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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 el sector privado; y la revitalización de centros municipales a través de mejoras a las plantas físicas y habilitando a los residentes quienes son el cimiento de nuestra comunidad.

La visión establecida por el CNY REDC el año pasado mide triunfos más allá de los logros e inversiones habitadas 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 esta:

- **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 influenciando 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 mediando 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 significativo 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 continúa 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.

CONTENTS

Part One: Overview

1.0	Strategy & Progress Overview	4
	▪ Goal 1	6
	▪ Goal 2	16
	▪ Goal 3	26
	▪ Round 1 Project Status Overview	36
1.1	New Strategies	40
1.2	Public Engagement	42
1.3	Performance Measures	45

Part Two: Implementation Agenda

2.0	CNY REDC Governance	48
2.1	Overall Implementation Plan	49
	▪ Goal 1 Strategies / Progress on Actions / Timeline	50
	▪ Goal 2 Strategies / Progress on Actions / Timeline	52
	▪ Goal 3 Strategies / Progress on Actions / Timeline	54

Part Three: Proposed 2012 Priority Projects

3.0	Selection Criteria	56
3.1	Priority Project Funding / Explanation	56
	▪ Priority Projects	56
	▪ Additional Strategic Projects	64
3.2	Prioritizing New York State Excelsior Tax Credits	68

Appendices

Appendices Contents

1 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 CenterState¹ 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 begins by envisioning the region's future workforce 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 over arching 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.

¹CenterState 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.



SUNY ESF's Gateway Building and green roof nears completion.

Courtesy of Architerra Inc.

- 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.



Fulton Companies has expanded with support from a Round 1 CFA award.

Courtesy of Fulton Companies



Onondaga Lake dredging and cleanup serves as a model for implementing green technologies in other markets.

Courtesy of NYS DEC

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.



The CNY Biotech Accelerator, a Round 1 CFA recipient, will open in 2013 and facilitate commercialization of technologies emerging from SUNY Upstate and SUNY ESF.

Courtesy of CenterState CEO



Financial services firms remain a primary focus of pro-active business attraction efforts in the region.

Courtesy of CenterState CEO

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.

² ASD Reports, Cyber-Security Market - Global Forecast & Trends by Advanced Technologies, Geographical Analysis and Competitive Landscape, June 2012



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

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

- The **Food to Markets Transformational Initiative** team was formed to identify and prioritize opportunities in this sector.
- **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.

- **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.



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.



Champlain Valley Specialty, in Oswego County, is investing \$4.5 million to expand and upgrade its facilities.

Courtesy of Operation Oswego County, Inc.



Destiny USA is expected to draw more than 29 million visitors, annually.

Courtesy of Destiny USA

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 Arts³ 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

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

—PUBLIC FORUM COMMENT, MADISON COUNTY

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.



Round 1 CFA funding to the Finger Lakes Musical Theatre Festival — projected to bring 150,000 visitors to the region annually and have an economic impact of \$30 million — will be used to construct the Schwartz Family Performing Arts Center in downtown Auburn.

Photo by Douglas Lloyd

³ Americans for the Arts, Arts & Economic Prosperity IV, Washington, D.C., 2012. Full report available at <http://lemoyne.edu/Portals/11/AEP4.pdf>.

⁴ Tourism Economics “New York: Economic Impact of Tourism” May 2012

“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.

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 Excelsior** (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.



C-Speed is bringing to market air surveillance radar technologies with the support of a Round 1 CFA award.

Courtesy of C-Speed

- **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.



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

Courtesy of Novelis

- **Novelis 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.

❖ **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

- The **NYE-RIC; Say Yes to Education; Food to Markets; Tourism, Arts and Culture; and Innovate Upstate Transformational Initiative teams**, formed since the last round, are each examining opportunities for cross collaboration in their respective sectors.
- **Ephesus** has worked with SyracuseCoE and public sector partners to connect to new markets in the region and in New York City to deploy and demonstrate its innovative technologies in LED lighting. Ephesus has secured customers, established working relationships across sectors, and announced its intention to develop its advanced manufacturing facilities in Central New York as part of its growth strategy.
- **Owera Vineyards**, as mentioned earlier, is supporting both the Agribusiness and Tourism industries. **Cooper Crouse-Hinds and Fulton Companies'** projects, mentioned previously, support the growth of the CEES and advanced manufacturing sectors.



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

Transformational Initiative Priorities

Food to Markets; Tourism, Arts and Culture

The tourism and agribusiness sectors have recognized that annual harvests and specialty food products are among the region's greatest attractions. To that end, these sectors are working together to promote their development in sync with the region's rich arts and cultural offerings. Given the catalytic potential to expand regional visitation and significantly alter the tourism landscape in Central New York, the CNY REDC has prioritized the integration and support of these efforts.

Significant collaborations are under development and coming online in 2012-2013 to drive the coordination of tourism attraction among sectors, and regional initiatives are moving forward to develop and implement a 2013 tourism marketing plan for the CNY arts and cultural experience.

Food and beer trails stretch the region, particularly in Madison County where investments in cultivating local hops are fueling a growing microbrewery sector. The Tourism, Arts and Culture Transformational Initiative team is advancing the notion that there are numerous synergies that the region can catalyze through coordinated marketing and programming with the growth in cultural attractions and culinary destinations.

The **Finger Lakes Music Theatre Festival** in Cayuga County, a Round 1 funding recipient, is projected to bring 150,000 visitors to the region annually when fully operational, having an economic impact of \$30 million. Both the Festival and the **Everson Museum of Art** in Syracuse have announced aggressive plans to bolster their contribution as tourism magnets through their 2013 and 2014 schedules.

In Onondaga County, physical improvements to the **Oncenter Complex**, new downtown Syracuse real estate development, and the ongoing construction of the **Connective Corridor** link the city's major hotels, restaurants, and cultural assets in University Hill and downtown. New convention and visitor assets have also come online in 2012, including **SRC Arena**, **Destiny USA**, the **Landmark Theater**, and new exhibits and sporting events.

Additionally, efforts continue to advance the creation of visitor information resources in the form of websites, calendars and social networking outreach that will maximize connectivity among arts and cultural providers.

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

“Package and export New York to the world.”

—PUBLIC FORUM COMMENT, MADISON COUNTY

❖ 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 Alliance⁵ 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 SelectUSA⁶ has also visited the region to explore its business investment opportunities.

- **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.



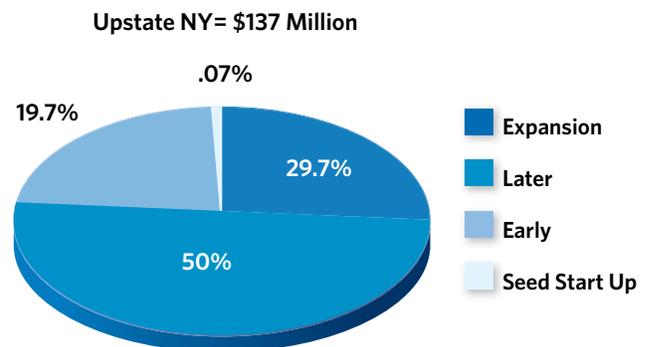
Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies

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

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.⁸

As the chart indicates, only 0.7 percent of all VC funds committed to the entire Upstate New York⁹ 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.



⁵The 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.

⁶SelectUSA 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.

“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.



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

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**¹⁰ 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.

⁷ Metropolitan Policy Program at Brookings, Metropolitan Business Planning—Strategic Overview Metrics, Brookings Institution, 2011.

⁸ Judith J. Albers, Ph.D. and Theresa B. Mazzulo, “Venture Capital & Seed Activity in NYS: Perception, Reality, and Unrealized Potential,” Excell Partners, February 2009.

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.



Rapid Cure Technologies is commercializing its energy-curable resins through a partnership with SUNY ESF and a CAP grant.

Courtesy of Syracuse University

- 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.



Courtesy of CenterState CEO

❖ **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 MSA¹¹ = 21.8 percent). Average annual wages are 20 percent below the national wage (1980-2009: Top 100 Metros = \$51,163; Syracuse MSA = \$39,990).¹²

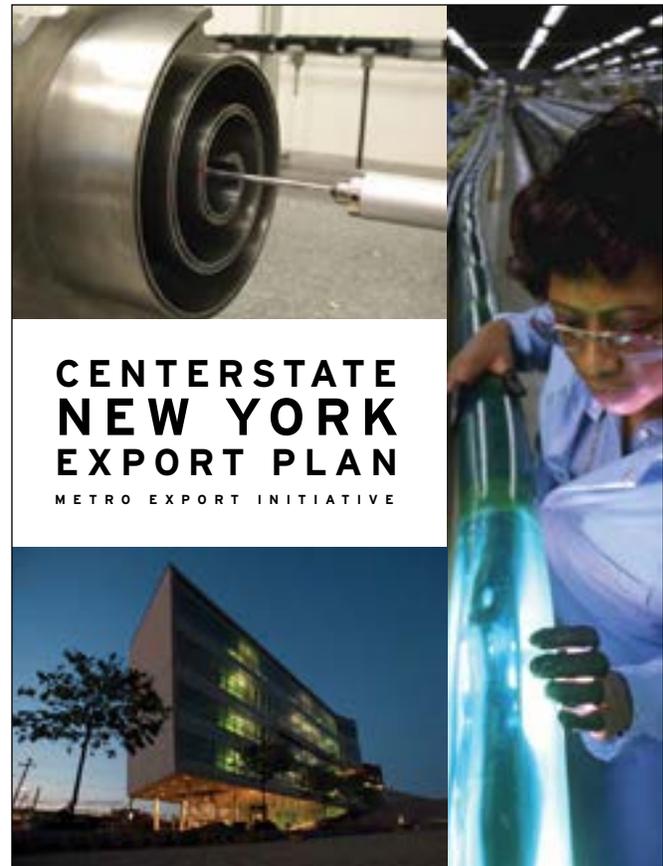
With 95 percent of the world's customers outside the border of the United States, domestic consumption alone will not lead to economic recovery, and there is increased competition globally for jobs and work. The Brookings Institution estimates that for every \$1 billion in increased export sales, more 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.¹³
 - 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**



CENTERSTATE NEW YORK EXPORT PLAN

METRO EXPORT INITIATIVE

- 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 consortiums** 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**.

¹¹Syracuse MSA (Metropolitan Statistical Area, U.S. Census Bureau): Onondaga, Oswego, and Madison counties.

¹²Brookings analysis of Moody's Analytics data / American Community Survey

¹³CenterState 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



Port of Oswego

- 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 Aerodome 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 hanger 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.



Employee training programs at Marquardt Switches, in Madison County, have helped the company remain competitive.

Courtesy of CenterState CEO

“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 Train**¹⁴ 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



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

- 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.

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).



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 under way, 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.

❖ **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.



South Side Food Cooperative, Syracuse

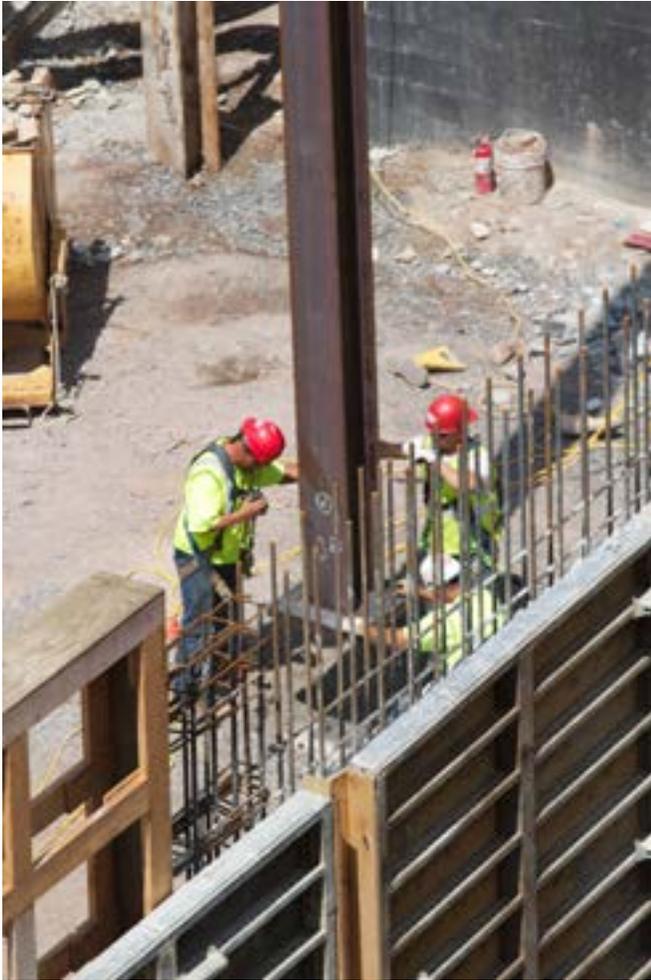
Progress Overview

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.



Loguen’s Crossing
Courtesy of COR Development



St. Joseph's Hospital Health Center Phase 2 Construction, Syracuse
 Courtesy of St. Joseph's Hospital Health Center

“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

- **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 **NYE-RIC labs** are both driven through anchor institution investment in the urban core of Syracuse.



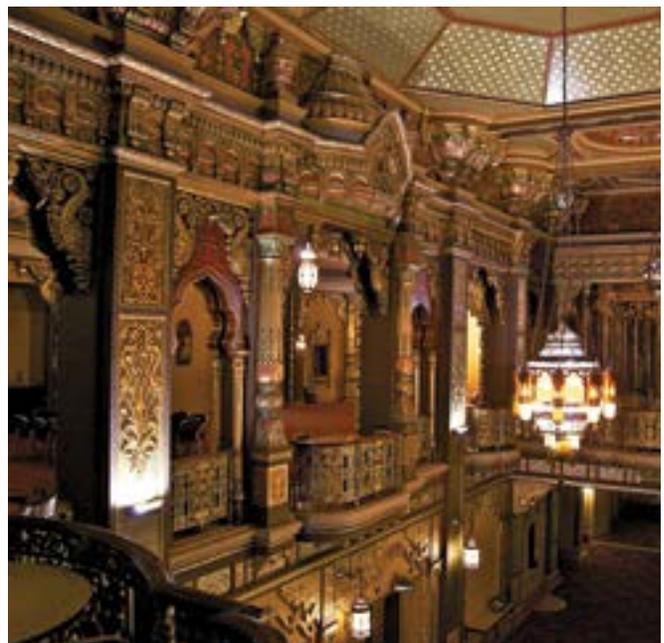
SUNY Morrisville, Madison County
 Courtesy of CenterState CEO



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.



Landmark Theatre, Syracuse
 Courtesy of COR Development

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.



Syracuse's Connective Corridor has added new streetscape amenities that connect University Hill and the downtown business district.

Courtesy of Stephen Sartori, Syracuse University



The Syracuse Inner Harbor project will leverage its Round 1 CFA grant to support more than \$350 million in private investment to revitalize this waterfront area with new housing, retail, and office space.

Courtesy CenterState CEO

❖ **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.



Merchants Commons, Syracuse

Courtesy of the Downtown Committee of Syracuse

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.



The \$28 million Pike Block project is redeveloping four vacant buildings at the heart of Syracuse's main street into market-rate apartments and new ground floor retail space.

Courtesy CenterState CEO

- 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 Munsville. 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 reuse 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 reuse 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



Lake Ontario Event and Conference Center, Oswego County

Courtesy of Operation Oswego County, Inc.

Transformational Initiative Priorities

Municipal Core Reinvestment; Waterfront Revitalization; Tourism, Arts, and Culture

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.



Say Yes to Education continues to make strides in providing youth support services, creating a pathway to college enrollment and completion, and contributing to Pre-K-12 student success.

Courtesy of Stephen Sartori, Syracuse University

❖ **Strategy: 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.

“Increase and improve the use of career technical education and experiential learning.”

—PUBLIC FORUM COMMENT, MADISON COUNTY

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 the 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.



In addition to hands-on training in the fields of construction, weatherization, and health care, Green and Health Train students also receive classroom training to enhance their job readiness skills.

Courtesy of NorthsideUP

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.

Project Sponsor	Project Title	Description
Cayuga County		
Bishop Sheen Ecumenical Housing Foundation, Inc.	Cayuga HOME Program	Rehabilitate 14 homes in Cayuga County.
Canal Society of NYS	Port Byron Old Erie Canal Heritage Park	Restoration of the Port Byron Old Erie Canal Lock 52 complex
Cayuga County Homsite Development Corp.	Mobile HOME Replacement For Cayuga County	Replace 6 dilapidated mobile homes in Cayuga County.
Cayuga Marketing, L.L.C.	DDiMAI Training	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.
Currier Plastics Inc.	2011 Expansion	Expansion project requires the construction of up to 40,000 square feet of manufacturing space in addition to 16,00 square feet of warehouse space, and the purchase of equipment.
Homsite Fund, Inc.	HOME Repair for Cayuga County	Address emergency housing repair needs in Cayuga County.
Homsite Fund, Inc.	HOME Repair For Cayuga County	Improve housing conditions throughout the City of Auburn and Cayuga County.
Housing Visions Consultants, Inc.	S.E. Payne Cornerstone	Demolition of 11 blighted and deteriorated buildings, rehabilitation of 12 units, and new construction of 23 units in the City of Auburn.
Howland Stone Store Museum	Opendore Stabilization and Rehabilitation Project	The Howland Stone Store Museum will stabilize and rehabilitate for re-use 'Opendore,' 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, 'Opendore' 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.
Musical Theatre Festival	Finger Lakes Musical Theatre Festival	Construct a 15,300 square foot arts, 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 that was demolished for this project.
Town of Aurelius	Construction of the Aurelius Wastewater Pump Station	Assist the Town of Aurelius in the design, construction, and commission of the Parallel Wastewater Pump Station adjacent to the existing Town of Aurelius Ellis Drive Wastewater Pump Station, creating 52 FTE jobs, of which a minimum of 51% will benefit low- and moderate- income New Yorkers.
Town of Springport	Springport Comprehensive Plan	The Town of Springport will draft a comprehensive plan to achieve rural character preservation, waterfront revitalization, economic development, agricultural development, farmland protection, open space preservation, environmental protection, and growth management.
Cortland County		
City of Cortland	ALPLA, Inc	Assist in the expansion of ALPLA, Inc. in the City of Cortland, creating 12 jobs, of which 8 will benefit low- and moderate- income New Yorkers.
City of Cortland	City of Cortland Multi-Family Acquisition Rehabilitation Program	Assist in purchase of 2 or 3-unit housing properties in City of Cortland. Assistance will provide for acquisition and subsequent rehabilitation to seven applicants and result in development of 19 units, at least 12 of which will be occupied by low- and moderate-income households.
Cortland County IDA	Best Deck	Construction of a new rail siding to accommodate a manufacturing investment by Bestdeck in its Preble facilities, and to enhance efforts to develop other nearby parcels at the north end of Cortland County. 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.
Cortland Downtown Partnership	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.
Cortland Housing Assistance Council	Cortland County AHC Purchase-Rehabilitation Program	Acquisition and rehabilitation of 15 units located on scattered sites in Cortland County.
Lime Hollow Nature Center, Inc.	Osbeck Acquisition	Lime Hollow Nature Center will acquire a 31.9-acre parcel that lies directly north of existing land owned by Lime Hollow. Acquisition of this property will provide direct access to the Chicago Bog from the Cortland County Linear Park, and offers additional native habitat that will supplement both Lime Hollow's environmental education opportunities and Wildlife Safety Zones—which prohibit hunting, fishing, trapping, or motorized vehicles, allowing only for hiking, nature study, and photography.
The New York, Susquehanna and Western Railway Corp.	Cortland Transload Terminal	The New York, Susquehanna & Western Railway will construct a new transload terminal in the City of Cortland. The facility will provide Central New York businesses with access to rail transportation without making a large capital investment. It will provide service to companies that do not have a rail line into their facilities but use/ship large quantities of material.
Town of Cortlandville	Town of Cortlandville Housing Rehabilitation Program	Rehabilitate 13 owner-occupied severely substandard housing units in the Town of Cortlandville. Twenty-nine low- and moderate-income persons will benefit from the assistance.
Town of Marathon	Town of Marathon Housing Rehabilitation Program	Rehabilitate 13 owner-occupied severely substandard housing units in the Town of Marathon.
Village of Homer	Village of Homer Housing Rehabilitation Program	Rehabilitate 11 owner-occupied severely substandard housing units located in the Village of Homer.
Madison County		
Madison County IDA	Aquaculture Greenhouse	Johnson Brothers Lumber will partner with SUNY Morrisville to construct a demonstration-scale greenhouse and aquaculture facility at the Madison County ARE Park as an add-on to the company's lumber drying kilns using renewable resources.
Owera Vineyards LLC	Owera Vineyards	Establish a new winery and community farm on 58 acres, including new construction, purchase of machinery and equipment, and site improvements to support wine production, tastings, farm and winery tours, and other events to promote regional tourism and agribusiness.
Madison County	Madison County Microenterprise Assistance Program	Establish the Madison County Microenterprise Grant Program, assisting a minimum of 6 micro-businesses in the county and creating 6 jobs.
Madison County	NY Beef Farmer's Cooperative	Assist in the start-up of NY Beef Farmers' Cooperative's operations in Madison County, creating 10 jobs, of which 60% will be made available to low-to-moderate income individuals.
Marquardt Switches, Inc.	Leadership and General Business Skill Training	36 current employees of this company located in Cazenovia will receive training in Supervisory Leadership, Crucial Conversations, Situational Leadership, Microsoft Access Level I, Microsoft Access Level II, and Advanced Welding.
Stoneleigh Housing, Inc.	Stoneleigh Housing RESTORE 2011	Conduct emergency housing repairs for very low income elderly homeowners in Madison County.
Onondaga County		
City of Syracuse	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), the Department of Homeland Security (DHS) requirements.
City of Syracuse	Inner Harbor Project	Pre-development work to support future private development of up to 28 acres in the City of Syracuse Inner Harbor Area, including environmental remediation, public infrastructure improvements, and capital improvements.
Cooper Crouse-Hinds LLC	Development Laboratory and Engineering Center	This project is aimed at establishing a state of the art marketing facility, development laboratory and engineering center for Cooper Crouse Hinds. The new test equipment will provide the company with the ability to better develop modern LED lighting products and new, more efficient products for use in hazardous area electrical power distribution systems.
Merchants Commons, LLC	Merchants Commons	Environmental remediation and renovation of two existing vacant office buildings (Merchants Bank building constructed in 1961; and Snow Building constructed in 1888) into 66 market rate apartments, 26,000 square feet of commercial space, and a 33,000 square foot garage.
Nojaim Inc.	Urban Food Health Center	Grocery expansion into an Urban Food & Healthcare Center in conjunction with St. Joseph's Hospital to stress healthy food, provide nutritional education, health screenings, and access to healthcare in Syracuse's impoverished Near West Side neighborhood.
Skaneateles Aerodrome, LLC	Skaneateles Aerodrome: Taxiway Replacement, Hangar Construction, and Electrical Feed	Enhance the safety of Skaneateles Airport by replacing failed taxiway pavement. The project also includes construction of a hangar and electric feed improvements. These enhancements will help the airport maintain and attract business users and provide safe operations.
Syracuse University	NYE-RIC labs	Supports the build out and equipment of unfinished spaces at the headquarters of the Syracuse Center of Excellence Labs into R&D facilities, including a multimodal transportation facility that will be a platform for R&D on sustainable transportation.
United Healthcare Services, Inc.	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.

Agency	Total CFA Award	Current Jobs Existing	Jobs Retained	5 Year Projected Direct Jobs	5 Year Projected Indirect Jobs	Total Job Creation Projected Over 5 Years	Status
HCR	\$400,000						Project Started
Canals	\$150,000						Project has not yet started
HCR	\$324,000						Project Started
ESD	\$4,022,845			52		52	Project Started
ESD	\$1,000,000	100	100	50		50	Project Started
HCR	\$75,000						Project Started
HCR	\$700,000						Project Started
HCR	\$3,170,000						Project Started
OPRHP	\$400,000						Project anticipated to start in November of 2012
ESD	\$751,450				19	19	Project will start 1st quarter of 2013
HCR	\$750,000			52		52	Project Started
DOS	\$100,000						Project Started
HCR	\$132,000			12		12	Project Started
HCR	\$400,000						Project Started
ESD	\$350,000				5	5	Project will start 1st quarter of 2013
ESD	\$500,000	1	1	2		2	Project will start 1st quarter of 2013
HCR	\$375,000						Project Started
OPRHP	\$53,308						Project Started
DOT	\$917,442						Projects anticipated to start in the spring of 2013
HCR	\$400,000						Project Started
HCR	\$400,000						Project Started
HCR	\$400,000						Project Started
ESD	\$150,000	26		10		10	Project will start in 2013
ESD	\$994,000	4	4	5		5	Project will start in 1st quarter of 2013
HCR	\$200,000			6		6	Project Started
HCR	\$250,239			10		10	Project Started
DOL	\$47,700						Project Started
HCR	\$75,000						Project Started
DOT	\$810,000						Project anticipated to start in the spring of 2013
ESD	\$3,000,000						Project will start 1st quarter of 2013
ESD	\$298,966	450		11		11	Project Started
ESD	\$837,500				65	65	Project Started
ESD	\$1,000,000	43		12		12	Project will start in the 4th quarter of 2012
DOT	\$597,081						Project anticipated to start in the spring of 2013
ESD	\$3,000,000				40	40	Project Started
ESD	\$1,902,414						Withdrawn

Round 1 Projects *continued*

Project Sponsor	Project Title	Description
Onondaga County <i>continued</i>		
Arise Child and Family Service, Inc.	Syracuse Access to Home Program	Make accessibility improvements, with grants of up to \$25,000, to 20 homes with individuals with disabilities, disabled veterans, and frail elderly, who are at risk of placement in a long-term care facility, in the City of Syracuse.
C&S Engineers, Inc.	Computer Aided Modeling and Design Training	Will offer 24 courses to 32 Syracuse, employees. These courses include multiples areas within Building Information Modeling (BIM) and Computer Aided Design (CAD).
City of Syracuse	Parking Garage	Design and construction of the City of Syracuse Multi-Modal Transportation Center (MMTC), including 760 parking spaces, to replace an existing extremely deteriorated parking garage located within the City's Federal Empowerment Zone and the CBD.
C-Speed LLC	C Speed's CNY Advanced Technology Manufacturing Center Expansion	C-Speed will expand its current manufacturing location or purchase a new, larger building in the Liverpool area.
Discovery Center of Science & Technology	Discovery Center Building Restoration	The Discovery Center of Science and Technology will restore several excessively aged and deteriorated building components of the Armory Square Historic District's 1907/1930 NYS Armory. The areas requiring replacement and/or restoration include all built up roofing and masonry parapets, IMAX theater, office, and public areas; ornate interior wood coffered ceilings and lighting damaged by water penetration; and all original wood windows, wrought iron window grating and paneled wood entry doors.
Empire Housing & Development Corp.	Syracuse Purchase-Rehab Program	Acquisition and rehabilitation of 25 single-family and five two-family homes located on scattered sites throughout Onondaga County.
Home Headquarters, Inc.	Syracuse Neighborhood Revitalization Program 2011	Rehabilitate vacant properties or newly constructed homes for first-time homebuyers in the City of Syracuse. Seven existing substandard single family units and 3 two-family homes and 7 units that will be sold to 17 low-income households who are first-time homebuyers.
Home Leasing, LLC	Centerville Court Apartments	Preservation and rehabilitation of 150-unit Mitchell-Lama project for seniors in the Village of North Syracuse.
Housing Visions Unlimited	VanKeuren Square 1	New construction of 50 supportive rental units for homeless persons and families in Syracuse.
IV4, Inc.	IT Network Training	This company, which serves people 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.
NYS HFA	Greenway Apartments	Greenway Apartments will receive low-cost financing to acquire and rehabilitate 208 affordable housing units in Baldwinsville.
Onondaga County	Onondaga County Save the Rain Downspout Disconnection Program	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.
Onondaga County	Onondaga County Neighborhood Rehabilitation Program	Home improvement of approximately 50 units on scattered sites in Onondaga County outside Syracuse.
Onondaga County	Onondaga County AHC Purchase-Rehabilitation Program	Acquisition and rehabilitation of 10 units on scattered sites in Onondaga County outside Syracuse.
Onondaga County	Regional Sustainability Plan	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.
Onondaga County Community Development	2011 Onondaga County Access to Home Program	Assist 25 households of persons with physical disabilities in Onondaga County in making accessibility improvements to their homes.
Onondaga County Community Development	2011 Onondaga County RESTORE	Conduct emergency housing repairs for elderly and frail elderly homeowners in Onondaga County.
Onondaga County IDA	Clay Business Park	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.
S. Side Food Coop	Southside Food Cooperative Project	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.
Southern Hills	Southern Hills First-Time Homebuyer Program	Acquisition and rehabilitation of 12 units on scattered sites throughout Southern Onondaga County.
St Josephs Hospital Health	Phase 2B Facility Expansion	Construct a 104,000 square foot patient tower, including 110 private rooms, intensive care units, a 73,000 square foot surgical suite with 14 operating rooms, a 12,100 square foot central sterile, and a greenway corridor to Syracuse North Side businesses.
SUNY Environmental Science and Forestry	SUNY ESF Gateway Building Green Roof	A green roof will be constructed on roughly half of the upper level of the Gateway Building on the SUNY College of Environmental Science and Forestry (SUNY-ESF) campus. The green roof will include native plant species, observation decks, and gathering spaces. ESF will use the green roof as a focal point in laboratory and studio experiences.
SUNY Upstate Medical	CNY Biotechnology Research Center	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.
Syracuse Center of Excellence	Syracuse CoE Green Streets	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.
Syracuse IV Star Redevelopment, LLC	Roosevelt & Hillside Apartments	Redevelopment of 90 family rental units in the city of Syracuse.
Syracuse University	University College Online Workplace Readiness Program	Training for 200 individuals enrolled in community-based job training programs with the foundational skills sets required for employment as measured by the NCRC and NWRC.
University Neighborhood Preservation Association, Inc.	Babcock Shattuck Home Restoration	University Neighborhood Preservation Association will restore the exterior of the abandoned and vacant Babcock-Shattuck Home, a historically significant property at the gateway of the University Neighborhood.
Upstate Properties Development	Former Kennedy Square housing	Demolition and asbestos abatement of the remaining buildings on the former Kennedy Square housing complex near downtown Syracuse to prepare for redevelopment of the 8-acre site into mixed use of residential, commercial and research facilities.
Village of East Syracuse	East Syracuse Roof Drain and Sump Pump Relocation	The Village of East Syracuse is working to reduce sanitary sewer overflows resulting, in part, from rooftop downspouts. This project will disconnect roof leaders and direct the runoff into green infrastructure such as stormwater planters and rain gardens.
Village of Fayetteville	Canal Landing Park	This project creates a critical connection between a canal community park and the Canalway Trail. The project is consistent with CNYREDC region-wide waterfront revitalization strategy.
Welch Alllyn, Inc.	Lean Excellence NYS Consolidated Funding	Welch Alllyn of Central New York will upgrade the skills of 35 employees in the Toyota Production System.
Oswego County		
Fulton Thermal Corporation	Low Emissions Burner RD and Large Boiler Manufacturing	The Fulton Companies will expand so it can continue to develop and manufacture steam and hot water boilers and thermal fluid heaters for commercial and industrial applications. Fulton is a leader in developing ultra-high efficiency condensing boilers for the commercial HVAC market.
Huhtamaki, Inc.	Cold Cups	Huhtamaki will add two PMC1002 cup forming machines to its Fulton, NY facility to produce a new product line of cold cups.
City of Oswego	City of Oswego Westside Disinfection Project	Address improvements to the Westside sewer outfall No. 2 at its Excess Flow Management Facility (EFMF) in the City of Oswego.
Grassman Energy	Kohilo wind turbine	Project will support the development and manufacturing of wind turbines.
NYS HFA	James St Apts	James St Apartments will receive low-cost financing to acquire and rehabilitate 83 affordable housing units in Syracuse.
Port of Oswego Authority	East Terminal Connector Project	The Port of Oswego Authority will reconstruct roadways within the East Terminal to improve truck accessibility within the Port, rehabilitate the rail line that serves the East Terminal, and construct a secure, open-storage area to accommodate increased traffic and new commodities.
Village of Phoenix	Village of Phoenix Sanitary Sewer System Improvements	Begin mitigating inflow and infiltration problems in the sanitary sewer system of the Village of Phoenix.
Excelsior Jobs		
	Excelsior Jobs Program	Excelsior Jobs Program tax credits will be reserved for future projects including business investments in targeted industries that are within the region and that create or retain jobs, create capital investment and are consistent with the Strategic Plan.

Agency	Total CFA Award	Current Jobs Existing	Jobs Retained	5 Year Projected Direct Jobs	5 Year Projected Indirect Jobs	Total Job Creation Projected Over 5 Years	Status
HCR	\$300,000						Project Started
DOL	\$13,128						Project Started
ESD	\$1,600,000						Project will start 1st quarter of 2013
ESD	\$1,528,200	26	5	225		225	Project Started
OPRHP	\$300,000						Project Started
HCR	\$875,000						Project Started
HCR	\$1,000,000						Project Started
HCR	\$3,349,255						Project Started
HCR	\$2,966,919						Project Started
DOL	\$49,115						Project has not started
HCR	\$14,000,000						Project Started
EFC	\$472,000						Project Started
HCR	\$300,000						Project Started
HCR	\$300,000						Project Started
NYSERDA	\$1,000,000						Project Started
HCR	\$300,000						Project Started
HCR	\$75,000						Project Started
ESDIDB	\$6,717,050						Project anticipated to start in 2013
ESD	\$394,000			4		4	Project will start 1st quarter of 2013
HCR	\$360,000						Project Started
ESD	\$2,500,000	2923		146		146	Project Started
EFC	\$413,000						Project Started
ESD	\$1,950,000				200	200	Project Started
EFC	\$819,000						Project Started
HCR	\$1,251,530						Project Started
DOL	\$50,000						Project Started
OPRHP	\$200,000						Project Started
ESD	\$3,600,000				700	700	Project Started
EFC	\$279,000						Project Started
Canals	\$150,000						Project starts in September 2012
DOL	\$17,500						Project Started
ESD	\$349,000	255		25	0	25	Project Started
ESD	\$152,741						Withdrawn
HCR	\$300,000						Project Started
ESD	\$716,500						Withdrawn
HCR	\$9,000,000						Project Started
DOT	\$1,750,000				6	6	Project anticipated to start in the spring of 2013
HCR	\$400,000						Project Started
ESD							
TOTAL	\$88,731,883	3,828	110	622	1,035	1,657	

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.



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

❖ **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.



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

❖ **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			
Date	Location	Meeting Type	Attendance
March 22, 2012	Cazenovia College, Madison County	Public Forum	39
May 9, 2012	Aurora Inn, Cayuga County	Public Forum	42
May 18, 2012	SUNY Cortland Park Center, Cortland County	CFA Workshop	65
May 30, 2012	SUNY Oswego, Lanigan Hall, Oswego County	CFA Workshop	43
June 13, 2012	Onondaga Community College, Onondaga County	CFA Workshop	172
Aug. 29- Sept. 1, 2012	Center of Progress, Great New York State Fair	Public Engagement Surveys	17
4th Q 2012	TBD	Public Forum	
1st Q 2013	TBD	Public Forum	

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.

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

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.

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.

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

*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.

Process-Based Performance			
	Strategy	Actions	Progress To Date
Goal 2 - Improve Competitiveness and Connections to the Regional, National and Global Economies	Encourage new venture development, product development and process improvement	Participants in student entrepreneurship program	128 student businesses applied to the Sandbox and 34 companies were admitted
		Clients / Tenants signed to incubators	2 clients have been signed to the soon-to-be opened CNY Bio Accelerator. The Tech Garden engages with 45 tenants
		Seed funding awarded to emerging businesses	\$120,000 has been awarded to RvD applicants, Grants for Growth will offer \$2.5 million in funding
		Mentors connected with businesses	150 mentors have been connected with local businesses through the CEO Ventures program
		Commercialization assistance provided	A total of \$200,000 will be made available through the CAP program. \$2.5 million will be made available through the proposed Proof of Concept Center

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.

Performance Outcomes on Strategies								
	Strategy		Current	Starting Point	5-Year Goal	Progress to Date (% change to date)	% Change Goal	
Goal 2 – Improve Competitiveness in and Connections to the Regional, National and Global Economies	Capture a greater share of the global market	Total MSA Exports	\$3.3 B 2010	\$3.26 B 2009	\$6.5 B	1.2%	100%	
		Share of Exports: Goods vs. Services	60 / 40	53 / 47				
		Exports as a share of total output	8.7%	10%			-13%	
		Export Growth Rate	13.9% (2010)	Data not available in 2009				
		Growth in Export Services	60% (2003-2010)	Data not available in 2009				

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.



Implementation Agenda

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 insure 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

STRATEGY	SUB-FOCUS	ACTION	PROGRESS ON ACTION
Invest in Existing Regional Industry Concentrations and Businesses	Clean energy	Prioritize use of the Syracuse CoE	Construction has started on two new laboratories at Syracuse COE.
		Support existing cluster growth assets	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.
		Support and encourage the commercialization of disruptive technologies	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 ReEnergy received funding to encourage the growth of shrub willow as a renewable energy fuel source in Central and Northern New York.
		Integrate CEES products into local revitalization efforts	Development of the Syracuse CoE's Green Streets Program to install green infrastructure next to the CoE. Integration of lighting technologies developed by Ephesus into local infrastructure projects such as the Village of Baldwinsville.
		Build connections and partnerships	Through collaboration between organizations in New York City and Syracuse, NuClimate Air Quality Systems succeeded in manufacturing innovative energy efficient HVAC Terminals for 3 schools in NYC. A new partnership was formed between 8 regional and statewide organizations to pursue the Federal Advanced Manufacturing Challenge proposal around thermal and environmental control systems.
		Adopt LEED standards	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.
		Advocate for a renewable energy certificate market	
	Health, biomedical services and biosciences	Promote new ventures by aligning assets with related industry clusters	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.
		Develop and deploy technologies to improve the quality of care and reduce cost of care	Addressed by Hill Collaborative mentioned above
		Encourage existing companies to advance new products and processes	Addressed by Hill Collaborative mentioned above
		Provide medical and bioscience workforce alignment services	SUNY Upstate's School of Health Profession's 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.
		Support the growth of start-ups and small bioscience companies	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.
		Encourage the growth of medical tourism	Identified as a key opportunity in the CenterState Metropolitan Export Initiative plan, the region has made initial strides in 2012 to coordinate and promote 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 Ontario have been scheduled for January 2013.
		Increase regional wellness and preventative health measures	
		Increase and promote regional health collaborations	Expansion of HealthE Connections, the regional RHIO, to bring more hospitals and providers into the regional health information network.
		Expand capacity for ambulatory primary care	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.
		Financial services	Expand existing business outreach and marketing programs
	Align educational programming to respond to particular skill demand		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.
	Invest in cybersecurity research and connect with internship opportunities		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.
	Leverage collaborations		Established an active committee of finance, insurance, and real estate companies. The committee is used to provide feedback on marketing materials and to facilitate new connections to potential targets within their industry.
	Target pre-screened financial services prospects		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.
Agribusiness	Expand food to market programs and partnerships	Expanded farmers markets in most regions in all seasons. The state is building regional assets by expanding food hub infrastructure.	
	Provide economic assistance to food processors and value added agriculture	Occurred on an as needed basis although there is not an organized effort to document needs of food processors and appropriately address them.	
	Launch a new agricultural product development initiative	The current severe weather conditions of the 2012 season have produced many new ag products and methods for dealing with conditions.	
	Fill the demand for on-farm workers		
	Invest and incentivize adoption of advanced manufacturing processes in agribusiness		
	Link agriculture to broader regional tourism effort	Occurring in some of the 12 country region. Efforts are in place to expand this based on regional needs.	
Advanced manufacturing	Develop advanced accelerator and R&D space	Advanced accelerator and R&D space is currently being designed for construction of the EP3 NICE center to be located at Lockheed Martin. The development of the CNY Biotech Accelerator and the Syracuse CoE/NYE-IRC labs also act as enabling resources for other manufacturing sub-sectors, and an active effort to identify potential businesses is underway.	
	Foster local supply chain usage and integration	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 subcomponents and materials local.	
	Invest in existing infrastructure assets		
	Deliver robust workforce alignment and development programming	Developed partnerships between MACNY, OCC, OCM BOCES and SUNY ESF to provide the training and portable, industry-recognized certifications in Machining, Welding and Production Technician. OCC and MACNY are partners with SUNY in 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.	
	Assist in expansion and retention efforts of region's anchor advanced manufacturers	Expansion and retention efforts have occurred throughout the region. Two significant examples include: Novelis Corporation, of Scriba, expanded by adding 200,000 sq. ft. to increase capacity for the automotive industry, investing \$208 million in capital and creating 100 jobs. Fulton Thermal Corporation, of Pulaski, expanded by adding 112,000 sq. ft., investing \$13.5 million in capital and creating 50 jobs.	
	Expand efforts to reduce costs common to manufacturing		
	Streamline state support economic assistance programs	Recommended changes have been offered to the Excelsior Program to further enhance the program making it more accessible and encourage greater investment by small manufacturers.	
	Encourage business and higher education collaboration	Numerous partnerships have developed in 2012, as described in the Prioritize Investment in Commercialization strategy.	
	Capitalize on alumni connections	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.	
	Transport workforce assets across business sectors		
Encourage Cross Industry Collaboration	Attract new business through regional outreach and marketing	Pursue businesses that can benefit from regional assets	Targeted financial services, advanced manufacturing, clean tech, and agribusiness for attraction.
		Use a proactive marketing and attraction approach	Targeted financial services, advanced manufacturing, clean tech, and agribusiness for attraction.
		Engage directly with site selectors	Attended international trade shows (Inner Solar Europe, Germany; Hannover Fair, Germany, with partners from Mohawk Valley Edge; and Euro PV in Spain). A representative from Select USA has visited the region to explore its business investment opportunities.
		Complete tourism and convention enhancement assets	New convention and visitor assets have come online in 2012, including SRC Arena, Destiny USA, Landmark Theater, the Connective Corridor, and new exhibits and sporting events.
		Engage regional businesses in convention attraction efforts	Cazenovia's beverage industry is becoming a regional focus, and is providing additional benefits and development by integrating efforts with agriculture community.
Attract Outside Investment and Interest	Expand tourism and regional visitation	Partner with statewide and adjacent regional efforts	Partnerships have been formed with Path Through History and the I Love NY programs
		Further expand and deploy existing regional brands	There is currently no CNY regional tourism brand.
		Coordinate tourism promotion	Implementation of the recommendations of the IDEAs Collaborative include the development of a collaborative calendar and a promotional website to expand access to the arts community. CNY Arts has been established in Onondaga County to act as the principal arts funding entity.
		Create regional programs among arts and cultural organizations	The Finger Lakes Music Theatre Festival kicked off its inaugural season.

LEAD ENTITY	TIME LINE		RELATED ROUND 1 PROJECTS
	STATUS	START AND END DATE	
NYE-RIC Transformational Team	Underway	Project Started—Expected Completion in 2013	NYE-RIC Advanced Building Consortium R&D Labs at the Syracuse CoE Fulton Companies
	Underway	Grant submitted in July, 2012—Awards expected October, 2012	
	Underway	Funding secured June 2012—project expected to run through 2013	
	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
	Underway	Projects expected to be completed 2012–2013	
	Planned to be addressed in 2013		
MED Tech SUNY Upstate Medical University SUNY ESF CenterState CEO Crouse Hospital St. Joseph's Medical Health Center HACCNY	Underway	Collaborative formed in 2012 and will continue to operate throughout 2013	Completion of the CNY Biotech Accelerator Demolition and abatement of vacant structures at Kennedy Square/Loguen's Crossing St. Joseph's Hospital Health Center
	Underway	Ongoing throughout 2012–2013	
	Underway	Planned to open 2013	
	Underway	Tours will begin in 2013 and continue depending on results	
	Planned to be addressed in 2013		
	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
CenterState CEO and Mohawk Valley EDGE	Completed	Completed in 2012	
	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
Food to Market Transformative Project Team	Underway	Ongoing throughout 2012–2013	Cayuga Marketing, LLC Aquaculture Expansion at Morrisville State NY Beef Farmers Cooperative Owera Vineyards
	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
	Planned to be addressed in 2013		
	Planned to be addressed in 2013		
	Underway	Ongoing throughout 2012–2013	
MACNY CNY TDO Syracuse University CASE Center CenterState CEO	Underway	Demolition and remediation of the NICE facility expected to be completed by fall 2012. Design is underway and construction expected to start spring 2013.	C-Speed Advanced Technology Manufacturing Center Expansion Currier Plastics Cooper Crouse Hinds R&D Lab Clay Business Park Development
	Underway	Started in 2012—ongoing throughout 2012–2013	
	Planned to be addressed in 2013		
	Underway	Ongoing throughout 2012–2013	
	Underway	Expansion projects started in 2012—expected to be completed in 2013	
	Underway		
	Completed	Changes recommended in 2012	
	Underway	Started in 2012—ongoing throughout 2012–2013	
	Underway	Started in 2012—ongoing throughout 2012–2013	
	Planned to be addressed in 2013		
CenterState CEO Madison County IDA Onondaga County IDA Cayuga County IDA Cortland County IDA Operation Oswego County	Underway	Started September 2011—expected to continue throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
	Underway	Started September 2011—expected to continue throughout 2012–2013	
Tourism, Arts and Cultural Transformational Team	Some assets completed additional ones in development	Ongoing throughout 2012–2013	Finger Lakes Musical Theatre Festival
	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
	Planned to be addressed in 2013		
	Underway	Partnerships established in 2011–2012, will continue throughout 2013	
Completed	Completed in 2012		

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

STRATEGY	SUB-FOCUS	ACTION	PROGRESS ON ACTION
Encourage New Venture Development, Product Development, and Process Improvement	Build a world class entrepreneurial ecosystem	Build a pipeline of new and emerging ventures	Established CEO Ventures with SBA support and continued incubation services at The Tech Garden.
		Foster student entrepreneurship	Grew Student Sandbox programming to include new teams. Expand RVD student start up seed grant program.
		Provide physical and virtual incubation space	Continued through The Tech Garden and Southside Innovation Center. New incubation services provided through CNY Biotech Accelerator. CoE testing labs have been opened to companies graduating from The Tech Garden.
		Improve access to seed and risk capital	Early formation of a regional venture fund and reauthorization of the Grants for Growth Program for 2013.
		Provide commercialization assistance resources	A new Commercialization Assistance Program round will be offered for commercialization projects in October 2012. A strong coalition was formed between 9 regional partners to apply for the NYSERDA Proof of Concept Center.
		Build mentor networks	CEO Ventures, Student Sandbox, Start Up weekend, The Tech Garden Advisory Board, and Startfast all offer mentorship opportunities to local companies. Start Up Weekend and Startfast are new mentor-oriented programs.
	Support small and medium business	Deliver robust entrepreneurial programming and comprehensive acceleration services	Creation of Start Up Labs, launching January 7, 2013, will provide seed funding and intensive mentorship over a month-long period.
		Connect entrepreneurs with market leaders to beta-test new products and technologies	The Clean Tech Center, The Tech Garden, and CEO Ventures provide these services.
		Establish a Bridge NY Program	Program has been integrated as part of two larger regional grant pending grant applications.
		Provide executive education opportunities	The executive dialogue program offered by CenterState CEO, coupled with SCORE, WISE, and other mentorship programs, offer tailored executive-level opportunities to small business owners
		Provide technical assistance for scale up	Mentioned in the Entrepreneurial Ecosystem strategy above, both the South Side Innovation Center and the CEO Ventures program partner with the Small Business Development Center at OCC.
		Provide mentoring services	Mentioned in the Entrepreneurial Ecosystem strategy above, both the South Side Innovation Center and the CEO Ventures program provide mentorship opportunities to small businesses.
	Encourage continuous process improvement	Strengthen the coordination of regional support organizations	Informal coordination activities between small business support providers has occurred throughout 2012
		Help companies access funding	The NYBDC and the Greater Syracuse Business Development Corporation offer SBA sponsored financing for small businesses looking to expand. Both corporations are active members in ongoing business development assistance programs.
		Development of six sigma and ISO certification and training programs	TDO's Master Black Belt has developed a six sigma green belt program mapped to the ASQ body of knowledge allowing candidates to apply for ASQ certification upon completion of the required project work. These classes are currently being delivered in cooperation with MACNY.
		Encourage our region's manufacturing enterprises to adopt process improvement strategies	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. TDO 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.
		Establish a continuous process improvement recognition program	
		Development of Regional continuous process improvement metrics	
Prioritize Investments in Research, Innovation and Commercialization	Grow the region's research capacity	Grow the region's research capacity	Pall Corporation has developed a partnership with Clarkson University, SUNY ESF, the Syracuse CoE, and Rochester Institute of Technology to drive the development of a new enterprise focused on R&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.
		Create a stable technology commercialization environment	
		Support and bolster entrepreneurial programs	Entrepreneurial programming has expanded at the Syracuse CoE and the CNY Biotech Accelerator to strengthen entrepreneurship in targeted industry concentrations. Student entrepreneurship support has been enhanced at The Tech Garden to help university-developed innovations commercialize into new companies.
		Leverage university incubators	Started construction on the NYE-RIC R&D labs at the Syracuse CoE. Drive new product development both within the university setting and as a service for businesses throughout the region.
		Support interdisciplinary consortiums that create partnership between academia and industry	Conducted outreach programming around Syracuse University's Green Data Center (built in partnership with IBM and NYSERDA) to show how advanced data management techniques can reduce energy consumption by 50-60%.
		Develop and embrace new models	Supported the continued growth of Blue Highway, an innovative partnership between Syracuse University and Welch Allyn to commercialize technologies and drive new product development both within the university setting and as a service for businesses throughout the region.
Capture a Greater Share Of the Global Market	Improve the region's export performance to generate new net wealth	Develop detailed market information	Partnered with the Brookings Institution and the U.S. Department of Commerce to initiate the development of a local export-related website with market information.
		Create export mentoring networks	Established pilot mentoring program and built network of prospective export mentors.
		Promote the prioritization of export growth among C-level executives	Launched the CenterState Metro Export Initiative at CenterState CEO annual meeting in front of 1,100 business executives.
		Streamline target country entry for region's top exports	Investigated the formation of business consortiums to jointly bid on overseas contracts.
		Develop resources to fund export-related initiative	Applied for one grant. Planned submission to federal grant program in January 2013.
		Streamline existing export assistance programs	Relaunched the CNY International Business Alliance to act as main local export provider.
Build a 21st Century Infrastructure	Secure foreign direct investment in Central New York	Build a pipeline of target business sectors	
		Use existing foreign owned companies to foster new connections	See progress on actions under Attract New Business Through Regional Outreach and Marketing strategy.
		Strengthen the region's business attraction programs	
		Invest strategically in roads, ports, air and rail	Re-energized the development of an intermodal freight rail facility in Syracuse.
		Expand broadband connectivity to underserved areas	
		Mitigate impact of correctional facility closing	
Maximize Human Capital	Improve alignment of workforce supply and employer demand	Scale and replicate the green train model	Successfully expanded the program into the Near West Side neighborhood. Replicated the Green Train model with a pilot program geared towards the health care industry. Preparing to replicate the program into other industry sectors.
		Fund talent alignment programs	
		Increase utilization of stackable industry recognized credentials	
	Create and support apprenticeship programs	Expand the use of credit for experience programming	
		Ensure critical nexus between labor and Pre-K-12	MACNY and Partners for Education & Business (PEB) kicked off its new career awareness program in May 2012, called the Career Spark Campaign. The Syracuse Educational Opportunity Center (EOC) established a construction training and placement partnership with local union apprentice programs to encourage participation the in Joint School Construction Project.
		Link young talent retention with entrepreneurial support programs	Grew key talent retention programs like the Student Sandbox and developed new assets such as Syracuse CoWorks to assist young entrepreneurs in staying in the region.
Attract and retain students and young professionals	Provide college graduate retention programming	Expanded 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.	
	Support region's young professional groups	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.	
	Attract firms that want our talent	Continued business attraction efforts, primarily in the financial services industry, that focus on the region's talent as a key attraction asset.	
Prioritize Pre-K-20 education--accessibility, quality and attainment	Further expand work ready credentials		
	Provide multidimensional career and academic support	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.	
	Support and scale programs for at risk young adults	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.	

Global Economies

LEAD ENTITY	STATUS	TIME LINE	START AND END DATE	RELATED ROUND 1 PROJECTS
CenterState CEO	Underway	Ongoing throughout 2012-2013		Cortland Business Innovation Center
Syracuse University	Underway	Ongoing throughout 2012-2013		
The Tech Garden	Completed	Ongoing throughout 2012-2013		
Innovate Upstate Transformative Project Team	Underway	Ongoing throughout 2012-2013		
	Underway	New programs offered in 2012—ongoing throughout 2013		
CenterState CEO	Underway	Ongoing throughout 2012-2013		
Syracuse University	Underway	Expected creation in 2013		
The Tech Garden	Underway	Ongoing throughout 2012-2013		
	Underway	Grant awards expected in Fall 2012		
	Underway	Ongoing throughout 2012-2013		
SCORE	Underway	Ongoing throughout 2012-2013		
WISE	Underway	Ongoing throughout 2012-2013		
Small Business Development Center	Underway	Ongoing throughout 2012-2013		
Southside Innovation Center	Underway	Ongoing throughout 2012-2013		
Greater Syracuse Business Development Corp	Underway	Ongoing throughout 2012-2013		
NY Business Development Corp	Underway	Ongoing throughout 2012-2013		
MACNY	Underway	Ongoing throughout 2012-2013		
CNY TDO	Underway	Ongoing throughout 2012-2013		
	Planned to be addressed in 2013			
	Planned to be addressed in 2013			
Syracuse University	Underway	Partnerships established in 2011-2012, will continue throughout 2013		
Lemoyne College	Planned to be addressed in 2013			
SUNY Upstate	Underway	Expanded during 2012—ongoing throughout 2013		
SUNY ESF	Underway	Project Started—Expected Completion in 2013		
SUNY Oswego	Underway	Ongoing throughout 2012-2013		
CNY Biotech Accelerator	Underway	Ongoing throughout 2012-2013		
Blue Highway	Underway	Ongoing throughout 2012-2013		
Syracuse CoE	Underway	Ongoing throughout 2012-2013		
JP Morgan Chase Center at SU	Underway	Ongoing throughout 2012-2013		
	Completed	Started September 2011—Completed April 2016		
	Underway	Started April 2012—Expected Completion January 2013		
Metropolitan Export Initiative	Completed	Launched April, 2012		
	Underway	Started June 2012—Continued Throughout 2016		
CNY International Business Alliance	Underway	Started July 2012—Expected Completion January 2013		
	Completed	Started June 2012—Expected Completion September 2012		
	Planned to be addressed in 2013	N/A		
	Planned to be addressed in 2013	Started April 2011—Continue Through April 2016		
CenterState CEO	Underway	Started September 2011—expected to continue throughout 2012-2013		
Onondaga County	Underway	Ongoing throughout 2012-2013		
Madison County	Underway	Ongoing throughout 2012-2013		
Operation Oswego County	Underway	Ongoing throughout 2012-2013		
Cayuga County	Underway	Ongoing throughout 2012-2013		
Cortland County	Underway	Ongoing throughout 2012-2013		
SMTC	Underway	Started Spring 2012—Ongoing throughout 2012-2013		Port of Oswego East Side Connector
CNY RPDB	Underway	Ongoing throughout 2012-2013		Bestdeck Rail Siding Project
Broadband transformative Project Team	Underway	Ongoing throughout 2012-2013		
	Planned to be addressed in 2013			
CNY Works	Underway	Ongoing throughout 2012-2013		
Onondaga Community College	Planned to be addressed in 2013			
Cayuga Community College	Planned to be addressed in 2013			
SUNY Oswego	Planned to be addressed in 2013			
University College at Syracuse University	Underway	Started in May 2012, ongoing throughout 2013		
SUNY ESF	Underway	Ongoing throughout 2012-2013		
CenterState CEO	Underway	Ongoing throughout 2012-2013		
Local Labor Partners	Underway	Ongoing throughout 2012-2013		
SUNY EOC/TED Center	Underway	Ongoing throughout 2012-2013		
40 Below	Underway	Ongoing throughout 2012-2013		
CNY Works	Underway	Ongoing throughout 2012-2013		
CenterState CEO	Underway	Ongoing throughout 2012-2013		
Ignite CNY	Underway	Ongoing throughout 2012-2013		
	Planned to be addressed in 2013			
Say Yes to Education Transformational Team	Underway	Ongoing throughout 2012-2013		
	Underway	Expanded during 2012-ongoing throughout 2013		

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

STRATEGY	ACTION	PROGRESS ON ACTION
Leverage the Region's Exemplary Anchor Institutions in Education, Health and Medicine	Support anchor institution investment	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 \$85 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 \$220 million expansion; partial redevelopment of the Kennedy Square site into the CNY Biotech Accelerator by SUNY Upstate and SUNY ESF; SUNY Cortland's investment in entrepreneurship incubation in Downtown Cortland.
	Promote homeownership in urban neighborhoods	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.
	Grow and support regional arts and cultural initiatives	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.
Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets	Prioritize adaptive re-use and historic rehabilitation	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).
	Specifically target brownfield revitalization and cleanup efforts	Designation and prioritization of numerous brownfield sites across CNY, including: downtown sites in Auburn, a 562 acre corridor running along the Owasco River in Auburn, and the Hiawatha Blvd corridor in Syracuse.
	Support industrial re-use planning and development	Identification of the former Birds-Eye and Nestlé's Plant in Fulton as key industrial re-use sites for the region.
	Maintain residential redevelopment growth in central business districts	Inclusion of residential elements in many of the region's key adaptive re-use projects listed above.
	Employ transit-oriented development strategies	Relocation of the Centro Bus Transfer Center in downtown Syracuse.
	Encourage mixed-use development in revitalization projects	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.
	Collectively address anchor institution transportation needs	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.
	Promote regional waterfront revitalization	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.
Retrain to Develop the Workforce of Tomorrow	Embrace and support refugee settlement and immigrant population retraining	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.
	Improve Pre-K-20 educational attainment in urban neighborhoods	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.
	Align urban workforce training programs with needs of growing industry sectors	Say Yes has leveraged COPS, Social Service Prevention, OASAS, and Promise Zone funds to support social health and overcome academic barriers to college and career readiness. MACNY has established the Career Spark Campaign.

LEAD ENTITY	TIME LINE		RELATED ROUND 1 PROJECTS
	STATUS	START AND END DATE	
Municipal Core Transformational Team	Underway	Projects expected to be completed 2012–2013	The Neighborhood Food and Health Center/NoJaims Supermarket Southside Food Cooperative
	Underway	Established in 2012, will continue throughout 2013	
	Underway	Ongoing throughout 2012–2013	
Municipal Core Transformational Team	Underway	Projects expected to continue development in 2012 and start in 2013	Syracuse Inner Harbor Redevelopment Merchants Commons
	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
	Underway	Completed September 2012	
	Underway	Ongoing throughout 2012–2013	
	Underway	Partnerships established in 2012, will continue throughout 2013	
Waterfront Revitalization Transformational Team	Underway	Various projects completed and commenced in 2012—will continue through 2013	
Say Yes to Education Transformational Team	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	
	Underway	Ongoing throughout 2012–2013	

3 Proposed 2012 Priority Projects

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 based 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, 3¹⁶

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 COUNTY**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.

¹⁶ 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

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 agri-businesses 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, 2, 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

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.

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 supports the continued growth of a regional entrepreneurial success story. Project also reinvests and reuses a historic property in the heart of downtown Syracuse.

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 renovate 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.

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.

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.

Round 2 Priority Projects

Project Name	Total Project Cost in CFA	Goals*	Transformational Initiative	Regional Council Grant Request	Regional Council Excelsior Request	Jobs Existing -Direct	Jobs Retained	Jobs Created -Direct	Jobs Created Construction	ROI
Cayuga County										
Bo-Mer Plastics,	\$560,000	1,3	Municipal Core	\$100,000		40	5	10		14.30
Plaza of Arts	\$3,500,000	3	Municipal Core	\$700,000		16	16	23	90	10.75
Cortland County										
Cortland Downtown Parking	\$1,835,800	3	Municipal Core	\$250,000					25	7.34
Pall Finger Lakes Center of Excellence	\$8,884,571	1,2,3	Innovate Upstate	\$700,000	\$300,000	112	10	18	50	13.39
Purchase and reopen former Homer Oil Co.	\$1,960,000	1,2	Food to Market	\$300,000				25		16.75
Madison County										
CMH IT Project	\$2,000,000	1,3	Municipal Core	\$500,000		338	338	15		16.30
Dielectric Laboratories	\$3,600,000	1,2,3	Innovate Upstate	\$500,000	\$2,000,000	156	30	60		4.44
Elm Street Development	\$3,992,000	1,2,3	Food to Market	\$1,000,000						3.99
Empire Farmstead Brewery, Inc.	\$5,300,000	1,2,3	Food to Market; Tourism, Arts, Culture	\$1,050,000				75	20	12.46
Growing Upstate Food Hub	\$4,062,088	1,2,3	Food to Market	\$809,988					20	5.01
International Boxing Hall of Fame	\$5,061,600	1	Tourism, Arts, Culture	\$1,000,000		7		3	25	5.06
Onondaga County										
Biomass Cooperative Innovation Center	\$1,398,950	1,2,3	NYERIC; Innovate Upstate; Municipal Core	\$245,000				1		5.71
Camillus Mills	\$8,753,425	3	Municipal Core	\$500,000					70	17.51
Central New York Inland Depot	\$1,785,000	1,2		\$420,000						4.25
CNY Biotechnology Accelerator M&E	\$1,000,000	1,2,3	NYERIC; Innovate Upstate; Municipal Core	\$1,000,000						31.00
Connective Corridor Facade Program	\$1,000,000	1,3	Municipal Core; Tourism, Arts, Culture	\$250,000					10	4.00
Le Moyne Science Business Exchange	\$3,785,000	1,2,3	Innovate Upstate; Municipal Core	\$2,000,000		25		8	212	18.06
Loguen Crossing	\$3,000,000	3	Municipal Core	\$1,000,000					6,679	3.00
Polaris Library System	\$1,485,000	1,2,3	Municipal Core	\$150,000	\$850,000	71		22	5	5.77
Prospect Place	\$2,376,497	1,3	Municipal Core	\$320,000					30	13.13
Rapid Response	\$11,300,000	1,3	Municipal Core	\$1,500,000	\$1,300,000	400	400	175	50	11.70
Renovating Enhancing the Baker NICU at Crouse	\$10,551,329	1,3	Municipal Core	\$1,000,000		2,200		15	35	16.55
Sibley's Building Redevelopment	\$18,744,599	3	Municipal Core	\$2,500,000		6			42	7.50
Solvay Iron Works	\$300,000	1,2		\$75,000		43		23		4.00
South Avenue Supermarket	\$4,950,000	1,3	Municipal Core	\$1,500,000				70	150	10.21
SU Stage Renovation	\$6,830,050	1,3	Tourism, Arts, Culture; Municipal Core	\$500,000		69		2	14	13.66
Syracuse Community Health Center, Inc. Phase I	\$18,130,500	1,3	Municipal Core	\$3,400,000		365		48	117	7.63
Syracuse Inner Harbor	\$4,000,000	1,3	Municipal Core; Waterfront	\$1,500,000					8,194	2.67
The Chocolate Pizza Company	\$100,000	2,3	Tourism, Arts, Culture	\$50,000		9		25		49.98
The Gear Factory	\$1,390,000	1,3	Tourism, Arts, Culture; Municipal Core	\$680,000					10	2.04
U.S. Optical	\$2,391,000	1,2	Innovate Upstate	\$350,000		80		16	25	11.90
Oswego County										
CNY Raceway Park	\$30,200,560	1	Tourism, Arts, Culture	\$2,000,000				150	339	27.12
Design Concepts	\$1,029,250	1,2	Innovate Upstate	\$200,000	\$350,000	12		30	30	8.85
Fulton Medical Endoscopy Center	\$3,146,654	1,3	Municipal Core	\$500,000		53		11	60	8.80
TOTAL	\$208,403,873			\$28,549,988	\$4,800,000	4,002	799	825	16,302	10.79

*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)

Project Name	Funding Source #1	Other Sources	County	Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
Worker Skills Upgrade									
Currier Plastics, Inc.	Worker Skills Upgrade		Cayuga	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.	1,2		\$100,000	\$450,000	22%
CABExpress Corporation	Worker Skills Upgrade		Onondaga	Provide a Leadership Exploration and Development (LEAD) program which will help develop managers and supervisors to increase performance and leadership.	1,2		\$36,290	\$36,290	100%
INFICON, Inc.	Worker Skills Upgrade		Onondaga	Continue with a multi-phased Lean Six Sigma initiative with the goal to become more productive, efficient, and improve quality.	1,2		\$60,815	\$60,815	100%
RB Woodcraft, Inc.	Worker Skills Upgrade		Onondaga	Train existing employees in Project Management, Drafting, Estimating and CNC Programming, given the company's heavy investments in machinery, equipment and software.	1,2		\$38,250	\$76,500	50%
Marquardt Switches, Inc.	Worker Skills Upgrade		Madison	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.	1,2		\$23,000	\$23,000	100%
Total							\$258,355	\$646,605	40%
Recharge NY									
D & D Motor Systems, Inc.	Recharge NY		Onondaga	To address the immediate concern of lowering operating expenses in order to maintain competitiveness in the marketplace.	1,3	Municipal Core			
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	Tourism, Arts and Culture; Municipal Core	\$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	Tourism, Arts and Culture; Municipal Core	\$509,653	\$509,670	100%
Town of Camillus	Park ADP		Onondaga	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	Tourism, Arts and Culture; Municipal Core	\$750,000	\$1,500,000	50%
Total							\$1,609,072	\$2,478,655	65%
NYSERDA Regional									
Syracuse University / Materials Metrology Center	NYSERDA Regional ED and GHG Reduction		Onondaga	Create the "Biofuels Engine Efficiency Testbed" (BEET) at the Syracuse Center of Excellence as part of the New York Energy Regional Innovation Cluster (NYE-RIC) initiative.	1,2,3	NYERIC	\$1,150,285	\$4,150,285	28%
The Research Foundation of SUNY ESF	NYSERDA Regional ED and GHG Reduction		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	NYERIC	\$397,831	\$551,655	72%
Village of Skaneateles	NYSERDA Regional ED and GHG Reduction		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.	3	Municipal Core	\$546,493	\$1,476,970	37%
City of Auburn, NY Casey Falcon Park Improvement Project	NYSERDA Regional ED and GHG Reduction	Park ADP	Cayuga	Funding will complete the proposed Casey Falcon Park Improvement Project.	1,3	Tourism, Arts and Culture; Municipal Core	\$412,500	\$550,621	75%
TL Brown Management Group, LLC / Morrisville CEA	NYSERDA Regional ED and GHG Reduction		Madison	To develop a detailed performance and business plan for SUNY Morrisville to provide for electric, heating and cooling needs using biomass.	1,2	NYERIC	\$300,000	\$300,000	100%
Total							\$2,807,109	\$7,029,531	40%
NYS Canalway									
Canal Society of New York State	NYS Canalway Grant	Historic Property ADP	Cayuga	Rehabilitate and restore the (ca 1895) Erie House, a former canal side store, tavern and boarding house.	1,3	Waterfront; Tourism, Arts and Culture	\$210,000	\$2,432,000	9%
Village of Phoenix / Phoenix Waterfront Improvement Project	NYS Canalway Grant		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	Waterfront; Tourism, Arts and Culture	\$50,000	\$100,000	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	Waterfront; Municipal Core	\$485,000	\$970,000	50%
Onondaga County Dept Parks and Rec / Loop the Lake	Local Waterfront Revitalization		Onondaga	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	Waterfront; Municipal Core; Tourism, Arts and Culture	\$75,000	\$150,000	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	Waterfront; Municipal Core	\$600,000	\$600,000	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 EPF-funded regional dredging plan that includes, among others, the Counties of Orleans, Wayne, Ontario and Cayuga.	1,3	Waterfront; Tourism, Arts and Culture	\$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	Tourism, Arts and Culture; Municipal Core	\$405,000	\$540,000	75%
Gustav Stickley House	Historic Property ADP	HCR—Urban Initiatives; Art Project Grant; Regional Tourism	Onondaga	To restore the Gustav 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	Tourism, Arts and Culture; Municipal Core	\$950,000	\$3,418,876	28%
People's African Methodist Zion Church	Historic Property ADP		Onondaga	The purpose of the Save 711 project is to stabilize, restore and repurpose the oldest African-American church in the City of Syracuse.	1,3	Tourism, Arts and Culture; Municipal Core	\$400,000	\$528,289	76%
Total							\$1,755,000	\$4,487,165	39%

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

Project Name	Funding Source #1	Other Sources	County	Description	Goals*	Transformational Initiative	Amount Requested Cost	Total Project	% of TPC
Heritage Area									
City of Syracuse / City Hall Forecourt	Heritage Area ADP		Onondaga	Reestablish the formal public plaza at the main entrance of Syracuse's City Hall using modern green infrastructure and storm water management techniques in a project that mixes historic preservation with artful rainwater design. The project would also result in the collection of 568,900 gallons of storm water, annually.	3	Municipal Core	\$412,500	\$961,000	43%
Total							\$412,500	\$961,000	
HCR—Urban Initiative									
Housing Visions Consultants, Inc.	HCR—Urban Initiatives		Onondaga	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 adapted and accessible for persons with mobility impairment and 2 units adapted for persons with hearing and/or vision	3	Municipal Core	\$200,000	\$13,876,000	1%
Total							\$200,000	\$13,876,000	1%
HCR—RARP (Rural Area Revitalization Projects)									
Cortland Downtown Partnership	HCR—RARP		Cortland	Revitalize a formerly vacant, blighted bowling alley into a hub for cultural offerings in Cortland County.	3	Municipal Core	\$200,000	\$533,886	37%
Howland Stone Store Museum	HCR—RARP		Cayuga	Stabilization and rehabilitation for reuse of Opendore (Isabel Howland House), a large 19th–early 20th century residence in the historic Hamlet of Sherwood, located along the edge of the Erie Canalway National Heritage Corridor in southern Cayuga County.	3	Tourism, Arts and Culture; Municipal Core	\$200,000	\$800,000	25%
Total							\$400,000	\$1,333,886	30%
HCR—Main Street									
Auburn Downtown Partnership, Inc. / East Hill Neighborhood imp. Proj	HCR—Main Street		Cayuga	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.	3	Municipal Core	\$250,000	\$250,000	100%
Downtown Committee of Syracuse / Jefferson Warren Corridor	HCR—Main Street		Onondaga	Encourage building renovation projects, residential development, and significant streetscape enhancements in the core of downtown Syracuse, connecting to the Downtown Committee's previous NY Main Street program areas. Target area includes the 100, 200, and 300 blocks of East Jefferson Street, the 300 through 400 blocks of South Warren Street, the east side of the 300 block of South Salina Street, Bank Street between E. Fayette and E. Jefferson, and the Sibley building and Deys Plaza building at the corner of East Jefferson and South Salina Street.	1, 3	Municipal Core; Tourism, Arts and Culture	\$250,000	\$3,530,000	7%
Route 90 Scenic byway	HCR—Main Street	HCR Rural Area Revitalization; Historic property Acquisition; Regional Tourism	Cortland	Restoration work on the wall of the former church building, exterior and interior work on the Fountain House building, restoration work on two parking lots, and ancillary work consistent with the scope of the project.	1, 3	Municipal Core; Tourism, Arts and Culture	\$843,500	\$1,663,000	51%
Total							\$1,343,500	\$5,443,000	25%
HCR—CDBG (Community Development Block Grant)									
Town of Preble	HCR—CDBG		Cortland	Due to growth Northeast Transformer Services must relocate, and is prepared to move forward with relocation of its environmentally friendly transformer remanufacturing facility to Preble, contingent only on the availability of CDBG funds to finance relocation costs. Along with the Preble property, NETS is also considering multiple properties in Pennsylvania.	1,2,3	Municipal Core; NYERIC	\$750,000	\$2,400,000	31%
Town of Cortlandville / Precision Eforming Project	HCR—CDBG		Cortland	Purchase and install new equipment that will allow the company to use an environmentally safe synthetic photoresist, which is the core of its manufacturing process.	2, 3	Municipal Core	\$70,000	\$182,050	38%
Village of Homer	HCR—CDBG		Cortland	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.	3	Municipal Core	\$315,000	\$1,335,000	24%
Total							\$1,135,000	\$3,917,050	29%
Green Innovation									
Syracuse University / Carrier Dome Rainwater Harvesting	Green Innovation Grant Program		Onondaga	Utilize a percentage of the water that falls on the Dome's roof to off-set municipal water used to serve the plumbing systems within the facility, while also reducing the quantity of rainwater that flows into the combined sanitary/storm sewer. Harvested rainwater will be used to service the public restrooms.	1	NYERIC	\$1,350,000	\$1,500,000	90%
Onondaga County Dept. Parks and Recreation	Green Innovation Grant Program		Onondaga	Rehabilitation of an existing parking lot at Onondaga Lake Park that serves the public accessing the East Shore Recreational Trail, Shoreline Walking Trail, Salt Museum, pier, and overlook area. Planned improvements for include removal of existing asphalt pavement, sidewalks, and curbs; green infrastructure practices, such as porous pavement to reduce runoff volumes and provide water quality treatment prior to runoff entering Onondaga Lake.	1,3	NYERIC; Tourism, Arts and Culture; Waterfront	\$804,470	\$804,470	100%
Total							\$2,154,470	\$2,304,470	93%
CWSRF (Clean Water State Revolving Fund)									
Town of Constantia /Constantia Sewer District	CWSRF Engineering Planning Grant		Oswego	Development of a sanitary sewer system that will serve the hamlet area of Constantia as well as lakeshore area. The report to be developed will include the estimate of costs and user charges, estimated wastewater flows, loading and receiving effect on existing wastewater treatment facilities, estimated number of population to be served, evaluation of alternatives, environmental review, and steps to proceed.	3	Municipal Core	\$30,000	\$36,000	83%
Village of Marcellus	CWSRF Engineering Planning Grant		Onondaga	Identify a plan to minimize I/I impacts to the Village Sanitary Sewer Collection System within the various services areas located within the Town of Marcellus, Village of Marcellus, and Marcellus Central School District. This project will also identify and provide a plan for capital upgrades that will be necessary at the WWTP to achieve the new Phosphorus limits that are described in the Onondaga Lake TMDL.	3	Municipal Core	\$30,000	\$36,000	83%

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

Project Name	Funding Source #1	Other Sources	County	Description	Goals*	Transformational Initiative	Amount Requested	Total Project Cost	% of TPC
Art Project									
CNY Arts, f/k/a Cultural Resources Council, Inc.	Art Project Grant		Onondaga	Design and implement the next phase of the IDEAS (Initiative to Develop Audiences & Services) Collaborative with CNY Arts as the lead agency in this regional development approach to creating long term, sustainable cultural arts programming which contributes significantly to the economic vitality and positive quality of life for CNY.	1,3	Municipal Core	\$170,000	\$340,000	50%
Central New York Jazz Arts Foundation, Inc.	Art Project Grant		Onondaga	Pre-festival Content Retreat and project proposal/selection process will: study successful projects that have addressed these issues in other markets; plan and create projects articulating best principles by regional content providers, to be demonstrated at the festival. At the CRAVE Festival: Demonstrate new models in public; show extent best-practice national models to attendees, define new content metrics for success through the process. CNY will be established as a national leader for this "content transformation event" model.	1,3	Tourism, Arts and Culture; Municipal Core	\$62,000	\$124,000	50%
ArtXchange	Art Project Grant		Multi	A cross-regional partnership, ArtXchange, 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.	1,3	Tourism, Arts and Culture; Municipal Core	\$110,000	\$207,726	53%
Syracuse University / Talent Agency	Art Project Grant		Onondaga	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.	1,2,3	Say Yes; Tourism, Arts and Culture; Municipal Core	\$58,375	\$121,880	48%
Total							\$400,375	\$793,606	50%
Agricultural Development									
Port of Oswego Authority	Agricultural Development Program		Oswego	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.	1,2,3	Food to Market; Municipal Core	\$250,000	\$500,000	50%
County of Oswego Industrial Development Agency	Agricultural Development Program		Oswego	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.	1,2	Food to Market	\$250,000	\$500,000	50%
Village of Cazenovia	Agricultural Development Program		Madison	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.	1,2,3	Food to Market; Municipal Core; Tourism, Arts and Culture	\$500,000	\$5,550,000	9%
Cayuga County Chamber of Commerce	Agricultural Development Program		Cayuga	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.	1,2	Food to Market; Municipal Core; Tourism, Arts and Culture	\$80,000	\$160,000	50%
Total							\$1,080,000	\$6,710,000	16%
Environmental Investment Program (EIP)									
North Brook Farms, Inc	EIP		Cayuga	Develop processing and manufacturing for recycled agricultural and other un-recycled plastics into durable goods.	1,3	NYERIC; Food to Markets	\$200,000	\$300,000	67%
Ciotti Enterprises	EIP	EDF	Madison	Ciotti 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.	1	NYERIC	\$180,000	\$950,000	19%
Total							\$380,000	\$1,250,000	30%
Tourism									
Cazenovia Beverage Trail Initial Marketing Project	Tourism		Madison	Marketing work to increase the overall tourism draw through cooperative marketing efforts for the region and trail members.	1,2,3	Tourism, Arts and Culture; Food to Markets; Municipal Core	\$18,725	\$27,725	68%
Central NY AgriTourism Marketing Project	Tourism		Multi	To market a multiregional agri-tourism project that includes Central New York, Mohawk Valley, and Southern Tier Regional Councils.	1,2,3	Tourism, Arts and Culture; Food to Markets	\$541,500	\$597,000	91%
Finger Lakes Region, The Great Outdoors	Tourism		Multi	To increase tourism to the region, awareness of outdoor activities, and to promote healthy life styles among residents.	1	Tourism, Arts and Culture	\$110,000	\$287,000	38%
Syracuse CVB	Tourism		Onondaga	To create a regional tourism brand.	1	Tourism, Arts and Culture	\$150,000	\$702,349	21%
Total							\$820,225	\$1,614,074	51%
TOTAL							\$16,740,606	\$58,179,042	29%

*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.

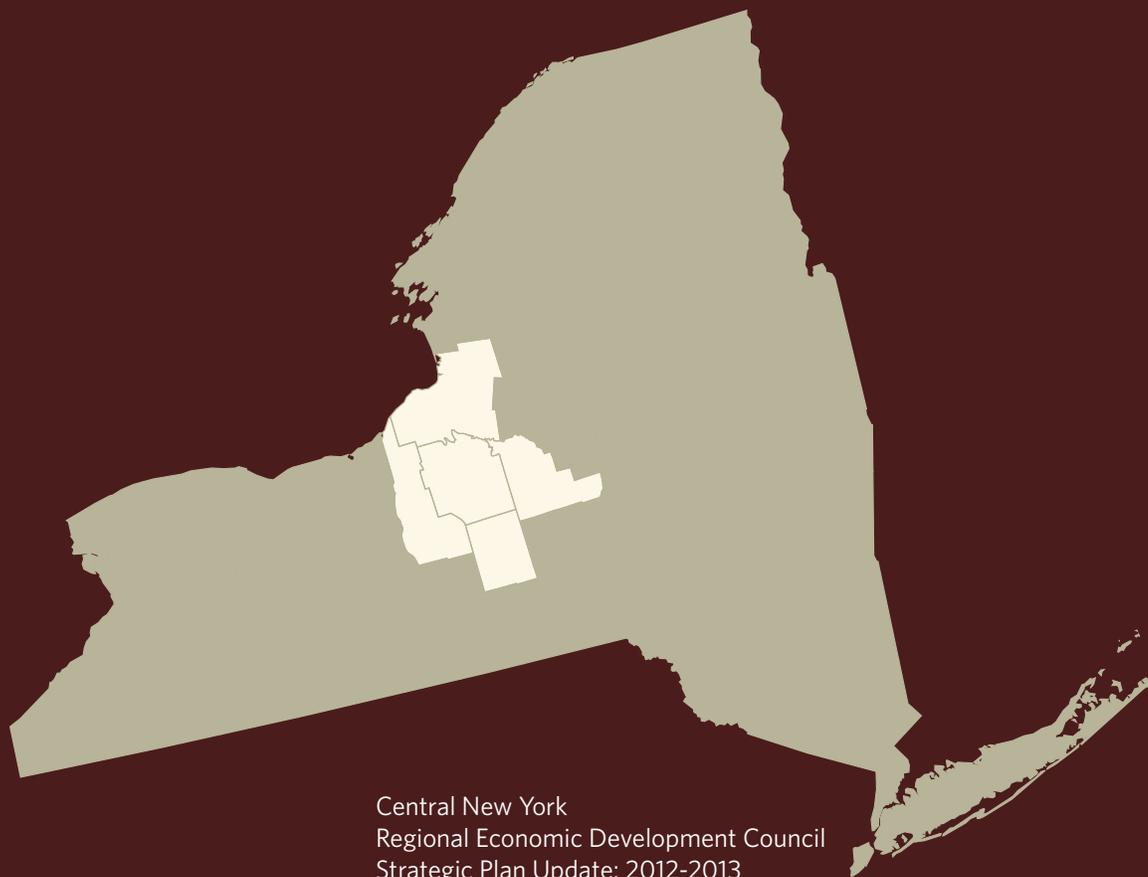
Specific concerns and recommendations for improving the Excelsior program include:

- 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 falling 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.





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

ALBANY ALLEGANY BROOME BRONX CATTARAUGUS

CAYUGA CHAUTAUQUA CHEMUNG CHENANGO CLINTON

COLUMBIA **CORTLAND** DELAWARE DUTCHESS ERIE

ESSEX FRANKLIN FULTON GENESEE GREENE HAMILTON

CENTRAL NEW YORK

HERKIMER JEFFERSON KINGS LEWIS LIVINGSTON

MADISON MONROE MONTGOMERY NASSAU NEW YORK

NIAGARA ONEIDA **ONONDAGA** ONTARIO ORANGE

ORLEANS **OSWEGO** OTSEGO PUTNAM QUEENS RENSSELAER

RICHMOND ROCKLAND SARATOGA SCHENECTADY

SCHUYLER SCHOHARIE SENECA STEUBEN ST. LAWRENCE

SUFFOLK SULLIVAN TIOGA TOMPKINS ULSTER WARREN

WASHINGTON WAYNE WESTCHESTER WYOMING YATES

APPENDICES

A. Transformational Initiative Team Members	3
B. Public Participation	5
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)	
C. Performance Metrics	13
D. NYS Consolidated Funding Application Endorsement Standards (Scoring Guidelines)	19
E. Excelsior Tax Credit Allocation Memo	21

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 Hucko, Washington St Partners

Adam Megivern, Cortland Downtown Partnership

Kerry Quaglia, Home Headquarters

Dan Queri, Granite Development

Dominic Robinson, CenterState CEO

Mary Vanouse, City of Oswego

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: OSWEGO
2. Have you heard of "the new New York Works for Business" campaign to attract new companies and promote business growth across the state? Circle Yes or No
3. How have you heard of the Regional Council? Circle 1. TV ads 2. Email 3. Word of Mouth 4. Newspaper 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
3 New York Regional Innovation Cluster
1 Workforce Alignment
5 Waterfront Revitalization
6 Municipal Core / Mixed Use Investment
7 Venture Capital Fund
4 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?

asking for lay people appointments by local parties executive committees

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



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- 5 New York Regional Innovation Cluster
- 6 Workforce Alignment
- 1 Waterfront Revitalization
- 3 Municipal Core / Mixed Use Investment
- 1 Venture Capital Fund
- 4 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; information re any financial help is difficult (if not impossible) to find. We "borrowed" our own retirement \$ 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!



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- 3. How have you heard of the Regional Council? Circle 1. TV ads 2. Email 3. Word of Mouth 4. Newspaper 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**)

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- 1 Municipal Core / Mixed Use Investment
- _____ Venture Capital Fund
- 2 Tourism, Arts, and Culture

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

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

inner harbor growth

GREEN technology

Keep streets, downtown, et al
clean & free of LITTER

Continue SU PARTNERSHIP

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



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
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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)

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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:

APPENDIX B 2

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.
4. Broad approach – equity 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.
9. Cross regional borders – find collaborative projects.
10. Close gap between venture capital and entrepreneurs.
11. Micro-fund pool creation.
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

APPENDIX B 3

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)
 - o Water/Sewer upgrades
 - o Broadband access
- Funding for quality of life projects
 - o Tourism projects
 - o Tourism packages
 - o 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
 - o 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

APPENDIX C

C. Performance Metrics

Performance Metrics

GOAL 1 Strengthen Targeted Industry Concentrations			
STRATEGY	SUB-FOCUS	ACTION	ACTION METRICS (PROCESS)
Invest in Existing Regional Industry Concentrations and Businesses	Clean Energy and Environmental Systems (CEES)	Prioritize use of the Syracuse CoE	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.
		Support existing cluster growth assets	
		Support and encourage the commercialization of disruptive technologies	
	Health, biomedical services and biosciences	Promote new ventures by aligning assets with related industry clusters	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.
		Develop and deploy technologies to improve the quality of care and reduce cost of care	
		Encourage existing companies to advance new products and processes	
	Financial services	Expand existing business outreach and marketing programs	Marketing materials have been created. 168 Targets have been identified.
		Align educational programming to respond to particular skill demand	Ongoing involvement with several universities.
		Invest in cybersecurity research and connect with internship opportunities	Ongoing meetings with CYBER New York.
	Agribusiness	Expand food to market programs and partnerships	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.
		Provide economic assistance to food processors and value added agriculture	
		Launch a new agricultural product development initiative	
Advanced manufacturing	Develop advanced accelerator and R&D space	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 accelerate and R&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.	
	Foster local supply chain usage and integration		
Encourage Cross Industry Collaboration	Encourage business and higher education collaboration	Tracking metrics are described in the Priorize Investment in Commercialization strategy.	
	Capitalize on alumni connections	CenterState Venture Fund metrics are tracked in the Build a Workclass Entrepreneurial Ecosystem strategy.	
Attract Outside Investment and Interest	Attract new business through regional outreach and marketing	Pursue businesses that can benefit from regional assets	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.
		Use a proactive marketing and attraction approach	
	Expand tourism and regional visitation	Complete tourism and convention enhancement assets	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 to tourism/visitor assets, and additional partnerships and collaborations formed to streamline regional tourism promotions.
		Engage regional businesses in convention attraction efforts	
		Partner with statewide and adjacent regional efforts	

LONG TERM STRATEGY PERFORMANCE METRICS
<p>Clean tech sector: 3.7% change in employment post recession, 2009-2010; location quotient of 1.66; \$56,000 in average annual wages; \$107,922 value added per worker; economic output \$2,183 (\$M). (2010, Battelle) **12 county region</p>
<p>Biosciences sector: change in employment since the end of the recession 5.1%, 2009-2010; location quotient of 1.29; average annual wages of \$54,954; value added per worker is \$121,603; economic output is \$2,060 (\$M). (Battelle, 2010) **12 county region. Health care sector: change in employment since the end of the recession .7%, 2009-2010; location quotient of 1.24; average annual wage \$40,068; value added per worker \$50,783; economic output is \$3,994 (\$M). (Battelle, 2010) **12 county region.</p>
<p>Financial Services sector: change in employment since the end of the recession -5.2%, 2009-2010; location quotient 1.39; average annual wage of \$57,175; value added per worker is \$156,950; economic output is \$3,023 (\$M). (Battelle, 2010) **12 county region</p>
<p>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.</p>
<p>Advanced manufacturing sector: change in employment since end of the recession -10.6%, 2009-2010; average location quotient of 1.71; average annual wage of \$53,377; value added per worker \$135,300; economic output \$5,108 (\$M). (Battelle, 2010) **12 county region</p>
<p>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.</p>
<p>Long-term performance metrics will be reflected in changes to individual sector job, establishment and location quotient growth.</p>
<p>\$983 million was spent by visitors in 2010 (Tourism Economics, 2011) * This number excludes Cortland County.</p>

Performance Metrics

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

STRATEGY	SUB-FOCUS	ACTION	ACTION METRICS (PROCESS)
Encourage New Venture Development, Product Development, and Process Improvement	Build a world class entrepreneurial ecosystem	Build a pipeline of new and emerging ventures	CEO Ventures has interviewed 5 and engaged with 2 companies. Incubation services have been provided to 30 tenants (7 new) throughout 2012.
		Foster student entrepreneurship	Student Sandbox services provided to 34 companies with 128 total applicants. More than \$120,000 awards made to RvD applicants.
		Provide physical and virtual incubation space	CNY Biotech Accelerator has signed first 2 clients. The Tech Garden and South Side Innovation Center combined provided services to roughly 45 tenants.
		Improve access to seed and risk capital	Grants for Growth will offer approximately \$1.9 million in possible funding.
		Provide commercialization assistance resources	A total of \$200,000 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.
		Build mentor networks	Placed more than 150 mentors on start up teams.
		Deliver robust entrepreneurial programming and comprehensive acceleration services	Start Up Labs will accept 5 teams.
		Connect entrepreneurs with market leaders to beta-test new products and technologies	Number of active companies in these programs has doubled in the past year.
	Establish a Bridge NY Program	Program has been integrated as part of two larger regional grant pending grant applications.	
	Support small and medium business	Provide executive education opportunities	Process tracking metrics not yet available for this strategy. In 2012-2013 the following metrics will be tracked: technical assistance program usage, total number of mentors engaged, total number of funding accessed by small businesses.
Provide technical assistance for scale up			
Provide mentoring services			
Strengthen the coordination of regional support organizations			
Help companies access funding			
Encourage continuous process improvement	Development of six sigma and ISO certification and training programs	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.	
	Encourage our region's manufacturing enterprises to adopt process improvement strategies		
	Establish a continuous process improvement recognition program		
	Development of Regional continuous process improvement metrics		
Prioritize Investments in Research, Innovation and Commercialization	Grow the region's research capacity	Formation of a number of public private consortiums to enhance research efforts.	
	Create a stable technology commercialization environment		
	Support and bolster entrepreneurial programs	New R&D labs under construction at the Syracuse CoE. Two tenants signed at the CNY Biotech Accelerator. 34 student companies have participated in the Student Sandbox.	
	Leverage university incubators		
	Support interdisciplinary consortiums that create partnership between academia and industry	Conducted 300 tours of the facility.	
	Develop and embrace new models		
	Improve the region's export performance to generate new net wealth	Develop detailed market information	
		Create export mentoring networks	Engaged 4 business executives as mentors, connected executives with three new to export companies.
		Promote the prioritization of export growth among C-level executives	Reached 1,100 with MEI Launch.
		Streamline target country entry for region's top exports	Investigated 3 business consortiums.
Develop resources to fund export-related initiative		1 grant pending. Awaiting 1 additional grant application.	
Streamline existing export assistance programs			
Create new export awareness programs			
Secure foreign direct investment in Central New York	Deliver export related programming		
	Build a pipeline of target business sectors		
	Use existing foreign owned companies to foster new connections	Process Tracking Metrics for securing foreign investment are mentioned in the attracting new business strategy.	
Strengthen the region's business attraction programs			
Build a 21st Century Infrastructure	Invest strategically in roads, ports, air and rail	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.	
	Expand broadband connectivity to underserved areas		
	Mitigate impact of correctional facility closing		
Maximize Human Capital	Improve alignment of workforce supply and employer demand	Scale and replicate the green train model	Complete process tracking metrics are not yet available for all aspects of this strategy; however, in 2012 Green Train had 26 graduates (85% have been placed in jobs), and the pilot Health Train program had 14 graduates (93% have been placed in jobs).
		Fund talent alignment programs	
		Increase utilization of stackable industry recognized credentials	
		Expand the use of credit for experience programming	
	Create and support apprenticeship programs	Ensure critical nexus between labor and Pre-K-12	42 companies have participated in initial sessions and following meetings are planned for the Fall of 2012.
		Link young talent retention with entrepreneurial support programs	
	Attract and retain students and young professionals	Provide college graduate retention programming	Project-ION usage has grown recently to 2,000 students registered on the site and 40 internships listed.
		Support region's young professional groups	12 new events were established in 2012 attracting more than 700 attendees.
		Attract firms that want our talent	Business attraction metrics are listed in the Attract New Business strategy section.
	Prioritize Pre-K-20 education--accessibility, quality and attainment	Further expand work ready credentials	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.
Provide multidimensional career and academic support			
Support and scale programs for at risk young adults		2,000 young adults and children have participated in the Say Yes Summer Camp.	

LONG TERM STRATEGY PERFORMANCE METRICS
<p>The ratio of establishment births to deaths in the Syracuse MSA is 1.09. This is substantially behind the average for the top 100 metro areas: 1.2. The rate of investment capital available per capita in the region, \$27, is significantly lower than the national average of \$933 per person. Of all the venture funds committed in Upstate New York, only .7 percent go towards seed investments. In 2010, the larger 12-county region was awarded \$17,226 in SBIR and STTR funds per 10,000 individuals. This compares to a New York State and National average of \$58,261 and \$77,053, respectively.</p>
<p>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.</p>
<p>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.</p>
<p>Using the most recent figures, in 2009, colleges and universities in the 12-county CenterState region spent \$514 million in R&D related activities. Almost half of this investment was made in bioscience-related R&D (\$214.8 million). These investments resulted in roughly 3.12 patent applications per \$10 million in research (just behind the national average of 3.37 per \$10 million) and a license income of roughly \$132,000 per \$10 million in research expenditures.</p>
<p>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 MSA's current export value growth rate is 13.9%. The Syracuse MSA's 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)</p>
<p>Long-term performance metrics will be reflected in changes to individual sector job, establishment and location quotient growth.</p>
<p>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)</p>
<p>86% of the Syracuse MSA population has access to broadband services (Brookings data based on FCC Statewide figures).</p>
<p>Colleges and universities in the 12-county CenterState region produce 2,400 bachelors and 1,000 post graduate degrees in business, management and marketing each year. 3,591 students graduate with STEM-related bachelors degrees while roughly 1,700 with STEM-related post graduate degrees. Currently, occupations with the most job openings in the Syracuse MSA are: health diagnosing and treating practitioners, 1,567 openings; computer occupations, 1,193 openings; and engineers, 955 openings. The region's industry sectors projected to grow the quickest over the next 6 years are: research and engineering services, +1.2%; private higher education, +.8%; and software & internet services, +.3%.</p>
<p>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)</p>

Performance Metrics

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

STRATEGY	SUB-FOCUS	ACTION	ACTION METRICS (PROCESS)	LONG TERM STRATEGY PERFORMANCE METRICS
Leverage the Region's Exemplary Anchor Institutions in Education, Health and Medicine		Support anchor institution investment	Anchor institution investments listed in this action item have leveraged an investment of approx. \$355 million alone in targeted neighborhood communities in 2012.	The region has an average of 91.78 houses per sq. mile. 69.34% of homes are owner occupied and 30.66% are renter occupied. There is 1.54% vacancy rate of owner occupied homes and a 6.38% vacancy rate of renter occupied homes. 28.72% of mortgaged homeowners spend 30% or more of household income on home related costs. (American Community Survey, 2010) 78.1% of jobs are within 10 miles of household in the Syracuse MSA (Brookings Metro , 2006)
		Promote homeownership in urban neighborhoods	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.	
		Grow and support regional arts and cultural initiatives	Process metrics will be tracked through the regional visitation numbers listed in the Expand Tourism strategy.	
Repurpose Existing Infrastructure to Recreate Density in Development and Capitalize on Regional Assets		Prioritize adaptive re-use and historic rehabilitation	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.	
		Specifically target brownfield revitalization and cleanup efforts		
		Support industrial re-use planning and development		
		Maintain residential redevelopment growth in central business districts		
		Employ transit-oriented development strategies		
		Encourage mixed-use development in revitalization projects		
		Collectively address anchor institution transportation needs		
		Promote regional waterfront revitalization	The total project cost of the Inner Harbor redevelopment could reach \$350 million. Destiny USA invested \$170 million in its expansion.	
Retrain to Develop the Workforce of Tomorrow		Embrace and support refugee settlement and immigrant population retraining	See Green Train and Health Train program usage numbers listed in the Improve Alignment of Workforce Supply and Demand strategy.	Syracuse city Unemployment rate = 11.1 %; Auburn City rate = 9.8%; Cortland micropolitan area = 9.0% . (INYSDDL, July 2012)
		Improve Pre-K-20 educational attainment in urban neighborhoods	Tracking metrics are listed above in the Providing Multidimensional Career Support strategy.	
		Align urban workforce training programs with needs of growing industry sectors	Tracking metrics will be listed above in the Prioritize Pre-K-20 Education and Advanced Manufacturing strategies.	

APPENDIX D

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

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

APPENDIX E**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.



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

September 2012