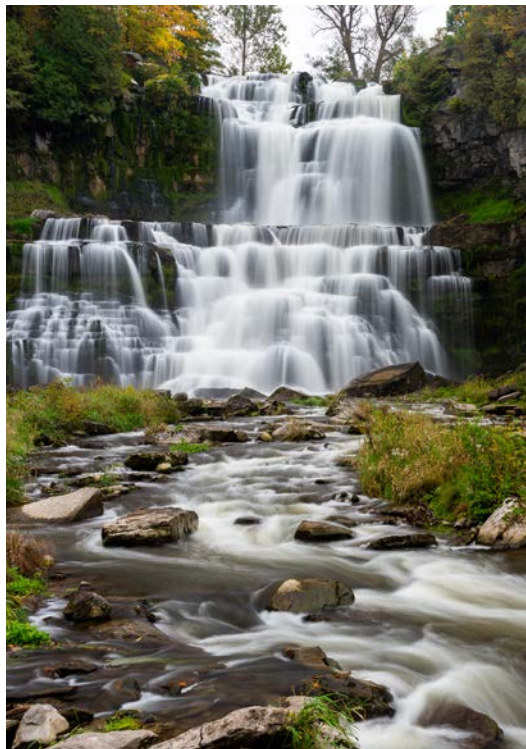




THE CNY ASCENT: Reaching New Heights

2023 STRATEGIC PLAN



Central New York Regional Economic Development Council Members

Regional Co-Chairs

Linda LeMura

President, Le Moyne College

Randall Wolken

*President & CEO, Manufacturers Association of Central
New York (MACNY)*

Tai Shaw

Owner, CNY Uniforms Plus

Sheena Solomon

Executive Director, Gifford Foundation

Nora Spillane

*Vice President of Economic Development,
CenterState CEO*

Appointed Members

Tony Baird

President & CEO, Tony Baird Electronics

Candace Cambell Jackson

*Senior Vice President and Chief of Staff,
Syracuse University*

Laura Cueva

President & CEO, Interior Innovations

Todd Du Mond

Owner, Du Mond Farms

Chedy Hampson

Business Entrepreneur

Kipp Hicks

Executive Director, Madison County IDA

Melanie Littlejohn

*Vice President, Customer and Community
Management, National Grid*

Craig Marcinkowski

Senior Director of Strategy, Saab, Inc.

William Magnarelli

Assemblyman, New York State

Cornelius Murphy

*Senior Fellow for Environmental and Sustainable
Systems, SUNY ESF*

Brendan O'Bryan

Executive Director, Cortland County IDA

Timothy Penix

*Vice President/Director, SUNY Syracuse Educational
Opportunity Center*

Maureen Riester

*Economic Development Specialist, Cayuga Economic
Development Agency*

David Rogers

President, SUNY Morrisville

Michael Szidat

President & CEO, Felix Schoeller North America, Inc.

Ann Marie Taliercio

President, UNITEHERE Local 150, AFL-CIO Union

Nancy Weber

Chairwoman, Oswego County Farm Bureau

Austin Wheelock

Executive Director, Operation Oswego County Inc

Table of Contents

I	EXECUTIVE SUMMARY AND PROGRESS	4
	Message From Co-Chairs	5
	Introduction	6
	State of the Region	7
	Plan Framework.....	10
	Status of Past CFA Projects.....	11
II	REGIONAL STRATEGIC PLAN UPDATE AND PARTICIPATION	16
	Reflection	17
	Vision and Guiding Principles.....	24
	Strategic Direction	26
	Participation.....	43
III	CHALLENGES COMPETITION PROPOSAL.....	45
	Challenge Overview.....	46
	Challenge Proposal	47

PART ONE

Executive Summary and Progress



Executive Summary

MESSAGE FROM CO-CHAIRS

On behalf of the Central New York Regional Economic Development Council (CNYREDC), we are proud to present our 2023 strategic vision: *The CNY ASCENT: Reaching New Heights*. This vision will serve as the region's blueprint for the coming years and will provide the CNYREDC implementable goals to help us make informed and intentional investments to meet our greatest needs.

This strategy is the result of months of community and stakeholder outreach, collaboration, working sessions and data gathering; and it builds on the foundations laid out in our last strategic planning efforts in 2015. Since the publication of that plan, titled *CNY RISING: From the Ground Up*, we have worked together as a region to accomplish incredible progress, and now find ourselves on the cusp of investment and opportunity we haven't seen in over 200 years. And since 2015, much of that progress has required us to reinvent ourselves as a region and pursue new industries that were previously much less prevalent in CNY, such as Uncrewed Aerial Systems and Semiconductor fabrication.

While *From the Ground Up* was an appropriate theme seven years ago and set the tone for what we needed to achieve, it is clear we have officially lifted off and are no longer touching the ground. Instead, we are now mid-air and are climbing rapidly, ascending to new heights.

After securing one of the largest construction projects in the history of the United States and reversing trends of population loss in many places (including Syracuse) after the 2020 Census, we are creating plans and goals to tackle the most wicked problems our communities face: access to childcare, reducing concentrated and childhood poverty, affordable and quality housing, transportation and access to good-paying jobs just to name a few. While we know these challenges will not be solved easily, we also know that the sky is truly the limit to what we can achieve collectively as a region if we work together and ensure our growth is inclusive, equitable, and well-coordinated.

Over the past 13 years, the CNYREDC has taken tremendous pride in our continued partnership with New York State and realize that none of this progress



would be possible without the leadership of Governor Kathy Hochul. She has been a champion of bottom-up, region-based planning that has enabled us to not only execute the best strategies for investment suited to each of the unique communities within our five counties, but to pivot, adapt and reset our goals to align with today's constantly evolving global economy.

As we move forward, the CNYREDC is a grateful and active partner with the State on our focused, collective goals. We remain committed to our longtime partnership with the State in providing boots on the ground support systems that provide the tools needed to foster job retention and creation, capital investment, key industry sector growth and community revitalization in our region and New York State as a whole.

This plan marks the beginning of our ascent, and we are as excited as ever to get to work to bring about a better future for Central New York and all who call it home.

Sincerely,

Linda LeMura, Ph.D.
President
Le Moyne College

Randy Wolken
President & CEO
Manufacturers
Association of Central
New York



Introduction

CNY ASCENT: Reaching New Heights is an evolution of Central New York's 2015 strategic plan, *CNY RISING*, and represents a shared vision for equitable and sustainable economic growth across Central New York. The purpose of *CNY ASCENT* is to guide the Central New York Regional Economic Development Council's (CNYREDC) decision-making process and further align the region's economic development system to accelerate economic growth over the next 5-10 years.

Central New York is resurfacing as a significant economic force for the State of New York, due largely in part to the groundwork laid by *CNY RISING*. Today, the region is home to a variety of industries that range from traditional yet highly innovative businesses in agribusiness and manufacturing, to many emerging ventures in biotechnology and smart systems. Supported by top-tier higher education institutions, the area is a hub of research and innovation that cuts through many disciplines. Central New York communities are full of potential and ripe for investment, especially the region's downtowns and commercial hubs that are being adapted to accommodate new and different demands of the modern economy and society. The region boasts a spectrum of recreational opportunities, catering to outdoor enthusiasts, athletes, and history buffs alike.

Additionally, Central New York's community-based philanthropic and nonprofit organizations are playing a pivotal role in championing initiatives focused on equity and access.

The future of Central New York is bright, and exciting. However, our full vision for the next phase of economic success cannot be realized unless **EVERYONE** has access to prosperity across the region. Historical inequities persist in the CNY economy today, including access to affordable housing, well-paying jobs, and equitable entrepreneurship. Acting strategically to reduce these inequities where they exist will help the region be more future-ready, more resilient, and more prosperous overall. This means taking a broad view of economic development and investing in issues like childcare, transportation, and non-traditional capital sources. It also means pushing to achieve a greater degree of collaboration across economic development, workforce development, community development, education, land use planning, entrepreneurship development, real estate development, etc.

Simply put, *CNY ASCENT* will shape economic development efforts across Central New York for the coming years by prioritizing innovation, equity, environment, and collaboration.

State of the Region

Approaching the end of 2023, Central New York is a dynamic, diverse region on the rise. With significant economic disruptions and continued efforts to grow wealth and prosperity in underrepresented communities, it is important to reflect on the story told by economic indicators. These indicators are used as a benchmark for the region and help determine where and how resources will have the greatest impact on the economy.

CENTRAL NEW YORK'S PEOPLE AND POPULATION

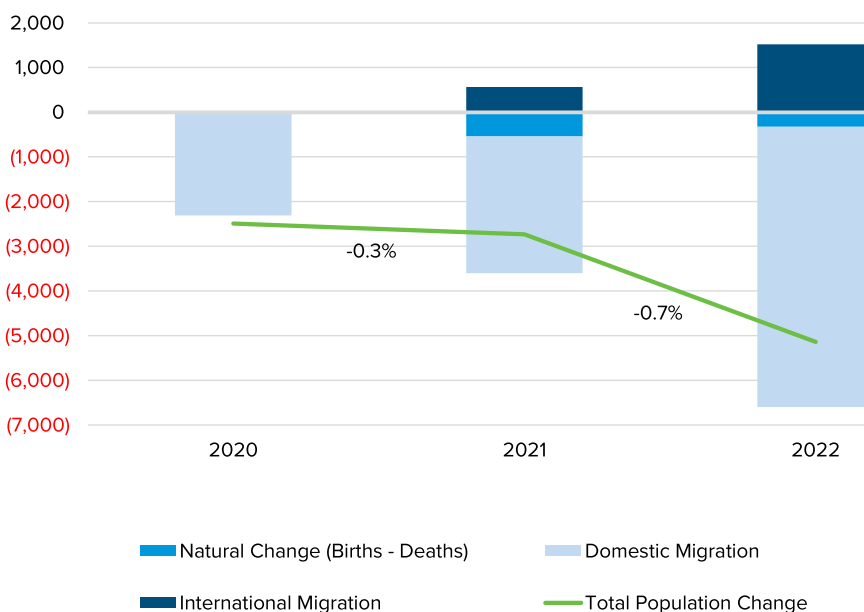
From 2020–2022, the Central New York region's population decreased by 10,364 (-1.3%). This was due, in large part, to a high level of domestic migration out of the region. There was inbound international migration as well (+2,086), but not enough to set off the losses due to domestic migration (-11,610) and natural change (-906). The last decade also saw slow household growth, which is related to out-migration and low birth rates. These population trends have direct implications for Central New York's ability to make economic progress.

Looking at additional historical data, there have been positive long-term trends in population, with the region overall growing by 1% over 2017-2022, including growth in Onondaga County (+3.6%).

The Central New York population has a relatively large share of middle-class households, but disparities are pervasive across gender and race/ethnicity. Data points of note for this strategic plan include:

- Females have significantly higher levels of poverty across Central New York.
- Black and African American and Hispanic or Latino individuals have significantly higher poverty rates relative to White individuals, and their poverty rates are significantly higher in Central New York than at the state and national levels.¹

Components of Population Change, Central New York, 2020-2022



Source: US Census 2022 Population Estimates



¹ American Community Survey, 5-Year Estimates, 2021

CENTRAL NEW YORK'S INDUSTRIES

As of 2022, the region has approximately 365,872 jobs. It has lost 9,474 jobs since 2017 (-2.5%), with 58.9% of those job losses in Retail and Accommodation and Food Services. Half of the region's jobs are located in Onondaga County, and another 25% are in Oswego County. Onondaga also has the majority (65.4%) of the region's business locations and the highest average earnings (\$77,488) compared to the overall region (\$74,899).

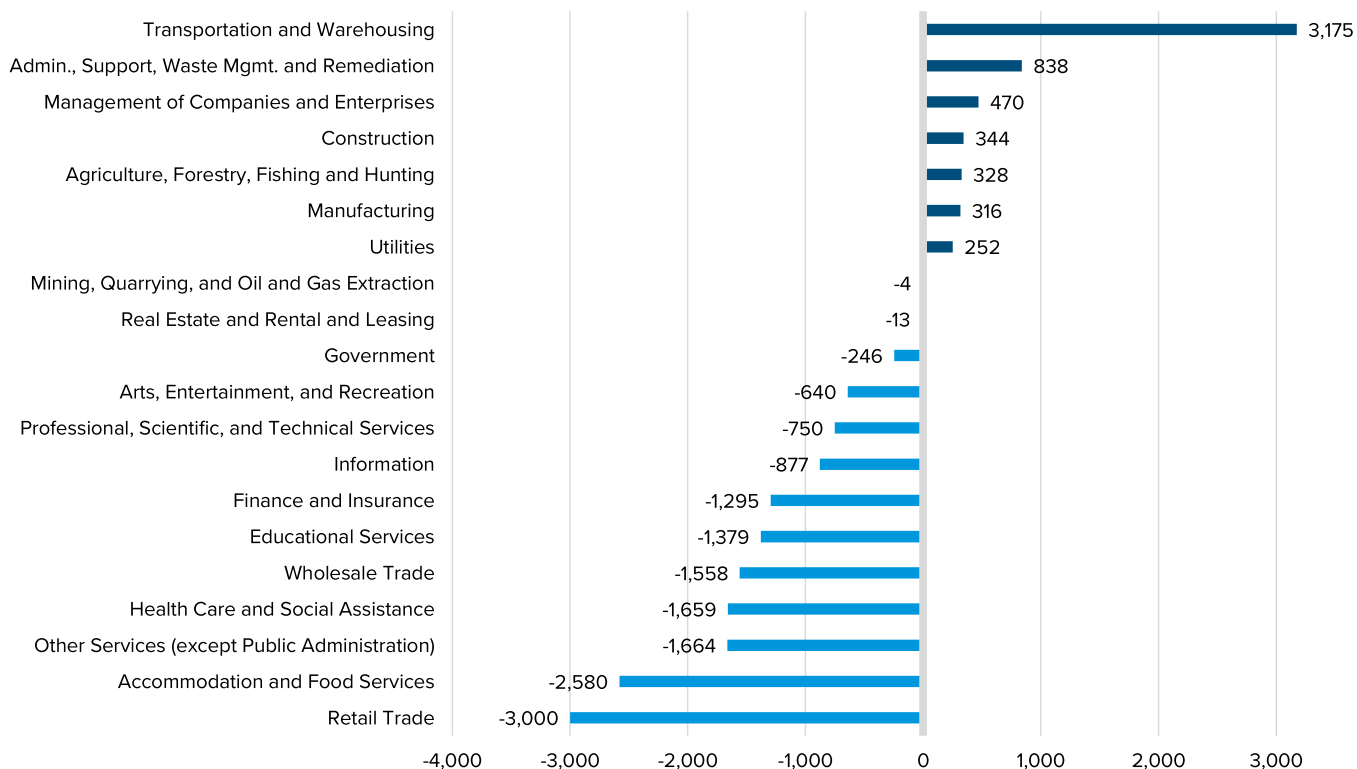
The region has lost 9,474 jobs since 2017, resulting in a growth rate of -2.5%, compared to -0.4% for the state and +3.8% for the nation. The pandemic drove losses in the region, where nearly 60% of the job losses were in Retail and Accommodation and Food Services. However, during this time period, Transportation and Warehousing grew significantly (29%), as did other targets of the region, including Agriculture (7.3%) and Manufacturing (1%).

2-Digit NAICS Industry Overview, Central New York, 2017-2022

2-Digit NAICS	Industry Sector	2017 jobs	2022 jobs	# Change	Rate Change	Average Wages	% of Total GRP
11	Agriculture, Forestry, Fishing and Hunting	4,464	4,792	328	7%	\$ 53,812	1%
21	Mining, Quarrying, and Oil and Gas Extraction	181	177	(4)	-2%	\$ 64,809	0%
22	Utilities	3,854	4,106	252	7%	\$ 197,407	3%
23	Construction	16,548	16,892	344	2%	\$ 80,069	5%
31	Manufacturing	31,047	31,363	316	1%	\$ 94,379	10%
42	Wholesale Trade	14,746	13,188	(1,558)	-11%	\$ 91,847	4%
44	Retail Trade	41,868	38,868	(3,000)	-7%	\$ 45,207	6%
48	Transportation and Warehousing	10,825	14,000	3,175	29%	\$ 60,964	3%
51	Information	4,978	4,101	(877)	-18%	\$ 87,136	1%
52	Finance and Insurance	12,433	11,138	(1,295)	-10%	\$ 109,886	7%
53	Real Estate and Rental and Leasing	4,584	4,571	(13)	0%	\$ 64,971	3%
54	Professional, Scientific, and Technical Services	19,090	18,340	(750)	-4%	\$ 92,934	7%
55	Management of Companies and Enterprises	4,559	5,029	470	10%	\$ 117,345	2%
56	Administrative and Support and Waste Management and Remediation Services	15,837	16,675	838	5%	\$ 53,279	3%
61	Educational Services	17,149	15,770	(1,379)	-8%	\$ 50,149	3%
62	Health Care and Social Assistance	52,533	50,874	(1,659)	-3%	\$ 70,929	12%
71	Arts, Entertainment, and Recreation	6,528	5,888	(640)	-10%	\$ 32,480	1%
72	Accommodation and Food Services	30,088	27,508	(2,580)	-9%	\$ 28,666	3%
81	Other Services (except Public Administration)	16,938	15,274	(1,664)	-10%	\$ 37,611	2%
90	Government	66,767	66,521	(246)	0%	\$ 107,247	23%
99	Unclassified Industry	329	797	468	142%	\$ 50,338	Insf. Data
Total		375,346	365,872	(9,474)	-2.5%	\$ 74,899	

Source: Lightcast, 2023.3

Job Growth by Sector in Central New York, 2017-2022



Source: Lightcast, 2023.3

CENTRAL NEW YORK'S WORKFORCE

Unemployment rates are historically low at 3.6%² in Central New York, on par with the national unemployment rate and below the state's 4.2% unemployment rate.

Labor force participation is also historically low at 60.5%, which is significantly lower than the state's rate of 63.1% and the national rate of 63.6%.

In addition to low unemployment and fewer people participating in the labor market, the demographics of the workforce pose a generational issue for Central New York and the entire country. Over ¼ of the labor force is 55+, which means in the next 5-10 years, massive retirements are anticipated. Workforce shortages are likely to worsen over time due to stagnant population growth, job growth, mass retirements in the next 5–10 years, and historically low unemployment.

² As of September 2023, Bureau of Labor Statistics



CENTRAL NEW YORK REDC

2023 PLAN FRAMEWORK

VISION STATEMENT

Access to economic opportunity fuels Central New York's high quality of life, vibrant culture, and innovation. We are committed to addressing systemic economic disparities and ensuring equitable access to resources and opportunities. Central New York's economy thrives, in part due to its unwavering commitment to sustainability, embodying the region's shared principles of prioritizing innovative environmental stewardship and the well-being of current and future generations.

GUIDING PRINCIPLES

Equity and inclusion

Environmental stewardship

Innovation

Collaboration

GOAL AREAS



WORKFORCE

Build a future-ready workforce that is innovative and accessible through industry-focused programs and tailored support for diverse populations.



INDUSTRY ECOSYSTEMS

Connect and grow innovative industry ecosystems through forward-thinking, cross-sector initiatives around entrepreneurial support, R&D, and technology adoption to drive growth.



EQUITABLE GROWTH

Break down barriers to economic opportunity through innovative actions that foster equitable entrepreneurship and accessible career pathways.



PLACE

Invest in the built environment to support the economy of future generations, while investing in the preservation of the natural environment.



COLLABORATION

Cultivate a culture of trust and co-creation across Central New York's economy.

Status of Past CFA Projects















Governor Kathy Hochul, Senator Chuck Schumer, Onondaga County Executive Ryan McMahon, and Micron CEO Sanjay Mehrotra announce \$100 billion private investment in mega-complex of computer chip plants in Central New York, creating 9,000 jobs over 20 years. It will be the largest single private investment in New York State history.

(Photo Credit: Mike Groll/Office of Governor Kathy Hochul)

Overview of Previously Funded Priority Projects

SUMMARY STATUS OF PAST PRIORITY PROJECTS BY ROUND

Status	Round I	Round II	Round III	Round IV	Round V	Round VI	Round VII	Round VIII	Round IX	Round XI	Round XII	Total
	13	14	9	16	15	3	4	2	-	-	-	76
	5	4	2	4	10	10	20	19	19	20	27	140
	-	1	1	-	-	-	-	-	-	-	-	2
	-	-	-	-	-	-	-	-	-	-	-	0
	1	-	-	-	-	-	-	-	-	-	-	1
	4	14	13	14	15	5	11	6	9	3	2	96
Total	23	33	25	34	40	18	35	27	28	23	29	315

-  Project is complete
-  Project is on schedule
-  Project is progressing more slowly than anticipated
-  Project concerns need to be resolved
-  Project contract not yet executed
-  Project canceled or funding declined

LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

The table below lists the ratio of the total investment in past priority projects to the state investment over Rounds I through XII of the REDC.

Round	Total Number of Priority Projects	Total Amount of Priority Project Awards	Total Project Cost	Ratio of Award Amounts to Total Project Cost
Round I	19	\$23,884,098	\$312,503,961	1:13.08
Round II	19	\$13,241,080	\$134,739,869	1:10.18
Round III	12	\$8,889,931	\$108,522,487	1:12.21
Round IV	20	\$21,391,120	\$131,487,741	1:6.15
Round V	25	\$13,232,029	\$282,840,443	1:21.38
Round VI	13	\$6,841,974	\$25,716,670	1:3.76
Round VII	24	\$14,079,000	\$98,298,531	1:6.98
Round VIII	21	\$14,700,774	\$202,684,810	1:13.79
Round IX	19	\$16,887,000	\$287,908,935	1:17.05
Round XI	20	\$9,562,396	\$125,010,949	1:13.07
Round XII	27	\$19,227,400	\$155,995,813	1:8.11
Total	219	\$161,936,802	\$1,865,710,209	1:11.52

Project data is updated through October 2023. For additional analysis and full appendix of all projects, please visit <https://regionalcouncils.ny.gov/central-new-york> to view the Project Tracking Dashboard.

GEOGRAPHIC DISTRIBUTION OF PAST PRIORITY PROJECTS

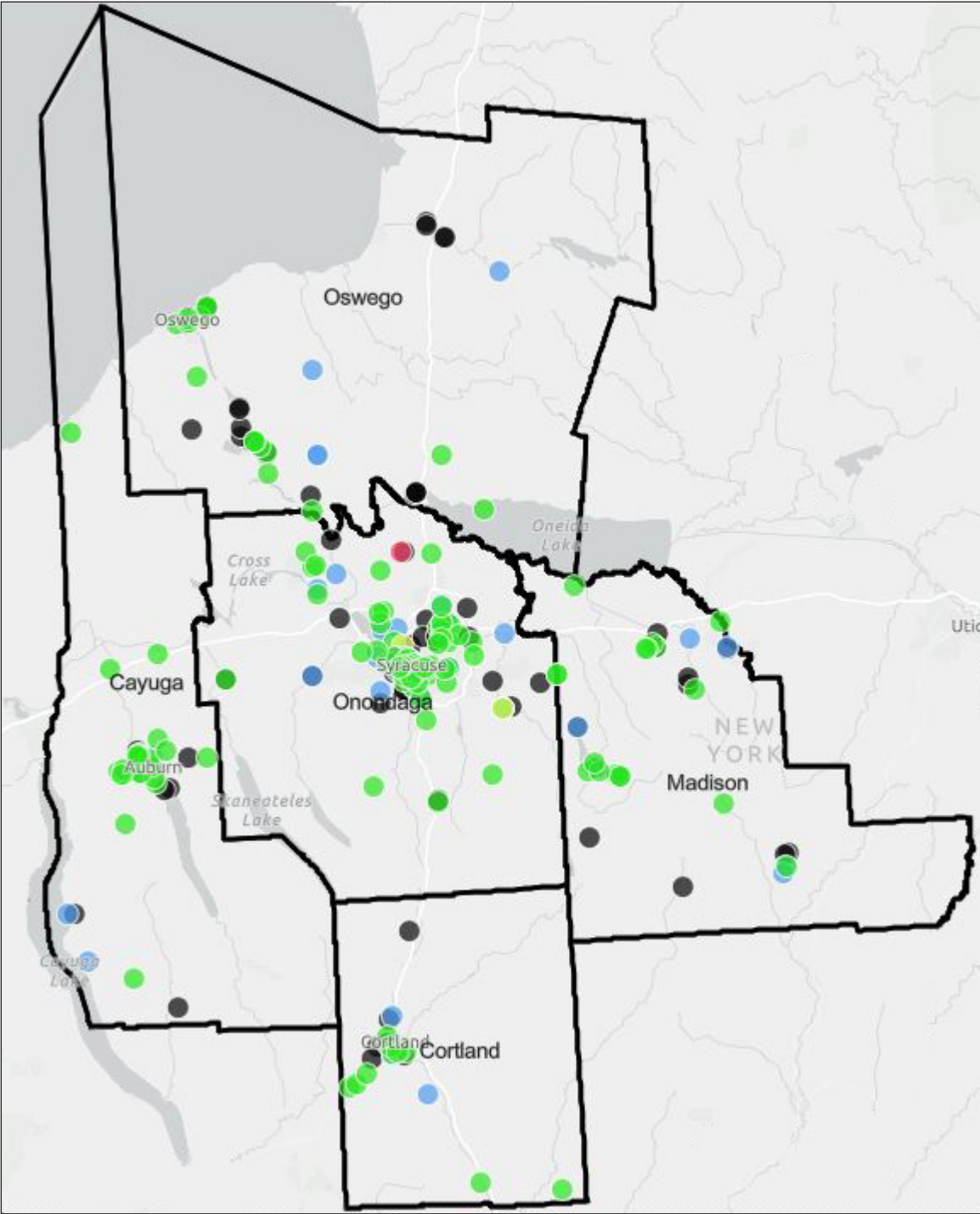
- Project is complete

● Project is on schedule

● Project is progressing more slowly than anticipated
- Project concerns need to be resolved







● Project contract not yet executed







● Project canceled or funding declined



Overview of All Previously Funded CFA Projects

SUMMARY STATUS OF ALL PAST PROJECTS

Status	Round I	Round II	Round III	Round IV	Round V	Round VI	Round VII	Round VIII	Round IX	Round XI	Round XII	Total
	70	47	56	53	56	50	36	21	11	5	-	405
	7	7	12	8	19	17	61	64	72	81	56	404
	1	1	2	-	2	1	1	-	-	-	-	8
	-	-	-	-	-	2	1	1	1	3	6	14
	1	-	-	-	-	-	-	-	-	-	-	1
	14	29	32	28	27	9	20	9	16	6	3	193
Total	93	84	102	89	104	79	119	95	100	95	65	1025

-  Project is complete
-  Project is on schedule
-  Project is progressing more slowly than anticipated
-  Project concerns need to be resolved
-  Project contract not yet executed
-  Project canceled or funding declined

Note: Although Round X is not included in this chart due to COVID-19, projects were funded with other mechanisms that year.

LEVERAGE OF STATE INVESTMENT IN ALL CFA PROJECTS

Round	Total # of Awards	Total Amount of All CFA Awards	Total Project Cost	Ratio of Award Amount to Total Project Cost
Round I	79	\$79,945,017	\$588,567,357	1:7.36
Round II	55	\$25,506,456	\$161,755,585	1:6.34
Round III	70	\$27,601,841	\$737,418,731	1:26.72
Round IV	61	\$32,270,471	\$170,776,587	1:5.29
Round V	77	\$31,093,812	\$316,225,855	1:10.17
Round VI	70	\$23,171,891	\$65,815,619	1:2.84
Round VII	99	\$66,026,897	\$322,991,390	1:4.89
Round VIII	86	\$36,076,672	\$249,382,489	1:6.91
Round IX	84	\$41,767,008	\$436,175,712	1:10.44
Round XI	89	\$54,125,602	\$293,107,776	1:5.42
Round XII	62	\$35,149,429	\$184,522,537	1:5.25
Total	832	\$452,735,095	\$3,526,739,637	1:7.79

JOB CREATION IN ALL CFA PROJECTS

The table below lists the total number of permanent jobs retained and created through the CFA.

Round	Projected Jobs Created	Projected Jobs Retained	Total
Round I	690	3591	4281
Round II	582	3108	3690
Round III	657	1179	1836
Round IV	562	2597	3159
Round V	662	1347	2009
Round VI	250	277	527
Round VII	1162	3225	4387
Round VIII	605	1149	1754
Round IX	656	2568	3224
Round XI	311	2610	2921
Round XII	282	1562	1844
Total	6419	23213	29632



PART TWO

Regional Strategic Plan Update and Participation

Reflection

In 2015, the Central New York Regional Economic Development Council (CNYREDC) developed its previous strategic plan, known as *CNY RISING*, that would earn the region \$500 million through the Upstate Revitalization Initiative (URI).

The CNYREDC identified six strategic investment areas and initiatives, building off regional strengths and acknowledging where there were the greatest opportunities for growth. In the years since the award, URI funding has enabled over 70 projects, retained 4,427 jobs, and created another 2,007 jobs across Central New York.

Each project filled a unique space in the region and helped advance the priority areas identified in the strategic plan. Highlights of some of the most impactful URI fund awards include:

ERIE 21

Awarded \$9,200,000

This project focuses on creating a STEM workforce pipeline starting in middle school and working through college degrees and certificates. The program includes middle and high school after-school programs, academic support systems, and success coaches through all levels of education/professional development, college readiness programs, career-related experiences, job placement assistance, and curriculum development. The awardee was Le Moyne College.

The Drone Test Corridor

Awarded \$30,000,000 in URI Funds

Project included the creation and operation of a 30-mile corridor from Rome to Syracuse for the research, development, and testing of unmanned systems, infrastructure, and policy. The funds were awarded to the Northeast UAS Airspace Integration Research Alliance, Inc. (NUAIR).

GENIUS NY

Awarded \$45,000,000

Project included the creation and operation of the GENIUS NY competition, a \$3 million business accelerator focused on uncrewed aerial systems, robotics, and big data. The URI Funding started in Round 2 and will last through Round 10. The funding was awarded to CenterState CEO.

Children Rising Center in New 15th Ward

Awarded \$5,000,000

This project will build on the energy of the redevelopment of the new 15th Ward in Syracuse and the removal of the Interstate 81 overpass. The project will bring 120 childcare slots, a YMCA/health and

wellness facility, and other family-centered services to a neighborhood that has historically been left behind and is one of the most impoverished in upstate. The funding was awarded to Blueprint 15, Inc.

JMA 5G Syracuse Expansion

Awarded \$6,000,000

This project includes the redevelopment of a brownfield on the edge of Syracuse's Downtown and Southside communities. The new facility was transformed into a high-tech manufacturer and researcher for JMA Wireless 5G lines. The project is committed to the creation of 200 jobs and will encourage the expansion of the investments downtown has received into the southside neighborhood. The awardee was JMA Tech Holdings, LLC.

TTM Technologies

Awarded \$5,000,000

This is the most recent awardee (October 2023) of URI funds. This project is an expansion of the tech manufacturer at the Dewitt location. The project will create 400 jobs while boosting the manufacture of ultra HDI printed circuit boards in the US. The funding was awarded to TTM Technologies, Inc.

CNY RISING was a significant chapter in Central New York's economic development story. While the goals of *CNY RISING* were grounded in economic data and accurately reflected the opportunities of 2015 and the foreseeable future, the dynamic economy, labor market, and social environment of 2023 calls for reflection and reassessing the direction of the CNYREDC. With this plan update, CNYREDC set out to evaluate the goals and objectives that were previously set and chart a renewed course for the next five years.

TRANSFORMATION IN CENTRAL NEW YORK

The pandemic amplifies social disparities and exposes the need for resilience

Perhaps the greatest event shaping the economy since the previous strategic plan was the COVID-19 pandemic. The COVID-19 pandemic, which began in late 2019 and continued to unfold throughout 2020, was a global crisis of unprecedented proportions. The virus quickly spread to different parts of the world, with the World Health Organization (WHO) declaring it a pandemic in March 2020. Governments and health organizations scrambled to implement containment measures, such as lockdowns, travel restrictions, and social distancing guidelines, to slow the virus' transmission. The pandemic had far-reaching social, economic, and health implications, leading to millions of infections and deaths, overwhelming healthcare systems, disrupting global supply chains, and prompting the development of multiple vaccines in record time. It continues to reshape the way people live, where they work, how they interact with their social circles, and how businesses conduct operations.

Central New York's industries showcased their resilience and unwavering commitment to the community during a time of unprecedented challenges. They rallied together to provide crucial support for recovery and relief efforts in innovative and commendable ways. Whether it was manufacturing businesses switching their production to air filters for hospitals, delivering COVID-19 test kits with drones, or the tireless efforts of the healthcare systems throughout the region, these challenging circumstances demonstrated how adaptive and flexible the region can be in a time of crisis. This includes the work of Quadrant Laboratories in Syracuse, along with SUNY Upstate Medical University, which developed a COVID-19 saliva test that was granted Emergency Use Authorization in September 2020 from the Food and Drug Administration. These innovations helped advance recovery and change the course of the pandemic.

Micron Technology, semiconductors, and the transformational potential of Central New York

The largest investment in the region since the previous strategic plan is Micron Technology Inc.'s fall 2022



announcement to build the [“largest semiconductor fabrication facility in the history of the United States.”](#)³ Micron is slated to invest up to \$100 billion over the next two decades to build a megafab on the White Pine Industrial Site in the Town of Clay in Onondaga County. This is not only the largest investment in the region but the “largest private investment in New York State history.” The scale of anticipated jobs is unlike anything the region has seen in recent memory, and the investment is bolstered not just by investment for the manufacturing site itself but a Community Investment Framework, which includes a [“\\$500 million Green CHIPS Community Investment Fund”](#) focused on workforce development, education, community assets, and affordable housing initiatives throughout the region. Some notable initiatives to date include:

- A clean room at Onondaga Community College (OCC) to support the training of students in advanced manufacturing and train them for roles within Micron.
- Working with Syracuse University's D'Aniello Institute for Veteran and Military Families (IVMF) and meeting Micron's goal of hiring more than 1,500 veterans for 20 years.
- Setting up a Micron internship program that targets veterans and students from underrepresented groups in manufacturing. The program will prepare students for roles in the semiconductor industry.⁴

³“Micron Announces Historic Investment of up to \$100 Billion to Build Megafab in Central New York.” Micron. October 4, 2022.

⁴“Fact Sheet: Micron Is Building the Workforce of the Future, Which Will Benefit New York, America and All.” Micron. October 27, 2022. <https://www.micron.com/ny/ny-community-event-fact-sheet>.

The extensive groundwork for this opportunity has been shaped by the focused vision of economic development and private sector leaders at the local, regional, state, and federal levels over the course of two decades. Statewide efforts like NY Loves Nanotech helped solidify the state’s competitive factors, and regional leaders prepared for opportunities in their backyards that would contribute to the semiconductor industry and related supply chain providers, which now number in the hundreds across the state. *CNY RISING* also identified “data to decisions” as a subsector that had great opportunity to thrive in the region based on its strengths in sensing and autonomous decision making. The timing of the decision also coincided with the passing of the CHIPS and Science Act at the federal level and a renewed focus on manufacturing on American soil after the supply chain disruptions during the pandemic.

With Micron’s location decision officially settled, now is the time to fully leverage the prospects associated with this momentous investment, benefiting Cayuga, Cortland, Madison, Onondaga, and Oswego Counties in unique ways that complement the existing landscape and business mix of each county.

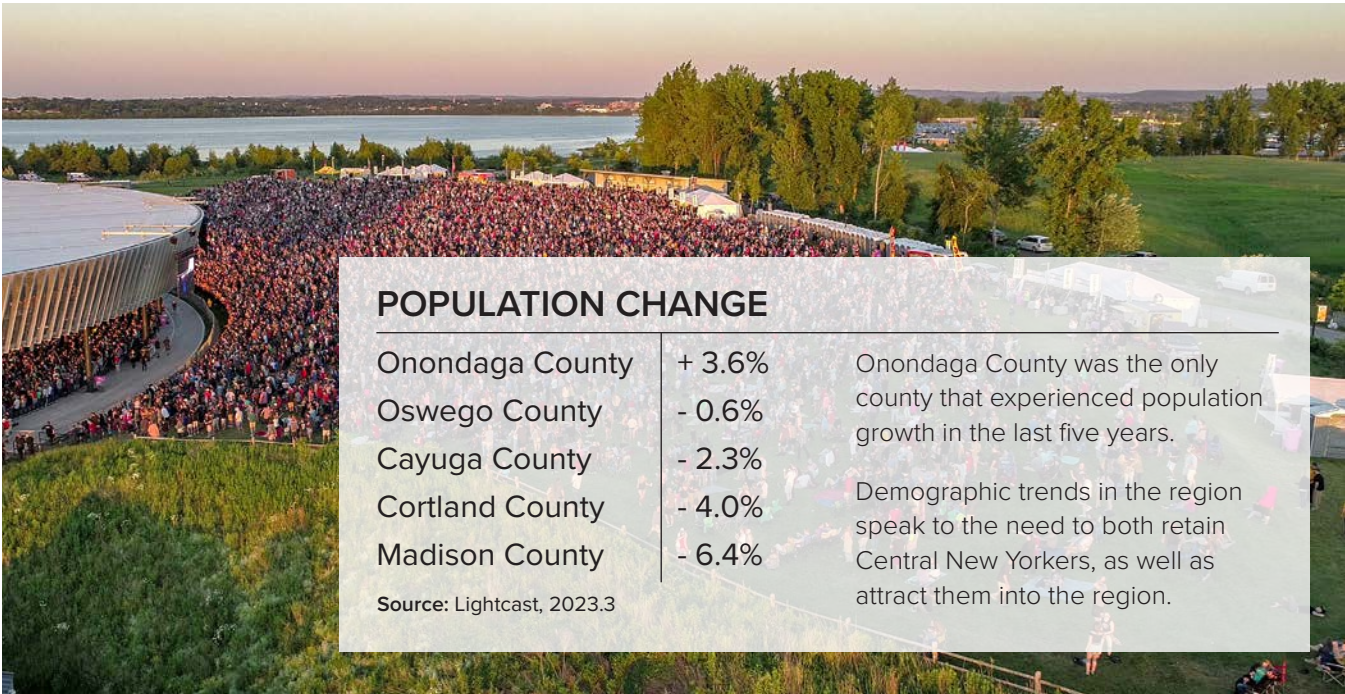
EQUITY AND CENTRAL NEW YORK

One of the lingering economic divides within Central New York is drawn along rural and urban lines. While investing in high-tech features to fuel the knowledge economy in urban centers is a well-documented need and one that has made significant progress over the

last decade, there remains a lag in the resources invested in the same aspects in rural economies.

The size and scale of investments in rural economies are sure to be different but remain critically important to help communities transition from more traditional agriculture and manufacturing to knowledge-based economies. That is not to say that those industries are not valuable pieces of the economy, but those sectors are also innovating and shifting to require digital tools and technologies to compete successfully in today’s economy. Building digital assets and a strong broadband network are vital to supporting equitable economic opportunity in Central New York. These investments are not only critical for businesses but for all residents. Investments in broadband, placemaking, tech training, and more all support quality-of-life components that are sought after by job-seekers, especially in today’s economy where remote work is more prevalent than it was a decade ago.

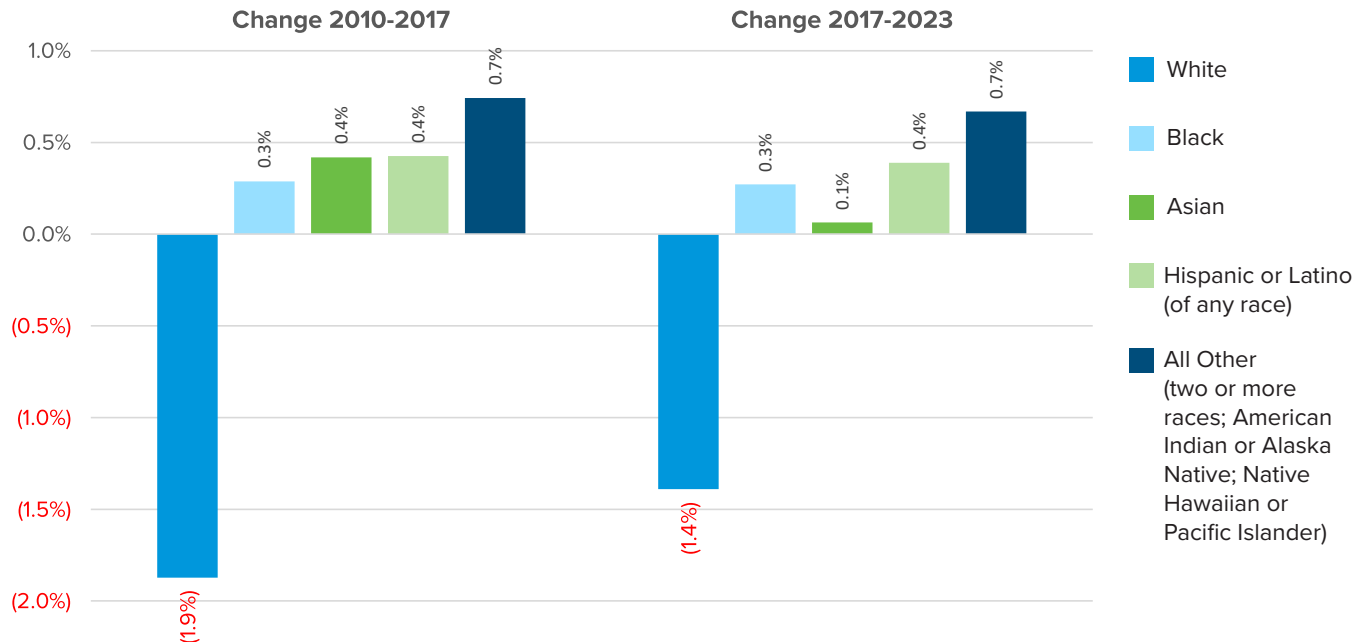
CNY RISING recognized that economic segregation was persistent in the region and that if the Central New York region was going to successfully turn around discouraging trends in concentrated poverty, economic inclusion had to be prioritized and incorporated into each element of the strategy. It is critical that the CNYREDC continue to monitor progress in its efforts to target support services or programming to Black, Hispanic, and New American populations. The following data points contributed to the formation of the strategies and recognizing where there is still work to be done and where progress has been made.



SOCIOECONOMIC DATA SNAPSHOT

Population data demonstrate that Central New York is slowly becoming more racially diverse over time. Black, Asian, and Hispanic populations are gaining as a percentage of the total population, while the share of the white population has been declining over time.

Percentage Point Change in Population Shares by Race and Ethnicity in Central New York

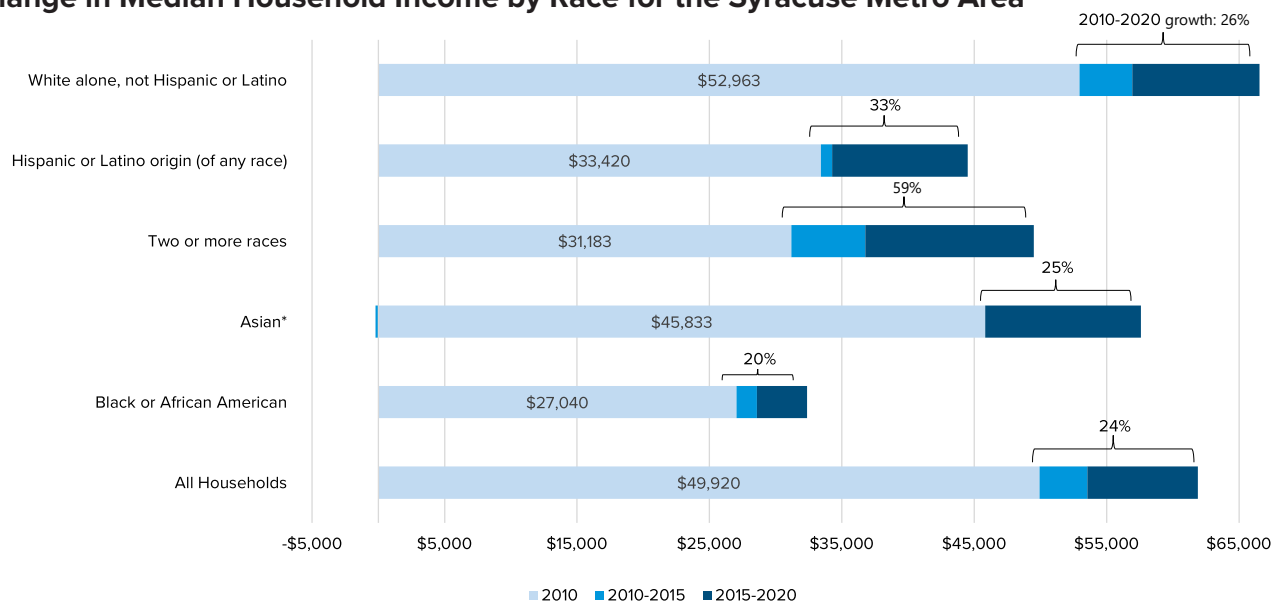


Source: Lightcast, 2023.3

SOCIOECONOMIC DATA SNAPSHOT

An income disparity between white and non-white households exists in Central New York. While the household income of Hispanic or Asian families is lower than white households overall, the growth rate for income was either higher or on par with the White households. Black households earn the lowest household income with the smallest growth rate between 2010-2020.

Change in Median Household Income by Race for the Syracuse Metro Area

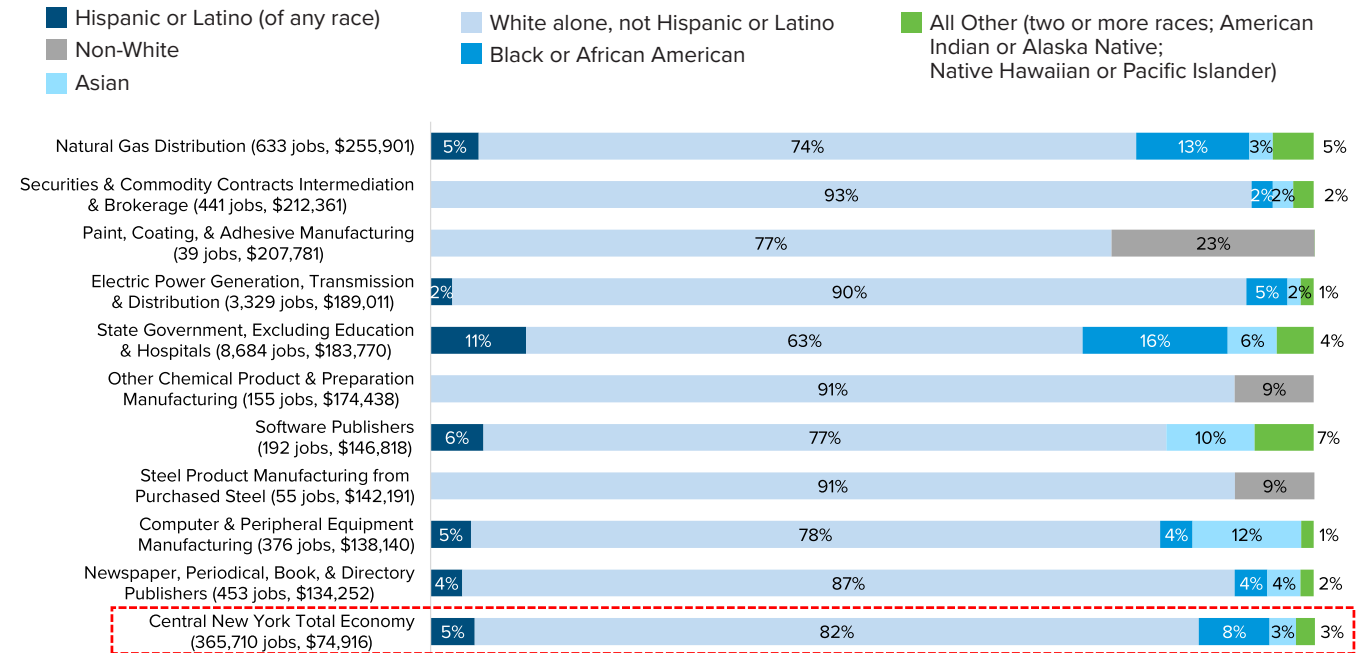


Source: 2010, 2015, 2020 American Community Survey 5-Year Estimates

INDUSTRY SNAPSHOT BY RACE

Industry sectors with the greatest average earnings, that also have higher than average racial and ethnic diversity include several manufacturing subsectors, including computer manufacturing, along with software publishing.

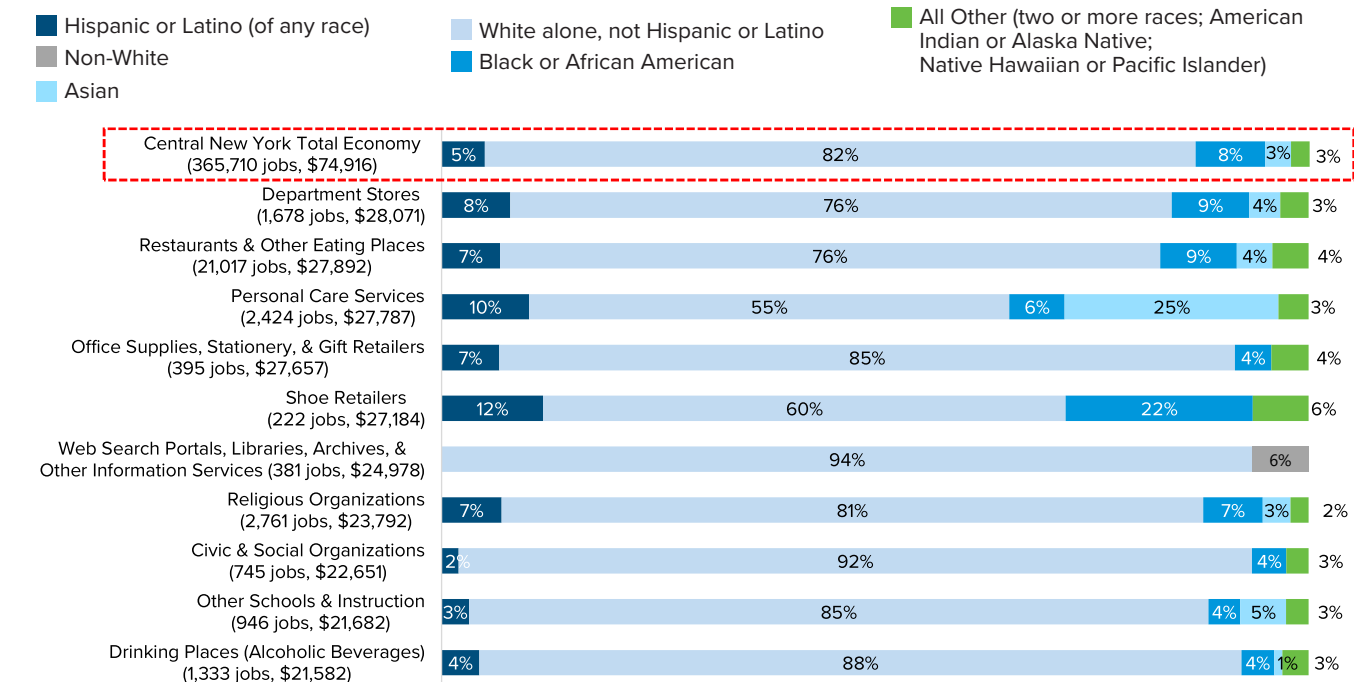
Top 10 Industries by Highest Average Wages in Central New York by Race and Ethnicity (2022)



Note: Due to data constraints, some industries are only able to be broken down into white and non white shares.

Source: Lightcast 2023.4

10 Industries With the Lowest Average Wages in Central New York by Race and Ethnicity (2022)



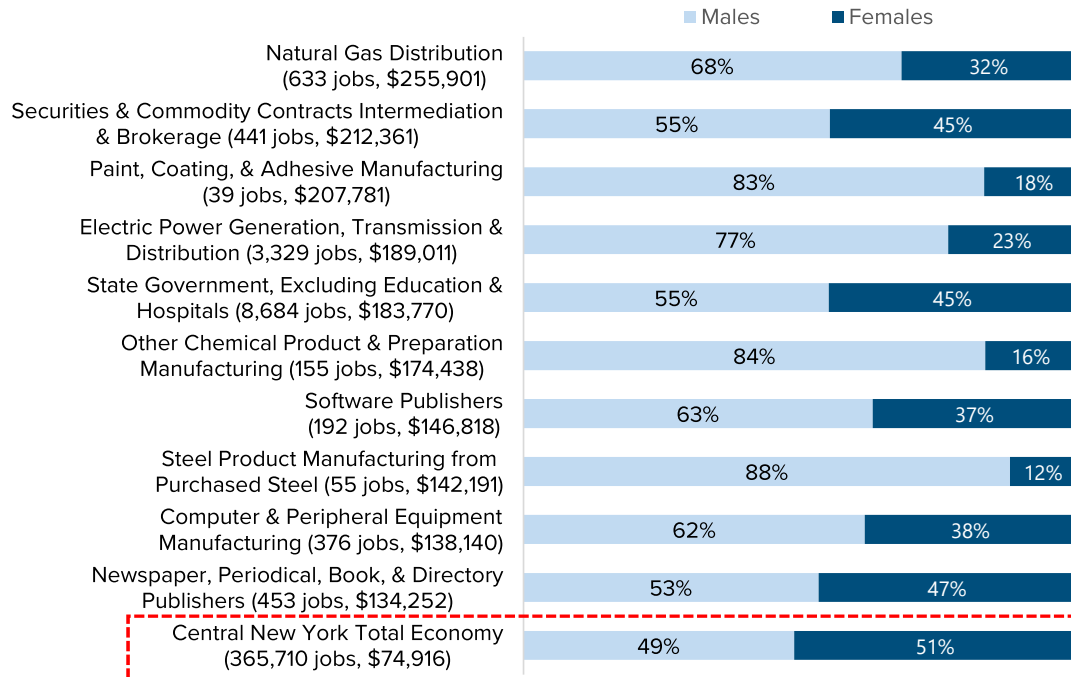
Note: Due to data constraints, some industries are only able to be broken down into white and non white shares.

Source: Lightcast 2023.4

INDUSTRY SNAPSHOT BY SEX

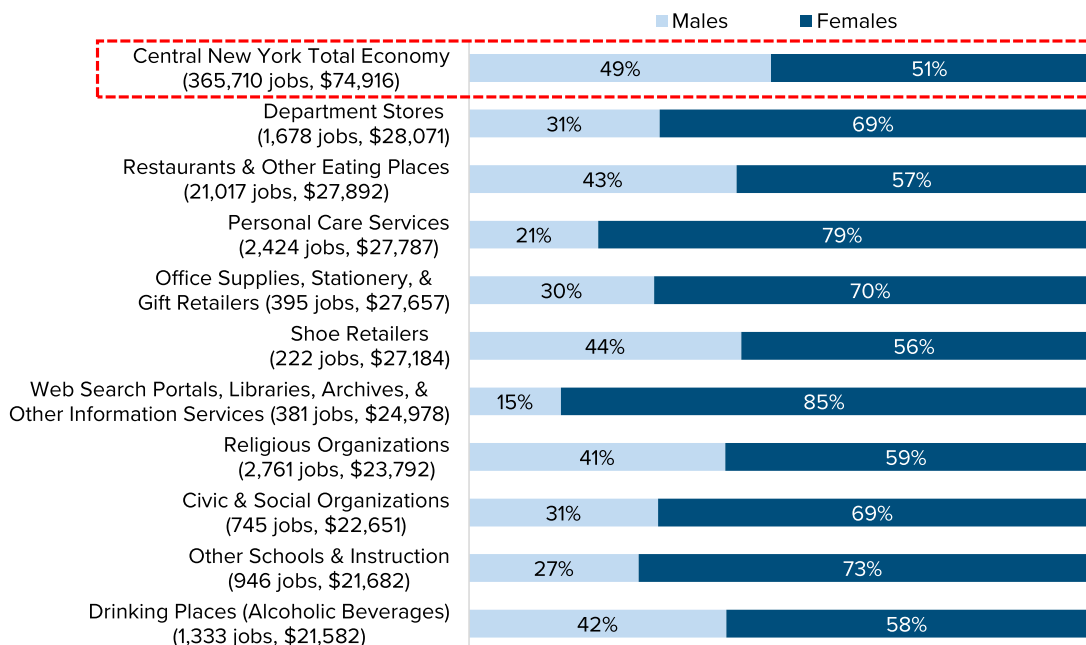
Overall, in Central New York, industries with the highest average wages are male-dominated. Growth sectors that provide the greatest earning potential for women are in healthcare, specifically hospitals and physicians offices. Conversely, sectors with the lowest average wages are female-dominated, specifically sectors in retail, personal care, and civic or non-profit organizations.

Top 10 Industries with Highest Average Wages in Central New York by Sex (2023)



Source: Lightcast 2023.4

Bottom 10 Industries with the Lowest Average Wages in Central New York by Sex (2023)

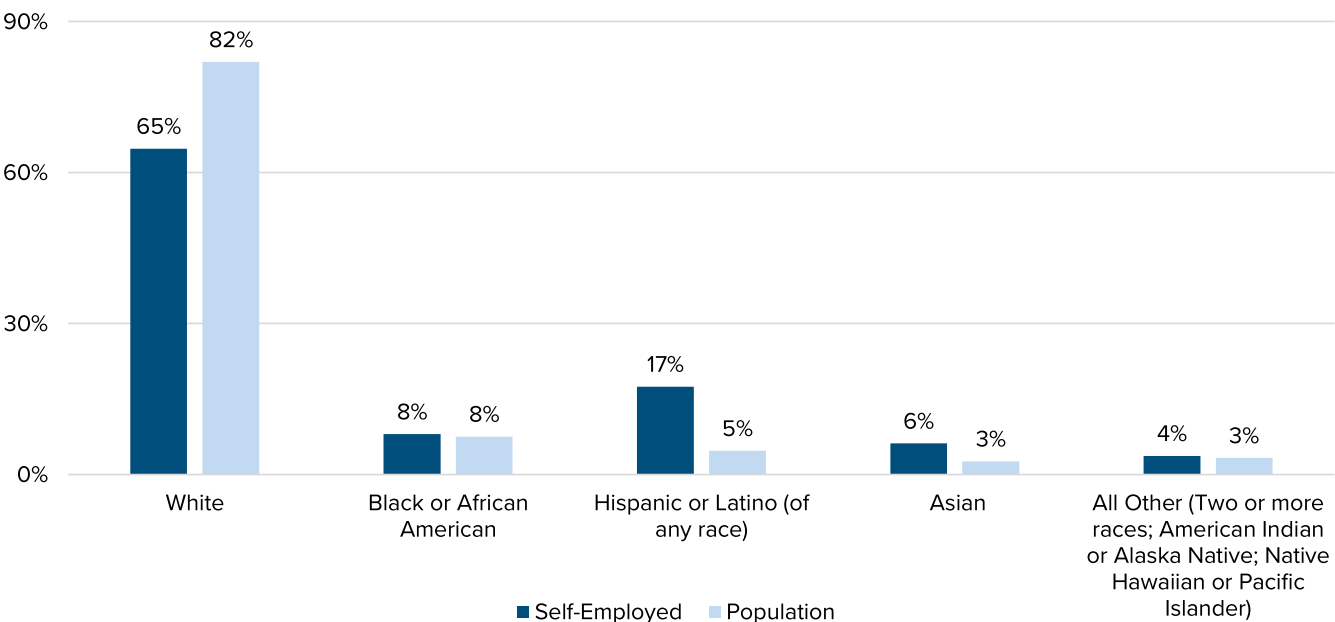


Source: Lightcast 2023.4

DATA SNAPSHOT

White people make up about 82% of the population in Central New York and account for about 65% of all self-employment in the region. The Black population demonstrates similar proportions in the population overall and as a proportion of the self-employed, about 8%. Both Hispanic or Latino and Asian populations make up a larger proportion of the self-employed in the region compared to their presence in the population overall. Hispanics or Latinos make up about 18% of all self-employed and only about 5% of the population. Asians account for about 6% of the self-employed in the region and closer to 3% of the overall population.

Self-Employed Firms by Race and Ethnicity in Central New York (2023)



Source: Lightcast 2023.4



Vision and Guiding Principles

CNY Economic Development in the News

Daycare, auto sales, carwash among 30 new businesses in Central NY this week

Turning Stone Resort announces \$370M expansion, marking largest growth in its history

Why It's So Hard to Tear Down a Crumbling Highway Nearly Everyone Hates

PARKER SCHOOL PUBLIC HEARING IS TUESDAY

The \$100 Billion Bet that a Postindustrial US City can Reinvent Itself as a High-Tech Hub

Cayuga County villages collaborate for funding

SUNY Morrisville receives grant to study challenges of growing fish and vegetables together

Cayuga County celebrates recognition of Finger Lakes wine region

SUNY Oswego Students Help With Micron Chip Camp At OCC

BYRNE DAIRY HOLDS RIBBON CUTTING AT CORTLAND LOCATION

Great Northern Mall developer buys shopping center and reveals new partner

The Center For Wound Healing & Hyperbaric Medicine At Oswego Health Earns National Recognition

Mayor Barlow Announces Start Of \$2 Million Riverwalk Rehabilitation Project

Spice Company Slated to Move Into Former Voyant Facility in Cortland, Bringing Over 300 New Jobs

A successful public kick-off meeting in Moravia (NY Forward)

Syracuse Surge Accelerator Program Offers Exclusive Incentives to Minority Entrepreneurs in Tech

In Central New York, a test of the CHIPS and Science Act's promise for economic revitalization

City in Crisis: Syracuse ranked #1 for highest childhood poverty in the nation

Two Syracuse Surge Semi-finalists Launched from Le Moyne College's Keenan Center for Entrepreneurship, Innovation and Creativity

VISION

Over the last decade, there have been plenty of headlines written about the economic activity occurring in Central New York.

While national and local headlines have had their takes on Central New York, it was important for the REDC, which is comprised of experts and practitioners in the region, to develop their own vision to guide the development of the five-year plan. REDC members were asked to write a headline they'd like to see about Central New York five years from now. These headlines were used to craft the vision statement for this strategic plan update.

"Access to economic opportunity fuels Central New York's high quality of life, vibrant culture, and innovation. We are committed to addressing systemic economic disparities and ensuring equitable access to resources and opportunities. Central New York's economy thrives, in part due to its unwavering commitment to sustainability, embodying the region's shared principles of prioritizing innovative environmental stewardship and the well-being of current and future generations. "

PRINCIPLES THAT CONTRIBUTE TO ACHIEVING THE VISION

As the REDC considers various projects or actions in the next five years, there are four principles that will be upheld in partnership with the vision. There are multiple avenues that the region could take to implement the vision; however, these are the principles that represent the values of the region and will serve as a compass for how implementation will be advanced. Each initiative undertaken by the REDC should refer to and be evaluated against these guiding principles.

Equity and Inclusion

As systemic disparities persist along socioeconomic, geographic, and racial lines, intentional outreach and support that breaks down barriers to employment, entrepreneurship, and homeownership will support an economy where all community members have access to more opportunities, ultimately lifting the entire regional economy. This includes strategies that offer a "hand-in" to traditionally underrepresented groups and underinvested communities across parts of the Central New York economy where they have been excluded or left behind. This also includes the relentless pursuit and



WHAT WILL CENTRAL NEW YORK LOOK LIKE IN THE NEXT DECADE

This image demonstrates a mockup of what a leading news outlet might say about Central New York in the next decade when elements of the strategic plan are successfully implemented.

This is an ambitious vision and the CNYREDC is prepared to collaborate and drive it forward with partners in the coming years.

insistence on quality jobs that meet the region's living standards.

Environmental Stewardship

Central New York thrives when its natural landscape, water resources and quality, and recreation offerings are showcased. For those aspects to continue to shine, business decisions must be made with environmental stewardship in mind. While development will be necessary to rise to the economic opportunity facing the region, maintaining smart growth principles and recognizing the inherent economic value of the environment will help the region grow sustainably. This also includes working with new and existing employers to transition to jobs or operations that support sustainable production methods and green or clean technologies.

Innovation

As the region seeks to address some of the most complex issues in the economy, innovation will be a critical component. This means creative thinking, problem-solving, or integrating new concepts to meet the needs of the community. Some of these ideas may be small-scale and incremental, while others might be disruptive and ground-shaking. Innovative thinking will fuel progress and competitiveness in Central New York.

Collaboration

As the CNYREDC executes the strategic plan over the next five years, it is the expectation that collaboration is built in by design among private, public, non-profit, and philanthropic partners. The region has already demonstrated how working across boundaries or breaking down typical silos has led to real, measurable results that can be replicated throughout the state.

Strategic Direction

The REDC established strategies that will be used to advance the vision, potential projects, and grow key industries. The structure of the strategy builds on the work that has been accomplished over the last decade and sets ambitious goals for the region. With the economic investments and factors within Central New York, it is critical that there is a cohesive vision to harness the opportunity and direct resources to areas that will have lasting impacts and help fuel other portions of the strategy.

The REDC will use the Strategic Direction as a guiding document as they make decisions for Consolidated

Funding Applications and work internally on making progress with some of the region's loftiest goals.

These strategies were also developed with the coordination of the Community Engagement Committee (CEC). The CEC is tasked with identifying community priorities to guide investment and policy decisions related to the growth anticipated by Micron's planned investment. The Committee is led by local stakeholders engaging the community through several channels over the fall and winter of 2023. The feedback from the public in all five counties was considered as the REDC developed its strategic direction.

GOAL AREAS AND STATEMENTS

The strategy is divided into five goal areas. The goal areas represent the component parts of a healthy, vibrant economy that Central New York strives for. These goal areas help situate common themes and

concepts across the region. There is significant overlap in the goal areas, meaning that it is critical that each goal area continues to advance, as a lag in one area will hold back opportunities in another.



WORKFORCE

Goal: Build a future-ready workforce that is innovative and accessible through industry-focused programs and tailored support for diverse populations.



INDUSTRY ECOSYSTEMS

Goal: Connect and grow innovative industry ecosystems through forward-thinking, cross-sector initiatives around entrepreneurial support, R&D, and technology adoption to drive growth.



EQUITABLE GROWTH

Goal: Break down barriers to economic opportunity through innovative actions that foster equitable entrepreneurship and accessible career pathways.



PLACE

Goal: Invest in the built environment to support the economy of future generations, while investing in the preservation of the natural environment.



COLLABORATION

Goal: Cultivate a culture of trust and co-creation across Central New York's economy.

WORKFORCE



Day in and day out, the workforce is without a doubt the most exceptional issue facing businesses today. Whether it is attracting individuals to specialized positions, retaining them once they are hired, or advancing the skills of existing employees, the workforce issue is a multi-layered, complex situation that the Central New York region has tackled head-on. *CNY RISING* acknowledged the transition from a traditional, manufacturing-based economy to a more tech-based economy. This remains an important concept in workforce training and development efforts in Central New York.

While transformation is standing on Central New York's doorstep, economic prosperity will not be fully realized unless a coordinated approach to workforce training and support is taken for the region's target clusters. There are many organizations that have piloted programs throughout the region, and the strategy aims to scale up where those programs have generated success.

In addition to the local leaders in this area, the CNYREDC also has a jump start in the workforce, as Ernst & Young LLP and Stragility, LLC prepared a Regional-Sector Based Strategy Report in November 2022. Extensive engagement in the public and private sectors contributed to comprehensive strategies in the Advanced Manufacturing and Smart Systems Cluster. The findings and relevant strategies are documented below, and it is anticipated that the strategic plan should frequently consult the Workforce Report.

INDUSTRY-FOCUSED

Closely aligning with the industries already propelling the growth in Central New York will help to continue this positive economic trajectory. This will also allow public, non-profit, and private sector collaborators to address distinct skill needs as well as help improve career advancement across sectors for individual workers.

1. Develop career pipeline programs for each opportunity sector.

- Map the education and workforce development system specific to each industry ecosystem.
- Identify top gap occupations in the near term and future.

- Develop inward-looking awareness campaigns to fill entry-level positions, customized based on target population and specific gap occupations/career paths.
- Implement talent attraction campaigns to fill higher-level positions that require specialized skills.

CNY STRATEGIES IN ACTION *Syracuse Build*

This initiative is part of Central New York's efforts to build a more equitable and inclusive workforce, specifically in the sector of construction and trades. The program fully embraces that job training, as well as wrap-around services, are needed to break down barriers to career paths in this field. This style of program has seen such success in the Syracuse region that other entities around the region are seeking to replicate it in their own communities.

2. Fill gaps in the system and expand capacity through broad regional collaboration (Tech Hub Application).

Build on the Future Ready Workforce Innovation Consortium (FRWIC) developed in tandem with the NY SMART I-Corridor. This is an entity made up of 40+ workforce development organizations, scaling its semiconductor programming in collaboration with Syracuse University, the University of Buffalo, the University of Rochester, and many partners at community colleges. Each partner contributes a specialized training or specialty that makes up an important piece of the overall workforce system.

CNY STRATEGIES IN ACTION *Work Train*

Work Train is a Central New York initiative that creates career opportunities for unemployed and underemployed individuals and helps companies build strong workforces. It works with employers, educators, and community partners to develop innovative solutions to recurring workforce challenges.

3. Facilitate employer-sponsored work-based experiences inside innovation centers (2022 Workforce Strategy Report).

Establish programming that combines the mission of incubation centers with specific skills and operational needs of Smart Systems employees and provides opportunities for technical talent to gain work-based experience.

TAILORED SUPPORT

While obtaining a job in the workforce is a part of connecting individuals to opportunities, often, the job is just one part of a much larger puzzle. From transportation to housing to childcare, there are many other components of an individual's life that support their ability to succeed at their job. Especially for low-income workers, any workforce or skills training must be supported by a customized approach for wraparound services. This is critical to building pathways to higher earning positions and elevating families out of poverty.

1. Build “villages” to support the fundamental needs of workers.

- Reimagine a connected childcare system that meets the diverse needs of working parents and includes emergency backup childcare support.
- Invest in regional transportation options that offer a safe, clean, efficient commute option.
- Expand onsite services and amenities at employment hubs (health, personal care, financial, legal, etc.).
- Recognize that the labor pool is constantly in churn. Help people quickly find their community by expanding mentor networks to help diverse groups arrive/re-enter/relocate/connect to the region (New Americans, parents, veterans, re-entry, etc.).

2. Customize support for New Americans to fully participate in the workforce and create their own businesses.

- Expand relationships with organizations working directly with New American communities to collaborate and streamline support, build program awareness, etc.
- Create pathways for recognizing foreign credentials and certifications to ensure that the

skills and qualifications of new Americans are appropriately acknowledged.

- Train employers and coworkers in cultural competency to create a more inclusive workplace that values diversity.

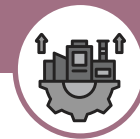


CNY STRATEGIES IN ACTION

After School with CMOO (the Children's Museum of Oswego, an Oswego DRI awardee) has hit the ground running as the newest school age childcare provider in Oswego.

With the support of a grant from the Richard S. Shineman Foundation, CMOO was able to create a customized curriculum and purchase new, hands-on educational materials for the program.

Children are able to receive homework help, engage with programming that is tied to New York State learning standards by grade level, and play in the museum's exhibits.



The Central New York economy today is an intricate web of interconnected industries and markets that are in a constant state of flux as digitization and innovation continue to blur the lines between industry verticals. The implication of the REDC Strategic Plan Update is a shift away from strategies that target specific, narrowly defined industry clusters. Instead, the approach centers around initiatives designed to foster growth and innovation within comprehensive industry ecosystems. These ecosystems encompass a wide-ranging and interlinked web of organizations, businesses, institutions, and stakeholders associated with distinct facets of the economy. This approach acknowledges the complex and evolving nature of the economic landscape in Central New York.

The five industry ecosystems include:

1. **Agribusiness Ecosystem:** Focuses on the growth, production, and distribution of food and beverages.
2. **Biotechnology and Life Sciences Ecosystem:** Dedicated to improving human health and society.
3. **Manufacturing, Advanced Manufacturing, and Distribution Ecosystem:** Focused on the production and distribution of goods.
4. **Smart Systems Ecosystem:** Includes all things data, the brain of the economy.
5. **Recreation, Tourism, and Film Ecosystem:** Generates fun, joy, culture, and lifelong learning.

Additionally, a series of cross-sector strategies and initiatives have been developed related to accelerating the speed of innovation and enhancing business resource navigation, which is essential for all industry ecosystems.

The following sections provide a definition of the industry ecosystem, the role that the ecosystem plays in Central New York's economy, and the strategies designed to foster growth for each ecosystem. We note that the industry data provided for each ecosystem represents the industry groups provided by Empire State Development, which include only the primary industry sectors within each system. For example, the data presented within the Smart Systems Ecosystem discussion includes industries that make Internet of Things (IoT) products, such as sensors, but not the

much broader set of industries in which they can be applied, like agricultural production.

AGRIBUSINESS ECOSYSTEM

Definition

The Agribusiness Ecosystem includes a variety of interconnected businesses that support agricultural production, processing, and distribution. These components encompass farms, food and beverage processing and manufacturing, distribution and transportation, agritourism, and agricultural technology and innovation. Central New York has specialization in dairy product manufacturing, animal production, fruit and vegetable canning, and beverage manufacturing.

CNY STRATEGIES IN ACTION

Green Empire Farms

Green Empire Farms in Oneida, NY, expanded their greenhouse capacity and created new jobs with the help of funding from Empire State Development. Wegman's is the company's largest customer and otherwise sells mainly in New York State.

Role in Central New York's Economy

- **Significant Employment:** 3,384 jobs, nearly 1% of the region's total employment.
- **High Growth:** 73.5% job growth from 2012–2022.
- **High Wages:** \$82,064 average wage in 2022 compared to \$74,899 in the region.
- **Notable Business Growth:** 99 businesses in 2022, up from 53 in 2012.
- **Food Security and Crisis Resilience:** By producing a significant portion of the food consumed locally, Central New York is less reliant on external sources and better prepared to withstand disruptions in the global food supply chain.
- **Environmental Sustainability:** Sustainable farming methods, including crop rotation, reduced chemical usage, and conservation measures, help protect the environment, maintain soil health, reduce carbon outputs, and mitigate the impact of climate change.

CNY STRATEGIES IN ACTION

Cayuga Milk Ingredients (CMI) Plans Expansion

CMI's expansion plan in Auburn, NY, is expected to create 70 new full-time jobs. Construction on the 100,000+ square foot addition began in spring 2023. This expansion is the result of a continued partnership between CMI and Cayuga County Industrial Development Agency (CCIDA). The two organizations have worked together since CMI first purchased the land in 2012.

- **Economic Driver for Rural Communities:** Central NY's agribusiness ecosystem is an economic foundation for rural communities throughout the region, providing jobs and income opportunities.
- **Cultural Preservation:** Central New York's agribusiness ecosystem helps preserve local food traditions and cultural practices, as well as enhancing its sense of place and community for visitors and potential residents.

Strategies

1. **Accelerate the dissemination and adoption of new technologies.**
2. **Develop a capital fund for investing in AgriTech innovations.**
3. **Facilitate the connection between agriculture businesses and other sectors in the Central New York economy that can support the advancement of research, testing, and provide expertise.**

CNY STRATEGIES IN ACTION

Byrne Cortlandville Expansion

In November 2021, Byrne, Inc. announced plans to invest approximately \$25 million into retooling their dairy facility in Cortlandville, NY. The investment included the installation of new processing and filling lines and increased the overall size of the plant. After the upgrades, the Cortlandville plant is now able to produce extended shelf life and shelf stable dairy products.

4. **Launch a talent attraction campaign for commodity trading, targeted at talent that exists in the Midwest.**
5. **Increase internship participation through marketing to young people about the opportunities in the industry, as well as providing wrap-around services like financial support, transportation, and childcare.**
6. **Support farmers in the development of agri-tourism assets, specifically focused on consumer education and workforce education, to bring more farmers into the pipeline. Provide funding and project management/capacity support.**
7. **Re-activate the Agribusiness sub-committee with CNYREDC.**

BIOTECHNOLOGY AND LIFE SCIENCES ECOSYSTEM

Definition

The Biotechnology and Life Sciences Ecosystem in Central New York includes companies and institutions focusing on research and development, service (diagnostic centers and laboratories), and manufacturing, including medical instruments, biological products, ophthalmic goods, electromedical equipment, pharmaceutical preparation, and testing laboratories.

Role in Central New York's Economy

- **Significant Employment:** 4,489 jobs, 1.2% of the region's total employment.
- **Specialization:** 1.49 LQ, compared to 0.88 LQ in New York State overall.
- **High Growth:** 22.4% job growth from 2012–2022.
- **High Wages:** \$92,350 average wage in 2022 compared to \$74,899 in the region.
- **Innovation Hub:** Central New York's Biotechnology and Life Sciences Ecosystem is a cornerstone of the region's innovation and entrepreneurial ecosystem. Researchers, startups, and established companies within the ecosystem collaborate to develop and commercialize new products, technologies, and therapies, many with an eye toward environmental sustainability. This, in turn, has the potential to attract investment and drive economic growth.



CNY STRATEGIES IN ACTION

Lotte Biologics

During Spring 2023, Lotte Biologics announced plans to hire an additional 70 employees and invest \$48 million in their Syracuse plant. Lotte acquired the plant from Bristol-Myers Squibb (BMS) in 2022. Originally a penicillin factory, the plant currently produces antibody drug solutions. Through these investments, Lotte Biologics plans to start producing other drug-related products out of the Syracuse plant.

- **Attracts Venture Capital:** In the last 10 years since 2013, Central New York Biotechnology companies have raised over \$24.4 million in venture capital funds.
- **Positive Environmental and Health Impact:** Many of the region's biotechnology life sciences businesses are working on sustainability and environmental issues and have the potential to positively impact the region and beyond by addressing local environmental challenges and promoting healthier lifestyles through medical innovations.
- **National and Global Connectivity:** Central New York's biotechnology companies and research institutions collaborate with partners from around the world. These connections can attract global investment and increase the visibility of Central New York on the national and international stages.
- **High Quality of Life:** The high-quality healthcare and biotechnology research in the region enhances the overall quality of life for

Central New York residents, who have access to cutting-edge medical treatments and overall high-quality healthcare services.

Strategies

1. Create more PLACES for innovation in the biotechnology system by building more lab space for R&D, supported by startup programming and resources. Additionally, explore opportunities to partner with existing manufacturing/R&D campuses to expand startup access to resources and be in an environment next to companies working at a larger scale.
2. Lean into sustainability, be focused and targeted on attracting sustainably focused biotechnology companies.
3. Collaborate with biotech hubs across Upstate NY to build the industry ecosystem, specifically the I-90 corridor and Binghamton region.
4. Prioritize resource navigation and support new companies in connecting with local B2B companies that provide back-office functions.
5. Explore mechanisms to support SBIR/STTR Match funds.

MANUFACTURING, ADVANCED MANUFACTURING, AND DISTRIBUTION ECOSYSTEM

Definition

This ecosystem includes companies that are focused on the production and distribution of goods. Advanced manufacturing refers to the elements of the system characterized by constant innovation and the use of highly automated processes and technologies such as digital systems, cutting-edge materials, and data-driven advanced systems. Central NY has a diverse manufacturing base with specializations in computer and electronics, advanced materials (plastics, paper, metals), and industrial machinery.

Role in Central New York's Economy

- **High Employment:** 31,524 jobs, 8.6% of the region's total employment.
- **High Wages:** \$85,031 average wage in 2022 compared to \$74,899 in the region.
- **Notable Businesses:** 1,467 establishments, 13% of the region's total.

CNY STRATEGIES IN ACTION

Daldrop Group Expansion in Oswego County

Daldrop SBB, a cleanroom manufacturer for the pharmaceutical industries, is building a new manufacturing facility at the L. Michael Treadwell Oswego County Industrial Park. Currently, the German company owns two operations in Onondaga County. When construction is complete, Daldrop plans to move operations out of Onondaga County and into the new facility. The project is expected to be completed in the later part of 2023 and the firm is committed to adding at least 20 new jobs.

- **Considerable GRP:** \$6.47 Billion GRP in 2022, 12.7% of total Central New York GRP.
- **Future Growth Sector:** While this ecosystem has declined in the last 10 years, losing over 10% of its workforce from 2012–2022, that trend is about to reverse as Micron alone is planning to create 9,000 jobs in Central New York, and this investment is expected to attract new, highly sophisticated upstream and downstream suppliers.
- **Resilience and Self-Sufficiency:** Central NY's Manufacturing Ecosystem, supported by a robust supply chain, supports regional, state, and national resilience and security by producing essential products locally and reducing dependence on external suppliers, especially in times of disruption.
- **Environmental Responsibility:** Many advanced manufacturing techniques include environmentally friendly and sustainable practices. This can lead to a reduction in waste, resource consumption, and environmental impact, aligning with the region's environmental priorities.
- **Research and Development:** Local manufacturers are constantly partnering with the area's research institutions and universities to develop new products and technologies. This collaboration leads to scientific advancements and increased intellectual property for the Central NY region.

Strategies

1. Expand automation assistance to help companies adopt new technologies and data-driven efficiencies that will help them grow faster and create higher-quality jobs.
2. Provide support for upskilling the existing labor force.
3. Support efficient use of water and wastewater resources with training and financing for infrastructure improvements.
4. Continue manufacturing career awareness efforts for local students and parents, focusing on the labor shortage and opportunities available to change the perception that manufacturing jobs are hard to get.
5. Implement strategy framework from workforce development report (2022).
 - Increase awareness and engagement for manufacturing careers.
 - Increase training and wraparound services for underserved populations.
 - Effective ecosystem collaboration to map and scale employer support services.
 - Sustainable talent acquisition and retention by promoting direct hire, earn-and-learn, pre-apprenticeship, apprenticeship, and short-term training consortiums.
6. Partner with Global NY to support businesses to be export-ready and identify FDI opportunities.

CNY STRATEGIES IN ACTION

JMA Wireless

In 2022, JMA, a global leader in wireless technology opened its "factory of the future" and 5G campus in Syracuse. The global innovator of software-based 5G technology will invest \$100 million in this multi-phase project. The sprawling campus, spanning a city block, currently houses JMA's headquarters and factory of the future. JMA manufactures its most advanced 5G equipment at the site, including radios, embedded antennas, and millimeter wave products.

Manufacturing subsectors to watch

The Climate Tech sector includes businesses involved in the R&D, generation, storage, and transmission of energy derived from renewable, zero-emission sources (biomass, geothermal, hydropower, solar, and wind). It also includes businesses that manufacture and install the parts and components required for capturing and transforming energy.

SMART SYSTEMS ECOSYSTEM

Definition

Sometimes referred to as the data-to-decisions or D2D cluster, smart systems encompass a wide range of interconnected technologies that involve data analytics, automation, and connectivity to enhance efficiency, productivity, and sustainability across various sectors. Central NY's Smart System Ecosystem has unique concentrations in unmanned aerial systems, financial services, software and digital media, electronics, and semiconductors. It is notable that this ecosystem includes a mix of defense-oriented and non-defense-oriented expertise, with many firms that have branched into both markets.

Role in Central New York's Economy

- **High Employment:** 20,036 jobs, 5.5% of the region's total employment.
- **High Wages:** \$111,897 average wage in 2022 compared to \$74,899 in the region.
- **Notable Businesses:** 1,346 establishments, 7% of the region's total.
- **Considerable GRP:** \$5.6 Billion GRP in 2022, 11.6% of total Central New York GRP.
- **Innovation and Research:** The Smart Systems Ecosystem involves cutting-edge technologies

CNY STRATEGIES IN ACTION

ConnectALL: BEAD Program, 5-Year Action Plan

Empire State Development's ConnectALL Office has released a five-year action plan, for implementing New York's \$664 million Broadband Equity Access and Deployment Program. The plan, which was approved by the U.S. Department of Commerce National Telecommunications and Information Administration (NTIA), aims to attract private investment, and reach unserved areas.

CNY STRATEGIES IN ACTION

The Keenan Center for Entrepreneurship, Innovation, and Creativity at Le Moyne College

The Keenan Center aims to support the innovative and entrepreneurial goals of students at Le Moyne College. The center provides access to facilities including 3D printers, a digital media studio, and a virtual/augmented reality station that prepare students for the latest in workplace technologies across a spectrum of industries. The center also offers mentorship and funding for students who are interested in developing and growing new businesses.

and research, attracting emerging talent and leading researchers and scientists from around the world. Collaboration among companies and researchers leads to the sharing of ideas and resources, fostering innovation and creativity.

- **Economic Diversification and Resilience:** Central New York's Smart Systems Ecosystem helps diversify the local economy by fostering a variety of high-tech companies and startups, reducing its dependence on traditional industries.
- **Nationally Recognized Leader:** Central New York is recognized as an emerging leader for innovation in the drone industry as well as broader applications of "Internet of Things" technologies.
- **Export Opportunities:** Advanced technology products developed within the Smart Systems Ecosystem are exported to other regions and countries, contributing to the local economy and increasing the region's visibility on the global stage.
- **Regional Opportunities for Expansion:** The Western, Finger Lakes, and Central New York Regional Councils are strongly committed to continuing advancing shared priorities and leveraging complementary assets in support of the Tech Hub designation.

Strategies

1. **Continue build out of the region's high-speed internet network.**
 - Advance coverage in rural areas and incorporate lessons learned from Madison County's Rural Broadband Network.

- Integrate digital equity and education into expansion efforts.
 - Incorporate lessons learned from Syracuse’s rollout of community broadband pilot.
 - Invest in 5G efforts.
2. Pursue a federally funded research and development center (FFRDC) or similar model to support knowledge sharing of this public, private, and educational institution.
 3. Implement strategy framework from workforce development report (2022).
 - Build awareness, momentum, knowledge, and pathways in Smart Systems.
 - Address retention concerns via the development of career latticing and short-term training.
 - Enhanced regional coordination and employer support in Smart Systems.

RECREATION, TOURISM, AND FILM ECOSYSTEM

Definition

The Recreation, Tourism, and Film Ecosystem in Central New York refers to the interconnected network of natural, cultural, and human-made resources and activities that attract visitors to the region for leisure, relaxation, and exploration as well as the cinematic entertainment that is created in the region. This ecosystem is a critical component of the region’s economy and quality of life, as it encompasses a wide range of outdoor and indoor recreational opportunities and tourist destinations.

Role in Central New York’s Economy

- **High Employment:** 34,363 jobs, 9.4% of the region’s total employment.
- **Notable Businesses:** 2,222 establishments, 11% of the region’s total.
- **Considerable GRP:** \$2.15 Billion GRP in 2022, 4.2% of total Central New York GRP.
- **High Female Employment:** Tourism industries have 55% Female labor force compared to 49% in the region.
- **Talent Attraction and Retention:** This sector serves as the foremost contributor to the region’s overall quality of life, sense of place, and local pride, playing a pivotal role in attracting and retaining both workers and their families in the area.



Harriet Tubman’s home at the Harriet Tubman National Historical Park in Cayuga County



The Greek Peak Mountain Resort in Cortland County



Allen family on bridge in Madison County

- **Gateway to Entrepreneurship:** On average, about 28.5% of recreation, tourism, and film industry ecosystem jobs are sole proprietors, which are, in fact, small business owners.
- **Community Culture Retention:** Recreation, Tourism, and Film businesses foster the preservation and promotion of Central New

York's local culture, traditions, and natural resources. This leads to the protection and appreciation of historical sites, parks, iconic film locations, and local art, contributing to the community's identity, which will be critical for talent attraction and retention efforts.

Strategies

1. Tailor place-based investment strategies for the region's downtowns by working with local officials to evaluate the status of all of the downtown centers and main street commercial corridors across the region using the Future Downtown Vibrancy Model.
2. Expand access to and connectivity between local parks.
3. Create additional opportunities for indoor recreation, such as trampoline parks, rock walls, indoor sports, board game cafés, escape rooms, virtual reality arcades, indoor dog parks and cafés, pottery and art studios, etc. Concentrate these investments in downtown centers throughout the region, in mixed-use environments.
4. Connect the multi-use trail system across the region and promote these notable assets.
5. Connect tourism, film, and recreation-focused businesses across the region to build awareness, connectedness, and ultimately a true ecosystem for this significant segment of the economy.
6. Invest in LED technology and places to film to support the film industry, connecting to other electronics and semiconductor production already occurring in the region to stay at the cutting-edge of the dynamic technology.

CROSS-SECTOR

The following strategies are intended to be implemented across all of the industry ecosystems:

1. Accelerate the speed of innovation.

- Deepen university-industry collaboration by systematically connecting research and students to emerging industry interests, creating two-way knowledge transfer.
- Deepen the culture of innovation that values and rewards creativity, risk-taking, and experimentation, where students and



Governor Hochul speaks with vendors after cutting the ribbon to open the 2023 Great New York State Fair



Cahill Pier in Oswego County

employees are empowered to share ideas and collaborate without fear of failure.

- Develop a regional tech transfer center to accelerate research commercialization.
- Ensure all ecosystem partners stay ahead of emerging technologies that can enhance innovation (e.g., artificial intelligence, machine learning, augmented reality, blockchain, Web3, drones, Internet of Things, robotics, and 3D printing).

2. Increase business resource awareness, navigation, and access.

- Build hubs of entrepreneurial ecosystem resources throughout the region's main streets, specifically in smaller communities and overburdened neighborhoods (via co-working, incubation, libraries, coffee shops, etc.).
 - Cohort incubator and accelerator programs that move around the region.
- Increase capacity throughout the region for small and startup business support, specifically resource navigators specializing by sector and business stage.

EQUITABLE GROWTH



As one of the core principles of this strategy, equity is woven throughout every page of the plan. However, it deserves special attention and therefore, we have created a targeted set of strategies designed specifically around growing an equitable economy in Central New York.

First, the Central New York Region recognizes that in order to have equitable growth, a regional economy must have growth. But, for much of the past decade, the Central New York economy has been stagnant. Despite numerous efforts by many organizations to create the systems and structures necessary to tackle the drivers of inequity in underinvested communities across the region and create access to opportunities for residents living in poverty, progress has been minimal in part due to historically limited economic opportunities. Today, Central New York continues to have some of the highest concentrations of poverty, especially childhood poverty, in the US.

Micron investment is changing this narrative. The region recognizes that this is a once-in-a-generation opportunity to truly build the equitable economy that it has envisioned and has been working toward for so long. There are several ongoing efforts working in parallel with the Regional Council's strategic planning

process, including the Community Engagement Committee's efforts to identify priorities for inclusive growth and benefits through a Community Priorities Document. Teams from both efforts have been meeting frequently to ensure alignment between the Community Priorities Document and the strategies presented here.

The following strategies are organized around two proven approaches to building individual and community wealth: creating access to entrepreneurship and access to high-quality careers. For these efforts to truly be equitable, they must be place-based, they must occur within communities that are and have historically been underinvested, they must have concentrations of undervalued or underutilized assets that have the potential to generate economic benefits, such as underutilized main streets and housing infrastructure, and they must occur in places where there is community capacity that goes beyond buy-in to join-in for strategy implementation.

Finally, it is important to note that achieving equitable economic growth across Central New York is not merely a matter of moral obligation; it is imperative for the overall well-being and sustainable development of the region for current and future generations.



A statue honoring Dr. Mary Edwards Walker, the first American female surgeon who later went on to become a leading advocate for women's rights

EQUITABLE ENTREPRENEURSHIP

Entrepreneurship has the ability to not only improve the life of an individual but can transform communities in which businesses are launched, and, with the right support systems and networks, entrepreneurship can benefit the entire regional economy. Therefore, it is a priority for Central New York to expand opportunities for anyone in the region with a good idea to pursue that idea, build a business, and earn a living. Especially individuals who live in underinvested communities.

Strategies

1. **Improve resource navigation for entrepreneurs of color and of low-income.**
 - Support small business office hours throughout the region and partner with local EDOs to bring resources into communities in their preferred language(s).
 - Strengthen local libraries as hubs of information and resources for entrepreneurs.

- Develop customized outreach and programming for underserved entrepreneurs and small business owners (i.e., programming specifically for New Americans about business registration and how to access resources).
- Organize a network of trusted small business resource champions to connect people with ecosystem resources.
- Develop a regional-wide digital hub with resource navigation.
- Collaborate with local government entities to reduce barriers to starting a business, such as overly burdensome processes and fees.
- Promote socially responsible business structures such as B Corporations (B Corps) and Low-Profit Liability Companies (C3C) to support the development of firms that address environmental and social issues such as climate change, income inequality, resource depletion, etc.

2. Build awareness that entrepreneurship is for ALL.

- Expand youth entrepreneurship experiential offerings for all kids throughout the region.
- Create opportunities for entrepreneurship training for all students throughout the region.

3. Expand access to capital for entrepreneurs and business owners of color and in low-income communities.

- Explore creating a new Community Development Financial Institution (CDFI), to build on the work of Syracuse Cooperative Federal Credit Union, to serve the region with small business lending to help start, finance, retain, and recruit small businesses, preferably lead by a leadership team from traditionally underrepresented populations in the financial sector
- Create and build on sector-specific microenterprise programs for in-demand markets such as childcare and construction.
- Encourage local governments throughout the region to direct a small portion of their current funding to new entrepreneurs (e.g., 5% of procurement dollars to businesses under five years old).

EQUITABLE CAREERS

All jobs should pay living wages. Central New York grapples with an ongoing epidemic of low-paying jobs that fail to provide workers with the financial stability needed to get out of poverty. This makes it extremely difficult for people to pay their bills, let alone invest in their future. The following strategies are designed to ensure workers are economically secure.

Strategies

1. Create good, accessible jobs.

- Prioritize investments into industries of opportunity that have high growth potential, high-wage jobs with benefits and offer career pathways.
- Create place-based programs for industries of opportunity located in underinvested communities throughout the region.
- Support businesses in high-opportunity sectors to adopt new technologies that will create higher-quality jobs.
- Invest in high-quality, affordable childcare options for low-income children.

2. Mitigate barriers to accessing good jobs.

- Continue to grow and strengthen the partner network, working directly with individuals in need of assistance to create wider pathways that direct resources quickly and efficiently as needs arise.
- Continue career awareness efforts and expand throughout the region. Continuously bring together community groups from different opportunity sectors and host events in underinvested communities.
- Invest in people, meet them where they are at, and create quick, flexible funding streams that can be used for a myriad of purposes to help someone access a job, including transportation, childcare, legal assistance, training, etc.



In the simplest terms, the built environment is the culmination of physical features around us, impacting how we move and experience our communities and how we function as part of overall society.

The built environment touches every aspect of the lives of people across Central New York, from the buildings we live, recreate and work in and the open spaces and land that surround them to the roads, waterways, and transportation systems we use to access them, as well as the infrastructure and systems that provide us with water, gas, broadband, electricity, etc.

CNY STRATEGIES IN ACTION

Genius NY

Genius NY, the business accelerator in Syracuse that supports uncrewed aerial flight systems, continues to play a significant role in developing the ecosystem of tech startups in Central New York. Each year companies compete in a pitch competition to receive funding from Empire State Development. The 2023 winner, Aloft, will receive \$500,000 to advance their concept and locate among a thriving cluster of companies involved in drone technology.

BUILT ENVIRONMENT

CNY *RISING* acknowledged that the places and systems that make up the built environment are directly linked to how people and goods move, the patterns in which development occurs, and how people “feel” about being in a place, all of which can be directly linked to economic growth and resiliency.

As such, the Central New York region has focused on positioning itself to attract new investment, advancing major transportation projects, expanding opportunities to leverage its waterfront areas, investing in distressed neighborhoods, and strengthening its ability to respond to emerging technologies.

Continued investments in the region’s built environment are needed to respond to changing needs and demands as the region looks at key opportunities that lie ahead, whether with Micron or other potential industries.

Transportation and logistics infrastructure is critical for workforce access, trade, and tourism but also for leveraging access to emerging markets and future

industry growth. As the desire for more air options emerges due to the cost-effectiveness, time, and safety of cargo, the need to prioritize investments at the region’s airports of all sizes is becoming a larger focus.

As the Central New York region continues to grow and development pressure rises, it will be increasingly important for municipalities to define their land use vision and collaborate across borders on priorities, site readiness, and infrastructure investments.

Finally, it is imperative to accelerate the revitalization of downtowns and main street areas throughout the region. These small commercial hubs, particularly in rural communities, are among the most resilient and adaptable elements of Central New York’s built environment. They have withstood the test of time, continually evolving to cater to the ever-changing economic, social, and cultural requirements of each generation.

Preparing our built environment, with a primary focus on downtowns, is essential to ensure they remain relevant and adaptive to the demands of the future economy. The CNYREDC acknowledges that investments in the built environment must coincide with investments in community assets like schools as the region continues to grow.

Strategies

1. Invest in smart, healthy, and resilient community centers.

- Support the rehabilitation and preservation of the existing housing stock, using smart growth principles and adaptive reuse.
- Advance regional connectivity between the region’s downtowns and main streets.
- Investigate the alignment of artistic, cultural, and recreational initiatives across the region to strengthen working relationships among the community partners and build awareness of assets.
- Proactively connect Main Street businesses with technical assistance.
- Support investments in housing infrastructure and a built environment that is accessible, adaptable, and advances community health and resiliency.



CNY STRATEGIES IN ACTION

Port of Oswego

As the first US port of call and deepwater port on the Great Lakes from the St. Lawrence Seaway, the Port of Oswego is accessible from any international port in the world. With more than one million tons of cargo moving through the port on an annual basis, it is one of the most productive ports in North America.

Significant recent investments and funding at the port will further elevate the port's role in the regional economy. Recent and current funding include \$2.3 million for repairs caused by flooding in 2017/19, \$15 million from NYS to construct a state-of-the-art agricultural export center that will increase the hub's capacity for grain and provide local farmers with better access to global markets, \$600,000 investment to complete a feasibility study to deepen the harbor, \$4 million to acquire new cargo handling equipment and \$3.5 million toward dock upgrades.

Collectively, these investments will enable the port to increase export capacity, directly benefiting local businesses seeking access to global export markets and creating expanded job opportunities across the region.

2. Improve site readiness throughout the region.

- Collaborate to create a region-wide, real-time interactive map of sites and infrastructure as well as environmentally sensitive areas.
- Accelerate brownfield remediation and redevelopment.
- Advance land banking/land assembly for larger-scale development (industrial and housing).
- Continue strong partnerships with utilities in build-out for large-scale sites.
- Monitor regional electric assets and infrastructure as growth advances in Central New York and evaluate the need to retain power produced in the region.
- Support the nuclear assets of the region and explore innovations in this sector as it pertains to energy delivery for businesses and communities.

3. Prepare for the future of transportation.

- Prepare regional airports and airspaces for moving people and cargo more effectively, including the integration of uncrewed aircraft systems (UAS) and advanced air mobility (AAM) infrastructure.
- Expand regional transportation options for residents to access employment opportunities. This includes accessible transportation that is clean and reliable.

NATURAL ENVIRONMENT

The natural environment — water, soil, land, air, plants, climate, and wildlife — plays a tremendous role in the identity and economics of this region. It plays a dual role in creating spaces and places that people want to live and recreate, as well as creating a desirable location for a wide range of industries that use water for everything from agriculture to processing to cooling. The solutions and innovative strategies within Central New York's natural environment are well-suited to be tackled at a regional scale, as these issues typically don't stop at municipal boundaries and often involve more than one community.

The region is already involved in novel approaches to environmental stewardship and adaptive reuse, and these practices are poised to attract and grow new economic opportunities. With increasing climate volatility across a growing portion of the country, Central New York is in a position to grow its reputation

as a place that innovates around environmental sustainability and solutions. This will include partnering with the private sector and startups, who, in some cases, are leading the technology around these topics.

Part of this growing role in environmental sustainability will include playing a role in the state's Climate Act, which includes a goal of ensuring 40% of climate action benefits will go toward disadvantaged communities. To achieve this in Central New York, it is necessary to develop personalized approaches based on each community, where examples of initiatives might include environmental remediation, increased access to active transportation amenities, or promoting energy efficiency in housing development.

Natural Environment

1. Coordinate regional support for water resource management.

- Stack funding to advance wetland and shoreline restoration and enhance recreational assets.
- Market the region's water resources and availability as an economic development asset.
- Protect clean public drinking water.

2. Prioritize environmental justice initiatives.

- Connect with over-burdened communities throughout the region that will benefit from state and federal programs investing in climate, clean energy, and related areas (e.g., Justice40 Initiative, Climate Action Council).
- Invest in workforce development programs that focus on green and clean technologies.

3. Support and encourage established businesses in their transition to more sustainable energy sources.

- Create a shared language and culture among the business community around recognizing the challenge.
- Provide financial and technical resources that enable companies to make the transition with minimal risk or impact on their overall operations.

4. Create a fund to incentivize and support climate and green innovation.



COLLABORATION



CNYREDC's ambitious strategic plan elicits the need for intentional and frequent collaboration. The groundwork for large-scale collaboration has already been laid by many years of productive work within the REDC. The collaboration helped attract some of the region's most notable designations in recent years, including New York State's largest private sector investment as well as an EDA tech-hub designation.

The voices represented in collaborative efforts fully impact the outcome of those efforts. Representation of gender, culture, income, and geography are critical factors when considering who can influence and contribute to decision-making.

ORGANIZE TO ACT

In today's rapidly evolving economic landscape, Central New York's pursuit of equitable economic opportunity and growth relies on the ability of the REDC and its partners to adapt, innovate, and respond to the dynamic challenges and opportunities that affect our region. Simply put, capacity must be built to effectively organize. Therefore, the strategy involves the establishment of several focused REDC workgroups dedicated to key sectors and initiatives that drive the region's growth. It is anticipated that these groups may shift and grow over time as different topics arise in Central New York.

Strategies

1. **Agribusiness Ecosystem Workgroup:** Dedicated to strengthening and expanding the agriculture and food ecosystem in the region, fostering innovation, sustainability, and opportunities.
2. **Biotechnology and Life Sciences Ecosystem Work Group:** Aims to support research, development, and collaboration in cutting-edge fields, positioning Central New York as a hub for innovation and discovery.
3. **Infrastructure Workgroup:** Focuses on improving transportation, utilities, and connectivity to enhance the region's competitiveness and accessibility.
4. **Project Development Workgroup:** To help strengthen and improve projects that are brought to the REDC, ensuring they align with strategic goals and have the greatest possible impact.
5. **Local Coordination Workgroup:** Focuses on collaborating with other regional and local groups

who are facilitating economic development in their own capacity.

6. **Awareness, Access, Advancement Workgroup:**
Support implementation of the challenge proposal.

EXPAND AND COLLABORATE AROUND BUSINESS RETENTION AND EXPANSION (BRE)

Existing businesses have helped to set the stage for opportunity throughout the region and remain a critical component of the region's ability to generate economic prosperity. While Micron's investment brings unbounded opportunity, it also puts into focus the pressing workforce challenges facing all employers. The REDC has good representation from the region's industrial development agencies (IDAs), who will be key partners in BRE efforts. The findings and conversations about BRE programming will drive how the strategy is executed. Additionally, by expanding business engagement efforts, this effort will support other strategy elements, including resource navigation, metrics tracking, equitable growth, and workforce development.

“

Did you know that about 80% of new jobs and capital investment come from companies that already exist in your community?

“WHY A BUSINESS RETENTION AND EXPANSION PROGRAM MATTERS,” INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL, ECONOMIC DEVELOPMENT RESEARCH PARTNERS

Strategies

1. **Design a regional BRE program in partnership with the economic development and workforce development organizations built on trust and backed by business intelligence.**
2. **Prioritize Businesses to Engage:**
 - Economic Ecosystem Businesses

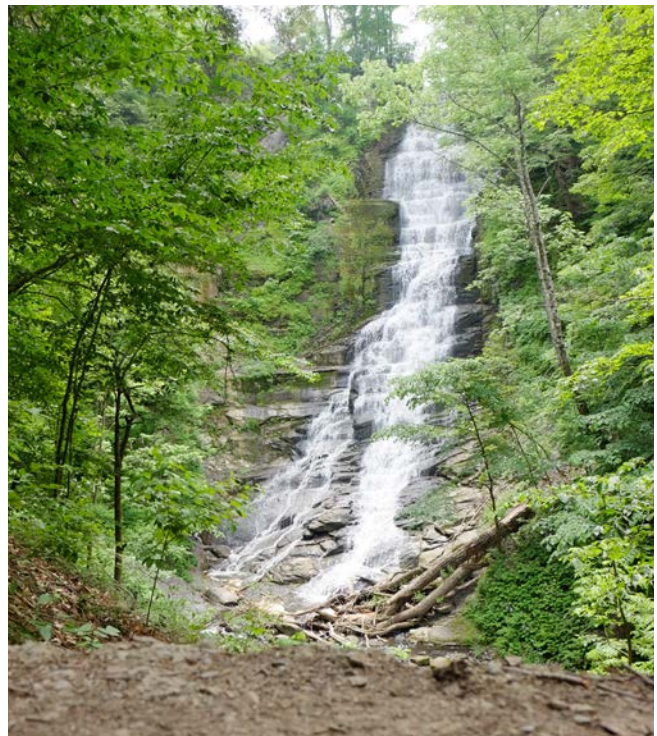
- Traditional manufacturing businesses that can benefit from new and emerging technologies
 - Businesses that recently underwent an expansion or relocation in the region
 - Businesses with ownership from underrepresented populations
 - Main Street businesses
 - Businesses located in underinvested communities
3. **Design a digital survey tool with quality questions that can be completed by partners during business visits or by businesses themselves online. All businesses in the region should be invited to complete the digital survey themselves once a year. The tool should populate a Customer Relationship Management system (CRM). BRE participants will have access to the business data they collect, as well as aggregated regionwide data and any specialized reporting.**
 4. **Consistently report trends, issues, and opportunities identified through the BRE program to REDC in a quarterly report along with metrics dashboard reporting (below).**

MEASURE PROGRESS AND ADAPT

Tracing the successful implementation of Central New York's strategy hinges on establishing and monitoring key economic performance indicators that can guide strategic decisions of the REDC and its implementation partners. The approach goes beyond a simple measure of job creation. It is designed to help the REDC understand how its actions align with its guiding principles of Equity and Inclusion, Collaboration, Environmental Stewardship, and Innovation.

Ten core metrics have been preliminary identified to track Central New York's progress toward its vision and goals. To the extent possible, each metric will be disaggregated by cultural community, age, gender, geography type (i.e., main street corridors and underinvested communities compared to the region), and/or industry ecosystem. These metrics will look externally, considering trends compared to the state and national economy, and look internally to track progress toward a more inclusive, equitable, and accessible local economy.

1. Job growth, with a focus on where job growth is occurring
2. Average wage of new jobs compared to living wage



3. Retention and expansion of existing companies in industry ecosystems
4. Retention of college graduates
5. Education attainment of residents
6. Business dynamism (business entries vs. business exits)
7. Venture Capital and other funding raised
8. Labor force participation
9. Business ownership
10. Public investment: built environment and natural environment

Strategies

1. **Finalize no more than 10 metrics to track, focusing on which regional priority each metric is intended to provide insight into and how that information can be used to affect different systems (workforce, housing, real estate, entrepreneurship, etc.).**
2. **Define a range of possibilities for each indicator to provide insight into meaningful progress.**
3. **Collaborate with implementation stakeholders on tracking, evaluation, and adapting, utilizing Business Retention and Expansion tactics to collect data and insights.**
4. **Review the metrics dashboard quarterly to inform REDC decision-making.**



Participation

The CNYREDC's strategic plan is supported and vetted by numerous methods of community and business engagement. It will be critical that the CNYREDC continues to actively engage partners throughout the community to make progress on the strategic plan's implementation

FOCUS GROUPS

The CNYREDC hosted digital focus groups with the target industries to learn from business leaders about the latest opportunities and challenges facing their businesses. The focus groups allowed businesses to speak to their own experiences and validate or challenge trends that were picked up in data analysis.

REDC MEETINGS

The REDC provided valuable support throughout strategy development. The Council was involved in an exercise reflecting on the contents of the 2011 Strategic Plan, which garnered Central New York \$500 million through the Upstate Revitalization Initiative (URI) in 2016.

Understanding what initiatives were successful, where there were challenges, and what topics needed to be revisited for this plan ensures that the strategy leverages effective initiatives or reimagines less successful concepts.

ONGOING COORDINATION WITH REGIONAL EVENTS

Central New York has been thrust into several large-scale planning projects in 2023. Along with the REDC-led strategic planning process, Governor Kath Hochul and Micron formed the Micron Community Engagement Committee (CEC) to identify community priorities and create a framework for directing investments in areas such as education, housing, workforce development with an emphasis on underrepresented communities (women, people of color, rural communities, and veterans), childcare, transportation, infrastructure, and more.

The CEC issued a region-wide community survey soliciting input from the public to shape a Community Priorities Document. To date, the survey has received 1,500 responses and continues to play a pivotal role in actively listening to the genuine concerns and inquiries of Central New York residents.

The CEC process is ongoing through December 2023. Collaboration across both consultant teams was frequent throughout fall 2023 and helped to uncover where there will be overlap as Micron continues its build-out in Onondaga County and beyond.



COMMUNITY LEADERS

In addition to outreach to business leaders, outreach was made to community, non-profit, and philanthropic organizations that play a large role in supporting economic development in Central New York. These conversations brought to light a more nuanced view of the challenges facing low-income or disconnected workers and what policies or programs have been successful have overcoming the region's most intractable challenges.

BUSINESS SURVEY

The REDC initiated a business survey to gather direct responses from a variety of firms and sectors across the region. Recruiting workers was the largest workforce issue for businesses, while unexpected changes in economic conditions or industry demand were another general challenge identified by businesses. Responses showed that businesses were optimistic about their growth in the next 1–3 years.

PART THREE

Challenges Competition Proposal



Challenge Overview

Central New York is at the forefront of attracting investment that will undoubtedly change the landscape of the region and the state's economy. Between Micron's \$100+ billion investment, which will span 20 years, and the recent notice that the Buffalo-Rochester-Syracuse region won the federal Tech Hub designation, Central New York has paved the way for a transformational decade. Yet, the ultimate success of these investments is contingent on one thing: the workforce.

CURRENT LABOR MARKET ENVIRONMENT

Factors contributing to workforce challenges.

Workforce shortages are likely to worsen over time due to stagnant population growth, job growth, mass retirements in the next 5–10 years, and historically low unemployment.

- **Aging population:** 26% of currently employed workers are either retirement age or will be in the next 10 years. This is a national trend with the retiring of Baby Boomers.
- **Unemployment rates are historically low:** Central New York's unemployment rate was 3.6%, in keeping with state (4.2%) and national trends (3.6%).
- **The number of people in the labor force is also historically low:** The labor force participation rate is also historically low at 60.5%, significantly lower than the state's rate of 63.1% and the national rate of 63.6%. Labor force participation rates vary widely by county and are highest in Cortland (63.5%) and Onondaga (62.2%) counties and lowest in Madison (57.8%) and Cayuga (57.5%) counties.
- **Job growth has exceeded population growth:** Since late 2020, job growth (+4.5%) has diverged sharply from population growth (+0.1%), likely the result of long-term socioeconomic trends that are expected to continue over time.

WORKFORCE REALITIES

There is an existing workforce deficit in Central New York, and it is not just a matter of getting those who are unemployed into the workforce. Based on the latest labor market data, there are currently about 9,694 unemployed workers in Central New York. If every one of those workers were to obtain a job tomorrow, it would only fill about one-fifth of the region's current 50,409 job openings. Another 80% of openings would remain open and unfilled.

Existing employers confirmed during interviews that the workforce remains the top concern for their operations. Some businesses shared that they would be able to exponentially grow their capabilities if they could hire an additional 10 or 20 employees in the near term. The workforce limitations are constraining existing employers and restricting the economic potential of the region.

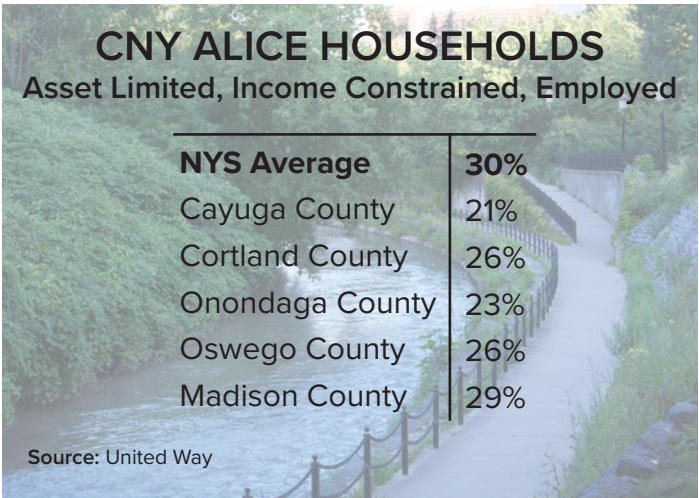


While part of the workforce challenge is breaking down barriers to get people into jobs, there is also a significant portion of work to be done building skills and expertise so that individuals can grow in their career, expand their earning potential, and be able to provide securely for their families. Central New York is committed to elevating its workers to positions that generate higher incomes and therefore support opportunities for building generational wealth.

CHALLENGES FACING INDIVIDUALS IN THE WORKFORCE

Many regional organizations have documented the severe barriers facing low-income and disconnected populations from accessing opportunities that are growing in the region. Employers often do not reach nontraditional candidates through conventional recruitment strategies, and many workforce agencies and educational institutions struggle to penetrate community networks, especially underemployed workers who are not accessing the workforce system.

It is also a reality for many Central New York workers that even with a job, they struggle to afford life’s



necessities. Their wages are above the Federal Poverty Level but are not adequate for the cost of living in Central New York. This cohort of workers is known as ALICE – Asset Limited, Income Constrained, Employed. The United Way collects and presents data on this population to monitor progress in employment for families across the region. Central New York counties all fall slightly below New York State’s average, where nearly one in three households are considered ALICE.

Challenge Proposal

To address the existing and looming workforce challenge, CNYREDC developed a multi-pronged initiative that will tackle the topic of “Population Talent Retention, Attraction, and Advancement” for the Challenges Competition. Central New York REDC has made the addition of “Advancement” to the challenge topic in acknowledgment of the support that is needed not just for retaining workers but also for navigating

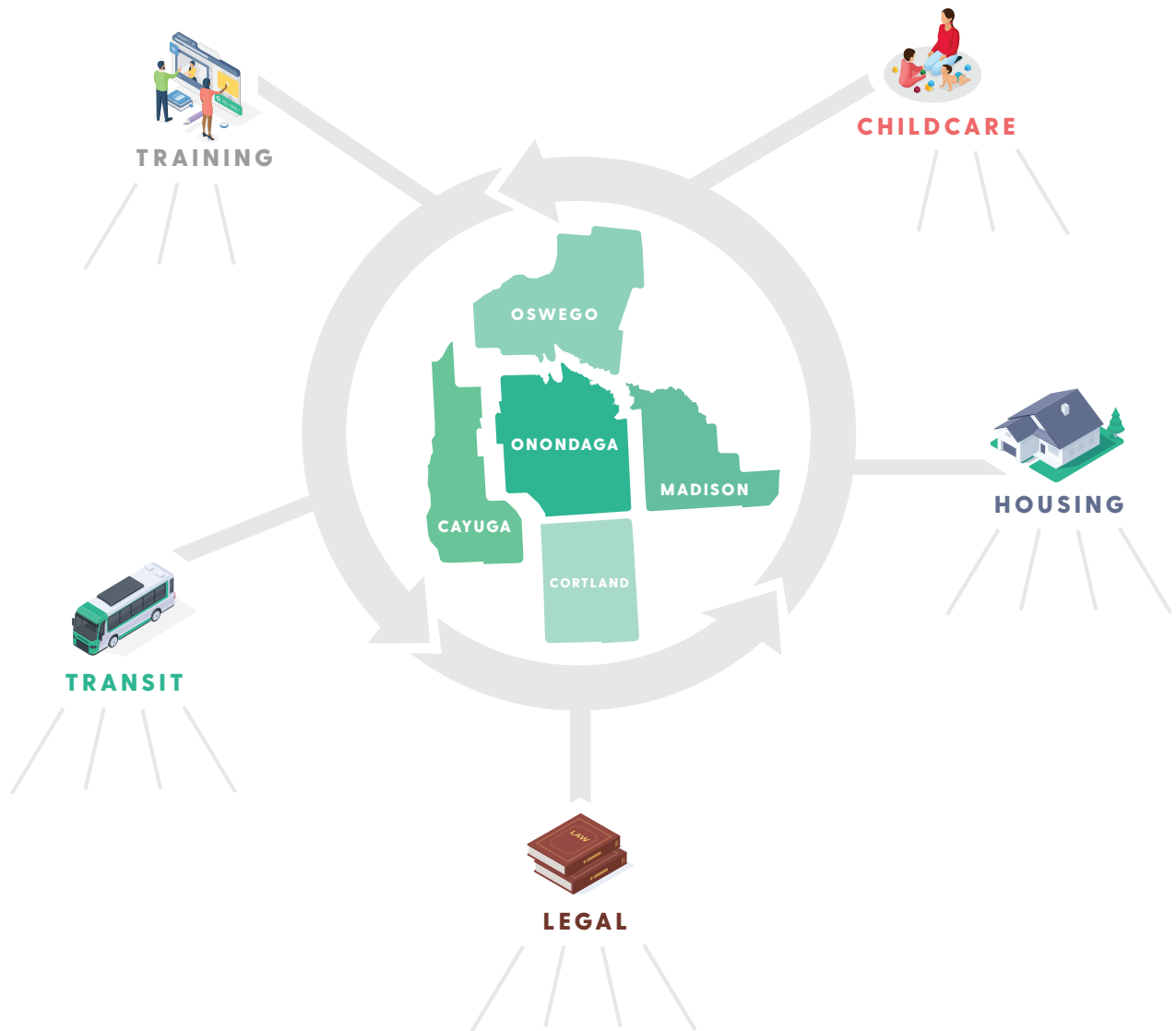
career pathways to jobs that are fulfilling and well-paying. To do this, we will focus on reducing barriers to employment access while also increasing awareness of career opportunities and quality of life in Central NY.

The two pieces of CNYREDC’s initiative proposal include **Access and Advancement** and **Awareness**, which are both described in the following pages.

CENTRAL NY’S PATH TO PROGRESS
Awareness - - - -> Access - - -> Advancement

ACCESS AND ADVANCEMENT

Anticipated Funding Allocation: \$9 million



Central New York REDC will develop a funding delivery system through a hub-and-spoke model to reduce barriers to employment. This involves establishing a central organization (the “hub”) that collaborates with various community partners (the “spokes”) to provide a comprehensive range of wrap-around services. This is an imperative collaboration that will fill a complex labor force gap that prevents Central New York from achieving its full economic potential. Based on well-established needs in the region, five employment barriers will be targeted in this initiative:

1. Access to housing
2. Childcare
3. Transportation
4. Legal barriers
5. Upskilling

The five areas of focus are systematic, deep-rooted issues that will need substantial and sustained funding to make meaningful progress.

The hub and spoke model allows the REDC to rapidly distribute funds to people in the community and meet them in their communities. There are numerous organizations through each of the five counties that currently deliver services in each of the five barriers noted above. However, these groups are often under-resourced while, at the same time, they have a growing demand in the community. This service delivery model recognizes that there are experts on the ground who can deploy funds quickly to make big impacts, amplifying their own work and contributing to the stability of the overall region.

It is also a proven concept in service delivery for a variety of services. We are confident in the success of this model, as this concept, on a smaller scale, was rolled out in the region just prior to the pandemic through the Empire State Poverty Reduction Initiative (ESPRI). In developing the Challenge Proposal, ESPRI was noted as a successful model to build off. With the onset of the pandemic, the full scale and reach of ESPRI were not as wide-ranging as originally intended, but the value of the networks and relationships that

were built in that process will be invaluable to our concept.

This model also leaves room for engaging regional employers, who are highly invested in getting more people into positions across the region. There could be an opportunity to solicit matching funds from employers, thereby leveraging these public funding dollars.

– AWARENESS OF OPPORTUNITIES IN CENTRAL NEW YORK –

Anticipated Funding Allocation: \$1 million



There are a range of existing marketing campaigns that this effort can build on. The image to the left is part of a campaign that brings awareness to the benefits of living in Central New York. Intelligence from this, and other marketing campaigns can help target the outreach for different audiences.

While breaking down barriers for existing residents to access current positions is a critical component of talent retention and advancement, the attraction of new residents and workers is also imperative to meet the demands of regional business investments and shifting regional demographics. Under “Awareness,” CNYREDC will execute a marketing and engagement strategy that will build awareness of and spark a conversation around employment and lifestyle opportunities throughout Central New York and the greater region. The marketing campaign will take a networked approach, where information will be distributed in a coordinated manner from the hub to the spokes in the community. The spokes throughout the region are the closest to the target populations and need frequent bursts of information to disseminate to their clients.

TARGET AUDIENCE #1 | Local Workers With Barriers to Employment

We recognize that our message needs to reach target populations who need support in one or more of the five barriers identified.

Digital Outreach and Presence

The REDC will create (but not necessarily host) a microsite as a one-stop shop for people who need help with childcare, housing, transportation, legal services, and upskilling. This may be part of an existing site that already has good traction in target communities. The site will display all the programs, organizations, and tools available for people to take advantage of to change their lives. The local community groups who represent the spokes in the model will also play a large role in disseminating this information.

Creative Strategy

We will use storytelling through testimonials (videos and in static form) featuring real-life people who have changed their lives and overcome barriers using various local services.

Social Media Advertising

- Targeted Facebook, Instagram, and TikTok ads
- Streaming video ads
- Pre-roll and mid-roll ads served over streaming TV and movie content
- Mobile display ads

- Display (banner) ads served to this target audience on their mobile device.
- Digital out of home/transit bus cards
- Digital billboards, point of purchase screens
- **Sponsored Content:** Online articles that provide thought leadership and drive awareness of the information on the microsite

TARGET AUDIENCE #2 | Talent Retention, College Students Graduating from Central New York and Upstate New York University and Colleges

Recent feedback from workforce providers, economic development organizations, and higher educational institutions demonstrates that post-secondary students are not generally well-versed in the job opportunities that could keep them in the region. It is especially important to amplify this message as the region's industry mix grows and has new offers through Micron's investment.

Creative Strategy

We will use impactful messaging that visually stands out and speaks to college students across Central New York and Upstate NY. This would include videos (mainly geared for social media) speaking to students highlighting openings in tech-related and manufacturing industries and how they can get involved with employers even before graduating.

Social Media Advertising

- **Social Influencer:** Targeted Facebook, Instagram and TikTok ads along with partnerships with recruitment social media influencers.
- **Geo-Fencing Central New York and Upstate Colleges:** Geo-fencing colleges with top tech and engineering programs and delivering ad messaging to students to make them aware of the opportunities right here in Central New York.
- **Digital Out of Home:** Digital signage on billboards, point-of-purchase screens, etc.
- **On-Campus Advertising:** Ad placement in college newspapers for direct contact.

TARGET AUDIENCE #3 | Professionals in Technology, Engineering, STEM, and Related Occupations

The goal of this marketing effort is to drive more than 1.5 million unique visitors from outside the area to a website that focuses on the fun, natural beauty, relatively low housing costs, and career opportunities in Central New York. This message will be delivered through daily local "good news" stories and social posts that show engaging stories, testimonials of "boomerangs" and "transplants, local businesses, and opportunities. The content will be generated in part from a survey of 200 people across the US in tech/engineering fields who have indicated they are interested in relocating in the next two-five years.

Creative Strategy

We will showcase what makes Central New York unique and such a great place to live through eye-catching imagery and captivating headlines and copy. This creative will use testimonials, videos, digital and social media ads, and more. We will also engage national social influencers to boast about the good life, illustrating those things we know are most important to people considering relocating. Lastly, we will engage the local community by instilling a sense of pride and a grassroots ambassador program to ignite a Central New York ambassador fire.

Advertising Strategy

Advertising will show targeted, dynamic video "sizzle reels" to showcase Central New York and its many opportunities to target professional audiences. This may include a national contest to "Win a Trip to Your New Hometown," deploying a national social influencer campaign, or testing pop-up events in large metros with high-tech jobs.

CONCLUSION

CNYREDC believes this proposal will actively address some of the most complex barriers to employment, especially among populations that are disconnected from today's workforce.

These funds are intended to be a bridge to employment and enable an individual to successfully obtain, retain, or advance in their position. Finding employment and a career is so much more than the act of finding a job.

The social, economic, and systematic factors that impact an individual can create seemingly immovable barriers to meaningful employment and a career path.

CNYREDC's Regional Challenge is a holistic approach to "Talent Attraction, Retention, and Advancement" and aims to not only grow the overall labor pool but also to elevate the individual and family quality of life by creating career pathways that will create stability and lead to higher wages.



PHOTO CAPTIONS AND CREDITS

- p. 1, top: Inner harbor in Syracuse, Photo Credit: Visit Syracuse
- p. 1, bottom left: Welder at work at Morse Manufacturing in Onondaga County
- p. 1, bottom center: Chittenango Falls in Madison County
- p. 1, bottom right: Governor Kathy Hochul and Micron Technology, Inc. announced new details surrounding the company's child care commitments as part of its historic \$100 billion investment to build a cutting-edge semiconductor manufacturing campus in Clay, Onondaga County, Photo Credit: Darren McGee/Office of Governor Kathy Hochul
- p. 4: Broadwell Hospitality night in Oswego
- p. 5: CNYREDC co-chairs Linda LeMura, Ph.D. (left) and Randy Wolken (right)
- p. 6: Molly Reagan mural in Cortland County, Photo Credit: Matt Baldelli
- p. 7: Battle of the Wings event in Syracuse, Photo Credit: Visit Syracuse
- p. 9: Employees at Novelis in Oswego County
- p. 11: Governor Kathy Hochul, Senator Chuck Schumer, Onondaga County Executive Ryan McMahon, and Micron CEO Sanjay Mehrotra announce \$100 billion private investment in mega-complex of computer chip plants in Central New York, creating 9,000 jobs over 20 years. It will be the largest single private investment in New York State history, Photo Credit: Mike Groll/Office of Governor Kathy Hochul
- p. 16: Green Lakes State Park, Photo Credit: Visit Syracuse
- p. 19: Crowd at The AMP in Syracuse, Photo Credit: Visit Syracuse
- p. 23, left: Welder at work during Morse Manufacturing site tour in Onondaga County
- p. 23, right: Youth open house event at CiTi Manufacturing in Oswego County
- p. 28: Programming at Children's Museum of Oswego
- p. 31: Ribbon cutting event at Lotte Biologics in Syracuse
- p. 34, top: Harriet Tubman's home at the National Historical Park in Cayuga County
- p. 34, middle: Skiers at the Greek Peak Mountain Resort in Cortland County, Photo Credit: Matt Baldelli
- p. 34, bottom: Allen family on bridge in Madison County
- p. 35, top: Governor Hochul speaks with vendors after cutting the ribbon to open the 2023 Great New York State Fair
- p. 35, bottom: Aerial photo of Cahill Pier in Oswego County, Photo Credit: Oswego County Tourism
- p. 36: Statue of Dr. Mary Edwards Walker in Oswego County, Photo Credit: Oswego County Tourism
- p. 39: Port of Oswego
- p. 40: Regional snapshot of foliage in the fall, Photo Credit: Visit Syracuse
- p. 42: Pratts Falls, Photo Credit: Visit Syracuse
- p. 43: Plan participation photo
- p. 44, top: Plan participation photo
- p. 44, bottom: Plan participation photo
- p. 45: Landmark Theatre in Syracuse, Photo Credit: Visit Syracuse
- p. 46: Equipment at Schoeller in Oswego County
- p. 47: Onondaga Creekwalk, Photo Credit: Wainwright Photography
- p. 51: Village of Homer, Photo Credit: Matt Baldelli
- p. 53: Homer Hops beer



HOMER
HOPS



BREWING

EST



2018



**Central New York
Regional Economic
Development Council**