing the necessity of both. This will be accomplished by supporting initiatives to increase demand in CNY for locally grown products; encouraging the establishment of a recognizable brand for CNY products; incentivizing value-added processing operations; and establishing a distribution system that aggregates supply to meet increasing demands.

**Tourism, Arts and Culture**
Consumer arts, culture, and history define Central New York. The unique, dynamic, accessible, and critical mass of artistic and cultural experiences makes the region a compelling place to live or visit. Growth and prosperity depend on supporting arts organizations and cultural opportunities. Tourism will be driven by progressive marketing of arts and cultural offerings, and sustaining the development of arts and cultural endeavors that reach national and international audiences. Regional initiatives are moving forward to develop and implement a 2013 tourism marketing plan specifically for the CNY arts and cultural experience that will maximize connectivity among arts and cultural providers.

**Innovate Upstate**
The CNY region includes a significant density of world-class academic institutions. Across the broader, 12-county CenterState region, premiere research institutions such as Syracuse University, Cornell University, SUNY Upstate Medical University, Clarkson University, and others deliver nearly $1 billion in sponsored research annually. Additionally, major institutional and public and private economic development programs over the past decade have indicated that a pipeline of innovative technologies and entrepreneurs exists, but a systemic lack of growth capital has hampered the region’s ability to grow. The region is developing a CenterState Venture Fund, a for-profit investment vehicle to make equity investments at the $500,000 to $2 million level in high-growth ventures. The fund will address a critical gap and be a catalyst for attracting private investment to the region.

**Broadband Investment**
The CNY REDC supports investment in broadband by implementing innovative solutions to create affordable broadband access for underserved and unserved communities throughout the region. To remain globally competitive, the CNY REDC will identify and address needs for further development and deployment of broadband, and position the region to maximize available funding to ensure rural communities and the agribusinesses they support have the same capability to engage in global markets as do urban populations.

**Say Yes to Education**
Say Yes to Education’s focus for transforming Central New York and how it will make the region competitive in national and global markets in 10, 20, 50 years and beyond. Say Yes can dramatically strengthen its reach and scope through a regional approach to youth support services, college enrollment and completion, vocational training, and a collaborative strategy among public and private sectors to create a seamless transition of success for children from Pre-K-12 into higher education and ultimately into the workplace.

**Municipal Core Reinvestment**
After decades of disinvestment, municipal cores in the region are once again becoming thriving commercial and cultural districts, flanked by flourishing neighborhoods and access to sustainable means of transportation. City centers are alive with activity, fueled by the region’s strong arts and culture venues that make urban cores destinations for university students, local residents and visitors. From cities to rural villages, these cores are the cultural, commercial, civic, recreational, and employment centers of the region. Along with a growing residential population, municipal cores offer engaging street life, visual appeal, and easy access to arts, education, and retail. The regional community is proud of its municipal centers—urban and rural—which welcome visitors and support many attractive institutions and amenities. These municipal centers are places where historic structures are creatively reused, innovation prospers, and investments are strategic and sustainable.

**Waterfront Revitalization**
Central New York has a unique economic opportunity in its diverse and vast waterfront resources. The CNY REDC will look to invest in the region’s waterways through mixed-use redevelopment of waterfront communities; attraction and retention of water-intensive industries; development of low-cost, sustainable energy; marketing of recreational and heritage tourism; and promotion of international and international trade and commerce.

Aligning directly with the Five-Year Strategic Plan developed in Round 1 of the REDC process, these transformational initiative teams are charged with helping monitor and lead the implementation of strategies and actions over time to ensure the council’s prudent, long-term decision-making. While each overarching goal and its related strategies in the Strategic Plan are integral to the success of the region, these transformational teams will focus attention on critical areas that need an elevated level of resources and coordination.

1 CenterState New York region: Cayuga, Cortland, Herkimer, Jefferson, Lewis, Madison, Oneida, Onondaga, Oswego, St. Lawrence, Seneca, and Tompkins counties.
“The Central New York region has a terrific cluster of firms and institutions developing innovations to improve energy efficiency and indoor environmental quality. Our new facilities focus on opportunities to create jobs by helping local companies develop products for buildings across the state and around the world.”

—ED BOGUCZ, EXECUTIVE DIRECTOR, SYRACUSE CENTER OF EXCELLENCE

Strategy Overview
In 2012 and 2013, the council is focused on those strategies with immediate opportunity for implementation, while maintaining a long-term view on each strategy within the Five-Year Strategic Plan. Strategies and their progress are summarized below by corresponding goals, however many strategies interrelate with each other and across the council’s three over arching goals. Similarly, the council’s priority projects are selected because they accomplish multiple goals and strategies, as well as advance the region’s transformational initiatives—all for the purpose of leveraging greater economic impact for the region and beyond.

The council continues to provide direct oversight and guidance to advance the following strategies and is working in partnership with regional stakeholders and organizations to support the implementation of all strategies and actions listed in the Five-Year Strategic Plan.

Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets

Strategy: Invest in Existing Regional Industry Concentrations and Businesses
Last year, the CNY REDC laid out strategies to focus investment and growth in the region’s core industrial sectors, which include Clean Energy and Environmental Systems (CEES); Health, Biomedical Services, and Biosciences; Financial Services; Agribusiness and Food Processing; Advanced Manufacturing; and Tourism. These clusters were identified largely because of their size and scale of operations and employment, connections with the region’s anchor institutions — educational, health care, and cultural — and concentration of expertise and other assets that can sustain future growth. The council also recognized that investments in these industry clusters must go beyond supporting their needs in bricks and mortar to assisting research that drives innovation and aligns talent to catalyze and sustain future growth. The subsequent creation of the council’s transformational initiative teams this past year will further guide the implementation of strategies and encourage relationships across sectors and broaden the range of investments into the region that support core industries.

Progress Overview
1. Priority industry concentration: Clean Energy and Environmental Systems (CEES)
   The continued support and strengthening of the Clean Energy and Environmental Systems (CEES) cluster remains a significant priority for the CNY REDC throughout 2012 and 2013. Five projects funded through the Round 1 CFA process support the growth of this cluster, an indication of the community’s strong commitment to the businesses and technologies present in the CEES industry. To further illustrate this support, the community, through a partnership with the Brookings Institution, has developed detailed metrics and market information on the regional CEES cluster. This knowledge will be used to track growth of the industry and to encourage new partnerships and efforts to help clean tech businesses penetrate compelling market opportunities.

   Since drafting the Five-Year Strategic Plan, the community continues to develop projects and partnerships to further strengthen and invest in the CEES cluster. Recognizing the growing need to drive innovation within existing businesses and establish new technologies that can be adopted by entrepreneurs, the region initiated targeted commercialization and cluster-supported projects.

Round 1 Project & Strategy Progress
• The NYE-RIC Transformational Initiative team was formed to identify and coordinate opportunities in this sector.
• R&D laboratories construction commenced in May 2012 at the Syracuse Center of Excellence (SyracuseCoE). Two labs are part of an $8.7 million total renovation at the facility catalyzed by a $3 million first-round REDC award. Design will be completed in 2012 for the new $4.3 million Intermodal Transportation Facility that will connect the Syracuse COE with business and researchers working throughout the University Hill; construction is scheduled to begin in the fall. Additional R&D laboratories are being designed and will be under construction early in 2013.
• The SyracuseCoE Green Streets program has made progress with green infrastructure and a brownfield redevelopment demonstration project on the SyracuseCoE campus.

• A green roof is being added to SUNY College of Environmental Science and Forestry’s (SUNY ESF) new Gateway Building, funded in part by a $413,000 first-round CFA award from the NYS Environmental Facilities Corporation. The roof will be used as a focal point for laboratory and studio experiences. Completion of the $28.3 million Gateway Building project is anticipated in fall 2012.

• Fulton Thermal Corporation has commenced construction on a Low Emissions Burner RD and Large Boiler Manufacturing project.

• Cooper Crouse-Hinds is adding a state-of-the-art Development Laboratory and Engineering Center to drive innovations in its LED lighting technologies and power distribution systems.

Additional Progress in Region Supporting and Advancing this Strategy

• The Onondaga Lake cleanup is taking shape with more than 500 Central New York scientists, engineers, and skilled craft laborers working with Honeywell, the New York State Department of Environmental Conservation, and Onondaga County to upgrade municipal waste water, capture contaminated groundwater before it reaches the lake, and initiate one of the most sophisticated dredging projects in the country—all while utilizing advances in green technologies such as biofuels, recycled materials, and other sustainable solutions. By addressing a fundamental environmental need for the community, the partnerships are developing solutions that could be exported to other markets working to address similar challenges.

• SUNY ESF and ReEnergy, a CNY company, secured a $4.3 million award from the U.S. Department of Agriculture to capitalize on the emerging biomass opportunities to grow shrub willow for use as a renewable energy fuel source in Central and Northern New York.

• A Federal Advanced Manufacturing Challenge proposal has been submitted by a team of six institutions and organizations (Syracuse University, CenterState Corporation for Economic Opportunity (CenterState CEO), Manufacturers Association of Central New York (MACNY), Central New York Technology Development Organization (CNY TDO), SUNY ESF, Onondaga Community College) to accelerate the growth of this emerging regional cluster given the existing and future market opportunities for the approximately 35 local manufacturers in the thermal and environmental control systems industry.
A clean-energy proof-of-concept and new venture development center is being developed through a partnership between Syracuse University, CenterState CEO, and the CNY TDO based on a growing regional need to commercialize clean-energy technologies developed at regional institutions. In July, the team submitted an application to NYSERDA to work with seven universities across the state to establish a collaborative enterprise to accelerate inception of clean-energy ventures based on university research.

2. **Priority industry concentration: Health, Biomedical Services, and Biosciences**

   Dominated by the region’s health care providers and medical device manufacturers, the health, biomedical services, and biosciences sectors are among the region’s largest employers and strongest sectors to pursue compelling new growth opportunities. Since 2011, these sectors have begun to collectively address some underlying obstacles to growth while initiating projects that will open up new markets, commercialize new technologies, and foster a stronger regional entrepreneurial presence.

**Round 1 Project & Strategy Progress**

- **CNY Biotech Accelerator** — Funded in part by a Round 1 CFA grant, construction has continued throughout 2012 on this project (formerly known as CNY Biotechnology Research Center). With an expected opening date of early 2013, the accelerator has made significant organizational progress in offering incubation space for biotech entrepreneurs and encouraging the commercialization of technologies developed at SUNY Upstate Medical University (SUNY Upstate) and SUNY ESF. Two tenants have been signed to the accelerator, and SUNY Upstate has hired an executive director to lead the final stages of build-out.

- **St. Joseph’s Hospital Health Center** — Construction of a 104,000-square-foot patient tower, including 110 private rooms, intensive care units, and a 73,000-square-foot surgical suite with 14 operating rooms, is well under way.

**Additional Progress in Region Supporting and Advancing this Strategy**

- **Medical tourism** was identified as a key opportunity in the CenterState Metropolitan Export Initiative plan, released in April 2012. As such, the region has begun to coordinate and promote the growth of this opportunity. Recently, hospitals and other health service organizations were brought together to chart a course of action to collectively pursue this growth. Promotional tours to Ontario, Canada, have been scheduled for January 2013.

- **The Hill Collaboration** — a research effort among SUNY Upstate, SUNY ESF, Syracuse Veterans Administration Medical Center, and Syracuse University — is working with Welch Allyn to develop the company’s devices for use in treating post-traumatic stress disorder and traumatic brain injury in wounded warriors and other applications.

- **SUNY Upstate** has begun construction on its $85 million Cancer Center in Syracuse.
3. Priority industry concentration: Financial Services

Although the growth of the financial services sector has been a regional priority for several years, significant strides have been made in 2012 to further catalyze this sector’s growth through new partnerships, new business attraction efforts, and new market development.

Progress in Region Supporting and Advancing this Strategy

- A three-step marketing program targeted at 168 pre-screened firms has been redesigned and launched for attraction efforts. Past market assessments have indicated that the CNY region is particularly attractive to national financial services firms that are looking for low-cost sites with abundant, available labor to locate back-office functions.

- Strengthening curriculum at the region’s colleges and universities to address the needs and challenges existing firms face in identifying talent has been targeted in the last year. The region’s significant number of business graduates is a distinguishing factor in the attraction and growth of new financial services firms in the area. In 2012, 10 schools from across the 12-county CenterState region were involved in needs assessments with existing businesses or were part of direct efforts to attract new firms to the region.

- The cyber security operations of national financial services firms have been targeted for location in the region, given the significant opportunity to capitalize on regional assets in information assurance. This effort, fueled through a partnership with efforts in the Mohawk Valley region, represents a significant growth opportunity as the cyber security sector is projected to grow by 11.3 percent to $120 billion by 2017.²

- Major financial and insurance industry prospects seeking locations for significant customer service and support operations have been identified through targeted attraction efforts. The two largest opportunities would each create between 500 and 1,000 jobs for residents of the CNY region and adjacent regions who would commute to these facilities. Interaction with senior executives of these firms is ongoing with a primary focus on identifying appropriate sites/buildings, demonstrating the availability of a qualified workforce, and connecting them to applicable state and local programs to reduce their overall cost of doing business.

4. **Priority industry concentration: Agribusiness and Food Processing**

   Efforts to capitalize on regional assets related to agribusiness and food processing are advancing with the help of CFA-funded projects, which are catalyzing efforts to grow and support food-to-market initiatives across the region.

   Overall, the agribusiness and food processing sector could benefit from enhanced innovation and workforce alignment services, and more coordination is needed among the initiatives and institutions that are bringing new customers, new technologies, and new distribution networks to the region. Much of this coordination can, and should, be done across regional boundaries and focus on connecting local foods to local markets while also addressing growing demand for products across the globe.

   While much work remains to truly coordinate the growth of this sector, Round 1 projects are under way that highlight the varying difference in scope and scale of the types of projects that can drive success in this initiative.

**Round 1 Project & Strategy Progress**

- **Cayuga Marketing** — An expansion of the milk processing facility is helping the firm further capitalize on one of the region’s key agricultural commodities and will allow Cayuga Marketing to tap into the growing international market for milk and milk products. The business will soon be exporting 76 percent of the products made in its new facilities.

- **New York Beef Farmers Cooperative** — Funded in part by a $250,000 CFA grant in Round 1, the New York Beef Farmers Cooperative has joined efforts with other agricultural sectors focusing on dairy, vegetable, and cereals to expand its project into the Growing Upstate Food Hub. The CNY REDC recognizes the efforts among these partners to coalesce their efforts and is advancing the Food Hub as a priority for rural communities in 2012-2013.

- **Owera Vineyards** — The small-scale farming and value-added food processing under development at Owera Vineyards are indicative of the craft/artisanal-type production that is vital to a thriving food to market system to serve local consumers.

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Owera Vineyards, in Madison County, is expanding its agribusiness operations, while contributing to the region’s tourism offerings and a growing beverage trail.

Courtesy of Randy Miller, Cazenovia

Cayuga Marketing plant expansion, Cayuga County

Courtesy Cayuga Marketing
Transformational Initiative Priorities

**Food to Markets**

The Food to Markets Transformational Initiative is vitally important to the success of Central New York. Agriculture stands as one of the largest industries in the region, yet a poor job is done to feed the region with local products and utilize value-added initiatives to export finished products or higher value products vs. the raw commodities that currently drive the region’s agriculture sector (i.e. grain crops, soybeans, milk). The Food to Markets Transformational Initiative seeks to expand the region’s ability to offer local products and increase the value and quantity of exports.

Though the region has significant assets on which to build and grow Food to Market offerings, the CNY REDC prioritized support for agribusiness for 2012–2013 because persistent barriers to growth remain. One major market barrier is the proliferation of low-cost international food/produce imports. Coupled with the general consumer’s lack of knowledge of their food and produce’s origin, this creates a significant challenge to enticing the kind of investment needed to build a thriving and complete food to market system within the region and the state. Yet grass-roots movements throughout the region and across the country, and increased attention in the mass media on nutrition and local agricultural markets, are becoming opportunities to leverage investments in the cluster, as well as draw connections to grow tourism in rural communities.

**Additional Progress in Region Supporting and Advancing this Strategy**

- **Champlain Valley Specialty of NY, Inc.** — The fresh fruit processing company in Oswego County, with assistance from state tax credits, completed acquisition of a 27,000-square-foot building, investing $4.5 million in equipment and materials; 60 to 100 jobs are expected to be created. The company is now producing “Grab Apples,” locally grown pre-sliced apples packaged and sold to retail and institutional markets.

- **International business attraction opportunities** related to agribusiness have been identified and are being aggressively pursued, including efforts to secure a Canadian food processing firm seeking its first United States location to serve commercial customers in the northeast, and a South Asian company considering acquiring a recently vacated agribusiness plant in the region for poultry processing.

- **Farmers markets** in most regions have expanded in all seasons. Additionally, the state is building regional assets by expanding food hub infrastructure.
5. **Priority industry concentration: Tourism**

Since the creation of the CNY REDC’s Five-Year Strategic Plan, new data is available that further documents the impact of arts and culture, long recognized for their ability to generate visitation to the region. A report released in August 2012 by Americans for the Arts and a number of local partners suggested that arts and culture play a far larger economic role as a key regional employment cluster. The report indicates that in Onondaga County alone, 5,117 jobs are directly supported by $133.4 million in economic activity generated by arts and cultural institutions. In the CNY region, tourism generated $1.1 million in visitor spending in 2011, a 6.2 percent increase from the previous year.4

**Round 1 Project & Strategy Progress**

- The **Tourism, Arts and Culture Transformational Initiative** team was established to coordinate and advance opportunities in this sector.
- The **Finger Lakes Musical Theatre Festival** is adding to the cultural assets in Cayuga County with the construction of a 15,300-square-foot art, education and performance center, and a 10,000-square-foot scenic design and set production facility on the site of a former downtown Auburn building.
- **Owera Vineyards** — Mentioned earlier in Agribusiness, Owera’s expansion adds to Madison County’s growing agritourism investment, including the region’s beer and wine trails.

**Additional Progress in Region Supporting and Advancing this Strategy**

- **CNY Arts** is an organization that is setting the tone for institutional management and delivery of service across the region. As the principal regranting body for art and cultural organizations in the region, it is working with funding recipients to track zip code data on visitors to assist in guiding future cooperative marketing efforts.
- The **Initiative for Developing and Engaging Audiences in Syracuse (IDEAS)** collaborative is helping CNY Arts build internal capacity and infrastructure by partnering with the Syracuse Convention and Visitors Bureau to develop cooperative programming around audience development.
- **Destiny USA** is now open in Syracuse. The 2.4 million-square-foot shopping and entertainment destination is the sixth-largest mall in the country and is expected to draw more than 29 million visitors from the United States and Canada.
- The **Connective Corridor**, nearing completion of its first phase of construction, is delivering a renaissance of revitalization throughout downtown Syracuse and University Hill. It is an initiative of significant long-term, progressive change that leverages arts and culture venues to transform Syracuse’s urban core.
- Facility development of the SRC Arena and the **Landmark Theatre** provide new venues for cultural tourism that, if coordinated and communicated effectively with Oncenter facilities, will result in an increased pool of visitors.

“**Acknowledge tourism as economic driver, quality of life booster, and increases attraction of talent.**”

—PUBLIC FORUM COMMENT, MADISON COUNTY

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4 Tourism Economics “New York: Economic Impact of Tourism” May 2012
6. **Priority industry concentration: Advanced Manufacturing**

No other core industry is as interconnected with other regional clusters as advanced manufacturing. Its progress throughout the region is inherently linked to advances in each of the other clusters, as well as the council’s strategic interests to expand research, commercialization, and the region's connections with global markets.

**Round 1 Project & Strategy Progress**

- **C-Speed** — Manufacturing enhancements are under way to upgrade C-Speed’s surveillance radar production methods.

- **Currier Plastics** — Expansion project will add up to 40,000 square feet of manufacturing space in addition to 16,000 square feet of warehouse space with the additional purchase of equipment.

- **Cooper Crouse-Hinds** and the **Fulton Thermal Corporation** projects, mentioned in the CEEs section, also support the growth of the advanced manufacturing sector.

- **Changes to the Excelsior Program** are being recommended by the CNY REDC to enhance the program, making it more accessible and encouraging greater investment by small manufacturers. See page 68 for the council’s recommendations.

**Additional Progress in Region Supporting and Advancing this Strategy**

- **The Nanotechnology Innovation and Commercialization Excelerator** (NICE) at Electronics Park in Syracuse is being designed for construction. This center will help nanotechnology, an enabling technology, be deployed across many advanced manufacturing sub-sectors. As identified earlier, the CNY Biotech Accelerator and SyracuseCoE NYE-RIC labs also act as enabling resources for other manufacturing sub-sectors, and an active effort to identify potential businesses is under way.

- **McIntosh Box and Pallet Co.** — Leased 12,000 square feet of space to manufacture pallets for the food service, heavy machinery, pharmaceuticals, chemicals and automotive industries in Oswego County. An investment of $570,000 in machinery and equipment and leasehold improvements helped create six jobs.

- **United Wire Technologies, Inc.** — Acquired a 14,400-square-foot building to expand its specialty wire manufacturing business in Oswego County; an investment of $1.2 million. The company had to relocate after a fire destroyed its plant in the spring of 2012, retaining eight jobs and adding six new jobs.

- **Design Concepts and Enterprises** — A manufacturer of medical surgical sutures and suture manufacturing equipment, it exports 90 percent of its products to Europe, South America and Asia. With an investment of $648,000, the Oswego County company expanded by adding a 1,634-square-foot clean room and acquired machinery and equipment, adding 13 jobs.

“This project has significant and long term payoff for our customers, community, employees, suppliers and the owners alike. With this award, we are excited to grow the business where it was founded, and where we call home.”

—JOHN CURRIER, PRESIDENT, CURRIER PLASTICS, INC.
Strategy: Encourage Cross Industry Collaborations

The CNY REDC recognizes that leveraging resources for better economic outcomes is not only a matter of how it invests in projects and initiatives, but also how core industrial sectors and other cultural assets—education, the arts, and human capital—interact with each other.

Since the release of the CNY REDC Five-Year Strategic Plan in 2011, the region has maintained and strengthened its commitment to establish creative and unique partnerships, often including public and private stakeholders, to address persistent regional challenges and compelling market opportunities.

Progress Overview

Round 1 Project & Strategy Progress

- **Newelis Corporation** — A manufacturer of aluminum for the food, beverage, automotive and building products industries expanded in Oswego County by adding 200,000 square feet to increase capacity for the automotive industry. The project’s $208 million investment supports 100 new jobs.

- **Rapid Response Monitoring Services, Inc.** received approval of a tax deal allowing it to kick off an $11.3 million expansion in Syracuse, which is expected to add 175 to 200 jobs to its existing workforce of 325 employees.

- **Buy local strategies** that encourage use of local products and suppliers is being deployed across the region, which can provide advanced manufacturers with an opportunity to source subcomponents and materials locally. Development of an integrated view of the advanced manufacturing supply chain is a longer-term goal of the region for which preparations have begun.

- **Novelis’ Oswego County expansion** represents the single largest manufacturing investment in the region in more than a decade. Courtesy of Novelis

Ephesus demonstrates its innovative LED lighting technologies to Han Duk-soo, South Korean Ambassador to the United States, during his visit to Syracuse. Courtesy of CenterState CEO
Additional Progress in Region Supporting and Advancing this Strategy

- **Data to Decisions (D2D)** — Through a partnership with the Brookings Institution and the Battelle Technology Partnership Practice, a number of regional partners have identified a significant cross-sector market opportunity around sensing technologies and sensing systems. Known as the Data to Decisions (D2D) sector, this partnership is analyzing sectors that utilize these technologies to determine exactly what is needed to catalyze their growth.

- **Say Yes to Education Syracuse**, working in partnership with the region’s foundations and higher education institutions, is working to fulfill the **Say Yes Corporate Compact** with local industry to create a sustainable endowment to support scholarships and provide career support. The **Say Yes Summer Academy** brings together higher education and local industry to introduce entering college students to career pathways to sustain the region’s workforce.

- **Medical tourism** opportunities in Ontario, Canada, as mentioned earlier, are being jointly pursued through a partnership between the region’s hospital and health care institutions and the local hospitality industry.

CNY’s health care and tourism sectors are collaborating on opportunities to grow the region’s medical tourism potential.

*Courtesy of CenterState CEO*
Strategy: Attract Outside Investment and Interest in the Region

Building a culture for entrepreneurship has been a focus of the region for the past decade. One of the best ways to grow jobs is to attract growing businesses from outside the region to Central New York. In the past, regional partners such as CenterState CEO, local IDAs (Cayuga, Cortland, Onondaga, Madison, and Operation Oswego County), and the Central Upstate Regional Alliance have pursued recruitment efforts. More recent efforts have specifically targeted key business sectors within which the CNY region offers competitive attraction assets.

Regional outreach and marketing efforts have made significant progress in attracting outside investment and new jobs over the past year.

Progress Overview

Round 1 Project & Strategy Progress
- The Innovate Upstate Transformational Initiative team has been formed and is tasked with examining ways to advance this strategy, most notably through the creation of a regional venture fund (see page 19 for details).

Additional Progress in Region Supporting and Advancing this Strategy
- Proactive business attraction efforts have resulted in the attraction of eight new companies to the region that have 365 jobs in place or committed, along with approximately $5 million in investment. Since August 2009, more than 2,500 companies have been contacted across several industry sectors.
- Two agribusiness companies are actively exploring the region, have made offers for relocation, and represent opportunities for direct foreign investment to the region.
- Overseas efforts to attract foreign investment have been expanded by economic development professionals in the region, who have attended trade shows that include: Inner Solar Europe, Germany; Hannover Fair, Germany, with partners from Mohawk Valley Edge; and Euro PV in Spain. A representative from SelectUSA has also visited the region to explore its business investment opportunities.


It is essential that programs and systems be in place to provide the region’s businesses (large and small) and entrepreneurs with the resources to grow their ideas and new ventures into viable enterprises.

In its Strategic Plan, the CNY REDC reported the need for new venture and seed capital funding to support the successful and growing entrepreneurship network in the region. Since the development of the plan, new data has made this need even more acute. Currently, the rate of investment capital available per capita in the region, $27, is significantly lower than the national average of $933/person. Additionally, multiple studies have found that the CenterState New York region is a venture capital desert, attracting only 0.1 percent of venture capital investments in New York State.

As the chart indicates, only 0.7 percent of all VC funds committed to the entire Upstate New York region go toward seed investments. Although interest in entrepreneurship support programs, especially from student entrepreneurs, is at record levels, many companies that have successfully raised funding have had to go outside the region to secure seed financing.

Upstate NY = $137 Million

- Wipro Technologies has opened a delivery center in Syracuse, adding new jobs to the region. The center has the potential to grow to more than 500 employees over the next few years.
- Pending attraction projects have the potential to bring an additional 2,000 new jobs to the region.

改进竞争力以及与区域、国家级和全球经济体的联系

“Package and export New York to the world.”
—Public Forum Comment, Madison County

5 The Central Upstate Regional Alliance is a partnership of representatives from private businesses, colleges and universities, not-for-profits, and leading economic development organizations throughout the CenterState region advancing regional collaboration in economic development, and highlighting the region’s assets in academia, business innovation, natural landscapes, and quality of life.

6 SelectUSA was created at the federal level to showcase the United States as the world’s premier business location and to provide easy access to federal-level programs and services related to business investment.
Part 1 | OVERVIEW 17

“Close gap between venture capital and entrepreneurs.”
—PUBLIC FORUM COMMENT, MADISON COUNTY

Progress Overview

Round 1 Project & Strategy Progress

• Establishment of a locally run venture fund has been made a priority for the Innovate Upstate Transformational Initiative Team to address the lack of available investment capital in the region. The process of securing initial commitments for the capitalization of an innovation fund is under way (see page 19 for additional details).

• The Cortland Business Innovation Center, funded in Round 1, is fulfilling the plan’s recommended actions to foster entrepreneurship and provide physical and virtual incubation space. The center, scheduled to start in the first quarter of 2013, will provide an enhanced venue for SUNY Cortland entrepreneurship training, and serve as a hub for a multi-agency effort to incubate start-up businesses and to provide business-related internship opportunities for students.

• The CNY Biotech Accelerator and the build out of NYE-RIC labs at the SyracuseCoE make new incubation services and space available, with enhanced R&D facilities. Labs at the SyracuseCoE have been opened to companies graduating from The Tech Garden.

Additional Progress in Region Supporting and Advancing this Strategy

The ongoing success of several innovative programs and initiatives throughout the region is advancing the CNY REDC’s strategies and action items to: encourage new venture development, product development, and process improvement; foster student entrepreneurship; build mentor networks; build a pipeline of new and emerging ventures; provide commercialization assistance resources; deliver robust entrepreneurial programming and comprehensive acceleration services; establish a Bridge NY program; and encourage continuous process improvement.

• The Syracuse Student Sandbox grew to 16 participating colleges and universities and more than 115 mentors from the entrepreneurial community in 2012. Student participation in the sandbox has surged from five teams in its first year, to 12 in its second, to 21 teams in 2011, and a record 70 students and 34 teams in 2012. Eighteen student ventures are still in business today, having leveraged $150,000 in micro seed investments to secure more than $2 million in follow-on funding. In 2012–2013, the program will expand to be offered twice a year.

• Startup Weekend and Startfast provide additional new mentor-based programs available to local companies, and supplement existing mentor programs through the Syracuse Student Sandbox, The Tech Garden Advisory Board, and CEO Ventures, a program supported by the SBA to match local mentors with emerging businesses. The program continues to offer targeted incubation services to tenants and partners at The Tech Garden.

New state-of-the-art lab space is available at the SyracuseCoE, thanks in part to a Round 1 CFA grant.

Courtesy of SyracuseCoE

With its mentorship and support services, the Syracuse Student Sandbox is helping young companies like Craftistas turn their business ideas into viable enterprises.

Courtesy of Karley Brown

9 Upstate New York: The region of New York State located north of the core of the New York metropolitan area.
10 Syracuse Student Sandbox: A 12-week student incubator program designed to accelerate the business process, producing either investment-ready firms or revenue-generating entities.
• The Syracuse University-led RvD program expanded to provide $120,000 in seed grants to student start-up businesses.

• The Clean Tech Center, a CenterState CEO program supported by NYSERDA, continues to accelerate the launch of new clean technology companies, grow jobs, and attract new investment to the region. Since last year, seven companies were admitted, creating 10 jobs. Since the center launched in 2009, 24 companies have been admitted to the program, have secured $4.1 million in R&D grants, and have raised $15.3 million private investment. These companies have created 76 new jobs.

• Grants for Growth, a New York State-supported fund administered through CenterState CEO to support academic-industry collaboration to commercialize new technologies, has awarded 35 grants totaling $1.7 million, leveraging matching funds of $4.2 million. More than 565 jobs expect to be created as a result of projects, with potential to generate more than $8.2 million in new revenue. Due to its success, the Grants for Growth program has been reauthorized for 2013.

• Commercialization Assistance Program (CAP) is a New York State-supported fund jointly administered through CenterState CEO and the Syracuse CoE to advance research and development/deployment of clean energy technologies. In 2012, five new awards totaling $248,300 are supporting projects with the potential to create 21 new jobs and retain 13 jobs. A new CAP round will be offered in October 2012. To date, CAP has awarded more than $1 million to 21 companies that have created or retained more than 152 green jobs.

• Creative Core Emerging Business Plan Competition, which is privately funded, has awarded more than $1 million to date with its $220,000 in prizes in 2012. Winning companies combined have increased from nine to 55 employees; more than $12 million has been raised by previous winners; and the competition serves as a pipeline development tool, identifying more than 270 high-growth potential startups in the region. The competition stimulates job creation and business development by providing financial and in-kind resources to companies, increasing the visibility of entrepreneurial activity, and connecting businesses to a wide range of resources.

• StartFast Venture Accelerator is a mentorship-driven startup accelerator for software and Internet companies. An intense 100-day program provides seed capital ($6,000 cash per founder, up to a maximum of $18,000 per company), mentors, incubation space, and other resources. StartFast receives 6 percent of the company’s equity in the form of common stock. The first program concluded in August 2012 with eight teams participating, and applications for next year are being accepted in September 2012.
**Transformational Initiative Priorities**

*Innovate Upstate*

The region boasts a strong pipeline of investment-worthy ventures; however, it has a lack of seed capital infrastructure. The Innovate Upstate Transformational Initiative team is providing guidance on the development of a regional venture fund that will expand the region’s innovation and technology strengths by providing critical risk capital to accelerate and launch startups and tech commercialization. The competitive fund will:

- Be supported by $35 million to $50 million in private investment; the process of securing initial commitments for the capitalization of the fund is under way
- Help address the need for seed investments in the $50,000 to $2 million range
- Provide funding for the region’s companies seeking seed and series A investments
- Be managed professionally

The goal of the fund is to develop the region’s early-stage companies and create the next generation of industries in the region. The fund will also leverage other significant innovation assets and programs already under way, including:

- Incubators (The Tech Garden)
- Tech transfer centers (SyracuseCoE, CNY Biotech Accelerator)
- Entrepreneurial programs (Grants for Growth, Emerging Business Plan competition, Commercialization Assistance Program)
- 400 high-tech companies in the region’s existing portfolio targeted for business attraction

The council will look to New York State for help with seed capital, or investment from the NYS common retirement fund.

- **Startup Labs**—a global network of early stage startups, investors, and support networks for entrepreneurs—will launch in the region in January 2013. The program will provide seed funding and intensive mentorship over a month-long period.

- **The Tech Garden** and the **Southside Innovation Center** continue to provide physical incubation space. The Tech Garden has successfully expanded 10 percent more leasable space and welcomed five new tenants in the past year. Thirty firms currently call The Tech Garden home with employment of more than 120 employees. The Tech Garden has been 100 percent occupied for nearly all of 2012 and continues to entertain a wait-list. Additionally, **Syracuse CoWorks** recently opened at The Tech Garden to provide co-working space for entrepreneurs and freelancers, creating a shared work environment and collaboration opportunities.

- Recognizing a need to enhance commercialization assets in the region, nine regional partners formed a strong coalition to apply for a NYSERDA funded **Proof of Concept Center**.

- The **NYE-RIC Bridge to Markets Program**, designed to connect New York State firms that have developed innovative products for advanced buildings with critical stakeholders in the target market of New York City, was under way in 2012. For future sustainability, the SyracuseCoE has integrated the program into two larger regional program initiatives seeking to leverage funds outside of the CFA in 2013, engaging NYSERDA, NYPA, and federal agencies.

- A **Six Sigma green belt program** has been developed by the CNY TDO Master Black Belt, mapped to the ASQ body of knowledge allowing candidates to apply for ASQ certification upon completion of required project work. Classes are offered in cooperation with MACNY.

- A **Productivity Improvement** grant program has been put in place, through a partnership with CNY TDO and National Grid, funding up to 40 percent of continuous improvement and growth projects. CNY TDO, in conjunction with the NIST/MEP program, works with manufacturers on continuous improvement programs based on the Toyota Production System (TPS) or Lean Manufacturing and the Training within Industry (TWI) model.
Strategy: Prioritize Investments in Research, Innovation, and Commercialization

Continuous improvement and the development of new products and services remain critical to the success of businesses in a rapidly evolving global economy. To improve technology commercialization among its educational and research institutions, the region must encourage private investment in R&D and create a complete ecosystem of mentors, business services, and risk-capital to enable innovation. This remains an ongoing priority of the CNY REDC’s Five-Year Strategic Plan. Projects funded in Round 1, as well as other programs across the region, are advancing the work of innovative companies and helping them bring new, high-tech products to the marketplace.

**Progress Overview**

**Round 1 Project & Strategy Progress**

- The NYE-RIC Transformational Initiative team was formed.
- The NYE-RIC R&D Labs at SyracuseCoE and Gateway Building at SUNY ESF, both mentioned previously, are key examples of the region’s commitment to prioritizing investments in research, innovation and commercialization.
- Ephesus Technologies — With support from a 2012 CAP award, Ephesus has made significant progress in commercializing its line of LED lighting fixtures, and in developing a next-generation LED chip in partnership with Group4 Labs Inc., a California firm establishing new operations in CNY.

**Additional Progress in Region Supporting and Advancing this Strategy**

- NuClimate Air Quality Systems — As a result of collaborations between organizations and institutions in CNY and New York City, in June 2012 NuClimate Air Quality Systems in East Syracuse began manufacturing innovative energy-efficient HVAC terminals for installation in renovations of three schools in New York City.
- Training grant for energy-efficient curing processes — In March 2012, SUNY ESF received a $1.4 million award from the U.S. Department of Labor to support a new training program in innovative processes for curing resins in manufacturing operations.
- Shrub willow biomass energy — In June 2012, SUNY ESF and ReEnergy received a $4.3 million award from the U.S. Department of Agriculture to encourage the growth of shrub willow as a renewable energy fuel source in Central and Northern New York.
- Center for Membrane Technologies — Pall Corporation—in partnership with Clarkson University, SUNY ESF, SyracuseCoE, and Rochester Institute of Technology—is leading the development of a new enterprise focused on developing innovations for sustainable water and wastewater treatment.

Strategy: Capture a Greater Share of the Global Marketplace

The CNY REDC Strategic Plan identifies the need to capitalize on opportunities to connect to the global marketplace, since the fastest growing areas of demand
are no longer centered in the United States but span emerging markets in South America, the Middle East, and Asia. Compounding this need has been the CNY region’s inability to keep pace with the rest of the United States over the past 30 years on several key indicators. The region’s growth output is 41 percentage points below the U.S. average (1980-2009: Top 100 Metros = 126 percent; Syracuse MSA = 85 percent). Employment has only grown at half the rate of national average (1980-2009: Top 100 Metros = 44 percent; Syracuse MSA\(^1\) = 21.8 percent). Average annual wages are 20 percent below the national wage (1980-2009: Top 100 Metros = $51,163; Syracuse MSA = $39,990).\(^2\)

With 95 percent of the world’s customers outside the border of the United States, domestic consumption alone will not lead to economic recovery, and there is increased competition globally for jobs and work. The Brookings Institution estimates that for every $1 billion in increased export sales, more than 5,000 jobs are created. Doubling exports in the Syracuse MSA alone—from $3.3 to $6.6 billion—offers the potential to create 18,000 net new jobs.

Therefore, there is significant opportunity in strengthening the region’s export economy. Recognizing this, the region has engaged the Brookings Institution to develop metro-level strategies to double exports over the next five years and achieve the export growth needed to accelerate its progress in the increasingly competitive global market.

**Progress Overview**

*Progress in Region Supporting and Advancing this Strategy*

- The CenterState New York Export Plan was released this April 2012, with support and leadership from partners around the region.\(^3\)

  Developed in partnership with the Brookings Institution, this Metropolitan Export Initiative (MEI) supports regional export successes while encouraging businesses to capitalize on strong opportunities in foreign markets. The MEI seeks to create quality jobs through increased export activity, improve regional competitiveness in the global marketplace, ensure long-term economic sustainability, and attract and retain world-class talent and new wealth to the region. Three core strategies aim to grow the region’s exports by $3 billion over the next five years:

  1. **Increase export activity of the region’s top exporters**
  2. **Build export capacity of small and medium-sized enterprises**
  3. **Expand exports of the region’s key service providers**

- More than 145 companies have participated in the MEI work to date, both in formulation of the export plan itself, and in seeking assistance to grow their own export portfolios.

- A local export-related website is under development, with relevant market information in partnership with the Brookings Institution and the U.S. Department of Commerce.

- A pilot mentoring program has been established and built with a network of prospective export mentors.

- Investigated the formation of business consortia to jointly bid on overseas contracts.

- The CNY International Business Alliance has been redesigned to act as main local export provider.

- On behalf of the Central New York International Business Alliance, CenterState CEO has applied for two grants, with the intention of applying for one more in January 2013 to support export-related assistance and programming.

\(^1\) Syracuse MSA (Metropolitan Statistical Area, U.S. Census Bureau): Onondaga, Oswego, and Madison counties.

\(^2\) Brookings analysis of Moody’s Analytics data / American Community Survey

\(^3\) CenterState New York Export Plan – Full plan available at www.brookings.edu/~/media/newsletters/export_initiative_syracuse.pdf.
Key issues of priority for upcoming rounds: Technological and structural infrastructure to support industrial/business parks, water and sewer upgrades, broadband access.

—PUBLIC FORUM COMMENT, CAYUGA COUNTY

Strategy: Build a 21st-Century Infrastructure

Global competitiveness, as described above, requires global connectivity. Improving physical infrastructure in the region—including its air service, port access, and road and rail infrastructure—remains a long-term goal of the CNY REDC’s strategic plan, and projects awarded funding in the first round that invest strategically in this infrastructure are moving forward. Not only is this infrastructure essential for getting regional goods to national and global markets, but virtual infrastructure, such as broadband, is also just as important for connectivity and remains a key component to thriving urban and rural economies. Given that many rural communities in Central New York remain underserved and unserved by broadband, the CNY REDC has tasked the Broadband Investment Transformational Initiative team to guide progress and provide recommendations to the council.

Progress Overview

Round 1 Project & Strategy Progress

- Port of Oswego East Terminal Connector — 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. The project is anticipated to start in spring 2013.

- Bestdeck — In Cortland County, construction of new rail siding to accommodate a manufacturing investment by Bestdeck in its Preble facilities is slated to start in the first quarter of 2013. The project will comprise construction of a 1,781-foot rail siding from the New York Susquehanna & Western’s main line to the Bestdeck manufacturing facility. The project enhances efforts to develop other nearby parcels at the north end of Cortland County, and allows the Cortland County Industrial Development Agency to market a nearby modern, but vacant, 110,000-square-foot manufacturing facility.

- The Broadband Investment Transformational Initiative team was formed to examine this virtual infrastructure need (see page 24 for details).

- Cortland Transload Terminal — The project to construct a new transload terminal in the city of Cortland is expected to start in spring 2013. The facility will provide CNY businesses with access to rail transportation without making a large capital investment, and will provide service to companies that do not have a rail line into their facilities but use and ship large quantities of material.

- Syracuse Hancock International Airport — Anticipated to start in spring 2013, the project will improve the passenger terminal to house a larger and better equipped Emergency Operations Center that will aid in organizational and community preparation for response to and recovery from disasters and community crisis. The center will meet Federal Emergency Management Agency and Department of Homeland Security requirements.

- Skaneateles Aerodrome Taxiway Replacement and Hanger Construction — Anticipated to start in spring 2013, the project will enhance the safety of the Skaneateles airport by replacing failed taxiway pavement and includes construction of a hangar and electric feed improvements. These enhancements will help the airport maintain and attract business users and provide safe operations.
Additional Progress in Region Supporting and Advancing this Strategy

- **Interstate 81** — The future of Interstate 81 is being studied by the NYS Department of Transportation and the Syracuse Metropolitan Transportation Council (SMTC) through a joint effort called The I-81 Challenge. Based on the public comments received in May 2011, five general strategies categories for the highway’s future were developed: no build, reconstruction, rehabilitation, tunnel/depressed highway, and boulevard. The ideas were presented to the public in May 2012. NYSDOT’s team is developing more detailed strategies within each of these categories. SMTC anticipates holding another public meeting in six months to present an initial evaluation of 10 to 15 different strategies, after which NYSDOT will narrow down viable strategies, based on technical analysis, environmental factors, and public feedback.

- **Syracuse Hancock International Airport** is transferring governance from the City of Syracuse to the new Syracuse Regional Airport Authority (SRAA). SRAA will assume full operational control of the airport from the City of Syracuse in the coming months. In July 2012, SRAA assumed control over airport security functions, resulting in a projected $1.7 million annual savings for the airport. A $50 million airport expansion and security project is under way that will create nearly 150,000 additional square feet and improve airport security checkpoints. The project is scheduled for completion in 2013. Additionally, in recent months, the airport has gained new non-stop flights to Minneapolis and NYC-LaGuardia from Delta Air Lines. American Airlines has launched an additional daily flight to Chicago.

- **A CNY Inland Depot** is proposed for Manlius, Onondaga County, which would support up to two million square feet of development for warehousing and distribution capabilities and would provide thousands of tons of CO₂ emission abatement. This project helps accommodate increased demand created by the expansion of the Panama Canal, which will lead to more freight coming through to East Coast ports, and the need to move containers by rail to inland depots.

- **High Speed Rail** investment and enhanced passenger rail service remain a priority for Central New York and holds significant potential for all of Upstate New York. The region continues to track and support recent statewide planning, development and engineering efforts.
**Transformational Initiative Priorities**

**Broadband Investment**

The CNY REDC Five-Year Strategic Plan calls for expanded broadband connectivity to underserved areas. Although $2 million was awarded to broadband development projects in New York during the Round 1 CFA process, these projects were not focused on extending high-speed Internet access throughout the Central New York region. As access to the Internet is a critical infrastructure issue in the 21st century, the CNY REDC has maintained the provision of these services as a priority as it develops new project pipelines and partnerships throughout 2012 and 2013. The Broadband Investment Transformational Initiative team has been charged with facilitating these discussions with the hope that a suitable, region-wide solution to broadband access challenges can be identified and considered for funding in 2012-2013.

The CNY REDC commends Governor Cuomo’s creation of the “Connect NY” program to promote broadband Internet access. The program will provide a needed resource to expand high-speed Internet access in unserved and underserved rural and urban areas of Central New York.

The CNY REDC also supports the Round 2 CFA submitted by Northland Communications to the Mohawk Valley Regional Economic Development Council, which will directly affect the five counties served by the CNY REDC. This application builds on a project funded through a Round 1 grant through the Mohawk Valley REDC and aligns with CNY REDC strategies. Northland Communications’ application proposes creation of a digital high-speed fiber optic network between the Mohawk Valley and Central New York regions (from Vernon to Syracuse), further strengthening the infrastructure of the two regions that already have established partnerships and overlapping economic development goals.

**Strategy: Maximize Human Capital**

Development of human capital is inexplicably tied to the health of the region’s prosperity, its global competitiveness, and success in any of the region’s other strategies and goals. The region must continue to maximize human capital, improve alignment between workforce supply and employer demand, create and support apprenticeship programs, and attract and retain students and young professionals to increase innovation and ultimately lead toward stronger regional competitiveness in the global market.

Workforce alignment efforts must train, develop, and educate workers based on the demand of firms in the region while also attracting and growing firms that match the region’s strong occupational clusters. Additionally, closing the education and economic opportunity gap affecting a growing percentage of the region’s population is essential to long-term economic stability and growth.

**Progress Overview**

**Round 1 Project & Strategy Progress**

- **Marquardt Switches, Inc.** — Leadership and skill training commenced for 36 current employees at the company’s Cazenovia facility, including Supervisory Leadership, Crucial Conversations, Situational Leadership, Microsoft Access Level I, Microsoft Access Level II, and Advanced Welding.
  
- **Computer Aided Modeling and Design Training** at C&S Engineers, Inc. is providing 24 courses to 32 employees, including multiple areas within Building Information Modeling (BIM) and Computer Aided Design (CAD).

- **University College Online Workplace Readiness Program**, through Syracuse University, is training 200 individuals enrolled in community-based job training programs with foundational skills sets required for employment as measured by the NCRC and NWRC.
Part 1 | OVERVIEW 25

“IV4’s training grant is a win-win for our company, our employees and this region. In order to stay competitive, our employees need to keep their skills up to date to improve their careers. IV4 looks forward to increasing our productivity and playing an important role in the economic development of Central New York.”

—MICHAEL SPOONT, CEO OF IV4

- Welch Allyn has begun training to upgrade the skills of 35 employees.
- The Career Spark Campaign, a new career awareness program through the partnership of MACNY and Partners for Education & Business (PEB), kicked off in May 2012 and helps meet the regional strategy of key cluster development. The Campaign is a career education/workforce development strategy focused on economic development growth sectors with goals of increasing the number of companies committed to and participating in career sparks for students, as well as increasing the number of students who are aware of careers in the regional growth clusters. Based on the REDC model, this sector-based initiative addresses workforce needs and solutions for employers in five growth sectors (Advanced Manufacturing; CEES; Agribusiness and Food Processing; Financial Services; and Health, Biomedical Services and Biosciences). Sector meetings have been held to engage employers to identify a workforce plan for their sector. Forty-two companies, as well as teachers, superintendents and students from local school districts have participated, with follow-up sessions underway and a preliminary report on the first six months of activity available in November 2012.

Additional Progress in Region Supporting and Advancing this Strategy

- Green Train14 graduated 26 students in 2012, 85 percent of whom were placed in jobs. Since 2009, the program has graduated 10 classes. This past year, it successfully expanded into Syracuse’s Near West Side neighborhood. Additionally, the Green Train model has been replicated with a Health Train pilot program geared toward the health care industry. This past year, Health Train graduated 14 in its inaugural class, 13 of whom are already placed in jobs at St. Joseph’s Hospital Health Center. More than 100 people applied for the next class, enrolling in September 2012. There are plans to expand this model to other industry sectors, based on workforce demands.
- Key talent retention programs grew, including Syracuse Student Sandbox and Syracuse CoWorks, as mentioned earlier, to develop new assets to keep young entrepreneurs in the region.
- Job and internship programming expanded, such as Project-ION,15 which assists in attracting and retaining young professionals in the region. In September 2012 the program hosted Regional Internship Day to connect businesses to students. It will expand to be held at the beginning of each fall and spring semester.
- 40 Below, a regional young professional group, expanded networking and educational programming; developed new events designed to engage young professionals in community revitalization; and established new ventures to help young entrepreneurs remain in the region.

Green Train, which provides skill training and personal development skills to Syracuse residents, serves as a model program that can be replicated elsewhere in the region.

Courtesy of CenterState CEO

14 Green Train is a workforce development program that provides skill training to meet the increasing demand for workers in emerging green construction fields, while providing personal development skills for residents of Syracuse’s Northside neighborhood.
15 Project-ION lists internships from across the CenterState region and gives employers access to a database of talented interns. It reaches 21 counties, 48 colleges and universities and more than 200,000 college students. The site lists more than 500 internships each year and supports more than 200 employers and 2,500 registered students.
• **Business attraction efforts** continued, primarily in the financial services industry, using the region’s talent production assets as a key attraction feature.

• **Say Yes to Education** core programs continued through connections with Higher Education Compact Schools. Support programs such as the Summer Success Academy, the Say Yes Collegiate Preparatory Academy, Say Yes Study Hall, and the Say Yes Financial Aid Counseling Center expanded (see page 35 for additional details).

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### Revitalize our Region’s Urban Cores, Main Streets, and Neighborhoods

The continued redevelopment and build out of the region’s municipal cores remains a critical priority for the CNY REDC in 2012–2013. Significant progress was spurred by Round 1 funded projects. In Syracuse alone, $1.4 billion in total capital investments are underway, helping to re-establish vibrancy in the region’s urban core. However, much work remains to create coordinated environments that elevate cultural venues and retail centers, link those destinations to core neighborhoods, and bring the high skilled workforce into central business districts. At the same time, the council is working to break long-standing barriers to inclusion and education so that the region can offer opportunities for all individuals to access quality employment.

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#### Strategy: Leverage the Region’s Exemplary Anchor Institutions

Many of the region’s revitalization efforts are being led directly or in partnerships with key anchor institutions in the region. These organizations include the arts, higher education, philanthropies, and nonprofit organizations that are all intrinsically interconnected with the life of municipal cores. The resources they bring to bear on initiatives—financial, cultural, and intellectual—optimize excellence in their development, planning, and implementation. Central New York is making great strides, given the strength of its anchor institutions and their willingness to invest in their communities’ progress in multiple ways.

Whether through the support of Syracuse University in the Near Westside Initiative, St Joseph’s Hospital Health Center’s partnership with the Northside Urban Partnership, the Finger Lakes Musical Theatre Festival in Auburn, or Colgate University’s investment in downtown Hamilton, large and small institutions across the region are helping to drive the renewed focus on municipal cores.

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### Progress Overview

#### Round 1 Project & Strategy Progress

- The **South Side Food Cooperative** and Nojaim’s **Supermarket**, Round 1 REDC award recipients, are both completing their design work in preparation for construction in 2013. Both initiatives will offer physical improvements to their neighborhoods, while also addressing vital public health issues in nutrition and obesity through partnerships with Syracuse University and St. Joseph’s Hospital Health Center.

- **Loguen’s Crossing** — Demolition is nearing completion in preparation for new construction for SUNY Upstate’s Loguen’s Crossing initiative at the former Kennedy Square housing site.
• **St. Joseph’s Hospital Health Center**, as mentioned earlier, continues its Phase 2 construction with assistance from a Round 1 CFA grant of $2.5 million. The project also includes a greenway corridor leading to businesses on Syracuse’s North Side, providing a valuable enhancement to the character of the neighborhood. The hospital also participates in the Health Train program to provide training and employment opportunities for neighborhood residents.

• **SUNY Morrisville Aquaculture Expansion** — The project will start in 2013 to construct a demonstration-scale greenhouse and aquaculture facility at the Madison County ARE Park as an add-on to Johnson Brothers Lumber’s lumber drying kilns, using renewable resources.

• Mentioned previously, the development of the **CNY Biotech Accelerator** and the **NY-E-RIC labs** are both driven through anchor institution investment in the urban core of Syracuse.

“In addition to meeting the healthcare needs of our community, this project represents an opportunity for significant economic development for our region and serves as a catalyst for revitalization of Syracuse’s near North side.”

—KATHRYN H. RUSCITTO, PRESIDENT & CEO, ST. JOSEPH’S HOSPITAL HEALTH CENTER
Additional Progress in Region Supporting and Advancing this Strategy

- **Connective Corridor** construction continues through downtown Syracuse with the assistance of a $10 million federal TIGER grant to the City of Syracuse. The Connective Corridor is a partnership among the city, Syracuse University, and several arts and civic groups to connect University Hill with downtown through vibrant urban spaces and improved streetscapes with bike and pedestrian paths, public art, and green infrastructure.

- The **Landmark Theatre** has reopened after a $16 million house expansion to bring more diverse programming and shows to Syracuse.

- **Investments in urban neighborhoods**, such as Syracuse’s North Side (supported by St. Joseph’s Hospital Health Center) and the Near Westside (supported by Syracuse University) are creating employment hubs, attracting new residents, and supporting entrepreneurs and artists consistent with the specific needs of each neighborhood.

- The **Cortland Downtown Partnership** is driving a diverse revitalization of the city through arts and culture, increased parking, and strengthening SUNY Cortland as an entrepreneurial hub. The city is seeing increased student engagement, a new parking garage to address an important need, and arts and cultural investment in the **Cortland Repertory Theatre** to increase tourism and cultural enrichment.

- **SUNY Upstate’s** $32 million west campus expansion into downtown Syracuse and the start of construction on its $85 million Cancer Center are among the numerous institution-led development projects progressing in the urban core in 2012.
Transformational Initiative Priorities

Municipal Core Reinvestment

Continuing to leverage the engagement of the region’s anchor institutions remains a critical component in catalyzing meaningful change to both the physical character of municipal cores, as well as unlocking opportunity for underserved communities where the council has recognized untapped potential for the workforce of tomorrow. The partners who form the council’s Municipal Core Transformational Initiative team include leaders within these institutions, working collectively with economic development and public officials to coordinate and focus the region’s various resources so that investments will continue to have a catalytic impact. In moving forward, the team will focus on the priorities that will continue to build on progress the region has seen in recent years, including project such as:

- **Syracuse’s Loguen’s Crossing** (formerly Kennedy Square) is being redeveloped by SUNY Upstate Medical University with COR Development, including the completion of the new $23 million CNY Biotech Accelerator.

- The Northside Urban Partnership is pursuing the comprehensive **revitalization of Syracuse’s Northside** through business expansion and attraction, workforce development, and housing. Partners include CenterState CEO, St. Joseph’s Hospital Health Center, Home HeadQuarters, Northside Collaboratory, Central New York Regional Planning and Development Board, and Housing Visions.

- The **Near Westside Initiative** continues its work to redevelop former manufacturing warehouse structures in the Near Westside of Syracuse.

- The **Connective Corridor** will complete its first phase of construction on University Avenue in 2012, and will continue into downtown Syracuse starting in 2013. A multidisciplinary project, it exemplifies Syracuse University’s vision of “scholarship in action” to leverage and link assets, drive cutting-edge revitalization, and exemplify best practices in sustainability, smart growth, and place-making.

- **Oswego River East Side Development** remains a priority for the City of Oswego. It has also applied for NY Main Street funding to address several commercial and mixed-use storefronts on three blocks of East Bridge Street, and potentially assist a new business incubator in partnership with programs at SUNY Oswego, Students in Free Enterprise, and the Oswego Workforce Development Board.

- In downtown Auburn, the Schwartz Family Arts Education and Performance Center is one of four venues for the **Finger Lakes Musical Theatre Festival**, and will be the home of a new 384-seat arts education and performance center. This facility will be utilized by Cayuga Community College during the academic year as additional classroom and workshop space and by the festival during its summer season.
CENTRAL NEW YORK REGIONAL ECONOMIC DEVELOPMENT COUNCIL

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

With a growing awareness among developers of the demand for live, work, and play spaces in municipal centers, along with investments being made by anchor institutions, the CNY REDC identified the repurpose of the region’s existing assets as an immediate priority for prosperity. Reclaiming and cleansing contaminated land, activating waterfronts, turning long-vacant factories into vibrant livable neighborhoods, and transforming paved-over pathways into social green spaces not only creates a foundation for private investment and social activity, but these investments lay down a plan for sustainable growth and development for the entire region.

Progress Overview

Round 1 Project & Strategy Progress

• Syracuse Inner Harbor — Supported by a 2011 REDC award of $3 million, COR Development was selected as the lead developer for the project, and began remediation work in August 2012 in preparation for implementing its mixed-use plan for the waterfront.

• Merchant Commons in downtown Syracuse is nearing completion of internal demolition and environmental remediation, and will be starting exterior work while already having secured lease commitments for a third of a long-vacant building.

Additional Progress in Region Supporting and Advancing this Strategy

• Pike Block — The $28 million redevelopment of in the heart of the downtown Syracuse business district will create new residential and retail space.

• The Inns at Armory Square construction is well underway, which will add 180 new hotel rooms to downtown Syracuse by spring 2013.

• Orchard Street Neighborhood Revitalization, in Cayuga County, is acquiring vacant, underutilized properties adjacent to Auburn’s arts and cultural venues, and redeveloping them into affordable housing. Additionally, a $2.3 million project is underway with a NY Main Street grant that includes the mixed-use redevelopment of four buildings in the first block of State Street.
•  **Madison County main street revitalization projects** are a focus for downtown rejuvenation. A successful microenterprise loan program has been utilized to attract two new businesses to downtown Hamilton and one to the Village of Munnsville. The City of Oneida has secured grant funding to test EPA **Smart Growth Planning** and will serve as a pilot community nationally. Madison County becomes host to one of five nationwide programs to receive this technical assistance grant for smart growth planning.

• **Near West Side Initiative** — In Syracuse, the $20 million transformation of the former Case Supply warehouse is nearing completion, a key element in the neighborhood’s revitalization. ProLiteracy opened its doors in the warehouse’s east wing in September 2012, and WCNY is set to complete construction of its new studios in 2013.

• **The City of Auburn** is developing its plan to create a waterfront and greenway corridor along the Owasco River, including brownfield remediation and reclaiming vacant sites, transforming them into commercial, residential, and social uses.

• **Waterfront Square in Oswego** is undergoing brownfield mitigation, scheduled for completion by the end of summer 2012, with demolition and construction scheduled to start in spring 2013.

• **Stevedore Lofts in Oswego**, completed in May 2012, has redeveloped a four-story vacant 42,000 square foot warehouse into 29 market rate apartments and 5,500 square feet of commercial office space, while preserving the historic nature of the structure. Currently, 90 percent of the apartments and 30 percent of the commercial space had been rented. This $6.5 million investment revitalizes a waterfront and main street area along the Oswego River.

• **Additional groundbreaking on adaptive re-use projects** include Seaway Lofts (Oswego County). **Continued project development** includes: Carnegie Building (Onondaga County), the Hurbson Building (Onondaga County), the RARP Property (Cayuga County), the East Hill Neighborhood Revitalization program (Cayuga), the Auburn Main Street Creative Corridor Redevelopment (Cayuga), the Orchard street neighborhood revitalization (Cayuga) and the Mizpah Towers (Onondaga County).

• The city of Syracuse and Onondaga County became one of five communities across New York authorized to establish a **Land Bank**. The Greater Syracuse Property Development Corp. was established in March in order to acquire and develop vacant, blighted, and tax delinquent properties to put them back into the market and onto the tax rolls.

• The former **Birds-Eye and Nestlé’s Plant** in Fulton have been identified as key industrial re-use sites for the region.

• **Cayuga Community College** converted a former P&C grocery store through a $16 million project to open a new campus in Fulton in August 2012, providing new facilities for 1,100 students.

“The aging housing stock throughout Central New York is a major concern for owners, landlords and tenants. Grant funds through the state will improve historic structures in Cortland County and improve the quality of life for our residents.”

—MARTIN MURPHY, CORTLAND COUNTY ADMINISTRATOR
Repurposing existing infrastructure is a central component to the region’s transformational change, with a core belief that historical buildings and vast water resources serve enormous untapped potential to create the live, work, and play environment that will attract investment, tourism, and spur growth into the future. This belief—a driving force among the CNY REDC transformational initiative teams—is reflected in the projects that they help steward. Moving forward, the teams will track progress in the continued efforts to reinvest in the region’s municipal cores and waterfront assets. Emerging opportunities across the region include:

- **Inner Harbor and Loguen’s Crossing** — Transformational projects in Syracuse led by COR Development that are seeing the convergence of several efforts to reclaim the city’s assets. The Inner Harbor is leveraging the opening of the Onondaga Creekwalk and cleanup of Onondaga Lake, while the transformation of a deteriorating armory into Copper Beach Commons residential community and the repurposing of streetscapes along the Connective Corridor are beginning to give life to Loguen’s Crossing.

- **Sibley’s Building, Hotel Syracuse, and Symphony Tower** — Redevelopment will add to the more than $265 million in current development activity in downtown Syracuse.

- **Oswego’s Seneca and Cayuga Streets** — Undergoing greening initiatives in the heart of the city.

- **Auburn’s East Hill neighborhood** — Revitalization efforts are contributing to the rebirth of the downtown core.

- **Lake Ontario Event and Conference Center** — The nearly completed development of a 39,500-square-foot conference center complex, overlooking the Oswego Harbor within the Best Western hotel, has capacity for 300 attendees. The $6 million investment supports 60 jobs and is an important waterfront and main street project supporting tourism.
Strategic Retrain to Develop the Workforce of Tomorrow

As the region reclaims its physical assets for the future, the council has prioritized unlocking the untapped human capital that resides in the region’s communities, immigrant populations, and underemployed workforce. Retraining and education are key to successfully providing opportunity for all, and a sustainable, talented workforce is imperative to growing the region’s core industries well into the future. The council recognizes this as an immediate strategy to advance, but one that covers both children in every stage of their educational development to adults who are looking to acquire new skills to remain competitive in the workforce.

Progress Overview

Round 1 Project & Strategy Progress

- The Say Yes to Education Transformational Initiative team was formed to coordinate a more regional approach to youth support services, college enrollment and completion, and vocational training, thus producing and retaining the workforce and talent required for long-term economic prosperity (see page 35 for additional details). Say Yes to Education Syracuse continues to generate improvements in the Syracuse City School District and serve as a model to be replicated elsewhere in the region and the state.
- As mentioned under the Goal 2 Maximize Human Capital strategy, several training programs funded by the state in Round 1 are under way, providing the skill sets needed for companies and their workforces to remain competitive.
Additional Progress in Region Supporting and Advancing this Strategy

- The **alignment and development of talent around emerging needs in the CEES sector** has been a priority focus for the region in 2012-2013. In March 2012, SUNY ESF received a $1.4 million award from the U.S. Department of Labor to support a new training program in innovative processes for curing resins in manufacturing operations.

- **Le Moyne College** has, since the plan’s release, completed a new science building with education facilities for programs in nursing and physical assistance to address growing demand in those fields. The college has also partnered with Blue Highway to create an internship program in computer science, management information systems, and business analytics. New programs in 2013 include software engineering, and physical and occupational therapy.

- **The Green Train and Health Train** workforce development programs, mentioned earlier, continue to expand, providing skill training and job placement to meet the demand in industries such as green energy, weatherization, construction and health care.

- The **Syracuse Educational Opportunity Center (EOC)** has established a construction training and placement partnership with local union apprentice programs to encourage participation in the Syracuse City School District’s Joint School Construction Project.

- **Training and portable, industry-recognized certifications** in Machining, Welding and Production Technician are being provided through a partnership with MACNY, Onondaga Community College (OCC), OCM BOCES and SUNY ESF. OCC and MACNY are partners with SUNY in the process of implementing **NAM’s Manufacturing Skills Certification System in Upstate New York.** This system involves a statewide manufacturing certification strategy that offers stackable credentials consistent with national standards as identified by the Manufacturing Institute, The National Association of Manufacturers and guidance provided by the U.S. Department of Labor. Additional certifications in partnership with community colleges in the region are planned for in the coming months and years.

- MACNY has developed **licenses to ensure world-class leadership and organizational development training classes** are available to manufacturers and businesses in the region. The classes include Situational Leadership II (Ken Blanchard Companies); Crucial Conversations (VitalSmarts); Crucial Confrontations (VitalSmarts); and Leading at the Speed of Trust (FranklinCovey); and Supervisory Leadership. The classes provide a pathway for human capital development throughout an organization.
Transformational Initiative Priorities  
*Say Yes to Education*

Say Yes to Education is a visionary model for education and economic development in Central New York. While funding is currently not available through the REDC and CFA process to support Say Yes to Education, the CNY REDC continues to prioritize it as a key transformational initiative that has the ability to help redevelop the urban core, create the workforce of tomorrow, and provide a pathway for individual success.

Say Yes to Education is a public-private partnership working together with foundations, higher education, local government and the region’s nonprofit sector—with a strong commitment to cross sector participation—to provide comprehensive support services to students and their families in the Syracuse City School District (SCSD) to ensure educational achievement.

Although Say Yes is focused on supporting SCSD students, the CNY REDC is working to bring it to scale across the entire region. The council proposes a cradle-to-career approach, working with the region’s colleges, universities and industry partners, to provide a talent pipeline for the region’s core industries. The council will shape its engagement in Say Yes around two interconnected objectives:

- Expand the **Say Yes Summer Academy**, currently offered at Onondaga Community College, for graduating high school students attending college across the five-county region. This program prepares high school graduates for success through coursework to jump start their college education, and introducing them to career pathways through Say Yes’ corporate compact partners. Academies address skill training, educational development, and help students navigate college resources to attain academic and professional success.

- Expand the **Say Yes Corporate Compact**, in which regional businesses work with higher education partners to provide an academic bridge into employment through scholarship support, career awareness activities, mentoring, and internship and apprenticeship programs. The Say Yes Corporate Compact will allow corporate partners to grow the talent pools critical to Central New York’s existing and emerging industry clusters.

Say Yes to Education exemplifies the level of community collaboration, investment and civic engagement that the CNY REDC identified as necessary for making a long-term impact on the prosperity of the region. In 2012-13, the council will work to gain participation and investment from government, regional higher education partners, industry leaders and philanthropy to fully implement the Summer Academies, and create a cradle-to-career model throughout Central New York.
## 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.

<table>
<thead>
<tr>
<th>Project Sponsor</th>
<th>Project Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cayuga County</strong></td>
<td><strong>United Healthcare Services, Inc.</strong> United Healthcare Services, Inc.</td>
<td>UHC Downtown Syracuse Project UHC will locate its regional center to 30,000 square feet of currently available office and storefront space in downtown Syracuse. ESD $1,902,414 Withdrawn</td>
</tr>
<tr>
<td><strong>Syracuse University</strong></td>
<td><strong>NYE-RIC labs</strong> NYE-RIC labs</td>
<td>Supports the build out and equipment of unfinished spaces at the headquarters of the Syracuse Center of Excellence Labs, including a multimodal transportation facility that will be a platform for R&amp;D on sustainable transportation. ESD $3,000,000 Project Started</td>
</tr>
<tr>
<td><strong>Cortland County</strong></td>
<td><strong>Howland Store Stone Museum</strong> Howland Store Stone Museum</td>
<td>Open Source Stabilization and Rehabilitation Project The Howland Store Stone Museum will stabilize and rehabilitate for re-use 'Open Source,' a late 19th/early 20th century residence in the historic Hamlet of Sherwood for use as a museum and public meeting space. Also known as the Isabel Howland House, 'Open Source' was the gracious Howland family home where, a century ago, Isabel Howland and her family hosted numerous important public rallies promoting women's rights and other social justice activities. ESD $53,308 Project Started</td>
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<tr>
<td><strong>Madison County</strong></td>
<td><strong>D圆满完成 Acquisition Madison County</strong> D圆满完成 Acquisition Madison County</td>
<td>Madison County IDA Best Deck</td>
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<td><strong>Onondaga County</strong></td>
<td><strong>Musical Theatre Festival</strong> Musical Theatre Festival</td>
<td>Finger Lakes Musical Theatre Festival Foundation, Inc.</td>
</tr>
<tr>
<td><strong>Owera Vineyards LLC</strong> Owera Vineyards</td>
<td>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. ESD $994,000 Project Started</td>
<td></td>
</tr>
<tr>
<td><strong>Homsite Fund, Inc.</strong> Homsite Fund, Inc.</td>
<td>HOME Repair for Cayuga County</td>
<td>Homsite Fund, Inc. HOME Repair for Cayuga County Improves housing conditions throughout the City of Auburn and Cayuga County. ESD $75,000 Project Started</td>
</tr>
<tr>
<td><strong>Currier Plastics Inc.</strong> Currier Plastics Inc.</td>
<td>2011 Expansion</td>
<td>Expansion project requires the construction of up to 40,000 square feet of manufacturing space in addition to 16,000 square feet of warehouse space, and the purchase of equipment. ESD $1,000,000 Project Started</td>
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<tr>
<td><strong>Homsite Fund, Inc.</strong> Homsite Fund, Inc.</td>
<td>HOME Repair for Cayuga County</td>
<td>Homsite Fund, Inc. HOME Repair for Cayuga County Improves housing conditions throughout the City of Auburn and Cayuga County. ESD $700,000 Project Started</td>
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<tr>
<td><strong>LaGrangeville</strong></td>
<td><strong>Town of Cortlandville</strong> Town of Cortlandville</td>
<td>Town of Cortlandville Housing Rehabilitation Program</td>
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<tr>
<td><strong>Cortland County</strong></td>
<td><strong>City of Cortland</strong> City of Cortland</td>
<td>City of Cortland Multi-Family Acquisition Program</td>
</tr>
<tr>
<td><strong>Lime Hollow Nature Center, Inc.</strong> Lime Hollow Nature Center, Inc.</td>
<td>Lime Hollow Nature Center, Inc.</td>
<td>Lime Hollow Nature Center, Inc. Lime Hollow Nature Center will acquire a 48-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. ESD $2,250,000 Project Started</td>
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<tr>
<td><strong>Town of Marathon</strong></td>
<td><strong>Town of Marathon Housing Rehabilitation Program</strong> Town of Marathon</td>
<td>Town of Marathon Housing Rehabilitation Program</td>
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<tr>
<td><strong>Cayuga Marketing, L.L.C.</strong> Cayuga Marketing, L.L.C.</td>
<td>DDiMAI Training Cayuga Marketing, L.L.C.</td>
<td>Existing association of dairy producers will create a new company and construct a 106,000 square foot milk and dairy ingredients processing facility. New products will displace foreign imports, create new export opportunities, and increase profitability. ESD $4,022,845 Project Started</td>
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<td><strong>Marquardt Switches, Inc.</strong> Marquardt Switches, Inc.</td>
<td>Leadership and General Business Skill Training Marquardt Switches, Inc.</td>
<td>Leadership and General Business Skill Training 36 current employees of this company located in Cazenovia will receive training in Supervisory Leadership, Crucial Conversations, and Advanced Welding. ESD $47,700 Project Started</td>
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<tr>
<td><strong>Town of Cortland</strong></td>
<td><strong>Cortland Business Innovation Center</strong> Cortland Business Innovation Center</td>
<td>Cortland Business Innovation Center Remodeling of the Cortland Business Innovation Center as a venue for SUNY Cortland entrepreneurship training and as a hub for a multi-agency effort to incubate start-up businesses and to provide business-related internship opportunities for students. ESD $47,700 Project Started</td>
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<tr>
<td><strong>Village of Homer</strong></td>
<td><strong>Village of Homer Housing Rehabilitation Program</strong> Village of Homer</td>
<td>Village of Homer Housing Rehabilitation Program Rehabilitates 11 owner-occupied severely substandard housing units located in the Village of Homer. ESD $1,000,000 Project Started</td>
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<tr>
<td><strong>City of Syracuse</strong></td>
<td><strong>Syracuse University</strong> Syracuse University</td>
<td>Support the build out and equipment of unfinished spaces at the headquarters of the Syracuse Center of Excellence Labs into R&amp;D facilities, including a multimodal transportation facility that will be a platform for R&amp;D on sustainable transportation. ESD $3,000,000 Project Started</td>
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<td><strong>City of Cortland</strong></td>
<td><strong>ALPRA, Inc.</strong> ALPRA, Inc.</td>
<td>Assist in the expansion of ALPRA, Inc. in the City of Cortland, creating 12 jobs, of which 8 will benefit low- and moderate-income New Yorkers. ESD $1,000,000 Project Started</td>
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<td><strong>City of Cortland</strong></td>
<td><strong>City of Cortland Multi-Family Acquisition Program</strong> City of Cortland Multi-Family Acquisition Program</td>
<td>The City of Cortland will establish a comprehensive plan to achieve rural character preservation, waterfront revitalization, economic development, agricultural development, farmland protection, open space preservation, environmental protection, and growth management. ESD $1,000,000 Project Started</td>
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<td><strong>Currier Plastics Inc.</strong> Currier Plastics Inc.</td>
<td>2011 Expansion</td>
<td>Expansion project requires the construction of up to 40,000 square feet of manufacturing space in addition to 16,000 square feet of warehouse space, and the purchase of equipment. ESD $1,000,000 Project Started</td>
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<td><strong>Owera Vineyards LLC</strong> Owera Vineyards</td>
<td>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. ESD $1,000,000 Project Started</td>
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<td><strong>Madison County</strong></td>
<td><strong>Madison County IDA</strong> Madison County IDA</td>
<td>Aquaculture Greenhouse Johnson brothers Lammergeier will partner with SUNY Morrisville to construct a demonstration-scale greenhouse and aquaculture facility at the Madison County AEP as an add-on to the company's lammergeier drinks by using renewable resources. ESD $1,000,000 Project Started</td>
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<td><strong>Onondaga County</strong></td>
<td><strong>City of Syracuse</strong> City of Syracuse</td>
<td>City of Syracuse International Airport Emergency Operations Center (EOC) Syracuse Airport will improve its passenger terminal to house the new Emergency Operations Center (EOC). The new, larger and better equipped EOC will aid in the organizational and community preparation for response to and recovery from disasters and community crisis in accordance with the Federal Emergency Management Agency (FEMA) and the Department of Homeland Security (DHS) requirements. ESD $1,000,000 Project Started</td>
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### Round 1 Projects

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<td>City of Syracuse</td>
<td>Parking Garage</td>
<td>Design and construction of the City of Syracuse Multi-Modal Transportation Center (MMTC), including 760 parking spaces, to replace an existing extensively deteriorated parking garage located within the City’s Federal Empowerment Zone and the CIDD.</td>
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<td>C-Speed LLC</td>
<td>C-Speed’s CNX Advanced Technology Manufacturing Center Expansion</td>
<td>C-Speed will expand its current manufacturing location or purchase a new, larger building in the Liverpool area.</td>
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<td>Discovery Center of Science &amp; Technology</td>
<td>Discovery Center Building Restoration</td>
<td>The Discovery Center of Science and Technology will restore several excessively aged and deteriorated building components of the Army Square Historic District’s 1907/1930 NYS Army. The areas requiring replacement and/or restoration include all built-up roofing and masonry parapets, IMAX theater, office, and public areas; ornate interior wood coffers and lighting damaged by water penetration; and all original wood windows, wrought iron window grating and paneled wood entry doors.</td>
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<td>Empire Housing &amp; Development Corp.</td>
<td>Syracuse Purchase-Rehab Program</td>
<td>Acquisition and rehabilitation of 25 single-family and five two-family homes located on scattered sites throughout Onondaga County.</td>
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<tr>
<td>Home Headquarters, Inc.</td>
<td>Syracuse Neighborhood Revitalization Program 2011</td>
<td>Rehabilitate vacant properties or newly constructed homes for first-time homeowners in the City of Syracuse. Seven existing substantial single family homes and 3 two-family homes and 7 units that will be sold to 17 low-income households who are first-time homebuyers.</td>
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<tr>
<td>Home Leasing, LLC</td>
<td>Centerville Court Apartments</td>
<td>Preservation and rehabilitation of 150 unit Mitchell-Lama project for seniors in the Village of North Syracuse.</td>
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<tr>
<td>Housing Visions Unlimited</td>
<td>VanKuernem Square 1</td>
<td>New construction of 50 supportive rental units for homeless persons and families in Syracuse.</td>
</tr>
<tr>
<td>IV, Inc.</td>
<td>NT Network Training</td>
<td>This company, which serves across Central New York and Finger Lakes Region, will train 18 engineers in network security, email and collaboration, project planning, remote access and network management.</td>
</tr>
<tr>
<td>NYS IDA</td>
<td>Greenway Apartments</td>
<td>Greenway Apartments will receive low-cost financing to acquire and rehabilitate 208 affordable housing units in Baldwinsville.</td>
</tr>
<tr>
<td>Onondaga County</td>
<td>Onondaga County Save the Rain Downspout Disconnection Program</td>
<td>The Downspout Disconnection Program will remove stormwater from the combined sewer by capturing run-off from existing downspout connections attached to Interstate Highway 690 corridor in the city of Syracuse, NY. 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.</td>
</tr>
<tr>
<td>Onondaga County</td>
<td>Onondaga County Neighborhood Rehabilitation Program</td>
<td>Home improvement of approximately 50 units on scattered sites in Onondaga County outside Syracuse.</td>
</tr>
<tr>
<td>Onondaga County</td>
<td>Onondaga County ARC Purchase-Rehabilitation Program</td>
<td>Acquisition and rehabilitation of 10 units on scattered sites in Onondaga County outside Syracuse.</td>
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<tr>
<td>Onondaga County</td>
<td>Regional Sustainability Plan</td>
<td>Develop a Regional Sustainability Plan for Central New York that will establish 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.</td>
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<tr>
<td>Onondaga County Community Development</td>
<td>2011 Onondaga County Access to Home Program</td>
<td>Assist 25 households of persons with physical disabilities in Onondaga County in making accessibility improvements to their homes.</td>
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<tr>
<td>Onondaga County Community Development</td>
<td>2011 Onondaga County RESTORE</td>
<td>Conduct emergency housing repairs for elderly and frail elderly homeowners in Onondaga County.</td>
</tr>
<tr>
<td>Onondaga County BDA</td>
<td>Clay Business Park</td>
<td>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.</td>
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<tr>
<td>S. Side Food Coop</td>
<td>Southside Food Cooperative Project</td>
<td>Construction of a new 3,500 square foot facility to support creation of a new urban food cooperative to provide fresh and healthy food from local/regional farmers and distributors as needed and service an existing “food desert” on the city of Syracuse’s South Side.</td>
</tr>
<tr>
<td>Southern Hills</td>
<td>Southern Hills First-Time Homebuyer Program</td>
<td>Acquisition and rehabilitation of 12 units on scattered sites throughout Southern Onondaga County.</td>
</tr>
<tr>
<td>St. Josephs Hospital</td>
<td>Phase II Facility Expansion</td>
<td>Construct a 100,000 square foot patient tower, including 110 private rooms, intensive care units, a 7,500 square foot surgical suite with 14 operating rooms, a 12,100 square foot central sterile, and a greenway corridor to Syracuse North Side businesses.</td>
</tr>
<tr>
<td>SUNY Environmental Science and Forestry</td>
<td>SUNY ESF Gateway Building Green Roof</td>
<td>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.</td>
</tr>
<tr>
<td>SUNY Upstate Medical</td>
<td>CNY Biotechnology Research Center</td>
<td>A bioscience incubator, scheduled to open in June 2012, is a brownfield redevelopment project already underway in the heart of Syracuse. This incubator will provide start-up laboratory and development space, currently in short supply and high demand across the region and the state.</td>
</tr>
<tr>
<td>Syracuse Center of Excellence</td>
<td>Syracuse CoE Green Streets</td>
<td>This project consists of bio-retention swales and tree plantings on the streets adjacent to the Syracuse Center of Excellence headquarters at Syracuse University, adding value to the city of 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.</td>
</tr>
<tr>
<td>Syracuse IV Star Redevelopment, LLC</td>
<td>Roosevelt &amp; Hillside Apartments</td>
<td>Redevelopment of 80 family rental units in the city of Syracuse.</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>University College Online Workplace Readiness Program</td>
<td>Training for 200 individuals enrolled in community-based job training programs with the foundational skills sets required for employment as measured by the NCRC and NAMTC.</td>
</tr>
<tr>
<td>University Neighborhood Preservation Association, Inc.</td>
<td>Balbock Shattuck Home Restoration Program</td>
<td>University Neighborhood Preservation Association will restore the exterior of the abandoned and vacant Balbock-Shattuck House, a historically significant property at the gateway of the University Neighborhood.</td>
</tr>
<tr>
<td>Upstate Properties Development</td>
<td>Former Kennedy Square</td>
<td>Demolition and asbestos abatement of the remaining buildings on the former Kennedy Square housing complex near downtown Syracuse to prepare for redevelopment of the 2-acre site mixed use of residential, commercial and research facilities.</td>
</tr>
<tr>
<td>Village of East Syracuse</td>
<td>East Syracuse Roof Drain and Sump Pump Relocation</td>
<td>The Village of East Syracuse is working to reduce sanitary sewer overflows resulting, in part, from rooftop downsputs. This project will disconnect roof leaders and direct the runoff into green infrastructure such as stormwater planters and rain gardens.</td>
</tr>
<tr>
<td>Village of Fayetteville</td>
<td>Canal Landing Park</td>
<td>This project creates a critical connection between a canal community park and the Canaleway Trail. The project is consistent with OSREDC region-wide waterfront revitalization strategy.</td>
</tr>
<tr>
<td>Welch Allyn, Inc.</td>
<td>Lean Excellence NYS LoniCatalyzed Funding</td>
<td>Welch Allyn of Central New York will upgrade the skills of 35 employees in the Toyota Production System.</td>
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<tr>
<td><strong>Oswego County</strong></td>
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<tr>
<td>Fulton Thermal Corporation</td>
<td>Low Emissions Burner RD and Large Boiler Manufacturing</td>
<td>The Fulton Companies will expand its Low Emission Burner RD and Large Boiler Manufacturing. Fulton is a leading manufacturer of commercial and industrial applications. Fulton is a leader in developing ultra-high efficiency condensing boilers for the commercial HVAC market.</td>
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<tr>
<td>Hultman, Inc.</td>
<td>Cold Cups</td>
<td>Hultman will add two PMC1000 cup forming machines to its Fulton, NY facility to produce a new product line of cold cups.</td>
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<tr>
<td>City of Oswego</td>
<td>City of Oswego Westside Disinfection Project</td>
<td>Address improvements to the Westside sewer outfall No. 2 at its Facial Flow Management Facility (EFM) in the City of Oswego.</td>
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<tr>
<td>Grassman Energy</td>
<td>Kohilo wind turbine</td>
<td>Project will support the development and manufacturing of wind turbines.</td>
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<tr>
<td>NYS IDA</td>
<td>James St Apartments</td>
<td>James St Apartments will receive low-cost financing to acquire and rehabilitate 83 affordable housing units in Syracuse.</td>
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<tr>
<td>Port of Oswego Authority</td>
<td>East Terminal Connector Project</td>
<td>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.</td>
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<tr>
<td>Village of Phoenix</td>
<td>Village of Phoenix Sanitary Sewer System Improvements</td>
<td>Begin mitigating inflow and infiltration problems in the sanitary sewer system of the Village of Phoenix.</td>
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### Excelsior Jobs

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<td>Excelsior Jobs Program</td>
<td>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.</td>
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1.1 NEW STRATEGIES

Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets

Strategy: Invest in Existing Regional Concentrations and Businesses

New Sub-Strategy: Catalyze innovations in the emerging Data to Decisions technology cluster.

Related Transformational Initiative: NYE-RIC, Innovate Upstate

An ongoing, year-long analysis in partnership with the Brookings Institution and the Battelle Technology Partnership Practice has identified potentially significant cluster of companies in the 12-county CenterState region that utilize similar technologies, research assets, and labor pools. This core competency is based on regional expertise, within corporations and universities in SAID (Sense, Analyze, Interpret, and Decide) technologies, data fusion, intelligent systems, decision support science, big data, and predictive analytics. These technologies are also referred to as Data to Decisions (D2D) technologies. This is the centerpiece linking four of the region’s strong industry concentrations:

- Digital electronics (primarily in defense and aerospace applications)
- Environmental technologies (primarily to monitor and control energy use and environment quality in buildings)
- Medical technology
- Information technology and assurance

More than 50 companies, employing more than 9,000 individuals, actively engage these technologies in the larger 12-county region. Though individual industry sectors within the larger D2D cluster each have individual market opportunities on which growth strategies should be built, the significant market potential for D2D technologies presents compelling new growth opportunities. Development of D2D technologies combines industry strengths within the region and has the potential to align R&D activities of 18 university research centers within the 12-county CenterState region.

Key Strategic Actions:

- Catalyze innovations in the D2D sector by driving market-based R&D at the region’s research institutions to meet the needs of the private sector.
- Become a leader in R&D and product development around water sensing and remediation, especially in relation to the natural gas industry.
- Become a global leader in unmanned avionics. Through the regional Northeast UAS Airspace Integration Research (NUAIR) alliance, establish a full product development continuum for the UAV sector combining R&D, prototyping, testing, manufacturing, and maintenance.
- Become the home of sensing and diagnostic R&D and manufacturing by strengthening core competencies across a number of strong clusters.
- Use nanotechnology as a platform to support the further development of sensor needs.
- Educate and recruit talent necessary to grow the industry.

Strategy: Encourage Cross Industry Collaborations

New Sub-Strategy: Collaborate with other Regional Economic Development Councils to coalesce statewide efforts in advanced buildings and sustainable communities.

Related Transformational Initiative: NYE-RIC

The strategic plans of all REDCs in the state include components that target needs to improve infrastructure and energy efficiency in buildings and sustainability of communities. Several REDCs identify capabilities of firms in their regions for products that address these needs. The NYE-RIC transformational initiative in innovations for advanced buildings and sustainable communities is conceived as a statewide alliance, building on established collaborative networks that were created across Upstate beginning in 2000 and expanded to include New York City and Long Island in 2010. NYE-RIC is specifically recognized in the New York City REDC plan as an opportunity to improve energy efficiency in buildings and foster innovation and inter-regional cooperation.

Key Strategic Actions:

- Work across regional councils through the REDC Statewide Chairman’s Committee, as well as through ad hoc initiatives among manufacturers and research institutions in the state, to identify opportunities to collaborate on projects and initiatives.
- Create a statewide database of manufacturers and vendors to share information to prospective clients.

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

New Action: Focus resources to better coordinate projects and initiatives in tourism, the arts and culture

Related Transformational Initiative: Tourism, Arts, and Culture

Much of the region’s efforts to strengthen its tourism industry are focused on reaching audiences to promote the vast offering in CNY in the arts, culture, and recreation.
However, significant barriers exist to effectively reaching those audiences when investments and efforts are not coordinated, resulting in diluted messaging, weakened services to assist visitors in their planning, and lost opportunities to reach new audiences. Individual tactics around tourism and the arts and culture should be seen as moving forward together, rather than as a piecemeal approach. As public and private resources are becoming more competitive, the council and the Tourism, Arts and Culture Transformational Initiative team will work with project sponsors across the region to bring stronger coordination and integration among their efforts.

- **Strategy: Maximize Human Capital; Improve Alignment of Workforce Supply and Employer Demand**
  
  New Action: *Create and expand demand-driven workforce training, retraining, and development programs*

  The CNY region is home to strong working- and middle-class populations, historically supported by a thriving industrial economy. Since the decline of manufacturing, many working-class communities have fallen into poverty due to a lack of robust job demand. At the same time, many educated and upwardly mobile individuals have left the region for opportunities elsewhere. The current dynamic, partially characterized by swaths of deeply entrenched poverty and brain drain, is not poised to meet the workforce needs of a resurgent regional economy. As demand for talent increases within specific industries, there must be a supply of capable and willing workers who can meet demand at every level within the marketplace. To achieve this, the region must better retain the talented workers being educated at its academic institutions, while also radically improving the educational outcomes of certain urban and rural school systems.

- **Strategy: Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets**
  
  New Action: *Foster, promote, and attract entrepreneurial development in urban cores, including new retail*

  In downtown Syracuse, reconstruction of the Pike Block, the final phase of constructing the Connective Corridor into Armory Square from the University Hill, and the relocation of Centro’s main transit hub are all converging to provide opportunities to develop new business ventures within a growing residential base. Vibrant urban centers require new entrepreneurs to activate these new spaces and tap into a growing market of residents who are demanding basic retail and services, such as urban grocery markets. Encouraging entrepreneurs to invest and grow their small businesses where more people are choosing to live, work, and play will provide added vibrancy and will sustain momentum toward urban living and the redevelopment of municipal centers.

- **Strategy: Promote Regional Waterfront Revitalization**
  
  New Action: *Develop a regional network of local officials to coordinate waterfront revitalization projects and associated opportunities for collaboration*  

  Related Transformational Initiatives: Waterfront Revitalization; Tourism, Arts and Culture

  In Syracuse and Onondaga County, city and county officials have a great opportunity to build on the momentum of the Onondaga Creekwalk Project to connect Syracuse’s urban core with communities north of the city, while improving access to Onondaga Lake and its recreational opportunities. In addition, many of CNY’s waterways not only provide a wonderful resource in both rural and urban communities, but they also serve as a natural connector to other regions throughout the state. The council and the Waterfront Revitalization Transformational Initiative team will work to identify opportunities for collaborating on projects, advocating for funding sources, and finding ways to market Upstate’s recreational waterways.

- **Strategy: Retrain to Develop the Workforce of Tomorrow; Improve Pre-K-20 Educational Attainment in Urban Neighborhoods**
  
  New Action: *Collaborate with partners in Western New York on the implementation of Say Yes to Education in public schools, and the ongoing development of the Higher Education and Corporate Compact support of Say Yes to Education*  

  Related Transformational Initiative: Say Yes to Education

  At the core of Say Yes to Education’s mission is the coordination of resources and activities to provide more focused opportunities for youth to get the proper education, support, and skill set they need to be successful and remain in CNY. In 2012, the City of Buffalo became the second citywide district to embrace Say Yes to Education. Partners in both regions can work together to (1) Advocate for changes in state policy and funding initiatives to further leverage the private resources being invested in Say Yes communities, and (2) Develop and implement best practices in coordinating the delivery of state, county, and local services that are typically organized in separate bureaucratic channels and thus make it difficult for school districts to coordinate the academic and social services needed to help students succeed.
1.2 PUBLIC ENGAGEMENT

As stated in the CNY REDC Five-Year Strategic Plan, the Public Engagement Plan is designed to build trust, empowerment, collaboration, responsibility, and ownership across the five counties of the region. This is accomplished through a range of creative, respectful, culturally sensitive, and energetic forms of outreach.

To that end, the Public Participation Work Group set eight specific benchmarks to be implemented within 18 months of the submission of the Strategic Plan:

1. **Hold 10 public sessions to educate residents and businesses and work toward a sense of ownership — Under way**

Since plan submission, the CNY REDC held five informational public sessions regarding the activities of the council and the CFA application process.

Two of these sessions, held in Madison and Cayuga counties, were conducted as public forums to discuss the specifics of the Five-Year Strategic Plan and gather input on needed changes and/or updates to the plan.

The public was asked to provide feedback to the following questions:

- **What were the strong points of the Strategic Plan?**
  Feedback: very comprehensive ... the three goals are appropriate to the region ... the regional approach is important to encompass city and rural areas

- **What modifications are needed to the plan?**
  Feedback: clarify job skills gap ... get better data for metrics ... find more cross-regional collaborative projects

- **How can the council be more effective in engaging the public?**
  Feedback: use social media (Facebook, Twitter, RSS) ... find local ambassadors ... put meetings on numerous community calendars

- **What would be the types of priority projects you want for the next round?**
  Feedback: funding projects in tourism, biomass and health care

Sample meeting notes from these sessions are attached in Appendix B.

Three public sessions were held to share information about Round 2 of the CFA process, the funding resources, projects eligibility, and the online application. There were 280 participants at these meetings. These sessions also focused on producing a round of highly competitive and thorough applications, and ultimately contributed to 171 applications received during Round 2.

These sessions were scheduled so that every county within the region has been host to a public session since the Strategic Plan was submitted. Two more public forums are planned, in the fourth quarter of 2012 and the first quarter of 2013, with locations to be determined.

### CFA Public Participation Events

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Meeting Type</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 22, 2012</td>
<td>Cazenovia College, Madison County</td>
<td>Public Forum</td>
<td>39</td>
</tr>
<tr>
<td>May 9, 2012</td>
<td>Aurora Inn, Cayuga County</td>
<td>Public Forum</td>
<td>42</td>
</tr>
<tr>
<td>May 18, 2012</td>
<td>SUNY Cortland Park Center, Cortland County</td>
<td>CFA Workshop</td>
<td>65</td>
</tr>
<tr>
<td>May 30, 2012</td>
<td>SUNY Oswego, Lanigan Hall, Oswego County</td>
<td>CFA Workshop</td>
<td>43</td>
</tr>
<tr>
<td>June 13, 2012</td>
<td>Onondaga Community College, Onondaga County</td>
<td>CFA Workshop</td>
<td>172</td>
</tr>
<tr>
<td>Aug. 29- Sept. 1, 2012</td>
<td>Center of Progress, Great New York State Fair</td>
<td>Public Engagement Surveys</td>
<td>17</td>
</tr>
<tr>
<td>4th Q 2012</td>
<td>TBD</td>
<td>Public Forum</td>
<td></td>
</tr>
<tr>
<td>1st Q 2013</td>
<td>TBD</td>
<td>Public Forum</td>
<td></td>
</tr>
</tbody>
</table>
2. Utilize two forms of mass media to reach the public in order to increase participation — Under way

In 2012 the CNY REDC, through a partnership with Clear Channel Radio, utilized 159 public service announcements on five radio stations to generate public participation and notify the public of upcoming sessions and initiatives, including 39 PSAs before the Cazenovia College event in March; 27 PSAs before the Aurora Inn event, and 93 announcements to generate participation in surveys at the Great New York State Fair. Clear Channel’s outreach on behalf of the REDC has been recognized by the New York State Broadcasters Association with one of five annual Community Engagement Awards. Additionally, the council’s “Be Heard CNY” campaign will continue to promote the remaining public session planned for 2012. The council will administer another region-wide survey to gather more information on its identified Transformational Initiatives. The Public Participation Work Group is also exploring options to begin using social media in 2013, such as Facebook and Twitter, to foster dialogue with stakeholder groups. The group intends to have a strategy developed by the first quarter of 2013.

3. Launch a “Taking the Pulse” survey to assess the effectiveness of public participation efforts — Under way

A “Taking the Pulse” survey to gauge the council’s efforts within the general public was implemented during the 2012 Great New York State Fair. This will be an initial tool to assess the level of public knowledge about the council and CFA process. A follow up survey will be conducted in late 2012 or early 2013 among all previous public session participants to gather feedback on outreach methods and best practices for communication, notification, and engagement. See Appendix B for survey samples.

4. Research the feasibility of a “Citizen’s Committee” to further the involvement and ownership of non-council members on the decision making process — Completed

Due to the confidential nature of applications during the review process and before final score and priority list submissions, it has been determined that a “Citizen’s Committee” is not yet recommended. There remains a need for a higher level of citizen participation in the council process; however, application review is not the area best suited for this initiative. The Public Participation Work Group will continue to explore ways to increase public involvement in the process and will present findings and recommendations to the full council for implementation.

5. Distribute fliers and brochures to all local government offices and public spaces for further dissemination of information — Under way

Brochures and fliers are being designed for distribution after the October 2012 award announcements to build momentum for drawing new participants into the process.

6. Engage funding recipients to share their experiences with prospective applicants and other constituencies — Under way

This is an ongoing process that the Public Participation Work Group began implementing immediately after the 2011 award announcements. At each public session and at each REDC meeting, the council invited an award recipient to present its project and give a progress update. The award recipient represented the county or locality in which the public session was held. This initiative will continue throughout future CFA funding cycles.

7. Implement a “bring a friend” approach to each public session — Planned

The work group is planning a launch of this initiative at the December 2012 public session. This will be evaluated and could potentially be the public participation focus for 2013, as the Public Participation Work Group seeks to continue growing the number of participants attending the public sessions.

8. Draft Year 2-3 Public Participation Action Plan — Planned

The Public Participation Work Group is evaluating the success of the various initiatives during the 18-month implementation process (November 2011-May 2013), and will submit a plan to the council in the first quarter of 2013 to continue public engagement through 2015.

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**Taking the Pulse Survey — Results Snapshot (2012 NYS Fair)**

- 42.9% of survey respondents had heard of the regional council
- 28.6% of survey respondents had heard of “the New York Works for Business” campaign
- Tourism, Workforce Alignment, and Food to Market were ranked the highest by respondents as being important to the economic health of the region
- Several respondents indicated outreach by the CNY REDC for public input during the funding cycle needs improvement
As public participation and other forms of engagement evolve, the CNY REDC will seek to increase the number of participants at events and sessions, as well as the ways in which the public interacts with the council and affects the plan’s outcomes. Public forums have yielded community-generated suggestions for how the CNY REDC should focus economic development efforts in future rounds of funding, and the council will continue to engage the public in its efforts to incorporate feedback into modifications to the Strategic Plan and the metrics it uses to measure the region’s economic prosperity.

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

- **5** public participation events attended by **361 members** of the public since November 2012, which is **90%** of the goal set for year two.

- **159** public service announcements, in partnership with Clear Channel Radio, to provide outreach to the public.

- Public Forums and CFA Workshops were held in each of the region’s **five counties**.

**Sample Public Comments**

- “**Strengthen educational institutions, resources to needs of plan.**” — Madison County Resident, Public Forum

- “**Retain small manufacturing jobs.**” — Cayuga County Resident, Public Forum

- **Important to economic growth of region:** “Inner Harbor growth; green technology; keeping downtown streets clean; continue SU partnerships.” — Onondaga County Resident, Taking the Pulse Survey

- “**Recognize ‘brain drain,’ give awareness to it; create opportunities.**” — Madison County Resident, Public Forum

- **Most important to economic health of region:** “**Workforce alignment.**” — Oswego County Resident, Taking the Pulse Survey
1.3 PERFORMANCE MEASURES

Tracking the progress of the region’s priority economic strategies is a key component of the CNY REDC’s focus on implementation in 2012-2013. To assist the council, CenterState CEO and the Central New York Community Foundation have partnered to monitor and evaluate economic and community development progress as laid out by the Five-Year Strategic Plan. Through its partnership with the Brookings Institution, CenterState CEO has access to metrics and tracking methods used by some of the top economic development experts in the country. The Central New York Community Foundation runs the CNY Vitals program that provides one of the most comprehensive and up-to-date sources of data for the region.

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

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

### Overall Regional Performance Indicators

Though often based on a variety of economic and social inputs, some of which are outside of the scope of the CNY REDC, the tracking of overall regional indicators provides a quick snapshot on the health of the regional economy.

<table>
<thead>
<tr>
<th>Overall Regional Performance Indicators</th>
<th>Current</th>
<th>Starting Point</th>
<th>5-Year Goal</th>
<th>% Change Goal</th>
<th>Progress to Date (% change to date)</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Jobs</strong></td>
<td>364,200 (6/2012)</td>
<td>359,900 (2011)</td>
<td>377,895</td>
<td>+5%</td>
<td>1.2% †</td>
<td>3.8M (6/2012)</td>
</tr>
<tr>
<td><strong>Gross Metro Product</strong></td>
<td>$32.4B (2009)</td>
<td>$35.6 B</td>
<td></td>
<td>+10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Population</strong></td>
<td>*791,654 (7/2011)</td>
<td>763,236 (2010)</td>
<td>767,052</td>
<td>+0.5%</td>
<td>†3.7% †</td>
<td></td>
</tr>
<tr>
<td><strong>Unemployment</strong></td>
<td>8.9% (6/2012)</td>
<td>7.8% (2011)</td>
<td></td>
<td></td>
<td>14.1% †</td>
<td>8.3% (7/2012)</td>
</tr>
<tr>
<td><strong>Metro Poverty Rate</strong></td>
<td>14.3% (2010)</td>
<td>13.2% (2009)</td>
<td></td>
<td></td>
<td>†8.3% †</td>
<td>15.1% (2010)</td>
</tr>
<tr>
<td><strong>Regional Productivity</strong></td>
<td>$101,122 (2009)</td>
<td>$108,706</td>
<td></td>
<td>+7.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Educational Attainment</strong></td>
<td>22.9% (2010)</td>
<td>21.9% (2009)</td>
<td>23%</td>
<td>+5%</td>
<td>4.6% †</td>
<td>29.9% (2010)</td>
</tr>
</tbody>
</table>

*Denotes an estimated figure.

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

‡: The region is behind its goal for this metric, requires additional attention or evaluation.
**Project-Based Performance**

As the CNY REDC provides recommendations to the state on priority projects for investment, close tracking of project status and leveraged funds is a main priority. Through the regional Empire State Development office, the council can not only track progress toward performance outcomes but can also provide assistance and guidance should a project confront unforeseen barriers or challenges.

Contracts have been signed for 93 percent of the CFA projects funded in Round 1, a total of 69 projects. While 51 projects have started and are expected to be completed by the end of 2013, it is still too early to track the total amount of state dollars invested or leveraged into individual projects. Ultimately, the CNY REDC will track total project cost, total state dollars invested, total amount of dollars leveraged by state investment, total number of jobs created, average wage of jobs created or retained, and total payroll.

**Process-Based Performance on Strategies**

In addition to tracking project outcomes, the council will also track process performance metrics as strategies are implemented. By tracking how well various actions are accomplishing overall goals and strategies, the council can recognize and make course corrections on actions that are not responding well in the community or marketplace.

The CNY REDC has prioritized the continual updating of process-based performance strategies for 2012 and 2013. The table below is a sample of how work completed to date will be tracked, as well as the kinds of metrics that will be tracked and documented throughout 2012-2013. See Appendix C for complete performance metrics.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Actions</th>
<th>Progress To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 2 – Improve Competitiveness and Connections to the Regional, National and Global Economies</strong></td>
<td>Encourage new venture development, product development and process improvement</td>
<td>Participants in student entrepreneurship program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Clients / Tenants signed to incubators</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Seed funding awarded to emerging businesses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mentors connected with businesses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commercialization assistance provided</td>
</tr>
</tbody>
</table>
**Performance Outcomes on Strategies**

Metrics that track the impact of successfully implementing strategies also have the strongest potential to improve the overall regional performance indicators mentioned earlier. In many cases, metrics from 2009 and 2010 will be used as the starting point to track progress on strategy implementation as this was the most recent data available when the REDC plan was put together in 2011. The table below is a sample of Performance Outcomes on Strategies. See Appendix C for complete performance metrics.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Current</th>
<th>Starting Point</th>
<th>5-Year Goal</th>
<th>Progress to Date (% change to date)</th>
<th>% Change Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total MSA Exports</td>
<td>$3.3 B 2010</td>
<td>$3.26 B 2009</td>
<td>$6.5 B</td>
<td>1.2%</td>
<td>100%</td>
</tr>
<tr>
<td>Share of Exports: Goods vs. Services</td>
<td>60 / 40</td>
<td>53 / 47</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exports as a share of total output</td>
<td>8.7%</td>
<td>10%</td>
<td></td>
<td></td>
<td>-13%</td>
</tr>
<tr>
<td>Export Growth Rate</td>
<td>13.9% (2010)</td>
<td>Data not available in 2009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Growth in Export Services</td>
<td>60% (2003-2010)</td>
<td>Data not available in 2009</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Process for Updating and Monitoring Performance**

Although some publicly available metrics are updated on a monthly basis (unemployment and total jobs), many are updated annually or once every five years. Metrics like this will be updated and added to the performance dashboards outlined in this report when they are made available. Project-Based Performance and Process-Based Performance can both be tracked and updated on a quarterly basis as incremental progress is made on projects and strategies. CenterState CEO and the CNY Community Foundation will partner to track and report these metrics directly to the CNY REDC on the following schedule:

1. Quarterly reports on Project-Based Performance and Process-Based Performance
2. Annual reports on changes to Performance Outcomes on Strategies and Overall Regional Performance Indicators

The CNY REDC will use these reports to monitor and suggest course corrections on various strategies and actions if the metrics are not indicating the intended results.
The CNY REDC is committed to implementing the strategies, projects, and transformational opportunities outlined in its Five-Year Strategic Plan and remains actively engaged in managing, supporting, and monitoring initiatives while maintaining a transparent system of governance over public investments and private partnerships. Additionally, the CNY REDC continues to engage the region’s residents in shaping, supporting, and enacting the regional plan, ensuring that public participation remains a cornerstone to its activities.

2.0 CNY REDC GOVERNANCE

The Executive Committee was formed on schedule in January 2012 and has met to review and revise work group memberships, completed in the second quarter of 2012. Additionally, the Executive Committee established and populated Transformational Initiative teams in collaboration with the Vision Work Group’s goals.

Since the Five-Year Strategic Plan was released, the Vision Work Group has met regularly to review the plan and evaluate the need for revision of strategies. Revision of most aspects of the plan was deemed premature, as the plan still provides a blueprint for the region’s growth over the next five years. Review of the 18-month implementation plan showed objectives progressing on schedule. The Vision Group is also ensuring a process is in place to measure performance. As discussed in the previous section, a review of the metrics will be conducted as data is gathered to see both the effectiveness of results and the effectiveness of the measures themselves.

The most noticeable change in governance has been the transition of the Strategy Work Group into the Transformational Initiative Teams, as described in Part One, to better utilize the expertise of team members in the community as strategies and projects are implemented. The Transformational Initiative teams, formed in March 2012, have held initial meetings and provided key insight and recommendations for the formulation of this progress report.

Transformational Initiative teams will focus planning, outreach, and pipeline project development in eight target areas of importance to the region’s overall plan. State Agency Resource Team members are assigned to each committee to ensure that state agencies continue to provide technical assistance and agency information to these committees.

The Public Participation Work Group, as mentioned earlier, continues its efforts to communicate and educate the public on the regional council and the CFA process. This work group will also explore the opportunity to focus public and media outreach through the work of the Transformational Initiative Teams. Efforts to raise public awareness and participation are ongoing, and all work groups are meeting on a consistent basis.
2.1 OVERALL IMPLEMENTATION PLAN

Strategies Described in Part One / Progress on Actions / Timeline

The following tables identify each strategy and action established in the CNY REDC’s Five-Year Strategic Plan, and progress under way in 2012-2013. While much progress on actions has been accomplished since the release of the plan last fall, many strategies and actions represent long-term efforts that the council will pursue over the course of the coming months and years.

“The CNY REDC’s first round projects are already making a significant impact on our communities by creating jobs and stimulating economic growth. We are pleased with the progress to date, and the Council will remain vigilant to ensure that these projects stay on track as we develop a pipeline of quality projects in the second round that are consistent with the CNY REDC five year plan and strategic goals.”

-ROBERT SIMPSON, PRESIDENT, CENTERSTATE CEO; CO-CHAIR, CNYREDC

Courtesy CenterState CEO
## GOAL 1: Strengthen Targeted Industry Concentrations

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>SUB-FOCUS</th>
<th>ACTION</th>
<th>PROGRESS ON ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invest in Existing Regional Industry Concentrations and Businesses</td>
<td>Clean energy</td>
<td>Prioritize use of the Syracuse CoE</td>
<td>Construction has started on two new laboratories at Syracuse CoE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support existing cluster growth assets</td>
<td>A Federal Advanced Manufacturing Challenge proposal was submitted in July to focus existing cluster growth assets on advanced manufacturing of thermal and environmental control systems.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support and encourage the commercialization of disruptive technologies</td>
<td>Funding secured for SUNY ESF to support a new training program in innovative processes for curing resins in manufacturing operations. In June 2012, SUNY ESF and Redony received funding to encourage the growth of chick willow as a renewable energy fuel source in Central and Northern New York.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Integrate CEE products into local revitalization efforts</td>
<td>Development of the Syracuse CoE’s Green Streets Program to install green infrastructure next to the CoE. Integration of lighting technologies developed by Elease into local infrastructure projects such as the Village of Baldwinsville.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Build connections and partnerships</td>
<td>Through collaboration between organizations in New York City and Syracuse, NuClimate Air Quality Systems succeeded in manufacturing innovative energy efficient HVAC Terminals for 5 schools in NYC. A new partnership was formed between region and statewide organizations to pursue the Federal Advanced Manufacturing Challenge proposal around thermal and environmental control systems.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Adopt LEED standards</td>
<td>Eight buildings have been certified LEED Gold or Platinum in the past 5 years. Six additional projects are on track for LEED certification in 2012-2013.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Advocate for a renewable energy certificate market</td>
<td>Engaged several colleges and universities in the region and a major financial institution so they could discuss needs and how the universities can meet them.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote new ventures by aligning assets with related industry clusters</td>
<td>The Hill Collaboration, a research effort between SUNY Upstate, SUNY ESF, the Syracuse VA Medical Hospital, and Syracuse University, is working with Welch Allyn to develop their devices for use in Post Traumatic Stress Disorder and Traumatic Brain Injury in wounded warriors and other applications.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop and deploy technologies to improve the quality of care and reduce cost of care</td>
<td>Addressed by Hill Collaborative mentioned above.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Encourage existing companies to advance new products and processes</td>
<td>SUNY Upstate’s School of Health Professions’ BS degree program in medical biotechnology requires students to complete an internship during their program. SUNY ESF offers BS, MS, and PhD programs in bioprocessing engineering as well as a certificate of advanced study in bioprocessing.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide medical and bioscience workforce alignment services</td>
<td>CNY Biotech Accelerator will open early 2013 and will provide bioscience start-ups and emerging companies, space, business and professional services. Hank Watson, an extremely successful entrepreneur, has joined the Accelerator as Executive Director in mid-August.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support the growth of start-ups and small bioscience companies</td>
<td>Encouraged the growth of medical tourism. Recently, hospitals and other health service organizations were brought together to chart a course of action to collectively pursue this growth. Promotional tours to Oman have been scheduled for January 2013.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase regional wellness and preventative health measures</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase and promote regional health collaborations</td>
<td>Expansion of HealthConnexions, the regional RHIIO, to bring more hospitals and providers into the regional health information network.</td>
</tr>
<tr>
<td></td>
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<td>Expand capacity for ambulatory primary care</td>
<td>Significant progress has been made throughout the region, including: Oswego Hospital made primary care investments in the former AL Lee Hospital in Fulton and the health center in Central Square. Both are primary care sites.</td>
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<td>Expand existing business outreach and marketing programs</td>
<td>Engaged several colleges and universities in the region and a major financial institution so they could discuss needs and how the universities can meet them.</td>
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<tr>
<td></td>
<td></td>
<td>Align educational programming to respond to particular skill demand</td>
<td>Engaged several colleges and universities in the region and a major financial institution so they could discuss needs and how the universities can meet them.</td>
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<td></td>
<td></td>
<td>Invest in cybersecurity research and connect with internship opportunities</td>
<td>Continued to collaborate with CYBER New York in retaining and expanding cyber resources in Central New York. Also took a major financial institution on a tour of the Air Force Research Lab in Rome so they could discuss potential for sharing research.</td>
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<td></td>
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<td>Leverage collaborations</td>
<td>Established an active committee of finance, insurance, and real estate companies. The committee is provided to use feedback on marketing materials and to facilitate new connections to potential targets within the industry.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Target pre-screened financial services prospects</td>
<td>Subscribed to a market research database and developed a list of target organizations with operations in high cost areas that could be interested in relocating to CNY.</td>
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<td></td>
<td></td>
<td>Link agriculture to broader regional tourism effort</td>
<td>Occurring in some of the 12 country region. Efforts are in place to expand this based on regional needs.</td>
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<td>Develop primary accelerated and R&amp;D space</td>
<td>Advanced accelerator and R&amp;D space is currently being designed for construction of the EPIC NICE center to be located at Lockheed Martin. The development of the CNY Biotech Accelerator and the Syracuse CoE/NY-RC lab also act as enabling resources for other manufacturing sub-sectors, and an active effort to identify potential businesses is underway.</td>
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<td>Foster local supply chain usage and integration</td>
<td>Deployed a buy local strategy that encourages usage of local products and suppliers that encourages and can provide advanced manufacturers with an opportunity to source components and materials local.</td>
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<td></td>
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<td>Invest in existing infrastructure assets</td>
<td>Developed partnerships between MACHRY, OCC, ICOM BIOSCE and SUNY ESF to provide the training and portable, industry-recognized certifications in Machining, Welding and Production Technician. OCC and MACHRY are partners with SUNY in the process of implementing NAM’s Manufacturing Skills Certification System in the region. Additional certifications programs with community colleges are planned for the coming months and years.</td>
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<td>Expand الرابوت workforce alignment and development programming</td>
<td>Developed a 3 step marketing campaign to reach companies that are looking to relocate back offices to lower cost areas.</td>
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<td>Assist in expansion and retention efforts of region’s anchor advanced manufacturers</td>
<td>Expansion and retention efforts have occurred throughout the region. Two significant examples include: Novolex Corporation, of Scriba, expanded by adding 286,000 sq. ft. to increase capacity for the automotive industry, investing $8.0 million in capital and creating 200 jobs. Fulton Thermal Corporation, of Pulaski, expanded by adding 112,000 sq. ft., investing $13.5 million in capital and creating 90 jobs.</td>
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<td>Expand efforts to reduce costs common to manufacturing</td>
<td>Recommended changes have been offered to the Excelsior Program to further enhance the program making it more accessible and encourage greater movement by small manufacturers.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Streamline state support economic assistance programs</td>
<td>Recommended changes have been offered to the Excelsior Program to further enhance the program making it more accessible and encourage greater movement by small manufacturers.</td>
</tr>
<tr>
<td></td>
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<td>Encourage business and higher education collaboration</td>
<td>Numerous partnerships have developed in 2012, as described in the Prioritize Investment in Commercialization strategy.</td>
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<td>Capitalize on alumni connections</td>
<td>The development of the CenterState Venture Fund intends to capitalize on university alumni networks to seek investment from institutional, philanthropic, corporate, and individual investors in the fund.</td>
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<td>Transport workforce assets across business sectors</td>
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<td>Attract businesses through strategic grants and incentives</td>
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<td>Complete tourism and convention enhancement assets</td>
<td>New convention and visitor assets have come online in 2012, including SRC Arena, Destiny USA, Landmark Theatre, the Connective Corridor, and new exhibits and sporting events.</td>
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<tr>
<td></td>
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<td>Engage regional businesses in convention attraction efforts</td>
<td>Cummins’s beverage industry is becoming a regional focus, and is providing additional benefits and development by integrating efforts with agriculture community.</td>
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<td>Partner with statewide and adjacent regional efforts</td>
<td>Partnerships have been formed with Path Through History and the I Love NY programs.</td>
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<td>Further expand and deploy existing regional brands</td>
<td>There is currently no CNY regional tourism brand.</td>
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<td></td>
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<td>Coordinate tourism promotion</td>
<td>Implementation of the recommendations of the IDEAS Collaborative include the development of a collaborative calendar and a promotional website to expand access to the arts community. CNY Arts has been established in Oneida County to act as the principal arts funding entity.</td>
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<td>Create regional programs among arts and cultural organizations</td>
<td>The Finger Lakes Music Theatre Festival kicked off its inaugural season.</td>
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<tr>
<td>LEAD ENTITY</td>
<td>STATUS</td>
<td>TIME LINE</td>
<td>START AND END DATE</td>
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<tr>
<td>NYE-RIC Transformational Team</td>
<td>Underway</td>
<td>Project Started—Expected Completion in 2013</td>
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<td></td>
<td>Underway</td>
<td>Funding secured June 2012—project expected to run through 2013</td>
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<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<td></td>
<td>Underway</td>
<td>Projects expected to be completed 2012–2013</td>
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<td></td>
<td>Planned to be addressed in 2013</td>
<td></td>
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<tr>
<td>MIDD Tech</td>
<td>Underway</td>
<td>Collaborative formed in 2012 and will continue to operate throughout 2013</td>
<td></td>
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<tr>
<td>SUNY Upstate Medical University</td>
<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<td>SUNY ESF</td>
<td>Underway</td>
<td>Planned to open 2013</td>
<td></td>
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<tr>
<td>CenterState CEO</td>
<td>Underway</td>
<td>Tours will begin in 2013 and continue depending on results</td>
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<tr>
<td>Crouse Hospital</td>
<td>Underway</td>
<td>Planned to be addressed in 2013</td>
<td></td>
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<tr>
<td>St. Joseph’s Medical Health Center</td>
<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<tr>
<td>HACNY</td>
<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<td>Ongoing throughout 2012–2013</td>
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<td></td>
<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<tr>
<td>CenterState CEO and Mohawk Valley EDGE</td>
<td>Completed</td>
<td>Completed in 2012</td>
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<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<td>Food to Market Transformative Project Team</td>
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<td>Ongoing throughout 2012–2013</td>
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<td>Underway</td>
<td>Planned to be addressed in 2013</td>
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<td>Planned to be addressed in 2013</td>
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<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<td></td>
<td>Underway</td>
<td>Demolition and remediation of the NICE facility expected to be completed by fall 2012. Design is underway and construction expected to start spring 2013.</td>
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<td></td>
<td>Underway</td>
<td>Started in 2012—ongoing throughout 2012–2013</td>
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<td></td>
<td>Planned to be addressed in 2013</td>
<td>Expansion projects started in 2012—expected to be completed in 2013</td>
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<td>Underway</td>
<td>Completed</td>
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<td>Underway</td>
<td>Started in 2012—ongoing throughout 2012–2013</td>
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<td>Underway</td>
<td>Started in 2012—ongoing throughout 2012–2013</td>
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<td></td>
<td>Planned to be addressed in 2013</td>
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<tr>
<td>MACNY</td>
<td>Underway</td>
<td>Started September 2011—expected to continue throughout 2012–2013</td>
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<tr>
<td>CNY TDO</td>
<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<tr>
<td>Syracuse University CASE Center</td>
<td>Underway</td>
<td>Started in 2012—ongoing throughout 2012–2013</td>
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<tr>
<td>CenterState CEO</td>
<td>Underway</td>
<td>Started in 2012—ongoing throughout 2012–2013</td>
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<tr>
<td>Madison County IDA</td>
<td>Underway</td>
<td>Started in 2012—ongoing throughout 2012–2013</td>
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<tr>
<td>Onondaga County IDA</td>
<td>Underway</td>
<td>Started in 2012—ongoing throughout 2012–2013</td>
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<tr>
<td>Cayuga County IDA</td>
<td>Underway</td>
<td>Planned to be addressed in 2013</td>
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<tr>
<td>Cortland County IDA</td>
<td>Underway</td>
<td>Planned to be addressed in 2013</td>
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<tr>
<td>Operation Oswego County</td>
<td>Underway</td>
<td>Planned to be addressed in 2013</td>
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<tr>
<td>Tourism, Arts and Cultural Transformational Team</td>
<td>Underway</td>
<td>Planned to be addressed in 2013</td>
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<td></td>
<td>Underway</td>
<td>Completed</td>
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<td></td>
<td>Underway</td>
<td>Completed</td>
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</tbody>
</table>
GOAL 2 Improve Competitiveness and Connections to, the Regional, National and Global Market

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>SUB-FOCUS</th>
<th>ACTION</th>
<th>PROGRESS ON ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build a 21st Century Infrastructure</td>
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<tr>
<td>Support small and medium businesses</td>
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<tr>
<td>Development of six sigma and ISO certification and training programs</td>
<td></td>
<td>TDD’s Master Black Belt has developed a six sigma green belt program required for the ASG body of knowledge allowing candidate to apply for ASQ certification upon completion of the required project work. These classes are currently being delivered in cooperation with MACNY.</td>
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<td>Develop targeted process improvement strategies</td>
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<td>TDD in conjunction with the NIST/MEP program works with manufacturers on continuous improvement programs based on the Toyota Production System (TPS) or Lean Manufacturing and the Training within Industry (TWI) model. TDD has worked with National Grid to put a Productivity Improvement Program grant program in place funding up to 40% of continuous improvement and growth projects.</td>
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<tr>
<td>Establish a continuous process improvement recognition program</td>
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<td>Regional economic development council</td>
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<tr>
<td>Connect entrepreneurs with market leaders to beta-test new products and technologies</td>
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<td>Creation of StartUp Labs, launching January 7, 2012, will provide seed funding and intensive mentorship over a month-long period.</td>
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<tr>
<td>Encourage continuous process improvement metrics</td>
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<td>Grow the region’s research capacity</td>
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<td>Fall Corporation has developed a partnership with Darton University, SUNY ESF, the Syracuse CoE, and Rochester Institute of Technology to drive the development of a new enterprise focused on R&amp;D around sustainable water and wastewater treatment. Additionally, as mentioned above, the Hill Collaborative was formed to advanced research on Environmental Medicine in October 2011.</td>
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<td>Streamline existing export assistance programs</td>
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<td>Developed outreach programming around Syracuse University’s Green Data Center (built in partnership with IBM and NYSERDA) to show how advanced data center management techniques can reduce energy consumption by 50–60%.</td>
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<tr>
<td>Invest strategically in roads, ports, air and rail</td>
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<td>Re-energized the development of an intermodal freight rail facility in Syracuse.</td>
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<td>Scale and replicate the green train model</td>
<td></td>
<td>Successfully expanded the program into the Near West Side neighborhood. Replicated the Green Train model with a pilot program geared towards the healthcare industry. Preparing to replicate the program into other industry sectors.</td>
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<tr>
<td>Invest in strategic programming</td>
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<tr>
<td>Facilitate and expand access to the Small Business Development Center at OCC.</td>
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<td>Further expand work ready credentials</td>
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<tr>
<td>Provides for the needs of young adults</td>
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<tr>
<td>Build a pipeline of new and emerging ventures</td>
<td></td>
<td>Established CEO Ventures with SBA support and continued incubation services at The Tech Garden.</td>
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<tr>
<td>Foster student entrepreneurship</td>
<td></td>
<td>Grew Student Sandbox programming to include new teams. Expanded R&amp;I student start-up seed grant program.</td>
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<tr>
<td>Provide physical and virtual incubation space</td>
<td></td>
<td>Continued through The Tech Garden and Southside Innovation Center. New incubation spaces provided through CNV Biotech Accelerator: CoE testing labs have been opened to companies graduating from The Tech Garden.</td>
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<tr>
<td>Increase access to seed and risk capital</td>
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<td>Early formation of a regional venture fund and reauthorization of the Grants for Growth Program for 2013.</td>
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<td>Support region’s young professional groups</td>
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<td>Support scale programs for at-risk young adults</td>
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<td>Link young talent retention with entrepreneurial support programs</td>
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<tr>
<td>Essential student engagement</td>
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<td>Provide college graduate retention programming</td>
<td></td>
<td>Expanding job and internship programming like Project-ION to assist retain young professionals in the region. Strengthened connections between education and industry by creating new curriculum and internship development partnerships to match existing successful partnerships.</td>
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<tr>
<td>Support region’s young professional groups</td>
<td></td>
<td>Region’s young professional groups, such as 40 Below, expanded networking and educational programming; developed new events designed to engage young professionals directly in community revitalization; and established new ventures to help young entrepreneurs remain in the region.</td>
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<td>Attract firms that want our talent</td>
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<td>Further expand work ready credentials</td>
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<tr>
<td>Provide multidimensional career and academic support</td>
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<tr>
<td>Support and scale programs for at-risk young adults</td>
<td></td>
<td>While not directly targeted only for at-risk young adults, the Say Yes Summer Camp provides academic and enrichment opportunities to engage young adults in community activities throughout the summertime.</td>
<td></td>
</tr>
</tbody>
</table>

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

Capture a Greater Share Of the Global Market

Prioritize Investments in Research, Innovation and Commercialization

Maximize Human Capital

Regional Economic Development Council
<table>
<thead>
<tr>
<th>LEAD ENTITY</th>
<th>STATUS</th>
<th>TIME LINE</th>
<th>START AND END DATE</th>
<th>RELATED ROUND 1 PROJECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CenterState CEO</td>
<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
<td></td>
<td>Cortland Business Innovation Center</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<tr>
<td>The Tech Garden</td>
<td>Completed</td>
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<tr>
<td>Innovate Upstate Transformative Project Team</td>
<td>Underway</td>
<td>New programs offered in 2012—ongoing throughout 2013</td>
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<tr>
<td>CenterState CEO</td>
<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
<td></td>
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<tr>
<td>Syracuse University</td>
<td>Underway</td>
<td>Ongoing throughout 2012–2013</td>
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<tr>
<td>The Tech Garden</td>
<td>Underway</td>
<td>Expected creation in 2013</td>
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<td>SCORE</td>
<td>Underway</td>
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<td>WISE</td>
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<td>CNY Works</td>
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<td>SUNY Oswego</td>
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<td>University College at Syracuse University</td>
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<td>Local Labor Partners</td>
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<td>Ignite CNY</td>
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<td>Say Yes to Education Transformational Team</td>
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## GOAL 3 Revitalize the region’s urban cores, main streets, and neighborhoods

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTION</th>
<th>PROGRESS ON ACTION</th>
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<tbody>
<tr>
<td>Support anchor institution investment</td>
<td>Numerous institution-led development projects progressed in 2012: SUNY Upstate’s $32 million west campus expansion into downtown Syracuse; start of construction on SUNY Upstate’s $98 million Cancer Center; efforts initiated by Syracuse University around the Connective Corridor and the Near West Side Initiative; St. Joseph’s Hospital Health Center kicks off Phase 2 of its $250 million expansion; partial redevelopment of the Kennedy Square site into the CNY Biotech Accelerator by SUNY Upstate and SUNY ESC; SUNY Cortland’s investment in entrepreneurship incubation in Downtown Cortland.</td>
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<td>Promote homeownership in urban neighborhoods</td>
<td>The city of Syracuse is one of five communities in New York authorized in 2012 to establish Land Banks. Local community revitalization organizations like Housing Visions, Home HeadQuarters, the Near West Side Initiative, and the Northside Urban Partnership, have targeted housing programs designed to increase home ownership in the city.</td>
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<tr>
<td>Grow and support regional arts and cultural initiatives</td>
<td>Development of the Cazenovia Beverage Trail, the CNY Arts program and the expansion of the Finger Lakes Music Theatre Festival into the Schwartz Family Arts Education and Performance Center.</td>
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<tr>
<td>Prioritize adaptive re-use and historic rehabilitation</td>
<td>Groundbreaking on adaptive re-use projects: Pike Block (Onondaga County), Merchants Commons (Onondaga County), Seaway Lofts (Oswego County). Continued project development on the Carnegie Building (Onondaga County), the Hurbson Building (Onondaga County), the RARP Property (Cayuga County), the East Hill Neighborhood Revitalization program (Cayuga), the Auburn Main Street Creative Corridor Redevelopment (Cayuga), the Orchard street neighborhood revitalization (Cayuga) and the Mizpah Towers (Onondaga County).</td>
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<tr>
<td>Specifically target brownfield revitalization and cleanup efforts</td>
<td>Designation and prioritization of numerous brownfield sites across CNY, including: downtown sites in Auburn, a 562 acre corridor running along the Oswasco River in Auburn, and the Hiawatha Blvd corridor in Syracuse.</td>
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<td>Support industrial re-use planning and development</td>
<td>Identification of the former Birds-Eye and Nestlé’s Plant in Fulton as key industrial re-use sites for the region.</td>
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<td>Maintain residential redevelopment growth in central business districts</td>
<td>Inclusion of residential elements in many of the region’s key adaptive re-use projects listed above.</td>
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<td>Employ transit-oriented development strategies</td>
<td>Relocation of the Centro Bus Transfer Center in downtown Syracuse.</td>
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<td>Encourage mixed-use development in revitalization projects</td>
<td>As mentioned above, a majority of the region’s key adaptive re-use projects include mixed-use elements such as residential, office, and retail space.</td>
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<td>Collectively address anchor institution transportation needs</td>
<td>New partnerships have been formed between institutions in Syracuse to collectively address common transportation challenges through innovative solutions like new park and ride facilities, expansion of zip cars, and various other initiatives.</td>
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<td>Promote regional waterfront revitalization</td>
<td>Continued development of the Syracuse Inner Harbor project; RFPs have been submitted and a developer has been selected to lead the project. Destiny USA announced its completed facility in the early Summer 2012.</td>
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<td>Embrace and support refugee settlement and immigrant population remaining</td>
<td>Expansion of the Green Train program into new neighborhoods in downtown Syracuse. Development of the Health Train program focused on filling job demands within local health care industry.</td>
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<td>Improve Pre-K 30 educational attainment in urban neighborhoods</td>
<td>Continued the Say Yes to Education core program through connections with Higher Education Compact Schools. Expanded support programs like the Summer Success Academy, the Say Yes Collegiate Preparatory Academy, Say Yes Study Hall, and the Say Yes Financial Aid Counseling Center.</td>
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<td>Align urban workforce training programs with needs of growing industry sectors</td>
<td>Say Yes has leveraged COPS, Social Service Prevention, QASAS, and Promise Zone funds to support social health and overcome academic barriers to college and career readiness. MACNY has established the Career Spark Campaign.</td>
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<td>LEAD ENTITY</td>
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<td>Municipal Core Transformational Team</td>
<td>Underway</td>
<td>Projects expected to be completed 2012–2013</td>
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<td>Waterfront Revitalization Transformational Team</td>
<td>Underway</td>
<td>Projects expected to continue development in 2012 and start in 2013</td>
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<td>Underway</td>
<td>Partnerships established in 2012, will continue throughout 2013</td>
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<td>Say Yes to Education Transformational Team</td>
<td>Underway</td>
<td>Various projects completed and commenced in 2012—will continue through 2013</td>
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3.0 SELECTION CRITERIA

Consistent with the selection process developed in Round 1, the CNY REDC identified its priority projects in Round 2 based on how well projects address the three overarching goals of the council’s Five-Year Strategic Plan. Projects were selected largely on their ability to address more than one strategic goal in order to leverage greater impact on the region, and therefore, incorporate several strategic actions or tactics of the plan. A full 100 percent of projects submitted will advance at least one strategic goal, 79 percent meet at least two of the goals, and 26 percent of projects meet all three. See Appendix D for NYS Consolidated Funding Application Endorsement Standards used as additional guidelines in the scoring and selection process.

Distinguishing the Round 2 selection of priority projects from Round 1 was the strategic consideration of a project’s relationship to advancing the CNY REDC’s Transformational Initiatives. Additional deliberation was focused on the geographical breakdown of projects throughout the region, their impact on underrepresented groups and neighborhoods, and their location within economically distressed communities. Of the 34 priority projects submitted, 19 are in highly distressed areas. Thirty-two of the 34 priority projects submitted for ESD funding help to advance at least one transformational initiative.

Other variables guiding the selection process include five-year payroll generated, jobs created, jobs retained, and total project investment leveraged. An additional category was created, return on investment (ROI), to guide the council’s recommendations. To create the ROI variable, the sum of total project costs and five-year payroll is divided by the state assistance to produce a number capturing the return the state receives on the initial investment.

Moving forward, the council’s primary strategy in considering projects for future support and funding will be the alignment of outcomes toward the above criteria, and how well projects contribute to transformational change for the region’s communities.

3.1 PRIORITY PROJECT FUNDING / EXPLANATION

Priority Projects

The projects listed below, also summarized on page 63, will boost regional payroll, provide solid returns on investment for the region, create and retain jobs, and leverage total project costs of more than $208 million, while advancing the goals, strategies, and transformational initiatives outlined in the CNY REDC Five-Year Strategic Plan and this progress update.

Funding of the CNY REDC’s 34 priority project requests will leverage $33,349,988 in CFA funding to generate $208,403,873 in total project costs, retain 799 jobs, result in the direct creation of 825 new jobs and 16,302 construction jobs, produce a five-year payroll of $151,282,850, and leverage a return on investment of 10.79%.

CAYUGA COUNTY

Bo-Mer Plastics, LLC (Auburn)

Bo-Mer Plastics will invest $560,000 to either expand its existing Auburn facility or construct a freestanding building on its property, or invest $200,000 to purchase an existing building in Auburn. The manufacturer of plastic products will add 10 jobs to its existing workforce of 40.

Total Project Costs: $560,000
Jobs: 10 new; 5 retained
Goals: 1, 3

Transformational Initiative: Municipal Cores
Strategies: Project strengthens an existing regional industry concentration and invests in infrastructure assets to support manufacturing.
Plaza of Arts (Auburn)

Demolition of existing building and construction of a 20,000-square-foot, two-story office building which will house a training facility for WST33, LLC’s employees, with balance of space rented to additional businesses. WST33, LLC is the largest Arby’s franchisor on the East Coast. The project will keep WST33, LLC’s corporate headquarters in Auburn, rather than moving it to Virginia.

Total Project Costs: $3,500,000
Jobs: 23 new; 16 retained; 90 construction
Transformational Initiative: Municipal Cores
Goal: 3
Strategies: Project repurposes existing infrastructure to maintain density in the municipal core, creating newly revitalized space, while retaining local workforce to maximize human capital.

Cortland Downtown Parking (Cortland)
The $1,835,800 project involves the construction of a one-story parking deck over an existing parking lot with the creation of an additional 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.

Total Project Costs: $1,835,800
Jobs: 25 construction
Transformational Initiative: Municipal Cores
Goals: 3
Strategies: Adding an imperative parking asset to the municipal core of Cortland, this project leverages the work of SUNY Cortland to drive revitalization of its downtown.

Homer Soy Products (Homer)

Homer Soy Products, LLC was formed in 2012 to purchase the assets of the former Homer Oil Company. The new company will invest $1.96 million to renovate and equip the existing facility to convert soybeans into commercially saleable products, including soybean meal and oil.

Total Project Costs: $1,960,000
Jobs: 25 new
Transformational Initiative: Food to Market
Goals: 1, 2
Strategies: Project advances continued regional growth in agricultural related businesses while encouraging the reuse and development of new manufacturing processes at an existing facility.

Pall Corporation (Cortland)
Pall Corporation, a manufacturer of fluid-management filtration, separation and purification solutions, will invest $8,884,571 to create a state-of-the-art research and development facility within existing space at one of its three Cortland facilities. The Pall Finger Lakes Center of Excellence will become the primary technology center serving Pall’s $1.3 billion industrial business. Renovations include constructing a corridor that will connect all the technology functional areas of the building (laboratories and offices), renovating and expanding R&D space, modernizing office space, and adding an entrance and conference space.

Total Project Costs: $8,884,571
Jobs: 18 new; 10 retained; 50 construction
Transformational Initiative: Innovate Upstate
Goals: 1, 2, 3
Strategies: Project invests in an anchor business for one of the region's strongest industry concentrations, drives new innovations and technology commercialization for this sector, and repurposes an existing, underutilized space in Cortland County.

MADISON COUNTY

Community Memorial Hospital, Inc. (CMH) IT Project (Hamilton)

Community Memorial Hospital, Inc. will invest $2 million to undertake hospital data center improvements and to make IT upgrades as required to allow for electronic connection between CMH and Crouse 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 hospital, resulting in retention of 338 existing jobs.

Total Project Costs: $2,000,000
Jobs: 15 new; 338 retained
Transformational Initiative: Municipal Cores
Goals: 1, 3
Strategies: Project supports new measures to enhance the competitiveness of the region’s health care institutions and will help sustain a critical health care asset in the rural town of Hamilton.
Dielectric Laboratories, Inc. (Cazenovia)

Dielectric Laboratories will relocate one of its related companies in California to 40,000 square feet of available space in the company’s existing 125,000-square-foot Cazenovia facility. The project brings a new production line to Cazenovia to manufacture a related line of capacitors. The project includes construction of a clean room and new electrical and air drops, will build inventory to carry production through the construction period, and will train its workforce.

Total Project Costs: $3,600,000
Jobs: 60 new; 30 retained
Transformational Initiative: Innovate Upstate
Goals: 1, 2, 3
Strategies: Project will attract outside business lines of an existing advanced manufacturer to the region. It will repurpose existing infrastructure by investing in underutilized space in its Madison County facility.

Elm Street Development/Madison County IDA (Oneida)

Project will create a shovel-ready business park site in the City of Oneida, which will be a catalyst for economic development in the community and the CNY region. A business park with plenty of acreage and rail access will encourage manufacturing, agribusiness and food processing, along with potential export options for companies that locate at the site. The goal of this capital investment will be the creation of jobs, private capital investments in buildings and equipment, and sustainable development for the community.

Total Project Costs: $3,992,000
Transformational Initiative: Food to Market
Goals: 1, 2, 3
Strategies: Designed to offer an attractive shovel-ready site for agribusinesses and other manufacturers, this project will be a significant asset to bring private sector investment and will encourage a continued focus on revitalizing the City of Oneida.

Empire Farmstead Brewery, Inc. (Cazenovia)

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

Total Project Costs: $5,300,000
Jobs: 75 new; 20 construction
Transformational Initiatives: Food to Market; Tourism, Arts, Culture
Goals: 1, 2, 3
Strategies: Project combines regional strengths of two strong industry concentrations (agribusiness and tourism) to drive competitiveness and new product development in the global market. Project will also provide a new investment in Cazenovia, a key Madison County community.

Growing Upstate Food Hub, LLC (Canastota)

The Growing Upstate Food Hub will invest $4,062,088 to establish a shared-use processing and warehousing facility for small-scale food processing and distribution of locally farmed products (meat, dairy, cereals, vegetables). The project involves purchasing and equipping an existing 45,000-square-foot building in Canastota. The umbrella LLC will lease and manage the facility and key personnel, and sub-lease processing space to each individual primary-partner agribusiness entity. Tenants in the Food Hub are expected to create a combined total of at least 45 jobs. In 2009, ESD awarded $1,685,000 in Restore NY Round 3 grant funds for this project, which was then defined as the $2,973,600 “Barlow Street Frozen Food Processing Facility” project. The project also coalesces development of the NY Beef Farmers Cooperation, a CNY REDC priority project funded by Round 1 of the CFA process.

Total Project Costs: $4,062,088
Jobs: 20 construction
Transformational Initiative: Food to Market
Goals: 1, 2, 3
Strategies: Project will offer a unique business arrangement to advance small-scale agri-businesses and allow it to focus on product and process innovation while growing its businesses in a facility already targeted for state municipal revitalization funds.

International Boxing Hall of Fame (Canastota)

Project will construct a new 12,800-square-foot facility that will include a new gallery space, gift shop, library/archive space, and office space.

Total Project Costs: $5,061,600
Jobs: 3 new; 25 construction
Transformational Initiative: Tourism, Arts, Culture
Goals: 1
Strategies: Project will enhance the offerings of a key regional tourism asset.

ONONDAGA COUNTY

Baker NICU at Crouse Hospital (Syracuse)

Crouse Hospital will invest $10,551,329 to renovate and enhance its Neonatal Intensive Care Unit, a regional center for high-risk maternity, obstetrics, and newborn care, to include a sterile procedures room and isolation rooms. The project will result in addition of 15 new jobs to the hospital’s existing 2200-employee workforce.

Total Project Costs: $10,551,329
Jobs: 15 new; 35 construction
Transformational Initiative: Municipal Cores
Goals: 1, 3
Strategies: Project repurposes existing health care assets by renovating and updating a critical component of the region’s health services ecosystem.
Biomass Cooperative Innovation Center/The Research Foundation of SUNY (Syracuse)

The $1,398,950 project will create a biomass and biofuel processing facility on the SUNY ESF campus. The center will offer students, researchers and community members access to biomass and biofuel processing equipment and resources. The project demonstrates to community members how to use local renewable fuels to reduce greenhouse gas emissions by taking the approach of a “cooperative innovation center.”

Total Project Costs: $1,398,950

Jobs: 1 new

Transformational Initiatives: NYE-RIC; Innovate Upstate; Municipal Cores

Goals: 1, 2, 3

Strategies: Project directly invests in a facility that will catalyze innovations to a key regional industry concentration. By locating on the SUNY ESF campus, this project will continue the build-out of the University Hill neighborhood.

Camillus Mills/Sweet Spot Development (Camillus)

The project consists of the rehabilitation of the former Camillus Cutlery site into a mixed-use facility with five residential units and 35,000 square feet of office space leased primarily to medical practices and supportive service companies.

Total Project Costs: $8,753,425

Jobs: 70 construction

Transformational Initiative: Municipal Cores

Goal: 3

Strategies: Project reuses a landmark, abandoned building in downtown Camillus by pursuing businesses that occupy growing regional industry concentrations.

Central NY Biotechnology Accelerator (CNY BAC)/SUNY ESF (Syracuse)

The CNY BAC, formerly known as the CNY Biotechnology Research Center, seeks to purchase $1 million in lab equipment that will be available on a shared basis for potential biotech incubator tenants and university collaborators. The equipment will be housed in incubator space that is being built with the help of a CFA Round 1 grant of $1.95 million. When completed in January 2013, the incubator space will be available for up to 15 startup companies, predominantly in the biomedical, pharmaceutical, and bio-energy fields, which combined are expected to create at least 100 jobs.

Total Project Costs: $1,000,000

Transformational Initiatives: NYE-RIC; Innovate Upstate; Municipal Cores

Goals: 1, 2, 3

Strategies: Located in the high priority urban neighborhood of Loguen’s Crossing (formerly Kennedy Square housing project), this project will enhance entrepreneurship support programs and assets that are targeted on the high growth industry sector of biosciences.

Central New York Inland Depot (Manlius)

The first phase of a five-year project to ultimately construct an inland depot for importing and exporting of rail containers through the Port of New York/New Jersey and Port of Oswego involves land acquisition, engineering and design, permitting and town approvals, wetland mitigation, and an independent market analysis. Phase 2 and 3 would involve the construction of 200,000 square feet of warehousing and five acres of pooling operation pads. The latter phases have potential to create 200 construction jobs and 300 permanent jobs within four years.

Total Project Costs: $1,785,000

Goals: 1, 2

Strategies: Project offers critical new infrastructure to support and connect strong local industries (like the region’s advanced manufacturers) with enhanced overseas shipping options, thereby strengthening the region’s connections to the global market.

The Chocolate Pizza Company, Inc. (Marcellus)

The Chocolate Pizza Company, a manufacturer of various chocolate gift and desert items, will invest $100,000 in new M&E and related installation costs, including reconfiguration of the production floor, and electrical and systems integration upgrades. The project will establish a second production line, which is expected to add 25 jobs to the company’s existing workforce of 12.

Total Project Costs: $100,000

Jobs: 25 new

Transformational Initiative: Tourism, Arts, Culture

Goals: 1, 2, 3

Strategies: Project will improve existing and add new manufacturing capabilities to the company and also add new jobs and secure the existing business location in the municipal downtown of Marcellus.

Connective Corridor Façade Program (Syracuse)

The Syracuse University Office of Community Engagement and Economic Development will capitalize a $250,000 “mini-grant” program for 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.

Total Project Costs: $1,000,000

Jobs: 10 construction

Transformational Initiatives: Municipal Cores; Tourism, Arts, Culture

Goals: 1, 3

Strategies: Project targets the continued strengthening of arts, cultural and retail assets along the corridor route. Project will leverage the ongoing anchor institution investment in the urban streetscape.
The Gear Factory (dba) (Syracuse)

Vibrant Syracuse Spaces, Inc, dba The Gear Factory, will invest $1,390,000 to complete renovations of a 65,000-square-foot former manufacturing building in Syracuse to attract new artisan manufacturers. The project, an integral part of the Near Westside Initiative, will completely renovate the building envelope, including all new windows, install a second means of egress, convert the elevator from cargo to passenger, and install new HVAC and electric systems. The project is expected to result in five new businesses, 30 artisan studios, and 18 live/work units.

**Total Project Costs:** $1,390,000
**Jobs:** 10 construction

**Transformational Initiatives:** Tourism, Arts, Culture; Municipal Cores

**Goals:** 1, 3

**Strategies:** The project brings adaptive reuse practices to the renovation of a historic former manufacturing facility in an urban neighborhood targeted for reinvestment. The project will also add to the neighborhood’s and city’s arts-related tourism assets by providing a unique space for young artists and entrepreneurs.

---

Le Moyne Science Business Exchange/Le Moyne College (Syracuse)

Le Moyne College will invest more than $30 million in construction/renovation costs for the expansion and modernization of facilities that support its programs in the health professions and in business.

**Total Project Costs:** $33,785,000
**Jobs:** 8 new; 212 construction

**Transformational Initiatives:** Innovate Upstate; Municipal Cores

**Goals:** 1, 3

**Strategies:** Project drives growth in health care and business professions by spurring new R&D while training workforce for on-demand jobs in these industries and will partly reuse existing facilities.

---

Loguen’s Crossing (Syracuse)

COR Development Company, LLC will ultimately spend $300 million to redevelop the former Kennedy Square housing project in Syracuse, creating a mixed-use urban neighborhood to include 140,000 square feet of restaurant and retail space, 230,000 square feet of office space, and 280 one- to three-bedroom apartments and townhouses.

**Total Project Costs:** $3,000,000
**Jobs:** 6,679 construction

**Transformational Initiative:** Municipal Cores

**Goal:** 3

---

Polaris Library System (Syracuse)

The project involves relocating the company’s corporate headquarters to downtown Syracuse, creating an additional 22 jobs.

**Total Project Costs:** $1,485,000
**Jobs:** 5 construction

**Transformational Initiative:** Municipal Cores

**Goals:** 1, 2, 3

**Strategies:** Project leverages existing investments already made by Syracuse University, SUNY Upstate Medical University, and SUNY ESF in the Kennedy Square area and continues the neighborhood’s transformation to a home to high-tech innovations and urban living.

---

Prospect Place/Home Headquarters, Inc. (Syracuse)

Prospect Place is a planned mixed-use development adjacent to St. Joseph’s Hospital Health Center’s main entrance and newly constructed emergency department, to include a fresh food café, 12 units of apartment housing intended for hospital employees, retail space and green space. The building will consist of a green roof and other sustainable features.

**Total Project Costs:** $2,376,497
**Jobs:** 30 construction

**Transformational Initiative:** Municipal Cores

**Goals:** 1, 3

**Strategies:** Project will leverage anchor institution’s already significant impact on this urban neighborhood by adding new assets intended to strengthen both the neighborhood and this critical employer’s ability to attract and retain top health care talent.

---

Rapid Response Monitoring Services, Inc. (Syracuse)

The project will renovated Rapid Response’s existing facility to construct an additional 20,000-square-foot facility to house its call center operations on the site of its current parking lot, and will construct a new parking lot adjacent to the two facilities. The result will provide enough space to allow the company to add 175 to 200 full-time employees over the next five years.

**Total Project Costs:** $11,300,000
**Jobs:** 175 new; 400 retained; 50 construction

**Transformational Initiative:** Municipal Cores

**Goals:** 1, 3

**Strategies:** Project will enhance the continued development and build-out of a priority Syracuse neighborhood and will strengthen a growing regional concentration in cybersecurity operations.
**Sibley’s Building Redevelopment/Paramount Realty Group LLC (Syracuse)**

The project will redevelop the former Sibley’s department store into a mixed-use space with approximately 62,000 square feet of ground floor retail and 60 residential units on the upper three floors (or will convert upper floor space to office use if an office tenant is secured). The façade will be converted into a metal panel exterior with large retail windows on the ground floor and balconies for the upper-story residential units.

**Total Project Costs:** $18,744,599

**Jobs:** 42 construction

**Transformational Initiative:** Municipal Cores

**Goals:** 3

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

---

**South Avenue Supermarket (Syracuse)**

Wakefern Food Corp. (dba PriceRite) will invest $4.95 million to renovate and expand an existing warehouse, redeveloping it into a new 35,000-square-foot supermarket on South Avenue in Syracuse. The new store will provide fresh and affordable groceries to the underserved South Side neighborhood, creating 70 direct and indirect jobs.

**Total Project Costs:** $4,950,000

**Jobs:** 70 new; 150 construction

**Transformational Initiative:** Municipal Cores

**Goals:** 1, 3

**Strategies:** Project will strengthen food-to-market connections by sourcing local agricultural products while filling a critical need for access to a variety of healthy food options in this urban neighborhood.

---

**Solvay Iron Works, Inc. (Solvay)**

Solvay Iron Works will invest $300,000 to purchase a new machine to capture additional contract work by producing more efficient and accurate steel beams. New updated CNC lathing equipment is needed to replace 40-year-old equipment. The structural metal fabrication business will add 23 jobs to its existing workforce of 43.

**Total Project Costs:** $300,000

**Jobs:** 23 new

**Goals:** 1, 2

**Strategies:** Project will directly enhance and drive future growth of a strong local industry concentration that is also one of the region’s leading export industry sectors.

---

**Syracuse Community Health Center, Inc. Phase I (Syracuse)**

Phase I of a three-phase project will develop a health care campus in the 800 and 900 blocks of South Salina Street in Syracuse. This project involved the construction of a 60,000-square-foot LEED-certified primary health care center at the former Superior Electric Corp.

**Total Project Costs:** $18,130,500

**Jobs:** 48 new; 117 construction

**Transformational Initiative:** Municipal Cores

**Goals:** 1, 3

**Strategies:** Project will use the region’s historic strengths to provide health care services to an underserved urban neighborhood and will drive the reuse of an underutilized space along a key transportation corridor in Syracuse.

---

**Syracuse Inner Harbor (Syracuse)**

COR Inner Harbor Company, LLC will spend $4 million to complete infrastructure improvements related to a planned $350 million redevelopment of the Syracuse Inner Harbor area. ESD funding will be used for activities such as environmental remediation, public infrastructure improvements, renovation of the canal maintenance building into a crew boathouse, and/or relocation of the freight house as a potential canal museum. Overall, the project is expected to result in creation of 4,358 direct and indirect jobs.

**Total Project Costs:** $4,000,000

**Jobs:** 8,194 construction

**Transformational Initiative:** Municipal Cores; Waterfront Revitalization

**Goals:** 1, 3

**Strategies:** Project will enhance surrounding tourism assets (like Destiny USA) and will directly invest in mixed uses for the underutilized urban waterfront area of the inner harbor.

---

**Syracuse Stage (Syracuse)**

The project consists of the renovation and conversion of the Arthur Storch Theatre and the creation of a new production center for the construction and painting of scenery and props.

**Total Project Costs:** $6,830,050

**Jobs:** 2 new; 14 construction

**Transformational Initiatives:** Tourism, Arts, Culture; Municipal Cores

**Goals:** 1, 3

**Strategies:** Project strengthens one of the region’s core arts and cultural assets while investing in a space that is anchoring the redevelopment of the surrounding neighborhood through the Connective Corridor.
U.S. Optical, LLC (East Syracuse)

U.S. Optical will construct a 7,500-square-foot addition to expand its manufacturing capacity and construct a new clean room for a specific new manufacturing process. The project will also entail renovating portions of the existing facility to expand the customer service area.

**Total Project Costs:** $2,391,000

**Jobs:** 16 new; 25 construction

**Transformational Initiative:** Innovate Upstate

**Goals:** 1, 2

**Strategies:** Project will allow the business to use new manufacturing processes to strengthen its competitive position, add jobs, and advance innovations within this critical advanced manufacturer.

---

OSWEGO COUNTY

**CNY Raceway Park (Central Square)**

Central New York Raceway Park, Inc. will invest $30,200,560 to 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. ESD funding will assist with infrastructure improvements required for access to and from Interstate 81 and an associated rest area.

**Total Project Costs:** $30,200,560

**Jobs:** 150 new; 339 construction

**Transformational Initiative:** Tourism, Arts, Culture

**Goal:** 1

**Strategies:** Project will improve existing public infrastructure to support the tourist anchoring potential that the raceway offers to Oswego County and the region.

---

**Design Concepts and Enterprises, LLC (Central Square)**

Design Concepts and Enterprises, LLC, the world’s largest manufacturer of wound closure apparatuses, will expand the company facility, now at capacity, to produce its line of end wound closure needles. The project will create 30 new jobs and an increase of $4.5 million in annual sales.

**Total Project Costs:** $1,029,250

**Jobs:** 30 new; 30 construction

**Transformational Initiative:** Innovate Upstate

**Goals:** 1, 2

**Strategies:** Combining two strong regional industry concentrations, advanced manufacturing and biosciences, the successful project development will allow the company to capture a greater share of its already competitive global market position.

---

Fulton Medical Endoscopy Center (Fulton)

Oswego Health will complete the build-out of the Fulton Medical Center in the former Lee Memorial Hospital by constructing and equipping a freestanding endoscopy center. Oswego Health has a total of 861 employees countywide, and this project will add 11 jobs to the 53 currently employed at the project location.

**Total Project Costs:** $3,146,654

**Jobs:** 11 new; 60 construction

**Transformational Initiative:** Municipal Cores

**Goals:** 1, 3

**Strategies:** Project will repurpose existing health care infrastructure to offer additional health care services to Oswego and its surrounding area.
## Round 2 Priority Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Total Project Cost in CFA</th>
<th>Goals*</th>
<th>Transformational Initiative</th>
<th>Regional Council Grant Request</th>
<th>Regional Council Excelsior Request</th>
<th>Jobs Existing – Direct</th>
<th>Jobs Retained</th>
<th>Jobs Created – Direct</th>
<th>Jobs Created Construction</th>
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<td>$208,403,873</td>
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<td></td>
<td>$28,549,988</td>
<td>$4,800,000</td>
<td>4,002</td>
<td>799</td>
<td>825</td>
<td>16,302</td>
<td>10.79</td>
</tr>
</tbody>
</table>

*Goal 1—Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets
Goal 2—Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies
Goal 3—Revitalize our Region’s Urban Cores, Main Streets, and Neighborhoods
Additional Strategic Projects
(CFA-related State Agency Funding Applications)

The CNY REDC received and reviewed additional CFAs for state agency funding. Like the priority projects listed above, these additional projects are key contributors to the region’s transformation. The council’s review and recommendation of these projects in Round 2 continue efforts to align the missions of state agencies to the goals and strategies of the council.

The 99 applications applied for $27,914,241 in CFA funding (13 percent of total project costs), which would leverage $219,963,056 in total project costs. The council applied the region’s strategic goals and considered the opportunities defined by its transformational initiative teams to prioritize 51 projects focused on targeted areas of strategic development in the region.

Of the 51 strategic projects, 75 percent meet two or more strategic goals, 16 percent of the projects include all three strategic goals identified by the council, and 100 percent of projects meet at least one goal. These 51 projects applied for $16,740,606 in CFA-related state agency funding (29 percent of total project costs), which would leverage $58,179,042 in total project costs.

When these projects are coupled with the priority projects and transformational initiatives, the region is well positioned to strengthen targeted industries, improve the region’s competitiveness in the national, and global economies, and revitalize the region’s urban and rural communities.
### Additional Strategic Projects (CFA-related State Agency Funding Applications)

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Funding Source #1</th>
<th>Other Sources</th>
<th>County</th>
<th>Description</th>
<th>Goals*</th>
<th>Transformational Initiative</th>
<th>Amount Requested</th>
<th>Total Project Cost</th>
<th>% of TPC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worker Skills Upgrade</td>
<td>Worker Skills Upgrade</td>
<td>Cayuga</td>
<td>Train existing workers to match the company’s expansion needs, as opposed to laying off current workers and hiring new workers with the necessary skill set.</td>
<td>1,2</td>
<td></td>
<td>$100,000</td>
<td>$450,000</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>CABLExpress Corporation</td>
<td>Worker Skills Upgrade</td>
<td>Onondaga</td>
<td>Provide a Leadership Exploration and Development (LEAD) program which will help develop managers and supervisors to increase performance and leadership.</td>
<td>1,2</td>
<td></td>
<td>$88,290</td>
<td>$88,290</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>INFICON, Inc.</td>
<td>Worker Skills Upgrade</td>
<td>Onondaga</td>
<td>Continue with a multi-phased Lean Six Sigma initiative with the goal to become more productive, efficient, and improve quality.</td>
<td>1,2</td>
<td></td>
<td>$60,815</td>
<td>$60,815</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>TB Woodcraft, Inc.</td>
<td>Worker Skills Upgrade</td>
<td>Onondaga</td>
<td>Train existing employees in Project Management, Drafting, Estimating and CNC Programming, given the company’s heavy investments in machinery, equipment and software.</td>
<td>1,2</td>
<td></td>
<td>$38,250</td>
<td>$76,500</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Marquardt Switches, Inc.</td>
<td>Worker Skills Upgrade</td>
<td>Madison</td>
<td>Offset the cost for training employees in Statistical Process Control (SPC), Reducing Variation with SPC, Measurement Systems Analysis (MSA) and Mini-Tab, technical training that is a requirement of customers and the certifications they operate under.</td>
<td>1,2</td>
<td></td>
<td>$23,000</td>
<td>$23,000</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$258,355</td>
<td>$646,605</td>
<td>40%</td>
<td></td>
</tr>
</tbody>
</table>

**Recharge NY**

| Park ADP (Acquisition, Development, and Planning) | | | | | | | | |
| County of Oswego / Camp Zerbe Lodge Project | Park ADP | Oswego | To repair a 65 year old historic lodge. | 1,3 | | $349,419 | $468,985 | 75% |
| Lime Hollow Nature Center | Park ADP | Cortland | Create an opportunity for high school students to build a new educational center for other high school students. | 1,3 | | $509,653 | $509,670 | 100% |
| Town of Camillus | Park ADP | Unspecified | Transition an old, out-dated park that experiences limited use, and turn it into a premier park in the Town of Camillus, dramatically increasing attendance. | 1,3 | | $750,000 | $1,500,000 | 50% |
| Total | | | | | | $1,609,072 | $2,478,655 | 65% |

**NYSDRA Regional**

| Syracuse University / Materials Metrology Center | | | | | | | | |
| NYSERDA Regional ED and GHG Reduction | | Onondaga | Create the “Biofuels Engine Efficiency Tested” (BEEIT) at the Syracuse Center of Excellence as part of the New York Energy Regional Innovation Cluster (NYE-RIC) initiative. | 1,2,3 | NYSERDA | $1,156,285 | $1,450,285 | 28% |
| The Research Foundation of SUNY ESF | | Multi | Establishment and management of 3,500 acres of willow biomass crops in nine counties across three regional economic development council areas (Central New York, Mohawk Valley and the North Country). | 1,2,3 | NYSERDA | $397,831 | $515,655 | 77% |
| Village of Skaneateles | | Onondaga | Renovation of a vacant fire station in the Village center that will serve as the home to Village staff as well as the Village Police Department. | 1,3 | Municipal Core | $548,493 | $1,476,970 | 37% |
| City of Auburn, NY Casey Falcon Park Improvement Project | | Cayuga | Funding will complete the proposed Casey Falcon Park Improvement Project. | 1,3 | Tourism; Arts and Culture; Municipal Core | $412,500 | $500,021 | 75% |
| TL Brown Management Group, LLC / Morrisville CEA | | Cayuga | To develop a detailed performed and business plan for SUNY Morrisville to provide for electric, heating and cooling needs using biomass. | 1,2 | NYSERDA | $300,000 | $300,000 | 100% |
| Total | | | | | | $2,807,169 | $7,029,531 | 40% |

**NYS Canalway**

| Canal Society of New York State | | | | | | | | |
| NYS Canalway Grant | | Cayuga | Rehabilitate and restore the (ca 1895) Erie House, a former canal side store, tavern and boarding house. | 1,3 | | $210,000 | $2,432,000 | 9% |
| Village of Phoenix / Phoenix Waterfront Improvement Project | | Oswego | Phoenix Waterfront Improvement Project to replace the pavilion and fencing on Lock Island, and for the construction of a public bathroom and shower facility on. | 1,3 | | $50,000 | $1,000,000 | 50% |
| Total | | | | | | $260,000 | $2,532,000 | 10% |

**Local Waterfront Revitalization**

| City of Syracuse/ Bridge Removal | Local Waterfront Revitalization | Onondaga | Removal of three low abandoned railroad bridges that cross over Onondaga Creek, within the City of Syracuse, that are adjacent to the popular Armory Square commercial district. | 1,3 | | $485,000 | $970,000 | 50% |
| Onondaga County Dept Parks and Rec / Loop the Lake | Local Waterfront Revitalization | Unspecified | Conduct a feasibility study, and preparation of a plan in connection with the study, considering the completion of the Loop the Lake trail, which is intended to encircle the shoreline of Onondaga Lake and is presently partially constructed. | 1,3 | | $450,000 | $510,000 | 50% |
| Cortland County / Little York Dam Project | Local Waterfront Revitalization | Cortland | To bring the Little York Lake Dam, classified as a Class A hazard dam by the NYSDEC, up to DEC required standards. An ‘A’ hazard classification indicates a low hazard dam. The DEC Guidelines for the Design of Dams requires that an existing Class ‘A’ dam be capable of passing the 100-year flood with the pond level at the top of the dam. | 1,3 | | $800,000 | $1,000,000 | 100% |
| Cayuga County / Sodus Point Dredging | Local Waterfront Revitalization | Cayuga | Dredging of Sodus Bay harbor in the Village of Fair Haven, on the shore of Lake Ontario. This project is contemplated by an EFP-funded regional dredging plan that includes, among others, the Towns of Orleans, Wayne, Ontario and Cayuga. | 1,3 | | $505,000 | $1,010,000 | 50% |
| Total | | | | | | $1,665,000 | $2,730,000 | 61% |

**Historic Property**

| Seward House Museum, Inc. | Historic Property ADP | Cayuga | Project includes the creation of a multipurpose space and a new visitor’s entrance: | 1,3 | | $450,000 | $450,000 | 75% |
| Gustave Stickley House | Historic Property ADP | Cayuga | To restore the Gustave Stickley house and prevent the interior from being stripped, in order to utilize the space to create a community anchor and tourism destination with programming from the Everson Museum. | 1,3 | | $950,000 | $3,418,876 | 28% |
| People’s African Methodist Zion Church | Historic Property ADP | Cayuga | The purpose of the Save P11 project is to stabilize, restore and repurpose the oldest African-American church in the City of Syracuse. | 1,3 | | $500,000 | $628,281 | 75% |
| Total | | | | | | $1,755,000 | $4,487,165 | 39% |
### Additional Strategic Projects (CFA-related State Agency Funding Applications) continued

<table>
<thead>
<tr>
<th>Heritage Area</th>
<th>Project Name</th>
<th>Funding Source #1</th>
<th>Other Sources</th>
<th>County</th>
<th>Description</th>
<th>Goals*</th>
<th>Transformational Initiative</th>
<th>Amount Requested Cost</th>
<th>Total Project</th>
<th>% of TPC</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Syracuse / City Hall Forecourt</td>
<td>ADP</td>
<td>Heritage Area</td>
<td>Syracuse</td>
<td>Cayuga</td>
<td>Reestablish the formal public plaza at the main entrance of Syracuse’s City Hall using modern green infrastructure and stormwater management techniques in a project that mixes historic preservation with artful rainwater design. The project would also result in the collection of 568,800 gallons of storm water, annually.</td>
<td>3 Municipal Core</td>
<td>$412,500</td>
<td>$911,000</td>
<td>43%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$412,500</td>
<td>$911,000</td>
<td>43%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Visions Consultants, Inc.</td>
<td>HCR—Urban Initiatives</td>
<td>HCR—Urban Initiatives</td>
<td>Upstate NY</td>
<td>Cayuga</td>
<td>Provide below-market rent of commercial space in order to entice potential businesses to invest in this neighborhood. There will be 30 one-bedroom units, 11 two-bedroom units and 10 three-bedroom units to total 51 units of quality affordable housing. 3 units will be fully accessible and adapted for persons with mobility impairment and 2 units adapted for persons with hearing and/or vision</td>
<td>3 Municipal Core</td>
<td>$200,000</td>
<td>$13,876,000</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$200,000</td>
<td>$13,876,000</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cortland Downtown Partnership, Inc. / East Hill Neighborhood imp. Proj.</td>
<td>HCR—Main Street</td>
<td>HCR—Main Street</td>
<td>Cortland</td>
<td>Cortland</td>
<td>Renovate a formerly vacant, blighted bowling alley into a hub for cultural offerings in Cortland County.</td>
<td>3 Municipal Core</td>
<td>$250,000</td>
<td>$250,000</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$400,000</td>
<td>$1,333,886</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DOW</td>
<td>HCR—Main Street</td>
<td>HCR—Urban Initiative</td>
<td>Cayuga</td>
<td>Cayuga</td>
<td>Assist 5 commercial mixed use buildings in the East Hill Neighborhood of the City of Auburn, located on East Genesee Street, bordered by Seminary Avenue and John Street.</td>
<td>3 Municipal Core</td>
<td>$250,000</td>
<td>$250,000</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$400,000</td>
<td>$1,333,886</td>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Village of Homer</td>
<td>HCR—CDBG</td>
<td>HCR—CDBG</td>
<td>Cortland</td>
<td>Cortland</td>
<td>Upgrade the existing facility and equipment, to complying with all government health, safety and environmental regulations, to hiring people from the local talent pool and to maintaining a positive company presence in the community.</td>
<td>3 Municipal Core</td>
<td>$315,000</td>
<td>$1,335,000</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,343,500</td>
<td>$5,443,000</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cayuga County</td>
<td>HCR—CDBG</td>
<td>HCR—CDBG</td>
<td>Cayuga</td>
<td>Cayuga</td>
<td>Provide below-market rent of commercial space in order to entice potential businesses to invest in this neighborhood. There will be 30 one-bedroom units, 11 two-bedroom units and 10 three-bedroom units to total 51 units of quality affordable housing. 3 units will be fully accessible and adapted for persons with hearing and/or vision</td>
<td>3 Municipal Core</td>
<td>$200,000</td>
<td>$13,876,000</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$200,000</td>
<td>$13,876,000</td>
<td>1%</td>
<td></td>
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</tr>
</tbody>
</table>

**Note:** The table above includes a variety of projects across different regions, each with specific goals, objectives, and potential impacts. The figures provided indicate the requested amounts and the total projects, along with the percentage of total project cost (TPC). The projects span various sectors including infrastructure, transportation, tourism, and community development, each aiming to enhance local economies and improve quality of life for residents.
### Additional Strategic Projects (CFA-related State Agency Funding Applications) continued

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Funding Source</th>
<th>Other Sources</th>
<th>County</th>
<th>Description</th>
<th>Goals*</th>
<th>Transformational Initiative</th>
<th>Amount Requested</th>
<th>Total Project Cost</th>
<th>% of TPC</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2Xchange</td>
<td>Art Project Grant</td>
<td>Multi</td>
<td>Cayuga</td>
<td>A cross-regional partnership, A2Xchange, connecting CNY artists to the NYC market Culture Lounge's space in the Staten Island Ferry Terminal, will create an artist market to teach artists how to sell product, develop business plans and provide a venue to sell their products, while focusing on neighborhood revitalization in Syracuse's New West Side, investing in one of the city's poorest neighborhoods and creating a connection between neighborhood residents, artists, Syracuse University students and professors.</td>
<td>1.3 Tourism, Arts and Culture; Municipal Core</td>
<td>$118,000</td>
<td>$207,726</td>
<td>53%</td>
<td></td>
</tr>
<tr>
<td>Syracuse University / Talent Agency</td>
<td>Art Project Grant</td>
<td>Unnamed</td>
<td>Onondaga</td>
<td>Create educational opportunities for low income and below poverty level youth in the city of Syracuse, with goal to develop natural talents and set program participants on a course to college art and design programs, or quality technical education and training.</td>
<td>1.2.3 Say Yes, Tourism, Arts and Culture; Municipal Core</td>
<td>$58,375</td>
<td>$121,880</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Financial Information Programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$400,375</td>
<td>$793,606</td>
<td>50%</td>
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### Agricultural Development

<table>
<thead>
<tr>
<th>Program</th>
<th>County</th>
<th>Description</th>
<th>Goals*</th>
<th>Transformational Initiative</th>
<th>Amount Requested</th>
<th>Total Project Cost</th>
<th>% of TPC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Port of Oswego Authority</td>
<td>Oswego</td>
<td>Purchase of a bulk ship-barge loader to provide a system to enable the loading of grain barges at the Port of Oswego, which will provide new markets to farmers in the CNY region for product export by increasing the ability of the Port to lower loading costs and significantly increase the capacity of the Port to gain access to international markets for local farmers. Project will significantly advance the economic competitiveness of the state and region, and specifically in line with the CNY REDC Five-Year Strategic Plan of increasing farm products to international market and development of agribusiness.</td>
<td>1.2 Food to Market; Municipal Core</td>
<td>$250,000</td>
<td>$500,000</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>County of Oswego Industrial Development Agency</td>
<td>Oswego</td>
<td>Establish a revolving loan fund for agribusinesses looking to locate or expand in Oswego County. The County of Oswego Industrial Development Agency would be the administrator of the program as it has several other financing programs that currently assist businesses in Oswego County.</td>
<td></td>
<td>$250,000</td>
<td>$500,000</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Village of Cazenovia</td>
<td>Madison</td>
<td>One of the first farm breweries in the state designed to manufacture beer packaged in kegs, cans and bottles for national and international distribution. The business will also grow hops, barley, rye, vegetables, herbs and fruits for use in the brewing process and to support the needs of Empire Brewing Company.</td>
<td>1.2.3 Food to Market; Municipal Core; Tourism, Arts and Culture</td>
<td>$500,000</td>
<td>$5,500,000</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Cayuga County Chamber of Commerce</td>
<td>Cayuga</td>
<td>Spur growth and development of small scale agricultural ventures in an already booming agricultural industry in Cayuga County and Central New York. The Cayuga County Chamber will serve as a re-granting agent for these funds thus allowing for multiple smaller projects to be carried out.</td>
<td>1.2 Food to Market; Municipal Core; Tourism, Arts and Culture</td>
<td>$80,000</td>
<td>$160,000</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$1,080,000</td>
<td>16%</td>
</tr>
</tbody>
</table>

### Environmental Investment Program (EIP)

<table>
<thead>
<tr>
<th>Program</th>
<th>County</th>
<th>Description</th>
<th>Goals*</th>
<th>Transformational Initiative</th>
<th>Amount Requested</th>
<th>Total Project Cost</th>
<th>% of TPC</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Brook Farms, Inc</td>
<td>Cayuga</td>
<td>Develop processing and manufacturing for recycled agricultural and other un-recycled plastics into durable goods.</td>
<td>1.3 NYSERCA; Food to Markets</td>
<td>$200,000</td>
<td>$300,000</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>Lott Enterprises</td>
<td>Madison</td>
<td>Lott Enterprises proposes to 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 Business Park (ARE Park) in the Town of Lincoln. The project will construct and equip a 20,000 sq. ft. processing center/office, which will divert material from the current waste stream that currently cannot be processed without manual separation involving extensive man hours and expense. This facility will serve the CNY and Mohawk Valley regions.</td>
<td>1 NYSERCA</td>
<td>$180,000</td>
<td>$950,000</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$380,000</td>
<td>30%</td>
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</tbody>
</table>

### Tourism

<table>
<thead>
<tr>
<th>Program</th>
<th>County</th>
<th>Description</th>
<th>Goals*</th>
<th>Transformational Initiative</th>
<th>Amount Requested</th>
<th>Total Project Cost</th>
<th>% of TPC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cazenovia Beverage Trail Initial Marketing Project</td>
<td>Tourism</td>
<td>Madison</td>
<td>Marketing work to increase the overall tourism draw through cooperative marketing efforts for the region and trail members.</td>
<td>1.2.3 Tourism, Arts and Culture; Food to Markets; Municipal Core</td>
<td>$18,725</td>
<td>$27,725</td>
<td>68%</td>
</tr>
<tr>
<td>Central New York Agri Tourism Marketing Project</td>
<td>Tourism</td>
<td>Multi</td>
<td>To market a multi-regional agritourism project that includes Central New York, Mohawk Valley, and Southern Tier Regional Councils.</td>
<td>1.2.3 Tourism, Arts and Culture; Food to Markets</td>
<td>$541,500</td>
<td>$597,000</td>
<td>91%</td>
</tr>
<tr>
<td>Finger Lakes Region, The Great Outdoors</td>
<td>Tourism</td>
<td>Multi</td>
<td>To increase tourism to the region, awareness of outdoor activities, and to promote healthy life styles among residents.</td>
<td>1 Tourism, Arts and Culture</td>
<td>$110,000</td>
<td>$287,000</td>
<td>38%</td>
</tr>
<tr>
<td>Syracuse CVB</td>
<td>Unnamed</td>
<td>Create a regional tourism brand.</td>
<td>1 Tourism, Arts and Culture</td>
<td>$150,000</td>
<td>$702,000</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$580,225</td>
<td>51%</td>
</tr>
</tbody>
</table>

*Goal 1—Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets
Goal 2—Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies
Goal 3—Revitalize our Region’s Urban Cores, Main Streets, and Neighborhoods*
3.2 PRIORITIZING NEW YORK STATE EXCELSIOR TAX CREDITS

One of the remaining action items required of the council after Round 1 was to establish guidelines on how it would allocate $15 million in New York State Excelsior Tax Credits received for business in the region. The intent of the New York State Excelsior Jobs Program is to provide job creation and investment incentives to firms in targeted industries such as biotechnology, pharmaceutical, high-tech, clean technology, green technology, financial services, agriculture and manufacturing. Firms in these industries creating jobs and making significant financial investments are eligible for up to four tax credits.

Similar to how it assesses funding for projects in the region, the council determined that prospective recipients of tax credit incentives should align with the three goals, strategies, and one or more of the transformational initiatives to receive the highest priority. Projects that align with a goal or transformational initiative will receive the next level of priority. The CNY REDC Executive Committee will score projects that do not align with either a goal or transformational initiative on a case-by-case basis.

Additional information about these guidelines, as well as examples of projects that would align well to both the CNY REDC’s goals and strategies and the New York State Excelsior Jobs Program, are laid out in Appendix E.

Recommended Policy Changes to the Excelsior Tax Credits

In deliberating its guidelines to awarding Excelsior tax credits, CNY REDC members at their June 1, 2012, meeting in Cortland County focused on the effectiveness of and accessibility to the Excelsior program. Approximately $15 million in first-round Excelsior credits remained available in the region some six months after they were awarded.

As a result of that discussion, an ad hoc committee of council members, regional economic development directors, and Empire State Development staff met to review the program’s framework and develop recommendations for modifications to the program that could increase its effectiveness as a key component of the state’s job creation, job retention, and capital investment strategies.

There was consensus among the group that the program is effective for those that qualify, but that wider use of the program might be realized with the elimination of job creation thresholds for job tax credit eligibility, a reduction by half of minimum job creation and investment requirements to obtain eligibility for real property tax credits as a “regionally significant” project, and a modification of the Investment Tax Credit (ITC) to make it more attractive in comparison to the state ITC already available.

Specific concerns and recommendations for improving the Excelsior program include:

- Current job creation standards are too restrictive, especially in counties outside of urban centers. The creation of 25 new manufacturing jobs, for example, is a worthy goal but not wholly realistic in small communities, where manufacturers more typically make significant capital investments as expansion and job retention projects over specific new job creation opportunities. The group recommends eliminating job growth requirements as a standard for job tax credit eligibility. Applicants should still demonstrate a 10:1 benefit-cost ratio.

- Minimum job creation and capital investment thresholds for projects to be considered “regionally significant” are equally restrictive. Levels of half the current rate are recommended.

- The Excelsior program should ensure that the 10-year real property tax credit would commence with the establishment of a project’s full post-construction assessment, not before. This modification to the program will provide the greatest possible benefit under this piece of the program.

- The refundable Investment Tax Credit now equal to 2 percent of a qualified project should be moved to 5 percent, providing a real incentive for many businesses that can already claim a 5 percent ITC under existing state tax code.

- The Investment track job retention number should be reduced from 50 to 25.

- The Excelsior program application process requires long-term development forecasts by businesses, especially start-ups, which can be highly speculative. While companies may face a reduction in Excelsior credits for failing short of those initial projections, the program is not flexible enough to provide additional benefits for those that exceed projections. This is a disincentive for continued growth, investment, and job creation. Development of a framework that rewards excellence in this scenario and encourages long-term job retention in New York State is recommended.

- The CNY REDC encourages state leadership to consider whether the Excelsior program paints with a wide enough brush to incentivize business growth, development, and retention in Upstate New York, where aging urban cores and infrastructure hold a higher priority for redevelopment. Program criteria should be modified to provide jobs tax credits to small urban businesses and to provide tax credits for rehabilitating existing urban buildings for use by employers that qualify for jobs tax credits.
The Excelsior Jobs program was developed by New York State as a lower-cost and practical alternative to the Empire Zone program, which was abolished amid wide criticisms of its expense in relation to its effectiveness. While implementation of the recommendations here would certainly expand the reach of the Excelsior Program, it would do so in an effort to make the incentives available to small businesses—businesses that are now ineligible but no less committed to job creation, job retention, and capital investment. Small business is a critical component of any state economy, and nowhere is that more true than in Central New York. Further, it should be noted that an expansion of eligibility for the Excelsior Jobs program will not compromise requirements that incentives must and will be based upon performance, and that access will continue to be limited to targeted strategic industries—important distinctions in comparison with the Empire Zone program.

It is the council’s belief that the Excelsior Jobs Program holds promise as a valuable tool for economic growth in New York State, but that program guidelines and approaches must be revisited if it is to reach its full potential.
APPENDICES

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APPENDIX A

A. Transformational Initiative Team Members

**Agriculture and Food to Market**
Andrew Fish, Cayuga County Chamber of Commerce (Co-Chair)
Nancy Webber, Oswego County Farm Bureau/Mexican Pride Farm in Mexico, NY (Co-Chair)

**Broadband Investment**
Alice Kim, Time Warner Cable
Michael Busse, Dielectric Laboratories, Inc.

**Innovate Upstate**
Robert M. Simpson, CenterState CEO (Co-Chair)
James V. Breuer, Hueber-Breuer Construction Co., Inc. (Co-Chair)
Joseph Charles, Fust Charles Chambers LLP
John L. Clark, Pyramid Brokerage Co.
Anthony G. Collins, Ph.D. Clarkson University
Dr. Ruben Cowart, Syracuse Community Health Center
MacLaren Cummings, Terakeet
Daniel Feng, Progressive Expert Consulting, Inc.
Carol Fletcher, C.R. Fletcher Associates, Inc.
James A. Fox, P.E. O’Brien & Gere
Madelyn Hornstein, Dermody, Burke & Brown, CPAs, LLC
Stephen Philip Johnson, Cornell University
Darlene Kerr
Dr. Daniel Larson, Cayuga Community College
Gregory Loh, Eric Mower + Associates
Allen J. Naples, M&T Bank
David C. Nutting, VIP Structures, Inc.

**Municipal Core Revitalization**
Merike Treier, Downtown Committee of Syracuse (Co-Chair)
Marilyn Higgins, Syracuse University (Co-Chair)
Dan Buyer, NYS Office of Homes and Community Renewal
Jason Chiesa, Empire State Development
Jim Fayle, Empire State Development
Carl Ford, NYS Department of Transportation
Jennifer Haines, City of Auburn
Joe Hucio, Washington St Partners
Adam Megivern, Cortland Downtown Partnership
Kerry Quaglia, Home Headquarters
Dan Queri, Granite Development
Dominic Robinson, CenterState CEO
Mary Vanouse, City of Oswego

**NYE-RIC**
Neil Murphy, SUNY ESF (Co-Chair)
Ed Bogucz, SyracuseCoE (Co-Chair)
Chris Carrick, Central New York Regional Planning and Development Board
Peter King, King+King Architects
Matthew Marko, CH2MHill
Andrew Maxwell, City of Syracuse
## APPENDIX A

### Region-Wide Waterfront Revitalization
- Ben Walsh, City of Syracuse (Chair)
- Jonathan Daniels, Port of Oswego
- Terry Madden, O’Brien & Gere
- Ed Michalenko, Onondaga Environmental Institute
- Carl Thomas, City of Syracuse

### Say Yes to Education
- Andy Breuer, Hueber-Breuer Construction Co., Inc. (Co-Chair)
- Deborah Stanley, SUNY Oswego (Co-Chair)
- Nicole Adsitt, Cayuga Community College
- Gradin Avery SUNY Cortland
- Nicole Blumin St. Joseph’s Hospital Health Center
- Pat Driscoll, Say Yes to Education
- Kristine Duffy, Onondaga Community College
- Kristine Eck, Say Yes to Education Syracuse
- Robert French, SUNY ESF
- Howard Gordon, SUNY Oswego
- Michael Johnson, SUNY Cortland
- Anneke McEvoy, SUNY Oswego
- Lisa R. Moore, Say Yes to Education Syracuse
- Frank Panzetta, St. Joseph’s Hospital Health Center
- Hisoni Pratts, Say Yes to Education, Inc.
- Rhonda Reader, St. Joseph’s Hospital Health Center
- David Rogers, SUNY Morrisville
- Don Saleh, Syracuse University
- Mary Anne Schmitt-Carey, Say Yes to Education, Inc.
- Ann Sedore, Crouse Hospital College of Nursing

### Tourism, Arts and Culture
- David Holder, Syracuse Visitor and Convention Bureau (Co-Chair)
- Jeff Woodward, Syracuse Stage (Co-Chair)
- Michael Ameigh, WRVO Public Media
- Steve Butler, CNY ARTS
- Linda Dickerson, Syracuse University Community Engagement and Economic Development
- Ben Eberhardt, Colgate Inn
- Carey Eidel, Auburn Public Theater
- Gary Grossman, Green & Seifter CPAs
- Steven Kern, Everson Museum of Art
- Terri Toennies, Oncenter
- Mary Vanouse, City of Oswego
- Dan Young, CenterState CEO
APPENDIX B

B. Public Participation

B.1 2012 Central New York Regional Economic Development Council Survey Samples (2012 Great New York State Fair)

B.2 Public Forum Notes (March 22, 2012/Madison County)

B.3 Public Forum Notes (May 9, 2012/Cayuga County)
2012 Central New York Regional Economic Development Council Survey

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

1. Please provide your county of residence:  

2. Have you heard of “the new New York Works for Business” campaign to attract new companies and promote business growth across the state? Circle Yes or No


5. Other ___________________________.

4. Are you familiar with Governor Cuomo’s Regional Economic Development Councils? Circle Yes or No

5. How important would you rate strong economic development to the overall health of your region? (Rate from 1 (not important) to 5 (very important): 1 2 3 4 5

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

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

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

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

Asking for lay people appointments by local business committees

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

Central New York Region Contact Information
620 Erie Boulevard West - #112
Syracuse, NY 13204
(315) 425-0110
(315) 425-7156 Fax
nys-centralny@esd.ny.gov
2012 Central New York Regional Economic Development Council Survey

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

1. Please provide your county of residence: Onondaga

2. Have you heard of "the new New York Works for Business" campaign to attract new companies and promote business growth across the state? Circle Yes or No.


4. Are you familiar with Governor Cuomo’s Regional Economic Development Councils? Circle Yes or No.

5. How important would you rate strong economic development to the overall health of your region? (Rate from 1 (not important) to 5 (very important): 1 2 3 4 5)

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

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

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

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

More outreach to small businesses; financial help is difficult (if not impossible) to find. We "borrowed" our own retirement funds because we were unable to get funding for our business.

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

As small business owners in CNY, we found it impossible to get funding for our start-up. Now, we are self-employed and uninsured, but happy!

Central New York Region Contact Information
620 Erie Boulevard West - #112
Syracuse, NY 13204
(315) 425-9110
(315) 425-7156 Fax
nys-centralny@esd.ny.gov
2012 Central New York Regional Economic Development Council Survey

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

1. Please provide your county of residence: ____________

2. Have you heard of “the new New York Works for Business” campaign to attract new companies and promote business growth across the state? Circle Yes or No.


4. Are you familiar with Governor Cuomo’s Regional Economic Development Councils? Circle Yes or No.

5. How important would you rate strong economic development to the overall health of your region? (Rate from 1 (not important) to 5 (very important): 1 2 3 4 5)

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

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

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

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

inner harbor growth
GREEN technology
KEEP streets, downtown, etc clean, FREE of litter
Continue sewer partnership

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

__________________________

Central New York Region Contact Information
620 Erie Boulevard West #112
Syracuse, NY 13204
(315) 425-9110
(315) 425-7156 Fax
nys-centralny@esd.ny.gov
2012 Central New York Regional Economic Development Council Survey

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

1. Please provide your county of residence: Oneida

2. Have you heard of “the new New York Works for Business” campaign to attract new companies and promote business growth across the state? Circle Yes or No


4. Are you familiar with Governor Cuomo’s Regional Economic Development Councils? Circle Yes or No

5. How important would you rate strong economic development to the overall health of your region? (Rate from 1 (not important) to 5 (very important): 1 2 3 4 5

6. Please rank the following initiatives based upon the order of importance that you feel they play in promoting the economic health of your region. (1-7, 1 being most important 7 being least important)
   7. Expansion of Broadband Network
   6. Food to Market System
   5. New York Regional Innovation Cluster
   4. Workforce Alignment
   3. Waterfront Revitalization
   2. Municipal Core / Mixed Use Investment
   1. Venture Capital Fund
   3. Tourism, Arts, and Culture

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

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

Lower taxes, cut state spending, cut out unfunded mandates on the municipalities

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

Central New York Region Contact Information
620 Erie Boulevard West - #112
Syracuse, NY 13204
(315) 425-9110
(315) 425-7156 Fax
nys-centralny@esd.ny.gov
Regional Economic Development Council Regional Meeting

March 22, 2012
5:30-7:30 p.m.
Cazenovia College

Facilitated Discussion Feedback

Strong Points of Strategic Plan

1. Comprehensiveness was good.
2. Key sectors good.
3. City to rural connections – good.
5. Good mix of projects – size/scope
6. Impressed with focus on agriculture
7. Diversity of application
8. Acknowledgement of tourism as economic driver, quality of life booster, and increased culture for attraction of talent.

Modification Ideas for Strategic Plan

1. Align workforce with job skills. Clarification of Skill Gap
2. Strengthen educational institutions resources to needs of plan or goals of plan.
3. Package and export New York to the world better.
4. Get more hardcore data – for example comparisons.
5. Refine process (ongoing).
6. Do a better job of defining portionality.
7. Recognizing “brain drain” and giving awareness to it, creating opportunities for them.
8. More focus on equine and cross pollination with tourism.
12. More emphasis on increasing and improving the use of career technical education and experiential learning.
Public Engagement Ideas

1. Small programs by Chambers (for example small focused groups)
2. Put more information in ads about meeting agenda and purpose.
3. Utilize existing Chamber of Commerce councils
4. Have sign up for email distribution on web
5. Local libraries and meetings
6. Tap into existing networks
7. Put meetings on community calendars
8. RSS Feeds
9. Conduct virtual on-line meetings
10. Use Social Media – maybe an intern could help
11. Testimonials
12. CNY Business Journal, Job Fairs, State Fair
13. Define our audience better
14. More lead time before meetings
15. Coverage – SU games?
16. Targeted emails through CenterState CEO
17. Find local ambassadors to help
Public Participation Forum
May 9, 2012 | Aurora Inn | Aurora, New York

Breakout groups were asked to identify priority projects/issues that the CNY REDC should concentrate on for the upcoming round of funding. All projects discussed at the event were located in Cayuga County. Those projects/issues were:

- Technological and structural infrastructure to support Industrial/Business parks (specifically Cayuga Co. Industrial Park but also Cayuga County as a whole)
  - Water/Sewer upgrades
  - Broadband access
- Funding for quality of life projects
  - Tourism projects
  - Tourism packages
  - Historically related tourism
- Bio-Mass, tech park incubator at Wells College
- Abbott House Project- Aurora
- Tourism-related capital improvements
- Encouragement for the local sale and distribution of Energy
  - Lobby Legislature/Governor to allow for amending of laws prohibiting
- Retention of small manufacturing jobs
- Identify and help eliminate regulatory hurdles
- Funding for healthcare training
- Signage
- Food processing incubators
C. Performance Metrics
## GOAL 1: Strengthen Targeted Industry Concentrations

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTION</th>
<th>ACTION METRICS (PROCESS)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Invest in Existing Regional Industry Concentrations and Businesses</strong></td>
<td>Prioritize use of the Syracuse CoE</td>
<td>Process Tracking Metrics not yet available for the clean tech sector. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: completion of lab space at Syracuse CoE; total number of research and other cluster support funding raised; participants in workforce training programs; new partnerships developed to promote innovation and cluster growth.</td>
</tr>
<tr>
<td></td>
<td>Support existing cluster growth assets</td>
<td>Process Tracking Metrics not yet available for the Health, Biomedical Services and Biosciences sectors. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: number of new ventures launched by partnerships like the Hill Collaborative; total number of internships offered and graduates of new bioscience certificate of advanced studies programs; total number of companies and jobs supported by the CNY Biotech Accelerator; total number of targets and leads developed for pursuit by medical tourism development efforts.</td>
</tr>
<tr>
<td></td>
<td>Support and encourage the commercialization of disruptive technologies</td>
<td>Process Tracking Metrics not yet available for the Health, Biomedical Services and Biosciences sectors. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: number of new ventures launched by partnerships like the Hill Collaborative; total number of internships offered and graduates of new bioscience certificate of advanced studies programs; total number of companies and jobs supported by the CNY Biotech Accelerator; total number of targets and leads developed for pursuit by medical tourism development efforts.</td>
</tr>
<tr>
<td></td>
<td>Promote new ventures by aligning assets with related industry clusters</td>
<td>Process Tracking Metrics not yet available for the Health, Biomedical Services and Biosciences sectors. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: number of new ventures launched by partnerships like the Hill Collaborative; total number of internships offered and graduates of new bioscience certificate of advanced studies programs; total number of companies and jobs supported by the CNY Biotech Accelerator; total number of targets and leads developed for pursuit by medical tourism development efforts.</td>
</tr>
<tr>
<td></td>
<td>Develop and deploy technologies to improve the quality of care and reduce cost of care</td>
<td>Process Tracking Metrics not yet available for the Health, Biomedical Services and Biosciences sectors. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: number of new ventures launched by partnerships like the Hill Collaborative; total number of internships offered and graduates of new bioscience certificate of advanced studies programs; total number of companies and jobs supported by the CNY Biotech Accelerator; total number of targets and leads developed for pursuit by medical tourism development efforts.</td>
</tr>
<tr>
<td></td>
<td>Encourage existing companies to advance new products and processes</td>
<td>Process Tracking Metrics not yet available for the Health, Biomedical Services and Biosciences sectors. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: number of new ventures launched by partnerships like the Hill Collaborative; total number of internships offered and graduates of new bioscience certificate of advanced studies programs; total number of companies and jobs supported by the CNY Biotech Accelerator; total number of targets and leads developed for pursuit by medical tourism development efforts.</td>
</tr>
<tr>
<td></td>
<td>Expand existing business outreach and marketing programs</td>
<td>Marketing materials have been created. 168 Targets have been identified.</td>
</tr>
<tr>
<td></td>
<td>Align educational programming to respond to particular skill demand</td>
<td>Ongoing involvement with several universities.</td>
</tr>
<tr>
<td></td>
<td>Invest in cybersecurity research and connect with internship opportunities</td>
<td>Ongoing meetings with CYBER New York.</td>
</tr>
<tr>
<td></td>
<td>Expand food to market programs and partnerships</td>
<td>Process Tracking Metrics not yet available for the Agribusiness sector. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: number of additional farmers markets and participant vendors added; total value of assistance provided to food processors; number of positions filled through ag workforce alignment efforts; total amount invested in new advanced manufacturing processes at food processors.</td>
</tr>
<tr>
<td></td>
<td>Provide economic assistance to food processors and value added agriculture</td>
<td>Process Tracking Metrics not yet available for the Agribusiness sector. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: number of additional farmers markets and participant vendors added; total value of assistance provided to food processors; number of positions filled through ag workforce alignment efforts; total amount invested in new advanced manufacturing processes at food processors.</td>
</tr>
<tr>
<td></td>
<td>Launch a new agricultural product development initiative</td>
<td>Process Tracking Metrics not yet available for the Agribusiness sector. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: number of additional farmers markets and participant vendors added; total value of assistance provided to food processors; number of positions filled through ag workforce alignment efforts; total amount invested in new advanced manufacturing processes at food processors.</td>
</tr>
<tr>
<td></td>
<td>Develop advanced accelerator and R&amp;D space</td>
<td>Process Tracking Metrics not yet available for the Advanced Manufacturing sector. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: partnerships developed to advance the creation of an accelerator and R&amp;D space; amount invested in supporting existing infrastructure assets; participants in and jobs filled by workforce alignment programming; new jobs retained and added by anchor advanced manufacturers.</td>
</tr>
<tr>
<td></td>
<td>Foster local supply chain usage and integration</td>
<td>Process Tracking Metrics not yet available for the Advanced Manufacturing sector. In 2012-2013 metrics to indicate progress in strengthening this sector will be tracked: partnerships developed to advance the creation of an accelerator and R&amp;D space; amount invested in supporting existing infrastructure assets; participants in and jobs filled by workforce alignment programming; new jobs retained and added by anchor advanced manufacturers.</td>
</tr>
<tr>
<td></td>
<td>Encourage business and higher education collaboration</td>
<td>Tracking metrics are described in the Prioritize Investment in Commercialization strategy.</td>
</tr>
<tr>
<td></td>
<td>Capitalize on alumni connections</td>
<td>CenterState Venture Fund metrics are tracked in the Build a Workclass Entrepreneurial Ecosystem strategy.</td>
</tr>
<tr>
<td></td>
<td>Pursue businesses that can benefit from regional assets</td>
<td>Process Tracking Metrics not yet available for this strategy. In 2012 - 2013 the following metrics will be measured to gauge the success of strategy implementation: number of companies contacted; total investment attracted; total jobs created through business attraction.</td>
</tr>
<tr>
<td></td>
<td>Use a proactive marketing and attraction approach</td>
<td>Process Tracking Metrics not yet available for this strategy. In 2012 - 2013 visitor-related metrics will be tracked that indicate progress made toward expanding visitation. These include: total amount spent on regional marketing campaigns; estimated total individuals reached by marketing campaigns; significant change in visitation; visitor assets, and additional partnerships and collaborations formed to streamline regional tourism promotions.</td>
</tr>
<tr>
<td></td>
<td>Complete tourism and convention enhancement assets</td>
<td>Process Tracking Metrics not yet available for this strategy. Throughout 2012 - 2013 visitor-related metrics will be tracked that indicate progress made toward expanding visitation. These include: total amount spent on regional marketing campaigns; estimated total individuals reached by marketing campaigns; significant change in visitation; visitor assets, and additional partnerships and collaborations formed to streamline regional tourism promotions.</td>
</tr>
<tr>
<td></td>
<td>Engage regional businesses in convention attraction efforts</td>
<td>Process Tracking Metrics not yet available for this strategy. Throughout 2012 - 2013 visitor-related metrics will be tracked that indicate progress made toward expanding visitation. These include: total amount spent on regional marketing campaigns; estimated total individuals reached by marketing campaigns; significant change in visitation; visitor assets, and additional partnerships and collaborations formed to streamline regional tourism promotions.</td>
</tr>
<tr>
<td></td>
<td>Partner with statewide and adjacent regional efforts</td>
<td>Process Tracking Metrics not yet available for this strategy. Throughout 2012 - 2013 visitor-related metrics will be tracked that indicate progress made toward expanding visitation. These include: total amount spent on regional marketing campaigns; estimated total individuals reached by marketing campaigns; significant change in visitation; visitor assets, and additional partnerships and collaborations formed to streamline regional tourism promotions.</td>
</tr>
</tbody>
</table>
LONG TERM STRATEGY PERFORMANCE METRICS

Clean tech sector: 3.7% change in employment post recession, 2009-2010; location quotient of 1.66; $86,000 in average annual wages; $107,922 value added per worker; economic output $2,183 (MM). (2010, Battelle) **12 county region.

Biosciences sector: change in employment since the end of the recession 5.1%, 2009-2010; location quotient of 1.26; average annual wages of $54,954; value added per worker is $121,603; economic output is $2,060 (MM). (Battelle, 2010) **12 county region.

Health care sector: change in employment since the end of the recession 0.7%, 2009-2010; location quotient of 1.24; average annual wage $40,068; value added per worker $50,783; economic output is $3,994 (MM). (Battelle, 2010) **12 county region.

Financial Services sector: change in employment since the end of the recession -5.2%, 2009-2010; location quotient 1.39; average annual wage of $57,175; value added per worker is $156,950; economic output is $3,023 (MM). (Battelle, 2010) **12 county region.

New Agribusiness metrics will be monitored and tracked in 2012 - 2013. Including: Total agribusiness production, total product of key agribusiness products (dairy, equine, and forages), and total agriculture and agribusiness based employment change.

Advanced manufacturing sector: change in employment since end of the recession -10.6%, 2009-2010; average location quotient of 1.71; average annual wage of $53,277; value added per worker $135,300; economic output $5,108 (MM). (Battelle, 2010) **12 county region.

Long-term performance metrics for encouraging cross industry collaboration will be tracked and reported in the Goal 2: Prioritize investments in research, innovation and commercialization strategy.

Long-term performance metrics will be reflected in changes to individual sector job, establishment and location quotient growth.

$983 million was spent by visitors in 2010 (Tourism Economics, 2011) * This number excludes Cortland County.
## Performance Metrics

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

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Sub-Focus</th>
<th>Action</th>
<th>Action Metrics (Process)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build a 21st Century Infrastructure</td>
<td>Build a pipeline of new and emerging ventures</td>
<td>LE3 Ventures has interviewed 5 and engaged with 2 companies. Incubation services have been provided to 30 tenants (7 new) throughout 2012.</td>
<td></td>
</tr>
<tr>
<td>Support small and medium business</td>
<td>Provide physical and virtual incubation space</td>
<td>CNY BiotechAccelerator has signed first 2 clients. The Tech Garden and SouthSide Innovation Center combined provided services to roughly 45 tenants.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve access to seed and risk capital</td>
<td>Grants for Growth will offer approximately $19 million in possible funding.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide commercialization assistance resources</td>
<td>A total of $390,000 will be made available through CAP. A total of $2.5 million will be made available for commercialization projects through the Proof of Concept Center.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deliver robust entrepreneurial programming and comprehensive acceleration services</td>
<td>StartUp Labs will accept 5 teams.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Connect entrepreneurs with market leaders to beta-test new products and technologies</td>
<td>Number of active companies in these programs has doubled in the past year.</td>
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<td></td>
<td>Establish a Bridge NY Program</td>
<td>Program has been integrated as part of two larger regional grant pending-grant applications.</td>
<td></td>
</tr>
<tr>
<td>Encourage New Venture Development, Product Development, and Process Improvement</td>
<td>Build a world-class entrepreneurial ecosystem</td>
<td>42 companies have participated in initial sessions and following meetings are planned for the Fall of 2012.</td>
<td></td>
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<tr>
<td></td>
<td>Support clusters of entrepreneurial programs</td>
<td>Investigated 3 business consortiums.</td>
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<tr>
<td></td>
<td>Build a pipeline of target business sectors</td>
<td>Number of active companies in these programs has doubled in the past year.</td>
<td></td>
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<td></td>
<td>Create new export awareness programs</td>
<td>Formed to streamline regional tourism promotions.</td>
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<tr>
<td></td>
<td>Develop detailed market information</td>
<td>Reached 1,100 with MEI Launch.</td>
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<td></td>
<td>Create export mentoring networks</td>
<td>Engaged 4 business executives as mentors, connected executives with three new to export companies.</td>
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<tr>
<td></td>
<td>Promote the prioritization of export growth among C-level executives</td>
<td>Reached 1,100 with MEI Launch.</td>
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<td></td>
<td>Streamline target country entry for region's top exports</td>
<td>Streamline target country entry for region's top exports.</td>
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<tr>
<td></td>
<td>Develop processes to fund export related initiatives</td>
<td>1 grant pending. Awaiting 1 additional grant application.</td>
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<tr>
<td></td>
<td>Support interdisciplinary consortiums that create partnerships between academia and industry</td>
<td>Conducted 300 tours of the facility.</td>
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<td></td>
<td>Establish a continuous process improvement recognition program</td>
<td>Process tracking metrics not yet available for encouraging continuous process improvement. In 2012 - 2013 the metrics will be tracked to indicate progress made towards continued implementation of this strategy: total amount of companies participating, total amount of individuals certified through training programs.</td>
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<tr>
<td></td>
<td>Formation of Regional continuous process improvement metrics</td>
<td>Development of Regional continuous process improvement metrics</td>
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<td></td>
<td>Create a stable technology commercialization environment</td>
<td></td>
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<td></td>
<td>Use existing foreign-owned companies to foster new connections</td>
<td>Process Tracking Metrics for securing foreign investment are mentioned in the attracting new business strategy.</td>
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<td></td>
<td>Strengthen the region's business attraction programs</td>
<td></td>
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<tr>
<td></td>
<td>Invest strategically in roads, ports, air and rail</td>
<td>Process Tracking Metrics not yet available for this strategy. Throughout 2012 - 2013 visitor related metrics will be tracked that indicate progress made towards expanding visitation, including total amount spent on regional marketing campaigns, estimated total individuals reached by marketing campaigns, significant change in visitation to tourism/visitor assets, and additional partnerships and collaborations formed to streamline regional tourism promotions.</td>
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<td></td>
<td>Expand broadband connectivity to underserved areas</td>
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<td></td>
<td>Mitigate impact of correctional facility closing</td>
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<td></td>
<td>Scale and replicate the green train model</td>
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<td></td>
<td>Fund talent alignment programs</td>
<td>Complete process tracking metrics are not yet available for all aspects of this strategy; however, in 2012 Green Train had 28 graduates (85% have been placed in jobs), and the pilot Health Train program had 14 graduates (90% have been placed in jobs).</td>
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<td></td>
<td>Increase utilization of stackable industry recognized credentials</td>
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<td></td>
<td>Expand the use of credit for experience programming</td>
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<td></td>
<td>Ensure critical nexus between labor and Pre-K-12</td>
<td>42 companies have participated in initial sessions and following meetings are planned for the Fall of 2012.</td>
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<td></td>
<td>Link young talent retention with entrepreneurial support programs</td>
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<td></td>
<td>Provide college graduate retention programming</td>
<td>Project IGN usage has grown recently to 2,000 students registered on the site and 40 internships listed.</td>
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<td></td>
<td>Support region’s young professional groups</td>
<td>12 new events were established in 2012 attracting more than 700 attendees.</td>
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<tr>
<td></td>
<td>Attract firms that want our talent</td>
<td>Business attraction metrics are listed in the Attract New Business strategy section.</td>
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<td></td>
<td>Further expand work ready credentials</td>
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<td></td>
<td>Provide multidimensional career and academic support</td>
<td>818 Syracuse City School District 2012 graduates are eligible to attend a Say Yes Higher Education Compact School. 29 participants in the Summer Success Academy; an estimated 1400 participants in the Collegiate Preparatory Academy; 189 participants in the Study Hall; and 85 families have used the Financial Aid Counseling Center.</td>
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<tr>
<td></td>
<td>Support and scale programs for at-risk young adults</td>
<td>2,000 young adults and children have participated in the Say Yes Summer Camp.</td>
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</tbody>
</table>
Successful strategy implementation will affect many of the entrepreneurship metrics listed above as well as larger regional performance metrics such as unemployment and job growth.

Successful project implementation will eventually impact participating business’s increased and retained sales, increased and retained employment, cost reduction and cost avoidance, and capital investment.

Using the most recent figures, in 2009, colleges and universities in the 12-county CenterState region spent $514 million in R&D related activities. Almost half of this investment was made in bioscience-related R&D ($214.8 million). These investments resulted in roughly 3.12 patent applications per $10 million in research (just behind the national average of 3.27 per $10 million) and a license income of roughly $132,000 per $10 million in research expenditures.

In 2010 the Syracuse MSA exported goods and services valued at $3.3 billion. The export of goods represents 60% of total exports with services accounting for the remaining 40%. The Syracuse MSAs current export value growth rate is 13.9%. The Syracuse MSAs service exports grew 60% 2003-2010. Industries closely tied to the region’s competitive growth sectors are generating export growth: machinery manufacturing; computer and electronic products; telecommunications; intellectual property; tourism; chemical manufacturing; transportation equipment manufacturing; primary metal manufacturing; education; and financial services. (Brookings, 2012)

Long-term performance metrics will be reflected in changes to individual sector job, establishment and location quotient growth.

63.1% of the population is covered by the transit system and provides access to 35.8% of jobs in the Syracuse MSA. It is also the ranked the 62nd most congested area compared to the top 100 largest metro areas. (Brookings Metro, 2009)

90% of the Syracuse MSA population has access to broadband services (Brookings data based on FCC Statewide figures).

Colleges and universities in the 12-county CenterState region produce 2,400 bachelors and 1,000 post-graduate degrees in business, management and marketing each year; 3,591 students graduate with STEM-related bachelors degrees while roughly 1,700 with STEM-related post graduate degrees. Currently, occupations with the most job openings in the Syracuse MSA are: health diagnosing and treating practitioners, 1,567 openings; computer occupations, 1,193 openings; and engineers, 955 openings. The region’s industry sectors projected to grow the quickest over the next 6 years are: research and engineering services, +1.2%; private higher education, +0.8%; and software & internet services, +3%.

11.9% have less than a HS degree, 35.1% have a high school degree, 11.2% have an associates degree, 12.9% have a bachelors degree, 9.1% have a graduate degree. (American Community Survey, 2009)
## Goal 3: Revitalize the region’s urban cores, main streets, and neighborhoods

<table>
<thead>
<tr>
<th>STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leverage the Region’s Exemplary Anchor Institutions in Education, Health, and Medicine</td>
</tr>
<tr>
<td>Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets</td>
</tr>
<tr>
<td>Retrain to Develop the Workforce of Tomorrow</td>
</tr>
</tbody>
</table>

### Action 1: Support anchor institution investment
- **Action Metrics (Process):** Anchor institution investments listed in this action item have leveraged an investment of approx. $355 million alone in targeted neighborhood communities in 2012.

### Action 2: Promote homeownership in urban neighborhoods
- **Action Metrics (Process):** As the Landbank becomes functional process metrics will be used to track total number of properties in the Land Bank and total number of disposed properties.

### Action 3: Grow and support regional arts and cultural initiatives
- **Action Metrics (Process):** Process metrics will be tracked through the regional visitation numbers listed in the Expand Tourism strategy.

### Action 4: Prioritize adaptive re-use and historic rehabilitation
- **Action Metrics (Process):** Full process tracking metrics will be tracked throughout 2012-2013 for these strategies. During 2012, the Downtown Committee of Syracuse reported that $1.4 billion had been invested in center city development projects.

### Action 5: Specifically target brownfield revitalization and cleanup efforts
- **Action Metrics (Process):** The total project cost of the Inner Harbor redevelopment could reach $350 million. Destiny USA invested $170 million in its expansion.

### Action 6: Support industrial re-use planning and development
- **Action Metrics (Process):** Anchor institution investments listed in this action item have leveraged an investment of approx. $355 million alone in targeted neighborhood communities in 2012.

### Action 7: Maintain residential redevelopment growth in central business districts
- **Action Metrics (Process):** As the Landbank becomes functional process metrics will be used to track total number of properties in the Land Bank and total number of disposed properties.

### Action 8: Employ transit-oriented development strategies
- **Action Metrics (Process):** Full process tracking metrics will be tracked throughout 2012-2013 for these strategies. During 2012, the Downtown Committee of Syracuse reported that $1.4 billion had been invested in center city development projects.

### Action 9: Encourage mixed-use development in revitalization projects
- **Action Metrics (Process):** The total project cost of the Inner Harbor redevelopment could reach $350 million. Destiny USA invested $170 million in its expansion.

### Action 10: Collectively address anchor institution transportation needs
- **Action Metrics (Process):** The total project cost of the Inner Harbor redevelopment could reach $350 million. Destiny USA invested $170 million in its expansion.

### Action 11: Promote regional waterfront revitalization
- **Action Metrics (Process):** The total project cost of the Inner Harbor redevelopment could reach $350 million. Destiny USA invested $170 million in its expansion.

### Action 12: Prioritize adaptive re-use and historic rehabilitation
- **Action Metrics (Process):** Full process tracking metrics will be tracked throughout 2012-2013 for these strategies. During 2012, the Downtown Committee of Syracuse reported that $1.4 billion had been invested in center city development projects.

### Action 13: Specifically target brownfield revitalization and cleanup efforts
- **Action Metrics (Process):** The total project cost of the Inner Harbor redevelopment could reach $350 million. Destiny USA invested $170 million in its expansion.

### Action 14: Support industrial re-use planning and development
- **Action Metrics (Process):** Full process tracking metrics will be tracked throughout 2012-2013 for these strategies. During 2012, the Downtown Committee of Syracuse reported that $1.4 billion had been invested in center city development projects.

### Action 15: Maintain residential redevelopment growth in central business districts
- **Action Metrics (Process):** The total project cost of the Inner Harbor redevelopment could reach $350 million. Destiny USA invested $170 million in its expansion.

### Action 16: Employ transit-oriented development strategies
- **Action Metrics (Process):** Full process tracking metrics will be tracked throughout 2012-2013 for these strategies. During 2012, the Downtown Committee of Syracuse reported that $1.4 billion had been invested in center city development projects.

### Action 17: Encourage mixed-use development in revitalization projects
- **Action Metrics (Process):** The total project cost of the Inner Harbor redevelopment could reach $350 million. Destiny USA invested $170 million in its expansion.

### Action 18: Collectively address anchor institution transportation needs
- **Action Metrics (Process):** The total project cost of the Inner Harbor redevelopment could reach $350 million. Destiny USA invested $170 million in its expansion.

### Action 19: Promote regional waterfront revitalization
- **Action Metrics (Process):** The total project cost of the Inner Harbor redevelopment could reach $350 million. Destiny USA invested $170 million in its expansion.

### Performance Metrics

- The region has an average of 91.78 houses per sq. mile. 69.34% of homes are owner occupied and 30.66% are renter occupied. There is 1.54% vacancy rate of owner occupied homes and a 6.38% vacancy rate of renter occupied homes. 30.2% of mortgaged homeowners spend 30% or more of household income on home related costs. (American Community Survey, 2010) 78.1% of jobs are within 10 miles of household in the Syracuse MSA (Brookings Metro , 2006)

- Syracuse city Unemployment rate = 11.1 %; Auburn City rate = 9.8%; Cortland metropolitan area = 9.0%, (NYSDOL, July 2012)
D. NYS Consolidated Funding Application Endorsement Standards
   (Scoring Guidelines)
APPENDIX D

NYS Consolidated Funding Application (CFA)

strategic plan.

**Endorsement Standards**

The review and ranking of CFAs is based on a set of standards, referred to as "endorsement standards." Each Regional Council will utilize statewide endorsement standards when reviewing CFAs submitted to their region. Applicants may take these standards into account when preparing applications.

Regional Council endorsement will account for 20% of total assessments. Regional Councils is 20. Regional Councils will take into account the degree to which the application helps implement the regional strategic plan. Each council may develop specific examples of projects that fit within each standard.

**Statewide Endorsement Standards**

For each CFA the Regional Council reviewer will determine the degree to which the application implements the regional strategic plan and assign the corresponding number of points as a score.

<table>
<thead>
<tr>
<th>IMPLEMENTATION OF THE PLAN</th>
<th>DEGREE</th>
<th>POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The proposal is identified as a priority project by the Regional Council.</td>
<td>Priority</td>
<td>20</td>
</tr>
<tr>
<td>The proposal is identified in the plan and has regional benefits.</td>
<td>Very Strong</td>
<td>15</td>
</tr>
<tr>
<td>The proposal advances the plan and has local benefits.</td>
<td>Strong</td>
<td>10</td>
</tr>
<tr>
<td>The proposal is consistent with the plan and has project level benefits.</td>
<td>Moderate</td>
<td>5</td>
</tr>
<tr>
<td>The proposal has limited relationship to the plan.</td>
<td>Weak</td>
<td>0</td>
</tr>
</tbody>
</table>

**Encourage Applicants to Apply for CFA**

Many applications submitted through the CFA process involve projects and actions that have been identified by the Regional Councils as critical to advancing the regional economic development vision and strategies. Regional Council members are encouraged to reach out to potential sponsors of priority projects and actions to make them aware of the CFA process and to encourage them to apply
APPENDIX E

E. Excelsior Tax Credit Allocation Memo
MEMORANDUM

TO: REDC Members
FROM: Jim Fayle
DATE: September 9, 2012
RE: $15M Tax Credit Allocation

The following is a recommendation on the structure of disbursing $15 million in Excelsior Tax Credits. Projects that align with the three goals, strategies, and one or more of the transformational initiatives will receive the highest priority. Projects that align with a goal or transformational initiative will receive the next priority. Projects that do not align with either a goal transformational initiative will be scored on a case-by-case basis by the CNY REDC executive committee. Some examples of projects that will be either highest or high priorities are projects that will advance the following:

Encourage Better Connections to Global Markets (Exports)

Eligible uses include supporting companies that:

1. Intend to strengthen existing export activities and sales
   At least five percent of total sales are international and plan to expand exports to countries they already do business with via new products or are planning to enter new export markets with existing products. Planned expansions must be expected to grow company exports by at least 10 percent. Companies may also be eligible if at least 30 percent of total sales are international and they are willing to participate in region-wide export expansion initiatives by providing one-on-one mentoring to local SMEs that desire to initiate export activities and sales.

2. Intend to initiate export activities and sales
   Companies who will invest in a facility expansion or purchase machinery or equipment that will provide them with the first time capacity to begin export activities.
Target Industry Concentrations

Specific industry sectors identified in the Five-Year Strategic Plan that engage in the following activities to enhance their competitive position:

1. Businesses that partner with local colleges and universities on sponsored research projects, technology commercialization activities, or participate in structured employment internship or cooperative activities.

2. Businesses utilizing existing regional entrepreneurship support mechanisms.

3. Businesses that share similar technology platforms and participate in defined collaborative activities to develop enhanced supply chain relationships, assist with access to market issues, and related cooperative activities of mutual benefit.

Urban Core, Main street and Neighborhood Revitalization Projects

1. Projects that encourage collaboration with nonprofit (including arts and cultural organizations) and academia to focus on re-development and re-investment in urban cores.

2. Projects that are led by or in partnership with Minority or Women-Owned businesses.

Outreach:

- Use traditional methods of utilizing our economic development partners to identify projects and eligible businesses, and inform their accounting, attorney and banking partners.
- Press releases/testimonials from companies
- Public presentations, e.g. Chamber of Commerce, business associations.