

CENTRAL NEW YORK REGIONAL ECONOMIC DEVELOPMENT COUNCIL



2 0 1 8 - 2 0 1 9

PROGRESS REPORT

CAYUGA | CORTLAND | MADISON |
ONONDAGA | OSWEGO



CONTENTS

1 EXECUTIVE SUMMARY

1.0 EXECUTIVE SUMMARY	6
1.1 RESUMEN EJECUTIVO	8

2 PROGRESS

2.0 STATE OF THE REGION	10
1) GENERAL ECONOMIC INDICATORS	10
Establishments, Employment, and Wages	10
Number of Establishments (public and private sectors; Central New York and New York State)	
Average Annual Employment (public and private sectors; CNY and NYS)	
Total Annual Wages (public and private sectors; CNY and NYS)	
Average Annual Wages (public and private sectors; CNY and NYS)	
Unemployment Rate (veteran unemployment rate separated out)	
Employment Data (broken down by age groups)	
Labor Force Participation Rate	
Labor Force Participation Rate Population 25-64 with less than High School Diploma	
Gross Regional Product	12
Value of Regional Exports and Change in Exports Value	12
2) QUALITY OF LIFE INDICATORS	13
Share of Residents Lacking Health Insurance	13
Poverty Status of Residents	13
Migration (population age 1 and older)	13
Commuting	13
Estimated Visitor Spending	13
High School Graduation Rates	13
Immigration or Refugee Data	13
3) KEY REGIONAL INDICATORS	14
Dashboard	14
Total Establishments (target clusters)	14
Total Employment (target clusters)	14
Total Wages (target clusters)	15
Average Wages (target clusters)	15
Location Quotient (target clusters)	15
2.1 STATUS OF PAST PRIORITY PROJECTS	16
1) PROGRESS MADE SINCE 2011	16
2) PROGRESS MADE IN PAST YEAR	16
3) PRIORITY PROJECT STATUS	16
Round 1 Priority Project Status	16
Round 2 Priority Project Status	16
Round 3 Priority Project Status	17
Round 4 Priority Project Status	18
Round 5 Priority Project Status	19
Round 6 Priority Project Status	20
Round 7 Priority Project Status	21
4) MAPPED STATUS OF PAST PRIORITY PROJECTS	22
5) AGGREGATED STATUS OF ALL PAST EMPIRE STATE DEVELOPMENT PRIORITY PROJECTS	23
6) LEVERAGE OF STATE INVESTMENT IN ALL PAST EMPIRE STATE DEVELOPMENT PRIORITY PROJECTS	24

2.2	STATUS OF ALL PROJECTS AWARDED CONSOLIDATED FUNDING APPLICATION MONEY	26
1)	SUMMARY	
2)	AGGREGATED STATUS OF ALL PAST PRIORITY PROJECTS	26
3)	LEVERAGE OF STATE INVESTMENTS IN ALL CFA PAST PRIORITY PROJECTS	26
4)	JOB CREATION	27
5)	FULL LIST OF ALL FUNDED CFA PROJECTS (full list – SEE APPENDICES 8.0)	27

3 IMPLEMENTATION AGENDA

3.0	IMPLEMENTATION OF 2018 STATE PRIORITIES	28
1)	LIFE SCIENCES CLUSTER	28
2)	SUPPORT DOWNTOWN REVITALIZATION INITIATIVE	34
3)	IDENTIFY WORKFORCE DEVELOPMENT STRATEGIES, SHRINK THE SKILLS GAP	40
4)	IMPLEMENT STRATEGIES THROUGH THE PROJECT PIPELINE	43
5)	MEASURE PERFORMANCE AND PROGRESS	44
6)	SUPPORT ONGOING INITIATIVES	45
a.	Regional Economic Cluster Plan	45
b.	Regional Hot Spots and Business Incubators	45
c.	Regional Opportunity Agenda	46
d.	Veterans' Participation in the Workforce	49
e.	Local Government Engagement	50
f.	Regional Global Marketing and Export Plan	51
3.1	IMPLEMENTATION OF KEY REGIONAL PRIORITIES	54
	GOAL 1 – INVEST IN KEY GROWTH DRIVERS	54
	GOAL 2 – BUILD AN INCLUSIVE ECONOMY	71
	GOAL 3 – DEVELOP ENABLERS OF PROSPERITY	83
3.2	PROPOSED PRIORITY PROJECTS (ROUND 8)	91
1)	PRIORITY PROJECT DESCRIPTIONS	91
	Project Investments, Costs, Job Creation, Source and Use of Funds	92
2)	OVERALL INVESTMENT RATIO FOR PROPOSED PRIORITY PROJECTS	110
3)	MAP OF PROPOSED PRIORITY PROJECTS	111
4)	PROPOSED PRIORITY PROJECTS RELATING TO STATE PRIORITIES	111
5)	SUMMARY OF OTHER (NON-ESD) PROJECTS RELATING TO STATE PRIORITIES	112
6)	ADDITIONAL STRATEGIC PROJECTS (CFA-RELATED STATE AGENCY APPLICATIONS - SEE APPENDICES 8.1)	113

4 PARTICIPATION

4.0	WORK GROUPS	114
4.1	WORK GROUP MEMBERS	115
4.2	ENGAGEMENT AND SUPPORT OF THE PUBLIC AND LOCAL OFFICIALS	117

5 DOWNTOWN REVITALIZATION PLAN

DOWNTOWN REVITALIZATION PLAN	119
------------------------------	-----

6 CNY TALENT TASK FORCE

CNY TALENT TASK FORCE	126
-----------------------	-----

7 ACKNOWLEDGEMENTS

ACKNOWLEDGEMENTS	132
------------------	-----

8 APPENDICES

8.0 All Funded CFA Projects [From Section 2.2 (5)]	134
--	-----

SNAPSHOTS IN SUCCESS

Marquardt Switches, in Cazenovia, Madison County – a global leader in the field of electronic switches, controls and switching systems for cars, trucks, off-road vehicles, household appliances, and industrial applications – operates in a specialty market that is changing at an exceptional pace. To keep up with those changes and compete, it needs to invest in the latest manufacturing and testing equipment to satisfy consumer demand for the most advanced products. The company embarked on a \$5.4 million project of for building renovations and the purchase of monitoring and evaluation.

Marquardt received a state grant of \$600,000 that was used in a building expansion. The project enables the company to shorten the development cycle, perform advanced testing solutions, and adopt collaborative robotics to offset the impacts from countries with low labor costs. Over the past 10 years, Marquardt has invested \$73 million in its facility. This has strengthened its position in North America, which led to a five-fold increase in revenue. The company posts more than \$110 million in annual sales and purchases over \$5 million of good and services annually from vendors in New York State.



“Marquardt operates in a specialty market that is ever-changing at an exceptional pace. In order to remain competitive in our industry, we must continually invest in new, modern technology and smart automation, which is the primary objective of Marquardt’s Global Technology Center. Funding for this project is absolutely essential to not only retain business and jobs in New York State, but foster future growth and job creation.”

- Kirk Wardell, president, Marquardt Switches

ROUND 3

Name: **Marquardt Switches**

Project Name: Global Technology Center

\$600,000 Awarded to Support Building Renovations to Create a Global Technology Center

Central New York Regional Economic Development Council Members

Co-Chairs

Danielle Laraque-Arena, MD, FAAP

President and Health System CEO,
SUNY Upstate Medical University

Randy Wolken

President and CEO,
The Manufacturers Association of Central New York
(MACNY)

Members

Tony Baird

President, Tony Baird Electronics

John Currier

President, Currier Plastics

John DeFrancisco

State Senate, 50th District

Chedy Hampson

President and CEO, TCGplayer.com

Kipp Hicks

Executive Director,
Madison County Industrial Development Agency

Michael Johnson

General Manager,
Johnson Brothers Lumber Company

Greg Larioni

Vice President, Lockheed Martin Corporation

Linda LeMura

President, Le Moyne College

William Magnarelli

State Assembly, 129th District

Cornelius B. "Neil" Murphy Jr.

Professor,
Environmental Resources Engineering, SUNY ESF

Rita Paniagua

Community Relations Manager, Molina Healthcare

Timothy Penix

Vice President,
SUNY Syracuse Educational Opportunity Center

Rob Simpson

President and CEO, CenterState CEO

Deborah Stanley

President, SUNY Oswego

Michael Szidat

President and CEO,
Felix Schoeller North America, Inc.

Ann Marie Talierno

President, UNITE HERE Local 150 AFL-CIO

Mike Treadwell

Executive Director, Operation Oswego County, Inc.

Garry VanGorder

Executive Director,
Cortland County Business Development Corporation

Tracy Verrier

Executive Director,
Cayuga Economic Development Agency

Nancy Weber

President, Oswego County Farm Bureau/
Owner, Mexican Pride Farm in Mexico, N.Y.

Ex-Officio

John Becker

Chairman, Madison County Board of Supervisors

Donnell Boyden

Chair, Cortland County Legislature

Shane Broadwell

Chairman, Oswego County Legislature

Joanie Mahoney

County Executive, Onondaga County

Patrick Mahunik

Chairman, Cayuga County Legislature

Michael Quill

Mayor, City of Auburn

Brian Tobin

Mayor, City of Cortland

Ben Walsh

Mayor, City of Syracuse



I EXECUTIVE SUMMARY

1.0 EXECUTIVE SUMMARY

Over the past seven years, the Central New York region has partnered with the state to determine the best ways to invest in our region through the Regional Economic Development Council (REDC) process. This collaborative approach toward regional economic investment and revitalization has provided our community significant investment dollars for projects best adapted to our region and its needs and assets. We have also sought collective input, ownership, and teamwork through the state-supported, but regionally driven process. We have utilized the guidance and collective knowledge found on the regional council. As part of this ongoing process, we are pleased to present our 2018-2019 Central New York Regional Economic Development Council progress report.

To date, our region has received \$1.15 billion in supported funding and projects through the regional council process, including \$500 million through the Upstate Revitalization Initiative. This state-supported, community-driven investment continues to help facilitate our regional growth. Additionally, the REDC process has empowered those who receive investment dollars to gain much needed community support and oversight, ensuring the success of all involved. Since year one, 70 percent of ESD priority projects have been completed or are on schedule to be completed. In total, 178 ESD projects have been supported through the state REDC process, leveraging more than \$1.4 billion in added private and multiplier investment. Furthermore, 76% of priority projects across all State agencies are completed or on schedule.

Our regional achievements are a testament to our community's long history of strong collaborative partnerships and our clear understanding that the more we work together and provide community support, the more successful our community will become. The foundation of our regional success over the past seven years continues to be driven by three original strategic goals:

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

Additionally, the council continues to ensure all projects put forth in the recommendations and report align with the four interconnected strategic initiatives identified by New York State. This not only continues to drive economic growth, but also ensures that each area within our region, although different in its approach, continues to align and complement the others as part of our overall economic growth plan. These pillars include:

- 1. Placemaking: Creating accessible job centers, sustainable infrastructure, and livable communities.**
- 2. Workforce: Ensuring that jobs in high-paying, in-demand tradeable sectors are filled in an equitable way through targeted job training and education.**
- 3. Tradeable sectors: Targeting industry sectors that are part of a global market, including, but not limited to, manufacturing, agricultural products, and energy to increase expert-based employment opportunities.**
- 4. Innovation: Creating synergies between research and commercialization to drive the economy forward.**

This strategy has provided our community with the guidance necessary to follow our regional and strategic initiatives, while giving us the flexibility to adapt our annual recommendations for the region based on the global economy and current trends. Because of this, the Central New York region has seen direct benefit from investments made under this process, including resurgence of downtown cities, growth and expansion of regional cluster development, and internationally renowned success and advancements in meeting the needs of our growing industries and their demand-driven workforce development strategies.

The following report details the recommendation of 30 priority projects for Round 8 that will help further advance our region and its economic resurgence. One of the regional council's priorities from the last round was to create a task force and implement strategies that would help create increased awareness of the REDC process, encourage more businesses to apply, and provide assistance and guidance through the process to increase the number of projects submitted and their quality. This attention to education and awareness of the process proved successful. The committee was pleased to see a significant spike in the quality of applications in this most recent round. The CNYREDC committee has reviewed and discussed all the proposed projects and their connections to the region. It is the REDC's belief that these projects, totaling \$20,330,674 in proposed state

investment, will leverage an additional \$241,960,273 in private and other funding, creating a total investment of approximately \$262,960,273 into the region. This major investment into our region will create a five-year payroll of over \$140 million, support the creation of 771 jobs, 1,121 indirect jobs, the retention of 1,068 existing jobs, and leverage a return on investment of 12.9 to 1.

In addition to the Round 8 recommendations for state investment, this report outlines significant progress that has been made on state priorities through the REDC process, including:

- The implementation of strategies outlined in the **Life Sciences Plan** and continued growth in our biomedical industries.
- The award of the third round of the **Downtown Revitalization Initiative**, announcing the priority projects in Cortland from the second round, and the continued progress made (and near completion of some projects) in Oswego.
- Published findings of the **Talent Task Force** and their recommendations for addressing the increasing demand for a skilled workforce.
- An update on the success of the Intent to Apply forums and outlining strategies for improving the **project pipeline**.
- A strong commitment to our region's priority initiatives, including our regional economic **cluster plan, entrepreneurship** through business incubators, our regional **opportunity agenda, veterans' participation** in the workforce, and local **government engagement**.

CNY RISING

The 2015 *CNY Rising* plan has served as a blueprint for the region over the past three years. The CNYREDC remains committed to implementing the recommendations outlined in this plan, while also meeting the region's changing needs and demands. To date more than \$280 million of the \$500 million URI award has been committed to 49 projects. This funding has leveraged nearly \$750 million in private investments and a commitment to create almost 1,300 new jobs.

2017-2018 saw much progress in many of the priority areas our URI plan identified. Key projects and initiatives from the past year are highlighted throughout this report and include:

- Upstate New York is leading the nation in the advancement of unmanned systems.
 - o Continued progress is being made on the 50-mile drone corridor that Governor Andrew Cuomo announced last year. This will be the nation's largest and most comprehensive corridor.
 - o Announcement of funding for GENIUS NY round 3, which is now accepting applications. This comes after the successful conclusion of GENIUS NY 2, which saw six new companies receive funds to advance their products in Central New York.
 - o Unify, a Belgium-based company, has partnered with NUAIR to establish a presence in Central New York and deploy its software platform, while supporting traffic management testing.
- Significant progress in agriculture and interregional collaboration, specifically with the New York Food and Agriculture Competition. Green Empire Farms will also begin phase one of its controlled environment agriculture (CEA) facility in Madison County next year.
- Round 1 of the Alliance for Economic Inclusion (AEI) has been awarded and projects have begun. Twenty-two projects were awarded \$6.9 million. AEI was tasked with addressing poverty in Central New York.
- Significant improvements to the visitor experience at the New York State Fair led to a record-breaking year in attendance in 2018 with 1,279,010 visitors walking through the gates.

MOVING FORWARD

The last eight years have enabled our region to see the importance of slow and steady progress. The strategic plan set forth annual investments made in our region that helped our community grow. Our plan has created an abundance of opportunity, growth, and a resurgence of quality of life in our community that challenges us to continue on the path to a prosperous economic future. The CNYREDC continues to remain an active and grateful partner with the state on continued focus of our collective goals. We remain committed to a community-driven, data-based process that will continue the growth in our region and ensure a significant return of investment to the state where we need it most: job retention and creation, capital investment, sector growth, and community revitalization.

1.0 RESUMEN EJECUTIVO

Durante los pasados siete años, la región de New York Central en asociación con el estado ha determinado las mejores maneras de invertir en nuestra región a través del proceso del Concilio Regional para el Desarrollo Económico (REDC), por sus siglas en inglés. Este enfoque colaborativo hacia inversión y revitalización regional ha provisto a nuestra comunidad inversiones monetarias significantes para proyectos cuales mejor se adaptan a nuestra región sus necesidades y activos. También hemos solicitado la contribución colectiva, responsabilidad y trabajo en equipo a través de este proceso con el apoyo del estado, pero guiado localmente. Hemos utilizado la guía y talento que se encuentra en el concilio regional. Como parte de este proceso, que continúa en curso, nos complace presentar el informe de progreso 2017-2018 del Concilio Regional para el Desarrollo Económico de la región de New York Central.

Hasta la fecha, nuestra región ha recibido \$1.15 millardos en fondos y proyectos apoyados a través del proceso del consejo regional, incluyendo \$500 millones a través de la Iniciativa de Revitalización del Norte del Estado. Esta inversión apoyada por el estado y guiada por la comunidad continúa ayudando a facilitar nuestro crecimiento regional. Adicionalmente, el proceso del REDC ha empoderado aquellos que reciben dólares para invertir a ganar el apoyo y superintendencia necesaria para asegurar el éxito de todas las partes envueltas. Desde el primer año, 70 por ciento de los proyectos prioritarios de la oficina de desarrollo de proyectos ESD, por sus siglas en inglés, han sido completados o están a tiempo para completarse. En total 178 proyectos del ESD han sido apoyados a través del proceso REDC del estado, influenciando más de \$ 1.4 mil millones adicionales en inversiones privadas y multiplicadoras. Mas aún, 76% de los proyectos prioritarios a través de todas las agencias estatales, están completados o a tiempo.

Nuestros logros regionales son testimonio de la larga historia de fuertes asociaciones de colaboración y nuestro claro entendimiento de que cuanto más trabajemos juntos y brindemos apoyo comunitario, más exitosa será nuestra comunidad. La Base de nuestro éxito regional los pasados 7 años continúa guiada por los tres objetivos originales:

- 1. Fortalecer las Concentraciones Específicas de la Industria que Aprovechan los Activos Económicos Únicos**
- 2. Mejorar la Competitividad en las Conexiones a las Economías Regionales, Nacionales y Globales**
- 3. Revitalizar los Núcleos Urbanos, las Calles Principales y los Vecindarios de la Región**

Adicionalmente, el concilio continúa asegurando todos los proyectos presentados en las recomendaciones y reportes estén en línea con las 4 iniciativas estratégicas interconectadas e identificadas por el estado de New York. Esto no solo continúa generando desarrollo económico, pero también asegura que cada área en nuestra región, aunque diferente en su enfoque, continúa alineándose y complementando a los demás como parte de nuestro plan general de crecimiento económico. Estos pilares incluyen:

- 1. Espacios de planeación/fabricación: Crear centros de empleo accesibles, infraestructura sostenible y comunidades vivibles.**
- 2. Fuerza Laboral: Asegurar empleos de alto sueldo, en demanda y sectores comercializables se llenan de manera equitativa a través de capacitación laboral y educación.**
- 3. Sectores Comercializables: Enfoque en sectores de la industria que son parte del mercado global, incluyendo, pero no limitados a, manufactura, productos agrícolas, y energía para incrementar las oportunidades de empleos con destrezas especialidades, expertos.**
- 4. Innovación: Crear sinergias entre estudios y comercialización para impulsar la economía.**

Esta práctica ha provisto a nuestra comunidad con la guía necesaria para seguir nuestras iniciativas estratégicas y regionales, a la misma vez que nos da la flexibilidad de adaptar nuestra recomendación anual para la región basándonos en la economía global y las tendencias actuales. Debido a esto, La región de New York Central ha visto un beneficio directo de inversiones hechas bajo este proceso, incluyendo el resurgimiento del centro de las ciudades, crecimiento y expansión del desarrollo de las diferentes industrias, y el reconocimiento internacional y progreso en satisfacer las necesidades de nuestras industrias en crecimiento y sus estrategias de desarrollo de la fuerza de trabajo impulsadas por la demanda.

El reporte adjunto presenta la recomendación de 30 proyectos prioritarios para el ciclo número 8 cual continúa adelantando nuestra región y resurgimiento económico. Una de las prioridades del Concilio Regional del ciclo de fondos anterior, es crear un grupo de trabajo para implementar estrategias que asisten a incrementar el conocimiento general del proceso REDC, alentando a más negocios que soliciten estos fondos, y proveer asistencia y dirección a través del proceso para así aumentar la cantidad y calidad de proyectos sometidos. Esta atención a la educación y concientización del proceso resultó exitosa. El comité se alegró de ver un aumento significativo en la calidad de las aplicaciones en esta ronda más reciente. EL comité CNYREDC ha revisado y discutido todos los proyectos propuestos y sus conexiones con la región. El REDC está seguro los proyectos recomendados, totalizando una inversión del estado de \$20,330,674 influenciará \$241,960,273 millones adicionales en fondos privados y otros, creando una inversión de aproximadamente \$262,960,273 en nuestra región. Esta gran inversión

en nuestra región creará una nómina a 5-años de más de \$140 millón, apoyará la creación de 771 empleos, 1,121 empleos indirectos, la retención de 1,068 empleos existentes, e influencia un retorno de inversión de 12.9 a 1.

Además de las recomendaciones del ciclo 8 para esta inversión del estado, este reporte perfila el progreso significativo que se ha logrado en las prioridades del estado a través del proceso del REDC, incluyendo:

- La implementación de estrategias según establecidas en el **Plan de Biociencias**, así como el crecimiento en nuestras industrias biomédicas
- El otorgamiento de la tercera ronda de la **Iniciativa de Revitalización para el Centro de las Ciudades**, anunciando proyectos prioritarios de la segunda ronda en Cortland, y el progreso continuo (proyectos aproximadamente terminados) en Oswego
- Publicación de hallazgos del **Comité de Talento** y sus recomendaciones para cumplir con la creciente demanda de la fuerza laboral con destrezas especializadas.
- Actualización sobre el éxito de **La Intención de Aplicar** a foros y delinear estrategias para mejorar la fluidez de los proyectos.
- Un fuerte compromiso con las iniciativas prioritarias de nuestra región, incluyendo nuestro **Plan Regional de Concentración Económica, Emprendimiento de Negocio** por medio de incubadoras, nuestra **Agenda de Oportunidad Regional**, Participación de Veteranos en la fuerza Laboral y el compromiso de nuestro **Gobierno Local**.

CNY SE LEVANTA / CNY RISING

El plan CNY Se Levanta 2015 ha servido como modelo a seguir para la región durante los últimos tres años. El CNYREDC permanece comprometido a implementar las recomendaciones delineadas en este plan, mientras cumple con las cambiantes necesidades y demandas de la región. Al día de hoy, \$280 millones de los \$500 millones del Premio URI otorgado han sido comprometidos en 49 proyectos. Estos fondos han influenciado aproximadamente \$750 millones en inversiones privadas y un compromiso de crear alrededor de 1300 nuevos empleos.

En los años 2017-2018 se ha visto gran progreso en las áreas de prioridad identificadas en el plan URI. Los proyectos e iniciativas claves del pasado año son resaltados a través de este reporte e incluye:

- Upstate New York está a la delantera en el progreso de sistemas no tripulados en la nación.
 - o Se sigue realizando progreso continuo en el corredor de 50-millas para sistemas de vuelo automatizado, anunciado el pasado año por el gobernador Andrew Cuomo. Este será el corredor más extenso y amplio en toda la nación.
 - o Anuncio de fondos para la tercera ronda de GENIUS NY, cual está aceptando solicitudes. Esto luego de terminar exitosamente de GENIUS NY 2, a través del cual seis nuevas compañías recibieron fondos para adelantar sus productos.
 - o La compañía Unifly con base en Bélgica, se asoció con NUAIR para establecer presencia en New York Central y desplegar su plataforma informática mientras apoya las pruebas de manejo de tráfico.
- Progreso significativo en la agricultura y colaboración interregional específicamente con la Competencia de Alimento y Agricultura de New York. Green Empire Farms comenzó la primera fase de su facilidad para la agricultura en ambiente controlado (CEA- por sus siglas en inglés) en Madison County el próximo año
- La primera ronda de la Alianza para la Inclusión Económica (AEI - por sus siglas en inglés) ha sido otorgada y los proyectos han comenzado. La suma de \$6.9 millones ha sido distribuida entre veintidós proyectos. El AEI tiene la encomienda de manejar la pobreza en New York Central.
- Mejoras significativas hacia la experiencia del visitante en la Feria del Estado de New York, una vez más la feria rompió récord de asistencia en el 2018 con 1,279,010 visitantes.

HACIA EL FUTURO

Los últimos ocho años han permitido a nuestra región ver la importancia del paso continuo y firme de su progreso. El plan estratégico puso en marcha inversiones anuales hechas en nuestra región y éstas han logrado el crecimiento de nuestra comunidad. Nuestro plan ha creado una abundancia de oportunidad, crecimiento, y un resurgir de la calidad de vida de nuestra comunidad; y esto nos reta a continuar en el camino a un futuro económico próspero. El CNYREDC sigue comprometido a ser un copartípe activo y agradecido con el estado en el enfoque colectivo de nuestras metas comunes. Permanecemos sosteniendo el proceso impulsado por la comunidad, con base de datos que continuará el crecimiento de la región y asegura un retorno de inversión significativo al estado donde más lo necesita: retención y creación de empleos, inversión de capital, crecimiento de sector y revitalización comunitaria.

2 PROGRESS

2.0 STATE OF THE REGION

Central New York's ("CNY" or "region") economic health has improved overall in the past year, following a similar narrative of years past. Although improving overall, the region's leading indicators of total employment, rate of unemployment, and total firms still lag behind national and state growth rates over the past five years. One bright spot is the continued growth of the region's average annual wages. Seeing a 14.2 percent increase from 2011 to 2017, CNY's wage growth kept pace with the rest of New York State. The acceleration of the region's average annual wages is important to highlight, as CNY previously faced stagnant wage growth for many decades.

In 2016, the Syracuse Metropolitan Statistical Area's gross domestic product was \$32.7 billion. While the metro's GDP growth rate hovers around 1 percent, it is in line with metros across Upstate New York. The region's exports are notable, as the Syracuse metro area experienced export growth of 3.8 percent over the last year, from \$3.6 billion to nearly \$3.8 billion. This marks the third consecutive year that the region's export growth has outpaced the U.S. average. Expanding regional exports has been a key priority for the CNY Regional Economic Development Council (CNYREDC) through its Global NY strategy, and it is clear these efforts are starting to have a significant impact.

Another positive indicator in the region's overall economic health is its labor market. The region's overall unemployment rate is below 5 percent, which suggests that individuals seeking employment are generally able to find work. Looking a little deeper into these numbers highlights a challenge many regional businesses face: the unemployment rate for individuals with a bachelor's degree or higher is only 2.4 percent, which is lower than the national average of 2.7 percent. This corroborates reports that many businesses are not able to find the mid- to high-skill talent they need to stay competitive in today's global marketplace. Furthermore, in 2018 the region's priority industries have roughly 4,500 job openings and 44 percent of these openings require a bachelor's degree or higher.

As in previous years, the region's poverty rates require continued attention. With an overall poverty rate of 14.9 percent, CNY still falls below the overall state poverty rate of 15.5 percent. However, the region has concentrated pockets of extreme poverty. Within the city of Syracuse, 33 percent of all residents and nearly half of children under the age of 18 are living in poverty.

Since the creation of its first regional strategy in 2011, the CNYREDC has consistently tracked and worked to address its most persistent challenges and utilize its strongest assets. As the regional economic climate shifted, it was the responsibility of the CNYREDC to ensure these changes and trends were tracked, adapted to, and addressed as needed. The indicators throughout this section highlight areas where continued attention is needed, but also call out newly identified challenges and opportunities. For instance, the strong demand for education and recruitment of mid- to high-skilled workers has become an increasingly potent challenge, while offering opportunities to all segments of our community remains a strong area of focus.

The CNY Rising plan continues to offer a blueprint for the region's approach to shifting the outcomes. Since the creation of the plan in 2015, the sustained growth in some areas, such as manufacturing and unmanned aerial systems, and persistent underperforming in other areas, such as labor force participation and poverty rates, highlight the continued need for this plan to alter the economic trajectory of the region. The six CNY Rising Signature Investments are:



Global Center for Unmanned Systems and Cross-Connected Platforms



National Veterans Resource Complex



New York-Grown, New York-Certified—Safe and Market-Ready



Consensus Commission on Government Modernization



Global Manufacturing and Logistics Hub



Alliance for Economic Inclusion

1) GENERAL ECONOMIC INDICATORS

Average Annual Employment

	2011		2016		2017		% Change 2016 – 2017		% Change 2011 – 2017	
	CNY	NYS	CNY	NYS	CNY	NYS	CNY Progress	NYS Progress	CNY Progress	NYS Progress
Average Annual Employment										
Public Sector	62,503	1,393,642	62,416	1,371,620	62,617	1,374,855	0.3%	0.2%	0.2%	-1.3%
Private Sector	274,886	7,049,270	280,380	7,780,924	279,866	7,899,438	-0.2%	1.5%	1.8%	12.1%
Total	337,389	8,442,912	342,796	9,152,545	342,482	9,274,294	-0.1%	1.3%	1.5%	9.8%

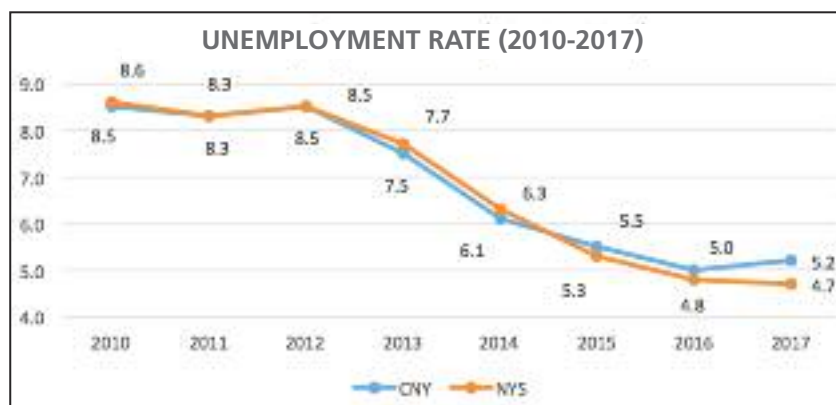
	2012		2015		2016	
	CNY	NYS	CNY	NYS	CNY	NYS
Employment (percent employed)						
16-24 Years	43.69%	41.64%	44.51%	44.42%	49.69%	45.5%
25-44 Years	76.07%	75.64%	78.32%	77.86%	77.34%	78.2%
45-54 years	78.33%	75.31%	78.44%	76.27%	77.45%	77.2%
55-64 Years	57.22%	61.21%	64.81%	63.13%	63.33%	63.0%
64 Years+	15.56%	16.17%	15.58%	17.38%	18.12%	17.7%
Total	56.62%	57.60%	58.04%	59.05%	58.50%	59.3%
Labor Force Participation Rate						
25-64 Years w/o HS Diploma	48.5%	61.2%	54.8%	59.8%	54.8%	59.8%
Total	61.6%	63.5%	62.0%	63.1%	62.0%	63.0%

Unemployment Rate

	2011		2016		2017		% Change 2016 – 2017		% Change 2011 – 2017	
	CNY	NYS	CNY	NYS	CNY	NYS	CNY Progress	NYS Progress	CNY Progress	NYS Progress
Unemployment Rate										
Total	8.3	8.3	5	4.8	5.2	4.7	0.2	-0.1	-3.1	-3.6
Veteran*	8.9	8.8	8	5.3	2.9	5.8	-5.1	0.5	-6	-3

*Veteran unemployment rates based off 2012, 2015 and 2016 data.

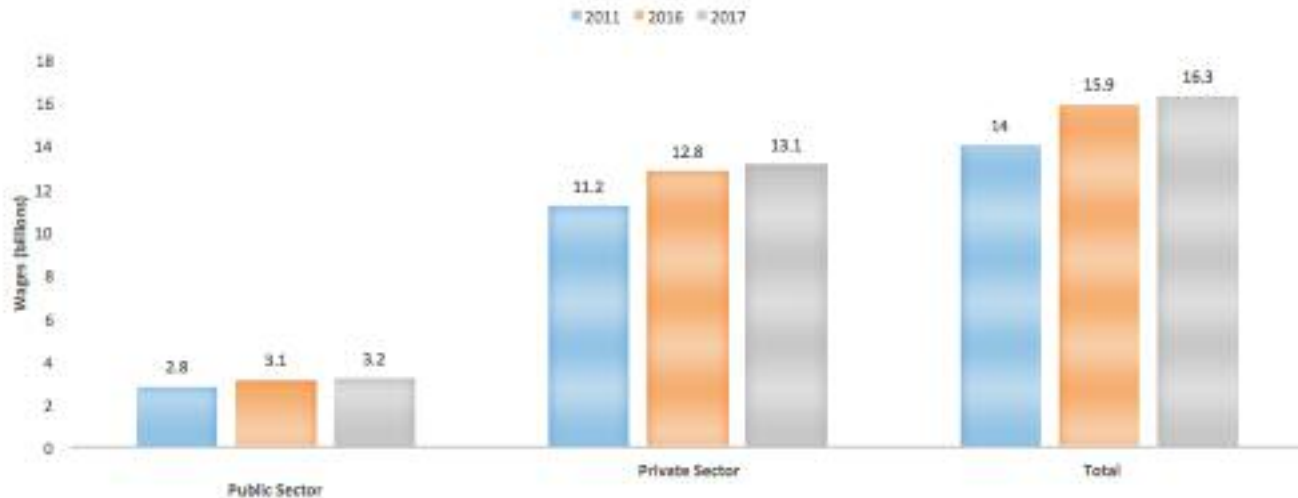
	CNY	NYS
Annual Unemployment Rate		
2010	8.5%	8.6%
2011	8.3%	8.3%
2012	8.5%	8.5%
2013	7.5%	7.7%
2014	6.1%	6.3%
2015	5.5%	5.3%
2016	5.0%	4.8%
2017	5.2%	4.7%



Annual Wages

	2011		2016		2017		% Change 2016 – 2017		% Change 2011 – 2017	
	CNY	NYS	CNY	NYS	CNY	NYS	CNY Progress	NYS Progress	CNY Progress	NYS Progress
Total Annual Wages (billions)										
Public Sector	\$ 2.8	\$ 77.0	\$ 3.1	\$ 84.2	\$ 3.2	\$ 86.6	2.1%	2.9%	13.3%	12.5%
Private Sector	\$ 11.2	\$ 444.5	\$ 12.8	\$ 537.7	\$ 13.1	\$ 576.6	2.3%	5.5%	16.6%	27.7%
Total	\$ 14.0	\$ 521.5	\$ 15.9	\$ 621.9	\$ 16.3	\$ 654.2	2.3%	5.2%	15.9%	25.4%

CNY TOTAL WAGES (2011–2017)



	2011		2016		2017		% Change 2016 – 2017		% Change 2011 – 2017	
	CNY	NYS	CNY	NYS	CNY	NYS	CNY Progress	NYS Progress	CNY Progress	NYS Progress
Average Annual Wages										
Public Sector	\$ 44,867	\$ 55,252	\$ 49,850	\$ 61,331	\$ 50,757	\$ 62,989	1.8%	2.7%	13.1%	14.0%
Private Sector	\$ 40,929	\$ 63,057	\$ 45,731	\$ 69,111	\$ 46,858	\$ 71,850	2.5%	4.0%	14.5%	13.9%
Total	\$ 41,658	\$ 61,768	\$ 46,481	\$ 67,945	\$ 47,571	\$ 70,537	2.3%	3.8%	14.2%	14.2%

Sector Data

	2011		2016		2017		% Change 2016 – 2017		% Change 2011 – 2017	
	CNY	NYS	CNY	NYS	CNY	NYS	CNY Progress	NYS Progress	CNY Progress	NYS Progress
Advanced Manufacturing										
Employment	16,297	213,231	14,981	198,584	15,089	196,000	0.7%	-1.3%	-7.4%	-8.1%
Employment as % of total	4.8%	2.5%	4.4%	2.2%	4.4%	2.1%				
Average Annual Wage	\$ 68,833	\$ 72,345	\$ 71,811	\$ 77,955	\$ 71,649	\$ 79,424	-0.2%	1.9%	4.1%	9.8%
Life Sciences										
Employment	5,466	88,893	6,027	90,804	5,545	89,315	-8.0%	-1.6%	1.4%	0.5%
Employment as % of total	1.6%	1.1%	1.8%	1.0%	1.6%	1.0%				
Average Annual Wage	\$ 62,127	\$ 71,568	\$ 73,772	\$ 86,863	\$ 67,547	\$ 91,546	-8.4%	5.4%	8.7%	27.9%
Food & Agriculture										
Employment	2,217	56,455	2,999	65,203	3,338	67,337	11.3%	3.3%	50.6%	19.3%
Employment as % of total	0.7%	0.7%	0.9%	0.7%	1.0%	0.7%				
Average Annual Wage	\$ 49,423	\$ 40,251	\$ 58,260	\$ 44,399	\$ 65,022	\$ 46,233	11.6%	4.1%	31.6%	14.9%

Gross Regional Progress

	2012		2015		2016		% Change 2016 – 2017		% Change 2011 – 2017	
	CNY	NYS	CNY	NYS	CNY	NYS	CNY Progress	NYS Progress	CNY Progress	NYS Progress
Syracuse Metro Gross Regional Product (billions)										
	\$ 37.6	\$ 126.8	\$ 40.2	\$ 140.4	\$ 40.8	\$ 143.0	1.3%	1.8%	8.3%	12.8%
Value of Regional Exports (trillions)										
	\$ 4.3	\$ 119.8	\$ 4.2	\$ 131.0	\$ 4.2	\$ 127.7	0.5%	-2.5%	-3.2%	6.6%

2) QUALITY OF LIFE INDICATORS

	2012		2015		2016		% Change 2015 – 2016		% Change 2012– 2016	
	CNY	NYS	CNY	NYS	CNY	NYS	CNY Progress	NYS Progress	CNY Progress	NYS Progress
Immigration/Refugee data										
Non-Citizen Residents	19,707	2,038,877	20,474	2,047,527	19,985	2,020,397	-2.4%	-1.3%	3.4%	-0.9%
Percent of Total Population	2.5%	10.5%	2.6%	10.4%	2.5%	10.3%	-0.1%	-0.2%	0.0%	-0.3%
Percent of Residents Lacking Health Insurance										
	8.6	11.3	8.9	9.7	8.1	8.6	-0.80	-1.10	-3.70	-2.70
Estimated Visitor Spending (thousands)										
	\$ 1,158,178	\$ 57,256,992	\$ 1,244,810	\$ 68,076,313	\$ 1,159,066	\$ 64,135,789	-\$85,743	\$1,059,476	\$ 888	\$ 6,878,797
High school graduation rate*										
*Notes based on 2011, 2016 and 2017 data	78.8	76.8	83.4	81.7	84.3	82.1	0.9%	0.4%	5.5%	5.3%

	2012		2015		2016	
	CNY	NYS	CNY	NYS	CNY	NYS
Percent of Residents Living in Poverty						
Under 18 Years	4.6	4.7	4.9	4.9	4.7	4.7
18-64 Years	8.5	8.6	9.1	9.2	8.9	9.1
65 Years+	1.0	1.5	1.2	1.6	1.3	1.7
Total	14.1	14.9	15.3	15.7	14.9	15.5
Migration						
% living in same region as previous year	95.9		95.5	97.9	95.1	97.8
% leaving NYS	2.1		1.9	2.3	2.2	2.3
Commuting						
% working in region of residence	93.8		93.5	88.7	92.8	88.6
Average commute time (minutes)			21.8	33	21.6	33.4

3) KEY REGIONAL INDICATORS

Dashboard

	2011	2017	5- Year Goal	Progress to Date	National Total
Total Jobs	333,513	342,482	370,125	2.8%	143,860,904 (2017)
Gross Metro Product	\$36.8 billion (2009)	\$40.75 billion	\$40.48 billion	10.7%	
Population	791,932	780,230	795,892	-1.48%	325,719,178 (2017)
Unemployment	8.60%	5.20%		-3.4%	4.4% (2017)
Regional Poverty Rate	14.40%	14.9% (2016)		3.5%	15.1% (2016)
Regional Exports	\$3.98 billion	\$4.18 billion	\$7.96 billion	5.0%	\$1,546.88 (2017)
Average Annual Wage	\$37,538	\$47,571	\$43,168	26.7%	\$55,375 (2017)
Net Establishment Change	53 or 0.27%	32 or 0.16%		-39.6%	135,129 or 1.39% (2016-2017)
Educational Attainment*	34%	34.6% (2016)	35.70%	1.76%	33.7% (2016)

*Bachelor's or higher (age 25-34)

	The region shows improvement in this metric
	The region is stable in this metric
	The region is declining in this metric

Total Establishments

Target Clusters	Combined 2006	Combined 2011	Combined 2016	5 YR % Change	10 YR % Change
AM-TECS	2,077	2,045	2,034	-0.54%	-2.07%
Life Sciences	3,049	3,034	3,003	-1.02%	-1.51%
Financial Services	1,704	1,652	1,607	-2.72%	-5.69%
Advanced Manufacturing	460	451	430	-4.66%	-6.52%
Tourism	4,205	4,292	4,474	4.24%	6.40%
Data to decisions	2,558	2,478	2,429	-1.98%	-5.04%
Unmanned Aerial Systems (UAS)	3,260	3,156	3,073	-2.63%	-5.74%
Research and Engineering Services	243	250	241	-3.60%	-0.82%
Agriculture and Agribusiness	287	312	385	23.40%	34.15%
Internet & Software Services	1,880	1,878	1,845	-1.76%	-1.86%
Healthcare	1,637	1,709	1,712	0.18%	4.58%

Total Employment

Target Clusters	Combined 2006	Combined 2011	Combined 2016	5 YR % Change	10 YR % Change
AM-TECS	33,472	32,076	30,791	-4.01%	-8.01%
Life Sciences	39,248	39,644	41,601	4.94%	6.00%
Financial Services	17,228	16,352	14,522	-11.19%	-15.71%
Advanced Manufacturing	24,222	22,287	18,522	-16.89%	-23.53%
Tourism	60,910	60,805	61,954	1.89%	1.71%
Data to decisions	39,371	38,229	35,877	-6.15%	-8.87%
Unmanned Aerial Systems (UAS)	47,218	44,639	42,005	-5.90%	-11.04%
Research and Engineering Services	3,500	3,776	3,720	-1.48%	6.29%
Agriculture and Agribusiness	8,935	7,822	8,051	2.93%	-9.89%
Internet & Software Services	19,405	18,841	19,263	2.24%	-0.73%
Healthcare	35,365	35,287	38,355	8.69%	8.45%

Total Wages

Target Clusters	Combined 2006	Combined 2011	Combined 2016	5 YR % Change	10 YR % Change
AM-TECS	\$ 1,757,012,148	\$ 1,974,979,282	\$ 2,099,885,201	6.32%	19.51%
Life Sciences	\$ 2,077,105,638	\$ 2,415,568,966	\$ 2,792,501,958	15.60%	34.44%
Financial Services	\$ 845,755,405	\$ 912,940,980	\$ 946,103,502	3.63%	11.86%
Advanced Manufacturing	\$ 1,252,399,341	\$ 1,345,236,566	\$ 1,170,847,625	-12.96%	-6.51%
Tourism	\$ 1,202,312,146	\$ 1,304,088,527	\$ 1,509,036,300	15.72%	25.51%
Data to decisions	\$ 2,134,435,710	\$ 2,420,441,817	\$ 2,490,834,026	2.91%	16.70%
Unmanned Aerial Systems (UAS)	\$ 2,400,835,943	\$ 2,670,177,814	\$ 2,760,320,443	3.38%	14.97%
Research and Engineering Services	\$ 201,523,000	\$ 257,543,000	\$ 298,308,000	15.83%	48.03%
Agriculture and Agribusiness	\$ 462,478,785	\$ 423,150,757	\$ 448,035,272	5.88%	-3.12%
Internet & Software Services	\$ 907,110,907	\$ 1,048,753,397	\$ 1,248,317,596	19.03%	37.61%
Healthcare	\$ 1,372,551,451	\$ 1,594,471,436	\$ 1,904,709,225	19.46%	38.77%

Average Wages

Target Clusters	Combined 2006	Combined 2011	Combined 2016	5 YR % Change	10 YR % Change
AM-TECS	\$ 52,492	\$ 61,572	\$ 68,198	10.76%	29.92%
Life Sciences	\$ 52,923	\$ 60,932	\$ 67,126	10.17%	26.84%
Financial Services	\$ 49,092	\$ 55,831	\$ 65,150	16.69%	32.71%
Advanced Manufacturing	\$ 51,705	\$ 60,360	\$ 63,214	4.73%	22.26%
Tourism	\$ 19,739	\$ 21,447	\$ 24,357	13.57%	23.40%
Data to decisions	\$ 54,213	\$ 63,314	\$ 69,427	9.65%	28.06%
Unmanned Aerial Systems (UAS)	\$ 50,846	\$ 59,817	\$ 65,714	9.86%	29.24%
Research and Engineering Services	\$ 57,578	\$ 68,205	\$ 80,190	17.57%	39.27%
Agriculture and Agribusiness	\$ 51,760	\$ 54,098	\$ 55,650	2.87%	7.51%
Internet & Software Services	\$ 46,746	\$ 55,663	\$ 64,804	16.42%	38.63%
Healthcare	\$ 38,811	\$ 45,186	\$ 49,660	9.90%	27.95%

Location Quotient

Target Clusters	CNY REDC
AM-TECS	0.878
Life Sciences	0.926
Financial Services	0.819
Advanced Manufacturing	0.841
Tourism	0.801
Data to decisions	0.852
Unmanned Aerial Systems (UAS)	0.858
Research and Engineering Services	1.049
Agriculture and Agribusiness	0.684
Internet & Software Services	0.731
Healthcare	0.879

2.1 STATUS OF PAST PRIORITY PROJECTS

1) PROGRESS MADE SINCE 2011

Central New York (CNY) has seen an impressive return on the state's investment (11-to-1) across its priority projects, with 70 percent of Empire State Development (ESD) priority projects complete or on schedule. Project highlights are noted throughout the latter sections of this report. Additionally, the uptick in regional economic investment coupled with long-term strategic planning around regional growth have created a multiplier effect of industry and job creation, sector diversification, and increased capital investments throughout CNY. Throughout this report, the CNYREDC will be providing "Snapshots in Success," which will profile many regional success stories attributed to the state's heightened focus and strategic investments in CNY economic growth since REDC's inception in 2011.

2) PROGRESS MADE IN PAST YEAR

Over the past year, 86 percent of projects receiving ESD funding are on schedule. The CNYREDC remains committed to monitoring the progress of projects facing challenges to ensure their continued success.

3) PRIORITY PROJECT STATUS

The following charts represent the progress and current status of ESD priority projects from Rounds 1-7.

Project Status Key

BLUE= COMPLETED	GREEN= ON SCHEDULE	YELLOW= PROGRESSING SLOWLY	RED= CONCERNS	ORANGE= NOT YET EXECUTED	BLACK= CANCELED
----------------------------------	-------------------------------------	---	--------------------------------	---	----------------------------------

Round 1 Priority Project Status

CFA #	Applicant/Project Name	Status
5775	Cayuga Milk Ingredients, LLC	Blue
4210	COR Development Company, LLC - Loguen Crossing Phase 1 Capital	Blue
7544	CORTLAND COUNTY IDA - Best Deck Rail	Black
5641	Cortland Downtown Partnership	Green
6844	Cortland Plastics	Blue
11797	CURRIER PLASTICS, INC. - Expansion	Green
1983	EBAC, LLC - Oweria Vineyards	Blue
6370	Ephesus Lighting, Inc.	Green
7730	HealthWay Home Products, Inc. - Expansion	Black
6577	Inns of Aurora, LLC - Reconstruction of hotel property	Blue
8217	Matt Industries - Dupli Envelope	Blue
4835	Musical Theatre Festival, Inc. dba Finger Lakes Musical Theatre Festival - Schwartz Family Performing Arts Center Construction	Red
6223	Nojalm, Inc.	Blue
6529	Onondaga Convention Center Hotel Development Corporation - Onondaga Convention Center Hotel Development Corporation - White Pine Commerce Park (formerly known as Clay Business Park)	Yellow
6800	PDJ, Inc. - Johnson Brothers Lumber	Green
5986	Sibley's Parking Garage	Green
6274	Southside Community Coalition, Inc. - Eat to Live Food Co-op	Blue
5058	St. Joseph's Hospital Health Center - Health Center Expansion	Green
6419	SUNY Upstate Medical University - CNY Biotechnology Accelerator Buildout	Green
7457	Syracuse Center of Excellence R&D Labs - NYE/RIC Advanced Building Consortium	Blue
6016	Syracuse Inner Harbor Infrastructure Phase I	Blue
8071	United Healthcare	Black
7375	Washington Street Partners, Inc. - Mixed-Use Facility	Blue

Project Status Key

BLUE= COMPLETED	GREEN= ON SCHEDULE	YELLOW= PROGRESSING SLOWLY	RED= CONCERNS	ORANGE= NOT YET EXECUTED	BLACK= CANCELED
----------------------------------	-------------------------------------	---	--------------------------------	---	----------------------------------

Round 2 Priority Project Status

CFA #	Applicant/Project Name	Status
14507	3GI Terminals LLC - Central New York Inland Port	Blue
16552	400 South Salina Street, LLC - Sibley's Building Redevelopment (City Center)	Green
18461	Bo-mer Plastics LLC - Expansion	Blue
16594	City of Cortland - Cortland Downtown Parking I	Green
17219	City of Oneida - Elm Street Industrial Site Infrastructure	Green
38181	CNY Raceway Park - Infrastructure	Red
19311	CNY Raceway Park - Soft Costs	Green
19270	Community Memorial Hospital, Inc. - IT Upgrades	Blue
19115	COR Development Company, LLC - Syracuse Inner Harbor Infrastructure	Yellow
19145	COR Real Property Company, LLC- Loguen Crossing Phase II Capital	Red
19138	Crouse Hospital - Neonatal ICU Renovations	Green
17334	Design Concepts and Enterprises, LLC - Relocate to larger facility	Black
11906	Empire Farmstead Brewery, Inc. - Construct New Brewery	Red
15814	GIS Information Systems, dba Polaris Library Systems - Relocation	Black
18165	Growing Upstate Food Hub Capital	Green
16964	Home HeadQuarters, Inc. - Prospect Place Mixed-Use Development	Green
17696	Homer Soy Products, LLC - Startup	Black
15396	International Boxing Hall of Fame - New Facility	Black
18808	Knowles Cazenovia, Inc., div. of Knowles Corporation - California Plant Relocation	Blue
16678	LeMoyne College - Business Exchange	Blue
17931	Oswego Health, Inc. - Fulton Medical Endoscopy Center Construction	Black
17597	Pall Corporation - Finger Lakes Center of Excellence Expansion	Black
16781	Rapid Response Monitoring Services, INC. - Expansion	Green
17814	Solvay Iron Works M&E Acquisition	Black
16727	Sweet Spot Development - Camillus Mills Redevelopment	Green
15513	Syracuse Community Health Center, Inc. - Health Care Campus Phase I	Black
19908	Syracuse University - Connective Corridor Façade Grant Program	Green
16361	Syracuse University - Syracuse Stage Renovations	Black
18404	The Research Foundation for State University of New York - CNY Biotechnology Accelerator M&E Acquisition	Green
17145	The Research Foundation for State University of New York - SUNY ESF Biomass Cooperative Innovation Center	Green
17361	Total Care, Inc. - Renovate existing facility	Black
16560	U.S. Optical, LLC - Expansion	Blue
17641	Vibrant Syracuse Spaces, LLC dba The Gear Factory - Mixed-use Renovations	Blue
19667	Wakerfern Food Corp. - South Avenue PriceRite Supermarket	Green
14628	WST33, LLC - Plaza of the Arts Mixed-Use Development	Blue

Project Status Key

BLUE= COMPLETED	GREEN= ON SCHEDULE	YELLOW= PROGRESSING SLOWLY	RED= CONCERNS	ORANGE= NOT YET EXECUTED	BLACK= CANCELED
----------------------------------	-------------------------------------	---	--------------------------------	---	----------------------------------

Round 3 Priority Project Status

31926	Cazenovia College - NYS Center for Equine Business Development Capital Improvements	Green
31097	Central New York Raceway Park, Inc. - Raceway Park Construction	Red
28556	CNY Fabrication, LLC - G.A. Braun	Green
31329	COR Real Property Company, LLC - Loguen Crossing Redevelopment	Orange
32549	Cornell Cooperative Extension of Madison County - Madison County Malting Project Feasibility	Black
31812	Cortland Line - Plant Renovations and Equipment	Green
31108	C'Ville Cafe, Inc./Byrne Dairy - Agritourism Destination Facility	Black
27128	Discovery Center of Science and Technology - MOST Energy Exhibit	Green
27308	Filtration Lab USA, Inc. dba Northland Filter International - Equipment Purchase	Yellow
30940	G.C. Hanford Manufacturing Co.	Black
24055	Inficon, Inc. - Plant Expansion	Green
29292	Johnston Paper Company, Inc. - Expansion	Green
31772	L. & J.G. Stickley, Inc.	Black
32530	Marc P. Pietropaoli MD PC - Victory Sports Medicine Complex	Black
28685	Marquardt Switches, INC. - Global Technology Center	Green
28902	Near West Side Initiative, Inc. - Case 3 Unit Saltmakers Redevelopment	Green
32160	Onondaga County Department of Water Environment Protection - Agrana Foods Infrastructure	Green
26769	Queensboro Farm Products, Inc. - Equipment Upgrade	Black
28057	Southern Graphic Systems - Equipment Purchase	Black
31424	Syracuse Community Health Center, Inc. - Building and Infrastructure Improvements Phase 2	Black
32195	Syracuse University - Façade Program III	Green
37136	Tessy Plastics - Medical Clean Room Manufacturing	Black
31959	TRW Transportation Electronics DIV - Plant Equipment Upgrade	Black
38194	US Concrete and Block Company, Inc. - Expansion Project	Black
26876	YMCA of Greater Syracuse, Inc. - Northwest Family YMCA Construction	Green

Project Status Key

BLUE= COMPLETED	GREEN= ON SCHEDULE	YELLOW= PROGRESSING SLOWLY	RED= CONCERNS	ORANGE= NOT YET EXCECUTED	BLACK= CANCELED
----------------------------------	-------------------------------------	---	--------------------------------	--	----------------------------------

Round 4 Priority Project Status

41970	Empire Housing and Development Corporation - Inner Harbor Veterans Housing & One-Stop Center	Black
35685	Euphony Audio and Speech Technology	Black
39911	Excellus 2014 - Paradise Companies II	Green
41908	Good Nature New Farm Brewery Facility	Green
41345	Hardwood Transformations Engineered Flooring (Division of HTI)	Green
38740	Home HeadQuarters, Inc. - Mixed-use Redevelopment	Green
42179	Infinity Armory, LLC - SKY Armory Phase II Redevelopment	Yellow
40944	Le Moyne College - Health Professions Expansion	Green
40033	Onondaga County - Carnegie Building Rehabilitation	Green
41464	Onondaga County Department of Water Environment Protection - Inner Harbor/North Side Sanitary Sewer	Green
41295	Onondaga Historical Association - Iroquois Heritage Center Buildout	Green
43032	Oran Station Brewing Supplies LLC - Hops Yard and Micro Malting	Black
43271	Redhouse Arts Center, Inc. - Arts And Culture Complex	Green
39934	SBB, Inc. - Expansion	Black
42295	St. Joseph's Hospital Health Center - Northside Training and Entrepreneurship Center	Green
37541	Stonewell Bodies & Machine, Inc. - Prototype Facility Development	Black
41216	Sunoco, Inc. - Truck Scale and Entrance Improvements	Blue
42641	Syracuse Community Hotel, Inc., dba Marriott Downtown Syracuse - Hotel Syracuse Redevelopment	Green
42946	Syracuse Economic Development Corporation - Mizpah Tower Structural Analysis and Feasibility	Blue
42277	The Brewster Inn - New Banquet Hall and Rooms	Black
42685	The Cortland Companies - Relocation	Black
41726	Town of Clay - Three Rivers Point Improvements	Black
39774	Twenty East - Renovations for Agritourism Destination	Green
39512	US Intercorp LLC - Expansion	Black
38746	VG Rentals, Inc. - Mixed-use Redevelopment	Blue

Round 5 Priority Project Status

CFA #	Applicant/Project Name	Status
49727	400 West Division Street, LLC - Solar Street Mixed-Use Construction	Green
54781	900 East Fayette Group LLC - Historic Mixed-use Renovation	Green
54146	Ascension Gaming Network, Inc. - Facility Expansion and Equipment	Green
54969	CEA Holdings, Inc., dba CEA Fresh Farms - Construction of an Indoor Farm	Black
53073	City of Cortland - Main Street Feasibility Study	Green
57237	Community Memorial Hospital, Inc. - Emergency Department Renovation and Expansion	Green
56255	COR Van Rensselaer Street Company, LLC - Mixed-use New Construction	Yellow
55272	Cortland Plastics International - Manufacturing Plant Expansion	Green
56926	County of Oswego IDA - Incubator Project	Green
50896	Crouse Hospital - Relocation of Chemical Dependency Treatment Facility	Green
55787	Earned Visibility, Inc. - Business Expansion	Green
53428	Empire Farmstead Brewery, Inc. - Brewery Expansion Project	Red
55760	Empire Housing and Development Corporation - The Inner Harbor One Stop Veterans Center	Black
53471	Farm It Out Produce, Inc. - Indoor Farming	Green
53896	Felix Schoeller Tech Papers Inc. - New Silicone Coating Line	Black
56983	Gear Motions, - Equipment Purchases	Green
55932	Gelesis, Inc. - Manufacturing Facilities and Equipment	Black
52673	Giovanni Food Co., Inc. - Facility Consolidation and Upgrade	Green
55924	Housing Visions Consultants, Inc. - Crescent Commons Mixed-use Development	Green
52423	Inns of Aurora, LLC - New Hotel-related Facilities	Green
57225	Interface Performance Materials, Inc. - New Production Line	Black
56382	JPW Industrial Contracting Inc. - Paint Bay Expansion	Green
57502	Lake Ontario Water Park, Inc. - Construct and Indoor Water Park	Green
56398	Lake View Manufacturing LLC, dba Aurora Shoe Company - Plant Expansion	Green
57367	Life of Reilly Distilling Company - Expansion Project	Black
56317	McNeil Development Company LLC - McNeil & Co. Insurance - Office Campus	Green
55667	Morse Manufacturing Company Inc. - Building Acquisition and Equipment Purchases	Green
52738	Near West Side Initiative, Inc. - Neighborhood Performance Infrastructure Facility	Green
57955	Park Avenue Lantern Corporation - The Dietz at Leavenworth Park - Mixed-use Redevelopment	Green
57946	Power Guardian New York - Company Expansion	Black
55282	Prima Terra Properties, LLC - Prima Terra - Crossroads New Hampton Inn and Out-parcel Development	Green
54394	SR Energy, LLC - Integrated Biomass Processing Facility	Black
53109	Sunoco, Inc. - Malted Barley Project	Green
55232	Syracuse 727, LLC (formerly Varsity Blvd, LLC) - Mixed-use Reconstruction	Green
55153	Syracuse Lighting Company LLC - Light House Brewery and Mixed-used Renovation	Yellow
55106	Syracuse Regional Airport Authority - Hancock Airport Planning Study	Green
57662	Syracuse University - National Veterans Resource Complex	Green
55627	The Kimberly at Grant Boulevard, LLC - Kimberly Enterprise Center	Green
51292	Tony Baird Electronics, Inc. - Manufacturing Expansion	Green
51126	Town of DeWitt - Sports Complex Construction	Green
56466	Triad Recycling and Energy, Corp. - Construction of Recycling Facility	Black
56482	Village of Phoenix - Marina Feasibility Study	Green
52960	Visiting Nurse Association of Central New York, Inc. - Continuing Care Call Center Expansion	Green
56313	Whitlock Partners Ltd - Whitlock Building Commercial Redevelopment	Green

Project Status Key

BLUE= COMPLETED	GREEN= ON SCHEDULE	YELLOW= PROGRESSING SLOWLY	RED= CONCERNS	ORANGE= NOT YET EXECUTED	BLACK= CANCELED
----------------------------------	-------------------------------------	---	--------------------------------	---	----------------------------------

Round 6 Priority Project Status

CFA #	Applicant/Project Name	Status
66955	55 Main Street Holdings LLC - 55 Main Street Revitalization	Green
61899	Beak & Skiff Holding Company, LLC - New Cider House and Press Facility	Green
65632	Cayuga Economic Development Agency, Inc. - Cayuga Innovation Business Accelerator (C-IBA)	Green
68430	CIDEC, LLC - Expansion 2016	Green
67639	City of Oswego - Oswego Multi-Purpose Athletic and Civic/Community Facility Feasibility Study	Green
51982	Clear Path for Veterans, Inc. - Supporting the Journey Home	Green
68519	Cortland Downtown Partnership - "38 Arts" Actors Hostel and Performance Venue	Green
63438	Crouse Hospital - Prompt Care Relocation and Expansion	Green
66698	Half in the Bag Brewery, LLC - Willow Rock Brewing Company Phase One Manufacturing Expansion	Green
66412	JD Farms - Biomass Processing Facility	Black
67454	Le Moyne College - Quantitative Reasoning Center	Green
66379	Northeast Information Discovery Expansion	Green
66739	Oneida Air Systems Expansion	Green
63681	Onondaga Historical Association - The Brewseum at Lightworks	Yellow
68318	Operation Oswego County, Inc. - Mitchell St Expansion	Yellow
65217	Owasco Lake Hotel, LLC - Northern Crossing	Green
68303	Steri-Pharma LLC - Line 7 Expansion Project	Yellow
67713	Town of Cortlandville - Gutches Park Sports Complex Feasibility Study	Green
67315	Town of Oswego - Route 104 Sewer Study	Green
64381	United Cerebral Palsy Assoc. Cayuga County, Inc. - Preschool Expansion Project	Green
68697	Weaver Machine - Expansion	Green



Project Status Key

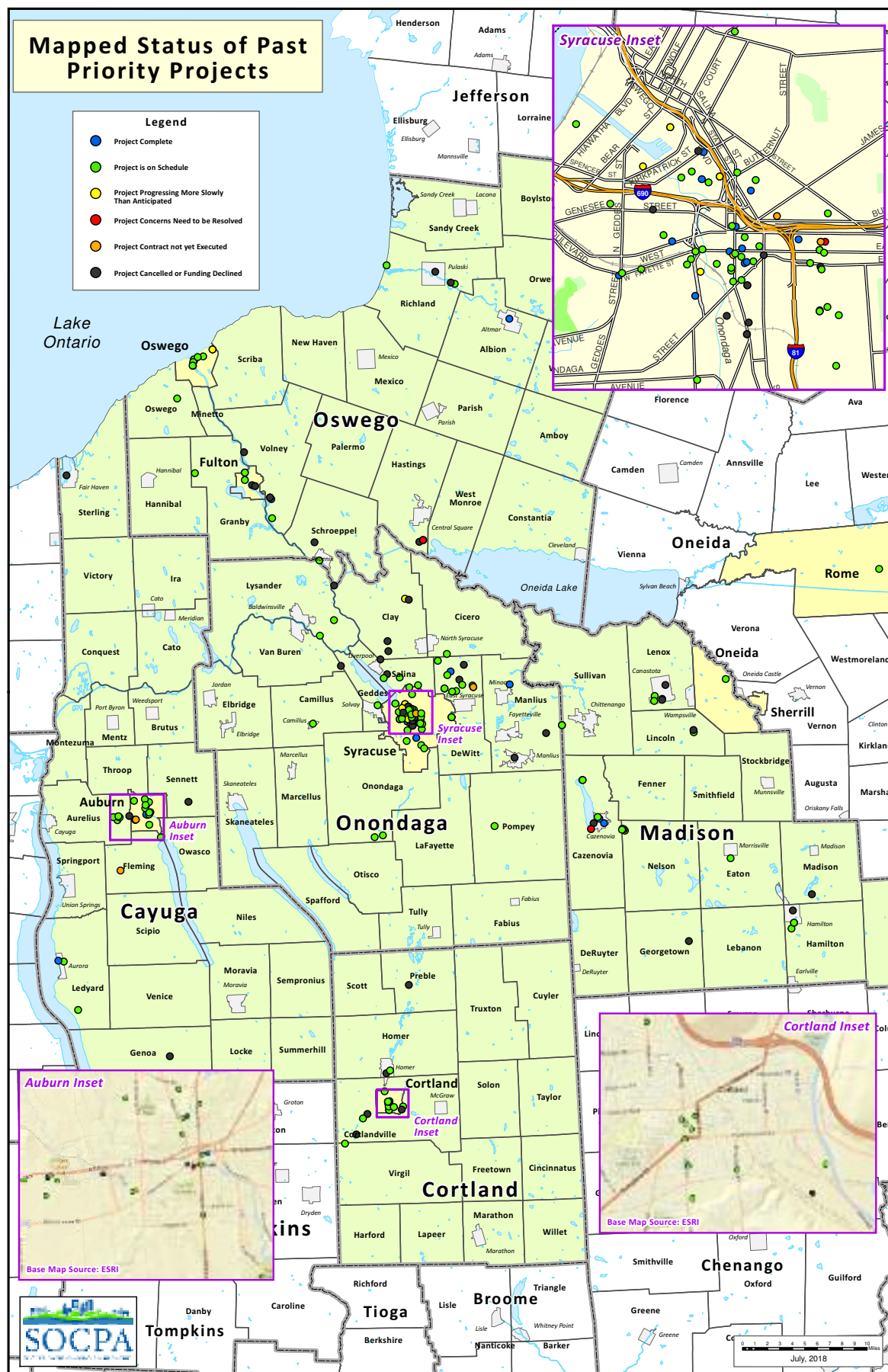
BLUE= COMPLETED	GREEN= ON SCHEDULE	YELLOW= PROGRESSING SLOWLY	RED= CONCERNS	ORANGE= NOT YET EXCECUTED	BLACK= CANCELED
----------------------------------	-------------------------------------	---	--------------------------------	--	----------------------------------

Round 7 Priority Project Status

CFA #	Applicant/Project Name	Status
75857	101 North Salina Street, LLC - Post Standard Building Mixed-use Redevelopment	Green
72494	321 South Salina Street, LLC - 321-323 South Salina Street Project	Green
74060	Apple Acres LLC	Green
72657	Brockway Bedding Inc.	Green
75851	BTCNY, LLC - New Industrial Laundry for Healthcare	Green
76760	Camelot Lodge LLC - Former YMCA Building	Green
75111	Cayuga County IDA - Aurelius Industrial Park Sewer Line	Green
75167	Central Association of the Blind, Inc. - New Call Center	Green
75678	CIDC-Schines Theater, LLC - Schines Theatre Restoration	Green
74587	Clear Path for Veterans, Inc. - Expansion of Veterans Programs	Green
71372	Contento's Recycling LLC - Recycling Center	Green
73530	Copper John Corporation - Reshoring and Expansion	Green
73507	Currier Plastics Inc. - Expansion	Green
74461	D. Yaman Properties, LLC - Ames Building Reconstruction	Green
75001	D. Yaman Properties, LLC - Cortland Plaza Capital	Green
73800	Douglas Outdoors, LLC - Expansion	Black
75222	Du Mond Grain, LLC - Soybean Extruding Plant	Orange
75115	Dupli Associates LLC - 600 North Franklin Street Renovations	Green
76555	Fulton Group NA, Inc. and Affiliates - Expansion	Orange
76977	Hill Country Farm Brewery, LLC - Farm Brewery	Green
74384	Home HeadQuarters, Inc. - Neighborhood PlaceBased Economic Development and Revitalization	Green
74553	Hudson Dairy, Inc. - Refrigerated Dairy Food Warehouse	Green
74723	La Roasteria, Inc. dba Cafe Kubal - Headquarters and Roastery Expansion	Orange
74564	Loretto Independent Living Services, Inc dba PACE CNY - PACE CNY Transportation Logistics Center	Green
72677	Marquardt Switches Inc. - Global Technology Center Phase II	Green
77216	Martens Companies, LLC - Refrigerating and Packing Facility	Green
76203	Matt Industries Corporation dba Dupli Envelope and Graphics Corporation - Production Rehab and Upgrade	Green
75372	North Ridge Dairy - New Feed Facility and Rail Siding	Green
76834	Prison City Brewing, LLC - Expansion	Green
76777	R.O.D.E South Ave, LLC - PalmerRice	Green
76366	Sankofa Nest, Inc. - Syracuse Village Hawley Avenue Phase I	Green
76842	Siano, Pinckney, Hugo Advertising LLC - Pinckney Hugo Expansion	Black
77174	The Research Foundation of SUNY - Four Seasons College Farm Initiative at Morrisville State College	Green
74852	Town of Cortlandville - Gutches Athletic Complex Development	Green
77034	Virgilio's Event Centre, LLC - Event Centre	Green
75545	YMCA of Oswego, Inc. - Connector to Reopen Pool	Green

4) MAPPED STATUS OF PRIORITY PROJECTS

The following map shows the location of past priority projects from Rounds 1-7.



5) AGGREGATED STATUS OF ALL PAST ESD PRIORITY PROJECTS

Project Status	Round 1	Round 2	Round 3	Round 4	Round 5	Round 6	Round 7	Total	% of all Projects
Blue: Completed	11	8	2	9	0	0	0	30	13.22%
Green: On Schedule	7	13	12	17	32	17	31	129	56.39%
Yellow: Progressing Slowly	1	1	1	1	2	3	0	9	3.96%
Red: Concerns	1	3	1	0	1	0	0	6	2.64%
Orange: Not Yet Executed	0	0	1	0	0	0	3	4	2.20%
Black: Cancelled	3	10	13	11	9	1	2	49	21.59%
Total Projects	23	35	30	38	44	21	36	227	

6) LEVERAGE OF STATE INVESTMENT IN ALL PAST ESD PRIORITY PROJECTS*

Round	Total Award	Total Project Cost	Total Projects	ROI
Round 1 ESD	\$26,194,000	\$313,147,219	20	12:1
Round 2 ESD	\$19,675,000	\$158,999,847	25	8:1
Round 3 ESD	\$11,135,000	\$144,349,599	17	13:1
Round 4 ESD	\$20,835,000	\$215,414,099	27	10:1
Round 5 ESD	\$22,052,500	\$354,414,637	35	16:1
Round 6 ESD	\$9,968,000	\$83,248,451	20	8:1
Round 7 ESD	\$19,266,500	\$134,005,393	34	7:1
Total	\$129,126,000	\$1,403,579,245	178	11:1

*Excludes terminated projects and five-year payroll





This Emergency Department project doubled the space of Crouse Hospital's Emergency Services. The Emergency Department, Rapid Evaluation Unit, and all Emergency Department support are now located on one floor with significantly increased capacity. Private treatment rooms and enhanced services, including the support of a pharmacist 24/7, have been added. The original Emergency Department space was constructed in 1972 and had been updated over the decades.

Within this new facility, patients will be assessed immediately upon arrival and can be directed to either an inpatient room or the Rapid Evaluation Unit to provide individualized care quickly. The new Emergency Department includes lockdown technology, procedures to control access for security purposes, and equipment for staff to monitor waiting room activity in real time.

This has been a phased-in project, with the new Emergency Department opening in July 2017 and Crouse PromptCare moving across the street to former Emergency Department space in October 2018.

Crouse Hospital, in Syracuse, received a \$2 million grant from the REDC for this \$35.5 million project. It is anticipated that when the project is complete 24 jobs will be added to the Crouse staff.



ROUND 4

Business Name: **Crouse Health**

Project Name: Expansion and Renovation of the Emergency Services Department

\$2.5 Million Awarded to Replace a 45-Year-Old Emergency Room

"Empire State Development support has been critically important to Crouse by providing funding that supported this project from its beginning. As a result, we are able to increase access to emergency services while providing care for our community in a new, spacious facility equipped with the most up-to-date technology."

- Bob Allen, Vice President for Communication and Government Affairs, Crouse Hospital

2.2 STATUS OF ALL PROJECTS AWARDED CFA FUNDING

1) SUMMARY

Since Round 1, 638 grant recipients are pursuing projects that align with the CNYREDC's goals to strengthen industry concentrations, improve connections to global economies, and revitalize urban cores and main streets. Additionally, 486 projects awarded CFA funding are moving forward at or ahead of schedule, with more than 31 percent complete and 45 percent on schedule. Various projects are highlighted in the latter sections of this report.

2) AGGREGATED STATUS OF ALL PAST PRIORITY PROJECTS

Project Status	Round 1	Round 2	Round 3	Round 4	Round 5	Round 6	Round 7	Total	% of all Projects
Blue: Completed	60	34	40	34	19	12	0	199	31.19%
Green: On Schedule	17	23	25	30	57	48	89	289	44.99%
Yellow: Progressing Slowly	1	1	2	1	4	6	0	15	2.35%
Red: Concerns	1	3	1	0	1	0	0	6	0.94%
Orange: Not Yet Executed	0	0	1	0	3	10	20	34	5.64%
Black: Cancelled	10	19	25	19	17	2	3	95	14.89%
Total Projects	89	80	94	84	101	78	112	638	

3) LEVERAGE OF STATE INVESTMENTS IN ALL CFA PAST PRIORITY PROJECTS*

Round	Total Award	Total Project Cost	Total Projects	ROI
Round 1	\$81,318,907	\$457,719,970	79	5.6
Round 2	\$31,820,746	\$182,824,115	61	5.7
Round 3	\$24,441,989	\$667,442,682	69	27.3
Round 4	\$29,192,623	\$243,613,373	65	8.3
Round 5	\$40,621,112	\$382,647,549	84	9.4
Round 6	\$25,021,143	\$126,720,037	76	5.0
Round 7	\$43,886,304	\$203,014,182	109	4.6
Total	\$276,302,824	\$2,263,981,908	543	8.2

**Excludes terminated projects and five-year payroll*

4) JOB CREATION FOR ALL CFA PRIORITY PROJECTS*

Round	Projected Jobs Created	Projected Jobs Retained	Projected Jobs Total	Total Projects
Round 1	638	4102	4,740	79
Round 2	627	7483	8,110	61
Round 3	932	1042	1,974	69
Round 4	424	2460	2,884	65
Round 5	563	3682	4,245	84
Round 6	260	373	633	76
Round 7	493	2578	3,071	109
Total	3,937	21,720	25,657	543

**Does not include cancelled projects*

5) FULL LIST OF ALL FUNDED CFA PROJECTS

See Appendix 8.0 for a list of all Consolidated Funding Application projects funded in the past seven rounds.



3 IMPLEMENTATION

AGENDA

3.0 IMPLEMENTATION OF 2017 STATE PRIORITIES

Over the past year, CNY has seen a continuation of the momentum gained in 2017. The priorities outlined in the 2015 CNY Rising plan serve as a blueprint for much of the work the CNYREDC accomplishes. 2017-2018 saw major progress in Life Sciences, Downtown Revitalization Initiative (DRI), and the National Veterans Resource Complex. We outline these accomplishments and our vision for continuing to address these priorities into 2019 below.

1) LIFE SCIENCES CLUSTER

The life sciences industry—life, health, and biomedical science (LHBS)—is a dominant economic force in Central New York. Health care services employ nearly 44,000 in Central New York, one in seven jobs in the region. The LHBS cluster is diverse, with significant manufacturing, clinical, training, research, and educational assets. An economic backbone of the region, LHBS can also be deployed in ways that addresses pressing regional health needs.

The cluster includes many recognizable companies and institutions in the region, including Bristol-Myers Squibb, Ichor Therapeutics, Steri-Pharma LLC, Welch Allyn, Jadak, C&S Companies, OBG, BioSpherix, EAG Laboratories, Transluminal Technologies, GHD Engineering, Air Innovations, Healthway Home Products, Bitzer Scroll, Pelitex, Volpi USA, Applied Sciences Group, United Technologies Corp., and Quadrant Biosciences.

Among the LHBS educational and health services institutions are SUNY Upstate Medical University, Syracuse University, SUNY College of Environmental Science and Forestry, Le Moyne College, SUNY Oswego, SUNY Onondaga Community College (SUNY OCC), MedTech, Crouse Hospital, St. Joseph's Health, Loretto, Nascentia Health, Oswego Health, Syracuse Orthopedic Specialists, CNY Fertility Center, and the Health Foundation for Western and Central New York.

Strengths in the LHBS cluster can be leveraged and aligned to address health problems amplified by high concentrations of poverty that degrade the population's productivity. Among the strengths and experiences that can be aligned:

- Environmental health and environmental medicine
- Neurosciences
- Veterans' health and warfighter protection
- Cancer detection and treatment
- Metabolic disease
- Diseases of inflammation and auto-immunity
- Cardiovascular disease
- Global health, disease
- Water quality
- Health disparities
- Advanced education for life sciences industry



Anna Stewart Ibarra, PhD, conducts research on dengue fever. Credit: Upstate Medical University



Neurosurgeon Satish Krishnamurthy, MD, with neurosurgery residents. Credit: Upstate Medical University

STRATEGY NO. 1

Build an R&D Pipeline for Rapid Response to Emerging Biological Threats

Global outbreaks of Ebola in Africa and Zika in South America and the regional spread of tick-borne illnesses highlight the need to respond to biological threats with translational research.

Such research fosters the multidirectional integration of basic research, patient-oriented research, and population-based research to improve public health over the long term.

- **Field Surveillance** – The Upstate Center for Global Health and Translational Science has local platforms monitoring emerging tick-borne illnesses and internationally in Ecuador and Kenya with ongoing vector and disease surveillance for many threats, including dengue, chikungunya, Zika, and rickettsial diseases. Both SUNY ESF and SUNY Upstate are developing platforms in Haiti.
- **Basic Science and Innovation** – Samples from infected individuals are sent to basic science labs that can study the infectious agent and the body's response. Regional academic centers have strong basic science capabilities that play an important role in developing medical solutions. These medical solutions are intellectual property that can be patented and licensed to generate income.
- **Pre-Clinical Testing** – Upstate Medical University has developed a joint enterprise with The Trudeau Institute with facilities that allow safe, pre-clinical testing of dangerous human pathogens. In addition, SUNY Upstate, with money from an NYSUNY 2020 award, is beginning construction of a state-of-the-art vector biology lab for the rearing of infected arthropod vectors for both pre-clinical testing and human infection trials.
- **Bio-production** – Bio-production is coming back to Central New York. Steri-Pharma LLC, a regional producer of antibiotics, has expanded operations and is looking for further expansion in the core of Syracuse. In 2018, SUNY Upstate Medical University expanded its cord blood center to produce blood stem cells to be used in treatments for patients with a wide range of diseases and for stem cell research.
- SUNY Upstate contracted with Deloitte Consulting and in 2018 completed a feasibility study that confirms a shortage of bio-production facilities in the world and strong local government, industry, and foundation interest in a facility. The business model indicates that this facility would drive regional economic growth.
- SUNY ESF has a strong bioprocess engineering program that is training scientist-engineers to perform in bio-production facilities across the globe.
- **Phase One-Three Clinical Trials** – Regional universities, hospitals, and clinics have strong expertise in performing clinical trials focused on diseases. A next step that would transform clinical research in the region is to establish a sponsorship office. During the next five years, SUNY Upstate plans to build a sponsorship office that could meet SUNY, regional, and state needs to sponsor multisite clinical trials.
- **Building Global Partnerships** – Emerging health threats require local expertise and facilities as well as integration with external partners. The Human Vaccines Project has approached Upstate Medical University to become a regional, New York State scientific hub for the HVP, tying it into other scientific hubs, including Vanderbilt University, the Scripps Research Institute, the J. Craig Venter Institute, La Jolla Institute, University of California San Diego and the University of British Columbia, as well as nine industry partners. Being a partner in this initiative would connect the region to the best minds in working on infectious disease and would likely steer business to the proposed bio-production facility.

Tactics

Field Surveillance

- Enhance regional field surveillance capabilities to be prepared if a threat arises
- Monitor and develop new methods to rapidly assess and prevent harmful algae blooms

Basic Science and Innovation

- Continue state, federal, and private support of the research missions of these institutions to maintain and build the expertise and capabilities to respond to health threats
- Create new early-stage capital vehicles for life-sciences companies

Pre-Clinical Testing

- Continue support and resources for the Trudeau Institute to facilitate development of new animal models for preclinical testing of promising new medical solutions, to prepare them for human studies
- Seed capital for pilot projects in the region to cover pre-clinical testing costs at regional facilities for new technologies
- Develop mechanisms for cooperation between regional and state academic institutions, as well as health care delivery systems, to run multisite trials and to bring state-of-the-art treatments to affected populations.

Bio-production

- Build, equip, and operate a phase one-two flexible bio-production facility for the first five years

Phase One-Three Clinical Trials

- Strengthen the sponsorship office at SUNY Upstate Medical University

Pipeline to Jobs

- Continue to build academic-industry partnerships that allow for recruitment and retention of jobs within the biotechnology industry in Central New York



Upstate interventional radiologist performing a nephrostomy tube check. Credit: SUNY Upstate Medical University

STRATEGY NO. 2

Develop a Medical Device Innovation Ecosystem through Industry/Academic Collaboration

The Central New York region has strong academic and industry expertise in medical device innovation and manufacturing.

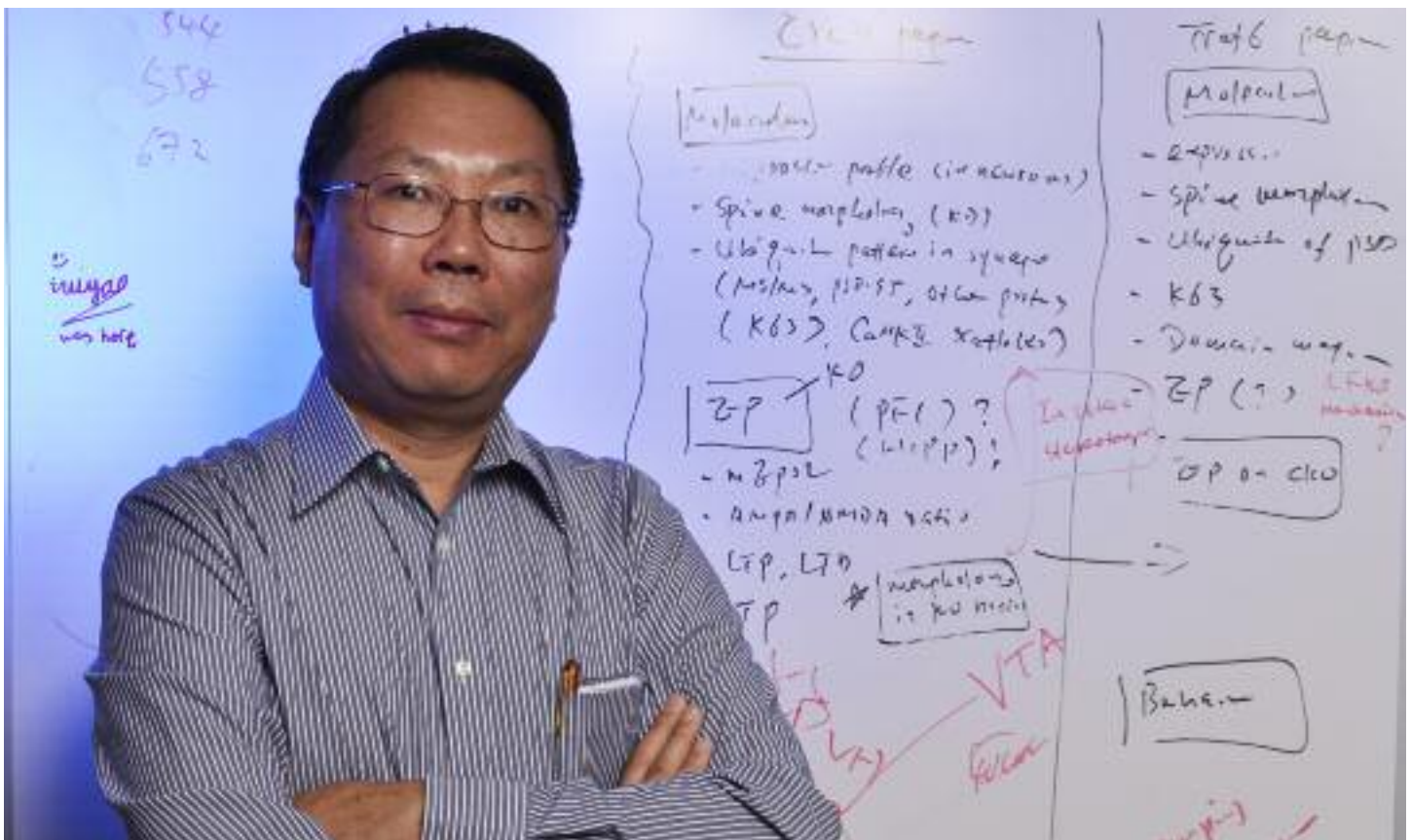
Welch-Allyn, one of the largest manufacturers of medical devices in the world, expanded its operations in Skaneateles with a 100,000-square-foot addition that opened in May 2018, after Hill-Rom acquired the company (URI Project). Jadak develops and manufactures leading detection and analysis solutions for the health industry, including barcode scan engines and components; barcode scanners, including wireless barcode scanners; a range of machine vision products; radio frequency identification readers; and spectrometers. JMA recently expanded its world headquarters in Onondaga County and although not currently focused in health care, it is a leading global innovator in mobile wireless technology that could be applied to the medical monitoring field. SRC Inc. could contribute to a regional cluster focused on medical devices and medical and environmental monitoring.

On the academic side, Syracuse University has strong engineering, computer, and biomaterials science programs. SUNY Oswego has a large anechoic chamber and expertise in wireless technology research and design. SUNY ESF has strong research and education programs on environmental health and environmental monitoring. Upstate Medical University has strong basic and translational biomedical research programs that can perform phase one-three trials on new medical devices and solutions. In addition, Upstate Medical University runs the only incubator in the region focused on biomedical and medical device innovation, the Central New York Biotech Accelerator (CNYBAC). If all of these resources share information and work collaboratively, this sector could accelerate growth to become a major regional economic driver.

In 2018 the CNYBAC began working with CenterState CEO, Kingston Ontario Business Development, and Queen's University to develop collaborative connections such as a Lyme disease migration research collective; a hazelnut production initiative; a soft-landing process so startup companies have a streamlined process, space, and support networks in Central New York and Eastern Ontario; and cancer and urology research partnerships through Upstate Medical University and Queen's.

Tactics

- Convene leaders from regional companies and academia to strategize on how to work together to build this sector and collaborate on pursuing funding opportunities
- Support for the Medical Device Innovation Challenge program



Upstate brain researcher Wei-don Yao, PhD. Credit: SUNY Upstate Medical University

STRATEGY NO. 3

Expand upon Environmental Health and Environmental Medicine Expertise in CNY

Environmental health and medicine remain a core regional strength exhibited by educational institutions and businesses in Central New York.

The Institute for Environmental Health and Environmental Medicine (IEHEM) was created in 2015 with funding from the NY-SUNY 2020 program. IEHEM is a collaboration of SUNY Upstate Medical University, SUNY ESF, SUNY Oswego, and SUNY OCC to prepare students to solve health and medical problems through the application of environmental science and technology.

The intersection of human health and the environment is a key component of this institute. Several current examples of this intersection include:

- Jobs:** The institute leveraged its original NYSUNY 2020 funding to fund three new faculty recruitments, two at SUNY Upstate and one at SUNY ESF. One of the SUNY Upstate hires will arrive in spring 2019. Saravanan Thangamani's research investigates immune responses and potentiating arbovirus (Zika virus, chikungunya virus, Powassan virus, heartland virus, and tick-borne encephalitis virus) establishment.
- Education:** SUNY ESF established an undergraduate major in environmental health, the only one in New York State. Enrollment for fall 2018 is anticipated to be 40 students.
- In November 2017, SUNY Upstate and SUNY ESF hosted the One Health Symposium at which keynote speaker Dr. Phil Landrigan from Mount Sinai School of Medicine was invited by Drs. Laraque-Arena and Quentin Wheeler to describe the impact of pollution on global health.
- Related environmental research includes ESF partnerships with the U.S. Forest Service to develop computer applications; ExxonMobil to look at perfluorooctane sulfonate and perfluorooctanoic acid in wetland systems; U.S. Department of Agriculture McIntire Stennis Cooperative State Research Service to investigate dynamics of Lyme disease; Assistant Professor Brian Leydet for disease transmission studies and Fort Drum and other regional teams to conduct studies of the spread of tick-borne illness. The Syracuse Center of Excellence for Environmental and Energy Systems (SyracuseCoE) at Syracuse University is at the forefront of green and clean technology research, leveraging world-class R&D facilities from the high-performance, LEED Platinum-certified living laboratory that is its headquarters.
- SUNY Oswego's \$3.1 million Advanced Wireless Systems Research Center includes a state-of-the-art research training lab and anechoic chamber that supports the interdisciplinary teaching, professional training, and development and testing of wireless devices ranging from tiny sensors to large automobiles. The center collaborates with local universities and companies to develop next-generation wireless technologies.
- SUNY Oswego is working on multiple projects, including a sponsored grant to develop and test antennas with Sti-Co Industries in Erie County, development of sensors for a smart system for monitoring stress and pulse rate in the human body, and a multi-device wireless charging system.

Tactics

- Create consortiums of regional institutions and businesses to work on common regional challenges
- Develop data repositories for large-scale environmental monitoring efforts
- Explore the establishment of world-class biomedical informatics capability within the consortium of universities and colleges



Upstate University Hospital, downtown campus. Credit: SUNY Upstate Medical University

STRATEGY NO. 4

Grow a Precision and Personalized Medicine (PPM) Cluster in Central New York

The National Institutes of Health supports funding innovation in precision and personalized medicine. The region's universities are well positioned to capture this funding to drive innovation and entrepreneurship.

SUNY Upstate Medical University has the research capacity, expertise, and facilities to generate the types of large data necessary for precision and personalized medicine. Consultant Ted Shortliffe (who built similar departments elsewhere) highlighted the opportunities associated with collaboration between SUNY Upstate Medical University and Syracuse University, as well as regional companies with data analytics expertise. In 2017, SUNY Upstate hired an Empire Scholar in psychiatric genetics/genomics/epigenomics, Chunyu Liu. Upstate is also developing an Institute for Biomedical Informatics.

Both SUNY Oswego and Le Moyne College have developed new curriculum and strategies around quantitative skills. Last year, Le Moyne announced the creation of its Quantitative Reasoning Center (QRC), which encourages students to build skills and technical capabilities in analytics and reasoning. SUNY Oswego's new master's degree in biomedical and health informatics responds to the extensive growth in globally connected networks, big data, artificial intelligence, and decision analytics that shape the future of health care systems. And, in 2017, SUNY Oswego appointed a Biomedical Informatics Advisory Board.

SUNY Upstate Medical University and SUNY Oswego have begun to collaborate to expand education and research strengths in biomedical informatics, submitting an NYSUNY 2020 grant application to build an Institute for Precision Medicine focused on cancer informatics research and education. The proposal is to build a joint research and education facility on the SUNY Upstate campus that would be shared with SUNY Oswego's educational programs in health and bioinformatics. The campuses have received approval to hire of an Empire Scholar-level cancer informatics expert as well as two research postdoctoral fellows to work with SUNY Oswego and SUNY Upstate faculty. SUNY Upstate Empire Scholar, Vladimir Kuznetsov, a cancer genomics expert, was hired in early 2018.

The first postdoctoral fellow hired at SUNY Oswego is Renaud Seigneure, an associate professor at Université de Bourgogne. He specializes in bioinformatics and precision medicine. SUNY Oswego is also creating the Intelligent Bio Systems Lab, a research lab focused on making discoveries to understand, diagnose, treat, and prevent cancer and other diseases. Approval of capital for facilities and a data center is pending.

Tactics

- Continue development and support of the Institute for Precision Medicine

The potential of the Life Science Cluster is in its infancy. The further development of this cluster in the context of the health science university and its related colleges as the largest employers in the CNY region offers the opportunity to maximally leverage this sector's potential and most importantly to substantially improve the health status of the population of communities in Central Harlem – in full support of full inclusion in societal progress

2) SUPPORT DOWNTOWN REVITALIZATION INITIATIVE

2016-2017 Progress:

CNY DOWNTOWN REVITALIZATION INITIATIVE ROUND 1 UPDATE: CITY OF OSWEGO

In July 2017, Gov. Andrew Cuomo announced 12 winning projects for the city of Oswego's \$10 million Downtown Revitalization Initiative (DRI). The city of Oswego is known for its natural assets, including the world-class Lake Ontario waterfront and its prime location along the Oswego River. It also has a compact and walkable downtown, a rich culture in history, and several major large employers. The targeted investments set forth in the DRI plan will help to revitalize city's growing reputation for family-friendly tourism and events, as well as attract young talent for the region's expanding workforce needs.



Renderings of water front improvement projects happening with funding from the Downtown Revitalization Initiative.

In collaboration with the planning firm Stantec, the Oswego Local Planning Committee developed a strategic investment plan focused on building on its downtown and waterfront assets to create a more walkable, connected downtown. To accomplish this, the 12 priority projects receiving funding aim to strengthen the vibrancy of the downtown core, connect downtown to the water, retain and grow businesses, and increase downtown residential living opportunities.

The projects funded through the DRI include:

Harborview Square

Harborview Square, which was allocated \$750,000, will be a mixed-use development comprised of a 66-unit apartment complex and 10,000 square feet of first-floor commercial space on the site of the former Flexowire. The \$19 million project is a key strategy in connecting the city's lakefront to downtown with infill projects on a vacant former manufacturing site. The project is completing financing and is slated to start construction in 2018.

Oswego Indoor Water Park

The Oswego Indoor Water Park project recently cleared land behind the Quality Inn on the Oswego waterfront to begin construction. The \$4.9 million project will consist of a 16,000-square-foot addition to the adjacent hotel and is projected to create 15 new jobs. The year-round facility will add needed tourism activities in Oswego and will enhance the residential quality of life. The project is located across the street from another DRI project, Eastside Commons, creating a cluster of new activity and development to revitalize the city's east side downtown district.

East Side Commons

Located on the east side of the Oswego River, and on one of the most prominent downtown intersections in the city, Midtown is considered the eastern gateway to downtown Oswego. Sutton Real Estate Company, in partnership with Edgemere Development, was allocated \$2 million in DRI funds for this \$28.5 million East Side Commons revitalization project.

This project will demolish the existing Midtown Shopping Center and build a new, 88,000-square-foot, six-story, mixed-use facility. East Lake Commons will include 72 mixed-income apartment units, approximately 10,000 square feet of retail, commercial and office space on the first floor, and parking for 147 cars. Parking will be at grade and underground with 30 of the surface parking spaces reserved for public use.

The project design will capture architectural features consistent with the city's Port City heritage and contain energy-efficient elements. The addition of common areas and a small park will enhance pedestrian access to the riverfront corridor, promoting a walkable community.

The project is consistent with Oswego's 2020 Vision Plan and helps to accomplish policy objectives of improving appearance and aesthetic appeal of housing stock and neighborhoods, preserving and promoting significant architectural heritage of residential, retail, and commercial spaces throughout the city, and expanding the current range (size, cost, type, density) of housing options while working to improve the overall property values in the area.

Oswego Downtown Improvement Fund

The city of Oswego allocated a portion of the DRI award to develop a \$525,000 downtown improvement grant fund for commercial and residential projects. The competitive grant funds will be matched with private investment to encourage building repairs and expansions, facade improvements, new signage, and outdoor programming. Grant applications were accepted through July 18. It is anticipated that the program will fund ten facade improvement projects, approximately five new building sign improvement projects and four residential or commercial expansion projects.



Downtown Cortland at night. Photo Credit: City of Cortland



Cortland County Chamber of Commerce

CNY DOWNTOWN REVITALIZATION INITIATIVE ROUND 2 UPDATE: CITY OF CORTLAND

In July 2018, Gov. Cuomo announced ten transformational projects for Cortland as part of the \$10 million Downtown Revitalization Initiative (DRI) award. Cortland is a gateway to the heart of the state and is strategically located to benefit from a talented workforce driven by the nearby hubs of higher-education institutions. These targeted investments will help to make downtown Cortland a sought-after destination for young talent seeking a community where they can work, enjoy the arts, and gather with family and friends all in one neighborhood.

The specific projects to be funded through the DRI include:

Advance the Crown City Artworks Project

\$200,000 was awarded to install public art—such as sculptures, murals, or curated exhibits—at select locations throughout the downtown to enhance the appeal and attractiveness of the area. New art installations on blank walls, in small gardens, and on sidewalks will create a special experience for residents and visitors alike.

Create a Downtown Pocket Park on Main Street

The city was awarded \$250,000 to develop a downtown pocket park on a centrally located vacant property on Main Street. New landscaping, seating, and lighting will transform a city-owned lot between 10 Main St. and 16 Main St. into an oasis for family gatherings and lunch breaks, as well as a space for small events.

Develop a New Multi-Use Entertainment Facility

This project will renovate a vacant historic building at 28 Main St. to create a multi-use entertainment facility with bowling lanes, live performance space, a kitchen and bar, an audio/visual recording studio, and a rooftop park. The \$975,000 award will allow for the preservation and adaptive reuse of this historic structure, which will boost nightlife and weekend activity in the downtown area.

Establish Vine Health and Fitness Gym

\$270,752 will be provided for renovation of space for a gym and a 2,000-square-foot physical therapy center in an existing commercial building to meet intergenerational demand for high-tech healthy living resources and support downtown livability.

Create a Building Owner/ Business Startup Loan and Grant Fund

The city of Cortland will create a revolving loan and grant fund that will assist property owners to renovate and upgrade commercial and residential buildings in the downtown. The \$600,000 fund will support these improvements, including but not limited to sign and facade improvements, upper story housing restoration, and commercial space renovation, with an emphasis on projects that reduce the city's environmental footprint. The fund may also assist new businesses with startup costs such as marketing and fit-out of commercial space.

Establish the SUNY Cortland Institute of Applied Geospatial and Drone Technology

The Institute for Geospatial and Drone Technology will be awarded \$100,000 and serve as a resource for entrepreneurs and startup companies as Cortland strives to become the leading hub for GIS and drone fields in Central New York. Funding will be used to renovate existing space on Main Street to provide meeting and office spaces; purchase drones, software, and hardware; and install an outdoor drone testing facility.

Renovate Four Downtown Buildings for a Vibrant Mix of New Commercial and Residential Uses

\$1,345,000 was awarded to renovate four buildings to expand commercial opportunities and promote synergy with residential uses. The buildings include 13-15 Central Ave, an underused commercial building that will be transformed into 9,000 square feet of office/retail space; 73 Main St., a historic building that will include office space and two third-floor apartment units; 37-39 Port Watson St., which will be made over into four new apartments (two of which will be ADA-accessible) and will feature the conversion of the building's side alley into an inviting pedestrian walkway; 83-85 Main St., a chronically vacant building that anchors the south end of the corridor will include three floors of market-rate housing to provide more options for downtown living.

Complete the Cortland Business Innovation Center

A \$484,000 award will complete the conversion of a vacant building into the Cortland Business Innovation Center, which will serve as downtown's hub for commerce and culture and a resource for aspiring entrepreneurs. The Innovation Center will provide retail incubation for four businesses on the first floor, eight co-working and startup offices on the second floor, and space for one entrepreneur in residence on the third floor. Funds will be used for completion of interior build-out of the first and second floors, as well as facade improvements.

Reimagine Main Street Infrastructure and Streetscape

A \$5,089,248 award will transform Main Street to a two-way street with parking, streetscape, and pedestrian improvements that will increase traffic safety and accessibility to the downtown. The project includes design work and modernization of water, drainage, and sanitary infrastructure that will accommodate private-sector investments. Improvements will also be made to the road to add bump outs and mid-block crosswalks, as well as streetscape improvements to promote walking as an alternate transportation option in the compact downtown area.

Provide Downtown Wi-Fi and Improve Connectivity

\$386,000 was also awarded to build-out the backbone and last-mile data delivery infrastructure to bring high-speed internet to both residential and commercial customers. Offering a public Wi-Fi network will ensure that the downtown is attractive to business owners who require the amenity for provision of services and will encourage residents and visitors to stay downtown longer.

The strategic investments in downtown Cortland will reimagine the city's infrastructure and Main Street while harnessing technology and talent to improve the quality of life. The city plans to guide the redevelopment of its downtown through the expansion of the creative economy and building a complete neighborhood, while continuing to be a thriving tourist destination.



CNY DOWNTOWN REVITALIZATION INITIATIVE ROUND 3: CITY OF AUBURN



Governor Andrew M. Cuomo officially opens the new Exposition Center and the New York State Fair.
Photo Credit: Office of Governor Andrew M. Cuomo

In July of this year, Gov. Cuomo announced the city of Auburn as the winner of the third round of DRI. Auburn serves as the Cayuga County seat and is the second-largest city in Central New York. Auburn has a fascinating history in hydroelectric power and agricultural mechanization, as well as advancement of human rights movements, including abolitionism, women's rights, prison reform, and temperance.

Calling itself "History's Hometown," Auburn has become a primary travel destination and was named a best small city to raise a family. While recent public and private investment, local planning efforts, and capital infrastructure projects have begun to catalyze downtown's redevelopment, work remains to be done along the city's riverfront, transportation corridors, and arts district that comprise the DRI investment area and provide the greatest potential for vacant property revitalization and corridor enhancement.

Auburn is seeking to keep the momentum of recent development going by mending a historic downtown impacted by urban renewal and revitalizing vacant brownfield and riverfront properties. To leverage DRI funds, city leadership has embraced a #This Place Matters campaign to achieve \$40 million in public-private funds to invest in downtown.

To see more details on Auburn's DRI plan, see section 5.0 of this report.

Actions to Advance Regional Strategies and/or Revitalization Plan:

- Support and promote the successful advancement of round 1 DRI projects in downtown Oswego
- Support successful development of round 2 DRI projects in downtown Cortland
- Provide technical assistance to the city of Auburn, which won round 3 DRI, as it works to implement its project plan
- Identify and work with communities interested in submitting a round 4 DRI application
- Encourage communities not selected this year to submit their projects for consideration through the CFA

3) IDENTIFY WORKFORCE DEVELOPMENT STRATEGIES AND SHRINK THE SKILLS GAP THROUGH INDUSTRY AND EDUCATIONAL COLLABORATION

The need and ability to identify workforce talent challenges not only this region, but also the nation. This issue is not specific to any one sector, or any one size of business. All industries continue to rate recruitment of a skilled and trained workforce as one of their most pressing issues. This is despite our region boasting impressive numbers in talent generation: CNY has 43 colleges and universities located within its 12 counties. In just a few years, the region has created an impressive collaborative effort and strategic plan for workforce development strategies in partnership with business, academia, community, and government.

The regional strategy has focused on the widely accepted approach of sector-focused initiatives matching workers' skills to the needs of any given industry and has done so through partnerships and community involvement. Additionally, the regional approach has focused on career pathway models, combining classroom training, work experience, and credential attainment as a successful method for identifying, recruiting, educating, and creating the region's workforce talent.

The region continues to implement and improve these strategies to adapt to changing workforce needs. Industry and government continue to work side by side to create the most effective platform to best prepare the workforce for industry needs. In 2017, the CNYREDC created a new Talent Task Force, drawing together members of industry, labor, academic, business, and community leaders, and high school educators to identify the demand and establish strategies. Findings from the Task Force are listed below.

2017-2018 Progress:**Continue to Support Education and Business Connections to Student Through P-Tech Programs**

P-TECH, or Pathways in Technology Early College High School, is an innovative approach to education resulting in student and local economic success and has been a successful driver of business and education pathways since 2013.

The Syracuse City School District (SCSD) and Auburn Enlarged City School District partnered with community colleges and area employers to offer an accelerated path, beginning in ninth grade. The Oswego City School District also has a successful P-TECH program. These programs empower students to bridge the skills gap with curriculum that is aligned with local business needs and workforce trends. Notable P-TECH elements are tours of local companies, active mentoring/career coach programs involving industry professionals, and work-based learning for the students. Partners for Education and Business (PEB), an affiliate of MACNY, the Manufacturers Association of Central New York, works to align business visits and job shadow experiences for students in their chosen P-TECH program and helps businesses identify potential employees for job openings.

Current P-TECH programs in the SCSD include mechanical technology and electrical technology. Programs in the Auburn Enlarged City School District include electrical technology and mechanical technology. Starting in September, new P-TECH programs will focus on health information technology, computer networking and drone piloting and repair.

An additional regional P-TECH program is located in Oswego County and is coordinated by CiTi BOCES in Mexico, Oswego County. The focus of that program is mechanical and electrical technology and students are working with several business partners and Onondaga Community College.

2017-2018 Highlights from the Regional P-Tech program include:

Auburn P-TECH freshmen and sophomores finished their second of two human resource workshops about interviewing skills in May. Auburn P-TECH juniors took part in job shadows at Bo-Mer Plastics and Currier Plastics to learn more about local companies and experience some of the different skills and positions within the businesses. Two Auburn P-TECH seniors completed two-week paid internships at BoMer Plastics this summer, one on the production floor and the other in quality control. This helped the seniors better understand the day-to-day activities and expectations within the company.

Syracuse P-TECH juniors visited Dupli Envelope and Graphics and were shown some of the products made on the floor like marketing collateral (e.g., calendars, brochures, binders), notepads, and other promotional items. A second group of P-TECH students visited Nixon Gear and learned how gears are made, ground, cut, milled, and inspected. They also viewed the lab and learned about the processes used for quantitative analyses and quality control.

Oswego County P-TECH students participated in the nationally recognized Manufacturing Day, hosted at the Center for Instruction, Technology and Innovation. Industry partners Huhtamaki, Sunoco, Novelis, Davis-Standard, and the Fulton Companies set up booths with materials and demonstrations.

To help fill more STEM jobs for companies, Partners for Education and Business helped organize career exploration events at local high schools and hosted by local businesses. Anoplate, C&S Companies, King+King Architects, Optanix, Schneider Packaging Equipment, SRC, and United Radio all delivered presentations describing current careers and job progression to students ranging from middle school to high school. Students were presented activities that illustrated the use of STEM in conjunction with each company's focus.

In 2017-2018, career exploration activities engaged over 100 manufacturing and business facilities, with approximately 2,000 participating in the program.



Students at the Institute of Technology at Syracuse Central celebrate signing to attend Onondaga Community College as part of the P-Tech program. Photo Credit: Onondaga Community College

Addressing the Apprenticeship Needs of Businesses through the Manufacturers Intermediary Apprenticeship Program (MIAP)

In 2017, the Manufacturers Association of Central New York worked with business and government to create the Manufacturers Alliance Intermediary Apprenticeship Program (NYSMIAP). This program came out of necessity: Businesses continued to struggle with finding skilled workers to fill the many skilled labor positions that were not only available in their companies, but necessary to grow their business and production. The initial steering committee consisting of manufacturers, educators, subject matter experts, and relevant state Department of Labor representatives continues to guide the program as it grows into a statewide alliance with partners in Rochester, the Hudson Valley, the Capital District, and the Southern Tier.

Under the MIAP, MACNY functions as a single program sponsor acting on behalf of small and medium-size manufacturers. The structure of the MIAP has allowed scalability to those four regions where the state is seeing an exponential growth in apprenticeship expansion. Since MIAP's inception, the program has identified and placed 150 apprentices in participating companies statewide.

In 2017, MACNY began partnering with SUNY, the state Workforce Development Institute, and local workforce development boards to create apprenticeship accelerators to train entry-level workers, who immediately progress into registered apprenticeships within their company. Based on the regional pilot success, MACNY is expanding this model statewide, using intermediary partners in MIAP.

The talent pipeline growth will be enhanced with the fall 2018 launch of a pre-apprenticeship program. The pilot program with the MACNY and the Syracuse City School District is based on the industrial manufacturing technician curriculum the Department of Labor approved in April. Students should graduate from high school with an industry-recognized credential, as well as 100 percent of the related instruction required for the trade. This credential will qualify students as entry-level employees with advanced standing toward most traditional Department of Labor registered trades in advanced manufacturing.

CNY Talent Task Force

The availability of talent is consistently raised as one of the key challenges facing businesses and firms in Central New York. While the demand for talent is not exclusive to the region, many of the region's fast-growing industries feel stymied in expanding by the inability to attract a talented workforce. At the same time, CNY has long been known as a talent generator, consistently attracting over 130,000 students to its 36 colleges and universities every year.

As part of the 2017 Regional Economic Development Council competition, New York State challenged each region to identify workforce development strategies and shrink the skills gap through industry and education collaboration. To achieve these goals, partners in the region established the CNY Talent Task force in late 2017 to develop a strategic talent plan addressed at filling the middle- to high-skill talent needs of the Council's priority industries. These industries include advanced manufacturing, finance and insurance services, health care, agribusiness, life sciences, software and internet services, engineering and architectural services, thermal and environmental controls, and unmanned aerial systems and aerospace.

Charged with delivering a strategic plan and blueprint for action by the summer, the task force concluded its research in May, pairing comprehensive data analysis on the region's leading occupations, in-demand skills, and persistently unfilled jobs with qualitative interviews of over 40 companies. A scan of this research shows some key regional opportunities and challenges:

- Many of the region's leading industries are experiencing growth, yet many struggle to attract middle- to high-skill talent. For example, to date in 2018, over 4,500 jobs have been posted in the region's priority industries, 44 percent of which require a bachelor's degree or higher.
- The demand for skilled talent is expected to increase as a retiring workforce creates skills gaps and job vacancies. Just over a fifth of the region's labor force are baby boomers.
- Most of the skilled talent that does move to the region appears to have a prior connection to Upstate New York.
- Though many industries feel strain in attracting talent, an acute mismatch exists in health care between current and projected demand and supply.
- Finding and retaining diverse candidates is a top challenge across the region.
- The region's colleges and universities provide a strong pool of entry-level talent, though many companies desire a closer connection to curriculum development.

A full version of the proposed talent task force plan is available on page 126. The report also includes a full strategic agenda offered by the talent task force to address the region's collective middle- to high-skill talent shortages.

Actions to Advance Regional Strategies and/or Revitalization Plan:

- Continue to support ongoing efforts to identify and fill skilled workforce needs in priority industries
- Continue enabling students to find career pathways and through academic track programs such as P-TECH
- Continue to connect businesses into demand-driven workforce development talent identification and development programs
- Launch the Syracuse City School District Pre-Apprenticeship program, further explaining the talent identification pathway
- Executive recommendations from the Talent Task Force

4) IMPLEMENT STRATEGIES THROUGH THE PROJECT PIPELINE

The regional council's primary responsibility is to identify, assist, and push forward priority projects to grow jobs and private investment, as well as to act as a forum to develop and execute economic development strategies in Central New York. It is the council's responsibility to ensure these projects align with its goals, encourage innovation, and represent the best investment of public dollars.

In 2016, the CNYREDC noticed a significant decline in the number of submitted applications and in response initiated a review of the project process to identify and troubleshoot issues in the project application process. The CNYREDC's Public Participation Work Group (PPWG) designed and implemented a new process for Round 7, to include multiple forums open to the community on available resources, as well as providing advice and guidance on the application process. These efforts have led to an increase in the quality of applications each year. Based on this outcome, the CNYREDC decided to include these additions to the ongoing strategic progress for all future rounds.

In 2018, public forums and workshops drew more than 200 participants and led to over a dozen pre-applications. In addition, some meetings utilized streaming technology, making them more accessible online, with over 175 views.

Actions to Advance the Strategies for Identifying, Developing, and Executing Projects:

- Coordinate with local elected officials, member organizations, economic development representatives, and business leaders to identify specific needs in each locality, potential projects to fill those needs, and the resources available to bring them to fruition.
- Hold multiple public forums to inform the community of available resources, eligibility for those resources, and ways to access them.
- Collect potential project applications well in advance of the opening of the Consolidated Funding Application round to provide feedback and suggestions.
- Hold public workshops once the application round opens to guide individuals through the application and provide guidance on funding sources.



Central New York Regional Director James Fayle presents to potential CFA applicants at the Manufacturers Association of Central New York (MACNY). This was one of six forums held across Central New York to increase the number and quality of CFA applications.

5) MEASURE PERFORMANCE AND PROGRESS

The CNYREDC considers its strategic plan as a living document that is constantly updated with input from the community and based on measuring the performance of regional projects. This ensures adjustments are made when necessary and allows us to celebrate the many successes the region has experienced. Indicators of performance and progress can be found throughout the charts in Section 2, including:

- General Economic and Quality of Life Indicators (see Section 2.0)
- Reporting on Projects Awarded Funding through the CFA (see Section 2.1)

The CNYREDC has historically monitored the regional successes through a dashboard process. This ongoing analysis measures and tracks progress; evaluates projects status, outcomes, and successes; and identifies regional areas in need of attention due to changes in the economic and business climate. An updated dashboard of these metrics can be found in Section 2.0.

The council works every year to both update existing metrics and indicators and develop new ones that better track regional progress. The council will track successes within some of the leading CNY Rising-funded initiatives, including unmanned aerial systems, the alliance for economic inclusion, and controlled environment agriculture.

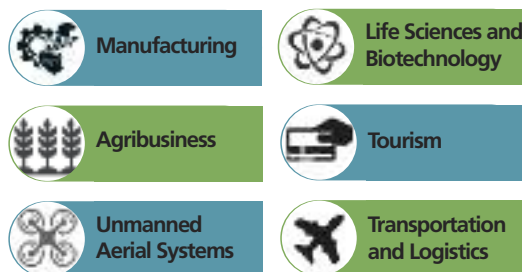
Additionally, the CNYREDC collects updates through this Progress Report, which is submitted annually with the new project submission and scoring results for the upcoming year. This coming year, the CNYREDC will develop and implement a process to update progress on a quarterly basis, rather than just annually. This process allows for better understanding of the projects—determining potential areas of growth or challenges—and assists with a more streamlined approach to collecting project status and updates for the annual report.

The council also continues to track project-based performance, reported annually in this report, and work with project sponsors and Empire State Development to ensure project success and a sound return on the state's investment. A full listing of all funded Consolidated Funding Application projects and their status from previous rounds can be found in the Appendix.

6) SUPPORT ONGOING INITIATIVES

a. Regional Economic Cluster Plan

Since 2015, the CNYREDC has used the data to decisions (D2D) functional cluster as the region's economic cluster program. Functional clusters group companies around their technical capabilities, allowing them to share unique information, processes, and networks. This encourages increased collaboration between companies who otherwise may not work together for fear of competing. Overall, this leads to better output, quicker research and analysis, and collaborative efforts to attract new business. These clusters include, but are not limited to:



These industries were identified through extensive market analysis of Central New York's economy. Each of the individual opportunities and interventions within these markets is discussed in more detail in Section 3.1 of this report, but it's important to note that each of these specific opportunities grows out of the clustering of expert talent in sensing and dynamic decision making.

b. Regional Hot Spots and Business Incubators

CenterState CEO's Tech Garden, located in downtown Syracuse, saw another successful year of more than 60 startup companies leveraging the benefits of Central New York's Innovation Hot Spot in 2018.

The Tech Garden serves as the physical hub of the Innovation Hot Spot Program and offers the programs, resources, and events to support both virtual and resident startups and works with partners across the region to better align and collaborate. The Tech Garden and Innovation Hot Spot Program employ existing resources and strategic partnerships to help entrepreneurs create strong business models, bring new technologies to market, and maximize the Hot Spot benefits available to them.

These strategic partnerships include Syracuse University's Falcone Center for Entrepreneurship, South Side Innovation Center, WISE Women's Business Center, and Syracuse Center of Excellence (SyracuseCoE), along with SUNY Upstate Medical University's CNY Biotech Accelerator, Syracuse's new InSourcing Center for Entrepreneurship, and a variety of other entrepreneurial organization and associations. By communicating and sharing best practices, these organizations have collectively increased their value and, as a result, are able to provide higher quality services to entrepreneurs in the region.

The Central New York Innovation Hot Spot serves as a unifying force to identify and address barriers and inefficiencies impacting the region and continue to find ways to be as inclusive as possible for minority-, women-, immigrant-, and veteran-owned businesses. There are continued efforts to increase communication and coordination between members of the expanding entrepreneurial network and to fortify infrastructure to effectively deliver specialized programming and initiatives. To that end, The Tech Garden will co-host the 2018 NYSTAR annual meeting and technology showcase Oct. 23-24, 2018. This event brings together a large network to share challenges and lessons learned.

The companies joining the Hot Spot program continue to contribute to the advancement of innovations in thermal and environmental controls systems (TECS), clean technologies, biotech and UAS innovation.

Founded in 2012, **StartFast Venture Accelerator** is an accelerator specializing in technology startups with a focus on web-based, internet, software, and mobile companies. Based at the Madden School of Business at Le Moyne College in Syracuse, it is the only privately-owned business accelerator in New York State (and the only privately-owned business accelerator between Boston and Chicago). Each year, StartFast selects 5-6 companies worldwide and offers them a three-month accelerator program at Le Moyne College, which has proudly hosted the venture accelerator's competition for five consecutive years. During the accelerator, teams are connected with world-class entrepreneurs, investors, corporate executives, and subject matter experts to help their companies advance to the next level. Graduates maintain access to the StartFast network for life.

StartFast received more than 5,000 applications from companies worldwide for its 2018 program and, after vetting those thousands of applicants, it invited five to participate in the 2018 competition at Le Moyne. The 2018 cohort included companies from Canada, India, and the United States. The combined investments sought by all five companies from the 2018 com-

petition are approximately \$5 million and there is great optimism that all five companies will receive funding from investors across the United States. Earlier in 2018, StartFast announced that it had closed on three (3) follow-on investments for companies that were part of its 2017 competition cohort.

One of the great success stories of StartFast is Spincar, a company co-founded in 2012 by two young entrepreneurs from Central New York. The company entered the StartFast Accelerator in 2013 and the following year it pivoted to the auto sector and re-branded itself as Spincar. In 2017, it launched a strategic initiative to distribute internationally and today it has 2,500 corporate customers in thirteen countries worldwide. Spincar now has 51 employees (more than 70% of whom work in the Syracuse area) and with revenue growth of 154% in 2017 and revenue growth for 2018 projected at 107%, it plans to add 68 employees over the next three years.



CNY Innovation Hot Spot company Ichor Therapeutics, a biotech company based in Lafayette (Onondaga County), announced the receipt of \$10 million in funding through a British investment company to develop drugs that fight age-related diseases. Ichor is a Grants for Growth participant and TC Growth Fund recipient. Photo credit: Ichor Therapeutics.



Digital Hyve, a full-service digital marketing firm and Tech Garden graduate, has grown to 26 full-time employees and recently opened a new office space in Clinton Square in Downtown Syracuse. Photo credit: CenterState CEO.

Additionally, within blocks of The Tech Garden, entrepreneurs can reach Syracuse CoWorks, a coworking space that helps bring together a network of independent workers, entrepreneurs, and freelancers, allowing them to connect with the local business community. The space is designed to encourage collaboration between businesses.

As the NYSERDA funded Clean Tech Center at The Tech Garden enters the second year of its renewed, five-year contract, it continues to commercialize clean energy companies. This specialized program supports clean tech entrepreneurs by taking them from early stage to investment-ready companies, with customized learning experiences to accelerate their growth.

The Clean Tech Center program enjoys a strong partnership with the Syracuse Center of Excellence (SyracuseCoE). NYSERDA Clean Tech Center companies continue to utilize the SyracuseCoE's Analysis and Design Center and other programs in SyracuseCoE to improve the design of their products, develop prototypes, and commercialize their technologies. They also have access to funding opportunities through the CoE and a new grant opportunity created by NYSERDA. The Tech Garden, SyracuseCoE, and the Hot Spot program all help these clean tech center companies achieve milestones indicated in the NYSERDA contract.

CLEAN TECH CENTER PROGRESS

2018 (Q1 & Q2)	To Date (Since 2009)
\$265,000 private capital raised	\$23,265,000+ private investment leveraged
\$58,000 new revenue	\$6,888,000+ in revenue
5 new products	405 new products
6 new employees	165.5 clean tech jobs created/retained



SparkCharge, a Clean Tech Center company based out of Syracuse University's Blackstone LaunchPad, completed the Techstars competition in Boston in March 2018. The startup has grown from a college student's idea to acceleration stage, has received a \$50,000 investment, and has hired two employees this year. Photo credit: SparkCharge.

The Tech Garden has completed beta testing its new digital resource portal to better serve its members by providing more direct access to professional and business support service providers. These providers include legal, financial, and sales assistance to more specialized product development, HR, and supply chain management for startups from ideation to expansion phase. A designated resource manager at The Tech Garden engages with service providers to vet them for clients, negotiate reduced rates of services, eliminate economic barriers for entrepreneurs, and facilitate opportunities to connect them with companies in need of these critical resources.

In addition to the resource pool available online, The Tech Garden has developed a customer relationship management within Salesforce to better track progress, impact data, and accountability for all client companies. Adding more staff in 2018, has higher capacity to coordinate education and training opportunities and document processes for its members.

In Oswego County, the current incubator, in operation for more than 25 years, has developed strong policies and support infrastructure that will make the new incubator facility a seamless transition. The BGC will contain more than 30,000 square feet of flexible incubation space and will include business development and entrepreneurial services and mentoring from partner institutions and businesses.

C. REGIONAL OPPORTUNITY AGENDA

In 2017, Work Train, an initiative to address the challenge of unemployment and underemployment in Central New York, concluded its first phase. Work Train connects individuals who are unemployed or underemployed to career opportunities, while helping companies grow strong workforces. During its initial phase, Work Train focused on two industries that offer quality job opportunities and have a growing demand for workers: health care and manufacturing. Overall, during its initial four years, Work Train served 514 individuals with a placement rate of 88 percent. Importantly, Work Train's interventions in part led to a 76 percent reduction in public assistance cases among program participants.

Work Train's health care focused program, Health Train, engages job seekers in work readiness training, career coaching, and legal and financial empowerment services. Health Train works with employers—including St. Joseph's Health, Loretto, Upstate Medical University, Crouse Health, and Nascentia Health—to build more supportive and opportunity-rich work environments to increase worker productivity and retention. The result has been a strong talent pool for frontline and middle-skilled jobs within the area's health care institutions. Health Train has also funded and facilitated efforts between Loretto and SEIU 1199 Training and Upgrade Fund to provide post-placement career coaching for the program's graduates to accelerate career advancement.

ProTrain, a six-week manufacturing career-training program delivered by the Syracuse SUNY Educational Opportunity Center (EOC) in Syracuse's South-east Gateway neighborhood, prepares graduates for entry-level employment and provides foundational skills needed to advance along the career ladder in companies across the manufacturing sector. In the first phase of its work, ProTrain partnered with Marquardt, Anaren, Anoplate, Jadak, JMA Wireless, Knowles, Steripharma and ICM Controls on training topics including soldering and safety and efficiency protocols.

Work Train engages employers in the design and development of workforce curricula and programs, ensuring the training programs and processes align with companies' needs and hiring practices. Syracuse SUNY EOC runs the demand-driven training components of both Health Train and ProTrain in Onondaga County. In Cayuga County, Health Train was replicated

in 2017 and is run by Cayuga Onondaga BOCES. These training providers offer customized coaching and counseling to help program participants reach their personal and professional goals during the training and once employed. Work Train works with these providers to ensure that employers and Work Train graduates are matched for mutual success.



A Pro Train student learns to assemble a drone as part of the program's exercises focused on teaching research and assembly skills, working as a team, and problem solving.
Photo credit: CenterState CEO

Other notable Work Train updates include:

- Work Train facilitates special car buyer programs for workers normally unable to access loans on the traditional market by leveraging character-based lending and discounted rates, enabling these individuals to get to work and manage life's tasks without transportation remaining a barrier. Work Train has piloted this model for ProTrain graduates with Cooperative Federal Credit Union and engaged with Loretto's employer-sponsored program in collaboration with ACMG.
- Motivated and qualified prospective workers often encounter snags in the hiring process due to criminal records. In many cases, their records are inaccurate or don't reflect the program participants' current standing with the law. Work Train partners with the Onondaga Volunteer Lawyers Project, which provides free legal information, assistance, and representation in civil legal matters to low-income people. They also help job seekers address inaccuracies in their legal records, helping create a clear path to employment.
- In partnership with the CNY Diaper Bank and the Loretto Foundation, Loretto is piloting a diaper assistance program for the children of all employees under 2 years of age.

Building on the success of the pilot stage, Work Train is poised to expand its impact on shared prosperity in Central New York. Over the next three years, Work Train expects to launch new programs focused on international health professionals, alumni of its programs, and career advancement within health care careers. It also expects to pilot new efforts in other growing industries that offer meaningful career opportunities, such as construction and the tech sector.



Rendering of the new Institute for Veterans and Military Families complex viewed from the corner of Waverly Ave and S Crouse Ave. Photo Credit: Syracuse University

D. VETERANS PARTICIPATION IN THE WORKFORCE

Upstate New York is home to more than 60 percent of the 900,000 military veterans who live in New York State. This number is expected to grow over the next decade as more than 1.5 million service members make the transition into civilian life. Syracuse University continues to play an important role in this transition through its Institute for Veterans and Military Families (IVMF). Since 2014, IVMF's vocational and skills training programs have provided workforce-connected skills training to more than 30,000 service members and their families. Last year, work continued on the National Veterans Resource Complex (NVRC), which will anchor the IVMF as a Central New York Institution.



Rendering of the new Institute for Veterans and Military Families complex's open-air parade ground. Photo Credit: Syracuse University

Construction of the NVRC has begun. Site preparation is complete and construction of the building foundation is underway. Over 1,400 cubic yards of concrete for the slab foundation and foundation walls have been placed. Structural steel setting began in August and will carry into fall 2018, when the building envelope and vestibule installation will begin. The NVRC is scheduled to open in spring 2020.

The NVRC project is also the site of a workforce development collaboration among Syracuse University, the general contractor and several local agencies and stakeholders. Syracuse University and the general contractor are engaging New York State service-disabled veteran-owned businesses and minority and women-owned businesses (collectively known as XBEs) with the goals of being inclusive, building and leveraging mutually supportive local business relationships, and catalyzing the local economy. Eighteen XBE firms are engaged and working on the project. Over 60 XBE firms have been in contact with the construction manager through the bidding process, and 14 have confirmed intentions to bid on the remaining work. As the rest of the project is bid over the next six months, the NVRC is on track to exceed the XBE contracting goals set forth by New York State.

Clear Path for Veterans (Upstate New York's veteran resource center) runs a Warriors Working program to equip veterans with the necessary skills and training to ensure workplace success.

E. LOCAL GOVERNMENT ENGAGEMENT

Over the past year, the CNYREDC has utilized the reach of its county IDAs and economic development agencies to inform local elected officials and constituents of the REDC process and the opportunities it represents. CNYREDC representatives in each county brief their local leadership, strengthening the connections and reach of the regional council. This also ensures that all our communities have a direct path to ask any questions and to usher any local projects into the project pipeline.

Cayuga County: The Cayuga Economic Development Agency (CEDA) provides monthly written reports to the Cayuga County Administrator, which are distributed to the County Legislature and made publicly available as part of a county-wide monthly update. CEDA reports monthly to the County Legislature's Planning and Economic Development Committee. CEDA staff have also been meeting with town and village elected officials, as well as collaborating with Auburn city councilors and staff on existing and potential CFA projects. This year CEDA hosted and live-streamed an informational session about ESD funding which is available to view on CEDA's website. The Finger Lakes Grant Information Center, a program of the Cayuga County Chamber of Commerce, also hosted an educational session to supplement the regular CFA workshop held at Cayuga Community College. This session focused on how to utilize the web-based application portal, provided tips and resources for writing an application, and reviewed the Grants Gateway pre-qualification process that is required for nonprofits.

Cortland County: The Cortland County Business Development Corporation (CCBDC) meets regularly with the Cortland County Legislature's Budget Committee to discuss progress of REDC-funded projects and to provide CFA briefings. Annually, the staff advises county and local officials on potential funding sources for projects when the ESD resource guide is available. Additionally, the CCBDC includes relevant REDC/CFA information in its newsletter, distributed six times a year to more than 800 county/town/village/city and other stakeholders and local media. CCBDC also has conversations with the business community to assess potential projects and eligibility for REDC/CFA funding.

Madison County: The Madison County Industrial Development Agency continues to supply the Madison County Planning Committee with monthly updates on state initiatives and the progress of local projects and send quarterly updates to the Board of Supervisors, Madison County's governing body.

Onondaga County: In Onondaga County, economic development professionals regularly meet with local government officials and elected leaders. As part of its ongoing work, the Onondaga County Office of Economic Development engages the business community to assess potential projects.

Oswego County: In June 2018, Operation Oswego County held its annual meeting in the city of Oswego, attended by more than 150 business and governmental leaders, to present results of the Round 7 CFA process. Information on upcoming CNYREDC workshops and CFA Round 8 also was promoted. In April, over 40 businesses and local leaders attended a CFA Intent to Propose workshop where details on eligibility and the application process were shared. In May, the Oswego County Economic Development and Planning Committee heard information on CFA Round 8. In 2017 Oswego County and its Industrial Development Agency contracted Camoin Associates to develop a county economic advancement plan, which was adopted in November 2017.

SHARED SERVICES

In his FY 2018 budget, Governor Cuomo established the County-Wide Shared Services Initiative. This was designed to generate property tax savings by facilitating operational collaboration between local governments. Central New York rose to the challenge and all five counties in our region not only commissioned a panel, but submitted a draft shared services plan for review. See below for updates from each county:

Cayuga County: The county, in partnership with local municipalities, completed a draft shared services plan this year that overwhelmingly passed the legislature. The draft plan includes initiatives such as joint purchasing, shared property tax assessment services, and shared facilities for courts, sports and recreation, and public safety. The plan is projected to save taxpayers \$2 million over the next two years.

Cortland County: The county intends to continue participation in the municipal electricity and gas alliance, maintain the Cortland County comprehensive emergency notification system, and participate in the Greater Tompkins Health Care consortium. The county continually reviews potential for centralized purchasing across several municipalities, and the city of Cortland and the village of Homer are actively engaged in cooperative e water metering and billing system that increases efficiencies and improves service.

Madison County: Madison County has completed a shared services plan and is implementing its components. Successful completed initiatives include the partnership that allows the town of Eaton to share information technology services provided by Madison County. Additionally, the town of Lincoln is sharing the county's salt storage facilities for highway maintenance, as the county seat in Wampsville is located adjacent to the town's highways. The county's Shared Services Panel will meet to discuss additional initiatives to be implemented in 2019.

Onondaga County: In 2017, New York State's county-wide Shared Services Initiative Law created a shared services panel consisting of the Onondaga County executive, the mayor of the city of Syracuse, and mayors of the county's 15 villages and supervisors of its 19 towns. The panel's chair, Onondaga County Executive Joanie Mahoney, invited school districts and OCM BOCES to select a representative to serve on the panel. Eighteen of these boards accepted the invitation, resulting in a panel of 54 members. The Shared Services Panel voted to adopt a county-wide shared services plan that incorporated numerous recommendations of the Consensus Commission, along with new recommendations for government modernization suggested by panel members and other community members.

Oswego County: Oswego County has developed a draft plan that needs to be adopted by the county and the participating municipalities. The plan includes many shared service proposals, including municipal and county procurement, a health insurance consortium for county and municipal employees, a shared records storage and electronic imaging center, shared assessment services, a shared county and municipal law enforcement reporting system, and shared infrastructure systems and districts. The county and participating municipalities and school districts will vote on the plan's components.

F. REGIONAL GLOBAL MARKETING AND EXPORT PLAN

Central New York, in partnership with the Mohawk Valley, continues to lead regional efforts to become more globally engaged and competitive. Launched in 2012, a 12-county metropolitan export initiative was developed in collaboration with the Brookings Institution, CenterState CEO, and the Central New York International Business Alliance (CNYIBA) to address common barriers faced by Central New York, Mohawk Valley, and North Country companies in the international marketplace. Companies once reticent to enter new international markets—because of perceived differences in culture, business practices, and lack of knowledge about market opportunities—are now finding more confidence supported by the CNYIBA and the resources it brings to the regions' exporters.

2017-2018 Progress:

Export Assistance Programs

The CNYIBA reaches out to more 300 exporters and serves over 120 companies a year with one-to-one assistance, export educational events, training programs, and enhanced assistance projects.

Among the CNYIBA's initiatives is a four-month ExportNY training program developed in partnership with Syracuse University and the Central New York Technology Development Organization to address the need for deeper education for exporters. Approximately 14 companies per year pass through the program and develop new skills and competence to accelerate their companies export business. Graduates from the 2016 to 2018 include Acumen Detection, AGM Signs, Cayuga Milk Ingredients, Currier Plastics, Gaylord Archival, Glottal Enterprises, Grand Slam Safety, Healthway Products, Hi-Lite Airport Markings, Hollowick Inc., INFICON Inc., Marathon Boat Group, Mercers Dairy, Morse Manufacturing, Murphy & Nolan, Oneida Air Systems, Otis Technologies, Rapid Cure Technologies, SpinCar.com, Stadium Horsetrucks, Sunoco, The Fountainhead Group and Unimar Inc.



HealthWay Home Products is a family-owned manufacturer of medical-grade air cleaning and filtration systems in Pulaski, Oswego County, with a focus on systems for large scale facilities. CNYIBA assisted the company in identifying a program to generate significant annual savings for export sales. It also received training through the ExportNY program. Photo credit: HealthWay.

The CNYIBA Export Catalyst program is assisting companies, with enhanced training of exporter's staff to reduce knowledge gaps and build progress toward increased sales. Participants receive assistance with finding buyers, developing export compliance programs, developing export plans and entry strategies, and pricing strategies.

Regional Export Performance

From 2016 to 2017 real exports in Central New York grew 3.3 percent, from \$4.22 billion to \$4.36 billion (Source: Brookings Institution). The top industry for exports was nonferrous metal products with nearly \$390 million in exports.

CNY TOP 10 INDUSTRY EXPORTS 2017

2017 Real Exports (mil.)

Nonferrous Metal Products	\$389.8
Educational Services	\$304.1
R&D Services	\$258.3
Precision Instruments	\$202.3
Miscellaneous General Purpose Machinery	\$165.2
Engine and Power Equipment	\$130.4
Industrial Machinery	\$128.1
Agriculture	\$116.8
Information Technology Royalties	\$113.2
Miscellaneous Electrical Equipment	\$112.8

Actions to Advance Regional Strategies and/or Revitalization Plan:

- Provide one-on-one assistance to regional exporters through the CNYIBA and its network of export resource connections
- Build export awareness and opportunities for revenue growth within the region through promotional campaigns and events
- Reduce knowledge gaps and reduce perceived fear for exporters through 12 to 15 educational events and two four-month ExportNY educational programs
- Provide export assistance to targeted clusters, including digital electronics and aerospace.
- Provide Export Catalyst support to four to six regional exporters

Global Investment and Business Attraction Initiatives

In 2017-2018, Central New York and the Mohawk Valley continued its business attraction and expansion efforts focused on the unmanned aerial systems (UAS) sector. This effort supports the UAS Central brand (www.ucascentral.com) and the expanding regional UAS ecosystem. UAS-related efforts include:

- Continued expansion of the UAS corridor, which will ultimately extend approximately 60 miles from the Griffiss UAS Test Site in Rome to Lake Ontario in Oswego County.
- Participation at trades shows, including Commercial UAV Europe, Commercial UAV United States, Xponential by Association for Unmanned Vehicle Systems International, and the Farnborough Air Show
- The New York UAS Symposium, Sept. 10-12, 2018
- Additional rounds of the GENIUS NY competition, the largest UAS focused business accelerator competition in the world, operated out of CenterState CEO's Tech Garden

To date the UAS and related aerospace industries have resulted in the planned creation of more 350 jobs in the Central New York and Mohawk Valley regions.



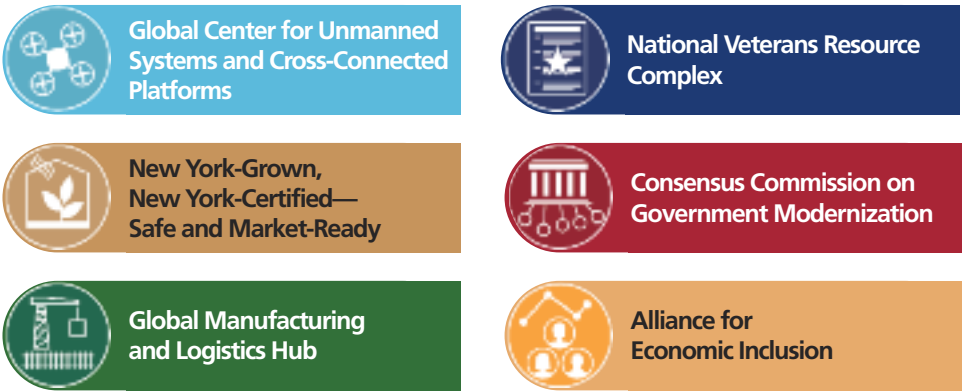
3.1 IMPLEMENTATION OF KEY REGIONAL PRIORITIES

As outlined in the Executive Summary, Section 1.0, Central New York and the CNYREDC’s original three strategic goals directly align to New York State’s continued priorities of advancing interconnected strategies of:



The crosswalk graphic in section (include here) shows how these priorities are also aligned with the three pillars of economic growth outlined in the CNY Rising Plan:

- 1.) Invest in Key Growth Drivers
- 2.) Build an Inclusive Economy
- 3.) Develop Enablers of Prosperity



Additionally, The CNY Rising Plan identified six areas of strategic investment that the CNYREDC determined to have outsize ability to bring positive economic growth to the region:

The CNYREDC tracks and monitors nine interrelated industry concentrations, the majority within tradeable sectors. Each of these industry concentrations is described and updated below.

MANUFACTURING

The Central New York manufacturing sector continues to trend with the national uptick, including increased manufacturing production and strong statewide growth in general sector advancements and individualized business successes. According to the July 2018 Empire State Manufacturing Survey report, manufacturing firms in New York State reported that business activity continues to expand and had been doing so the last several months. Manufacturers attribute the recent success and outlook to increased productivity, growing domestic production of natural gas, and diversified energy resources. Additionally, labor market indicators are pointing to continued steady growth in employment as a significant contribution to the recent manufacturing activity growth. This relies on the sector's focus on identifying and training skilled employees, in partnerships with educational systems as well as community workforce organizations and businesses.

Given the importance of manufacturing to the region and the nation, many initiatives are being supported to continue growth and innovation in advanced manufacturing, all part of the long-term strategic growth initiatives put in place by CNY Rising and the CNYREDC strategic plan.

2017-2018 Progress:

Advanced Manufacturing Jobs and Innovator Accelerator Challenge (AM-TEC) Initiative.

In 2017, efforts to accelerate growth of the Central New York industry cluster that produces products and provides services for thermal and environmental controls (TEC) got a boost with a \$500,000 grant from the U.S. Economic Development Administration to SyracuseCoE and CenterState CEO. The award supports a three-year TEC Innovates initiative that renews and expands efforts of the Advanced Manufacturing for Thermal and Environmental Controls (AM-TEC) initiative, was launched in 2012 with awards from five federal agencies. AM-TEC involved eight partner organizations that conducted coordinated activities focused on enhancing cluster networks, assisting small and medium-sized enterprises to innovate and grow, reducing risks related to adoption of emerging technologies, retraining displaced workers, and engaging historically disadvantaged individuals and communities.

As of March 31, 2018, the TEC Innovates and AM-TEC initiatives have resulted in:

- More than 70 Central New York companies that employ more than 8,500 workers actively engaged in TEC cluster activities
- 67 technical assistance/mentoring meetings
- 25 firms received assistance for exporting their products
- 22 firms received training in lean manufacturing
- 9 meetings with potential investors
- 6 collaborative research projects
- 135 employees received training
- 20 firms received assistance in analysis and design of new products
- 106 jobs created or retained
- \$3.5 million in new investments reported
- \$11.5 million in sales increased or retained.

Aerospace Alliance of Upstate New York

Aligning with the CNYREDC and CNY Rising plan to strengthen targeted industry concentrations that leverage economic assets through supply chain clusters, regionally affiliated aerospace suppliers formed the Aerospace Alliance of Upstate New York (AAUNY). Its mission is to promote the cluster and common business interests related to promotion and support of the aerospace industry in Upstate New York.

To advance these strategies, the Aerospace Alliance formed a board of directors and committees to provide and support the following functions:

The AAUNY has four key objectives:

- Promote the strengths of Upstate New York aerospace industry in the global aerospace and defense market
- Promote Upstate New York as a top location for aerospace company growth
- Educate on best practices and resources for technology development and innovation relevant to the aerospace industry
- Support workforce development initiatives at educational institutions in the Upstate New York region the promote cluster development and advancement

Committees include Trade Show Committee, Marketing Committee, New Prime Teams Committee, Membership Outreach Committee, and Finance Committee.

In 2017-2018, the AANUNY achieved the following successes:

- Held its first company matchmaking event to educate members and prospects on capabilities of the alliance and partnerships with members
- Held an educational session on doing business with the military and requirements of the new DoD cybersecurity regulations
- Held tours of several member locations
- Attended and participated in several trade shows promoting the AAUNY
- Received requests from prime aerospace companies soliciting work bids from the alliance members as a group

Manufacturing remains one of the most energy-intensive sectors, and its needs for reliable, diversified, and low-cost energy are significant factors in sector growth. Manufacturing is constantly looking for sophisticated and responsible ways to utilize clean, efficient, affordable energy resources. MACNY, in partnership with CHA Consulting, works with NYSERDA, a state-funded organization that provides information and assistance to encourage audits and capital improvements that will support clean, efficient, and affordable energy usage for not only manufacturing, but all New Yorkers.

NYSERDA offers programs like the industrial efficiency program (IPE), on-site energy manager (OsEM), and flex-tech and strategic energy manager (SEM). Several Central New York companies qualified this past year and will receive reimbursement assistance for a variety of projects. Examples include:

- | | | |
|-----------------------------|-----------------|-------------------------------|
| • Electric molding machines | • HVAC, boilers | • Compressed air improvements |
| • Compressed air chillers | • Digital press | • Clean in place improvements |

A few of the companies participating are:

- | | | |
|---------------|--------------------|-------------------|
| • Byrne Dairy | • Currier Plastics | • Gutches Lumber |
| • Hutamaki | • Paperworks | • Felix Schoeller |

The incentives they will be receiving are in excess of \$800,000. Calculations show the annual energy savings for implementing these projects will be in excess of \$5 million.



Manufacturers Intermediary Apprenticeship Program

MACNY was successful in obtaining funds in the 2018-2019 State Budget for the continued efforts of the New York State Manufacturers Alliance Intermediary Apprenticeship Program (NYSMIAP). The initial steering committee consisting of manufacturers, educators, subject matter experts, and relevant NYSDOL representatives continue to guide the program as it grows into a statewide alliance of intermediaries with partners in Rochester (RTMA), The Hudson Valley (COI), The Capital District (CEG), and The Southern Tier (MAST).

MACNY, acting as the leader of the Manufacturer's Alliance effort, obtained approval to function as a single "program sponsor" acting on behalf of small and medium sized manufacturers in 2016. The structure of the MACNY program has allowed scalability across the state to 4 additional regions where the State is seeing an exponential growth in apprenticeship expansion. To date MACNY has over 90 apprentices, RTMA has over 50, and COI has over 20.

In addition, MACNY began partnering with SUNY, Workforce Development Institute of NYS, and local workforce development boards in 2017 to create apprenticeship accelerators to train entry level workers, who immediately progress into registered apprenticeships within their company. Two successful cohorts have been trained locally and MACNY is expanding this model statewide, using intermediary partners in MIAP.

The talent pipeline growth will be enhanced with the Fall of 2018 launch of a pre-apprenticeship program. The pilot program with the MACNY and the Syracuse City School District is based on the Industrial Manufacturing Technician curriculum approved by the Department of Labor on April of this year. Students should graduate from high school with an industry recognized credential, as well as 100 percent of the related instruction required for the trade. This credential will make them qualified as entry level employees with advanced standing toward most traditional NYSDOL registered trades in advanced manufacturing.

Central New York also experienced many individual manufacturing expansions:

Hill-Rom (formerly Welch Allyn) built and opened its 100,000-square-foot facility at its Skaneateles plant to accommodate 100 new positions, a large portion of which are R&D and engineering roles, and the growth of Hill-Rom's front-line care business, of which Welch Allyn is the largest component. The new space allows for centralization of local warehousing and distribution operations.

G.A. Braun expanded its operations, adding 101,000 square feet to its 155,000-square-foot Syracuse facility. The facility upgrade enhanced the company's manufacturing capabilities to include expansion of an in-house metal-fabricating subsidiary, CNY Fabrication, plus diversification into new business opportunities and continued growth of its commercial and institutional laundry operations in domestic and international markets.

Giovanni Foods relocated and expanded in its new 167,000 square-foot-facility located in Baldwinsville. The new headquarters includes office space, production and manufacturing, shipping and receiving, product development and a culinary design center.

Dupli Envelope & Graphics completed a \$1.25 million investment to bring state-of-the-art envelope converting capabilities to its Syracuse as a new, complementary line of business.

Marquardt Switches Inc., a manufacturer of electromechanical switches and control systems, completed phase two of its global technology center at its Cazenovia headquarters. The expansion supports additional workspace for engineering and professional services as well as RDT&E of tech manufacturing and testing equipment.

New Hope Mills, a 200-year-old Auburn-based company, renovated and reopened its facility, including a cafe and retail store. It also manufactures pancakes and other food mixes.

JMA Wireless, a wireless communications equipment manufacturer, completed a \$34 million expansion that created 288 new full-time jobs at its world headquarters in Clay. JMA moved its antenna systems group operations from Maryland to its headquarters, built an 8,000-square-foot expansion onto its headquarters and renovated a 21,000-square-foot building next door, turning it into a sales center and accommodating all operations of the company at its headquarters.

Actions to Advance Regional Strategies and/or Revitalization Plan:

- Integrate needs of manufacturers in filling critical skill shortages that limit their expansion and growth. Hundreds of jobs remain open due to a lack of workforce skills matching the need of the companies. Use all available initiatives, including apprenticeships, PTECH, pre-apprenticeships, Work Train, and the work of the REDC Talent Task Force
- Assist manufacturers in meeting other critical needs, such as capital requirements, lean implementations, use of state programs, and implementation of new technologies, including use of additive manufacturing for prototyping and production; robot assisted production; 3-D technology to simulate production lines before creating them; and smart predictive maintenance

- Drive additional support and growth in exporting products to include beginning the development of CNY's inland port and driving the use of the ExportNY and Export Catalyst programs
- Continue collaborative support to assist manufacturing cluster growth, particularly in AM-TEC and aerospace alliance cluster support and development



A tractor tills a field in mid-summer in Aurelius, NY. Photo Credit: Cayuga Economic Development Agency

AGRIBUSINESS

Agriculture and agribusiness have been cornerstones of Central New York's economy for over 200 years. With more than 3,500 farms, over 200 processing facilities, and nearly 4,000 jobs, this industry contributes more than \$53 billion annually to New York's economy. Agriculture will remain a cornerstone of this region, with the industry is expected to grow by nearly 30 percent by 2022. For these reasons, the industry was prioritized in CNY's 2015 CNY Rising plan.

Three years later, CNY continues to see investments in this industry across the region. New breweries are opening in every major city in Central New York, SUNY Morrisville continues to lead with cutting-edge research and practices, and large controlled environment agriculture projects will start breaking ground next year.

Experts say that feeding the world's population in the 21st century will be one of the greatest challenges, believing that more food will need to be produced in the next 40 years than has been produced in the past 10,000. Central New York is putting in place the infrastructure and technology to meet that demand.

2017-2018 Progress:

The New York Food and Agriculture Competition (NYFAC)

The CNYREDC believes that collaboration can lead to innovative and transformative ideas. While our regions may be broken up into counties and cities, the benefits of agriculture transcend these boundaries. It is for this reason that the three winning URI regions—Central New York, Finger Lakes, and Southern Tier—continue to collaborate on a food and agriculture-related business competition/accelerator. This competition would rotate among the regions each year, with each region helping to score applications, identify finalists, and judge winning proposals.

Draft guidelines for the competition have been created, and the regions continue to meet regularly to iron out the details. A final plan should be approved in the near future, including input from Empire State Development and the regional councils, Cornell University, and the state Department of Agriculture and Markets.

This competition is the beginning of many such collaborations between the regions that will continue to foster new ideas, not only for agriculture and related businesses, but for all economic development through Upstate New York.

Shovel-Ready Sites for Agriculture-Based Projects

The initiative to identify shovel-ready sites for agriculture-based economic development projects, for both value-added processing facilities—such as dairy, produce, and aseptic packaging facilities—as well as sites suitable for controlled environment agriculture operations continues to move forward. The initiative among the three winning URI regions is planned to begin in late 2018. This initiative will evaluate sites in the 22 counties of the three regions for level of shovel readiness and level of investments needed for sites to be suitable for development. In early 2019, a marketing campaign is planned for promoting the sites nationally and globally and finding potential users and projects for the sites. This initiative will be implemented with support of Empire State Development, regional and county economic development organizations, utility companies, and professional services in engineering and marketing.



New York Grown and Certified

Produce

Apples Acres, Onondaga County
Emmi & Sons, Inc., Onondaga County
Long Point Orchards LLC,
Cayuga County
Main Street Farms LLC,
Onondaga County
Reeves Farms LLC, Onondaga County

Dairy Processors

Byrne Dairy, Onondaga County

Eggs

Maple Hollow Farm, Oswego County

Maple

Ben & Judy's Sugarhouse,
Madison County
Dutch Hill Maple, Onondaga County
Komrowski Maple, Onondaga County
Maple Hollow Farm, Oswego County
Schoolyard Sugarbush, Cayuga County

The New York Grown and Certified label continues to be recognized both nationally and globally. Launched in 2016, the program has over 2,300 participating farms across the state and many local retailers, including Tops, Stewart's ice cream, and Price Chopper. New York is one of the nation's top producers of fruits and vegetables, and this seal indicates that the farms products come from have been inspected for safe food handling and environmental stewardship. As the demand for locally sourced products continues to increase, Central New York is committed to meeting that demand. Several Central New York producers have signed up to participate:

In 2019, \$475,000 will be made available to producers and retailers to market their farms, products and stores, and discuss why their involvement in this program is important.

Controlled Environment Agriculture (CEA)

In 2015, the CNYREDC identified controlled environment agriculture (CEA) as one of its three main pillars for investment that will capture the global demand for safe and nutritious food. CEA facilities combine industry-standard greenhouse technology with sensing technology to measure and control variables such as temperature, light, humidity, air pressure, water, nutrients, and carbon dioxide. This technology allows for year-round growing of produce, decreasing reliance on Southern and Western grown produce in the Northeast's coldest months. After years of planning and work on a major CEA project will begin next year.

Green Empire Farms is planning to construct up to four phases of new greenhouses in Madison County, starting in 2019. Phases one, two, and three will have 32 acres in each phase growing under glass and lights. Phase four is anticipated to be 14 acres. The facility expects \$110 million invested, adding up to 200 new full-time employees. Strawberries, peppers, cucumbers, and tomatoes are to be grown and sold throughout New York State and the Eastern seaboard.

Institutions of higher learning are utilizing this technology on their campuses to feed their students and to provide learning opportunities in this emerging market. SUNY Morrisville is working to build a new, larger facility to provide space for its students, faculty, and staff.

Aseptic Packaging

Aseptic processing and packaging technology continues to grow at a rapid rate. Demand is increasing for additional aseptic processing/filling of various products such as dairy-based beverages, plant-based beverages, protein-fortified drinks, nutraceutical-based products, infant-formula products, and specialized waters/value-added beverages.

Aseptic processing and filling technology allows products to be manufactured under high-heat, aseptic conditions, then packaged at ambient temperatures. The products are stored and shipped to customers under ambient conditions that require no cold storage warehouse or distribution chain requirements. This technology allows for tremendous cost savings and sustainability initiatives in the distribution/storage chain, since refrigeration is not necessary after products are in the final package.

Aseptic processing/filling technology allows for extended shelf-life storage of the products for up to and over one year, which expands marketing opportunities. With a global customer base and sufficient raw resources, including local businesses such as Byrne Dairy and Cayuga Milk Ingredients, the opportunities for local aseptic processing technologies is great.



*Crew members attend to cows in the milk parlor at Oakwood Dairy in Auburn, NY.
Photo Credit: Cayuga Economic Development Agency*

Farmers Resource Guide

The subcommittee on agriculture has added a priority for 2018 and into 2019. Given the importance of farms and farmers to the Central New York economy, and taking into account the time necessary to effectively run a farm, the committee identified the need for a guide listing all resources (grants, loans, training, business development) available in Central New York. The committee is gathering the documents necessary to create this guide and hopes to make it available early next year. The committee plans to update the guide often.

Expansion Projects

Many businesses have made great progress over the past year. These include:

- **1886 Malt House** – Featuring state-of-the-art malting technology, this 40,000-square-foot facility in Volney, Oswego County supplies 2,000 tons of malt annually, making it one of the largest craft malting facilities in the United States.
- **Hillside Country Farm Brewery** – After breaking ground in May of this year, Hill Country Farm Brewery plans to open its doors at the end of this year, providing a farm brewery destination in Pompey, Onondaga County.
- **Apple Acres, LLC** – Apple Acres began construction this year on a 32,000-square-foot packing house and 4,000 square feet of 32-degree storage adjacent to its facility in LaFayette, Onondaga County. The completed project will accommodate packing of 4,400 bushels per day, a 120 percent increase over current capacity.
- **Hudson's Dairy, Inc.** – Hudson's Dairy is on track to complete construction on a 6,000-square-foot refrigerated warehouse facility for dairy foods in Fulton, Oswego County. The new facility will allow for more efficient truck access, ease of storage problems, and rotation of dairy and ice cream products.



1886 Malt House Project

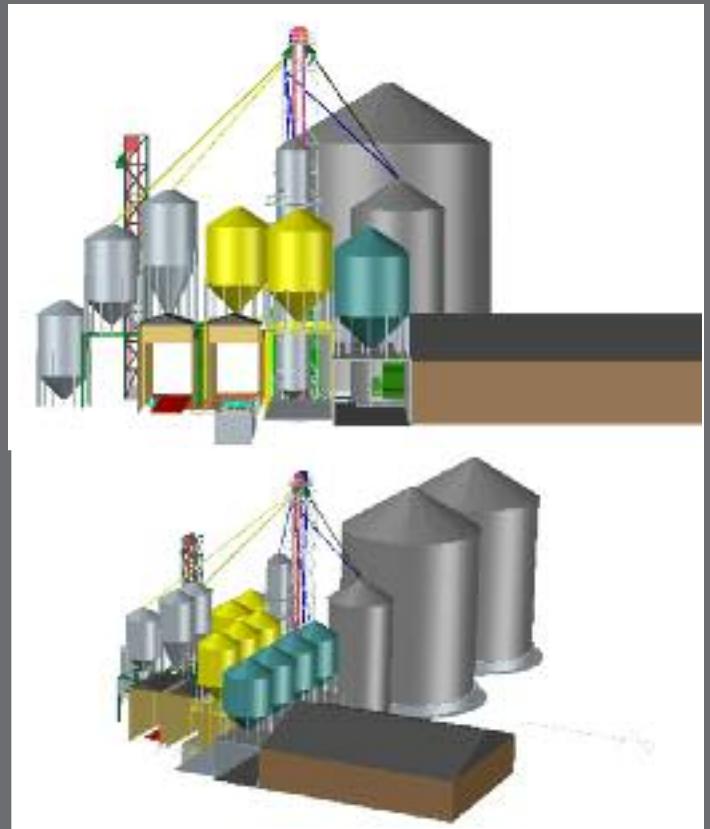
Actions to Advance Regional Strategies and/or Revitalization Plan:

- Advance CEA projects like Green Empire Farms so its success can spur other CEA projects in the region
- Continue to coordinate with regional partners to bring the NYFAC competition to fruition
- Partner with the Department of Agriculture and Markets to add participation in the New York Grown and Certified label

SNAPSHOTS IN SUCCESS

Todd Du Mond decided that agriculture was his career calling and returned home to his family farm in Cayuga County with bachelor's and master's degrees in engineering from Massachusetts Institute of Technology. In 2003, he created a grain processing business, today called Du Mond Grain, LLC. Du Mond Grain connects local farmers, enabling growers to sell their crops and dairy farmers to buy high-quality feed locally, at a much lower cost of transportation. From 2003 to 2017, the business significantly expanded, going from one to three product lines. Du Mond's vision optimizes local agricultural commerce while adding two product lines, non-solvent soybean meal and non-solvent soybean oil to Du Mond Grain, LLC.

After gathering support from local farmers and businesses, Du Mond Grain submitted a request for funding from New York State through the Empire State Development grant process and received \$879,000. The funding will assist the business plan, which includes construction of a 6,000-square-foot facility, soybean extruding and oil pressing equipment, and silos for storage. Du Mond Enterprises has committed to increasing its staff by about 200 percent, with well-paying jobs. The project has started, the team is growing, and it continues to recruit top-notch candidates. Du Mond's vision for growth, sustainability, and quality provided the opportunity for the REDC to support a growing business while creating opportunities and benefits for local agriculture.



"We are excited about the non-solvent soybean facility project because it brings soybean processing to Cayuga County. Today, we grow soybeans in Central New York and ship them outside of the state to be processed or exported, and the dairy farmers bring the soymeal back into New York to feed their cows, at an additional cost for everyone. The soybean facility allows Du Mond Grain the opportunity to grow while strengthening agriculture in Cayuga County holistically."

— Todd Du Mond, owner/managing partner,
Du Mond Grain, LLC

ROUND 7

Name: **Du Mond Grain, LLC**

Project Name: Non-Solvent Soybean Extruding Plant

\$879,000 Awarded for a Non-Solvent Soybean Extruding Plant to Support State Farmers and Create Jobs.

- Continue to gather resources beneficial to farmers and create a guidebook for distribution
- Work with local partners to research the feasibility of an aseptic packaging facility in Upstate New York
- Help smaller farms with projects apply for CFA funding

UNMANNED AERIAL SYSTEMS

Central New York and the Mohawk Valley continue to lead the national effort to integrate unmanned aerial systems (UAS) into the national airspace for commercial purposes. In 2015, Gov. Cuomo approved Project U-SAFE, the region's winning Upstate Revitalization Initiative proposal. This investment supports three key regional strategies that remain the guiding framework for this approach:

1. Construct a world-leading unmanned aerial system traffic management (UTM) corridor
2. Establish a national unmanned aerial system standardized testing and rating (NUSTAR) facility
3. Support UAS business development, growth, and innovation

While the region's core strategy is built around attracting and growing companies with a focus on UAS, the ultimate goal is to play a leading role in the research, development and manufacturing of these systems regardless of their application.

To advance these strategies, the CNYREDC has established a UAS working group to provide three core functions:

1. Act as an experienced advisor to the state and those responsible for executing the component parts of Project U-SAFE
2. Seed, support, vet, and grow other elements of Project U-SAFE, or new concepts, which do not have an official sponsor
3. Facilitate the exchange of open information to the extent possible.

Work group members include Assured Information Security, C&S Companies, CenterState CEO, Griffiss International Airport, Gryphon Sensors, Niteo Park, Onondaga County, Saab, SRC Inc., Syracuse University, SUNY ESF, Automodality, Thales, Northeast Information Discovery, and the NUAIR Alliance.

2017-2018 Progress:

2018 was a year of acceleration for the region's UAS efforts, fueled by increased growth and attention on the UAS industry nationally. This attention has driven growth of estimates of the potential market of sub-components to the larger industry. For example, a report published in April 2018 estimated the potential market for UTM services could reach \$538.2 million by the end of the year and hit \$2 billion by 2025. These opportunities are being developed around the world. A recent analysis by PWC estimated that UAS technologies could add £42 billion to the United Kingdom's economy by 2030.

Although many states and metropolitan areas have marketed themselves as appealing for companies expanding in this industry, the investments of the CNY Rising strategy have made New York a leader. In a July report, the Brookings Institution recognized Central New York and the Mohawk Valley as a nationwide model industry cluster initiative. The report highlighted the region's strategy of developing an ecosystem supporting the growth of the industry overall, its passionate and dedicated leaders, and its ability to mix perspectives and insight from industry, academia, and public partners.

To maintain its leadership position, the region continues to invest in its core strategies and explore additional opportunities and challenges for the continued deployment of UAS. Some of those additional opportunities include the need for stronger public policy framework around unmanned systems, urban air mobility, and continuing digitization of manufacturing in the aerospace industry.

UAS Strategy 1: Construct a World-Leading Unmanned Aerial System Traffic Management (UTM) Corridor

Central New York and the Mohawk Valley are deploying the country's first operational UTM system for commercial purposes. The region's UTM capabilities are being developed in two phases, resulting in a more than 50-mile corridor linking the cities of Syracuse and Rome, Oneida County, with a fully instrumented system. Partners in Central New York and the Mohawk Valley who are responsible for executing this strategy are working with experts from NASA and the Federal Aviation Administration to build a safe and secure flight environment for companies to conduct beyond visual line of sight (BVLOS) commercial operations.

In September 2017, partners—including Griffiss International Airport, the NUAIR Alliance, and SRC, Inc.—demonstrated the first phase of the UTM corridor for Gov. Cuomo, representatives from the FAA and NASA, and 300 guests. In a live demonstration, these partners showcased distinct use cases made possible by the instrumentation and systems developed in phase one. Since that demonstration, Griffiss International Airport and the NUAIR Alliance have worked closely with the FAA to conduct increasingly sophisticated BVLOS test flights within the initially installed instrumentation.

The UTM corridor is a first of its kind and the most advanced drone testing corridor in the nation. It will enable companies to test both UAS platforms and technologies, generating data that will inform the industry and regulators to advance the commercial use of UAVs. NUAIR recently hired a chief executive officer who has vast experience in UAS, both as a senior advisor with the FAA and as an Air Force major general. His experience, leadership, and recognition as an expert in UAS put the NUAIR Alliance at the forefront of the UAS industry.

Highlighting the progress made in the past year, the NUAIR Alliance selected two partners to help develop the second phase of the UTM corridor in May 2018. SRC Inc. and Raytheon were chosen to partner with the NUAIR Alliance and provide radar systems, instrumentation and other services to support continued growth and development of the UTM corridor. Many states, including North Dakota and Ohio, announced in 2018 their intention to develop their own UTM systems. This increased interest in these systems presents a growth opportunity for local CNY companies that provide instrumentation and other down-stream services.

UAS Strategy 2: Establish a National Unmanned Aerial System Standardized Testing and Rating (NUSTAR) Facility

New York also continued to play a leadership role in the development of airworthiness and cybersecurity standards for this emerging industry. Experts from NUAIR participated in a number of work groups and development teams in partnership with groups, such as Underwriters Laboratory, to advance the development and deployment of these standards ahead of the creation of a testing and certification facility in Central New York.

Through the hiring of a new chief technology officer, the NUAIR Alliance advanced its efforts to create interim testing and certification capabilities. Working with existing research, engineering and testing labs and facilities in Upstate New York, the NUAIR Alliance intends to begin offering these services to any UAS provider that desires to fly its vehicle in the national air space.

The NUAIR Alliance also announced a strategic partnership with AiRXOS, a GE venture, in early May 2018. Combining NUAIR's new National Unmanned Systems Testing and Rating (NUSTAR) capability with the AiRXOS autonomous service platform, the parties plan to transform the safe, efficient integration of UAS into the national airspace system by establishing industry standards and rating systems for UAS—think of the Insurance Institute for Highway Safety in the motor vehicle industry. Working with partners from industry, academia, and standards organizations, NUSTAR will measure UAS performance and test systems against industry consensus standards. AiRXOS will automate the processes used by commercial operators, pilots, organizations, and drone manufacturers to engage in commercial flight operations.

UAS Strategy 3: Support UAS Business Development, Growth and Innovation

To keep up with New York's growing prominence in the national UAS conversation, partners led by Empire State Development launched a collective brand and marketing program in 2018. The region's collective efforts are represented under the UAS Central brand and website. This brand is matched with an aggressive schedule to represent the region in trade shows across the globe and an inbound marketing program to bring in leads for the region's economic developers and talent to fill the growing needs of the region's UAS-oriented firms.

The UAS Work Group made significant progress in designating two drone zones to offer soft landing spaces to companies that want to relocate in Central New York and the Mohawk Valley. These two initial drone zones will be located at The Tech Garden, in downtown Syracuse, and at Griffiss International Airport. It is expected that additional buildout of these facilities will be needed as more companies locate close to the region's UAS infrastructure.



Pilots from the NUAIR Alliance test unmanned aircraft systems (UAS) in preparation for an upcoming Technology Capability Level (TCL) flight test demonstration in conjunction with NASA and four other FAA UAS Test Sites taking place June 6, 2017. The test will focus on beyond visual line-of-sight operations in sparsely populated areas. Photo credit: NUAIR Alliance.

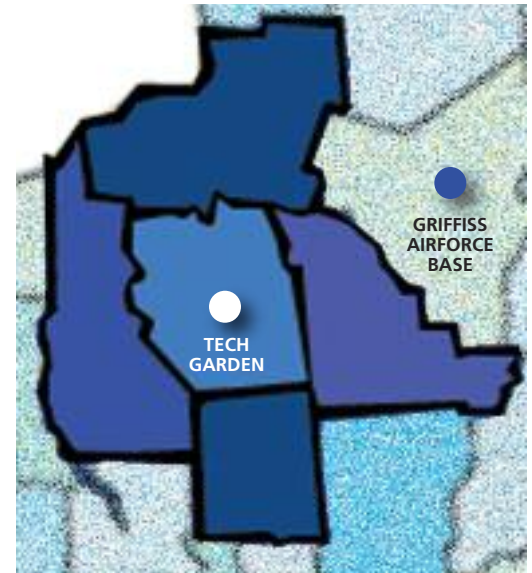


Continuing evidence of the region's success in supporting the UAS industry is the continued growth of the GENIUS NY program, the world's leading accelerator for unmanned systems that has attracted 12 companies to grow their emerging businesses in Central New York. In May 2018, Gov. Cuomo announced the continuation of this program, which is accepting applications for its third year.

Finally, many of the region's colleges and universities have responded to the growing need for UAS-oriented talent. Many of these institutions have also developed dedicated research programs focused on UAS technologies, including the McDevitt Information Systems Research Fellows Program at Le Moyne College, Syracuse University's Department of Engineering and Computer Science, SUNY ESF, and SUNY Polytechnic University. This academic focus is not restricted to the region's leading colleges and universities. In 2018, the Syracuse City School District developed the nation's first dedicated P-TECH program focused on UAS technologies.

2018 - 2019 Actions to Advance Regional Strategies and /or Revitalization Plan:

- Market sites identified as qualified drone zones and expand facilities to welcome new companies to the regions
- Support the continued growth and development of GENIUS NY companies
- Launch a statewide UAS integration initiative to encourage stronger use of UAS technologies by state and local governments
- Develop a collective approach to UAS policy in New York State
- Continue to build the pipeline of potential companies interested in expanding or relocation operations in New York
- Establish an initiative to attract UAS talent to Central New York and the Mohawk Valley
- Create a new initiative focused on establishing a resilient supply chain and digital manufacturing capabilities of the state's UAS and aerospace industries



“One of the most underrated cities in the country, Syracuse is brimming with excitement and charm that beckon discerning travelers who desire an experience that is hard to duplicate elsewhere.”

—Forbes, 7/20/18

TOURISM

The tourism industry for Central New York has long been one of the region's most treasured assets and continues to provide a significant contribution to the region's economic development strategy and growth. The tourism blueprint offers an expansive array of offerings, thanks to the abundance of natural resources, expansive economic development, and infrastructure investments in entertainment and tourism, at the state's central location.

Based on these factors, the tourism industry remains one of the largest employers, with nearly 40,000 workers in Central New York. Strategic planning and continued efforts to boost tourism in Central New York in the past five years have provided one of the strongest industry growth strategies for the community.

Tourism and hospitality industries often offer a low barrier to employment for many individuals, including the community's growing refugee population, to enter the workforce. Though it pays wages usually below the regional average, increased tourism directly impacts a major revenue generator for local governments: sales tax. Additionally, visitors to the region's tourism industry generate spending that complements that of local consumers.



The United States Bowling Congress tournament ran for 100 consecutive days in 2018 (March 31-July 8) at the Oncenter, which was transformed into a 48-lane bowling facility with the world's largest mobile scoreboard, office and vendor space, a concessions area, locker and squad rooms, and seating for hundreds of guests/fans. The event was projected to attract between 7,500 and 10,000 five-player teams with an expected economic of \$75 million. Photo Credit: Visit Syracuse Inc.

2017-2018 Progress:

New and renovated assets are operating, among them the updated Doubletree Hotel in Carrier Circle, the new Fairfield Inn and Suites on Carrier Circle, two new Tru Hotels in the Seventh North and Township 5 areas, new docks at St. Joseph's Health Amphitheater at Lakeview, the New York State Fair redevelopment, and the Embassy Suites by Hilton Syracuse Destiny USA hotel. Another significant area of growth that has aligned with state-focused economic development strategies lies in the craft beverage industries. Breweries and storefronts have opened all over the region with over 10 new locations opening in the last 18 months.

After a successful hosting of the United States Bowling Congress Open at the Oncenter, an event that had a \$75 million economic impact on Onondaga County, the momentum continues for a variety of conventions that will take place over the next 18 months. These include Vital Signs 2018; Trails USA Conference; NAJTA Annual meeting; Sweet Adelines International Region 16 Convention; the 20th year of the Syracuse Nationals; and the New York State Fire Chiefs Convention. Visit Syracuse is helping the visitor experience in Onondaga County.



Even with the ongoing improvements of the New York State Fair, the variety of fried foods remains a favorite. Visit Syracuse secured an appearance of some of these Fair favorites on The Today Show before the 2017 Fair opening. Photo Credit: The Today Show/NBC

A significant investment has been made in technology, including the launch of a new app called “Stamped Syracuse,” available in the App Store. The passport functionality on this app will help visitors navigate all the attractions the region has to offer. It includes a “Sip on Syracuse” beverage trail to help locals and visitors navigate the list of breweries and distilleries. Visit Syracuse will also transform its website, featuring user-generated content to tell the area’s story through its visitors and their photos. Visit Syracuse is now an independent organization with its own board of directors.

Destiny USA partnered with local destinations—such as the Museum of Science and Technology, Syracuse University football, the Rosamond Gifford Zoo, the New York State Fair, and the Syracuse Chiefs—to launch the expanded the Destiny USA Summer Fun Pass. The pass includes tickets and discounts to major destinations at Destiny and its participating partners.

The Onondaga Historical Association continues to use new methods to connect the community to its historic past. This year, the OHA debuted a new movie entitled “Beneath the Surface—the Storied History of Onondaga Lake” that documents the turnaround of this once heavily polluted lake into one of the community’s most valuable assets.



Governor Andrew M. Cuomo officially opens the new Exposition Center and the New York State Fair. Photo Credit: Office of Governor M. Cuomo

The New York State Fair

New York's investment in the New York State Fair in 2016 resulted in some of the highest attendance numbers experienced. In January 2017, Gov. Cuomo announced phase two of the redesign and transformation of the New York State Fairgrounds. The phase two task force of 21 local officials and industry leaders, co-chaired by State Agriculture and Markets Commissioner Richard Ball and Onondaga County Executive Joanie Mahoney, identified the construction of a multi-use Exposition Center as the highest priority for funding.

The governor proposed \$50 million for phase two in his executive budget and the state Legislature approved. The state Office of General Services Design and Construction Group led a two-phase procurement process to select a design-build entity to deliver the exposition building project by August 3, 2018. Construction concluded before the 2018 State Fair opened.



Photo Credit: Office of Governor Andrew M. Cuomo

The Exposition Building was designed and constructed within these parameters:

- A minimum 133,000-square-foot multipurpose building
- An open exposition hall that maximizes the flexibility of uses for the space. These uses may include, but are not limited to, motocross, equestrian events, equipment shows, and other trade show and vendor events that complement and expand the existing Fairgrounds year-round programming.
- Seating and accessibility for approximately 4,000 patrons



St. Joseph's Health Amphitheater at Lakeview. Photo Credit: Visit Syracuse Inc.

St. Joseph's Health Amphitheater at Lakeview

To enhance the experience of the New York State Fairgrounds and St. Joseph's Health Amphitheater at Lakeview, two of region's high-profile tourism venues, New York State has improved highway access and parking lots for events. The project will improve traffic flow, site access, parking, traffic control, and traffic demand management to and from planned special events at both locations. The focus of these improvements will be the connection points between the Fairgrounds parking areas, including the Orange Lot, and adjacent highways.

The New York State Fairgrounds parking lots and the highways and arterial roads providing access to and from these parking lots will be improved by changes to highway traffic flow routes, local traffic flow routes, emergency access routes, background traffic accommodation, transit accommodation and service, site access and parking, pedestrian control, accessibility for persons with disabilities, shuttle bus service, traffic control, and traffic incident management.



An artist rendering of the new suites at the War Memorial. Photo Credit: Advanced Media

The War Memorial

Last year, Onondaga County approved \$8.5 million in funding for renovations to the War Memorial, home of the Syracuse Crunch hockey team. These improvements will create a better fan experience and will be ready for the start of the 2018-2019 season. Renovations include:

- Six private suites that can hold between 17 and 22 fans
- A new scoreboard and ribbon board surrounding the seats
- Renovated bathrooms
- New concession facilities
- State of the art lighting from Ephesus
- Digital marquee

These changes will significantly increase the fan experience, while bringing the facility into the 21st century. These upgrades will also make the facility more attractive to other shows and events, allowing the venue to offer more entertainment options in the future.

Actions to Advance Regional Strategies and/or Revitalization Plan:

- Continue to enhance product training for front-line service employees and hospitality management
- Expand the Official Home of Winter campaign
- Continue the buildout and improvement of the New York State Fairgrounds to act as a year-round site for conventions and visitor events
- Expand and strengthen offerings and the visitor experience at St. Joseph's Health Amphitheater at Lakeview
- Explore new approaches to support the region's strong arts and cultural assets, possibly through creation of arts and cultural districts.

GOAL 2 - KEY REGIONAL & REVITALIZATION PLAN PRIORITIES



The CNYREDC's strategy continues to seek improvement in both competitiveness and connections to regional, national and global economies. The strategic focus will ensure the regional companies are competitive in and connected to global economies.

ENTREPRENEURSHIP

Central New York's dynamic, growing economy is driven in large part by entrepreneurship and innovation. The region's entrepreneurship and innovation ecosystem has continued its efforts to identify and coordinate key resources for entrepreneurs and startups to accelerate their business development and retain those entrepreneurship-led companies in Central New York.

2017-2018 Progress:

Programs and Resources

Programs and resources to support expansion of innovation and entrepreneurship in Central New York include:

GENIUS NY

GENIUS NY, the world's largest business competition and accelerator program focused on unmanned systems industry, entered its second year, with a third round announced in May 2018.

The advancement of this program aligns with the CNY Rising strategic plan, which calls for major investments in the UAS industry. By investing in UAS startups, Central New York is creating a hub for high-tech jobs and investments. This successful program's latest infusion of additional funding also helps address the scarcity of pre-seed and seed funding in Upstate New York.

Administered by CenterState CEO's Tech Garden and funded by Empire State Development, GENIUS NY invests more than \$3 million in six companies while providing business development support, including monetary awards, resources (service provider alignment, customized mentoring, contract assistance), programming (integrated business development series), and connections to key influencers, industry experts, early adopters, and potential partners and investors.

The second GENIUS NY cohort arrived for the one-year in-residence accelerator program in January 2018. In April, they were awarded a total of \$2.75 million, with the \$1 million grand prize investment awarded to Perspective Robotics (dba Fotokite), of Switzerland. Dropcopter LLC was awarded the second-place prize of \$600,000; TruWeater Solutions LLC took third place, winning \$400,000; while Dropcopter, Inc., Precision Vision, Inc. and UsPLM, Inc. each captured a \$250,000 investment. The teams will increase their hiring, elevate their tech development and design, contracted with local vendors to accelerate their business growth.

The Tech Garden continues to provide services to all six teams for the original 2017 cohort, five of which maintained their office after the completion of the program in 2017.



GENIUS NY



GENIUS NY first-place winner Fotokite is developing tethered drone capabilities to assist first responders. The company just finished its first Series A deal with \$3 million in investment and hired a business development director for its Syracuse office. It plans to hire six employees this year. Photo credit: CenterState CEO.

Armory Square Ventures

For many years the lack of available seed capital was one of the leading barriers to stronger local entrepreneurial growth. Armory Square Ventures (ASV), which started in 2014 as one of the few venture funds dedicated to investing in companies in Upstate New York, continues to gain momentum and invested in eight companies in its first fund, the majority of which was invested in Upstate New York.



ASV's companies have attracted more than \$90 million in follow-on capital from some of the industry's leading venture funds. ASV realized its first exit in fall 2017 through the successful sale of portfolio company Agronomic Technology Corp., an agricultural technology spin-out from Cornell University, to Yara International ASA, a \$12 billion Norwegian chemical company.

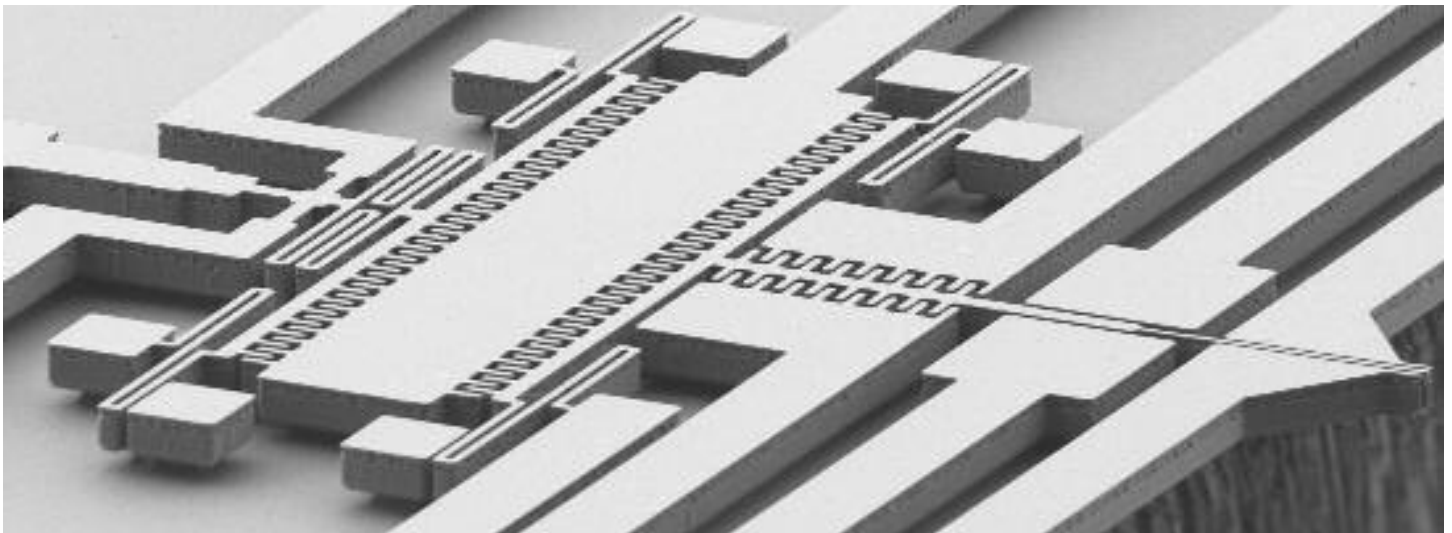
The fund's portfolio also includes ACV Auctions, which allows car dealerships to buy and sell used wholesale inventory instantly and was a winner of the 43 North program. The company sold 5,000 vehicles in early 2018, a 400 percent increase in year-over-year vehicle sales. ACV Auctions employs nearly 400 employees.

Other noteworthy portfolio companies based in Upstate New York include Good Uncle, a food delivery and restaurant brand, and Clerio Vision, a vision correction technology based in Rochester.

ASV closed on its second fund in June 2018 and is exploring new investments.

Innovation Connectors

The Syracuse Innovation Connectors group includes leaders within government, business, incubation, acceleration, and resource organizations across Central New York who meet monthly to share information, build alliances, collaborate on events, and understand the strength of the region's resources to better assist next-generation entrepreneurs. One of its signature events, The Funding Roadmap, offers a two-part series to connect business owners and learn about resources and tactics to help secure funding for their ventures.



Xallent, a 2017 Grants for Growth \$25,000 recipient, provides testing solutions to support nanoscale characterization of semiconductor devices and thin film materials. Pictured is a nanomachine probe it is developing. Photo credit: Xallent.

Grants for Growth

The longest-running startup support program in Central New York, Grants for Growth, supports innovative applied research projects between universities and industry. The program has awarded 93 investments totaling \$5.1 million. This support has leveraged \$45 million in additional investments and has led to the creation of 68 patents. This investment has engaged entrepreneurs from across seven counties in New York and has created the potential for 882 new jobs.

Technology Commercialization Growth Fund

The Technology Commercialization (TC) Growth Fund was established through a partnership between CenterState CEO and Empire State Development to provide critical pre-seed funding to emerging technology companies in Central New York. The \$1.5 million program is funded by Empire State Development and managed by CenterState CEO's Tech Garden. In 2017, \$200,000 was awarded to Pelitex Inc., Tuzag Inc., and recombiPure Inc., which were able to secure a total of \$200,000 in additional private sector investment. Three additional companies have been selected in the first half of 2018—Imajion Inc., RepHike Inc. and Orthofit Inc.—for an aggregate TC Fund injection of more than \$300,000, with private-sector investors adding more than \$500,000 in pre-seed monies to those companies. As a result, these companies were able to employ more people in Central New York; one company expanded so quickly that it is preparing to open its first seed round of \$10 million in the third quarter of 2018.

Innovation in Your Industry

In 2018, CenterState CEO's Tech Garden launched a new Innovation in Your Industry Series to offer early access to new technologies being created in Central New York. The series highlights companies whose innovation can benefit other companies and their customers.

SUNY Upstate Central New York Biotech Accelerator

In July 2017 the Central New York Biotech Accelerator (CNYBAC) selected seven companies to participate in its inaugural Medical Device Innovation Challenge (MDIC). Program participants receive six months of rent-free space at the CNYBAC and use of the Upstate MIND Creation Garage, a space equipped with technology such as 3D printers to go from idea to prototype. They receive free consultations with business experts on how to pitch their products to gain further funding, navigate the regulatory environment, and produce data to help assess product marketability. Additionally, the winners receive free admittance to business-related workshops, including the upcoming medical device concept to commercialization boot camp.

Participants in this round of the MDIC program include EndoGlow. Participants in this round of the MDIC program include EndoGlow, ISEE Loyal Tech, ModoScript, One Stone Technology LLC, Harris Skeele Corp., and Superlative Bio-Sciences Corp.

In 2017, the CNYBAC became an affiliated partner with The Tech Garden's Central New York Innovation Hot Spot. As a result, CNYBAC members can take advantage of the Hot Spot tax benefits. The Biotech Accelerator serves emerging biotech firms in Upstate New York and commercializes products coming out of the region's hospital and health services facilities.



Technology Commercialization Growth Fund recipient, RepHike Inc. Photo credit: CenterState CEO.



Cortland Research presented its POUNCE system, a new occupancy-based energy saving technology that reduces energy bills, improves maintenance costs, maintains comfort, and meets new energy code requirements, as part of the Innovation in Your Industry Series. POUNCE is installed at The Tech Garden, where it monitors real-time use, people activity, temperatures, and power use and controls lighting, plug loads, as well as heating, cooling, and ventilation. Other clients include SUNY Cortland, OCM BOCES, Onondaga Community College and Corning. Photo credit: CenterState CEO.



SUNY Upstate Medical University's Dr. Robert Corona addresses participants at a Concept to Commercialization Boot Camp workshop. Credit: CNY Biotech Accelerator



*The Central New York Biotech Accelerator at Upstate Medical University.
Photo credit: SUNY Upstate Medical University*



*The Syracuse CoE and the CNY Biotech Accelerator create CNY's Innovation Crossroads, where firms collaborate every day.
Photo credit: Syracuse CoE.*

SyracuseCoE Labs

Catalyzed by a New York State investment, in partnership Syracuse University and SUNY ESF, SyracuseCoE completed construction of an \$8.7 million project in 2017 that created new facilities to support industry-university collaborations on innovations in environmental and energy systems. New facilities expand SyracuseCoE's capabilities for research, development and demonstration projects on emerging technologies for electric vehicles, solar power, biofuels production, storm water management, interactive visualization, and advanced buildings technologies.

With support from National Grid and in collaboration with CNYBAC, SyracuseCoE initiated a branding effort for the neighborhood as the Innovation Crossroads, leveraging the proximity of these two innovation centers to the academic community and to downtown Syracuse, creating a wealth of intellectual capital and a hub for synergy and collaborative research and development on products and technologies that promote healthy buildings, greener communities, and next-generation medical devices.

Up Start

Up Start is a CenterState CEO program that helps grow businesses within vulnerable communities. Since the program's expansion in April 2016, Up Start has pulled together a diverse group of neighborhood partners and service providers to assist participating entrepreneurs and businesses. Those participants identified a lack of business networks, education, and financing as the biggest barriers to their success. The Up Start program incorporates a 12-module business-training course, Start It! Business Basics; creates a business resource pool of professional service providers and business assistance organizations; coordinates a character-based revolving loan fund; and supports entrepreneurs in securing and building out spaces for their businesses. In 2017-2018, Up Start graduated more than 100 aspiring entrepreneurs and businesses from its Start It program, helped launch or grow more than 21 businesses, and loaned approximately \$145,000 to its entrepreneurs. Through an expanded partnership with Syracuse Cooperative Federal Credit Union and The Volunteer Lawyers Project, every participant receives a financial literacy and credit, and legal baseline assessment and action plan.

Up Start is working with the Allyn Family Foundation to open a food hall at the corner of South Salina and Onondaga streets in Syracuse, a \$22 million redevelopment project to recruit and train new culinary entrepreneurs.

CenterState CEO also partners with Onondaga Community College's workforce development program on With Love, a restaurant incubator and restaurant management training center that welcomes a new Up Start food entrepreneur every six months. Up Start provides training, technical assistance, financing, and real estate resources during the entrepreneur's With Love residency.

2017-2018 UP START HIGHLIGHTS

- 21 businesses started or expanded
- \$145,000 loaned through Syracuse Cooperative Federal Character-Based Revolving Loan Fund
- 25+ businesses received one-on-one technical assistance
- Launched the Start It! Business Basics Food Entrepreneurs class in partnership with the With Love restaurant incubator

2018-2019 UP START GOALS

- Support 100+ businesses
- Scale program with support from JPMorgan Chase and KeyBank
- Use the KeyBank Business Boost and Build program grant powered by JumpStart to help CenterState CEO, the South Side Innovation Center, and the WISE Women's Business Center build a more comprehensive ecosystem



UMEA's inaugural Community Engagement Awards attracted some of the region's most influential names in politics, business, and economic—a powerful testimony to the partnerships the organization has been able to leverage. Photo credit: CenterState CEO.



In 2017, more than 40 Up Start Entrepreneurs graduated from Start It! Photo credit: CenterState CEO

Upstate Minority Economic Alliance

The Upstate Minority Economic Alliance (UMEA) is a nonprofit organization operating in Central New York that works as a chamber of commerce on behalf of minority business owners and as an agency for economic development on behalf of professionals of color. In the last year, the organization signed up more than 135 new members.

In 2018, UMEA celebrated its inaugural Community Engagement Awards recognizing 15 public and private organizations for their commitment to minority- and women-owned business enterprises (MWBE) growth. The event raised more than \$50,000.

Cortland Business Innovation Center

With the assistance of New York State ESD and DRI funding the Cortland Downtown Partnership will soon complete a significant rehabilitation of a downtown into the Cortland Business Innovation Center to serve as downtown's hub for commerce and culture and a resource for aspiring entrepreneurs. The center will provide retail incubation for four businesses on the first floor, eight co-working and startup offices on the second floor, and living space for an entrepreneur in residence on the third floor.

Thought into Action

The Partnership for Community Development worked with Colgate University and the Small Business Development Center (SBDC) to create an entrepreneurs' group, Thought into Action, for the Hamilton area in Madison County. Going into its tenth year, the Incubator has supported over 500 entrepreneurs across almost 350 new businesses. These ventures are supported by approximately 150 active mentors, primarily alumni and parents of Colgate University with deep ties to the startup world as company operators, investors in startups, and service providers to new businesses. During the school year, the Thought into Action Entrepreneurship Program runs the Incubator, a year-long cohort that helps accelerate new ventures of Colgate students and alumni as well as local entrepreneurs. The mentor base also includes local entrepreneurs and Colgate faculty and administrators. Beyond active mentors, approximately 400 people in the greater network have opted in to support these companies and be available for advice. These mentors have given more than 23,050 hours.

Additional successes include:

- The group opened 20 Utica, a co-working location in downtown Hamilton shared by local entrepreneurs and students throughout the year.
- In early September, over 20 mentors will be at Colgate University for an opening Incubator workshop, with plans for 50 more to participate this academic year, for a total of 140 mentors involved.
- The SBDC will host monthly business workshops at 20 Utica and in-depth workshops for advanced ventures.
- The Startup Experience will host a two-day workshop in October, open to local and student entrepreneurs.

Startup Successes

Startup growth and successes in the past year have included:

Spark.Orange, which offers Salesforce consulting services, started at The Tech Garden in 2013 with two managing partners. In 2017, they moved to a new office in downtown Syracuse's Armory Square district to accommodate their growing workforce and business, now with 18 employees. They also opened offices in Pittsburgh and Cleveland and are exploring additional offices in New York City and Denver.



Spark.Orange has expanded its space and its workforce within Syracuse's growing tech corridor. Photo credit: SparkOrange.



GENIUS NY 2.0 team Dropcopter partnered with Beak & Skiff Apple Orchard on the first autonomous pollination of apples in the country. Photo credit: CenterState CEO.



TCGplayer's new downtown Syracuse headquarters plans to draw attention to its growing company and the region's burgeoning tech scene with a giant dragon protruding through its front facade. Photo credit: TCGplayer.

Dropcopter, a GENIUS 2.0 winner, uses a drone to pollinate tree crops. It successfully demonstrated its Worker-Bee pollinator at the 800-acre Beak & Skiff orchard, home to more than 350,000 trees, in LaFayette. The potential to have drones supplement the pollination performed by bees offers the ability to distribute precise amounts of pollen five to 10 feet above tree canopy. Part of the draw for the California company was the opportunity to test its technology in a region that is leading the nation in drone innovation and development.

TCGplayer.com, which created and operates an online marketplace for trading cards games and other collectibles, is expanding to a new 44,000-square-foot headquarters in downtown Syracuse. The \$3.3 million renovation is expected to be completed in fall 2018. The company has grown to 230 employees with plans to hire nearly 200 more over the next five years.

Density is an above-door people counter, serving the corporate office space market. Its data helps companies reduce under-utilized space and improve employee productivity; customers include a leading social network and a major telecom. Since its founding in 2014, Density has raised more than \$16 million in venture capital, with participation from Founders Fund and Upfront Ventures. The company is an anchor tenant at The Tech Garden, employing 40 people and growing, with offices in Syracuse, New York City, and San Francisco.



Density uses state-of-the-art depth data, computer vision, and deep learning to measure the real-time occupancy of spaces. Photo credit: Density

AiRXOS, a GE Venture, is a new company helping to accelerate the safe, efficient, scalable integration of air and ground space for manned and unmanned vehicles. AiRXOS is working in partnership with the NUAIR Alliance to streamline the safe and efficient integration of UAS into the national airspace system.

Main Street Farms is a small but growing diversified organic farm and education center in Homer, Cortland County, using aquaponics, greenhouses, and other environmentally friendly methods to provide food for local schools, small grocery stores, restaurants, the Syracuse Regional Market, and CSA members across Central New York. The business was by Allan Gandelman, a former high school social studies teacher who was upset with the quality of food served in the high school cafeteria. He set out to build a farm that would use greenhouses and aquaponics to grow food year-round and educate children on the importance of eating vegetables. Main Street Farms is dedicated to sustainable agriculture and local food security.

Long Island Bagel, located on Main Street in Cortland, was founded by two recent college graduates, one of whom went through the entrepreneurial program at SUNY Cortland's Department of Economics. The two worked with the Cortland County Business Development Corporation to find a site, navigate regulatory hurdles, and fine-tune a business plan. The store is increasingly popular with both local residents and the student body, many of whom appreciate the quality of the product and its favorable comparison to bagels found in the Long Island and Metropolitan New York area.

Actions to Advance Regional Strategies and/or Revitalization Plans:

- Expand capacity and services within the region's accelerators (CNY Biotech Accelerator, Tech Garden)
- Grow capacity and reach of entrepreneurship programs targeted on underserved populations
- Create and expand entrepreneurship programs targeted to the region's priority industries (agriculture, thermal controls, and unmanned systems)



AiRXOS moved into The Tech Garden in August 2018 to take advantage of New York State's growing unmanned systems ecosystem in Central New York and the Mohawk Valley. Photo credit: NUAIR Alliance.



Syracuse Hancock International Airport — rendering of new exterior and bridge. Credit: Syracuse Regional Airport Authority

TRANSPORTATION AND LOGISTICS INFRASTRUCTURE

Central New York continues to enjoy some of the shortest commute times of a major metropolitan area in the nation and an ability to move goods throughout the community with relative ease. Many major improvement projects will be complete by the end of 2018. However, work still needs to be done to improve access to public transportation and in making our region more bike-friendly.

Earlier this year, improvements to Syracuse Hancock International began, which will improve the airport's functionality and allow it to attract new flights across the country. Funding has been made available to begin construction of the inland port, as outlined in the 2015 URI plan. This will be pivotal to decreasing congestion at the Port of New York and New Jersey, helping the region's manufactures to bring goods to international markets.

Progress continues to be made on a decision for replacing the Interstate 81 viaduct through downtown Syracuse, which has reached the end of its useful life. A study was released earlier this year describing the viability of a tunnel option, and the release of the environmental impact state is expected in early 2019.

Central New York remains the crossroads between the Northeast and the rest of the country. Continued improvements to transportation and logistics infrastructure will help it become a leading hub for accessing global markets and reducing costs to New York exporters.

2017-2018 Progress:

Syracuse Hancock International Airport

Later this year, the newly renovated terminal at Syracuse Hancock International Airport, a \$60 million project, will re-open as a modern, 21st-century facility. More than two million visitors and residents fly into and out of Hancock Airport every year, making it the region's front door to people from all over the world.

The new Hancock Airport combines modern materials and design elements, including large glass panes and natural stone and wood elements to create a space that is functional, yet inviting and interesting. The new grand hall will feature a central staircase designed to serve as a focal meeting point. Additional features include new terrazzo flooring throughout the terminal; new food, beverage, and retail options; updated airline and rental car facilities; renovated restroom facilities; and a solar panel array that will power an outdoor flight display system in the existing cell phone parking lot.



Airport exterior during renovations. Credit: Syracuse Regional Airport Authority



Syracuse Hancock International Airport — rendering of new interior. Credit: Syracuse Regional Airport Authority

Additionally, new services to locations across the country from Hancock Airport include:

- JetBlue added nonstop daily service to Boston
- Allegiant added seasonal nonstop service to Sanford-Orlando and Nashville
- Frontier Airlines entered the market with nonstop service to Denver, Raleigh-Durham, Chicago, and Orlando

Hancock Airport now has nonstop service to 21 destinations.

Port of Oswego

The Port of Oswego, at the intersection of the Oswego Canal and Lake Ontario, is a major transportation asset serving Central New as the first U.S. major port of call within the Great Lakes system. The Port of Oswego Authority has owned and managed the port since 1963 and has made many recent investments to transform it into a modern multi-modal shipping and logistical facility. Those investments have supported the growth of regional companies such as Novelis, Perdue Agribusiness, Sunoco Biofuels, and Exelon.



Airport interior during renovations. Credit: Syracuse Regional Airport Authority

In 2017 the Port of Oswego Authority constructed a roadway, embedded with heavy rail track, connecting the port's main East Terminal to a 12-acre secure, open-storage area to accommodate increased traffic and new commodities. The roadway connector will utilize the existing right-of-way to accommodate both truck and rail traffic. The development doubled the present storage and operation area for the port and greatly reduced truck traffic congestion. Construction of the new access corridor and storage area will improve truck movement within the port, and the rehabilitated rail/road network will connect the port's main deep-water dock to this new almost 12-acre, intermodal center. In addition, the new expansion area will include a rail transload center, which will have rail spurs for railcar storage and movement; two loading docks directly connected to a side spur; and an expanded multi-purpose open yard for heavy lift, aluminum, windmill, and new cargo storage.

Other recent improvements include a new start-of-the-art marina and gas dock. The port has obtained several pieces of specialized heavy machinery in the past few years to handle a quickly growing grain market in and out of the Port of Oswego.

Future improvements include the repurposing and construction of several dome structures and the conveyance enhancements



These two images show the Port of Oswego during and after construction. Photo Credit: Operation Oswego County.

at five other grain buildings to accommodate the growing agriculture industry. These improvements will enhance the Port of Oswego's ability to import and export grains for large companies and small local farmers and are part of the port's \$23 million capital improvement plan.

Global Logistics Hub

Congestion at the Port of New York and New Jersey stifles the port's ability to move containers from ships to trucks. One solution recommended in the 2015 URI plan is to use rail rather than truck to move the containers to a remote yard in Central New York. On-dock rail operations can move cargo on and off container terminals 50 percent faster than equivalent movements from ship to a truck.

Syracuse is strategically located to solve this congestion challenge, as it is served directly by the New York, Susquehanna and Western Railway line from the Port of New York and New Jersey. Rail will be a critical component for the future of the region's economic health. For these reasons that (pending final approval from the state auditor) up to \$21 million has been made available to transform the DeWitt rail yard to handle stacked, non-wheeled international shipping containers, including installing new crane equipment and lifts; upgrade security and deploy technology enhancements to allow for International import/export services; and construct new areas required for the stacking and handling of shipping containers.

The existing rail yard will be expanded, allowing for 30,000 containers a year to move between Central New York and the Port of New York and New Jersey. This will also lead to a reduction of shipping costs by as much as \$500 per container, making regional exports such as agricultural products, metals, and wood to Asia and other international destinations more competitive.

CSX, who owns the rail yard, will work with the State of New York to complete an environmental review and receive all the necessary permits. State officials believe the inland port could be operational by the end of 2019.



DeWitt rail yard off Fremont Road, site of the new inland port. Photo Credit: David Lassman, Advanced Media.



Interstate 81 at East Adams and Almond streets. Photo Credit: Lisa Bigelow/Pioneer Homes/Syracuse Housing Authority

Interstate 81 Viaduct

Perhaps one of the most consequential decisions will be the fate of the Interstate 81 viaduct through downtown Syracuse, which has reached the end of its useful life. Debate over the viaduct's future has continued for a decade. With the release of the feasibility study on the tunnel options, deliberations at the state and local levels are expected to continue into next year on which option—a community grid, an improved elevated highway, or a tunnel—will be chosen.

The state Department of Transportation is working its draft environmental impact statement, with its release expected in early 2019. At that time, the public will have 45 days to weigh in on the study, including during a public hearing session. After the 45 days, state DOT will release a final environmental impact statement that will recommend an option for the viaduct. This recommendation will be sent to the Federal Highway Administration, which will enter a joint record of decision with the state of New York.

It is expected years will pass before construction begins, as planning, design, and procurement will need to take place.

The CNYREDC recognizes the significance of this project and will work closely with state and local partners, along with local businesses and interested parties, to ensure as little disruption as possible once a decision is made. It will also be ready to offer suggestions for what the city of Syracuse and the region will look like once construction is complete.

Actions to Advance Regional Strategies and/or Revitalization Plan:

- Continue to expand air capability at Syracuse Hancock International Airport to increase direct flights around the country and offer cheaper options for local residents
- Work with businesses neighbors of the proposed inland port and others who can utilize its services to maximize its benefit
- Empower a public benefit corporation or authority to oversee the development and operation of the inland port.
- Work with local and state officials to prepare the region after a decision on the Interstate 81 viaduct has been made, including work training and job placement
- Partner with ride-sharing services like Uber and Lyft to provide subsidized rides for low-income residents



While much progress has been made to revitalize our urban cores, much work still needs to be done to create an inclusive economy and tackle the issues that lead to high rates of poverty in the region. Initiatives like the Alliance for Economic Inclusion, Work Train and the Opportunity Zones are a few examples of efforts making progress in this pervasive area.

URBAN AND MUNICIPAL CORES

Central New York is seeing a resurgence of its downtowns and urban cores, with more people living in these areas and new, exciting opportunities for eating, entertainment, and shopping. CNY is seeing more investment, and its cities and towns are beginning to reflect the transformative change that investment represents.

2017-2018 Progress

Greater Syracuse Land Bank

Since its creation in 2012, the Greater Syracuse Land Bank has played a pivotal role helping to strengthen our neighborhoods by acquiring abandoned properties, stabilizing them, selling them to responsible buyers for redevelopment, and by assembling and land banking projects for long-range redevelopment plans. The Land Bank has acquired over 1,500 properties, leveraging almost \$20 million in private investment. This has led to over 600 properties sold to responsible homeowners, generating \$1 million in tax revenue every year.

Municipal Cores

The resurgence of municipal cores is not limited to Syracuse. Across Central New York, cities and towns are experiencing accelerated growth and investment.

LAND BANK STATS			
#		\$	
Properties Acquired	1,528	Private Investment	\$19.9 M
Properties Sold	605	Grants Leverages	\$18.6M
Demolitions Completed	239	Property Taxes Generated	\$1M/year
As of July 6, 2018		As of July 6, 2018	

Auburn, Cayuga County: Before being named the winner of Downtown Revitalization Round 3, Auburn was seeing much investment in its urban core. The owners of Good Shepherds Brewing Company acquired the building at the corner of Genesee and William streets, which had been vacant for nearly a decade. They renovated the first floor and basement to accommodate the brewery and would like to add commercial and residential units on the upper stories. Since this is an important building of downtown Auburn, its storefront activity has been a huge morale boost for many. Growth continues in the retail sector, with new shops opening and in development. Earlier this year, Schine Theater opened to the public for the first time in nearly 20 years, restoring hope for many that the historic gem will once again shine bright after decades of deterioration. The Equal Rights Heritage Center will open in October of this year, emphasizing New York State's progressive history of promoting social and equal rights, while encouraging regional tourism.



Rendering of the new Equal Rights Heritage Center in downtown Auburn.

Nelson, Madison County: The hamlet of Nelson is undergoing a major improvement with five-foot sidewalks extensions, intersection lighting, tree plantings, a reduced three-lane street, affording roadside daytime parking, and bicycle lanes, all extending along Route 20. This arrangement will slow traffic and encourage new business development, affording visitors and residents a safer experience.

Area businesses—like The Nelson Odeon, Nelson Farms Country Store, Route 20 Sofa Company, Spruce Ridge, Automatic Utilities, Ralph's Diesel, D.R. Cornue Woodworks, and Magee's Auction House—are the hamlet's steadfast establishments. A few vacant lots and buildings will be more attractive to newcomers into Nelson. A comprehensive planning committee is developing a list of desired activities and businesses that residents want like to see come to Nelson.

A new Swamp Trail was designed that meanders from the Town Office to Route 20, about a mile; a groomed, elevated walkway is planned, a concerted effort by SUNY ESF, the Department of Environmental Conservation, and area volunteers.

The Industrial Water District is progressing toward a summer 2019 completion that will improve fire safety and quality and supply for area businesses and residents.

Canastota, Madison County: The Downtown Revitalization project has improved infrastructure, sidewalks, and landscaping in the village of Canastota. A replica of the former Lift Bridge over the Erie Canal was installed as a gateway to the village, and historical banners showcase Canastota's achievements and notable residents such as boxer Carmen Basilio and Erie Canal engineer Nathan Roberts.

A 60-year-old water main has been replaced, along with Verizon underground switches and wiring service to one-third of the village. Three power and telephone poles were moved or removed. The existing concrete sidewalk and curbs between the storefronts and street was demolished and replaced with 850 linear feet of sidewalk and design crete and 850 linear feet of granite curbing. The new sidewalk is handicapped-accessible. Applied marking crosswalks feature stamped asphalt, and new pavement marking and signage were added.



Canastota. Credit: Madison County Industrial Development Agency

Thirteen new historic light poles can hang banners, flowerpots, and flags. New tree pits will be planed with 30-foot red maples. Other new additions include benches, bicycle racks, trash bins, landscaping, plantings, and seeding.

Two murals have been added to the village's Erie Canal area, one on the bridge on North Main Street and one on the oldest building in the downtown, facing the Lift Bridge. Erie Canal artist Corky Goss painted both murals.

The Restore New York Communities Initiative project built a new 50,000-square-foot building on a former commercial site on Barlow Street as the new home of Dutchland Plastics, Inc., which moved from Sherrill.

Cortland, Cortland County: Many projects in Cortland's downtown core—projects that helped leverage the Round 2 DRI award – are underway, near completion, or complete:

- o McNeil & Company's \$7 million project to renovate chronically vacant Main Street spaces to accommodate the strong growth of its national firm. The company is the top employer in the central business district and its young staff is providing an increasingly vibrant presence downtown, helping to drive other capital investments there.
- o Roof, facade, and structural improvements to the Bailey Place building at the north end of Main Street. This project puts a new face on an often-ridiculed architectural design and provides an attractive anchor in that section of downtown. The building is also home to a DRI-funded project creating a state-of-the-art gym and workout facility for new, young downtown residents.
- o Second and third-floor apartment buildouts at 51-55 Main St., an historic structure gutted by fire 12 years ago. The three-story property is in the heart of the central business district. First-floor commercial space development is underway.
- o The \$16 million mixed-use redevelopment of the former Crescent Corset factory at the south end of Main Street. The project rescued a deteriorating building under disinterested foreign ownership to create 47 market-rate, loft-style apartments and significant commercial space for large and mid-size tenants. The project helps stabilize a neighborhood that has been falling into disrepair.
- o The reconstruction of 40-42 Main St. is near completion, that historic structure to accommodate new micro-enterprise space on the street level, business incubator space on the second floor, and quality apartment space on the third floor. New facade and window treatments will round out this project in the heart of the district.



Crescent Commons. Credit: Cortland County Business Development Corporation

Fulton, Oswego County: The city of Fulton received \$350,000 in Restore NY Round 4 funding for the Route 481 Gateway project, which includes demolition, cleanup, and installation of new infrastructure for the former Nestle site. The project included development of a new Aldi grocery store on the corner of the property being developed, and there are plans for more commercial development once the cleanup and extension of new infrastructure is complete. The Aldi grocery store opened in December 2017, and cleanup has been mostly completed on the remainder of the site.

Phoenix, Oswego County: The village of Phoenix received \$500,000 in Restore NY funding for two building rehabilitations in its downtown. The first project was rehabilitation for a new distillery, Lock 1 Distillery. The project includes a tasting room, production space, and room for expansion of new products. The business opened in 2017 and the tasting room in June 2018. The second project is the adaptive reuse of a former downtown bank into a restaurant. Both projects are anticipated to boost tourism and activity in the downtown corridor.

Syracuse, Onondaga County: While considerable investment in several key projects has helped the city reclaim vibrancy over the past 10 years, Downtown Syracuse still has room to grow. The fringe neighborhoods remain disconnected and disinvested. Further planning and investment will play a key role in connecting and providing transition strategies for isolated pockets of investment and wide-ranging socio-economic disparities on the southern end of downtown, joining the Near South and Near West sides and other existing hot spots to the north and east, while extending downtown's vibrancy into neighborhood districts on the southern and western gateways.

Southern downtown is a key gateway neighborhood to the city's South and West sides and efforts are underway to better connect those commercial corridors with the vibrancy of downtown. Central Tech, a large vacant asset, has attracted the attention of many, and the South Salina Street corridor is brimming with possibility as organizations like the Syracuse Housing

Authority and SUNY Employment Opportunity Center (SUNY EOC) review their own master plan and expansion plans, respectively. Investments are necessary to create a defined sense of place on the southern end of downtown, filling in market gaps and championing a higher quality of life for all downtown residents, employees, and visitors, and connecting to important neighborhood gateways to the south and west.

One such investment includes TCGplayer who will be opening their new Downtown headquarters at the end of 2018. This facility will be unlike any other in the area as it brings to life worlds from some of the most popular fictional stories. The building will be complete with a dragon that will overlook Warren Street.

The city's continued economic development will depend on successfully engaging its commercial corridors with the vibrancy of downtown. Several initiatives are underway to develop underutilized real estate, connect entrepreneurs to markets, and attract new tenants to the main streets of city neighborhoods. Successful applications from Round 7 along with local planning investment are combining to bring these projects to fruition and lay the groundwork for continued development.

Actions to Advance Regional Strategies and/or Revitalization Plan:

- Continue to support the ongoing projects of our Downtown Revitalization plans in both Oswego and Cortland.
- Connect local businesses to resources and support so they can continue to expand and hire.
- Encourage and support projects in our neighborhoods to connect progress in our downtowns with the surrounding communities.
- Pursue the advancement of the Convention Center Corridor with new sidewalks, enhancements to the Tech Garden and the completion of the new mixed used Allyn Family Foundation building.



Photo Credit: TCGplayer



ACCESS TO ECONOMIC OPPORTUNITY

2017-2018 Progress:

Syracuse City School District College Promise

In September 2017, the Higher Education Support Corp. completed a \$20 million grant to the Central New York Community Foundation to create and fund the New York State Syracuse Promise Scholarship Fund. This grant matched more than \$10 million in gifts made by donors in the local community to create a collective \$30 million endowment support the post-secondary education of graduating Syracuse City School District students.

More than 1,000 students benefited from \$1.2 million in scholarship support last year, which leveraged an additional \$18 million in scholarship awards from state, federal, and private sources supporting student higher education. Grants support both tuition awards and non-tuition costs for students to attend public and private colleges and universities. The scholarship program is complemented by a series of family and student support programs delivered in the schools and in the community. These services address issues ranging from mental health, family trauma, absenteeism, family legal issues, direct student assistance, and student leadership development.

Alliance for Economic Inclusion

The Alliance for Economic Inclusion (AEI), made up of leaders from across Central New York, released a request for proposals (RFP) in fall 2017 to support projects and strategies to ensure that regional economic growth translates into economic opportunity within the region's distressed communities. The AEI will allocate \$30 million over a five-year period that began with this first RFP round. The Allocations Committee met several times to review the 92 proposals that were received. In March 2018, 22 projects were recommended and approved for funding by the CNYRED Executive Committee. The amount allocated for the first year of funding totals \$6.9 million. Several of the selected projects are multiyear projects and five-year funding totals for these projects amounts to \$13.7 million.

Onondaga County will administer funds and enter into contract with each of the funded agencies and organizations. The contract term is August 1, 2018, to July 31, 2019, for this first year of funding. All projects will be evaluated by the AEI Program Committee and subsequent years' funding for these projects will be based on proven success. Onondaga County has appropriated \$6 million in its 2017 budget and \$6 million in its 2018 budget that will be reimbursed by New York State to fund selected projects.

Onondaga County will hold technical assistance workshops throughout the region in preparation for the second RFP release. The AEI Planning Committee will revise the RFP based on proposers' questions and identified gaps in service area priorities from the first round of funding.

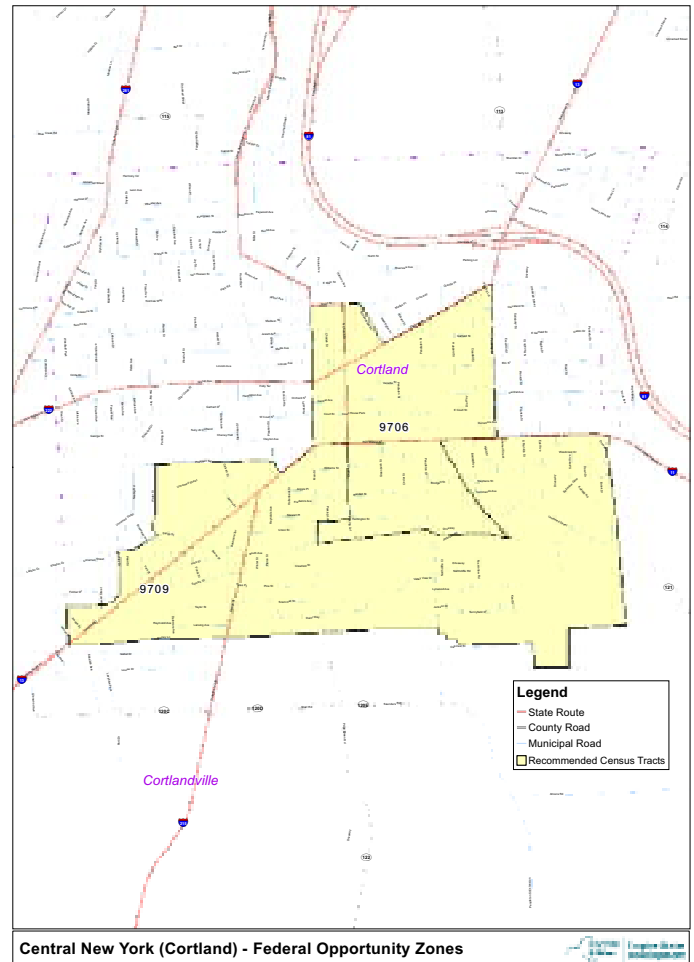
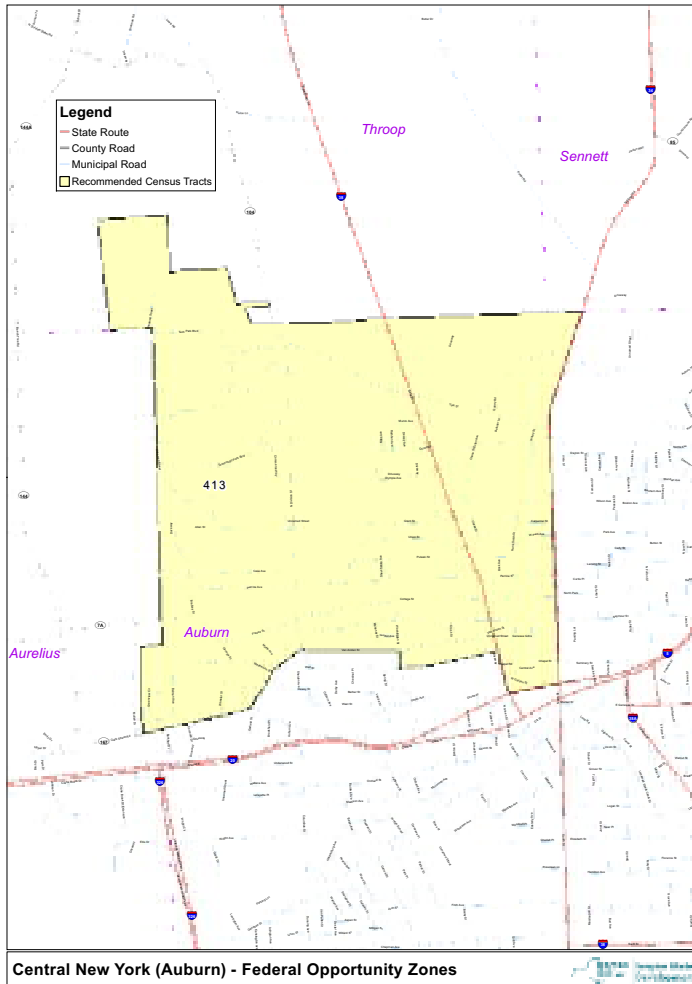


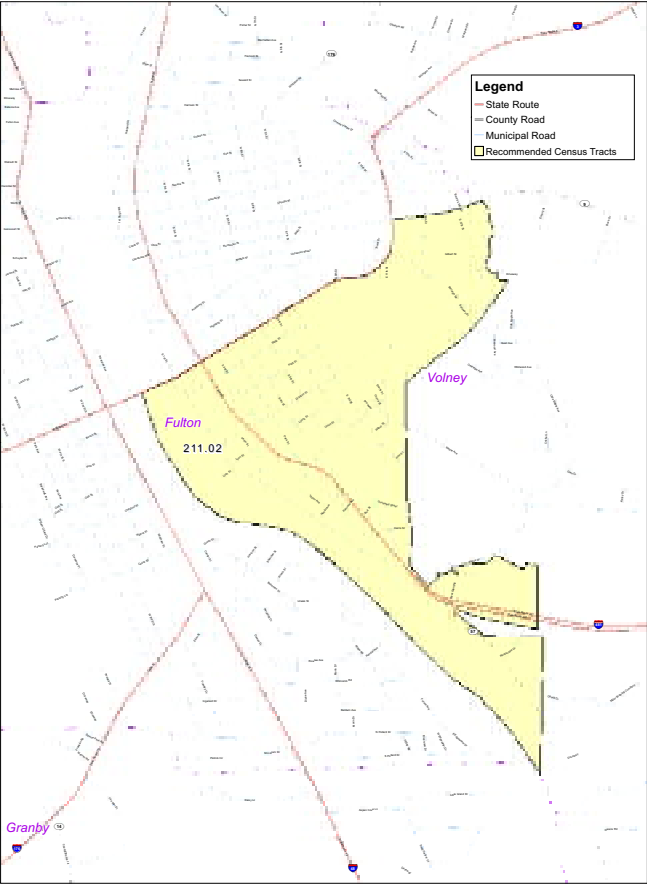
Photo Credit: Syracuse City School District

Opportunity Zones

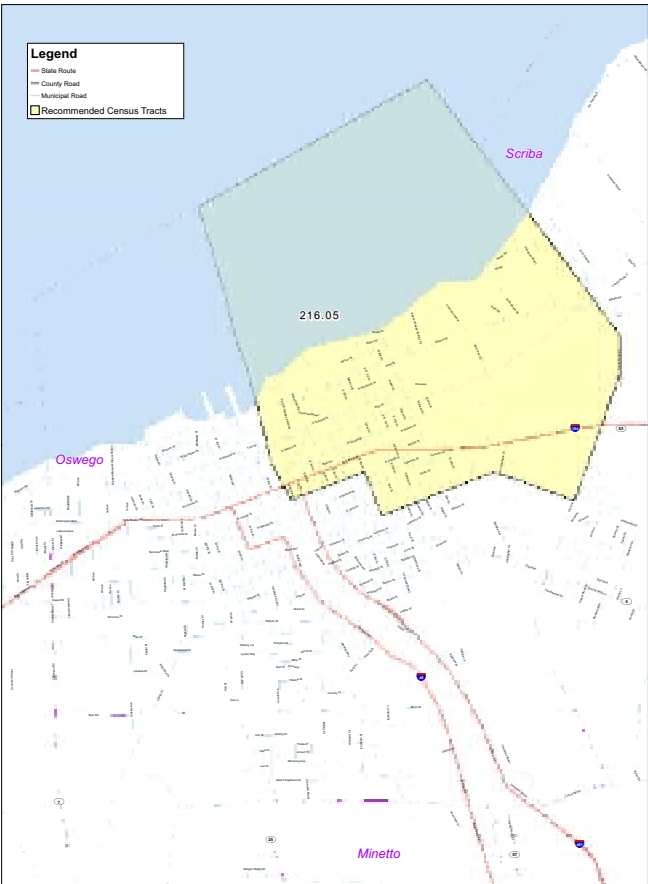
New York State is participating in the new Opportunity Zone community development program, offered through the Tax Cuts and Job Acts of 2017. The federal program encourages private investment in low-income urban and rural communities. Based on analyses by Empire State Development, New York State Homes and Community Renewal, New York State Department of State, and the state's Regional Economic Development Councils, New York State has recommended 514 census tracts to the U.S. Department of the Treasury for designation as Opportunity Zones. Twenty-three of those tracts are located in Central New York.

Opportunity Zones are low-income census tracts nominated by governors and certified by the U.S. Department of the Treasury into which investors can put capital to work financing new projects and enterprises in exchange for certain federal capital gains tax advantages. As the program accelerates, it is expected that many new projects will begin within the 23 zones.

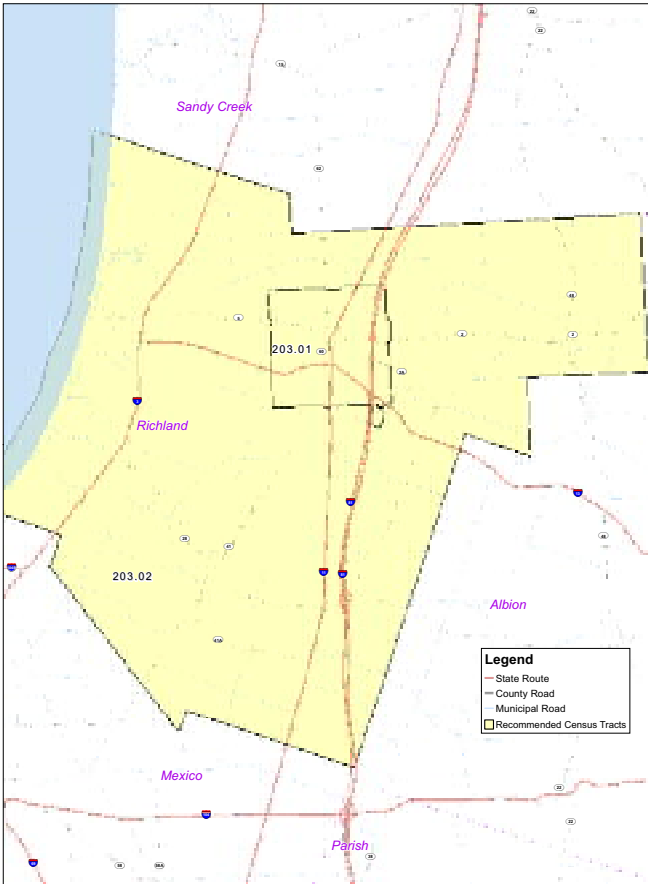




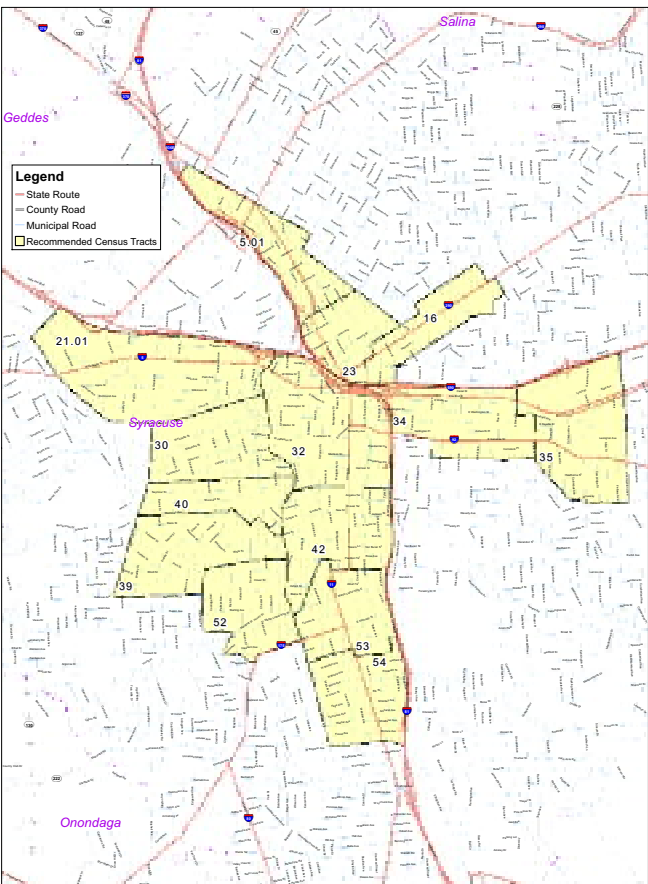
Central New York (Fulton) - Federal Opportunity Zones



Central New York (Oswego) - Federal Opportunity Zones



Central New York (Richland) - Federal Opportunity Zones



Central New York (Syracuse) - Federal Opportunity Zones

Actions to Advance Regional Strategies and/or Revitalization Plan:

- Continue to foster the growth and expansion of current workforce development/educational training programs
- Invest and incentivize the growth and relocation of firms directly into distressed neighborhoods
- Revitalize strategic urban spaces to remove blight and promote homeownership
- Strengthen the job and talent pipeline to communities of need.



3.2 PROPOSED PRIORITY PROJECTS (ROUND 8)

In 2018, the CNYREDC saw another round of quality applications that directly advance the priorities and goals laid out in our CNY Rising plan. These include, downtown revitalization, strengthening targeted industry clusters, workforce training, adding veterans to the workplace, advancing the opportunity agenda, and expanding the role of the life sciences. These projects also capitalize on investments that are already occurring, while continuing to coordinate with the new and ongoing priorities of the State.

The priority projects selected will continue to move our region forward into a prosperous future by creating and retaining hundreds of jobs, leveraging hundreds of millions of dollars in private investment, and boosting regional payroll, while providing a strong return on investment.

- Leverage \$241,960,273 in private and other investments.
- Create 771 new direct and 1121 indirect jobs.
- Retain 1068 jobs.
- Produce a five-year payroll of \$140,427,170.

1) PRIORITY PROJECT DESCRIPTIONS

For a summary of all proposed priority projects, see the table “Round 8 Proposed Priority Projects: Investments, Project Costs, and Jobs Creation” on page 108. For a summary of how each project links to a CNYREDC goal or strategy being implemented, see the crosswalk of “Round 8 Proposed Priority Projects: Connection to Goals and State Priorities” on page 111.

CAYUGA COUNTY

84250 Cayuga Community College - New Collaborative Workforce Development Center

Cayuga Community College (CCC) will invest approximately \$6 million to establish a Collaborative Workforce Development Center at 248 Grant Ave. in the City of Auburn, Cayuga County. The 19,243 sq. ft., two story building, now owned and occupied by Cornell Cooperative Extension (CCE), will be transferred to CCC in exchange for a no-cost lease of 3,000 sq. ft. to CCE. The remainder of the building will be repurposed through major renovations to house multiple workforce development partners and CBOs. The collaborative partners to be located on-site include CCC's Continuing Education and Workforce Development division, Corporate Services, Cayuga County Employment and Training, NYS Department of Labor, ACCES-VR, Seneca-Cayuga ARC, Cayuga-Seneca Community Action Agency, A4TD, Cayuga Onondaga BOCES, Out-of-School Youth Program, Work Keys Center, and the Regional Adult Education Network (RAEN). This project eliminates the disconnect between agencies and streamlines services to employers and people seeking jobs, increased wages, or skills. Cost-sharing with marketing, staffing, and resources, and a maximization of funding streams between the partners, will significantly increase the number of people and employers served.

Total Project Cost: \$6,000,000
Construction Jobs Created: 35

USE OF FUNDS

Renovation	\$5,600,000
Furniture, Fixtures, and Equipment	\$400,000

SOURCE OF FUNDS

ESD Grant	\$1,200,000
Private	\$2,000,000
Cash Equity	\$2,000,000
Local	\$400,000
Other State Funds	\$400,000

83093 Cayuga County - CNY Peacemaker Trail Planning Study

Cayuga County will invest \$130,000 to develop a plan to create a "CNY Peacemaker Trail," 29 interconnecting bike-touring and "blueway" corridors, including "The Auburn - Sterling Tourism Corridor." The CNY Peacemaker Trail is regionally-planned as a five-county network of scenic roadways, heritage sites, visitable natural resource areas, and NY agritourism using a wayfinding identity and an expanded, supportive tourism market development to grow short and long term stays, bike and waterway touring opportunities, NYS food and beverage experiences, and increased visitation to CNY's outstanding resource collection of waterfalls, quaint rural hamlets, pristine lakes, canals, waterways, farms, food, festivals and events. This project will plan in detail at the local/municipal level for implementation of 33-miles of world-class bike touring (part of a planned 841 mile bike touring network in CNY) with on-road bike facilities, paths, lanes and CNY Peacemaker Trail wayfinding. Opportunities along the way for accompanying tourism business and/or services such as B&B's, eateries, local products, bike shops, tour guide services, rentals, etc., will be identified as a part of a detailed Cayuga County bike touring and tourism corridor plan.

Total Project Cost: **\$130,000**

USE OF FUNDS	
Strategic Planning and Feasibility Studies	\$130,000
SOURCE OF FUNDS	
Strategic Planning and Feasibility Study Grant	\$65,000
Cash Equity	\$6,500
Other State Funds	\$58,500

83480 Keith Titus Corporation - Keith Titus Corporation Driver Training, Health and Wellness Center

Keith Titus Corporation will invest approximately \$10,820,528 to renovate and expand its facility in Weedsport, Cayuga County. The project includes the establishment of a driver and diesel mechanic training center to help fill the in-house and industry-wide shortage of commercial drivers and mechanics. It will also create a health & wellness center for traveling drivers, mechanics, and other operators to be located at the facility. Keith Titus Corporation will also purchase and install machinery and equipment that takes co-mingled metal and produces an on spec/grad metal. The project will add 41 new jobs to the existing workforce of 59.

Total Project Cost: **\$10,820,528**

Jobs Existing On-site: **59**

Direct New Jobs: **41**

USE OF FUNDS	
Land Acquisition	\$500,000
Renovation	\$1,215,000
Construction	\$3,298,664
Production Machinery and Equipment	\$1,750,000
Furniture, Fixtures, and Equipment	\$50,000
Demolition and Environmental Remediation	\$2,028,495
Soft Costs	\$1,978,369
SOURCE OF FUNDS	
ESD Grant	\$1,500,000
Cash Equity	\$1,407,066
Lending Institution	\$7,538,474
Other State Funds	\$374,988

82942 Volpi Manufacturing USA, Inc. - Plant expansion

Volpi Manufacturing USA, Inc., located in the City of Auburn, Cayuga County, is a Swiss-owned manufacturer of optoelectronic modules for the life sciences, in-vitro diagnostic, and medical technology industries. Auburn is the company's only US plant. Volpi will invest \$1,900,000 to demolish 14,000 sq. ft. of its existing facility, and replace that space with new cleanrooms; reroute electrical bus bar, plumbing and process gas throughout the facility; install new HVAC systems; and update IT infrastructure. As an engineering service provider, and OEM and fiber optic supplier, Volpi develops tailored solutions for customers such as Siemens, Ortho Clinical Diagnostics, Roche, GE, Welch Allyn and Qiagen. In recent years, sales have grown from \$4 million to \$12 million, which is projected to grow to \$40 million in the next 5 years. However, growth is severely constrained by the current infrastructure, including lack of cleanroom space, inefficient layout/flow, and difficulty in accommodating production and IT equipment. The project will add 17 jobs to the existing workforce of 25.

Total Project Cost: **\$1,900,000**

Jobs Existing On-site: **25**

Direct New Jobs: **17**

Construction Jobs Created: **11**

USE OF FUNDS		
Renovation		\$1,600,000
Production Machinery and Equipment		\$100,000
Furniture, Fixtures, and Equipment		\$100,000
Soft Costs		\$100,000
SOURCE OF FUNDS		
ESD Grant		\$320,000
Private		\$700,000
Cash Equity		\$820,000
Other State Funds		\$60,000

CORTLAND COUNTY**83501 Willet Hop and Grain LLC - Expansion of Hops Farm**

Willet Hop and Grain, LLC will invest approximately \$500,000 to expand its operations in Willet, Cortland County. The project includes site work, building construction, and the purchase and installation of machinery and equipment. The new building and equipment are necessary to expand the existing facilities for harvesting, sorting, cleaning and drying the various hops and grain products. The project will allow Willet Hop and Grain to significantly increase its production of hops, specialty grains, corn, barley and rye - nearly doubling current production levels. The project will add 5 new jobs to the existing workforce of 1.

Total Project Cost: **\$500,000**

Jobs Existing On-site: **1**

Direct New Jobs: **5**

USE OF FUNDS		
Construction		\$100,000
Production Machinery and Equipment		\$300,000
Furniture, Fixtures, and Equipment		\$50,000
Soft Costs		\$50,000
SOURCE OF FUNDS		
ESD Grant		\$100,000
Private		\$150,000
Cash Equity		\$100,000
Lending Institute		\$150,000

MADISON COUNTY**81492 All Seasonings Ingredients, Inc. - All Seasonings Ingredients, Inc. - Expansion**

All Seasonings Ingredients, Inc. will invest approximately \$2,150,000 to expand production at their facility in Oneida, Madison County. The project includes the purchase and installation of machinery and equipment and the construction of two 16,500 square foot warehouse buildings across from and adjacent to its current headquarters in the Oneida Business Park. This will create space to allow the company to establish a third production line to meet increasing product demands. The project will add 10 new jobs to the existing workforce of 58.

Total Project Cost:	\$2,150,000
Jobs Existing On-site:	58
Direct New Jobs:	10

USE OF FUNDS		
	Construction	\$1,958,000
	Production Machinery and Equipment	\$150,000
	Soft Costs	\$42,000
SOURCE OF FUNDS		
	ESD Grant	\$430,000
	Cash Equity	\$215,000
	Lending Institute	\$1,505,000

82066 CNY Hemp Processing - CNY Hemp Processing-Expansion

CNY Hemp Processing will invest approximately \$275,000 to establish a hemp processing facility in Madison County (currently looking in Cazenovia, Canastota, and Morrisville). The project includes purchasing 10 acres, constructing a pole-barn-style facility to store, dry and process hemp fiber, and the purchase and installation of machinery and equipment. The facility will service the recently revived hemp growing industry in NYS. The project will add 6 new jobs to the current workforce of 1.

Total Project Cost:	\$275,000
Jobs Existing On-site:	1
Direct New Jobs:	6

USE OF FUNDS		
	Land Acquisition	\$55,000
	Construction	\$120,000
	Production Machinery and Equipment	\$50,000
	Furniture, Fixtures, and Equipment	\$10,000
	Demolition and Environmental Remediation	\$25,000
	Soft Costs	\$15,000
SOURCE OF FUNDS		
	ESD Grant	\$55,000
	Private	\$145,000
	Cash Equity	\$75,000

80939 Knowles Cazenovia - Knowles Cazenovia - Thin Film Commercial Expansion 2019

Knowles Cazenovia will invest approximately \$9,000,000 to expand its production capacity at its facility in Cazenovia, Madison County. The project includes facility renovations and installing new machinery and equipment. This project will allow Knowles Cazenovia to better compete in the growing radio frequency filtering market and allow it to meet the increasing need for microelectronic components that enable 5G telecommunication technology and infrastructure. The project will add 41 new jobs to the company's committed 284.

Total Project Cost:	\$9,000,000
Jobs Existing On-site:	279
Direct New Jobs:	41

USE OF FUNDS		
	Renovation	\$2,500,000
	Production Machinery and Equipment	\$5,000,000
	Furniture, Fixtures, and Equipment	\$500,000
	Soft Costs	\$1,000,000
SOURCE OF FUNDS		
	ESD Grant	\$1,800,000
	Private	\$7,200,000

83398 NYS Craft Beverage Services, Inc. - NYS Craft Beer Collaborative

NYS Craft Beverage Services, Inc. will invest \$890,000 to build a craft brewing consortium facility in Canastota (Onondaga County). This facility will contain a marketing center and bottling/packaging plant. It will provide services including marketing, distribution, packaging, educational seminars, discounted general brewery supplies and access to quality NYS grow hops and barley malt.

Total Project Cost:	\$890,000
Direct New Jobs:	14

USE OF FUNDS		
	Building Acquisition	\$270,000
	Renovation	\$100,000
	Production Machinery and Equipment	\$420,000
	Furniture, Fixtures, and Equipment	\$100,000
SOURCE OF FUNDS		
	ESD Grant	\$178,000
	Cash Equity	\$190,000
	Lending Institute	\$532,000

ONONDAGA COUNTY

84430 301 Belle Isle Road LLC - Regional Organic Waste to Energy

301 Belle Isle Road LLC will invest \$20 million for the Regional Organic Waste to Energy project for the collection and processing of commercial and institutional source-separated organics, primarily food waste, for use as feedstock in a planned anaerobic digester to be built as part of a brownfield redevelopment. The facility will be located in the Village of Solway, Onondaga County on brownfield parcels formerly owned by Honeywell. The NYS Solid Waste Management Plan identifies minimizing waste generation throughout the state as a goal. Diversion of food waste from landfills would result in additional conservation of airspace and a reduction in landfill gas generation. Energy will be recovered from the digester system. There will be a reduction in the amount of waste solids and biogas collection. Digested solids can be used in composting operations to further reduce the amount of material going to landfill. The project is expected to create 16 jobs.

Total Project Cost: **\$20,000,000**

Direct New Jobs: **16**

Construction Jobs Created: **60**

USE OF FUNDS	
Construction	\$10,300,000
Production Machinery and Equipment	\$7,600,000
Soft Costs	\$2,100,000
SOURCE OF FUNDS	
ESD Grant	\$3,000,000
Cash Equity	\$2,000,000
Lending Institute	\$14,000,000
Other State Funds	\$1,000,000

83652 Acropolis Development - Jefferson Center Redevelopment

Acropolis Development will form an LLC to invest a total of approximately \$9.7 million in a two-phase project to develop an existing property at 333-49 S. Salina Street in downtown Syracuse, Onondaga County, which consists of a 66,000 sq. ft. and an adjacent 4,000 sq. ft. existing buildings. Phase 1, which is the subject of the Round 8 CFA, is an approximately \$6 million project to purchase the property, and to substantially rehabilitate both buildings for commercial use. The project also involves façade work and converting the underused basement to parking. Committed tenants are the Acropolis Realty Group, which will relocate and expand, and an 8,000 sq. ft. food hall and wine bar. At least 40 indirect jobs are expected to be created by these two tenants. Acropolis also has a letter of intent with a mortgage company to relocate from their suburban location. Phase 2, which is not part of the Round 8 project, would involve the addition of 40,000 sq. ft. on two upper floors with 26 high-efficiency residential apartments, and additional commercial renovations.

Total Project Cost: **\$5,963,769**

Construction Jobs Created: **45**

USE OF FUNDS	
Building Acquisition	\$2,850,000
Renovation	\$2,574,930
Soft Costs	\$538,839
SOURCE OF FUNDS	
ESD Grant	\$660,000
Private	\$534,748
Lending Institute	\$4,769,021

83168 City of Syracuse - Le Moyne College Neighborhood Plan

The City of Syracuse will invest approximately \$200,000 to develop a Neighborhood Plan to guide development within the areas immediately surrounding the Le Moyne College campus over the next 20 to 30 years and to set the stage to support and execute transformational projects. The project will be done in partnership with the Town of Dewitt and Le Moyne College. The plan will identify issues within the target areas that may deter economic growth, and recommend local approaches to address them. The scope of the plan will include public outreach, citizen surveys, stakeholder and community meetings, and other analyses.

Total Project Cost: **\$200,000**

USE OF FUNDS	
Strategic Planning and Feasibility Studies	\$200,000
SOURCE OF FUNDS	
Strategic Planning and Feasibility Study Grant	\$100,000
Private	\$85,000
Local	\$15,000

81032 Compassionate Family Medicine - New Primary Care Facility

Compassionate Family Medicine (CFM) will invest approximately \$2 million to acquire, renovate, and equip a three-story, 20,000 sq. ft. medical office building at 2700 Court Street in Lyncourt, Town of Salina, Onondaga County. The facility will expand access to primary and specialty care for Medicaid and other disenfranchised residents. CFM currently rents 1,945 sq. ft. at the location, which constrains the clinic from adding health care providers, increasing patient panel and visit volumes, and addressing the urgent community need for Medicaid-accepting primary care capacity in inner-city Syracuse. This project will facilitate several additional benefits to the target population by enabling co-location of cardiology, mental health counseling, physical therapy, dental, laboratory, and bilingual/bicultural case management services. The project is expected to add 12 jobs to the existing workforce of 33.

Total Project Cost: **\$2,026,000**

Jobs Existing On-site: **3**

USE OF FUNDS	
Building Acquisition	\$810,000
Renovation	\$971,000
Furniture, Fixtures, and Equipment	\$220,000
Soft Costs	\$25,000
SOURCE OF FUNDS	
ESD Grant	\$405,000
Cash Equity	203,000
Lending Institute	\$1,418,000

82721 Cueva Contract, Inc., dba Interior Innovations - Expand to New Headquarters

Cueva Contract Inc., dba Interior Innovations, a contract furniture designer and dealer currently located in Utica, will invest approximately \$500,000 to rehabilitate 1641 E. Genesee Street in the City of Syracuse, Onondaga County in order to relocate and expand. The 50,000 sq. ft., two-story Ward Wellington Ward-designed building currently houses a carpet dealer, which will remain as a tenant in 7,000 sq. ft. of storefront space. Cueva will use 35,000 sq. ft., and the remaining 8,000 sq. ft. will be leased, ideally to complementary firms with which Cueva will do business. The project involves a wide variety of interior and exterior work, including such activities as asbestos abatement, bathroom and elevator repair with ADA access, facade restoration, and window replacement. The project will add 6 jobs to the existing 2.

Total Project Cost: **\$492,532**

Direct New Jobs: **6**

Construction Jobs Created: **10**

USE OF FUNDS

Renovation	\$443,280
Soft Costs	\$49,252

SOURCE OF FUNDS

ESD Grant	\$98,506
Cash Equity	\$199,026
Lending Institute	\$195,000

84857 Good Life Philanthropic Youth Foundation - Center For Youth Entrepreneurship

Good Life Philanthropic Youth Foundation will invest \$5,336,400 to purchase and renovate the building at 215 Tully Street in Syracuse (Onondaga County). The project will convert this 37,720 square foot building into 6 organizational incubation offices, 2 training classrooms, 3 retail lease spaces, a print studio, a recording studio, art gallery, an event space for community use, great event hall, test kitchen and indoor and outdoor performance spaces. The building will also include 6 new residential units and a fully accessible green roof. The project will create 4 full time jobs.

Total Project Cost: **\$5,336,400**

Direct New Jobs: **12**

Construction Jobs Created: **13**

USE OF FUNDS

Building Acquisition	\$85,000
Renovation	\$300,000
Construction	\$3,716,400
Production Machinery and Equipment	\$350,000
Furniture, Fixtures, and Equipment	\$350,000
Demolition and Environmental Remediation	\$25,000
Soft Costs	\$510,000

SOURCE OF FUNDS

ESD Grant	\$700,000
Cash Equity	\$510,000
Lending Institute	\$4,126,400

80049 Immediate Mailing Services, Inc. - Equipment Upgrade and Expansion

Immediate Mailing Services, located at 245 Commerce Blvd. in Liverpool, Onondaga County, is a nationally-recognized service provider of print, mail, and electronic delivery services. The company will upgrade their operations with the purchase of new printing software and equipment. The \$4.5 million project is expected to add 11 jobs to the existing statewide workforce of 142, including 96 at the project location.

Total Project Cost: **\$4,500,000**

Jobs Existing On-site: **96**

Direct New Jobs: **11**

USE OF FUNDS	
Production Machinery and Equipment	\$4,000,000
Furniture, Fixtures, and Equipment	\$500,000
SOURCE OF FUNDS	
ESD Grant	\$450,000
Equity	\$450,000
Lending Institution	\$3,600,000

83970 Kelsey Moody & Associates, LLC - La Fayette Square Mixed-Use Redevelopment

Kelsey Moody & Associates, LLC will invest approximately \$1,982,700 to redevelop the building at 5998 US Route 20 in LaFayette, Onondaga County, into a mixed-use facility. The 11,000 square-foot facility will have 2,200 square feet developed for commercial space and the remaining space developed into 8 apartment units. The rental units will be used to help Ichor Therapeutics, a growing life science company in the Hamlet of LaFayette, attract needed research talent to LaFayette where suitable apartments are currently in low supply.

Total Project Cost: **\$1,982,700**

Construction Jobs Created: **35**

USE OF FUNDS	
Renovation	\$1,875,200
Soft Costs	\$107,500
SOURCE OF FUNDS	
ESD Grant	\$79,308
Equity	\$478,392
Other State Funds	\$400,000
Lending Institution	\$775,000
Private Grant	\$250,000

82867 LOOP Recycled Products of New York - Paint Recycling Plant for New York

LOOP Recycled Products of New York will invest approximately \$300,000 to establish a paint recycling facility in Syracuse, Onondaga County. The project involved the equipping of a currently vacant facility. The new facility will help reduce the 3.9 million gallons of waste paint that ends up in NY landfills every year. The facility will recycle and remanufacture the paint into new high-quality paints sold around the world. The project will create 40 new jobs for the region.

Total Project Cost: **\$300,000**

Direct New Jobs: **40**

USE OF FUNDS	
Production Machinery and Equipment	\$300,000
SOURCE OF FUNDS	
ESD Grant	\$60,000
Equity	\$60,000
Lending Institution	\$180,000

82026 Northeastern Electronics - New manufacturing facility

Northeastern Electronics, located at 102 State Route 5 West, Elbridge, Onondaga County, is a manufacturer of electrical cable and wire harnesses for a variety of industries nationwide. The company will invest approximately \$3.5 million to construct and equip an 18,000 sq. ft. new facility adjacent to its existing two facilities, which combined total 25,000 sq. ft. The project is expected to add 30 jobs to the existing NYS workforce of 48.

Total Project Cost: **\$3,550,000**

Jobs Existing On-site: **48**

Direct New Jobs: **30**

Construction Jobs Created: **20**

USE OF FUNDS	
Construction	\$3,000,000
Production Machinery and Equipment	\$250,000
Furniture, Fixtures, and Equipment	\$250,000
Soft Costs	\$50,000
SOURCE OF FUNDS	
ESD Grant	\$350,000
Equity	\$350,000
Lending Institution	\$2,450,000
Private	\$400,000

84559 PPC Broadband, Inc. - Project Excellence

PPC Broadbank, Inc. will invest approximately \$50,000,000 to expand their operations in Central NY. This project will create a 500,000 SF manufacturing facility to expand existing operations including reshoring portions of its manufacturing operations. PPC is currently considering 3 options: Option 1 - construct an expansion at its existing location. The existing manufacturing facility is at maximum capacity, with limited adjacent land to accommodate a footprint expansion; design team is looking at this. Option 2 - construct a new facility on vacant land. PPC is seeking to construct on ~30 acres of vacant land, or Option 3 - acquire and renovate an existing vacant building. The final facility is envisioned to be a 500,000 SF facility to include ~75,000 SF of offices, ~25,000 SF lab, ~150,000 SF of manufacturing and assembly, and ~250,000 SF warehouse and distribution center. Five separate phases of expansion (implemented one each year) will follow, creating more than 175 new full-time jobs and retaining the existing 368 jobs. The cost of the construction/renovation portion of the project is estimated at \$27 million, with an additional \$23 million in machinery and equipment.

Total Project Cost:	\$50,525,000
Jobs Existing On-site:	368
Direct New Jobs:	176

USE OF FUNDS	
Land Acquisition	\$2,000,000
Construction	\$25,000,000
Production Machinery and Equipment	\$22,875,000
Furniture, Fixtures, and Equipment	\$150,000
Soft Costs	\$500,000
SOURCE OF FUNDS	
ESD Grant	\$2,500,000
Equity	\$48,025,000

83046 SAFGLAS, LLC and AFFILIATES - NYS EnergyGlass

SAFGLAS, LLC will invest approximately \$58,896,000 to relocate its Florida manufacturing and research and development operations for EnergyGlass to Fayetteville, Onondaga County. The project will include the purchase land and existing facility, renovations and new construction, purchase and installation of machinery and equipment, and the purchase and installation of furniture and fixtures. The company brings with it an innovative new patented glass technology that transforms residential and commercial building windows into vertical "solar farms" and allows these structures to reuse generated electricity and become self-sufficient and off the grid. The company uses the first truly optically clear inorganic photovoltaic glass that may be installed in a vertical or horizontal position and creates passive electricity. The company additionally has the in place technology for electrical generating wall and roof panels. The project will create 303 new jobs over the next five years.

Total Project Cost:	\$58,896,000
Direct New Jobs:	303

USE OF FUNDS	
Building Acquisition	\$3,600,000
Land Acquisition	\$1,000,000
Renovation	\$3,225,000
Construction	\$2,000,000
Production Machinery and Equipment	\$28,825,000
Furniture, Fixtures, and Equipment	\$11,746,000
Soft Costs	\$8,500,000
SOURCE OF FUNDS	
ESD Grant	\$3,000,000
Equity/Private	\$55,896,000

82490 Salina 1st, LLC - Salina 1st Mixed-Use Redevelopment

Salina 1st, LLC will invest approximately \$6,642,500 to redevelop the properties at 1029-111 S. Salina Street in Syracuse, Onondaga County, into a mixed-use facility. The project will include the development of an estimated 52,000 square feet of space into manufacturing, retail, office, and residential space. The project will create incubator space, a green roof and storm water retention facilities, and roof-top solar resources, bringing alternative energy sources to the area. The current brownfield will be mitigated and replaced with a modern facility welcoming visitors and residents along the S. Salina Corridor.

Total Project Cost: **\$6,642,500**

Jobs Existing On-site: **26**

Construction Jobs Created: **144**

USE OF FUNDS

Building Acquisition	\$117,500
Land Acquisition	\$75,000
Construction	\$4,100,000
Production Machinery and Equipment	\$200,000
Furniture, Fixtures, and Equipment	\$300,000
Demolition and Environmental Remediation	\$250,000
Soft Costs	\$1,600,000

SOURCE OF FUNDS

ESD Grant	\$1,328,500
Equity	\$675,000
Lending Institution	\$4,079,000
Other Grants	\$560,000

83488 Strathmore Community Development Group, LLC - Trinity Place

Strathmore Community Development Group, LLC will invest \$2,805,968 to redevelop the Trinity Church, Gillette House and adjoining Parish House on West Onondaga Street and South Ave in Syracuse (Onondaga County). The buildings will include a craft brewery, a restaurant, and multiple mixed-use office and residential spaces.

Total Project Cost: **\$2,620,968**

USE OF FUNDS

Building Acquisition	\$3,000
Renovation	\$1,855,289
Production Machinery and Equipment	\$150,000
Furniture, Fixtures, and Equipment	\$150,000
Demolition and Environmental Remediation	\$55,000
Soft Costs	\$407,679

SOURCE OF FUNDS

ESD Grant	\$505,074
Equity	\$188,000
Lending Institution	\$950,231
Other Public Financing	\$957,663
Private	\$20,000

83052 SUNY Medical University Hospital - Relocate and Expand Family Behavioral Analysis Clinic

SUNY Health Science Center at Syracuse, dba SUNY Medical University Hospital, will invest approximately \$1.1 million to develop Phase I of a two-phased approach to provide comprehensive medical and behavioral care for children with ASD and related disorders. Phase I will be the relocation and expansion of the existing Family Behavior Analysis (FBA) outpatient clinic to 475 Irving Avenue in the City of Syracuse, Onondaga County. The FBA is currently located in 4,816 sq. ft. at 600 East Genesee Street in Syracuse. Project activities include buildout of 6,200 sq. ft. of space designed specifically for children with ASD. In 2017, FBA provided 3,158 Applied Behavior Analysis (ABA) treatment visits. The outpatient expansion will allow FBA to double outpatient volumes. Phase II, for which funds are not being requested in CFA Round 8, will involve the renovation of 22,000 sq. ft. for a specialized 11-bed inpatient unit to serve children with ASD who have co-morbid behavior problems and psychiatric diagnoses. The unit will be located close to the outpatient clinic developed in Phase I, and will generate an additional 6,240 visits per year. Phase I is expected to add 11 jobs to the clinic's current workforce of 7, but this is an Economic Growth Initiative project that does not require a job commitment.

Total Project Cost: **\$1,128,206**

USE OF FUNDS		
Renovation		\$790,680
Furniture, Fixtures, and Equipment		\$173,390
Soft Costs		\$164,136
SOURCE OF FUNDS		
ESD Grant		\$225,641
Existing Bond Funds		\$752,565
Lending Institution		\$150,000

83374 Syracuse Bioanalytical, LLC - BioAnalytics Facility

Syracuse Bioanalytical, LLC will invest approximately \$615,000 to establish a food quality testing laboratory at 123 Larned St. in Syracuse, Onondaga County. The laboratory will rent unused manufacturing space on the south side and renovate it into a laboratory. The project will include facility renovations and the purchase and installation of machinery and equipment. Upon completion the facility will be a state of the art laboratory for local, accurate, modern testing to be available to Upstate food manufacturers and food processors. The project will create 8 jobs.

Total Project Cost: **\$615,000**

Direct New Jobs: **8**

USE OF FUNDS		
Renovation		\$75,000
Production Machinery and Equipment		\$525,000
Furniture, Fixtures, and Equipment		\$10,000
Soft Costs		\$5,000
SOURCE OF FUNDS		
ESD Grant		\$123,000
Equity		\$61,500
Lending Institution		\$430,500

81916 Syracuse Label Co. Inc. - Addition

Syracuse Label Co. Inc. will invest approximately \$6,746,000 to expand at their current facility in North Syracuse, Onondaga County. The project includes the construction of 22,230 square feet of additional space that will accommodate the purchase and installation of machinery and equipment. The new equipment will assist Syracuse Label Co. Inc. to compete in the wider web flexible packaging and shrink markets. The project will add 12 new jobs to the existing workforce of 87.

Total Project Cost: **\$6,746,000**

Jobs Existing On-site: **87**

Direct New Jobs: **12**

USE OF FUNDS		
	Renovation	\$2,918,000
	Production Machinery and Equipment	\$3,828,000
SOURCE OF FUNDS		
	ESD Grant	\$500,000
	Equity	\$382,800
	Lending Institution	\$5,863,200

80171 Syracuse Urban Partnership, Inc. – 484 South Salina Street Mixed-Use Development

Syracuse Urban Partnership, Inc. will invest approximately \$19,226,000 to construct a mixed-use facility at 484 South Salina Street in downtown Syracuse. The first floor will consist of a central market with flexible vendor space open to the public; the second and third floors will be commercial space designed for not-for profits with mission objectives consistent with those of the Allyn Foundation; and the fourth, fifth, and sixth floors will contain 40 apartments (1-2 bedrooms) with a target tenant mix of 50% market rate and 50% low/moderate income. The project will include on-site parking.

Total Project Cost: **\$19,226,000**

Construction Jobs Created: **106**

USE OF FUNDS		
	Construction	\$13,867,000
	Furniture, Fixtures, and Equipment	\$3,200,000
	Demolition and Environmental Remediation	\$300,000
	Soft Costs	\$1,859,000
SOURCE OF FUNDS		
	ESD Grant	\$1,200,000
	Equity	\$13,699,800
	Private	\$4,326,200

80743 YMCA of Greater Syracuse – Downtown YMCA Revitalization

The YMCA of Greater Syracuse, located in the City of Syracuse, Onondaga County, will invest approximately \$9.6 million to perform selected renovations to the its 114-year-old facility. Project activities include residential, facility access, façade, and recreational improvements. The project goal is to improve the quality of life for the YMCA residents, whose average stay is 42 months, as well as to improve access and use of the recreational spaces. Specific outcomes are adding eight new residential units; improving accessibility with ramp and upgraded elevator service; creating common areas on each residential floor for bathing and toilet, cooking and social gatherings; adding a new residents services office at the first floor entry; window replacement for all areas to improve ventilation; adding fresh air ventilation for common corridors; replacing all lighting with energy efficient light fixtures; new electrical service distribution; replacing existing membrane roofing with new solar reflective membrane and improvements in thermal envelope; new boiler; repointing of outside brick structure; and replacing gymnasium flooring. The YMCA currently employs 147.

Total Project Cost: **\$8,458,926**

Construction Jobs Created: **140**

USE OF FUNDS		
Renovation:		\$7,531,307
Furniture, Fixtures, and Equipment:		\$108,000
Demolition and Environmental Remediation:		\$243,912
Soft Costs:		\$575,707
SOURCE OF FUNDS		
ESD Grant		\$730,645
Equity		\$268,638
Private		\$1,805,624
Other State Funding		\$5,120,749
Other Public Funding		\$533,270

OSWEGO COUNTY**83178 Liberty Resources, Inc. - New Medical Facility**

Liberty Resources, Inc., a non-profit diversified human service agency headquartered in the City of Syracuse, Onondaga County, will invest approximately \$2.3 million to construct and equip a 7,000 sq. ft., one-story facility on a vacant lot in the City of Fulton, Oswego County. The facility will integrate primary care, mental health, substance abuse, care management, and employment and job coaching services. This integrated approach is not available from other health care providers in Oswego County, and will replicate the company's highly successful care delivery system in Syracuse. The project is expected to add 17 jobs to the company's existing workforce of 1,369 in NYS, as well as generate 40 indirect jobs for individuals who will be able to obtain employment with the help of Liberty's employment and job coaching service.

Total Project Cost: **\$2,238,250**

Direct New Jobs: **17**

USE OF FUNDS		
Land Acquisition:		\$295,000
Construction:		\$1,620,250
Furniture, Fixtures, and Equipment:		\$220,000
Soft Costs:		\$103,000
SOURCE OF FUNDS		
ESD Grant:		\$220,000
DOH Grant		\$1,651,800
Equity:		\$366,450

84411 Lindsey Aggregates, Inc. - Equipment Acquisition and Efficiency Improvements

Lindsey Aggregates, Inc. will invest \$700,000 to purchase new equipment for the expansion of its facility in Palermo (Oswego County). This project is Phase 2 of their expansion and includes purchasing a (1) vertical shaft impactor, (3) 100-foot electric stackers and connection & control improvements to the wash plant. This will increase output by 200/hour and create 4 new jobs.

Total Project Cost: **\$700,000**

Jobs Existing On-site: **17**

Direct New Jobs: **4**

USE OF FUNDS		
Production Machinery and Equipment:		\$375,000
Furniture, Fixtures, and Equipment		\$300,000
Soft Costs		\$25,000
SOURCE OF FUNDS		
ESD Grant		\$140,000
Equity		\$140,000
Lending Institution		\$420,000

84562 Maple Hollow Farm - New York Grown and Certified Dairy Processing Farm

Maple Hollow Farms will invest approximately \$161,000 to create a fresh dairy products line at its farm in Hannibal, Oswego County. The farm is already known for its quality pork, beef, strawberries, Certified Grown in NY maple syrup, and Certified Grown in NY eggs and is looking to expand on this with premium quality dairy products from its herd of Brown Swiss Cows. The project includes construction and the purchase and installation of machinery and equipment. The project will create 2 jobs.

Total Project Cost: **\$161,000**

Direct New Jobs: **2**

USE OF FUNDS		
New Construction		\$50,000
Production Machinery and Equipment		\$100,000
Furniture, Fixtures, and Equipment		\$11,000
SOURCE OF FUNDS		
ESD Grant		\$32,000
Equity		\$16,100
Private		\$122,900

80644 Sutton Real Estate Companies – East Lake Commons Mixed-Use Redevelopment

Sutton Real Estate Companies will implement the East Lake Commons (ELC) project, which involves the demolition and redevelopment of the distressed Midtown Shopping Center (MSC) at 83-87 East First Street in the City of Oswego, Oswego County. Project activities include demolishing the existing MSC to construct a new, 88,000 sq. ft., six-story mixed-use facility that includes 72 mixed-income apartments on floors 2 through 6; approximately 10,000 sq. ft. (up to 8 separate spaces) of retail, commercial, and office space on the first floor; parking for 147 cars at grade and underground, with 30 surface parking spaces reserved for public use. MSC is located within Oswego's LWRP and DRI areas, and a Brownfield Opportunity Area. The project addresses several needs in downtown Oswego, including removal of neighborhood blight; additional affordable housing promoting economic inclusion; additional market-rate housing to attract and retain skilled workers; increased pedestrian access to the riverfront corridor promoting a walkable community; compact development and energy efficiency; functional and attractive commercial space. In conjunction with Oswego's DRI efforts, this project will attract business investment, tourism, and residents.

Total Project Cost: **\$28,646,168**

New Jobs Created: **20**

Construction Jobs Created: **120**

USE OF FUNDS

New Construction	\$20,168,483
Furniture, Fixtures, and Equipment	\$20,000
Demolition and Environmental Remediation	\$1,099,000
Soft Cost	\$7,358,685

SOURCE OF FUNDS

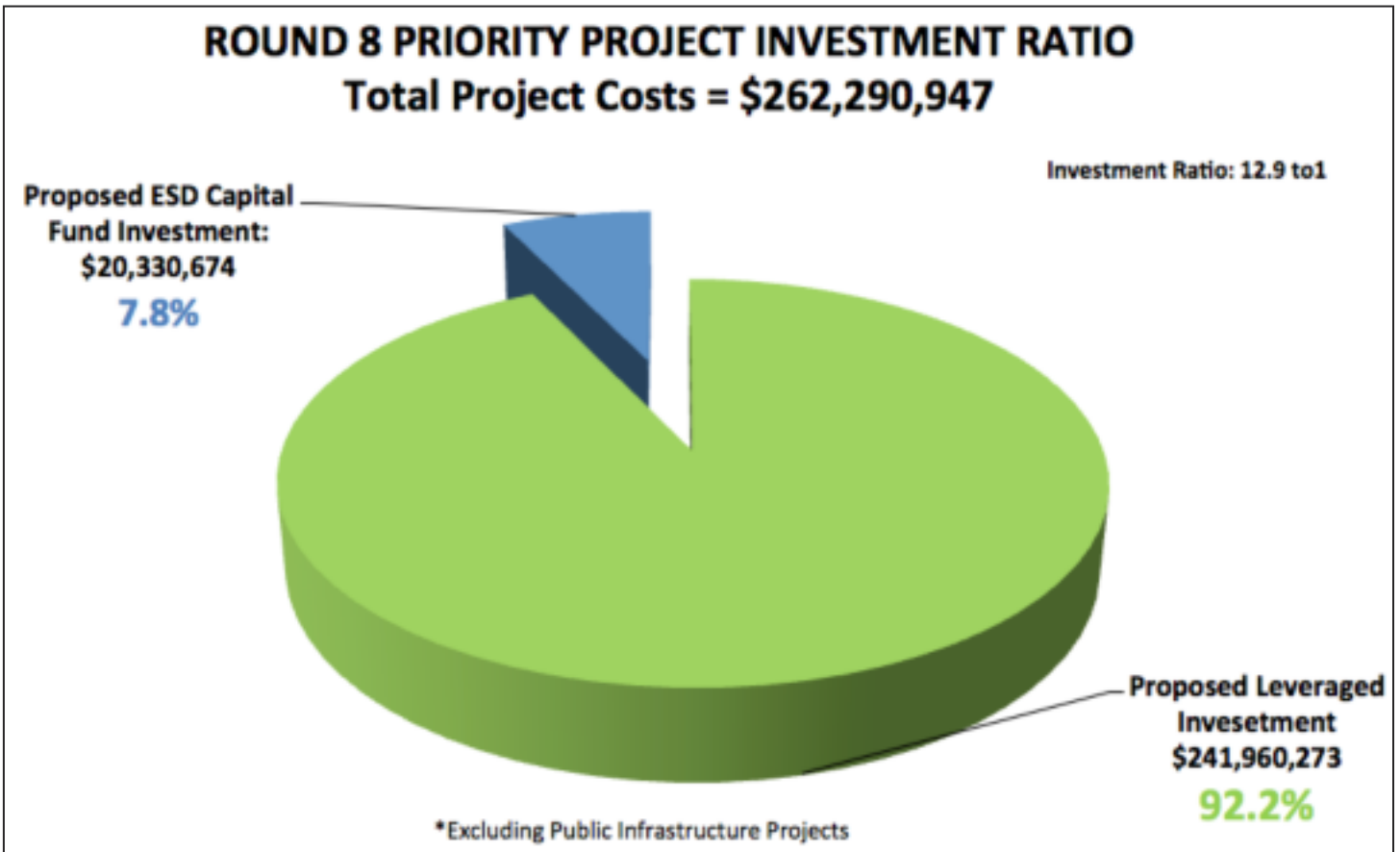
ESD Grant	\$1,000,000
Equity	\$2,864,617
Private	\$6,418,851
Other State Funding	\$18,362,700

Round 8 Priority Project Investments, Projects Costs and Jobs Creation

CFA #	Applicant	Project Name	Total Project Cost	Five-year Payroll	Applicant Request	REDC Request	PROJECTED		
							Direct New Jobs	Jobs Retained	Construction Jobs
Cayuga County									
84250	Cayuga Community College	New Collaborative Workforce Development Center	\$6,000,000		\$1,200,000	\$1,200,000			35
83480	Keith Titus Corporation	Driver Training, Health and Wellness Center	\$10,820,528	\$7,835,000	\$2,539,093	\$1,500,000	41	59	
82942	Volpi Manufacturing USA, Inc.	Plant expansion	\$1,900,000	\$2,535,000	\$380,000	\$320,000	17	25	11
Cortland County									
83501	Willet Hop and Grain LLC	Expansion of Hops farm	\$500,000	\$670,000	\$200,000	\$100,000	5	1	
Madison County									
83398	NYS Craft Beverage Services, Inc.	NYS Craft Beer Collaborative	\$890,000	\$1,520,000	\$301,112	\$178,000	14		
82066	CNY Hemp Processing	CNY Hemp Processing-Expansion	\$275,000	\$1,300,000	\$55,000	\$55,000	6	1	
81492	All Seasonings Ingredients, Inc.	All Seasonings Ingredients, Inc. - Expansion	\$2,150,000	\$1,003,880	\$452,750	\$430,000	10	58	
80939	Knowles Cazenovia	Knowles Cazenovia - Thin Film Commercial Expansion 2019	\$9,000,000	\$7,075,000	\$1,800,000	\$1,800,000	41	279	
Onondaga County									
84857	Good Life Philanthropic Youth Foundation	Good Life Hip-Hop Center For Youth Entrepreneurship	\$5,336,400		\$1,067,280	\$700,000	0	0	
84559	PPC Broadband, Inc.	Project Excellence	\$50,525,000	\$25,113,000	\$20,000,000	\$2,500,000	176	368	
84430	301 Belle Isle Road LLC	Regional Organic Waste to Energy Anaerobic Digester	\$20,000,000	\$6,750,000	\$3,000,000	\$1,000,000	16	0	60
83970	Kelsey Moody & Associates, LLC	La Fayette Square Mixed-Use Redevelopment Ichor Therapeutics	\$1,982,700		\$79,308	\$79,308	0	0	35
83652	Acropolis Development (LLC to be formed)	Jefferson Center Redevelopment	\$5,963,769		\$1,100,000	\$1,100,000			45
83488	Strathmore Community Development Group, LLC	Trinity Place	\$2,620,968		\$505,074	\$505,074		0	
83374	Syracuse Bioanalytical, LLC	BioAnalytics Facility	\$615,000	\$1,389,000	\$136,811	\$123,000	8	0	
83052	SUNY Health Science Center at Syracuse, dba SUNY Medical University Hospital	Relocate and Expand Family Behavioral Analysis Clinic	\$1,128,206		\$225,641	\$225,641	0	0	0
83046	SAFGLAS, LLC and AFFILIATES	NYS EnergyGlass	\$58,896,000	\$57,456,000	\$11,000,000	\$2,000,000	303	0	
82867	LOOP Recycled Products of New York	Paint Recycling Plant for New York and Northeastern United States	\$300,000	\$4,850,000	\$150,000	\$60,000	40	0	
82721	Cueva Contract, Inc., dba Interior Innovations	Expand to New Headquarters	\$492,532	\$889,600	\$98,506	\$98,506	6		10
82490	Salina 1st, LLC	Salina 1st Mixed-Use Redevelopment	\$6,642,500		\$1,328,500	\$1,328,500		26	144
82026	Northeastern Electronics	New manufacturing facility	\$3,550,000	\$5,825,000	\$700,000	\$350,000	30	48	20
81916	Syracuse Label Co. Inc.	Syracuse Label Co. Inc. - Addition	\$6,746,000	\$1,908,000	\$1,349,200	\$500,000	12	87	
81032	Compassionate Family Medicine	New Primary Care Facility	\$2,026,000	\$3,622,500	\$405,000	\$405,000	12	3	13
80743	YMCA of Greater Syracuse	Downtown YMCA Revitalization	\$8,458,926		\$1,885,500	\$730,645	0		140
80171	Syracuse Urban Partnership, Inc.	Syracuse Urban Partnership Mixed-Use Development	\$19,226,000		\$1,800,000	\$1,200,000	0	0	106
80049	Immediate Mailing Services, Inc.	Equipment Upgrade and Expansion	\$4,500,000	\$1,870,000	\$1,000,000	\$450,000	11	96	0
Oswego County									
84562	Maple Hollow Farm	New York Grown and Certified Dairy processing farm	\$161,000	\$950,000	\$32,200	\$32,000	2	0	
84411	Lindsey Aggregates, Inc.	Equipment Acquisition and Efficiency Improvements for Aggregate Production	\$700,000	\$750,000	\$140,000	\$140,000	4	17	
83178	Liberty Resources, Inc.	New Medical Facility	\$2,238,250	\$7,115,190	\$220,000	\$220,000	17	0	0
80644	Sutton Real Estate Companies	East Lake Commons Mixed-use Redevelopment	\$28,646,168		\$2,000,000	\$1,000,000			120
TOTAL			\$262,290,947	\$140,427,170	\$55,150,975	\$20,330,674	771	1068	739

2) OVERALL INVESTMENT RATIO FOR PROPOSED PRIORITY PROJECTS

The investment ratio of total project cost (\$262,290,947) to total ESD capital fund investment (\$20,330,674) for the proposed Round 8 priority projects is 12.9 to 1. This investment from the State represents only 7.8% of the total project costs, and is a nearly 6% from Round 7. . The collective impact of these recommended projects will support every community in the region.



3) MAP OF PROPOSED PRIORITY PROJECTS



SUMMARY OF OTHER (NON-ESD) PROJECTS RELATING TO STATE PRIORITIES		Goal Implemented			Projects Related to State Priorities					
		Goal 1 Target Industries	Goal 2 Exporting	Goal 3 Urban Core	Opportunity Agenda	Veteran	Workforce Training	Regional Economic Cluster Plan	Downtown	Life Sciences
CFA #	Project Applicant									
83105	Central New York Jazz Arts Foundation, Inc.									
81708	Landmark Theater									
81707	Landmark Theater									
84161	Chess Group Inc.									
82765	City of Auburn									
82764	City of Auburn									
82744	City of Auburn									
83536	City of Cortland									
82003	City Of Cortland									
82313	City of Cortland									
80295	City of Cortland									
81999	City of Fulton, NY 13069									
83687	City of Oswego									
82109	City of Syracuse									
82275	City of Syracuse									
83150	CNY Arts, Inc.									
82876	CNY Arts, Inc.									
84447	Cortland County Soil and Water Conservation District									
84505	Cortland County Soil and Water Conservation District									
83959	Cortland County Soil and Water Conservation District									
82719	Crouse Health Hospital									
83678	Currier Plastics, Inc									
81819	Dorothy Willsey									
80415	Doug Kierst									
84189	Energy Works Center of Auburn, Inc.									
80934	Erie Canal Museum									
84100	Everson Museum of Art									
84210	Finger Lakes Land Trust, Inc.									
82762	Finger Lakes Land Trust, Inc.									
81548	Learning Disabilities Association of CNY dba LAUNCH									
84890	Madison County Soil and Water Conservation District									
83901	Madison County Soil and Water Conservation District									
80673	Madison County, NY									
82812	Mohawk Valley Community College									
84498	Musical Associates of Central New York									
83692	New York State Rhythm and Blues Festival, Inc.									
83222	Oneida Community Mansion House									
80133	Partnership for Community Development, LTD									
81208	Safe Haven Museum and Education Center									
83046	SAF-GLAS, LLC									
84540	Society for New Music (Syracuse, NY)									
83488	Strathmore Community Development Group, LLC									
82522	Town of Brutus									
84551	Town of Cicero									
82398	Town of Cicero									
84066	Town of Cicero									
80751	Town of DeWitt									
80751	Town of DeWitt									
80667	Town of DeWitt									
81888	Town of Moravia									
80251	Town of Oswego									
80322	Town of Oswego									
83319	Town of Sandy Creek									
80709	Town of Skaneateles									
80524	Town of Williamstown									
81189	University Neighborhood Preservation Association									
81303	Village of Cazenovia									
82397	Village of Central Square									
84683	Village of East Syracuse									
82523	Village of Fayetteville									
82532	Village of Groton									
80978	Village of Hamilton									
83057	Village of Homer									
81940	Village of Marathon									
75278	Village of Mexico									
82049	Village of Moravia									
82415	Village of Phoenix									
82139	Village of Pulaski									
82618	Village of Union Springs									
80690	Wood-B-Ayr Farm									

6) ADDITIONAL STRATEGIC PROJECTS (CFA-RELATED STATE AGENCY APPLICATIONS - SEE APPENDICES)

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

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

- The council applied the region's goals and considered the opportunities defined by its strategic priorities to select **77 projects** for CFA-Related State Agency funding that advance the region's strategic goals.
- These projects applied for **\$22,383,397** in CFA-related state agency funding (**19.0** percent of total project costs), which would leverage **\$117,809,124** in total project costs.



4 PARTICIPATION

4.0 WORK GROUPS

In 2017, the CNYREDC reorganized its approach to implementing its 2015 CNY Rising plan. This included empowering individual workgroups to serve a more prominent, advisory role in the implementation model as well as identifying project sponsors who would take the lead in seeing projects through to fruition. This model has been incredibly successful and was continued into 2018. One example is with the Interregional Agribusiness Workgroup that made significant progress on implementing the NYFAC competition, while coordinating with Cornell University who served as the project sponsor. It is a priority of the CNYREDC moving into 2019 to continue to expand on this model. Below are a few examples of how this model is helping CNY implement its strategic priorities:

- Establishing a Global Hub for UAS Innovations
 - o Work Group — UAS Work Group
 - o Project Sponsor — NUAIR Alliance
- Bringing Agricultural Products to Global Markets
 - o Work Group — Interregional Agribusiness Work Group
 - o Project Sponsor — Cornell University
- Creating a Global Manufacturing and Logistics Hub
 - o Project Sponsor — Port of Oswego Authority
- Advancing Economic Opportunities for All Citizens
 - o Work Group — Alliance for Economic Inclusion
 - o Project Sponsor — Onondaga County
- Making CNY a Home for Veterans and their Families
 - o Project Sponsor — Syracuse University
 - o Project Sponsor — Clear Path for Veterans
- Build Welcoming and Connected World-Class Communities
 - o Work Group — Talent Task Force
 - o Work Group — Strategic Outreach

2018 CNY REDC WORK GROUPS

Agribusiness	Alliance for Economic Inclusion	Public Participation Work Group	Talent Task Force
Interregional Agribusiness	Life Sciences	Strategic Outreach	Unmanned Aerial Systems

These work groups, listed in the following section, draw from the collective expertise of business, community, and public-sector stakeholders, and their input is reflected in various sections of this progress report.

4.1 WORK GROUP MEMBERS

Agribusiness

Brian Anderson, National Grid
 Keven Bucklin, Cayuga Milk Ingredients
 James Fayle, Empire State Development
 Andrew Fish, CenterState CEO
 Kipp Hicks, Madison County Industrial Development Agency
 Michael Johnson, Johnson Brothers Lumber
 Daniel Kolinski, Empire State Development
 Dan Palladino, Palladino Farms
 David Rogers, Morrisville State College
 Tom Shepard, Dairy Farmers of America
 Nate Stevens, Onondaga County Industrial Development Agency
 Nancy Weber, Oswego County Farm Bureau

Interregional Agribusiness

Andrew Fish, CenterState CEO
 Jan Nyrop, Cornell University
 William Strassburg, Wegmans Food Markets Inc.

Alliance for Economic Inclusion

Pastor Bernard Alex, Victory Temple Fellowship Church
 Luke Avery-Dougherty, United Way of Central New York
 Monica Brown, Onondaga County Department of Social Services

Rickey Brown, Upstate Minority Economic Alliance
 James Fayle, Empire State Development
 Helen Hudson, Syracuse Common Council
 Otis Jennings
 Chuck Mason, City of Auburn
 Ryan McMahon, Onondaga County Legislature
 Duane Owens, Onondaga County Department of Facilities Management
 Sharon Owens, Southwest Community Center
 Rita Paniagua, Molina Healthcare
 Tim Penix, SUNY EOC
 Roy Reehil, Oswego County Legislature
 Frank Ridzi, Central New York Community Foundation
 Justin Rudgick, City of Oswego
 Alden Smith
 David Sutkoway
 Ahmeed Turner, Say Yes to Education
 Matt Whitman, Catholic Charities of Cortland County

Life Sciences

David Amberg, SUNY College of Environmental Science and Forestry
 Pamela Caraccioli, SUNY Oswego
 Maureen Fellow, SUNY College of Environmental Science and Forestry
 Peter Georgianna, Welch Allyn
 David Mankiewicz, CenterState CEO

Public Participation Work Group

Bob Allen, Crouse Hospital
 John Becker, Madison County Board of Supervisors
 Alyssa Blazina, BizHub CNY
 Jason Chiesa, New York State Department of Labor
 Carla DeShaw, Cayuga Community College
 Andrew Fish, CenterState CEO
 William Fisher, Onondaga County
 Kipp Hicks, Madison County Industrial Development Agency
 Michael Johnson, Johnson Brothers Lumber Company
 Steve Kulick, Le Moyne College
 Lindsay Ott Wilcox, iHeartMedia
 Rita Paniagua, Molina Healthcare
 Garry VanGorder, Cortland County Business Development Corp.
 Kris Waelder, Crouse Hospital
 Randall Wolken, Manufacturers Association of Central New York

Talent Task Force

Jason Chiesa, New York State Department of Labor
 Eric Ennis, Adapt CNY
 James Fayle, Empire State Development
 Chuck Greene, AIS
 Janie Goddard, Jadak
 David Goodness, Workforce Development Institute
 Chedy Hampson, TCGPlayer.com

Michael Hudson, OBG
 Meg O'Connell, Allyn Family Foundation
 Rachel Paddock, Saab USA
 Rob Simpson, CenterState CEO
 Mark Southwick, Huhtamaki
 William Sympson, SRC

Research Team Members

Patrick Fiorenza, Adapt CNY
 Karen Knapik-Scalzo, New York State Department of Labor
 David Mankiewicz, CenterState CEO
 Tamara Rosanio, Syracuse CoE
 Ben Sio, CenterState CEO
 Chris Stassel, CenterState CEO

Strategic Outreach

James Fayle, Empire State Development
 Kara Jones, CenterState CEO
 Jim Keib, F.O.C.U.S. Greater Syracuse
 Daniel Kolinski, Empire State Development
 Greg Loh, City of Syracuse
 Neil Murphy, SUNY College of Environmental Science and Forestry
 Tim Penix, SUNY Morrisville
 Randall Wolken, Manufacturers Association of Central New York

continued

4.1 WORK GROUP MEMBERS, continued

Unmanned Aerial Systems

Stephen Benson, NEID	Marke Gibson, NUAIR	Frank Matus, Thales	University
Robert Brown, Saab Sensis	Mark Glauser, Syracuse University	Andrew Maxwell, C&S Companies	Brian Smith, Griffiss International Airport
Brady Cass, SRC	Charles Green, Assured Information Security	Daniel Meyer, NEID	Honora Spillane, City of Syracuse
Theresa Dahlberg, Syracuse University	Isabelle Harris, Office of Congressman Katko	Giorgos Mountrakis, SUNY College of Environmental Science and Forestry	Vijay Srinivas, Assured Information Security
Tim Drumm, Syracuse University	Daniel Hennage, Automodality	Neil Murphy, SUNY College of Environmental Science and Forestry	Ken Stewart, GE
Lesley Dublin, Onondaga County	Michael Hertzendorf, NUAIR	Michael Ransom, Syracuse University	Stephen Swift, Blue Water Capital Management Group
Bob Duclos, C&S Companies	Chad Lawrence, Griffiss International Airport	Stephanie Shattuck, NEID	Paul Tremont, SRC, Inc.
James Fayle, Empire State Development	Mac MacMurray, C&S Companies	Rob Simpson, CenterState CEO	Marc Viaggiano, Niteo Park
Yoanna Ferrara, Syracuse University	David Mankiewicz, CenterState CEO	James Genovese, Oneida County	Deb Warner, CenterState CEO
William Fisher, Onondaga County	Craig Marcinkowski, SRC	Gurdip Singh, Syracuse	Dave Whitaker, SRC
	Matt Massiano, Saab Sensis		Ray Young, NUAIR

4.2 ENGAGEMENT & SUPPORT OF THE PUBLIC AND LOCAL OFFICIALS

The CNYREDC knows that transparency and accessibility are vital to the success of its regional strategies. As in years past, it has utilized local county industrial development agencies to engage local community residents and leaders, while addressing their questions and concerns. The work these agencies perform is essential because they are from these communities and are well versed in strengths and shortcomings of our counties. This strategy ensures the community has direct contact with the council and strengthens the connections at the local level. They also serve as advocates for their respective counties to the council.

That said, the CNYREDC is aware that it must constantly strive to do better when engaging community leaders, local elected officials, and residents. The Public Participation Work Group has worked diligently over the last few years to not only engage the public, but also to focus on areas that sometimes see less of a focus. Before this year, that has included small businesses (2014), diversity of opinions in the URI plan (2015), and millennials (2016).

Reflection on the CFA process and some of its shortcomings also led to the successful introduction of the Intent to Propose Forums in 2017. These forums engaged the communities earlier in the process to ensure higher quality and volume of applications in Central New York. Six events were held throughout the region (at least one in every county) with over 370 participants. The success of these events led to an increase in total CFA applications from the region and helped Central New York once again finish as a top performer in the state.



Dan Kolinski, Deputy Director of the CNYREDC, speaks in front of potential project applicants in Oswego. Photo Credit: Operation Oswego County.

Given the success of the Intent to Propose Forums in 2017, six additional forums were held in 2018. These meetings had over 160 participants and led to over a dozen pre-CFA applications, allowing the council to score and strengthen the projects ultimately submitted through the CFA. To reach as many people as possible, the council live streamed the presentation and made it available online. This garnered an additional 175 views (as of July 15). This successful use of live streaming is something the committee plans to use for other such forums.

Location	Date	Number of Attendees
Dewitt, Onondaga County	4/3/18	45
Syracuse, Onondaga County	4/4/18	40
Canastota, Madison County	4/5/18	14
Auburn, Cayuga County	4/10/18	11 In Person 175 Online Views
Oswego, Oswego County	4/11/18	43
Cortland, Cortland County	4/17/18	13
TOTAL	6	341

Beyond these forums, the CNYREDC holds frequent meetings throughout the year that are open to the public. See below for a full list of public events held this past year.

Location	Date	Number of Attendees
CNY REDC Meeting - SUNY Oswego Syracuse Campus, Syracuse	3/8/18	60
Dewitt, Onondaga County	4/3/18	45
Syracuse, Onondaga County	4/4/18	40
Canastota, Madison County	4/5/18	14
Auburn, Cayuga County	4/10/18	11 In Person 175 Online Views
Oswego, Oswego County	4/11/18	43
Cortland, Cortland County	4/17/18	13
CNY REDC Meeting - Le Moyne College, Syracuse	5/15/18	61
CFA Workshop - Onondaga Community College, Syracuse	5/24/18	51
CFA Workshop - Cayuga Community College, Auburn	6/20/18	33
CNY REDC Meeting - Lake Ontario Conference Center, Oswego	7/17/18	45
CNY REDC Meeting - Cazenovia College, Cazenovia	8/16/18	45
CNY REDC Meeting - Syracuse Center of Excellence, Syracuse	9/11/18	31
TOTAL	13	667

STRATEGIC OUTREACH COMMITTEE

In its continued effort to increase transparency and keep the public informed, the CNYREDC created a strategic outreach subcommittee. The goal of this committee is to create short-term and long-term goals for increasing exposure of the work the REDC does and examine who sits on the committee and the human lives that are affected by the council's work. This committee is working closely with F.O.C.U.S. Greater Syracuse, which is doing similar work in Onondaga County. Through the efforts of this committee, the CNYREDC hopes to further engage Central New York communities in the work the council is performing.

5 DOWNTOWN REVITALIZATION

The city of Auburn, in Cayuga County, has been selected as the winning community in the CNYREDC region for Round 3 of the Downtown Revitalization Initiative (DRI).

Location and Boundary of Downtown Auburn

The city of Auburn, with a population of 26,821, is the second largest city in the Central New York region and is located less than an hour drive from the cities of Syracuse, Rochester, Ithaca, and Oswego. Auburn's urban core is at the crossroads of Routes 5 and 20, 34 and 38, making it easily accessible to the 77,861 Cayuga County residents and nearly 500,000 visitors to the Central New York and Finger Lakes Region annually. Its downtown enjoys national landmarks such as the Seward House and Harriet Tubman National Historic Park and will soon feature the New York State Equal Rights Heritage Center.

Auburn is the primary economic engine in Cayuga County. Its downtown consists of over 300 businesses with approximately 5,000 employees. Over the last five years, an estimated 178 jobs have been retained or created, with nearly 30 percent of activity taking place within Auburn's urban core. Business sectors that have shown the most growth during this period have been health care and social assistance, retail trade, manufacturing, government, and accommodations and food services.



The Auburn DRI area possesses a wide range of community amenities that contribute to its beauty, attractiveness, and livability. The Auburn Business Improvement District (BID) is home to a mix of businesses, including two grocery stores, a farmer's market, 12 restaurants, and four craft beer establishments. Young professionals and seniors take advantage of the three affordable housing facilities and nearly 60 newly renovated urban apartments. Auburn is proud of its accessibility within the urban core and continues to focus on walkability and bikable streets. The West End Arts District along Genesee Street showcases Auburn's rich cultural and architectural history, linked to several national movements, including abolitionism and equal rights. The DRI Strategic Investment Plan will allow Auburn to preserve iconic vacant buildings, enhance streetscapes and public spaces, market the historic and heritage centers, and embrace its diversity and rich cultural background that together make an attractive and livable downtown.



Downtown Auburn. Photo Credit: Office of Governor Andrew Cuomo

Rationale for Selection

Auburn's downtown revitalization plans over the last two years have assisted property owners in organizing and formulating projects and advancing projects that have a positive impact on downtown. Local leaders led a public participation process to involve business owners and residents in discussion and idea sharing for this year's DRI application. Auburn launched the #ThisPlaceMatters campaign to gain a greater understanding of what is important to Auburnians.

Auburn's revitalization plan was chosen for these reasons:

- Auburn demonstrated an impressive project readiness. Twenty-two projects and initiatives will be ready for implementation in downtown Auburn by fall 2020. Many are leveraging multimillion-dollar private investment projects proposed at three strategic brownfield sites, a vacant strip mall, and along Main Street. The DRI award will augment the city's current efforts to bolster downtown, arts and cultural tourism, urban housing development, walkability, livability and job creation and satisfy a growing demand for economic and community development, creating hundreds of jobs, and is estimated to spur more than \$40 million of capital investment and property and sales tax revenue.
- Auburn has experienced nearly \$70 million of recent public and private investment in and adjacent to the DRI target area. New York State and the CNYREDC have significantly contributed to Auburn's planning efforts and capital infrastructure projects that have catalyzed downtown's redevelopment. Auburn will leverage these investments from the past several years to continue the redevelopment of its urban core.
- And third, they have showed continuous improvement over the last two years, and this year's improvements helped their application stand above the other applicants.

Both the Scoring Committee and the CNYREDC unanimously approved Auburn as this year's recommended city.

Importance of Downtown Revitalization in Advancing Regional Strategies

A key pillar of economic growth outlined in the CNYREDC 2015 Upstate Revitalization Plan was “develop enablers of prosperity.” The pillar’s four strategies include “build welcoming and connected, world-class communities.” Rated the “Best Small City to Raise a Family” in the Northeast this year by Forbes, Auburn has embraced the CNYREDC’s strategies of building on its urban core with a focus on attractiveness and high quality of life. Auburn’s efforts include revitalized and new housing and storefronts; commitment to youth education, recreation, and programming; increased access to public open spaces and playgrounds; and construction of riverfront trails.

Auburn has taken its previous DRI applications seriously and sought ways to move projects forward. For instance, the city is completing design work for an outdoor public space at 1-7 State St., which was included in the first round DRI application. The current DRI application included a request for funding for implementation. Restoration of the historic Schine Theater was also included in both the first- and second-round DRI plans. Since then, a developer has been identified, funding has been secured from public and private sources, and the restoration is underway. As such, the current DRI plan only includes Schine as part of an arts and cultural marketing effort. Good Shepherds Brewing Company moved forward with the relocation and expansion of its brewery into 132 Genesee St., a long vacant downtown building, as outlined in the second-round DRI plan. The company is still seeking assistance in renovating the upper stories for commercial and residential use but acquired the building and repurposed the storefront and basement for the brewery and thus brought a cornerstone property back to life.

Other projects that have secured other state and private funding and have moved forward are expansions of Prison City Pub and Brewery and Auburn Public Theater, the Nolan Block Redevelopment, and the construction of the New York State Equal Rights Heritage Center.

Summary of Assets of Downtown Auburn

Downtown Auburn possesses a wide range of community amenities that contribute to its beauty, attractiveness and livability. Some of Auburn’s strongest assets include:

- Historically significant sites and landmarks
 - o Seward House Museum
 - o Cayuga Museum and Case Research Lab
 - o Willard Memorial Chapel
 - o Fort Hill Cemetery
 - o Schine Theater
 - o South and Grover Streets National Register Historic Districts
 - o Nearby Harriet Tubman National Historical Park
- Abundant arts and cultural programming
 - o Auburn Public Theater
 - o Carriage House Theater
 - o Schweinfurth Art Center
 - o Seymour Library
 - o Free live music in parks and other public spaces coordinated by the City of Auburn and the Auburn Business Improvement District
- Additional family-friendly offerings
 - o PlaySpace offers an indoor play and learning area in downtown Auburn
 - o Six parks and public gathering spaces
 - o Numerous festivals and events from March through September
- Various entertainment and dining options
 - o Craft beverage establishments
 - o Bars and restaurants
 - o Multiple live music options every week
 - o Growing retail options



*The annual Founder's Day Car Show is just one of many downtown festivals that occur in Auburn every summer.
Photo Credit: Christopher Molloy*

Overview of Community's Vision for Downtown Revitalization in Auburn

The pillars of the Auburn DRI are the reinvention of downtown, transforming the city's streetscape and strengthening the gateways, marketing Auburn, and reimagining vacant and brownfield sites that have the greatest economic and social diversities for the community to build upon. Auburn has a fascinating history in hydroelectric power and agricultural mechanization as well as advancement of human rights movements, including abolitionism, women's rights, prison reform, and temperance. Branded as "History's Hometown" Auburn has become a prime travel destination in Central New York. Equally important, Auburn's industrial legacy presents a significant opportunity for reinvestment in vacant strategic sites that could be used for cutting-edge workforce development, job creation, and ethnic diversity.

2018 City of Auburn Downtown Revitalization Initiative

3b. Future Investment Potential - Strategies

Strategy: Boosting Downtown

The City Comprehensive Plan outlines that: "Auburn's downtown needs to become an interesting, safe and easy place to walk around", to attract people to the urban core and spur further business development. From the public participatory process, the Auburn community indicated that historic buildings, arts districts, walkability and window shopping were all key characteristics in a prospering downtown. This DRI addresses the need for housing, culinary training in our growing arts, entertainment, and hospitality industries.

Strategy: Branding and Marketing Auburn

The City of Auburn Historic Sites & Cultural Commission and the Cayuga County Office of Tourism are the two primary agencies with a strategic goal to increase visitors and investment in the community. The "Tour Cayuga" and "History's Hometown" brands aim to leverage a location in the Finger Lakes as well as encourage visitors to learn and experience through taking in live entertainment, a vibrant creative community, and iconic American figures. Possible DRI projects include a trolley, market Auburn Initiative and wayfinding signage.

Strategy: Public Improvement Projects

The Auburn Sparks BOA strongly recommends moving forward streetscape enhancement projects since City Rights-of-Way including streets, sidewalks, crosswalks and medians account for a significant amount of public open space. These spaces create an interconnected network for pedestrians, cyclists, motorists and public transit riders. From the public participation process, the Auburn community indicated that streetscape improvements are necessary for attracting residents, visitors and investors to the downtown core. Within downtown there is a need to connect the East Hill Commercial District visually with the Genesee Main Street as well as gateway enhancements and completing the public improvements on State Street as part of the Creative Corridor Initiative.

Strategy: Revolving Loan or Grant Funding Program

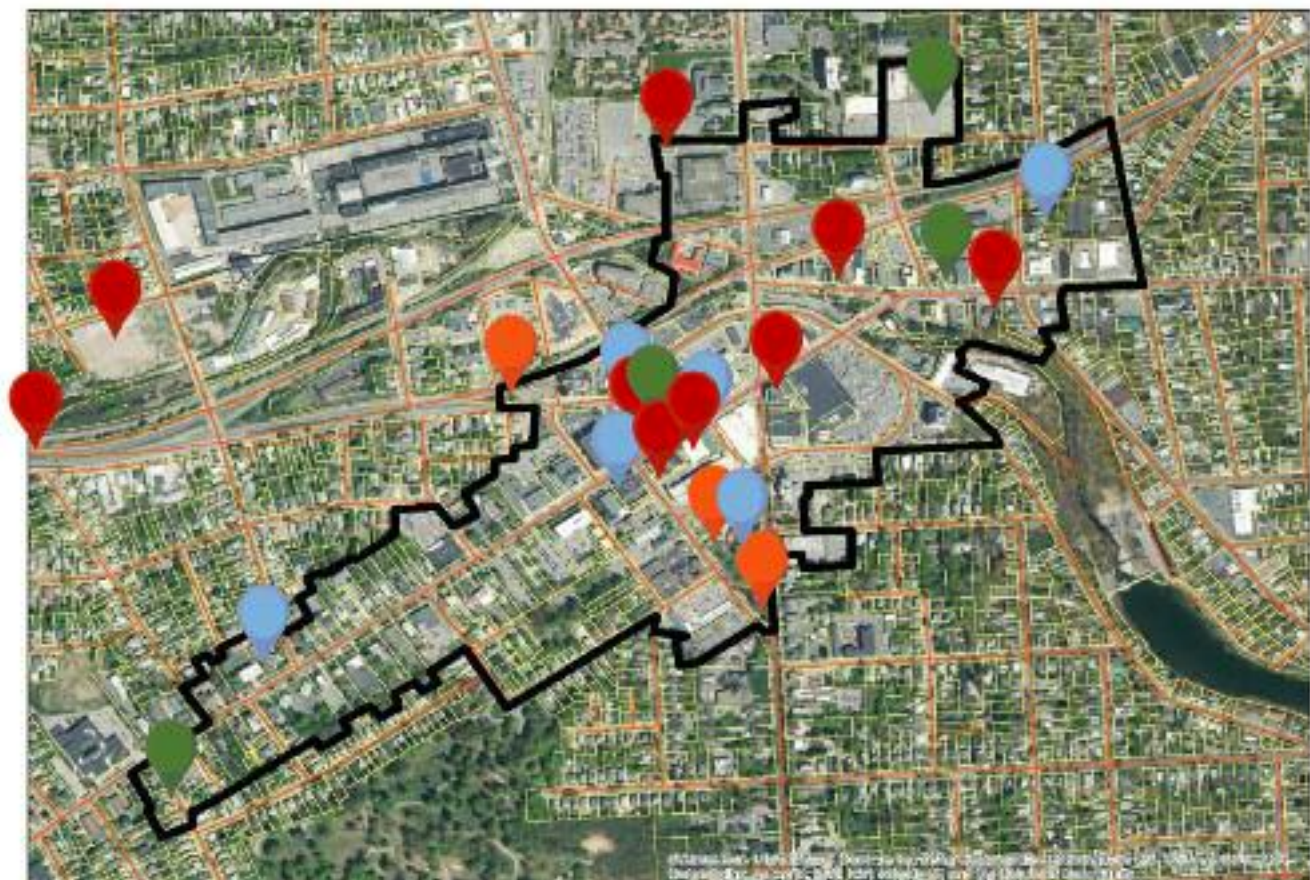
The Auburn Sparks BOA & City Comprehensive Plan recommend establishing a grant program to assist with façade and reuse of upper floors of commercial properties along the downtown Main Streets. Even though the City has been successful in securing Main Street grant funding in the past, there are several properties that are in need of assistance, but don't meet all of NYS HCR guidelines. Finally, it is time the City of Auburn incentivizes the redevelopment of vacant, underutilized buildings and properties throughout the urban core. This incentive could come in the form of a revolving loan fund.



2018 City of Auburn Downtown Revitalization Initiative

3b. Future Investment Potential

To keep the momentum going in Downtown, the City of Auburn needs to focus on transformational projects and marketing initiatives to support economic growth in the tourism, agribusiness and manufacturing industries. Auburn has 22 priority projects that have been publically vetted, planned and ready to go. Following a DRI allocation, the Strategic Investment Planning process will help further refine and prioritize projects that advance the City's vision and goals. Secondly, through capital investment leveraged by private partners' downtown Auburn will become a great place to work, recreate and raise a family. Below is a location map of the proposed priority Transformational projects:



Boosting Downtown	Branding and Marketing	Public Improvement Projects	Revolving Loan or Grant Fund
<ol style="list-style-type: none"> 1. East Hill Family Medical 2. Cayuga Culinary Center 3. John St Redevelopment 4. West End Arts Campus 5. Arts Entertainment @ APT 6. Seward House Landscape 	<ol style="list-style-type: none"> 1. Seward's Trolley 2. Market Auburn Initiative 3. Wayfinding Signage 	<ol style="list-style-type: none"> 1. State Street Event Plaza 2. Greening East Hill Streetscape 3. Shared Services Facility 4. NPS HART Corridor Enhancements 	<ol style="list-style-type: none"> 1. Main Street Projects (5 sites) 2. This Place Matters Loan Program (4 sites)

2018 City of Auburn Downtown Revitalization Initiative

3b. Future Investment Potential

Potential DRI Investments		DRI Funds	Leverage Public Funds	Leverage Private Funds	Total Cost
Strategic Investment Planning Initiative		\$ 300,000	\$ -	\$ -	\$ 300,000
Strategy: Boosting Downtown					
East Hill Family Medical, Inc.		\$ 1,543,880	\$ 3,637,153	\$ -	\$ 5,181,033
Cayuga Culinary Center		\$ 500,000	\$ 250,000	\$ -	\$ 750,000
John Street Neighborhood Redevelopment		\$ 1,110,000	\$ -	\$ 4,450,000	\$ 5,560,000
West End Arts Campus		\$ 1,121,120	\$ 2,500,000	\$ 842,503	\$ 4,463,623
Arts Entertainment @ APT		\$ 300,000	\$ 600,000	\$ 1,100,000	\$ 2,000,000
Seward House Museum Cultural Landscape Project		\$ 360,000	\$ 60,000	\$ 60,000	\$ 480,000
Strategy: Branding and Marketing					
"Sewards Trolley" Seasonal Shuttle Service		\$ 250,000	\$ 55,000	\$ -	\$ 305,000
Market Auburn Initiative		\$ 125,000	\$ 25,000	\$ 50,000	\$ 200,000
Downtown Wayfinding Signage Program		\$ 60,000	\$ 10,000	\$ -	\$ 70,000
Strategy: Public Improvement Projects					
State Street Event Plaza		\$ 700,000	\$ 300,000	\$ 700,000	\$ 1,700,000
Greening East Hill Streetscape		\$ 280,000	\$ 280,000	\$ -	\$ 560,000
Shared Services Public Safety Facility		\$ 1,200,000	\$ 2,000,000	\$ 6,800,000	\$ 10,000,000
NPS HART Corridor Enhancements		\$ 150,000	\$ 150,000	\$ -	\$ 300,000
Strategy: Revolving Loan or Grant Funds					
Main Street Improvement Program (5 properties)		\$ 1,000,000	\$ 500,000	\$ 2,037,918	\$ 3,537,918
This Place Matters Revolving Loan Program		\$ 1,000,000	\$ 1,000,000	\$ 6,890,000	\$ 8,890,000
TOTAL		\$ 10,000,000	\$ 11,367,153	\$ 22,930,421	\$ 44,297,574

DRI APPLICATION WRITING COMMITTEE

Joe Bartolotta, FLMTF Board Member and JBJ Real Property

Lt. Shawn Butler, Auburn Police Department

Angela Daddabbo, Artistic Director at Auburn Public Theater

Stephanie DeVito, Executive Director of Auburn Business Improvement District

Jeff Dygert, Interim City Manager & Auburn Fire Chief

Dan Fessenden, Executive Director of Fred L. Emerson Foundation

Ryan Foley, Cayuga County Legislator

Jimmy Giannettino, City Councilor

Jennifer Haines, Acting Assistant City Manager

Chuck Mason, Auburn City Clerk

Christina J. Selvek, Dir. of CIP & Grants

Stephen Selvek, Auburn Sr. Planner

Meg Vanek, Executive Director of Cayuga County Office of Tourism

Tracy Verrier, CEDA Economic Development Technical Specialist



6 CNY TALENT TASK FORCE

Central New York is entering a new chapter in its history. Companies are expanding, unemployment rates are dropping, and communities are rebuilding. These changes present challenges that require a shift in mindset when it comes to talent. With unemployment rates among individuals with a bachelor's degree at historic lows, companies throughout the region struggle with one of the building blocks of a growing economy: access to talent. At the same time, the region's supply of talent is fragmented and moving through generational shifts. Many students leave the region after graduating from local colleges and universities, the baby-boomers are near retirement age, and some skilled workers are disconnected from current and future employment opportunities.

It is with this in mind that public, private, and educational partners, including the CNYREDC, from across the region formed the Talent Task Force in late 2017. Chartered to quantify the needs of employers and establish strategies to address the demand for mid-to high-skill talent in the region's key industries, the task force delivered a strategic plan in 2018 to strengthen and align regional efforts in pursuit of three shared goals:

1. Attract mid- to high-skill talent
2. Retain critical skills and workers
3. Develop workers with the skills to meet the future needs of employers

The CNY Labor Market

The task force conducted extensive market analysis to better understand the talent needs of the region's leading industries and the dynamics shaping the current and future supply of that talent. The task force identified seven key challenges and opportunities that informed the development of its recommended strategies.

Key Findings

As businesses continue to grow in a tightening labor market, many must turn to creative strategies for sourcing and filling mid-to high-skill talent needs.

- o In the first five months of 2018, 4,546 jobs were posted across the five priority industries in the Central New York region. Roughly 44 percent of these positions require a bachelor's degree or higher, indicating a large demand for high-skilled talent in the region. As the unemployment rate continues to decline, businesses will need to adapt to the changing labor market and think beyond business-as-usual solutions for sourcing and filling their talent needs.

The demand for skilled talent is expected to increase as a retiring workforce creates skills gaps and job vacancies.

- o The Syracuse MSA, like many metros across the country, is experiencing a rapidly aging population. Between 2010 and 2016, the cohort of adults age 55 through 74 years grew from 19.5 percent of the overall population to 23.3 percent. This demographic shift has resulted in an aging workforce, with this cohort contributing to 22.4 percent of the overall labor force. The majority of companies expressed either moderate or major concern with upcoming employee retirements, with many elaborating that their most experienced workers have deep institutional knowledge that is invaluable to the day-to-day operations of their businesses.

Most of the skilled talent that does move to the region appears to have a connection to Upstate New York.

- o Companies in Central New York have the most success recruiting talent with connections to the area, whether this was having grown up here, having attended school in the region, or having family nearby. This strategy aligns with past initiatives such as "Come Home to Syracuse," which targets attracting young professionals with ties to the region. Interestingly, some companies shared their recent successes in recruiting candidates from regions of the country that experience a similar climate as Syracuse. Demographics have also shifted with an 11.3 percent increase in the number of people age 25 to 34 years in the Syracuse metro since 2010. Despite the many challenges the region faces from population loss and a declining labor force, companies can continue to work to attract young talent to the region.

Though many industries feel strain in attracting talent, an acute mismatch exists in health care between current and projected demand and supply.

- o While there are challenges in sourcing and filling high-skilled talent across many industries in Central New York, the health care industry presents an alarming trend due its acute mismatch between current and projected occupation supply and demand. Between May 2017 and May 2018, there were 3,930 openings for registered nurses. To contrast, in 2016, 1,163 degrees were conferred that lead to careers in nursing. This is not just a local challenge: Communities across the country are facing nursing shortages, and the problem isn't expected to self-correct. Despite the high demand, nursing schools across the country turn away thousands of qualified applicants each year due to a lack of openings in the program stemming from shortage of qualified instructors.

Finding and retaining diverse candidates is a challenge across the region.

- o Many companies interviewed discussed the challenges they face in recruiting and retaining diverse candidates. While some companies felt that their employees reflected the available workforce, other companies recognized that the available workforce doesn't always reflect the broader Central New York Community. Nearly one-third of adults over age of 25 in the Syracuse metro area have graduated with a bachelor's degree or beyond. However, less than 12 percent of African Americans in the area have graduated from college or university with a four-year degree. This disparity between educational attainment and race reflects barriers to opportunity within the community that prevent everyone from accessing the education that increasingly more companies require for entry-level positions. To address some of these barriers, some companies have created formal diversity and inclusion frameworks that incorporate mentoring, affinity groups, and outreach programs to help recruit and retain diverse talent.

International talent represents a growing opportunity to fill in demand jobs but requires specialized services to access these jobs.

- o Between 2004 and 2016, 38 percent of foreign students at local colleges and universities remained in the Syracuse MSA under the Optional Practical Training program, a federal visa program that allows undergraduate and graduate students with F-1 status to work in the United States for one year after graduation. Graduates with a degree in science, technology, mathematics, or engineering are eligible for a 36-month employment visa. 68 percent of OPT participants held a master's degree and 59 percent were STEM graduates. Despite this, less than 600 H-1B visas were approved in Syracuse between 2010 and 2016, indicating a lost opportunity to retain highly skilled foreign talent.

The region's colleges and universities provide a strong pool of entry-level talent though many companies desire a closer connection to curriculum development.

- o In 2016, the 14 colleges and universities throughout the Central New York region produced 10,806 graduates from bachelor's degree programs and 3,676 graduates with master's degree. Sixteen other schools in the region offer associate's degrees or certificates, raising the total number of postsecondary graduates by 5,774. Businesses in Central New York are capitalizing on the availability of high-skilled talent in the region. Roughly 60 percent of companies interviewed offer a formal internship program, and many businesses hire entry-level positions exclusively from their intern pool. While the majority of companies have little to no difficulty in recruiting entry-level bachelor's degree talent, many companies desire a closer connection to curriculum development to ensure that graduating students have the knowledge and skills needed to succeed in the workplace.

Strategic Agenda

To achieve the goals identified above and address the region's leading opportunities and challenges, the talent task force recommends the execution of the following strategies and tactics. These interventions were designed by a group of regional employers, workforce development entities, and other partners, creating a blueprint of high-level interventions and tactics that should be collectively addressed by a diverse group of partners.

Strategy 1

Distinguish Central New York as a national leader in attracting, hiring, and retaining of a diverse workforce

Employing a diverse workforce is good for business: A 2015 McKinsey & Company study examined data across a range of companies and industries and found that companies in the top quartile for racial and ethnic diversity were 35 percent more likely to have financial returns above their industry median. A follow-up study of more than 1,000 companies found that companies in the top quartile for ethnic diversity at the executive level were 33 percent more likely to achieve above-average profits than companies in the bottom quartile. Many business leaders across Central New York recognize the value of diversity in the workplace but need assistance in creating opportunities and spaces for diverse professionals to thrive.

Tactics:

- o Create a commitment to diversity and economic inclusion among the region's C-suite executives
- o Establish a diversity and inclusion hiring and retention toolkit for employers
- o Increase deployment of diversity and inclusion training within CNY businesses
- o Build a leadership series to highlight and cultivate a new generation of diverse leadership in CNY
- o Increase diverse participation on nonprofit boards
- o Establish a team of job advocates to expand the professional referral network for diverse candidates
- o Reframe the perception of diversity in CNY in all outbound talent marketing
- o Cultivate community affinity groups to create a more inclusive and welcoming ecosystem

Strategy 2

Accelerate tailored talent acquisition for the region's leading growth industries

Business leaders recognize the value in attracting high-skilled professionals to the region, even if those professionals ultimately choose to work for a different company. By establishing recruitment strategies for the region's leading industries—including advanced manufacturing, thermal and environmental controls, health care, aerospace, internet services, engineering and architectural services, and developing tools that better connect job seekers with job opportunities—businesses can work together to market Central New York as a place to live and work.

Tactics:

- o Launch a community ambassador program to assist recruits in connecting to housing, social, and civic networks, and neighborhoods that match their needs
- o Create a targeted inbound and outbound marketing program to alumni networks, communities like Central New York, individuals in particular industries, and veterans' groups
- o Develop a talent acquisition resource pool of best practices and services for employers
- o Establish a community referral program to turn workers into brand ambassadors for the region
- o Explore financial incentives, employer-assisted housing, and subsidized programs for new recruits
- o Create a g web page to host the region's collective acquisition approach
- o Implement talent-sharing models that would build a network among hiring managers to allow them to easily share resumes to assist others in meeting talent needs
- o Establish a regional spousal placement network

Strategy 3

Strengthen the region's ability to attract and serve international talent

Central New York is home to world-class universities that attract international students from across the globe. Strategically working to retain these students and attract additional foreign talent to the region would create new labor pools for sourcing and filling the most difficult-to-fill jobs. In addition to overcoming regulatory hurdles, Central New York must create better connections between international talent and the business community.

Tactics:

- o Add special soft-landing international services to community ambassador program
- o Target outbound marketing activities on foreign metros with high concentrations of aerospace, engineering, and internet services talent
- o Prioritize the connection of foreign students with job and internship opportunities
- o Build a technical support network to assist employers and foreign-born employees obtain necessary documentation to work in the United States, assist in the H-1B visa process

Strategy 4

Enhance the retention of critical skills and experiences of CNY's late-career workforce

Central New York has an abundance of highly experienced professionals who possess institutional knowledge, skills, and abilities that are vital to the day-to-day operations of businesses. As more professionals ease into retirement, it is essential that businesses initiate a transfer of knowledge between experienced professionals and new workers. It is also important to recognize that retirement today doesn't have to look like the retirement of previous generations. Some employees opt to delay their retirement through flexible arrangements with employers that include part-time scheduling, remote work, contracting opportunities, mentorship roles, or other non-traditional options. By working to provide flexibility to employees who choose to delay retirement, businesses can retain an invaluable segment of their workforce and ensure a proper transfer of knowledge and skills to the next generation.

Tactics:

- o Launch a regional collaborative of service providers to promote and assist companies with shared retention strategies
- o Develop a toolkit of best practices
- o Seed employer collaboratives to address cultural issues and opportunities
- o Assist businesses in restructuring work to create more flexible work arrangements to attract or extend careers of older workers
- o Establish a part-time mentorship/knowledge transfer program for potential retirees who want to reduce their workload but still be engaged in the work

Strategy 5

Unlock hidden pools of talent among nontraditional labor pools

Despite low overall unemployment rates in Central New York, joblessness varies across different racial demographics as well as by educational attainment. As employers struggle to find the talent they need, businesses should look to access nontraditional labor pools. Communities across the country are recognizing the broader economic benefits of integrating unemployed, under-employed, or discouraged workers back into the labor force. However, doing so often requires employers to think beyond traditional job description requirements and instead seek important qualities like aptitude and learnability. Ensuring employee access to training and development opportunities that address both technical skills and soft skills is also important for program success.

Tactics:

- Support retention and career advancement of workers trained and placed through job-seeker programs through designated career coaches

- Launch a “choice employer” designation to signify that a company provides reliable pathways to good jobs through codified career pathway and training programs

- Expand and scale job-seeker programs to new industries of need

- Create a talent aggregator and skills broker to match qualified candidates with job openings

Strategy 6

Establish stronger feedback loops between employers and talent generators to fill current and future talent needs

In addition to the numerous colleges and universities throughout the region, Central New York boasts a growing number of innovative technical programs at the K-12 level. Many of these programs have integrated feedback and sought partnerships with the business community to ensure their graduates are ready to enter the workforce. This level of integration and alignment is vital in an economy that is constantly adapting to the fast-paced nature of technological advancement. Students enter into postsecondary programs and will graduate into a workforce that looks and operates vastly different than it did just five years ago. Businesses and educational institutions can help prepare each other for these changes by committing to open lines of communication and collaboration. Integrating students into the Central New York community is also a critical step for retaining some of the regional universities’ high-skilled talent.

Tactics:

- Establish feedback loops between businesses and higher education

- Drive stronger integration of university students in community involvement activities

- Create programs for smaller and mid-size companies to develop formal partnerships with local colleges and universities

- Target efforts to increase number of health care graduates and the number of available seats in programs and retention within those programs

- Expand and grow participation in regional P-TECH programs to strengthen the ability of local schools to connect students to higher education or workforce opportunities.

IMPLEMENTATION

These strategies and tactics priorities are intended to help guide the region's joint approach to addressing its mid-to high-skill talent needs. To truly have an impact, these interventions will require continued support and encouragement from the community and must be executed to allow full community buy-in and participation while ensuring impact.

Overall, the campaign to enhance the region's mid-to high-skill talent and address the continued demand for skilled workers will require an implementation hub to monitor project and initiative success. Reporting periodically on progress to the CNYREDC and other groups, the implementation hub will project manage the plan implementation by coordinating the strategy-specific teams. The hub will also act as the team deployed to solve problems, close partnership deals, and manage cross-strategy alignment between initiatives.

Talent Task Force Members:

Chedy Hampson, TCGplayer (chair)	Michael Hudson, OBG
Jason Chiesa, New York State Department of Labor	Melanie Johnson, SRC
Eric Ennis, Adapt CNY	Meg O'Connell, Allyn Family Foundation
James Fayle, Empire State Development	Rachel Paddock, Saab USA
Janie Goddard, Jadak	Robert Simpson, CenterState CEO
David Goodness, Workforce Development Institute of New York	Mark Southwick, Huhtamaki
Chuck Green, Assured Information Security	William Sympton SRC
	Linda Veit, SUNY Upstate Medical

Research Team Members:

Jason Chiesa, New York State Department of Labor
Patrick Fiorenza, Adapt CNY
Karen Knapik-Scalzo, New York State Department of Labor
David Mankiewicz, CenterState CEO
Tamara Rosanio, Syracuse CoE
Ben Sio, CenterState CEO
Chris Stassel, CenterState CEO

The Talent Task Force thanks all the companies that participated in planning workshops and interviews:

• AIS	• Crouse Hospital	• Laboratory Alliance of CNY	• Rapid Response Monitoring
• Anaren	• Cryomech	• Lockheed Martin	• Saab
• Arcadis	• Digital Hyve	• Loretto	• Sidearm Sports
• AXA	• G.A. Braun	• Marquardt	• SRC
• Bank of New York Mellon	• GHD	• Molina Health	• SUNY Upstate Medical University
• Bankers Healthcare Group	• Huhtamaki	• Nascentia Health	• Tactair
• Bristol-Myers Squibb	• INFICON	• Northeast Information Discovery	• TCGplayer
• C&S Companies	• Jadak	• OBG	• Terakeet
• Cayuga Milk	• JMA Wireless	• Onondaga Community College	• VIP Structures
• CPS	• King + King		
• C.R. Fletcher Associates	• KPH Health Services		
	• KyleCroft Development		

ACKNOWLEDGMENTS

Writing, Design and Publication Team

Zachary Becker, Empire State
Development

Karyn Burns, Manufacturers
Association of Central
New York

Leah Caldwell, SUNY Upstate
Medical University

Jason Chiesa, NYS
Department of Labor

James Fayle, Empire State
Development

Andrew Fish, CenterState
CEO

Christa Glazier, CenterState
CEO

Susan Keeter, SUNY Upstate
Medical University

Daniel Kolinski, Empire State
Development

Rita Paniagua, Molina
Healthcare

Ben Sio, CenterState CEO

Nate Stevens, Onondaga
County

Linda Veit, SUNY Upstate
Medical University

Tracy Verrier, Cayuga
Economic Development
Agency

Austin M. Wheelock,
Operation Oswego County,
Inc.

Rebecca Wolken,
Manufacturers Association
of Central New York



2017 marked the beginning of bicentennial celebrations for New York State's beloved waterways and historic transportation system, a system that made the Empire State and facilitated the growth of an emerging nation. That year's World Canals Conference occurred in Syracuse, as more than 400 people from three continents—including a dozen European countries, five Canadian provinces, and 20 states—came together September 24-28. A public event day at the Syracuse Inner Harbor attracted 1,000 attendees.

Held at the restored Hotel Syracuse, now the Marriott Syracuse Downtown, the conference showcased some of the most innovative ideas and projects transforming canals worldwide. The program included more than 50 presenters sharing their experiences and insights. Daily study tours highlighted transformative projects taking place on the Erie, Cayuga-Seneca, and Oswego canals. With Syracuse and Central New York in the spotlight, the conference helped to further the area's interest in positioning itself as an international conference destination.

The Erie Canalway Heritage Fund applied to the REDC for support, receiving a grant of \$273,350. The Erie Canalway National Heritage Corridor and the New York State Canal Corporation co-hosted the conference, along with site host Visit Syracuse. I Love NY and National Grid provided major funding support, as did many other business and foundations, including the Central New York Regional Planning and Development Board.

Industry standards put the direct economic impact of this conference to the host community at \$475,000, with indirect and induced benefits totaling more than \$2 million.

"Thank you so much Erie Canalway National Heritage Corridor and New York State Canal Corporation for a wonderful example of how to do it superbly. We hope to emulate your grace and generosity in Ireland in 2018."

—Christine Lavin, Waterways Ireland



ROUND 5

Name: Erie Canalway National Heritage Corridor and New York State Canal Corporation

Project Name: World Canals Conference 2017: "Our Vital Waterways: Agents of Transformation"

\$273,350 Awarded to Support the 2017 World Canals Conference in Syracuse

8 APPENDICES

8.0 ALL FUNDED CFA PROJECTS [from Section 2.2_5]

ROUND 1

CFA #	Applicant	Project Name
14094	ARISE CHILD AND FAMILY SERVICE, INC.	SYRACUSE ACCESS TO HOME PROGRAM
14078	BISHOP SHEEN ECUMENICAL HOUSING FOUNDATION, INC.	TIOGA/TOMPKINS/CAYUGA
14092	BISHOP SHEEN ECUMENICAL HOUSING FOUNDATION, INC.	CAYUGA
5319	C & S Engineers, Inc.	Worker Skills Upgrading
9570	C Speed, LLC	C Speed Excelsior
6684	Canal Society of NYS	Port Byron Restoration
14018	CAYUGA COUNTY HOMESITE DEVELOPMENT CORP.	MOBILE HOME REPLACEMENT FOR CAYUGA COUNTY
5775	Cayuga Milk Ingredients, LLC	Cayuga Marketing Capital
5775	Cayuga Milk Ingredients, LLC	Cayuga Milk Ingredients, LLC
14166	City of Cortland	City of Cortland Multi-Family Acquisition Rehabilitation Program
4510	City of Cortland	ALPLA, Inc.
14227	City of Oswego	City of Oswego Westside Disinfection Project
7424	City of Syracuse	Syracuse International Airport: Emergency Operations Center (EOC)
6501	COOPER INDUSTRIES/CROUSE-HINDS DIV.	Cooper Crouse-Hinds Excelsior
4210	COR Development Company, LLC	COR Loguen Crossing Phase I
6016	COR Development Company, LLC	COR Inner Harbor Capital - Phase I
7544	CORTLAND COUNTY IDA	Cortland County Industrial Development Agency Capital
5641	Cortland Downtown Partnership	Cortland Downtown Partnership Capital
14178	Cortland Housing Assistance Council	Cortland County Purchase-Rehab
6844	Cortland Plastics International	Cortland Plastics International Capital
11797	CURRIER PLASTICS, INC.	Currier Plastics Capital
2711	CURRIER PLASTICS, INC.	Currier Plastics
6511	Discovery Center of Science and Technology	MOST Roof Repair and Building Restoration
1983	EBAC, LLC	Owera Vineyards Capital
14179	Empire Housing & Development Corp.	Syracuse Purchase-Rehab Program
6370	Ephesus Lighting, Inc.	Ephesus Technologies Capital
7362	Finger Lakes Railway Corp.	Auburn Transload Terminal Improvement
6715	FULTON THERMAL CORPORATION	Fulton Thermal Excelsior
14142	Habitat for Humanity NYS	HFH-NYS 2011
7730	HealthWay Home Products, Inc.	HealthWay Home Products Capital
14063	HOME HEADQUARTERS, INC.	SYRACUSE NEIGHBORHOOD REVITALIZATION PROGRAM 2011
7604	Home Leasing, LLC	Centerville Court Apts
7604	Home Leasing, LLC	Centerville Court Apts
14020	HOMESITE FUND, INC.	HOME REPAIR FOR CAYUGA COUNTY
14019	HOMESITE FUND, INC.	HOME REPAIR FOR CAYUGA COUNTY
3621	Housing Visions Consultants, Inc.	S.E. Payne Cornerstone
3621	Housing Visions Consultants, Inc.	S.E. Payne Cornerstone
8019	Housing Visions Unlimited	VanKeuren Square
8019	Housing Visions Unlimited	VanKeuren Square
2041	Howland Stone Store Museum	Stabilization and Rehabilitation
7495	HUHTAMAKI, Inc.	Huhtamaki Excelsior
6577	Inns of Aurora, LLC	Rowland House Capital
8451	IV4, Inc.	Worker Skills Upgrading
5934	Lime Hollow Nature Center, Inc.	Osbeck Acquisition
6689	Madison County	NY Beef Farmer's Cooperative
5357	Madison County	Madison County Microenterprise Assistance Program
6509	Madison-Oneida BOCES	Unemployed Worker
7417	Marquardt Switches, Inc.	Worker Skills Upgrading
8217	Matt Industries Corporation dba Dupli Envelope and Graphics Corporation	Matt Industries Capital
4835	Musical Theatre Festival, Inc. d/b/a Finger Lakes Musical Theatre Festival	Finger Lakes Musical Theatre Festival Capital

Agency	Program	CFA Award	Total Project Cost	Grant Disbursed to Date	Status
HCR	Access to Home	\$300,000	\$326,691	\$120,493	Blue
HCR	Access to Home	\$300,000	\$480,000	\$299,550	Blue
HCR	HOME	\$400,000	\$469,320	\$400,000	Blue
DOL	Business Hiring and Training Incentives ? Worker Skills Upgrading	\$13,128	\$13,128		Black
ESD	Excelsior Jobs Program	\$1,528,200	\$4,325,000		Black
Canals	NYS Canalway Grant Program	\$150,000	\$960,100	\$0	Blue
HCR	HOME	\$324,000	\$504,000	\$324,000	Blue
ESD	Regional Council Capital Fund	\$3,000,000	\$101,115,104	\$2,500,000	Blue
ESD	Excelsior Jobs Program	\$1,022,845	\$71,247,944	\$450,000	Green
HCR	CDBG - Housing	\$400,000	\$1,010,400	\$400,000	Blue
HCR	Community Development Block Grant (CDBG) Economic Development	\$132,000	\$2,812,000	\$132,000	Blue
HCR	CDBG - Public Infrastructure	\$300,000	\$2,299,534	\$299,656	Blue
DOT	Aviation Bond Project	\$810,000	\$900,000	\$95,921	Green
ESD	Excelsior Jobs Program	\$298,966	\$2,339,000		Green
ESD	Regional Council Capital Fund	\$3,600,000	\$4,084,900	\$3,600,000	Blue
ESD	Regional Council Capital Fund	\$3,000,000	\$3,351,019	\$3,000,000	Blue
ESD	Regional Council Capital Fund	\$350,000	\$850,000		Black
ESD	Regional Council Capital Fund	\$500,000	\$955,863	\$637,903	Green
HCR	Affordable Home Ownership Development Program (AHC)	\$375,000	\$1,635,000	\$371,809	Blue
ESD	Regional Council Capital Fund	\$100,000	\$680,000	\$100,000	Blue
ESD	Economic Transformation Program - Grant	\$750,000	\$20,820,500	\$0	Green
ESD	Excelsior Jobs Program	\$1,000,000	\$20,070,500	\$327,659	Green
Parks	Heritage Areas System Acquisition, Development and Planning	\$300,000	\$533,300	\$245,890	Green
ESD	Regional Council Capital Fund	\$994,000	\$4,046,977	\$994,000	Blue
HCR	Affordable Home Ownership Development Program (AHC)	\$875,000	\$3,320,500	\$875,000	Blue
ESD	Regional Council Capital Fund	\$150,000	\$585,203	\$112,500	Green
DOT	Rail & Port Bond Project	\$508,240	\$635,300	\$185,179	Green
ESD	Excelsior Jobs Program	\$349,000	\$2,600,000		Green
HCR	Affordable Home Ownership Development Program (AHC)	\$900,000	\$3,815,433	\$900,000	Blue
ESD	Regional Council Capital Fund	\$100,000	\$900,000		Black
HCR	HOME	\$1,000,000	\$3,818,727	\$960,000	Blue
HCR	Federal Low Income Housing Tax Credit	\$850,000	\$15,854,503	\$850,000	Blue
HCR	Housing Trust Fund	\$2,274,255	\$15,854,503	\$2,274,255	Blue
HCR	HOME	\$700,000	\$950,000	\$562,440	Blue
HCR	RESTORE	\$75,000	\$116,500	\$51,323	Blue
HCR	Federal Low Income Housing Tax Credit	\$770,000	\$10,215,070	\$770,000	Blue
HCR	Housing Trust Fund	\$2,292,142	\$10,215,070	\$2,292,142	Blue
HCR	Federal Low Income Housing Tax Credit	\$579,877	\$11,402,628	\$566,919	Blue
HCR	Housing Trust Fund	\$2,400,000	\$11,402,628	\$2,325,801	Blue
Parks	Historic Property Acquisition, Development and Planning	\$400,000	\$800,000	\$237,609	Green
ESD	Excelsior Jobs Program	\$152,741	\$4,000,000		Black
ESD	Regional Council Capital Fund	\$250,000	\$8,395,585	\$250,000	Blue
DOL	Business Hiring and Training Incentives ? Worker Skills Upgrading	\$49,115	\$48,050	\$31,250	Blue
Parks	Park Acquisition, Development and Planning	\$53,308	\$71,077	\$51,883	Blue
HCR	Community Development Block Grant (CDBG) Economic Development	\$250,239	\$1,405,239	\$0	Black
HCR	Community Development Block Grant (CDBG) Economic Development Microenterprise	\$200,000	\$218,943	\$60,220	Blue
DOL	Unemployed Worker Skills Training	\$42,000	\$40,000	\$24,648	Blue
DOL	Business Hiring and Training Incentives ? Worker Skills Upgrading	\$47,700	\$46,950		Black
ESD	Regional Council Capital Fund	\$150,000	\$632,000	\$150,000	Blue
ESD	Regional Council Capital Fund	\$751,450	\$6,500,000		Red

ROUND 1, CONTINUED

CFA #	Applicant	Project Name
6223	Nojaim, Inc.	Nojaim Capital
7579	NYS HFA	James St Apts
7943	NYS HFA	Greenway Apartments
6529	Onondaga Convention Center Hotel Development Corporation	OCIDA-White Pine Commerce Park (Clay Business Park) - Capital
4083	Onondaga County	Washington Street - Green Streets
7735	Onondaga County	Save the Rain Downspout Disconnection Program
14176	Onondaga County	Onondaga County Neighborhood Rehab
14177	Onondaga County	Onondaga County Purchase-Rehab
8570	Onondaga County	Cleaner Greener Communities Phase I: Regional Sustainability Planning Grants
14064	ONONDAGA COUNTY COMMUNITY DEVELOPMENT	2011 ONONDAGA COUNTY ACCESS TO HOME PROGRAM
14079	ONONDAGA COUNTY COMMUNITY DEVELOPMENT	2011 ONONDAGA COUNTY RESTORE
6529	Onondaga County IDA	Clay Business Park
6800	PDJ, Inc.	Johnson Brothers Lumber Aquaculture Capital
7049	Port of Oswego Authority	East Terminal Connector Project
3295	Skaneateles Aerodrome, LLC	Skaneateles Aerodrome: Taxiway Replacement, Hangar Construction, and Electrical Feed
14180	Southern Hills	Southern Hills First-Time Homebuyer
6274	Southside Community Coalition, Inc.	Southside Community Coalition Capital
5532	Springport (T)	Springport Comprehensive Plan
5058	St. Joseph's Hospital Health Center	St. Joseph's Hospital Health Center Capital
14022	STONELEIGH HOUSING, INC.	RESTORE 2011
6419	SUNY Upstate Medical University	SUNY Upstate Medical University - CNY Biotechnology Accelerator Buildout
7457	Syracuse Center of Excellence in Environmental	Syracuse University NYE - RIC Capital
5986	Syracuse Economic Development Corporation	Sibley's Parking Garage Capital
8723	Syracuse IV Star Redevelopment, LLC	Roosevelt & Hillside Apts
5502	Syracuse University	Unemployed Worker
7438	The New York, Susquehanna and Western Railway Corp.	Cortland Transload Terminal
6089	The Research Foundation of SUNY at SUNY ESF	Gateway Building Green Roof
6887	Town of Aurelius	Construction of the Aurelius Wastewater Pump Station
14167	Town of Cortlandville	Town of Cortlandville Housing Rehabilitation Program
14205	Town of Marathon	Town of Marathon Housing Rehabilitation Program
8071	UNITED HEALTHCARE	United Healthcare - Excelsior RC1
8071	UNITED HEALTHCARE	United Healthcare Service Capital
6883	University Neighborhood Preservation Association, Inc.	BabcockShattuck Home Restoration
7238	Village of East Syracuse	Roof Drain and Sump Pump Relocation
2090	Village of Fayetteville	Canal Landing Prk
14194	Village of Homer	Village of Homer Housing Rehabilitation Program
14231	Village of Phoenix	Village of Phoenix Sanitary Sewer System Improvements
7375	Washington Street Partners, Inc.	Merchants Commons Capital
7176	Welch Allyn, Inc.	Worker Skills Upgrading

Agency	Program	CFA Award	Total Project Cost	Grant Disbursed to Date	Status
ESD	Regional Council Capital Fund	\$1,000,000	\$2,516,551	\$1,000,000	Blue
ESD	Industrial Development Bond Cap	\$9,000,000	\$16,300,722	\$9,000,000	Blue
ESD	Industrial Development Bond Cap	\$14,000,000	\$23,676,933	\$14,000,000	Blue
ESD	Regional Council Capital Fund	\$1,517,050	\$10,882,950		Yellow
EFC	Green Innovation Grant Program	\$819,000	\$824,454	\$733,454	Blue
EFC	Green Innovation Grant Program	\$472,000	\$578,000	\$472,000	Blue
HCR	Affordable Home Ownership Development Program (AHC)	\$300,000	\$1,000,000	\$300,000	Blue
HCR	Affordable Home Ownership Development Program (AHC)	\$300,000	\$1,830,000	\$282,000	Blue
NYSDA3	Cleaner, Greener Communities Regional Sustainability Planning Program	\$1,000,000	\$1,240,068	\$998,850	Blue
HCR	Access to Home	\$300,000	\$375,000	\$300,000	Blue
HCR	RESTORE	\$75,000	\$150,000	\$75,000	Blue
ESD	Industrial Development Bond Cap	\$5,200,000	\$6,200,000	\$0	Black
ESD	Regional Council Capital Fund	\$150,000	\$1,710,000	\$0	Green
DOT	Rail & Port Bond Project	\$1,750,000	\$2,587,500	\$45,839	Green
DOT	Aviation Bond Project	\$597,081	\$746,351	\$597,081	Blue
HCR	Affordable Home Ownership Development Program (AHC)	\$360,000	\$1,524,660	\$330,000	Blue
ESD	Economic Development Purposes Fund	\$394,000	\$1,021,106	\$444,000	Blue
DOS	Local Waterfront Revitalization	\$50,000	\$100,000	\$5,408	Blue
ESD	Regional Council Capital Fund	\$2,500,000	\$113,825,000	\$0	Green
HCR	RESTORE	\$75,000	\$150,000	\$57,832	Blue
ESD	Regional Council Capital Fund	\$1,950,000	\$3,450,000		Green
ESD	Regional Council Capital Fund	\$3,000,000	\$12,100,000	\$3,000,000	Blue
ESD	Regional Council Capital Fund	\$1,600,000	\$3,974,461	\$0	Green
HCR	Federal Low Income Housing Tax Credit	\$1,219,136	\$12,547,328	\$1,219,136	Blue
DOL	Unemployed Worker Skills Training	\$50,000	\$50,000	\$36,250	Blue
DOT	Rail & Port Bond Project	\$917,442	\$1,019,380	\$148,214	Green
EFC	Green Innovation Grant Program	\$413,000	\$780,108	\$413,000	Blue
HCR	Community Development Block Grant (CDBG) Economic Development	\$750,000	\$835,000	\$744,889	Blue
HCR	CDBG - Housing	\$400,000	\$400,000	\$400,000	Blue
HCR	CDBG - Housing	\$400,000	\$400,000	\$400,000	Blue
ESD	Excelsior Jobs Program	\$1,652,414	\$1,652,214		Black
ESD	Regional Council Capital Fund	\$250,000	\$1,950,000		Black
Parks	Historic Property Acquisition, Development and Planning	\$200,000	\$773,000	\$200,000	Blue
EFC	Green Innovation Grant Program	\$279,000	\$373,250	\$279,000	Blue
Canals	NYS Canalway Grant Program	\$150,000	\$517,420	\$121,609	Blue
HCR	CDBG - Housing	\$400,000	\$400,000	\$398,637	Blue
HCR	CDBG - Public Infrastructure	\$400,000	\$7,200,000	\$400,000	Blue
ESD	Regional Council Capital Fund	\$837,500	\$12,500,000	\$837,500	Blue
DOL	Business Hiring and Training Incentives ? Worker Skills Upgrading	\$17,500	\$17,500	\$17,500	Blue

ROUND 2

CFA #	Applicant	Project Name
14507	3Gi Terminals, LLC	3Gi CNYIP Capital
16552	400 South Salina Street, LLC	Sibley's Building Redevelopment Capital
18461	BO-MER PLASTICS LLC	Bo-Mer Plastics Capital
19472	Cayuga (Co)	Owasco Lake Watershed Management and Waterfront Revitalization Plan
16647	Cazenovia Area Community Development Association, Inc.	Cazenovia Beverage Trail Initial Marketing Project
12589	Center for the Arts of Homer, Inc.	Route 90 Scenic Byway Visitor Center and Historical Museum
14322	Center State Corporation for Economic Opportunity	Prospect Hill North Salina Revitalization Project
19311	Central New York Raceway Park, Inc.	CNY Raceway Park Soft Costs Capital
38181	Central New York Raceway Park, Inc.	CNY Raceway Park Infrastructure Capital
15409	Central NY Jazz Arts Fdn	Cultivating Resources in the Arts for Value in our Economy (CRAVE) Festival and Conference
18386	Clotti Enterprises, Inc.	Clotti Enterprises C&D Recycling Facility - EIP
15773	City of Auburn	Casey Falcon Park Improvement Project
15573	City of Cortland	Cortland Downtown Revitalization Program
16594	CITY OF CORTLAND	Cortland Downtown Parking Capital
17219	City of Oneida	Elm Street Industrial Site Infrastructure
18919	CNY Arts Inc	Initiative to Develop Audiences & Services, IDEAS
19270	Community Memorial Hospital, Inc.	Community Memorial Hospital Capital
17639	Convention & Visitors Bureau of Oneida County, Inc.	Central New York Agri-Tourism Marketing Project
19115	COR Development Company, LLC	COR Inner Harbor Infrastructure - Phase II Capital
19145	COR Real Property Company, LLC	COR Real Property Company Capital
18165	Cornell Cooperative Extension of Madison County	Growing Upstate Food Hub
16029	Cortland Downtown Partnership	Cortland Repertory Theatre Downtown
14842	County of Oswego	Camp Zerbe Lodge Project
19138	Crouse Health Hospital	Crouse Hospital - Neonatal ICU Renovations Capital
18295	Currier Plastics, Inc.	Currier Plastics, Inc. - Existing Employee Training
17334	Design Concepts and Enterprises, LLC	Design Concepts and Enterprises Capital
17334	Design Concepts and Enterprises, LLC	Design Concepts and Enterprises Capital
11906	Empire Farmstead Brewery, Inc.	Empire Farmstead Brewery Capital
19373	Erie Canal Museum	History Happens Here: Beeline to Bville
18705	Everson Museum of Art	Gustav Stickley House
18705	Everson Museum of Art of Syracuse and Onondaga County	Gustav Stickley House
15814	GIS Information System, Inc. d/b/a Polaris Library	Polaris Library Systems Capital
15814	GIS Information System, Inc. d/b/a Polaris Library	Polaris Library Systems Capital
18165	Growing Upstate Food Hub, LLC	Growing Upstate Food Hub Capital
16964	Home Headquarters, Inc.	Prospect Place Mixed-Use Development Capital
17696	Homer Soy Products, LLC	Homer Soy Products Capital
17696	Homer Soy Products, LLC	Homer Soy Products Capital
17796	Housing Visions Consultants, Inc.	Salina Crossing Project
16481	Howland Stone Store Museum	Opendore Project
15396	International Boxing Hall of Fame	International Boxing Hall of Fame Capital
16916	Ithaca/Tompkins County Convention & Visitors Bureau	Finger Lakes Beer Trail Passport Program
18808	Knowles Cazenovia, Inc., div. of Knowles Corporation	Knowles Cazenovia(formerly Dielectric Laboratories) CAPITAL
18808	Knowles Cazenovia, Inc., div. of Knowles Corporation	Knowles Cazenovia(formerly Dielectric Laboratories) CAPITAL
16678	LeMoyne College	LeMoyne College Science Capital
13826	Lime Hollow Nature Center	Lime Hollow BOCES Environmental Education Center
18165	Madison County Agricultural Economic Development	Growing Upstate Food Hub
18603	North Brook Farms, Inc.	Powder Impression Molding Research - EIP
18474	Onondaga (Co)	Onondaga Loop the Lake Trail
17931	Oswego Health, Inc.	Fulton Medical Endoscopy Center Capital
17597	Pall Corporation	Pall Finger Lakes Center of Excellence Capital
17597	Pall Corporation	Pall Finger Lakes Center of Excellence Capital
16216	Port of Oswego Authority	Port of Oswego Agriculture Handling Project
16781	RAPID RESPONSE MONITORING SERVICES, INC.	Rapid Response Monitoring Services Capital
16781	RAPID RESPONSE MONITORING SERVICES, INC.	Rapid Response Monitoring Services Capital
17814	Solvay Iron Works, Inc.	Solvay Iron Works Capital

Agency	Program	CFA Award	Total Project Cost	Grant Disbursed to Date	Status
ESD	Empire State Development Grant Funds	\$420,000	\$2,070,000	\$420,000	Blue
ESD	Empire State Development Grant Funds	\$2,500,000	\$16,211,581		Green
ESD	Empire State Development Grant Funds	\$100,000	\$560,000	\$100,000	Blue
DOS	Local Waterfront Revitalization	\$75,000	\$150,000	\$74,990	Blue
ESD	Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)	\$18,500	\$29,725	\$18,499	Blue
HCR	HCR - Rural Area Revitalization Projects (RARP)	\$200,000	\$375,700	\$0	Black
HCR	HCR - New York Main Street (NYMS)	\$241,875	\$1,179,755	\$134,004	Blue
ESD	Empire State Development Grant Funds	\$2,000,000	\$1,404,000	\$850,000	Green
ESD	Empire State Development Grant Funds	\$1,000,000	\$16,048,720		Red
Arts	Art Project Grant	\$62,000	\$88,000	\$18,600	Blue
ESD	Environmental Investment Program - Capital	\$96,000	\$422,500	\$0	Black
Parks	Park Acquisition, Development and Planning	\$412,500	\$550,000	\$500,000	Blue
HCR	HCR - New York Main Street (NYMS)	\$250,000	\$2,351,000	\$220,000	Blue
ESD	Empire State Development Grant Funds	\$250,000	\$1,160,000	\$0	Green
ESD	Empire State Development Grant Funds	\$1,000,000	\$2,984,000		Green
Arts	Art Project Grant	\$150,000	\$300,000	\$101,500	Blue
ESD	Empire State Development Grant Funds	\$250,000	\$2,696,808	\$250,000	Blue
ESD	Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)	\$270,000	\$597,000	\$270,000	Blue
ESD	Empire State Development Grant Funds	\$1,500,000	\$2,222,222		Yellow
ESD	Empire State Development Grant Funds	\$1,000,000	\$1,112,000		Red
HCR	HCR - Rural Area Revitalization Projects (RARP)	\$200,000	\$4,062,088	\$200,000	Blue
HCR	HCR - Rural Area Revitalization Projects (RARP)	\$200,000	\$560,886	\$200,000	Blue
Parks	Park Acquisition, Development and Planning	\$349,419	\$468,985	\$314,477	Green
ESD	Empire State Development Grant Funds	\$575,000	\$10,551,329	\$305,325	Green
DOL	Worker Skills Upgrading - Existing Employee Training	\$100,000	\$100,000	\$25,608	Blue
ESD	Empire State Development Grant Funds	\$100,000	\$349,764		Black
ESD	Excelsior Jobs Program	\$400,000	\$649,764		Black
ESD	Empire State Development Grant Funds	\$550,000	\$9,597,330	\$412,500	Red
Arts	Art Project Grant	\$100,000	\$200,000	\$30,000	Blue
Arts	Art Project Grant	\$50,000	\$100,000	\$15,000	Blue
Parks	Historic Property Acquisition, Development and Planning	\$500,000	\$3,418,806	\$0	Green
ESD	Empire State Development Grant Funds	\$100,000	\$580,000		Black
ESD	Excelsior Jobs Program	\$850,000	\$1,330,000		Black
ESD	Empire State Development Grant Funds	\$810,000	\$2,361,000	\$0	Green
ESD	Empire State Development Grant Funds	\$320,000	\$15,324,495		Green
ESD	Empire State Development Grant Funds	\$300,000	\$1,774,681		Black
ESD	Excelsior Jobs Program	\$185,319	\$1,660,000		Black
HCR	HCR - Urban Initiatives (UI)	\$200,000	\$13,876,000	\$0	Black
HCR	HCR - Rural Area Revitalization Projects (RARP)	\$200,000	\$800,000	\$200,000	Blue
ESD	Empire State Development Grant Funds	\$1,000,000	\$3,250,000		Black
ESD	Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)	\$40,500	\$40,500	\$40,500	Blue
ESD	Empire State Development Grant Funds	\$500,000	\$5,469,074	\$500,000	Blue
ESD	Excelsior Jobs Program	\$2,000,000	\$6,891,534	\$0	Green
ESD	Empire State Development Grant Funds	\$2,000,000	\$18,848,886	\$2,000,000	Blue
Parks	Park Acquisition, Development and Planning	\$383,253	\$509,760	\$383,252	Blue
and Mark	Agriculture Development Program	\$500,000	\$4,289,180	\$308,679	Green
ESD	Environmental Investment Program - RD & D	\$100,000	\$188,550	\$0	Black
DOS	Local Waterfront Revitalization	\$75,000	\$150,000	\$54,301	Blue
ESD	Empire State Development Grant Funds	\$500,000	\$2,940,000		Black
ESD	Empire State Development Grant Funds	\$500,000	\$8,584,571		Black
ESD	Excelsior Jobs Program	\$300,000	\$8,384,571		Black
and Mark	Agriculture Development Program	\$250,000	\$500,000	\$250,000	Blue
ESD	Empire State Development Grant Funds	\$1,200,000	\$26,990,000	\$0	Green
ESD	Excelsior Jobs Program	\$1,300,000	\$27,090,000		Green
ESD	Empire State Development Grant Funds	\$75,000	\$276,000		Black

ROUND 2, CONTINUED

CFA #	Applicant	Project Name
16454	SUNY ESF	Willow Biomass Crop Deployment
16727	Sweet Spot Development	Camillus Mills Redevelopment Capital
15301	Syracuse (C)	Bridge Removal at Onondaga Creek
15513	Syracuse Community Health Center, Inc.	Syracuse Community Health Center Phase 1 Capital
16361	Syracuse University	Syracuse Stage Capital
17260	Syracuse University	Talent Agency
17080	Syracuse University	Carrier Dome Rainwater Harvesting and Reuse
19908	Syracuse University	SU Connective Corridor Facade Capital
17145	The Research Foundation for State University of New York	SUNY College of ESF Biomass Cooperative Innovation Center Capital
18404	The Research Foundation for State University of New York	CNY Biotechnology Accelerator M&E Capital
17361	Total Care, Inc.	Total Care Capital
19024	Town of Constantia	Sewer District Engineering Study
18000	Town of Cortlandville	Precision Eforming Project
17656	Town of Preble	Northeast Transformer Services (NETS)
16560	U.S. Optical, LLC	US Optical Capital
17641	Vibrant Syracuse Spaces, LLC dba The Gear Factory	The Gear Factory Capital
14489	Village of Fair Haven	Fair Haven Downtown Rehabilitation Program
13813	Village of Fayetteville	Canal Landing Park Phase 2
18449	Village of Homer	Homer Soybean Project
17558	Village of Marathon	Marathon Downtown Revitalization Program 2012
17416	Village of Marcellus	Wastewater Engineering Study
16224	Village of Phoenix	Pavilion and Restrooms
17461	Village of Skaneateles	Skaneateles Village Hall
19667	WAKEFERN FOOD CORP.	South Avenue PriceRite Supermarket Capital
14628	WST33, LLC	WST33 Plaza of the Arts Capital

Agency	Program	CFA Award	Total Project Cost	Grant Disbursed to Date	Status
NYSERDA	NYSERDA - Regional Economic Development and GHG Reduction Program	\$397,831	\$546,656	\$318,357	Green
ESD	Empire State Development Grant Funds	\$500,000	\$9,700,000	\$385,000	Green
DOS	Local Waterfront Revitalization	\$485,000	\$970,000	\$0	Green
ESD	Empire State Development Grant Funds	\$3,100,000	\$17,536,812		Black
ESD	Empire State Development Grant Funds	\$500,000	\$5,080,000		Black
Arts	Art Project Grant	\$58,375	\$116,750	\$17,512	Blue
EFC	Green Innovation Grant Program	\$1,350,000	\$1,497,614	\$1,347,614	Blue
ESD	Empire State Development Grant Funds	\$250,000	\$275,000	\$0	Green
ESD	Empire State Development Grant Funds	\$245,000	\$1,461,638	\$244,215	Green
ESD	Empire State Development Grant Funds	\$500,000	\$1,000,000	\$0	Green
ESD	Empire State Development Grant Funds	\$150,000	\$1,162,400		Black
DEC	CWSRF Engineering Planning Grant Program	\$30,000	\$37,500	\$30,000	Blue
HCR	HCR - Community Development Block Grant (CDBG) - Small Business Assistance	\$70,000	\$182,050	\$70,000	Blue
HCR	HCR - Community Development Block Grant (CDBG) Economic Development	\$750,000	\$2,400,000	\$749,982	Blue
ESD	Empire State Development Grant Funds	\$225,000	\$2,391,000	\$225,000	Blue
ESD	Empire State Development Grant Funds	\$680,000	\$1,406,794	\$680,000	Blue
HCR	HCR - New York Main Street (NYMS)	\$250,000	\$1,049,010	\$249,748	Blue
Canals	NYS Canalway Grant Program	\$150,000	\$300,000	\$0	Green
HCR	HCR - Community Development Block Grant (CDBG) Economic Development	\$315,000	\$2,015,000	\$0	Black
HCR	HCR - New York Main Street (NYMS)	\$250,000	\$325,100	\$238,750	Blue
DEC	CWSRF Engineering Planning Grant Program	\$30,000	\$37,500	\$30,000	Blue
Canals	NYS Canalway Grant Program	\$50,000	\$100,000	\$0	Green
NYSERDA	NYSERDA - Regional Economic Development and GHG Reduction Program	\$546,493	\$817,031	\$496,766	Green
ESD	Empire State Development Grant Funds	\$600,000	\$3,343,667		Green
ESD	Empire State Development Grant Funds	\$700,000	\$3,810,303	\$700,000	Blue

ROUND 5

CFA #	Applicant	Project Name
49727	400 West Division Street, LLC	Solar Street Mixed-Use
54781	900 East Fayette Group LLC	900 East Fayette Group
54146	Ascension Gaming Network, Inc.	Ascension Gaming Network Facility and Equipment
53879	Atlantic States Legal Foundation	Revitalizing Urban Vacant Properties for Green Stormwater Infrastructure
54204	Canal Society of New York State	Expanded Operational Capacity
50368	Cayuga (Co)	Village of Union Springs and Town of Springport Waterfront Revitalization Plan
54132	Cayuga (Co)	Owasco Lake Watershed Management Plan Implementation - Incorporation of the EPA Nine Key Elements
41990	Cayuga (V)	Zoning Revisions
54500	Cayuga County Soil and Water Conservation District	Owasco Lake Watershed Road Ditch Stabilization
54969	CEA Holdings, Inc., dba CEA Fresh Farms	CEA Fresh Farms Indoor Farm
54969	CEA Holdings, Inc., dba CEA Fresh Farms	CEA Fresh Farms Indoor Farm
57401	Children's Museum of Oswego	Expanded Organizational Capacity
53261	Cicero (T)	Bennett Street Installation of Streetscape Improvements
54762	City of Cortland	Cortland Fire Station Roof and Masonry Restoration Project
53073	City of Cortland	City of Cortland Main Street Feasibility Study Working Capital
54947	City of Cortland	Cortland New York Main Street Program
56367	City of Cortland	Cortland Green Street Retrofit
56931	City of Oswego	City of Oswego West Side Sanitary Sewer Rehabilitation
56389	Cleveland (V)	Dock Rehabilitation
51185	CNY Arts	Regional Audience Engagement
57053	CNY RPOB	NYSOP Western NY
57237	Community Memorial Hospital, Inc.	Community Memorial Hospital- Emergency Department
56255	COR Van Rensselaer Street Company, LLC	Van Rensselaer Street Mixed-Use Construction Capital
56539	Cortland County Soil and Water Conservation District	Town of Lapeer Flint Road Culvert Replacement
55272	Cortland Plastics International	Cortland Plastics Capital
56926	COUNTY OF OSWEGO IDA	Oswego County IDA Incubator
50896	Crouse Health Hospital	Chemical Dependency Treatment Facility
55787	Earned Visibility, Inc.	Earned Visibility- Terakeet Relocation
55787	Earned Visibility, Inc.	Earned Visibility- Terakeet Relocation
53428	Empire Farmstead Brewery, Inc.	Brewery Expansion Capital
55760	Empire Housing and Development Corporation	The Inner Harbor One-Stop Veterans Center
53960	Erie Canalway Heritage Fund, Inc.	World Canals Conference 2017 Working Capital
51988	Everson Museum of Art	Helen Levitt: In the Street
51892	False Industries, Inc.	Manufacturing Improvement Training
53471	Farm It Out Produce, Inc.	Farm It Out Produce
53896	Felix Schoeller North America Inc.	Machine Operator Training
53896	FELIX SCHOELLER TECH PAPERS, INC	Felix Schoeller Silicone Coating Line
53896	FELIX SCHOELLER TECH PAPERS, INC	Felix Schoeller Silicone Coating Line
51123	Friends of Fulton Parks, Inc.	Recreation Park Restoration
56983	Gear Motions,	Gear Motions, Nixon Gear Division Capital
55932	Gelesis, Inc.	Gelesis Facilities and Equipment
55932	Gelesis, Inc.	Gelesis Facilities and Equipment
52673	Giovanni Food Co., Inc.	Giovanni Food Consolidation and Upgrade
52673	Giovanni Food Co., Inc.	Giovanni Food Consolidation and Upgrade
55828	Grace Episcopal Church	Exterior Masonry Restoration Project
55924	Housing/Visions Consultants, Inc.	Crescent Commons Commercial Development Capital
53762	Howland Stone Store Museum	Opendore Project - Phase 3
43112	INFITEC INC	infitec Training
52423	Inns of Aurora, LLC	Inns of Aurora New Hotel Facilities
57225	Interface Performance Materials, Inc.	Interface Performance Materials Production Line
57225	Interface Performance Materials, Inc.	Interface Performance Materials Production Line Excelsior
56382	JPW INDUSTRIAL CONTRACTING, INC	JPW Structural Contracting- Paint Bay
56382	JPW INDUSTRIAL CONTRACTING, INC	JPW Structural Contracting- Paint Bay
57502	Lake Ontario Water Park, Inc.	Lake Ontario Water Park Capital
56398	Lake View Manufacturing LLC, dba Aurora Shoe Company	Aurora Shoe Company Capital

Agency	Program	CFA Award	Total Project Cost	Grant Disbursed to Date	Status
ESD	Empire State Development Grant Funds	\$1,000,000	\$8,000,000		Green
ESD	Empire State Development Grant Funds	\$250,000	\$7,945,764		Green
ESD	Empire State Development Grant Funds	\$50,000	\$2,430,000	\$0	Green
EFC	Green Innovation Grant Program	\$1,100,000	\$2,492,453	\$132,564	Green
Arts	Council on the Arts - Workforce Investment (Round 5)	\$49,500	\$144,000		Blue
DOS	Local Waterfront Revitalization Program	\$58,000	\$116,000	\$38,284	Green
DOS	Local Waterfront Revitalization Program	\$35,000	\$70,000	\$0	Green
DOS	Local Waterfront Revitalization Program	\$25,000	\$50,000	\$4,723	Green
DEC	Water Quality Improvement Project (WQIP) Program	\$210,000	\$302,000	\$50,000	Green
ESD	Empire State Development Grant Funds	\$3,000,000	\$62,982,000		Black
ESD	Excelsior Jobs Program	\$6,500,000	\$66,482,000		Black
Arts	Council on the Arts - Workforce Investment (Round 5)	\$35,400	\$47,200	\$35,400	Blue
DOS	Local Waterfront Revitalization Program	\$121,500	\$243,000	\$0	Green
Parks	Historic Property Acquisition, Development and Planning	\$235,400	\$313,956	\$235,400	Blue
ESD	ESD - Strategic Planning and Feasibility Studies	\$35,000	\$105,000		Green
HCR	HCR - New York Main Street (NYMS)	\$425,000	\$1,444,025	\$296,959	Green
EFC	Green Innovation Grant Program	\$837,374	\$1,917,750		Yellow
HCR	HCR - Community Development Block Grant (CDBG) - Public Infrastructure	\$600,000	\$5,808,000	\$0	Black
DOS	Local Waterfront Revitalization Program	\$400,000	\$2,147,500	\$0	Orange
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 5)	\$63,000	\$375,000	\$63,000	Blue
NYSDERDA	Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 3: Community-Scale Sustainability Projects - Round 3 (CFA Round 5)	\$3,000,000	\$3,750,000	\$296,273	Green
ESD	Empire State Development Grant Funds	\$500,000	\$6,000,000		Green
ESD	Empire State Development Grant Funds	\$2,500,000	\$38,910,000		Yellow
DEC	Water Quality Improvement Project (WQIP) Program	\$131,067	\$171,492	\$105,452	Green
ESD	Empire State Development Grant Funds	\$250,000	\$1,250,000	\$0	Green
ESD	Empire State Development Grant Funds	\$900,000	\$6,000,000		Green
ESD	Empire State Development Grant Funds	\$1,000,000	\$17,220,000		Green
ESD	Empire State Development Grant Funds	\$600,000	\$3,600,000		Green
ESD	Excelsior Jobs Program	\$4,300,000	\$7,300,000		Green
ESD	Empire State Development Grant Funds	\$250,000	\$1,275,000		Red
ESD	Empire State Development Grant Funds	\$1,200,000	\$6,530,000		Black
ESD	Market New York	\$273,350	\$479,695	\$273,350	Green
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 5)	\$31,500	\$106,000	\$31,500	Blue
DOL	Existing Employee Training Program	\$18,000	\$18,000		Black
ESD	Empire State Development Grant Funds	\$275,000	\$1,381,830		Green
DOL	New Hire Training Program	\$50,000	\$8,500,000		Black
ESD	Empire State Development Grant Funds	\$1,200,000	\$8,250,000		Black
ESD	Excelsior Jobs Program	\$250,000	\$7,300,000		Black
Parks	Park Acquisition, Development and Planning	\$292,409	\$389,879	\$193,501	Green
ESD	Empire State Development Grant Funds	\$125,000	\$1,063,000	\$0	Green
ESD	Empire State Development Grant Funds	\$2,000,000	\$501,500,000		Black
ESD	Excelsior Jobs Program	\$2,000,000	\$501,500,000		Black
ESD	Empire State Development Grant Funds	\$700,000	\$8,115,000		Green
ESD	Excelsior Jobs Program	\$385,000	\$7,800,000		Green
Parks	Historic Property Acquisition, Development and Planning	\$275,886	\$367,847	\$0	Green
ESD	Empire State Development Grant Funds	\$750,000	\$12,727,701	\$0	Green
Parks	Historic Property Acquisition, Development and Planning	\$150,000	\$400,000	\$34,322	Green
ESD	Excelsior Jobs Program	\$100,000	\$500,000		Black
ESD	Empire State Development Grant Funds	\$1,500,000	\$15,500,000		Green
ESD	Empire State Development Grant Funds	\$200,000	\$2,500,000		Black
ESD	Excelsior Jobs Program	\$200,000	\$2,500,000		Black
ESD	Empire State Development Grant Funds	\$200,000	\$870,000		Green
ESD	Excelsior Jobs Program	\$130,000	\$800,000		Green
ESD	Empire State Development Grant Funds	\$400,000	\$5,215,000		Green
ESD	Empire State Development Grant Funds	\$50,000	\$425,000		Green

ROUND 5, CONTINUED

CFA #	Applicant	Project Name
57367	Life of Reiley Distilling Company	Life of Reiley Distilling Capital
53350	Madison (Co)	Old Erie Canal Waterfront Revitalization Plan
56317	McNeil Development Company LLC	McNeil & Co. Insurance Office Campus
55667	Morse Manufacturing Company Inc.	Morse Manufacturing - Building and Equipment
55722	National Abolition Hall of Fame and Museum	Smithfield Community Center Accessibility
52738	Near Westside Initiative, Inc.	Neighborhood Performance Infrastructure Facility
53374	Onondaga Community College	OCC Green Gateway and Living Lab
53415	Onondaga Historical Association	Stickley House Planning
57048	Open Hand Theater	Expanded Marketing Capacity
56924	Oswego (C)	Waterfront Feasibility Study
53654	Parents Promoting Dance	Expanded Programmatic Capacity
57955	Park Avenue Lantern Corporation	The Dietz at Leavenworth Park Capital
52516	Pathfinder Industries, Inc.	Quality Training
57946	Power Guardian New York	Power Guardian Green Energy
55282	Prima Terra Properties, LLC	Prima Terra - Crossroads New Hampton Inn and Out Parcels
54336	Pulaski Boylston Snowmobile Club, Inc.	Pulaski Boylston Snowmobile Club Trail Groomer Acquisition
54394	SR Energy, LLC	SR Energy Integrated Biomass Processing Facility
53194	Stone Quarry Hill Art Park	Expanded Operational Capacity
53109	Sunoco, Inc.	Sunoco - Malted Barley Capital
50281	Symphonia	Sound Stops Musical Performances
56311	Syracuse (C)	Seneca Turnpike Corridor
55232	Syracuse 727, LLC (formerly Varsity BLVD, LLC)	Syracuse 727 LLC (formerly Varsity BLVD South Crouse Avenue) Capital
57330	Syracuse Children's Theatre	Expanded Development and Operational Capacity
55153	Syracuse Lighting Company LLC	Syracuse Lighting Company Brewery & Mixed-Use
55106	Syracuse Regional Airport Authority	Hancock Airport Planning Study
57662	Syracuse University	National Veterans Resource Complex Capital I
54146	TCGplayer, Inc.	TCGplayer, Inc. Facility and Equipment
55627	The Kimberly at Grant Boulevard, LLC	Kimberly Enterprise Center
55912	The Village of Baldwinsville	Baldwinsville Boat Launch
51292	Tony Baird Electronics, Inc.	Tony Baird Electronics Capital
52797	Town of Albion	Town of Albion Water System Planning Project
56262	Town of Cicero	Town of Cicero Oxbow Road Bank Stabilization
54694	Town of DeWitt	Syracuse Urbanized Area Comprehensive Storm Sewer Mapping Project
51126	Town of DeWitt	Town of DeWitt Multi-Sports Complex
51126	Town of DeWitt	Town of DeWitt Multi-Sports Complex
51961	Town of Hamilton	Town of Hamilton Salt Storage Facility
56466	Triad Recycling and Energy, Corp.	Triad Recycling- Recycling Facility
52588	University Neighborhood Preservation Association	Stickley House Restoration
51848	Village of Cazenovia	Lakeland Park Hand Boat Launch
52365	Village of Fair Haven	Downtown Building Redevelopment Analysis and Design
52520	Village of Hamilton	Village of Hamilton AirPark Project
55256	Village of Homer	Village of Homer Microenterprise Program
52924	Village of Homer	Route 11 Corridor Acquisition Project
56482	Village of Phoenix	Phoenix- Marina Feasibility Study
52960	Visiting Nurse Association of Central New York, Inc.	VNA-Continuing Care Call Center
56313	Whitlock Partners Ltd	Whitlock- South Salina Street

Agency	Program	CFA Award	Total Project Cost	Grant Disbursed to Date	Status
ESD	Empire State Development Grant Funds	\$50,000	\$357,000		Black
DOS	Local Waterfront Revitalization Program	\$83,000	\$190,007	\$0	Green
ESD	Empire State Development Grant Funds	\$1,100,000	\$7,281,250		Green
ESD	Empire State Development Grant Funds	\$500,000	\$4,500,000		Green
Parks	Historic Property Acquisition, Development and Planning	\$79,035	\$105,380	\$25,641	Green
ESD	Empire State Development Grant Funds	\$200,000	\$1,055,000		Green
EFC	Green Innovation Grant Program	\$711,000	\$780,000	\$711,000	Blue
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Planning (Round 5)	\$48,906	\$2,400,000	\$48,906	Blue
Arts	Council on the Arts - Workforce Investment (Round 5)	\$26,100	\$38,157	\$26,100	Blue
DOS	Local Waterfront Revitalization Program	\$132,250	\$265,411	\$0	Orange
Arts	Council on the Arts - Workforce Investment (Round 5)	\$40,000	\$50,000	\$32,000	Blue
ESD	Empire State Development Grant Funds	\$900,000	\$24,432,958	\$0	Green
DOL	Existing Employee Training Program	\$17,000	\$30,000	\$17,000	Blue
ESD	Empire State Development Grant Funds	\$247,500	\$6,310,000		Black
ESD	Empire State Development Grant Funds	\$1,000,000	\$14,216,586	\$750,000	Green
Parks	Recreational Trails Program	\$168,032	\$210,040	\$0	Green
ESD	Empire State Development Grant Funds	\$500,000	\$69,200,000		Black
Arts	Council on the Arts - Workforce Investment (Round 5)	\$49,500	\$106,000	\$49,500	Blue
ESD	Empire State Development Grant Funds	\$700,000	\$14,844,072	\$0	Green
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 5)	\$40,500	\$95,000	\$40,500	Blue
DOS	Local Waterfront Revitalization Program	\$475,500	\$951,000	\$0	Green
ESD	Empire State Development Grant Funds	\$1,100,000	\$44,379,384		Green
Arts	Council on the Arts - Workforce Investment (Round 5)	\$49,500	\$62,400	\$49,500	Blue
ESD	Empire State Development Grant Funds	\$800,000	\$6,810,000		Yellow
ESD	ESD - Strategic Planning and Feasibility Studies	\$25,000	\$80,000		Green
ESD	Empire State Development Grant Funds	\$2,000,000	\$50,000,000		Green
ESD	Excelsior Jobs Program	\$2,400,000	\$4,050,000		Green
ESD	Empire State Development Grant Funds	\$1,100,000	\$23,216,224		Green
Canals	NYS Canalway Grant Program	\$37,000	\$74,000	\$0	Green
ESD	Empire State Development Grant Funds	\$52,500	\$95,781		Green
HCR	HCR - Community Development Block Grant (CDBG) - Community Planning	\$47,500	\$50,000	\$12,455	Yellow
DEC	Water Quality Improvement Project (WQIP) Program	\$75,000	\$100,000	\$67,500	Green
DEC	Water Quality Improvement Project (WQIP) Program	\$168,000	\$224,000	\$168,000	Blue
ESD	Empire State Development Grant Funds	\$100,000	\$11,000,000		Green
ESD	Market New York	\$250,000	\$11,150,000		Green
DEC	Water Quality Improvement Project (WQIP) Program	\$255,000	\$340,000	\$241,330	Blue
ESD	Empire State Development Grant Funds	\$150,000	\$1,940,000		Black
HCR	HCR - New York Main Street (NYMS)	\$200,000	\$575,000	\$200,000	Blue
Canals	NYS Canalway Grant Program	\$70,000	\$71,225	\$0	Green
HCR	HCR - New York Main Street Technical Assistance (NYMS-TA)	\$20,000	\$24,250	\$20,000	Blue
HCR	HCR - Community Development Block Grant (CDBG) - Community Planning	\$50,000	\$53,000	\$50,000	Blue
HCR	HCR - Community Development Block Grant (CDBG) - Microenterprise	\$200,000	\$225,000	\$200,000	Blue
Parks	Park Acquisition, Development and Planning	\$311,403	\$415,205	\$0	Orange
ESD	ESD - Strategic Planning and Feasibility Studies	\$40,000	\$100,000		Green
ESD	Empire State Development Grant Funds	\$900,000	\$11,997,600	\$0	Green
ESD	Empire State Development Grant Funds	\$200,000	\$2,371,487		Green

ROUND 6

CFA #	Applicant	Project Name
66955	55 Main Street Holdings LLC	55 Main Street Revitalization Capital RC6
66248	Auburn (C)	Owasco River Redevelopment Design
61899	Beak & Skiff Holding Company, LLC	Beak & Skiff Holding Company Capital
61899	Beak & Skiff Holding Company, LLC	Beak & Skiff Holding Company Capital
66760	Canal Society of New York State	Erie Canal Bicentennial Exhibition Collaboration
66794	Cayuga County Soil and Water Conservation District	Critical Area Stabilization--Hydro-seeder
66608	Cayuga County Water and Sewer Authority	Cayuga County Water and Sewer Service Regional Efficiency Plan
65632	Cayuga Economic Development Agency, Inc.	Cayuga Innovation Business Accelerator Capital
64245	CenterState CEO	Tech Garden Innovation Hot Spot
66719	Cicero (T)	Riverfront Park Parking and Walnut Street Streetscape Improvements
68430	CIDEC, LLC	CIDEC Capital
66208	City of Auburn	Auburn Public Safety Complex Relocation
65285	City of Cortland	Cortland, Cortlandville, and Homer Joint Water Meter Project
66720	City of Cortland	Construction and Pilot Operation of a Food Waste Vermicomposting Facility
66503	City of Cortland	City of Cortland Microenterprise Program
66681	City of Cortland	City of Cortland Clinton Avenue Water Project
66299	City of Cortland	City of Cortland Pool House
67328	City of Oneida	City of Oneida Long Term Improvement Plan
65382	City of Oneida Department of Planning Development	Oneida City Center Revitalization Building Improvement Program
68144	City of Oswego	City of Oswego Public Art Master Plan
67639	City of Oswego	Oswego Multi-Purpose Athletic Community Facility Feasibility Study RC6
67434	City of Oswego	Installation of the Seneca Street Neighborhood Bikeway
65878	City of Syracuse	Engineering Planning Grant Program
51982	Clear Path for Veterans, Inc.	Clear Path for Veterans Capital
65280	CNY Arts, Inc.	2017 Arts Entertainment Districting Planning
64450	CNY Jazz Arts Foundation, Inc.	Administrative Workforce Expansion
64940	Community Preservation Committee, Inc.	Willard Memorial Chapel Restoration Project
67166	Cortland (C)	Alternative Transportation Initiative
68519	Cortland Downtown Partnership	"38 Arts" Actor's Hostel and Performance Venue Capital
65531	Cortland Downtown Partnership	Ski 2 Cortland Working Capital
68610	County of Onondaga	Oncenter Convention Center Capital
63438	Crouse Health Hospital	Prompt Care Capital RC6
66577	DeWitt (T)	Elevating Erie Towpath Road Corridor Design
65499	Erie Canal Museum	Reflections on Erie's Waters
67751	Everson Museum of Art	Seen and Heard
65102	Fulton (C)	Multi-Use Trail Feasibility Study and Draft Local Waterfront Revitalization Program Update
65741	H. Lee White Maritime Museum at Oswego	Artistic Workforce Expansion
66698	Half in the Bag Brewery, LLC	Willow Rock Brewing Company Capital
66412	JD Farms	Biomass Processing Facility Capital RC6
68388	Learning Disabilities Association of Central New York, Inc.	Career Solutions Academy
67454	LeMoyne College	Le Moyne College Quantitative Reasoning Center Capital
65959	Madison County	Signage Plan for the Old Erie Canal State Historic Park
67108	Madison County	Right-Sizing the Madison County Vehicle Fleet
66543	Madison County	Madison County Microenterprise Program
68389	Musical Associates of Central New York	Canal Concerts
68446	New York State Rhythm and Blues Festival, Inc.	25th New York State Blues Festival Working Capital
66379	Northeast Information Discovery, Inc.	Northeast Information Discovery Capital

8.1 ADDITIONAL STRATEGIC PROJECTS [CFA-RELATED STATE AGENCY APPLICATIONS [from Section 3.2 (6)]]

Agency	Program	CFA Award	Total Project Cost	Grant Disbursed to Date	Status
ESD	Empire State Development Grant Funds	\$200,000	\$1,450,000		Green
DOS	Local Waterfront Revitalization Program	\$289,750	\$579,500	\$492,295	Blue
ESD	Empire State Development Grant Funds	\$598,000	\$4,291,637	\$0	Green
ESD	Excelsior Jobs Program	\$100,000	\$3,793,637	\$0	Green
Canals	NYS Canalway Grant Program	\$39,000	\$78,000		Green
DEC	Water Quality Improvement Project (WQIP) Program	\$125,075	\$169,824	\$81,980	Green
DOS	Local Government Efficiency Program	\$100,000	\$200,000	\$0	Green
ESD	Empire State Development Grant Funds	\$500,000	\$1,465,000		Green
ESD	New York State Business Incubator and Innovation Hot Spot Support Program	\$250,000	\$750,000		Green
DOS	Local Waterfront Revitalization Program	\$137,500	\$275,000	\$0	Green
ESD	Empire State Development Grant Funds	\$240,000	\$1,100,000		Green
DEC	Climate Smart Communities Grants	\$2,000,000	\$9,000,000	\$0	Yellow
DOS	Local Government Efficiency Program	\$400,000	\$720,000	\$0	Blue
DEC	Climate Smart Communities Grants	\$152,450	\$309,450	\$0	Green
HCR	HCR - Community Development Block Grant (CDBG) - Microenterprise	\$200,000	\$225,000	\$78,867	Green
HCR	HCR - Community Development Block Grant (CDBG) - Public Infrastructure & Public Facilities	\$750,000	\$2,017,935	\$0	Green
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$407,586	\$5,434,480	\$0	Green
DEC	Engineering Planning Grant Program	\$19,900	\$24,910	\$9,950	Green
HCR	HCR - New York Main Street (NYMS)	\$365,000	\$1,447,750	\$0	Green
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Planning (Round 6)	\$40,000	\$49,500	\$40,000	Blue
ESD	ESD - Strategic Planning and Feasibility Studies	\$68,000	\$137,900		Green
DEC	Climate Smart Communities Grants	\$245,077	\$490,154	\$0	Orange
DEC	Engineering Planning Grant Program	\$24,786	\$29,743	\$12,393	Green
ESD	Empire State Development Grant Funds	\$364,000	\$1,836,000		Green
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Planning (Round 6)	\$49,500	\$49,500	\$49,500	Blue
Arts	Council on the Arts - Workforce Investment (Round 6)	\$28,500	\$38,500	\$28,500	Blue
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$250,000	\$671,000	\$0	Green
DOS	Local Waterfront Revitalization Program	\$500,000	\$1,000,000	\$0	Orange
ESD	Empire State Development Grant Funds	\$360,000	\$1,800,000		Green
ESD	Market New York	\$60,000	\$80,000		Green
ESD	Market New York	\$975,000	\$3,900,000	\$0	Green
ESD	Empire State Development Grant Funds	\$1,000,000	\$9,401,133		Green
DOS	Local Waterfront Revitalization Program	\$229,000	\$458,000	\$0	Orange
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 6)	\$36,500	\$73,000	\$36,500	Blue
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 6)	\$66,000	\$132,046	\$16,500	Blue
DOS	Local Waterfront Revitalization Program	\$61,500	\$123,000	\$0	Orange
Arts	Council on the Arts - Workforce Investment (Round 6)	\$29,000	\$39,077	\$29,000	Blue
ESD	Empire State Development Grant Funds	\$85,000	\$428,921		Green
ESD	Empire State Development Grant Funds	\$200,000	\$1,000,000		Black
DOL	Special Populations Training Program	\$100,000	\$113,320	\$43,000	Green
ESD	Empire State Development Grant Funds	\$1,200,000	\$6,000,000		Green
Canals	NYS Canalway Grant Program	\$30,000	\$61,500		Green
DEC	Climate Smart Communities Grants	\$15,000	\$31,500	\$0	Green
HCR	HCR - Community Development Block Grant (CDBG) - Microenterprise	\$200,000	\$220,000	\$128,118	Green
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 6)	\$45,000	\$120,000	\$45,000	Blue
ESD	Market New York	\$30,000	\$130,000	\$30,000	Blue
ESD	Empire State Development Grant Funds	\$200,000	\$1,000,000		Green

ROUND 6

CFA #	Applicant	Project Name
66379	Northeast Information Discovery, Inc.	Northeast Information Discovery Capital
66739	ONEIDA AIR SYSTEMS	Oneida Air Systems Capital
68638	Onondaga Community College	CNY Career Pathways
63681	Onondaga Historical Association	The Brewseum at Lightworks Capital
66202	Open Space Institute	Green Lakes State Park Environmental Education Center
68318	OPERATION OSWEGO COUNTY, INC	Mitchell Street Capital
67794	Oswego (C)	Oswego West Side Waterfront Enhancement
66773	Oswego (Co)	Central New York Regional Recreation and Heritage Plan - Phase II
68560	Oswego (Co)	Oswego River Public Access Area
65217	Owasco Lake Hotel, LLC	Owasco Lake Hotel Capital
66398	Port Byron, Village of	Village of Port Byron
63156	Seward House Museum	Seward House Museum Woodshed Revitalization
68169	Society for New Music	Suffragette Matilda Joslyn Gage
68303	Steri-Pharma LLC	Steri-Pharma Line 7 Capital
68303	Steri-Pharma LLC	Steri-Pharma Line 7 Capital
64091	The Research Foundation for SUNY (Oswego)	Fitzhugh Park Renovation and Renewal Project
63579	Town of Brookfield	Town of Brookfield Salt Storage Facility
67713	Town of Cortlandville	Guchess Athletic Complex Working Capital
66577	Town of DeWitt	Elevating Erie Towpath Road Corridor Design
67463	Town of DeWitt	Repurposing the Bristol-Myers Squibb Industrial Pretreatment Facility to Serve the Thompson Road Ind
67315	Town of Oswego	Route 104 Sewer Study Working Capital
66388	Town of Owasco	Walkable Owasco: Construction of Sidewalks and Walking Trail
64471	Town of Richland	Haldane Center Improvement Project
67440	Town of Sullivan	Bridgeport Green Streetscape
64381	United Cerebral Palsy Assoc. Cayuga County, Inc.	United Cerebral Palsy Assoc. Cayuga County Capital
64792	Upstate Medical University	CNY Biotech Accelerator
63366	Village of DeRuyter	Village of DeRuyter Water Improvement
66134	Village of Homer	Barber Block Redevelopment Project
68229	Village of Liverpool	Village of Liverpool Preliminary Engineering Report
66903	Village of Phoenix	Village of Phoenix Water and Sewer Improvements
68697	Weaver Machine	Weaver Machine Capital

Agency	Program	CFA Award	Total Project Cost	Grant Disbursed to Date	Status
ESD	Excelsior Jobs Program	\$90,000	\$890,000		Green
ESD	Empire State Development Grant Funds	\$341,000	\$1,705,000		Green
DOL	Unemployed Worker Training Program	\$100,000	\$446,180		Green
ESD	Empire State Development Grant Funds	\$25,000	\$175,000		Yellow
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$500,000	\$2,215,120	\$0	Orange
ESD	Empire State Development Grant Funds	\$120,000	\$600,000		Yellow
DOS	Local Waterfront Revitalization Program	\$590,000	\$1,180,000	\$0	Orange
DOS	Local Waterfront Revitalization Program	\$300,000	\$600,000	\$0	Orange
DOS	Local Waterfront Revitalization Program	\$103,500	\$207,000	\$0	Orange
ESD	Empire State Development Grant Funds	\$1,191,000	\$8,716,615		Green
DEC	Engineering Planning Grant Program	\$24,000	\$30,000		Black
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$99,772	\$133,030	\$0	Orange
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 6)	\$29,500	\$59,500	\$29,500	Blue
ESD	Empire State Development Grant Funds	\$3,000,000	\$41,000,000		Yellow
ESD	Excelsior Jobs Program	\$1,000,000	\$39,000,000		Yellow
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$250,000	\$666,730	\$0	Orange
DEC	Water Quality Improvement Project (WQIP) Program	\$456,375	\$608,500		Green
ESD	ESD - Strategic Planning and Feasibility Studies	\$75,000	\$182,500		Green
Arts	Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 6)	\$75,000	\$570,823	\$18,750	Blue
DEC	Engineering Planning Grant Program	\$96,995	\$129,300	\$48,498	Green
ESD	ESD - Strategic Planning and Feasibility Studies	\$25,000	\$50,000		Green
DEC	Climate Smart Communities Grants	\$263,700	\$527,400	\$0	Green
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$280,061	\$373,415	\$187,443	Green
EFC	Green Innovation Grant Program	\$800,000	\$800,000	\$57,239	Green
ESD	Empire State Development Grant Funds	\$176,000	\$881,245		Green
ESD	New York State Business Incubator and Innovation Hot Spot Support Program	\$125,000	\$570,289		Green
HCR	HCR - Community Development Block Grant (CDBG) - Public Infrastructure & Public Facilities	\$489,900	\$489,900	\$37,500	Green
HCR	HCR - New York Main Street (NYMS)	\$493,000	\$801,857	\$0	Yellow
DEC	Engineering Planning Grant Program	\$30,000	\$36,000	\$15,000	Green
HCR	HCR - Community Development Block Grant (CDBG) - Public Infrastructure & Public Facilities	\$529,216	\$679,216	\$0	Green
ESD	Empire State Development Grant Funds	\$200,000	\$1,027,500		Green

ROUND 7

CFA #	Applicant	Project Name	Agency
75857	101 North Salina Street, LLC	101 North Salina Street Capital	ESD
72494	321 South Salina Street, LLC	321 South Salina Street Capital	ESD
74060	Apple Acres, LLC	Apple Acres Capital	ESD
74006	Arts at the Palace, Inc.	Administrative Workforce Expansion	Arts
73730	Auburn Public Theater, Inc.	Administrative Workforce Expansion	Arts
73730	Auburn Public Theater, Inc.	Auburn Public Theater Facilities Improvement	ESD-Arts
72657	Brockway Bedding Inc.	Brockway Bedding Capital	ESD
75851	BTCNY, LLC	BTCNY Capital	ESD
76760	Camelot Lodge LLC	Camelot Lodge Capital	ESD
73965	Catholic Charities of the Roman Catholic Diocese of Syracuse	Kitchen Works	DOL
73644	Cayuga County	Owasco Flats Floodplain Reconnection	EFC
73363	Cayuga County	Emerson Park Improvements	Parks
75111	CAYUGA COUNTY IDA	Cayuga County IDA Pump Station Capital	ESD
72799	Cayuga County Soil and Water Conservation District	Owasco Lake Streambank and Riparian Buffer Restoration Project	DEC
73516	Cayuga County Soil and Water Conservation District	Owasco Lake Watershed Streambank and Shoreline Repair Project	DEC
76214	Cayuga County Soil and Water Conservation District	Cayuga County Erosion Control	DEC
73637	Cayuga Home for Children	Direct Support Professional Training	DOL
76648	CenterState CEO	CenterState CEO International Trails Symposium Working Capital	ESD
75167	Central Association of the Blind, Inc.	Central Association for the Blind Capital	ESD
73188	Central New York Enterprise Development Corporation	Central New York - New York Grown Certified	and, Mark
76421	Central New York Jazz Arts Foundation, Inc.	Workforce Training and Development Expansion	Arts
72384	Chenango Canal Association, Inc.	Chenango Canal Towpath Trail	Parks
75072	Cicero (T)	Brewerton Streetscape Improvements Phase III Design and Construction	DOS
75756	Cicero (T)	Local Waterfront Revitalization Program	DOS
75678	CIDC-Schines Theater, LLC	CIDC-Schines Theater Capital	ESD
74462	City of Cortland	Fire Station Window Project	Parks
73697	City of Cortland	Construction of Pedestrian/Bicycle Connections - SUNY Cortland to Yaman Park	DEC
76260	City of Cortland	Cortland/Homer Joint Water Meter Project Phase 3	DOS
77004	City of Oswego	Oswego City Hall Preservation	Parks
73538	City of Syracuse	Onondaga Park Wall Restoration	Parks
74587	Clear Path for Veterans, Inc.	Clear Path for Veterans Capital	ESD
73968	Clear Path for Veterans, Inc.	Culinary Corps	DOL
74541	CNY Arts Inc.(Ika Cultural Resources Council)	CNY Arts Lifestyle Marketing Working Capital	ESD
72189	CNY Arts, Inc.	Workforce Training and Development Expansion	Arts
71372	Contento's Recycling LLC	Contento's Recycling Capital	ESD
73530	Copper John Corporation	Copper John Capital	ESD
73530	Copper John Corporation	Copper John Excelsior	ESD
75718	Cortland County	Cortland County Microenterprise Program	HCR
73507	CURRIER PLASTICS, INC.	Currier Plastics Capital	ESD
73507	CURRIER PLASTICS, INC.	Currier Plastics Excelsior	ESD
74461	D. Yaman Properties, LLC	Old Homer Historic District Building Capital	ESD
75001	D. Yaman Properties, LLC	Cortland Plaza Capital	ESD
73800	Douglas Outdoors, LLC	Douglas Outdoors Capital	ESD
73800	Douglas Outdoors, LLC	Douglas Outdoors Excelsior	ESD
74740	Downtown Syracuse Committee, Inc.	Salina-Warren Main Street Project	HCR
75222	Du Mond Grain, LLC	Du Mond Grain Capital	ESD
75222	Du Mond Grain, LLC	Du Mond Grain Excelsior	ESD
75115	Dupli Associates LLC	Dupli Associates -POWER Engineers Capital	ESD
74426	Everson Museum of Art	Hosmer Auditorium Renovations	ESD-Arts
74819	Finger Lakes Land Trust, Inc.	Skaneateles Lake Watershed Conservation Partnership Land Acquisition	DEC
76555	Fulton Group NA, Inc. and Affiliates	Fulton Group NA Capital	ESD
76555	Fulton Group NA, Inc. and Affiliates	Fulton Group NA Excelsior	ESD
71098	Green Lakes State Park	Green Infrastructure Improvements	EFC
76977	Hill Country Farm Brewery, LLC	Hill Country Farm Brewery Capital	ESD
76977	Hill Country Farm Brewery, LLC	Hill Country Farm Brewery Working Capital	ESD
74384	Home HeadQuarters, Inc.	Home HeadQuarters Capital	ESD
74553	Hudson Dairy, Inc.	Hudsons Dairy Capital	ESD
74723	La Roasteria, Inc. dba Cafe Kubal	Cafe Kubal Capital	ESD
75355	Learning Disabilities Association of Central New York, Inc.	Career Solutions Academy	DOL
74564	Loretto Independent Living Services, Inc d/b/a PACE CNY	PACE CNY Capital	ESD
73655	Madison (Co)	Oneida Lake Nine Element Watershed Management Plan	DOS
75290	Madison County	Downtown Canastota Main Street	HCR
72677	MARQUARDT SWITCHES, INC.	Marquardt Switches Capital	ESD

Agency	Program	CFA Award	Total Project Cost	Grant Disbursed to Date	Status
ESD	Empire State Development Grant Funds	\$1,500,000	\$24,097,136		Green
ESD	Empire State Development Grant Funds	\$320,000	\$3,267,238	\$0	Green
ESD	Empire State Development Grant Funds	\$550,000	\$5,637,500	\$0	Green
Arts	Council on the Arts - Workforce Investment (Round 7)	\$25,000	\$52,800		Green
Arts	Council on the Arts - Workforce Investment (Round 7)	\$49,500	\$1,262,000		Green
ESD-Arts	Arts & Cultural Facilities Improvement Program	\$600,000	\$1,262,000		Green
ESD	Empire State Development Grant Funds	\$325,000	\$2,000,000	\$0	Green
ESD	Empire State Development Grant Funds	\$860,000	\$8,650,000	\$0	Green
ESD	Empire State Development Grant Funds	\$165,000	\$1,614,000		Green
DOL	Unemployed Worker Training Program	\$100,000	\$100,000		Green
EFC	Green Innovation Grant Program	\$600,000	\$666,700		Green
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$482,188	\$964,376	\$0	Green
ESD	Empire State Development Grant Funds	\$283,000	\$1,418,125		Green
DEC	Water Quality Improvement Project (WQIP) Program	\$280,000	\$350,000		Green
DEC	Water Quality Improvement Project (WQIP) Program	\$467,770	\$539,087		Green
DEC	Water Quality Improvement Project (WQIP) Program	\$300,000	\$400,000		Green
DOL	Existing Employee Training Program	\$52,992	\$72,432		Green
ESD	Market New York	\$150,000	\$240,000		Green
ESD	Empire State Development Grant Funds	\$232,000	\$1,161,258		Green
and Mark	NY Grown & Certified Agricultural Producer's Grant Program	\$500,000	\$500,000		Green
Arts	Council on the Arts - Workforce Readiness (Round 7)	\$52,500	\$69,500		Green
Parks	Recreational Trails Program	\$54,704	\$91,511	\$0	Green
DOS	Local Waterfront Revitalization Program	\$393,750	\$525,000	\$0	Orange
DOS	Local Waterfront Revitalization Program	\$56,250	\$75,000	\$0	Orange
ESD	Empire State Development Grant Funds	\$1,200,000	\$5,900,000		Green
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$178,305	\$237,740	\$0	Green
DEC	2017 Climate Smart Communities Grants	\$2,000,000	\$5,400,000	\$0	Orange
DOS	Local Government Efficiency Program	\$400,000	\$480,000		Orange
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$900,000	\$1,512,573	\$0	Green
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$411,330	\$518,955	\$0	Green
ESD	Empire State Development Grant Funds	\$483,000	\$5,217,750		Green
DOL	Unemployed Worker Training Program	\$89,348	\$117,948		Orange
ESD	Market New York	\$150,000	\$300,000		Green
Arts	Council on the Arts - Workforce Readiness (Round 7)	\$75,000	\$124,100		Green
ESD	Empire State Development Grant Funds	\$145,000	\$729,068	\$0	Green
ESD	Empire State Development Grant Funds	\$280,000	\$1,442,648		Green
ESD	Excelsior Jobs Program	\$100,000	\$1,442,648		Green
HCR	HCR - Community Development Block Grant (CDBG) - Microenterprises	\$200,000	\$225,000	\$0	Green
ESD	Empire State Development Grant Funds	\$1,800,000	\$9,720,000		Green
ESD	Excelsior Jobs Program	\$180,000	\$8,330,000		Green
ESD	Empire State Development Grant Funds	\$240,000	\$2,055,615	\$0	Green
ESD	Empire State Development Grant Funds	\$925,000	\$5,228,071	\$0	Green
ESD	Empire State Development Grant Funds	\$683,500	\$4,300,000		Black
ESD	Excelsior Jobs Program	\$200,000	\$4,300,000		Black
HCR	HCR - New York Main Street (NYMS)	\$500,000	\$1,690,241	\$0	Green
ESD	Empire State Development Grant Funds	\$655,000	\$3,277,132		Orange
ESD	Excelsior Jobs Program	\$224,000	\$3,277,132		Orange
ESD	Empire State Development Grant Funds	\$500,000	\$3,200,000		Green
ESD-Arts	Arts & Cultural Facilities Improvement Program	\$634,000	\$1,268,479		Green
DEC	Water Quality Improvement Project (WQIP) Program	\$1,410,050	\$1,883,701		Green
ESD	Empire State Development Grant Funds	\$1,500,000	\$10,250,000		Orange
ESD	Excelsior Jobs Program	\$1,000,000	\$11,250,000		Orange
EFC	Green Innovation Grant Program	\$1,000,000	\$1,111,111		Green
ESD	Empire State Development Grant Funds	\$115,000	\$598,350		Green
ESD	Market New York	\$53,000	\$78,000		Green
ESD	Empire State Development Grant Funds	\$314,000	\$3,140,000		Green
ESD	Empire State Development Grant Funds	\$220,000	\$1,150,000		Green
ESD	Empire State Development Grant Funds	\$110,000	\$552,000	\$0	Orange
DOL	Unemployed Worker Training Program	\$100,000	\$117,460		Orange
ESD	Empire State Development Grant Funds	\$965,000	\$3,870,042		Green
DOS	Local Waterfront Revitalization Program	\$336,000	\$448,000	\$0	Orange
HCR	HCR - New York Main Street (NYMS)	\$300,000	\$773,600	\$0	Green
ESD	Empire State Development Grant Funds	\$600,000	\$3,100,000		Green

ROUND 7, CONTINUED

CFA #	Applicant	Project Name	Agency
77216	Martens Companies, LLC	Martens Companies Capital	ESD
77216	Martens Companies, LLC	Martens Companies Excelsior	ESD
76203	Matt Industries Corporation dba Dupli Envelope and Graphics Corporation	Dupli Envelope and Graphics Capital	ESD
71740	Midstate Youth Hockey Association	Midstate Youth Hockey Capital	ESD
76780	Musical Associates of Central New York	Celebrating the Centennial of the Suffrage Movement	Arts
75372	North Ridge Dairy	North Ridge Dairy Capital	ESD
75372	North Ridge Dairy	North Ridge Dairy Excelsior	ESD
72508	Onondaga (Co)	Onondaga Lake Waterfront Planning	DOS
73151	Onondaga Community College	Pathways to Employment	DOL
75279	Onondaga County	South Salina Street Green Corridor	EFC
75859	Onondaga County	Installation of Cogeneration Units at Metropolitan WWTP	DEC
72261	Onondaga County Soil and Water Conservation District	Onondaga County Hydroseeding Projects	DEC
73202	Onondaga County Water Environment Protection	Meadowbrook Limestone Inflow and Infiltration Reduction Facility Plan	DEC
72346	Onondaga Historical Association	Onondaga Historical Association Lobby Restoration	Parks
76834	Prison City Brewing, LLC	Prison City Brewing Capital	ESD
76777	R.O.D.E South Ave, LLC	R.O.D.E South Ave Capital	ESD
71886	Redfield Snowmobile Association, Inc.	Trail Grooming Equipment	Parks
76633	Responsive to Our Community, Inc.	Construction Skills Training Program	DOL
76366	Sankofa NEST, Inc.	Sankofa NEST Working Capital	ESD
72439	Schweinfurth Memorial Art Center	Administrative Workforce Expansion	Arts
76842	Siano, Pinckney, Hugo Advertising LLC	Pinckney Hugo Group Capital	ESD
72070	Square Valley Trail Blazers, Inc.	Snowmobile Trail Groomer	Parks
75811	Syracuse City Ballet	Administrative Workforce Expansion	Arts
76174	The Nature Conservancy	Owasco Lake Source Water Protection Program	DEC
77174	The Research Foundation of SUNY	Morrisville State College Capital	ESD
74573	Town of Brutus	Shared Municipal Building Feasibility Study	DOS
72300	Town of Brutus	Aqueduct Park Pier and Spillway Reconstruction Project	Parks
74852	Town of Cortlandville	Cortlandville Gutches Athletic Complex Capital	ESD
74391	Town of DeWitt	Advanced Syracuse Urban Area Comprehensive Storm Sewer Mapping Project	DEC
75391	Town of Fleming	Sanitary Sewer Inflow and Infiltration Investigation	DEC
76689	Town of Hastings	Town of Hastings Infiltration and Inflow Study	DEC
72807	Town Of Lenox	Lenox Canastota Wampsville Rail Trail (LCWRT)	Parks
76039	Town of Sandy Creek	Sewer Project	DEC
71799	Union Springs (V)	Streetscape and Infrastructure Improvements Feasibility Study	DOS
75263	Union Springs (V)	Frontenac Park Boat Launch Design and Construction	DOS
72773	United Cerebral Palsy Association of Cayuga County, Inc.	Tourism Travel Skills Training	DOL
74865	Village of Canastota	Wastewater Treatment Plant Effluent Disinfection Study	DEC
74648	Village of East Syracuse	North Center Street Neighborhood Park	Parks
74622	Village of Fair Haven	Fair Haven New York Main Street Renovations	HCR
74469	Village of Hamilton	Wastewater Treatment Plant Improvement Project	DEC
74443	Village of Homer	Village of Homer Microenterprise Program	HCR
74394	Village of Marathon	Wastewater Treatment Plant Improvements	DEC
74802	Village of Marcellus	Wastewater Treatment Plant Facility Upgrades	DEC
73190	Village of Moravia	Moravia Climate Smart Communities Certification and Comprehensive Planning	DEC
72083	Village of Port Byron	Erie Canal Rewatering and Trail Connections Project	Parks
74577	Village Of Pulaski Sewer Board	Wastewater Treatment System Improvements	DEC
74909	Village of Union Springs	Land Acquisition for Source Water Protection	DEC
77034	Virgilio's Event Centre, LLC	Virgilio's Event Centre Capital	ESD
75545	YMCA of Oswego, Inc.	YMCA of Oswego Capital	ESD

Agency	Program	CFA Award	Total Project Cost	Grant Disbursed to Date	Status
ESD	Empire State Development Grant Funds	\$940,000	\$4,700,000		Green
ESD	Excelsior Jobs Program	\$340,000	\$4,700,000		Green
ESD	Empire State Development Grant Funds	\$175,000	\$1,250,000		Green
ESD	Market New York	\$690,000	\$5,460,016		Green
Arts	Council on the Arts - Arts and Cultural Impact Programming (Round 7)	\$65,000	\$180,500		Green
ESD	Empire State Development Grant Funds	\$267,500	\$1,785,500		Green
ESD	Excelsior Jobs Program	\$212,000	\$1,785,500		Green
DOS	Local Waterfront Revitalization Program	\$330,000	\$441,476	\$0	Orange
DOL	Unemployed Worker Training Program	\$99,957	\$102,647		Orange
EFC	Green Innovation Grant Program	\$1,310,000	\$2,088,800		Green
DEC	2017 Climate Smart Communities Grants	\$1,300,000	\$2,605,896	\$0	Orange
DEC	Water Quality Improvement Project (WQIP) Program	\$171,890	\$229,187		Green
DEC	Engineering Planning Grant Program	\$50,000	\$150,000		Green
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$22,160	\$29,550	\$0	Green
ESD	Empire State Development Grant Funds	\$900,000	\$4,500,000		Green
ESD	Empire State Development Grant Funds	\$235,000	\$5,021,960		Green
Parks	Recreational Trails Program	\$200,000	\$263,240	\$0	Green
DOL	Unemployed Worker Training Program	\$12,878	\$513,012		Orange
ESD	ESD - Strategic Planning and Feasibility Studies	\$50,000	\$250,000		Green
Arts	Council on the Arts - Workforce Investment (Round 7)	\$43,000	\$54,264		Green
ESD	Empire State Development Grant Funds	\$100,000	\$522,500		Black
Parks	Recreational Trails Program	\$185,000	\$231,274	\$0	Green
Arts	Council on the Arts - Workforce Investment (Round 7)	\$25,000	\$39,000		Green
DEC	Water Quality Improvement Project (WQIP) Program	\$1,124,069	\$1,500,000		Green
ESD	Empire State Development Grant Funds	\$1,200,000	\$2,960,000		Green
DOS	Local Government Efficiency Program	\$8,500	\$17,000		Green
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$352,000	\$470,000	\$0	Green
ESD	Empire State Development Grant Funds	\$862,000	\$4,312,000		Green
DEC	Water Quality Improvement Project (WQIP) Program	\$86,250	\$115,000		Green
DEC	Engineering Planning Grant Program	\$30,000	\$37,500		Green
DEC	Engineering Planning Grant Program	\$30,000	\$37,500		Green
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$200,000	\$1,000,000	\$0	Green
DEC	Engineering Planning Grant Program	\$30,000	\$36,000		Green
DOS	Local Waterfront Revitalization Program	\$150,000	\$200,000	\$0	Orange
DOS	Local Waterfront Revitalization Program	\$154,350	\$308,700	\$0	Orange
DOL	Unemployed Worker Training Program	\$97,025	\$227,725		Orange
DEC	Engineering Planning Grant Program	\$25,360	\$31,700		Green
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$139,500	\$186,000	\$0	Green
HCR	HCR - New York Main Street (NYMS)	\$275,000	\$354,793	\$0	Green
DEC	Water Quality Improvement Project (WQIP) Program	\$1,000,000	\$13,500,000		Green
HCR	HCR - Community Development Block Grant (CDBG) - Microenterprise	\$200,000	\$250,000	\$0	Green
DEC	Engineering Planning Grant Program	\$30,000	\$36,000		Green
DEC	Water Quality Improvement Project (WQIP) Program	\$1,000,000	\$5,716,000		Green
DEC	2017 Climate Smart Communities Grants	\$17,278	\$43,195	\$0	Orange
Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$418,300	\$556,300	\$0	Green
DEC	Engineering Planning Grant Program	\$30,000	\$30,000		Green
DEC	Water Quality Improvement Project (WQIP) Program	\$259,600	\$519,200		Green
ESD	Empire State Development Grant Funds	\$200,000	\$1,200,000		Green
ESD	Empire State Development Grant Funds	\$150,000	\$750,000		Green

SNAPSHOTS IN SUCCESS

When New York State began focusing on and encouraging craft brewing as a budding industry, friends and longtime beer enthusiasts Rockney Roberts and Kevin Williams saw an opportunity to follow their dream: to open their own craft brewery in Syracuse and engage the local community with their flavor offerings, local ingredients, and product names that hold significance to Central New York. In 2015, Roberts and Williams co-founded Willow Rock Brewing Company, beginning with a small industrial space on Game Road and brewing small batches, three barrels, of their custom craft beer from their brewhouse.

The company and its popular craft brews quickly garnered a local following. After reaching out to Empire State Development about opportunities within the state to provide assistance in their expansion and growth plans, Roberts and Williams submitted a project through REDC, asking for \$85,000 to help subsidize a larger brewing system to meet the demand, grow their capabilities, and produce larger and more diversified products to their growing customer base.

Since the project's completion, Willow Rock has seen exponential growth: serving over 40,000 pints of beer and growing from a staff of two to seven and counting. This company is just one of the hundreds of companies that are popping up around New York State, adding to the growing craft brewing industry and contributing to the state's business growth plan.



"Just a few short years ago, all we were were two guys who loved beer and had a dream to do what we loved, and offer this to the community we both love to be a part of. When we started to pick up steam, we reached out to the state to see what opportunities were available, and sure enough, through innovation, belief, and the support of our regional and state leadership, we've expanded our capacity fivefold, grown from two employees to seven, and just recently reintroduced the most popular beer in Syracuse history, Congress. Without the financial backing and ongoing support from the state, our expansion and growth plan where it is today would never have been possible."

— Rockney Roberts and Kevin Williams, co-owners and brew masters, Willow Rock Brewing Company, Syracuse

ROUND 6

Name: **Willow Rock Brewing Company**

Project Name: Willow Rock Brewing Company Expansion

\$85,000 Awarded for Expansion to a Larger Brewing System to Accommodate Growing Demand for Products and Opportunities for Diversified Products

8.1 ADDITIONAL STRATEGIC PROJECTS [CFA-RELATED STATE AGENCY APPLICATIONS [from Section 3.2 (6)]]

CFA #	Applicant Name	Project Name	Agency	Funding Requested	Total Project Cost
83105	Central New York Jazz Arts Foundation, Inc.	Erie Canal Programming - CNY Jazz	Arts	\$25,000	\$50,363
81708	Landmark Theater	Auditorium Seating	Arts	\$662,500	\$1,325,000
83150	CNY Arts, Inc.	CNY Arts & Artists in Public Spaces 2019	Arts	\$49,500	\$100,000
81819	Dorothy Willsey	NAHOF Workforce Investment	Arts	\$27,000	\$36,000
80934	Erie Canal Museum	Elevating Erie: Thru Art!	Arts	\$25,000	\$51,350
84100	Everson Museum of Art of Syracuse and Onondaga County	TEMPO: Public Art on the Everson Community Plaza	Arts	\$49,500	\$133,600
84498	Musical Associates of Central New York	Rachmaninoff in Syracuse	Arts	\$48,000	\$168,000
81208	Safe Haven Museum and Education Center	Executive Director Funding	Arts	\$60,000	\$60,000
84540	Society for New Music (Syracuse, NY)	Libba Cotten Project	Arts	\$29,000	\$113,750
81999	City of Fulton, NY 13069	Fulton Canal Corridor Multi-Use Trail	Canals	\$150,000	\$1,037,000
82765	City of Auburn	CSO Engineering Planning Study	DEC	\$30,000	\$36,000
82764	City of Auburn	Owasco Flats Land Acquisition	DEC	\$75,000	\$100,000
84447	Cortland County Soil and Water Conservation District	Skaneateles Lake Watershed Stream Corridor and Culvert Rehabilitation Program	DEC	\$375,000	\$500,000
84505	Cortland County Soil and Water Conservation District	Chesapeake Bay Watershed Stream Corridor and Culvert Rehabilitation Program	DEC	\$382,500	\$510,000
83959	Cortland County Soil and Water Conservation District	Cayuga Lake Watershed Stream Corridor and Culvert Rehabilitation Program	DEC	\$382,500	\$510,000
80415	Doug Kierst	Cayuga County Stream Corridor Enhancement and Restoration Project	DEC	\$475,000	\$570,000
84210	Finger Lakes Land Trust, Inc.	Otisco Shoreline and Wetlands Protection Project	DEC	\$407,500	\$548,000
82762	Finger Lakes Land Trust, Inc.	Skaneateles Lake Watershed Conservation Partnership Phase II	DEC	\$1,690,575	\$2,267,612

CFA #	Applicant Name	Project Name	Agency	Funding Requested	Total Project Cost
84890	Madison County Soil and Water Conservation District	Limestone Creek sediment Reduction Project	DEC	\$200,000	\$321,565
83901	Madison County Soil and Water Conservation District	Roberts Road Fish Passage Improvement	DEC	\$237,675	\$356,565
82522	Town of Brutus	Sewer Extension and WWTP Consolidation	DEC	\$30,000	\$37,500
84551	TOWN OF CICERO	Leroy Road Culvert Replacement	DEC	\$225,000	\$300,000
82398	Town of Cicero	Town of CICERO WQIP Salt Storage	DEC	\$207,000	\$414,000
80751	Town of DeWitt	Rethinking Rain Water- Franklin Park Community -2018	DEC	\$100,435	\$524,870
81888	Town of Moravia	Town of Moravia CSC Comprehensive Plan	DEC	\$24,118	\$48,236
80251	Town of Oswego	Route 104 Sewer	DEC	\$2,523,856	\$4,500,000
83319	Town of Sandy Creek	North Sandy Pond Shoreline	DEC	\$320,000	\$460,000
80524	Town of Williamstown	Williamstown Salt Storage Facility	DEC	\$214,600	\$446,233
82397	Village of Central Square	Village of Central Square Effluent Disinfection	DEC	\$18,800	\$23,500
84683	Village of East Syracuse	Ley Creek Improvements	DEC	\$150,000	\$200,000
82523	Village of Fayetteville	Limestone Creek and Bishop Brook Bank Stabilization & Riparian Buffer Improvements	DEC	\$522,000	\$699,000
82532	Village of Groton	Village of Groton Wastewater Treatment and Collection System Investigation	DEC	\$30,000	\$40,000
83057	Village of Homer	Walkable Homer	DEC	\$200,000	\$400,000
75278	Village of Mexico	Village of Mexico Waste Water Treatment Improvements Phase 3	DEC	\$500,000	\$1,635,200
82049	Village of Moravia	EPG for Wastewater Treatment Plant	DEC	\$30,000	\$36,000
82139	Village of Pulaski	Village of Pulaski Sidewalks to School	DEC	\$653,500	\$1,307,000
82618	Village of Union Springs	WWTP Evaluation	DEC	\$30,000	\$36,000
83443	Allred & Associates, Inc.	Quality Workforce Development at Allred	DOL	\$21,860	\$24,046

CFA #	Applicant Name	Project Name	Agency	Funding Requested	Total Project Cost
83423	Catholic Charities of the Roman Catholic Diocese of Syracuse, NY	Joseph Works	DOL	\$100,000	\$100,000
84161	Chess Group Inc.	Quality Improvement Chess Group	DOL	\$14,965	\$16,461
82719	Crouse Health Hospital	Crouse Workforce Training: ED and NICU Academies	DOL	\$42,800	\$85,600
83678	Currier Plastics, Inc	EET Opportunity	DOL	\$65,400	\$65,400
81548	Learning Disabilities Association of CNY dba LAUNCH	Career Solutions Academy CFA 8.0	DOL	\$100,000	\$105,487
82812	Mohawk Valley Community College	Heavy Equipment Operator	DOL	\$96,900	\$193,800
83536	City of Cortland	City of Cortland and Village of Homer Phase 4 Joint Water Meter Project	DOS	\$400,000	\$480,000
82003	City Of Cortland	City of Cortland LWRP Update	DOS	\$48,750	\$65,000
81999	City of Fulton, NY 13069	Fulton Canal Corridor Multi-Use Trail	DOS	\$750,000	\$1,037,000
83687	City of Oswego	Reviving Wrights Landing Marina	DOS	\$934,200	\$1,245,600
82109	City of Syracuse	Central Payment Office	DOS	\$12,492	\$24,965
84066	Town of Cicero	Final Brewerton Local Waterfront Revitalization Program	DOS	\$22,500	\$30,000
80322	Town of Oswego	Local Waterfront Revitalization Plan	DOS	\$56,250	\$75,000
80709	Town of Skaneateles	The Skaneateles NineElement Plan	DOS	\$235,650	\$314,200
81303	Village of Cazenovia	Local Waterfront Revitalization Plan	DOS	\$31,125	\$41,500
81784	Archie Wixson	NBT Bank Stadium Green Infrastructure	EFC	\$2,298,266	\$3,447,000
84189	Energy Works Center of Auburn, Inc.	Hoffman St Green Project	EFC	\$10,000	\$85,000
80751	Town of DeWitt	Rethinking Rain Water-Franklin Park Community -2018	EFC	\$301,302	\$524,870
82744	City of Auburn	NYS Equal Rights Heritage Center Marketing Plan	ESD	\$150,000	\$200,000
82876	CNY Arts, Inc.	Arts Marketing Campaign 2019	ESD	\$150,000	\$210,000
83692	New York State Rhythm and Blues Festival, Inc.	27th New York State Blues Festival	ESD	\$50,000	\$170,000

CFA #	Applicant Name	Project Name	Agency	Funding Requested	Total Project Cost
80133	Partnership for Community Development, LTD	Hamilton Entrepreneurship Center	ESD	\$625,000	\$625,021
83488	Strathmore Community Development Group, LLC	Trinity Place	ESD	\$246,853	\$2,805,969
81707	Landmark Theater	Marquee	HCR	\$500,000	\$1,175,000
82313	City of Cortland	Clinton Avenue Water Infrastructure Project 2018	HCR	\$750,000	\$822,500
80295	City of Cortland	Microenterprise Assistance Program 4	HCR	\$200,000	\$225,000
80978	Village of Hamilton	Hamilton Microenterprise Assistance Program	HCR	\$100,000	\$110,000
81940	Village of Marathon	Marathon NYMS Program	HCR	\$200,000	\$291,000
82415	Village of Phoenix	Infrastructure Upgrade Project 2	HCR	\$750,000	\$882,000
84430	301 Belle Isle Road LLC	Regional Oranic Waste to Energy	NYSERDA2	\$0	\$20,000,000
83046	SAF-GLAS, LLC	NYS EnergyGlass Manufacturing and RD Nano Center	NYSERDA2	\$0	\$58,896,481
80690	Wood-B-Ayr Farm	New Composting Bedding Pack Energy Net Zero Smart Dairy Barn	NYSERDA2		\$0
84409	Aurora Masonic Center	AMC Preservation 2018	Parks	\$168,525	\$253,275
82275	City of Syracuse	Thornden Amphitheatre Restoration	Parks	\$11,500	\$23,000
80673	Madison County, NY	Delphi Falls County Park	Parks	\$500,000	\$1,054,400
83315	Camp Hollis	Camp Hollis Renovation	Parks	\$235,500	\$314,000
83222	Oneida Community Mansion House	Revitalization of Historic Oneida Community Mansion House	Parks	\$500,000	\$1,122,225
80667	Town of DeWitt	Back to the Future in Fiddlers Green Park-2018	Parks	\$43,000	\$86,000
81189	University Neighborhood Preservation Association	Gustav Stickley House Restorationphase2	Parks	\$500,000	\$679,980



CENTRAL NEW YORK REGIONAL ECONOMIC DEVELOPMENT COUNCIL

2018-2019 PROGRESS REPORT

CAYUGA | CORTLAND | MADISON | ONONDAGA | OSWEGO

