

# CENTRAL NEW YORK

REGIONAL ECONOMIC DEVELOPMENT COUNCIL

## 2016-2017 PROGRESS REPORT

CAYUGA | CORTLAND | MADISON | ONONDAGA | OSWEGO



## CONTENTS

---

# 1 EXECUTIVE SUMMARY

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1.0	EXECUTIVE SUMMARY	5
1.1	RESUMEN EJECUTIVO	6

---

# 2 PROGRESS

---

2.0	<b>STATE OF THE REGION</b>	<b>8</b>
	<b>GENERAL ECONOMIC INDICATORS</b>	<b>9</b>
	<i>Establishments, Employment and Wages</i>	9
	<i>Total Annual Wages</i>	
	<i>Unemployment Rate</i>	
	<i>Year Over Year Change, Select General Economic Indicators</i>	
	<i>Gross Regional Product</i>	11
	<i>Value of Regional Exports and Change in Exports Value</i>	11
	<b>QUALITY OF LIFE INDICATORS</b>	<b>11</b>
	<i>Share of Residents Lacking Health Insurance</i>	11
	<i>Poverty Status of Residents</i>	11
	<i>Migration (population age one and over)</i>	12
	<i>Commuting</i>	12
	<i>Estimated Visitor Spending</i>	12
	<b>KEY REGIONAL INDICATORS</b>	<b>13</b>
	<i>Total Establishments</i>	
	<i>Total Employment</i>	
	<i>Total Wages</i>	
	<i>Average Wages</i>	
	<i>Location Quotient</i>	
2.1	<b>STATUS OF PAST PRIORITY PROJECTS</b>	<b>16</b>
	<b>PRIORITY PROJECT PROGRESS</b>	<b>16</b>
	<i>Round 1 Priority Project Progress</i>	16
	<i>Round 2 Priority Project Progress</i>	17
	<i>Round 3 Priority Project Progress</i>	18
	<i>Round 4 Priority Project Progress</i>	19
	<i>Round 5 Priority Project Progress</i>	20
	<b>MAPPED STATUS OF PRIORITY PROJECTS</b>	<b>21</b>
	<b>SUMMARY OF ALL PAST PRIORITY PROJECTS</b>	<b>23</b>
	<b>LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS</b>	<b>23</b>
2.2	<b>STATUS OF ALL PROJECTS AWARDED CFA FUNDING</b>	<b>23</b>
	<b>AGGREGATED STATUS OF ALL PROJECTS</b>	<b>23</b>
	<b>LEVERAGE OF STATE INVESTMENTS IN ALL CFA PROJECTS</b>	<b>24</b>
	<b>JOB CREATION</b>	<b>24</b>

---

---

## 3 IMPLEMENTATION AGENDA

---

<b>3.0</b>	<b>IMPLEMENTATION OF 2016 STATE PRIORITIES</b>	<b>25</b>
	IMPLEMENT STRATEGIES THROUGH THE PROJECT PIPELINE	26
	TRAIN THE WORKFORCE FOR TODAY AND TOMORROW	26
	REGIONAL ECONOMIC CLUSTER PLAN	27
	REGIONAL GLOBAL MARKETING AND EXPORT PLAN	28
	REGIONAL OPPORTUNITY AGENDA	29
	REGIONAL HOT SPOTS AND BUSINESS INCUBATORS	30
	SUNY COMMUNITY COLLEGE PLANS (NYSUNY 2020)	32
	VETERANS' PARTICIPATION IN THE WORKFORCE	35
	LOCAL GOVERNMENT ENGAGEMENT	39
<b>3.1</b>	<b>IMPLEMENTATION OF KEY REGIONAL PRIORITIES</b>	<b>41</b>
	GOAL 1 - KEY REGIONAL & REVITALIZATION PLAN PRIORITIES	43
	GOAL 2 - KEY REGIONAL & REVITALIZATION PLAN PRIORITIES	52
	GOAL 3 - KEY REGIONAL & REVITALIZATION PLAN PRIORITIES	58
<b>3.2</b>	<b>PROPOSED PRIORITY PROJECTS (ROUND 6)</b>	<b>64</b>
	<b>PRIORITY PROJECT DESCRIPTIONS (ROUND 6) / SOURCE &amp; USE OF FUNDS</b>	<b>64</b>
	<i>Round 6 Priority Project Investments, Project Costs &amp; Job Creation</i>	83
	<b>OVERALL INVESTMENT RATIO FOR PROPOSED PRIORITY PROJECTS</b>	<b>85</b>
	<b>MAP OF PROPOSED PRIORITY PROJECTS</b>	<b>85</b>
	<b>PROPOSED PRIORITY PROJECTS RELATING TO STATE PRIORITIES</b>	<b>87</b>
	<b>ADDITIONAL STRATEGIC PROJECTS (CFA-RELATED STATE AGENCY APPLICATIONS)</b>	<b>88</b>

---

## 4 PARTICIPATION

---

<b>4.0</b>	<b>WORK GROUPS</b>	<b>102</b>
<b>4.1</b>	<b>WORK GROUP MEMBERS</b>	<b>102</b>
<b>4.2</b>	<b>ENGAGEMENT AND SUPPORT OF THE PUBLIC AND LOCAL OFFICIALS</b>	<b>104</b>

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## 5 DOWNTOWN REVITALIZATION PLAN

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	<b>DOWNTOWN REVITALIZATION PLAN</b>	<b>107</b>
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## 6 ACKNOWLEDGEMENTS

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	<b>ACKNOWLEDGEMENTS</b>	<b>111</b>
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# 1 EXECUTIVE SUMMARY

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## 1.0 EXECUTIVE SUMMARY

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When the Central New York Regional Economic Development Council's (CNYREDC) plan, "*CNY Rising*" was awarded \$500 million as part of Governor Cuomo's Upstate Revitalization Initiative competition, it marked an extraordinary moment in time for this region. This investment creates a significant opportunity to alter the region's economic trajectory, validates our strong track record of success and our bold aspirations for an even more prosperous future, and envisions inclusive growth for *all* of our region's residents.

This progress report builds on the foundation of success that the Central New York Regional Economic Development Council has created over the past five years, which laid the groundwork for a successful URI proposal. It brings together the CNYREDC's original three strategic goals: to **(1) Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets; (2) Improve Competitiveness in and Connections to Regional, National, And Global Economies; and (3) Revitalize the Region's Urban Cores, Main Streets and Neighborhoods**; the three pillars of economic growth outlined in the URI: **(1) Invest in Key Growth Drivers; (2) Build an Inclusive Economy; (3) Develop Enablers of Prosperity**, as well as the URI's underlying strategies to advance six signature investments that stand to dramatically alter the region's economic trajectory.

In furtherance of these goals, strategies and initiatives, this report recommends **37 priority projects** to advance the region's growth objectives. These projects represent a **total proposed state investment of more than \$24 million, leveraging \$191.5 million in private and other funding for total project expenses of more than \$215.7 million, and a five-year total payroll of nearly \$59 million**. Collectively, they support the creation of **408 new jobs, 1,638 indirect jobs, the retention of 352 existing jobs**, and leverage a **return on invest of 10.73 to 1**.

This year's proposed priority projects build on the impact already created in past rounds. Over the past five rounds and URI process, Central New York has been awarded \$844 million in state support and investment, more than any other region in the state. The council is proud of its track record of collaborating with local economic development organizations and partnership with the business community to leverage those dollars to implement projects and its strategies for regional growth. Since year one, 72 percent of priority projects are complete or on schedule. That represents 126 projects that have leveraged more than \$1.5 billion in private investment.

This report also highlights significant progress that has been made on state and regional priorities, and investments in key initiatives:

- Significant steps taken to establish a hub for unmanned aerial systems firms and innovation;
- Continued development of Syracuse University's National Veteran's Resource Center;
- The funding of the Syracuse Promise College Collaborative, a one of a kind partnership with the Say Yes to Education effort;
- Vast public engagement and discussion around Consensus, the Commission to modernize local government;

- The selection of the city of Oswego as Central New York’s recipient for the Downtown Revitalization Initiative.

Central New York is truly a community on the rise. The investment prospectus put forth to the state with *CNY Rising* is as bold and ambitious as any strategy the region has ever seen. It is one fundamentally rooted in Central New York’s core strengths, and challenges the status quo that has hindered its progress in the past. More importantly, the region’s strategies tackle head-on, rather than shy away from, the most pernicious economic challenges it faces – unsustainable levels of urban and rural poverty and a level of economic segregation that threatens the very fabric of our community.

As we continue to implement this plan, the grass roots and data-driven process and community-created vision will ensure the region’s forward momentum continues.

We believe our success is rooted in identifying strong and realistic projects, working with applicants to see their projects through, and offering the state a compelling return on investment in terms of jobs created and capital invested. For this reason, we believe an investment in Central New York is a smart choice.

## 1.1 RESUMEN EJECUTIVO

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Cuando el plan del Concilio para el Desarrollo Económico de la Región Central del Estado de New York (CNYREDC, por sus siglas en ingles), “*CNY Rising*,” fue otorgado \$500 millones como parte de la iniciativa del Gobernador Cuomo para la revitalización de Upstate New York, esto marco un extraordinario momento en este tiempo para nuestra región. Esta inversión crea una significativa oportunidad que altera la trayectoria económica de la región, valida nuestro solido historial de éxitos y nuestras audaces aspiraciones para un futuro aún más próspero, y provee un crecimiento integrador para *todos* los residentes de nuestra región.

Este reporte sobre el progreso de los proyectos, edifica sobre la base de éxitos creados, por el Concilio para el Desarrollo Económico de la Región Central del Estado de New York, en los últimos cinco años, cual establece la base para la exitosa propuesta de la Iniciativa Revitalización Urbana (URI, por sus siglas en ingles). Esta reúne las tres metas estratégicas originales del CNYREDC: **(1) Fortalecer Concentraciones Industriales Dirigidas al Aprovechamiento de Nuestros Excepcionales Activos Económicos; (2) El Mejoramiento de la Competitividad y Conexiones a nivel Regional, Nacional, y la economía global; y (3) Revitalizar los Núcleos Urbanos de la región, Calles Principales y Sectores;** los tres pilares del crecimiento económico detallados en el URI: **(1) Invertir en los Conductores Claves de Crecimiento; (2) Edificar una Economía Inclusiva (3) Desarrollar Facilitadores para la obtención de Prosperidad,** al igual que las estrategias subyacentes para adelantar las seis inversiones primordiales cuales alteraran dramáticamente la trayectoria de la economía a de nuestra región.

En cumplimiento de estos objetivos, estrategias e iniciativas, este reporte recomienda **37 proyectos prioritarios** para adelantar los objetivos de crecimiento de la región. Estos proyectos representan un total **propuesto de inversión por parte del estado de más de \$24 millones, apuntalando \$191.5 millones en fondos privados y otros, para costos totales de proyectos de más de \$215.7 millones, y cinco años de nóminas de sueldos de un total de \$59 millones. Conjuntamente, estos apoyan 408 nuevos empleos, 1,638 empleos indirectos, la retención de 352 empleos existentes y rinde un retorno de inversión de 10.73 a 1.**

Los proyectos prioritarios de este año edifican en el impacto ya creado en los ciclos de fondos anteriores. A través de los últimos cinco ciclos de fondos y el proceso del URI, New York Central ha obtenido \$844 millones en apoyo del estado e inversiones, más que ninguna otra región en nuestro estado. El concilio está orgulloso de su historial de colaboración con organizaciones locales para el desarrollo económico y asociaciones con la comunidad de negocios para robustecer dineros para implementar proyectos y estrategias para el crecimiento regional. Desde el primer año el 72 por ciento de proyectos prioritarios se han completado o están en proceso según la fecha prevista. Esto representa 126 proyectos que han impulsado más de \$1.5 mil quinientos millones en inversiones privadas.

Este reporte también refleja un significativo progreso que se ha logrado en prioridades del estado y regionales, e inversiones en iniciativas claves:

- Pasos significativos tomados para establecer un eje central de sistemas aéreos no tripulados para empresas e innovación;
- Continuo desarrollo del Centro de Recursos para Veteranos en la Universidad de Syracuse
- Los fondos para el *Colaborativo Syracuse Promete Educación Colegial*, una alianza única con los esfuerzos de Dile Si a la Educación;
- Gran compromiso público y discusión sobre CONSENSUS, la Comisión para la modernización del gobierno local;
- La selección de la ciudad de Oswego como beneficiaria de la iniciativa de la revitalización del Centro de la Ciudad.

New York Central es verdaderamente una comunidad que va en progreso. El prospecto de inversión planteado al estado con “*CNY Rising*” es el más audaz y ambicioso de cualquier estrategia nunca antes vista en nuestra región. Esto es fundamentalmente arraigado a las fortalezas primarias de New York Central, y reta la situación actual que ha obstaculizado el progreso en el pasado. Más importante, las estrategias de la región abordan de frente, en lugar de esquivar, los desafíos económicos más perniciosos que enfrentamos – niveles insostenibles de pobreza urbana y rural y un nivel de segregación económica que amenaza la estructura de nuestra comunidad.

Según continuamos implementando este plan, las bases y el proceso impulsado por los datos y la visión creada por la comunidad asegurara la continuidad del progreso de nuestra región.

Creemos nuestro excito tiene sus raíces en la identificación de proyectos sólidos y realista, el trabajo con los solicitantes para asegurar sus proyectos, ofrecemos al Estado un convincente retorno de inversión en términos de empleos creados y capital invertido. Por esta razón, creemos firmemente que invertir en New York Central es una opción inteligente.

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# 2 PROGRESS

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## 2.0 STATE OF THE REGION

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Central New York, as the following charts and data sets illustrate, is seeing progress in key regional indicators. Unemployment continues to decline in parallel to the larger U.S. recovery. Total private sector jobs and wages increased over the past three years largely by the recovery of the region's advanced industries (data to decisions, engineering and other manufacturing sub industries). Yet, overall job growth was sluggish as public employers cut back on personnel. Further challenging the region was a decline in overall metro-level exports, yet this may be due more to the value of the dollar and slowdown of the European and Chinese economies than local factors. Finally, poverty, especially among those 18 years old and younger, continues to be a challenge for Central New York and the state as a whole.

In its winning URI plan, *CNY Rising*, Central New York prioritized strategies to drive inclusive and sustainable growth and ensure that the region's success includes all members of its community. Importantly, many of *CNY Rising's* recommendations and initiatives will address the ongoing challenges and opportunities faced by the region in 2016 and in the years ahead. Targeting investment in value-added agriculture and unmanned systems can continue wage and private sector job growth while strengthening two industries that are key overall exporters for the region. Moreover, initiatives supported by the investments in the Alliance for Economic Inclusion and the National Veteran's Resources Center are specifically designed to combat the persistent joblessness and poverty experienced in Central New York.

### *CNY Rising Signature Investments*



**Global Center for Unmanned Systems and Cross-Connected Platforms**



**National Veterans Resource Complex**



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



**Consensus Commission on Government Modernization**



**Global Manufacturing and Logistics Hub**



**Alliance for Economic Inclusion**



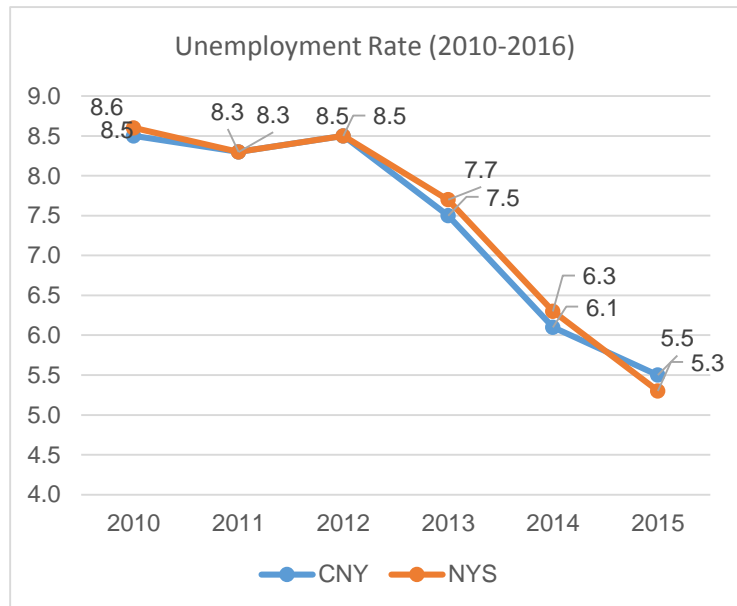
## GENERAL ECONOMIC INDICATORS

### *Establishments, Employment and Wages*

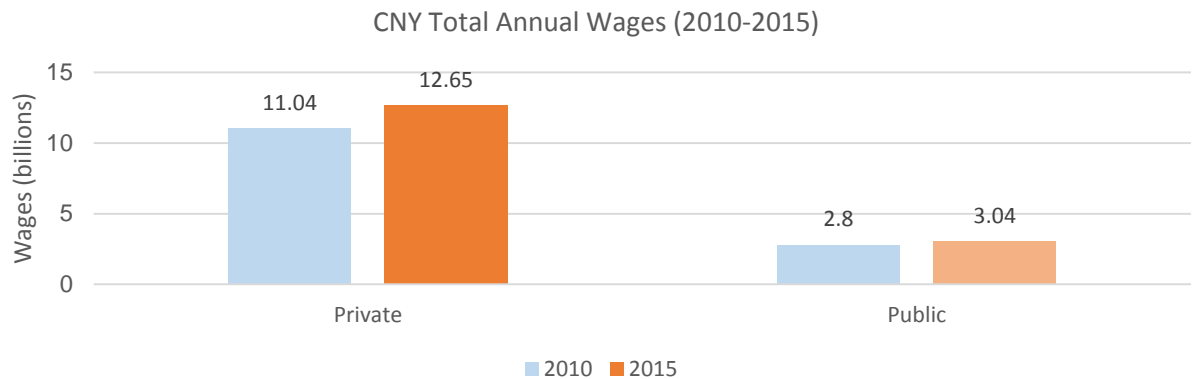
	2010		2015	
	CNY	NYS	CNY	NYS
<b>Number of Establishments</b>				
Private	18,553	567,900	18,973	613,412
Public	810	10,161	889	14,346
Total	19,363	578,061	19,862	627,758

	2010		2015	
	CNY	NYS	CNY	NYS
<b>Average Annual Employment</b>				
Private	272,557	6,906,934	278,628	7,648,654
Public	63,709	1,434,376	61,812	1,365,727
Total	336,266	8,341,310	340,440	9,014,381

	CNY	NYS
<b>Annual Unemployment Rate</b>		
2010	8.5%	8.6%
2011	8.3%	8.3%
2012	8.5%	8.5%
2013	7.5%	7.7%
2014	6.1%	6.3%
2015	5.5%	5.3%



	2010		2015	
	CNY	NYS	CNY	NYS
<b>Total Annual Wages</b>				
Private	\$11.04B	\$424.93B	\$12.65B	\$526.01B
Public	\$2.8B	\$77.7B	\$3.04B	\$82.4B
Total	\$13.84B	\$502.67B	\$15.69B	\$608.41B

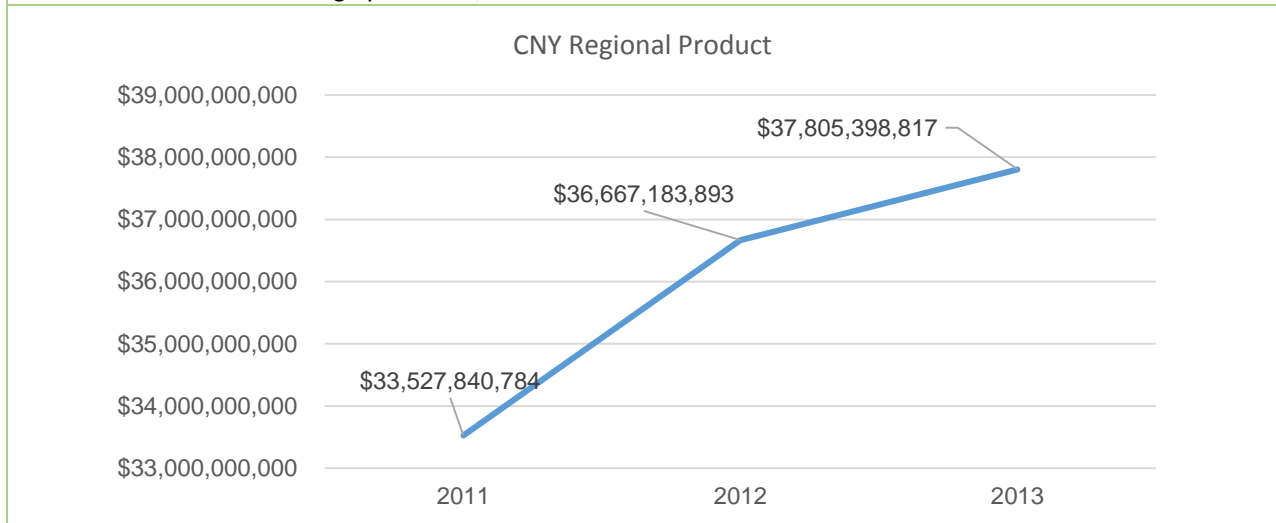


	2010		2015	
	CNY	NYS	CNY	NYS
<b>Average Annual Wages</b>				
Private	\$40,489	\$61,523	\$45,389	\$68,771
Public	\$43,963	\$54,198	\$49,157	\$60,335
Total	\$41,147	\$60,263	\$46,073	\$67,493

### Gross Regional Product

	2011	2012	2013	% Change (2011-2013)
<b>CNY</b>	\$33,527,840,784	\$36,667,183,893	\$37,805,398,817	12.76%

Source: Economic Modeling Specialists, Intl.



### Value of Regional Exports and Change in Exports Value

MSA	2014 Export Value	2008-2014 Growth Rate
<b>Syracuse</b>	\$3.2 billion	-1.0%

Source: Brookings Institution

## QUALITY OF LIFE INDICATORS

### Share of Residents Lacking Health Insurance

Region	SAHIE2011	SAHIE2012	SAHIE2013
<b>New York State</b>	13.2	12.6	12.4
<b>CNY</b>	10.8	9.8	10.2

Source: Census bureau Small Area Health Insurance Estimates (SAHIE)

### Poverty Status of Residents

	2011		2014	
	CNY	NYS	CNY	NYS
<b>Poverty Rate</b>	13.7	14.5	15.0	15.6
<b>Poverty Rate &lt;18</b>	19.3	20.3	21.5	22.1

### Migration (population age one and over)

	CNY
Population, One Year and Over 2012	779,281
Stayed in Same Region 2011 to 2012	747,114
% Stayed in Same Region 2011 to 2012	95.9%
Left New York State in 2012	16,256
% Left New York in 2012	2.1%
Population, One Year and Over 2013	781,502
Stayed in Same Region 2012 to 2013	746,623
% Stayed in Same Region 2012 to 2013	95.5%
Left New York State in 2013	16,360
% Left New York State 2013	2.1%
% Change in New York State Leavers 2012 to 2013	0.6%
<i>2012 and 2013 American Community Survey (ACS) 1-Year Estimates Prepared by NYS Department of Labor, Division of Research and Statistics. Source: 2012 and 2013 ACS Public Use Micro Sample (PUMS).</i>	

### Commuting

Regional Commutation for the Civilian Employed <sup>1</sup>	
	CNY
Civilian Employed 2012 <sup>1</sup>	351,988
Live and Work in Same Region 2012	330,294
% Live and Work in Same Region 2012	93.8%
Civilian Employed 2013 <sup>1</sup>	361,524
Live and Work in Same Region 2013	337,453
% Live and Work in Same Region 2013	93.3%
% Change in Civilian Employed 2012 to 2013	2.7%
% Change in Work and Live in Same Region 2012 to 2013	2.2%
<sup>1</sup> Excludes those who are employed but not at work	
<i>2012 and 2013 American Community Survey (ACS) 1-Year Estimates Prepared by NYS Department of Labor, Division of Research and Statistics Source: 2012 and 2013 ACS Public Use Micro Sample (PUMS)</i>	

### Estimated Visitor Spending

Traveler Spending	2010	2011	2012	2013	2014	2015
Central New York	\$1.04M	\$1.11M	\$1.16M	\$1.18M	\$1.25M	\$1.24M

## KEY REGIONAL INDICATORS

	Starting Point	Current	5-Year Goal	% Change	Progress to Date (% change)	National Total
<b>Total Jobs</b>	333,513 (3/2011)	344,321 (5/2015)	370,125	+5.0%	3.2%	140,141,786 (5/2015)
<b>Gross Metro Product</b>	\$36.8B (2009)	\$37.8B (2013)	\$40.48B	+10.0%		
<b>Population</b>	791,932 (7/2011)	787,240 (7/2015)	795,892	+0.5%	-0.6%	321,418,820 (7/2015)
<b>Unemployment</b>	8.6% (3/2011)	4.4% (5/2016)			-48.8%	4.5% (5/2016)
<b>Regional Poverty Rate</b>	14.4% (2011)	15.4% (2014)			4.2%	15.6% (2014)
<b>Regional Productivity</b>	\$117,200 (2009)	\$119,700 (2013)	\$130,935	+7.5%	2.1%	
<b>Regional Exports</b>	\$3.98B (2011)	\$3.2B (2014)	\$7.4B	+100%	-3.0%	\$1.95T (2015)
<b>Total Employment in Foreign-owned Businesses</b>	10,050 (1991)	11,902 (2011)				5,634,280 (2011)
<b>Average Annual Wage</b>	\$37,538 (2011)	\$45,556 (2015)	\$43,168	+15.0%	21.4%	\$52,937 (2015)
<b>Net Establishment Change</b>	53 or .27% (2010-2011)	-84 or -0.4% (2014-2015)				189,440 or 2% (2014- 2015)
<b>Educational Attainment</b>	34.0% (2011)	34.2% (2014)	35.70%	+5.0%	0.6%	32.4% (2014)

**Total Establishments**

Target Clusters	Combined 2004	Combined 2009	Combined 2014	5 YR % Change	10 YR % Change
AM-TECS	2,134	2,201	2,261	2.73%	5.95%
Health, Biomedical Services & Biosciences	3,601	3,749	3,800	1.36%	5.53%
Financial Services	1,084	1,020	1,027	0.69%	-5.26%
Agribusiness & Food Processing	163	190	219	15.26%	34.36%
Advanced Manufacturing	125	123	121	-1.63%	-3.20%
Tourism	4,147	4,229	4,459	5.44%	7.52%
Data to Decisions	2,550	2,541	2,536	-0.20%	-0.55%
Unmanned Aerial Systems	3421	3434	3406	-0.8%	-0.4%
<b>TOTAL</b>	<b>17,225</b>	<b>17,487</b>	<b>17,829</b>	<b>1.96%</b>	<b>3.51%</b>

**Total Employment**

Target Clusters	Combined 2004	Combined 2009	Combined 2014	5 YR % Change	10 YR % Change
AM-TECS	40,444	39,339	40,112	1.96%	-0.82%
Health, Biomedical Services & Biosciences	65,557	70,021	72,782	3.94%	11.02%
Financial Services	13,686	13,864	12,460	-10.13%	-8.96%
Agribusiness & Food Processing	1,865	1,926	2,329	20.92%	24.88%
Advanced Manufacturing	7,687	8,696	7,392	-15.00%	-3.84%
Tourism	61,736	59,915	62,362	4.08%	1.01%
Data to Decisions	38,335	37,659	38,619	2.55%	0.74%
Unmanned Aerial Systems	56665	54932	57201	4.1%	0.9%
<b>TOTAL</b>	<b>285,975</b>	<b>286,352</b>	<b>293,257</b>	<b>2.41%</b>	<b>2.55%</b>

### Total Wages

Target Clusters	Combined 2003	Combined 2009	Combined 2013	5 YR % Change	10 YR % Change
AM-TECS	\$2.11B	\$2.42B	\$2.88B	19.02%	36.51%
Health, Biomedical Services & Biosciences	\$2.63B	\$3.34B	\$3.80B	13.73%	44.58%
Financial Services	\$692.50M	\$786.63M	\$844.79M	7.39%	21.99%
Agribusiness & Food Processing	\$43.29M	\$49.90M	\$67.96M	36.20%	56.98%
Advanced Manufacturing	\$426.89M	\$589.02M	\$510.52M	-13.33%	19.59%
Tourism	\$1.13B	\$1.25B	\$1.42B	13.34%	25.99%
Data to Decisions	\$1.966B	\$2.25B	\$2.60B	15.39%	32.07%
Unmanned Aerial Systems	\$2.61B	\$2.95B	\$3.51B	19.0%	34.6%
<b>TOTAL</b>	<b>\$11.60B</b>	<b>\$13.64B</b>	<b>\$15.63B</b>	<b>14.59%</b>	<b>34.71%</b>

### Average Wages

Target Clusters	Combined 2003	Combined 2009	Combined 2013	5 YR % Change	10 YR % Change
AM-TECS	\$1,60M	\$2.04M	\$3.24M	58.89%	102.15%
Health, Biomedical Services & Biosciences	777,315	954,377	\$1.30M	37.03%	68.24%
Financial Services	197,201	230,455	278,967	21.05%	41.46%
Agribusiness & Food Processing	111,773	126,065	138,472	9.84%	23.89%
Advanced Manufacturing	332,136	416,134	614,913	47.77%	85.14%
Tourism	\$1.14M	\$1.37M	\$1,64M	19.76%	42.92%
Data to Decisions	\$1.07M	\$1,23M	\$2,09M	70.01%	94.57%
Unmanned Aerial Systems	\$1.83M	\$1.96M	\$2.96M	50.7%	61.5%
<b>TOTAL</b>	<b>\$7.07M</b>	<b>\$8.32M</b>	<b>\$12.26M</b>	<b>47.32%</b>	<b>73.42%</b>

### Location Quotient

Target Clusters	CNYREDC
AM-TECS	1.046
Health, Biomedical Services & Biosciences	1.009
Financial Services	0.918
Agribusiness & Food Processing	0.785
Advanced Manufacturing	0.954
Tourism	0.857
Data to Decisions	0.954
Unmanned Aerial Systems	0.748
<b>TOTAL</b>	<b>0.903916</b>

## 2.1 STATUS OF PAST PRIORITY PROJECTS

Progress of Central New York's priority projects is impressive, with a combined return on investment of 11.6 to 1, and 72 percent complete or on schedule. Consistent monitoring and troubleshooting by the Council is an integral part of the region's success.

### PRIORITY PROJECT PROGRESS

The following charts represent the progress and current status of priority projects from Rounds 1-5.

#### Project Status Key

Blue = Completed	Green = On Schedule	Yellow = Progressing Slowly	Red = Concerns	Orange = Not Yet Executed	Black = Canceled
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#### Round 1 Priority Project Progress

CFA #	Project Name	Status
5986	400 South Salina Street LLC (Redhouse Arts Center, Inc.), Sibley's Parking Garage	Green
5775	Cayuga Milk Ingredients, LLC (Cayuga Marketing, LLC)	Blue
6501	Cooper Crouse-Hinds LLC, New R&D Lab	Blue
4210	COR Development Company, LLC, Loguen Crossing Phase 1 Capital	Blue
6016	COR Inner Harbor Company, LLC - Syracuse Inner Harbor Infrastructure Phase 1	Blue
5641	Cortland Downtown Partnership	Blue
6844	Cortland Plastics	Blue
11797	Currier Plastics, Expansion	Blue
6370	Ephesus Lighting, Inc.	Blue
4835	Finger Lakes Musical Theatre Festival, Schwartz Family Performing Arts Center Construction	Green
6715	Fulton Thermal Corp., New Product Line	Blue
6800	Johnson Bros. Lumber and Aquaculture Greenhouse (PDJ, Inc.)	Blue
8217	Matt Industries Corporation - Dupli Envelope	Blue
6223	Nojaim's - Neighborhood	Blue
6529	Onondaga County IDA, White Pine Commerce Park (formerly known as Clay Business Park)	Yellow
1983	Owera Vineyards (EBAC, LLC)	Blue
6577	Rowland House (formerly Abbott House), Reconstruction of hotel property	Blue
6274	Southside Community Coalition, Eat to Live Food Co-op	Green
5058	St. Joseph's Hospital Health Center, Health Center Expansion	Blue
6419	SUNY Upstate Medical University, CNY Biotechnology Accelerator Center Buildout	Green
7457	Syracuse University, Syracuse Center of Excellence R&D Labs - NYE/RIC Advanced Building Consortium	Green
7375	Washington Street Partners, Inc. dba Merchants Commons, LLC, Mixed-Use Facility	Blue



### Round 2 Priority Project Progress

CFA #	Project Name	Status
14507	3Gi Terminals LLC	Blue
16552	400 South Salina Street, LLC, Sibley's Building Redevelopment	Green
18461	Bo-Mer Plastics, LLC, Expansion	Blue
19311	Central New York Raceway Park, Inc.	Green
16594	City of Cortland, Downtown Parking	Blue
17219	City of Oneida, Elm Street Industrial Site Infrastructure	Green
38181	CNY Raceway Park, Inc., Infrastructure	Green
19270	Community Memorial Hospital, Inc., IT Upgrades	Blue
19145	COR Real Property Company, LLC, Loguen Crossing Phase II Capital	Yellow
19115	COR West Kirkpatrick Street Company III, Inc., Syracuse Inner Harbor Infrastructure	Green
19138	Crouse Health Hospital, Inc. dba Crouse Hospital, Neonatal ICU Renovations	Green
18808	Dielectric Laboratories, Inc., California Plant Relocation	Green
11906	Empire Farmstead BrewerB2:B27y, Inc., Construct New Brewery	Blue
18165	Growing Upstate Food Hub, LLC	Green
16964	Home Headquarters, Inc., Prospect Place Mixed-Use Development	Red
16678	Le Moyne College, Business Exchange	Blue
17597	Pall Corporation, Finger Lakes Center of Excellence Expansion	Yellow
19667	PriceRite Supermarkets (dba for Wakefern Food Corp.), South Avenue PriceRite Supermarket	Green
16781	Rapid Response Monitoring Services, Inc., Expansion	Green
16727	Sweet Spot Development, Camillus Mills Redevelopment	Green
16361	Syracuse University Theatre Corporation, dba Syracuse Stage, Renovations	Green
19908	Syracuse University, Connective Corridor Façade Grant Program	Blue
17145	The Research Foundation for SUNY on behalf of SUNY ESF Biomass Cooperative Innovation Center, SUNY ESF Biomass Cooperative Innovation Center	Blue
18404	The Research Foundation for SUNY on behalf of SUNY ESF CNY Biotechnology Accelerator, M&E Acquisition	Blue
16560	U.S. Optical, LLC, Expansion	Blue
17641	Vibrant Syracuse Spaces, LLC, dba The Gear Factory, Renovations for artist live/work facility	Green
14628	WST33, LLC (Grant Avenue Development, Inc.), Plaza of the Arts Mixed-Use Development	Blue

**Round 3 Priority Project Progress**

CFA #	Project Name	Status
32093	300 East Washington Street LLC, NYNEX Building Rehabilitation	Green
29358	706 North Clinton, LLC, Redevelopment	Blue
31926	Cazenovia College, NYS Center for Equine Business Development Capital Improvements	Green
31097	Central New York Raceway Park, Inc., Construction	Green
28556	CNY Fabrication, LLC, G.A. Braun	Green
32549	Cornell Cooperative Extension of Madison County, Madison County Malting Project Feasibility	Green
31812	Cortland Line Holdings, LLC, Plant Renovations and Equipment	Green
31108	C'Ville Cafe, Inc./Byrne Dairy, Agritourism Destination Facility	Yellow
27128	Discovery Center of Science and Technology, MOST Energy Exhibit	Green
27308	Filtration Lab USA Inc., dba Northland Filter International, Equipment Purchase	Green
24055	INFICON, Inc., Plant Expansion	Green
29292	Johnston Paper Company, Inc., Expansion	Blue
31772	L. & J.G. Stickle, Inc.	Green
28685	Marquardt Switches Inc., Global Technology Center	Blue
28902	Near West Side Initiative, Inc., Case 3 Unit Saltmakers Redevelopment	Green
32160	Onondaga County Department of Water Environment Protection, Agrana Foods Infrastructure	Green
26769	Queensboro Farm Products, Inc., Equipment Upgrade	Green
28057	Southern Graphic Systems, LLC, Equipment Purchase	Blue
32195	Syracuse University, Façade Program III	Blue
31711	United Way of Central New York, Urban Partnership for Economic Opportunity	Green
31329	Upstate-COR Company, LLC, Loguen Crossing Redevelopment	Orange
26876	YMCA of Greater Syracuse, Northwest Family YMCA Construction	Blue

**Round 4 Priority Project Progress**

CFA #	Project Name	Status
39965	201 East Jefferson Street LLC, Business Live/Work Facility	Green
42427	538 Erie Boulevard West LLC, CG Meaker Building Mixed-Use Redevelopment Project	Blue
39396	Altmar Genesee, LLC, Tailwater Barn Banquet Facility	Green
40747	Cazenovia Hospitality, LLC, New Hotel	Blue
39913	Central New York Enterprise Development Corporation, Quasi-Equity Loan Program	Green
42129	City of Auburn, Smart Grid Implementation	Green
41093	CNY Enterprise Development Corporation, Selkirk Point Redevelopment Planning & Design	Green
39018	Colgate University, Center for Art and Culture	Yellow
42704	County of Oswego Industrial Development Agency, Incubator Collaboration Feasibility Study	Green
42074	Crouse Health Hospital, Inc. dba Crouse Hospital, Emergency Department Expansion	Green
41345	Designer Hardwood Flooring CNY Inc., Hardwood Transformations Engineered Flooring (Division of HTI)	Green
41709	EBAC, LLC, Owera Farm Winery II	Green
35685	Euphony Inc., Audio and Speech Technology	Green
41908	Good Nature Brewing, Inc., New Farm Brewery Facility	Green
38740	Home HeadQuarters, Inc., Mixed-use Redevelopment	Green
42179	Infinity Armory LLC, SKY Armory Phase II Redevelopment	Green
40944	Le Moyne College, Health Professions Expansion	Green
40213	Northeast UAS Airspace Integration Research Alliance Inc., Test Range Instrumentation	Green
40033	Onondaga County Depart. of Facilities Management, Carnegie Building Rehabilitation	Green
41464	Onondaga County Department of Water Environment Protection, Inner Harbor/North Side Sanitary Sewer	Green
41295	Onondaga Historical Association, Iroquois Heritage Center Buildout	Green
43032	Oran Station Brewing Supplies LLC, Hops Yard and Micro Malting	Green
39911	Paradise Companies 2, LLC, Excellus 2014	Green
43271	Red House Arts Center, Inc., Arts And Culture Complex	Green
42295	St. Joseph's Hospital Health Center, Northside Training and Entrepreneurship Center	Green
41216	Sunoco, Inc., Truck Scale and Entrance Improvements	Blue
42641	Syracuse Community Hotel, Inc., dba Marriott Downtown Syracuse, Hotel Syracuse Redevelopment	Green
42946	Syracuse Economic Development Corporation, Mizpah Tower Structural Analysis and Feasibility	Blue
39774	Twenty East, LLC, Renovations for Agritourism Destination	Green
38746	VG Rentals, Inc., Mixed-use Redevelopment	Green

**Round 5 Priority Project Progress**

CFA #	Project Name	Status
49727	400 West Division Street, LLC, Solar Street Mixed-Use Construction	Green
54781	900 East Fayette Group LLC, Historic Mixed-use Renovation	Green
54146	Ascension Gaming Network, Inc., Facility Expansion and Equipment	Green
53073	City of Cortland, Main Street Feasibility Study	Green
57237	Community Memorial Hospital, Inc., Emergency Department Renovation and Expansion	Green
56255	COR Van Rensselaer Street Company, LLC, Mixed-use New Construction	Green
55272	Cortland Plastics International, LLC, Manufacturing Plant Expansion	Orange
56926	County of Oswego Industrial Development Agency, Incubator Project	Green
50896	Crouse Health Hospital, Inc. dba Crouse Hospital, Relocation of Chemical Dependency Treatment Facility	Green
55924	D. Yaman Properties, LLC, Crescent Commons Commercial Development	Green
55787	Earned Visibility, Inc. (Terakeet LLC), Business Expansion	Green
53428	Empire Farmstead Brewery, Inc., Brewery Expansion Project	Orange
55760	Empire Housing and Development Corporation, The Inner Harbor One Stop Veterans Center	Green
53471	Farm It Out Produce, Inc., Indoor Farming	Green
53896	Felix Schoeller North America, Inc., New Silicone Coating Line	Yellow
56983	Gear Motions, Nixon Gear Division, Equipment Purchases	Green
55932	Gelesis, Inc., Manufacturing Facilities and Equipment	Orange
52673	Giovanni Food Co., Inc., Facility Consolidation and Upgrade	Green
43112	Infitec, Inc., Factory Upgrades Training	Orange
52423	Inns of Aurora, LLC, New Hotel-related Facilities	Yellow
56382	JPW Structural Contracting Inc., Paint Bay Expansion	Green
57502	Lake Ontario Water Park, Inc., Construct and Indoor Water Park	Green
56398	Lake View Manufacturing LLC, dba Aurora Shoe Company, Plant Expansion	Green
57367	Life of Reilley Distilling Company, Expansion Project	Green
56317	McNeil Development Company LLC, McNeil & Co. Insurance - Office Campus	Green
55667	Morse Manufacturing Company Inc., Building Acquisition and Equipment Purchases	Green
52738	Near West Side Initiative, Inc., Neighborhood Performance Infrastructure Facility	Green

**Round 5 Priority Project Progress (cont.)**

CFA #	Project Name	Status
57955	Park Avenue Lantern Corporation (Syracuse Business Center, Inc.), The Dietz at Leavenworth Park - Mixed-use Redevelopment	Green
55282	Prima Terra Properties, LLC, Crossroads New Hampton Inn and Out-parcel Development	Green
53109	Sunoco Inc., Malted Barley Project	Green
55153	Syracuse Lighting Company LLC, Brewery and Mixed-used Renovation	Green
55106	Syracuse Regional Airport Authority, Hancock Airport Planning Study	Green
57662	Syracuse University, Veterans Resource Complex	Orange
55627	The Kimberly at Grant Boulevard, Inc., Mixed-Use Renovations	Yellow
51292	Tony Baird Electronics, Inc., Manufacturing Expansion	Green
51126	Town of DeWitt, Sports Complex Construction	Green
56466	Triad Recycling and Energy Corp., Construction of Recycling Facility	Orange
55232	Varsity BLVD, LLC, Mixed-use Reconstruction	Green
56482	Village of Phoenix, Marina Feasibility Study	Green
52960	Visiting Nurse Association of Central New York, Inc., Continuing Care Call Center Expansion	Green
56313	Whitlock Partners Ltd, Whitlock Building Commercial Redevelopment	Green



*UAS Operations Center at UAS Federal Aviation Administration test site located at Griffiss International Airport. Credit: Eric Miller, NUAIR*

**MAPPED STATUS OF PRIORITY PROJECTS**

The following map shows the location of past priority projects from Rounds 1-5.



## SUMMARY OF ALL PAST PRIORITY PROJECTS

Project Status	Round 1	Round 2	Round 3	Round 4	Round 5	Total	% Projects
Blue Completed	16	11	6	5	0	38	21.59%
Green On Schedule	5	13	14	24	32	88	50.00%
Yellow Progressing Slowly	1	2	1	1	3	8	4.55%
Red Concerns	0	0	1	0	5	6	3.41%
Orange Not Yet Executed	0	1	0	0	2	3	1.70%
Black Canceled	5	8	9	9	2	33	18.75%

## LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS

Round	Total Award	Total Project Cost	Total Projects	ROI
Round 1 ESD	\$29,341,966	\$323,268,268	22	11.02
Round 2 ESD (Plus 5 Year Payroll)	\$23,197,460	\$274,406,796	27	11.83
Round 3 ESD (Plus 5 year Payroll)	\$14,875,600	\$174,307,692	22	11.72
Round 4 ESD (Plus 5 Year Payroll)	\$21,815,000	\$265,364,050	30	12.16
Round 5 ESD (Plus 5 Year Payroll)	\$43,117,500	\$503,096,371	41	11.67
TOTAL	\$132,347,526	\$1,540,443,177	143	11.64

## 2.2 STATUS OF ALL PROJECTS AWARDED CFA FUNDING

More than 400 grant recipients are pursuing projects that align with the CNYREDC's goals to strengthen industry concentrations, improve connections to global economies, and revitalize urban cores and main streets. Additionally, 75 projects awarded CFA funding are moving forward at or ahead of schedule; more than 25 percent are complete and nearly 60 percent are on schedule.

## AGGREGATED STATUS OF ALL PROJECTS

Project Status	Round 1	Round 2	Round 3	Round 4	Round 5	Total	% Projects
Blue Completed	48	25	22	5	1	101	25.25%
Green On Schedule	24	33	45	55	74	231	57.75%
Yellow Progressing Slowly	2	3	2	1	4	12	3.00%
Red Concerns	0	0	1	3	7	11	2.75%
Orange Not Yet Executed	0	0	1	0	2	3	.75%
Black Canceled	8	11	10	10	3	42	10.50%

### LEVERAGE OF STATE INVESTMENTS IN ALL CFA PROJECTS

Round	Total Award	Total Project Cost	Total Projects	ROI
Round 1	\$104,712,084	\$483,277,306	81	4.6
Round 2	\$97,312,340	\$405,135,532	74	4.2
Round 3	\$65,968,176	\$808,157,468	81	12.3
Round 4	\$79,586,423	\$379,365,358	76	4.8
Round 5	\$126,086,612	\$683,478,077	91	5.4
<b>TOTAL</b>	<b>\$473,665,635</b>	<b>\$2,759,413,741</b>	<b>403</b>	<b>5.8</b>

### JOB CREATION

Round	Current Existing Jobs	Jobs Retained	Projected Jobs Created	Jobs Created	Total Projects
Round 1	3,879	4,056	351	453	22
Round 2	4,058	3,787	422	426	27
Round 3	2,028	1,940	477	149	22
Round 4	2,703	3,813	467	51	30
Round 5	1,654	1,639	639	15	42
<b>TOTAL</b>	<b>14,322</b>	<b>15,235</b>	<b>2,356</b>	<b>1,094</b>	



Emerson Park, Auburn. Credit: Christopher Molloy Photography



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# 3 IMPLEMENTATION AGENDA

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## 3.0 IMPLEMENTATION OF 2016 STATE PRIORITIES

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Each year, the CNYREDC assesses and aligns state priorities with its three core goals. This year it is also aligning those priorities to the Signature Investments outlined in the *CNY Rising* plan. The following represent a snapshot of the work Central New York is doing to advance statewide priorities.

### IMPLEMENT STRATEGIES THROUGH THE PROJECT PIPELINE

The CNYREDC constantly and consistently works with potential project applicants to refine project scopes, ensure alignment with its goals, and encourage innovative submissions. The regional Empire State Development office and REDC leadership continue to nurture relationships with key business and government leaders in each of the five counties. Additionally, Central New York's successful Upstate Revitalization Initiative plan prioritized recruitment of projects in unmanned aerial systems, transportation and logistics, and agribusiness.

Throughout the year local economic development officials, in cooperation with Empire State Development, encourage businesses and potential projects to strongly consider how Consolidated Funding Application (CFA) resources align with their 12-month plans. Additionally, to address the plan's economic inclusion goals, business and community leaders from traditionally underserved areas have been working with their constituents to apply for CFA funding. The council and state agency resource team also promotes underused sources of CFA funding to potential applicants to find opportunities to leverage resources and advance project ideas. This proactive planning, in tandem with day-to-day economic development work, is filling Central New York's project pipeline with projects that propel Central New York's industry clusters, connect to new markets, and promote smart development strategies.

### R6 Project Pipeline

#### **Steri-Pharma, LLC - Line 7 Expansion Project**

The CNY Regional Economic Development Council has worked with Steri-Pharma, LLC, a manufacturer of antibiotics used internationally to treat complicated bacterial infections, for two years to identify expansion opportunities and review the CFA process. While some initial investment opportunities were postponed, ultimately the relationships developed through ongoing and proactive outreach meant that the council was ready to assist and respond when the company was ready to pursue an expansion.

SteriPharma has submitted a Round 6 CFA and will invest approximately \$42 million to expand operations at its facility in Syracuse, adding a new 18,500 square foot building. The project includes adding a second sterile powder filling line and increasing warehouse capacity through the construction of new clean rooms. This planned growth will allow SteriPharma to triple its existing production output and address future capacity needs, and more than double its current workforce of 48 to over 125 full time employees in the next five years.

## TRAIN THE WORKFORCE FOR TODAY AND TOMORROW

Work Train, an initiative dedicated to addressing the challenge of un-and-underemployment in Central New York, is creating solutions that benefit both businesses and jobseekers alike. In response to growing industry demand in manufacturing and in furtherance of its efforts to connect individuals to good wages and opportunities for career advancement, Work Train launched the Manufacturing Careers Partnership between SUNY Onondaga Community College (SUNY OCC), SUNY Syracuse Education Opportunity Center (SUNY EOC), Central New York Technology Development Organization (CNY TDO), Manufacturers Association of Central New York (MACNY), CenterState CEO and On Point for College in April 2015.

The partnership, made possible by a \$1.2 million grant from the New York State Assembly secured by Assemblyman Al Stirpe, brings together manufacturers as well as economic development, workforce, education and training and community-based partners to analyze industry demand and develop solutions that connect un-and-underemployed residents to jobs. As its first initiative, the Manufacturing Careers Partnership developed and launched an entry-level Machine Operator program in September 2014. The 12-week, competency-based program is being delivered through SUNY OCC and has placed an initial cohort of 12 individuals in manufacturing jobs since its launch.



In health care, **Work Train** continues to work with partners to build their capacity to successfully participate in industry-led workforce development programming. In partnership with health care employers as well as SUNY EOC, On Point for College and the Service Employees International Union 1199 Training and Upgrading Fund, Work Train is developing a health care industry partnership to sustain the Health Train program. In 2015, the delivery of Health Train curriculum was successfully embedded within SUNY EOC, who is in a better position to run the programming at scale and sustain it over time. The Health Train program continues to have success. In 2015, Health Train placed 77 un-and-underemployed workers in health care jobs in Syracuse.

The Syracuse City School District (SCSD), MACNY and SUNY OCC continue to partner on the NYS Pathways in Technology Early College High School (NYS P-TECH) grant. The partnership is focused on advanced manufacturing and impacts more than 50 students each year. The grant is valued at \$2.4 million over seven years. The partnership among SCSD, SUNY OCC, and MACNY creates a bridge between secondary and postsecondary education and business.



### **Syracuse College Promise**

In March 2016, New York State announced a **\$20 million investment** to support *CNY Rising's* Syracuse College Promise Collaborative. The Syracuse College Promise endowment, which is aligned with the Say Yes to Education program, enables *CNY Rising's* goals of bringing greater economic inclusion and access to jobs to all members of the community through greater access to higher education attainment. The Say Yes to Education endowment is now the first fully funded Say Yes scholarship program in the country.

SUNY OCC is in the process of applying for Federal Department of Labor funding, the America's Promise Grant Program, to bolster regional partnerships between employers, economic development, workforce development, community colleges, training programs, and community-based organizations. If awarded, the grant will provide low or no-cost opportunities for underserved populations to meet the anticipated needs of the health care, manufacturing and construction trades industries. If successful, the grant partners will build infrastructure to allow significantly stronger coordination among our publicly-funded, adult-serving, workforce training entities which can allow for easier pathways to college as well as sustainability beyond the four-year grant.

Over the past year the Cayuga-Cortland Workforce Investment Board (WIB) has restructured to be more streamlined and proactive in light of the Federal WIOA legislation and to be more regionally aligned. Administratively the WIB is gathering the strategic employment information to inform policy, procedure and legalities to maximize and state and federal workforce funds. The WIB is working to provide business employees and the area's workforce with training and the development of programs by connecting with CUNY and SUNY systems and other training facilities. The WIB continues to match incumbent and new workers with STEM programs and business and tech skills to meet ever increasing industry demands.

### **REGIONAL ECONOMIC CLUSTER PLAN**

In 2015, the CNYREDC identified Data to Decisions (D2D) as its priority regional economic cluster. As part of this identification, the CNYREDC proposed a deeper focus on four distinct, yet overlapping, industry opportunities: precision medicine, thermal and electronic controls, cybersecurity and information assurance, and unmanned aerial systems (UAS).

*CNY Rising* calls for a proposed major investment in creating a **global center for unmanned systems and cross connected platforms** in Central New York and the Mohawk Valley, which directly encompasses the UAS and

information assurance industries. While the region has strategically targeted investments in a subset of the D2D cluster, progress has also been made in growing the precision medicine and thermal and electronic controls industries. Additional information about the integration of the four D2D industry opportunities into Central New York's targeted industries is discussed in the next section.



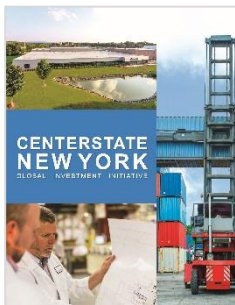
## REGIONAL GLOBAL MARKETING AND EXPORT PLAN

Central New York continues to expand the export competitiveness of companies in the region. As indicated in previous updates to the Global NY plan, through the work of the Central New York International Business Alliance (CNYIBA) Central New York partners with the Mohawk Valley to bring one-on-one export counseling, networking events, training, and export plan development to an expanded geographic footprint of businesses. The CNYIBA continues to promote global trade opportunities throughout these regions and act as the link between firms who need export assistance and the wide range of export services available in the community. During the past 12 months, CNYIBA expanded its membership to 52 firms between the two regions. As of June 2016, average attendance at the organization's events was on track to meet or exceed the averages set in 2015.



*U.S. Ambassador to Chile Michael Hammer speaks to Central New York businesses and CNYIBA members about how the Trans-Pacific Partnership will strengthen existing economic linkages, build new supply chains and make it easier for small businesses to do business globally.*

This year the CNYIBA also added a new Export Catalyst program that provides a continuation of intensive one-on-one export assistance to graduates of the successful ExportNY program. Export Catalyst is conducted in partnership with JPMorgan Chase and is currently working with its initial cohort of firms by offering in-house export consultants to help firms launch and implement the export strategies they developed in ExportNY.



In addition to continuing to build the global competitiveness of its firms, the Central New York, North Country and Mohawk Valley regions also took steps to enhance the foreign investment that flows into the region. In partnership with the Global Cities Initiative, a joint program of JPMorgan Chase and the Brookings Institution, the broader 12-county CenterState New York region launched **the CenterState New York Global Investment Initiative** in June. This initiative is designed to assess the region's challenges and opportunities as they relate to retaining and attracting foreign investment.

In response to initial findings, the region outlined new strategic interventions it would pursue to strengthen foreign investment opportunities:

- **Focus on Industries of the Future** - promote the region as a hub for UAS, data to decisions, engineering, technical services, biotechnology, environmental systems and agribusiness.
- **Leverage Connections** - utilize the region's relatively small size and integrated economic development model to build networks that attract and guide FDI, and build stronger relationships with and knowledge of existing firms of all sizes.
- **Engage Rationally** - focus on Europe, Canada and business sectors that are a match for this location, URI initiatives and assets.
- **Leverage Merger & Acquisitions (M&A) to Address Capital, Technology and Market Challenges** - actively seek to identify and connect legacy industries and struggling, companies to regional M&A

service providers and foreign investors. Facilitate a process based on historical outcomes that will produce positive results for these companies and the community.

- **Welcome and Support Foreign-owned Businesses** - support firms that are established in the region through greenfield and M&A investments to help ensure their growth and expanded foothold in the U.S. market; these firms are susceptible to relocation out of the region if they are not adequately supported.

## R6 Project Pipeline

### Operation Oswego County - Mitchell St. Expansion

Operation Oswego County, Inc. will invest approximately \$600,000 to expand and improve a 32,000 square foot manufacturing facility in the Lake Ontario Industrial Park in Oswego, Oswego County, to benefit the building tenant, Northland Filter International, a Canadian-owned industrial air filter manufacturer. In keeping with a recent lean manufacturing layout efficiency plan, the project will include addition of approximately 4,000 square feet of new office space, conversion of existing office space back to manufacturing space, and addition of a 1,500 square foot mezzanine outside the building to accommodate waste compacters. The expansion will retain the company in New York State and allow it to purchase two new production lines, resulting in 30 new manufacturing employees, 25 of which were committed in CFA Round 3.

### REGIONAL OPPORTUNITY AGENDA

Continuing the region's strong commitment to addressing challenges associated with joblessness, persistent unemployment, underemployment and concentrated poverty, the CNYREDC called for the creation of the



**Alliance for Economic Inclusion (AEI)** in as one of *CNY Rising's* Signature Investments. As outlined in *CNY Rising*, AEI is intended to directly confront some of the most troubling economic statistics facing Central New York:

- 34 percent of the residents of the City of Syracuse live in poverty;
- 44 percent of the residents of Central New York are underemployed;
- The City of Syracuse School District's graduation rate, 55 percent, is well below the state average (78.1 percent); and
- Syracuse ranks as one of the worst communities in the country for concentrated poverty of African-American (42 percent) and Latinos (57.5 percent).

While proposed solutions to these challenges abound, partners throughout Central New York recognized in the *CNY Rising* plan that a major factor contributing to these troubling statistics is the disconnect between people and meaningful employment. As such, the AEI proposes to cultivate a more inclusive regional economy by targeting and funding initiatives through interconnected strategies:

- Creating career pathways for adults and youth;
- Growing entrepreneurship and business ownership in underserved communities;
- Attracting and locating good jobs directly in distressed neighborhoods and communities; and
- Building tools and incentives for educational attainment.

The AEI and its partnership of regional private sector, nonprofit, academic, and public representatives will pursue these strategies by making targeted investments in new and emerging programs and initiatives that align with its goals. The Alliance will also work with each investment recipient to ensure goals are met, performance metrics are tracked and that its investments clearly begin to address the entrenched challenges noted above. The AEI will also act as a forum to analyze and replicate the investments that are showing results across the region and can help troubleshoot programs and initiatives that may not be meeting their original deliverables.

## **REGIONAL HOT SPOTS AND BUSINESS INCUBATORS**

Central New York's Innovation Hot Spot continued to deliver benefits to startup companies in 2016, with a focus on initiatives that promote and support the commercialization of academic research and collaboration with entrepreneurs to bring new technologies to market and businesses to fruition.

Coordinated by CenterState CEO's **The Tech Garden** in Syracuse, the Innovation Hot Spot leverages existing resources to maximize the Hot Spot's benefits across Central New York. The Tech Garden enjoys partnerships with StartFast, Syracuse University's Southside Innovation Center, the SUNY Upstate's CNY Biotech Accelerator, InSourcing incubator, Syracuse University's Blackstone LaunchPad, an emerging incubator located in Cayuga County led by the Cayuga Economic Development Agency, WISE Women's Business Center and a variety of other entrepreneurial associations. Coordination through the Hot Spot enables these incubators to benefit from others experiences, share best practices, and provide unparalleled support to new ventures.

Since the awarding of the original Hot Spot application, partners have focused primarily on building out and coordinating the ecosystem of support assets and programs. These initial efforts have resulted in a maturing and increasingly specialized network of support initiatives for startup businesses. No longer does the region just provide basic entrepreneurship support (incubation, co-working space, mentor connection), it now offers specialized programs, infrastructure and growth capital in a variety of the region's industry verticals. The CNY Innovation Hot Spot will act to maintain the sustainability and success of this ecosystem while also conducting additional analysis into the future needs of startup businesses. To that end, the CNY Hot Spot teams are already examining large federal research grants to support the growth of TECS, biotech and UAS innovations and are examining how their programs may be expanded to better support minority, women, immigrant and veteran owed businesses.

As the physical hub of the CNY Innovation Hot Spot, The Tech Garden is committed to providing a suite of programs, services and facility resources to support existing and attracting new tenants, both at its physical locations and virtually in neighborhoods and innovation districts around the region. Strengthening this physical anchor of startup development, mentorship connection, and venture capital alignment is a network of Hot Spot partners from across the region that work to align their programs and services with growing regional firms

The ongoing development of a **tech corridor, or innovation district** in downtown Syracuse, supported by the CNY Hot Spot Council, represents an opportunity to align the entrepreneurial support ecosystem with urban revitalization and other economic development activities underway. The corridor includes the five blocks between Harrison and Water Streets along Warren Street in downtown Syracuse, already anchored by The Tech Garden and home to a vibrant collection of resources and companies: The Clean Tech Center, Syracuse CoWorks, Syracuse Media Group, TCGPlayer, Sutherland Global, Virtucom, WIPRO, Tony Baird Electronics, Spin Car and Ephesus Lighting. Renovations are underway at the State

Tower Building, current home to TCGPlayer, acting as a bookend to the tech corridor and evidence of investment in the area.

Through the **NYSERDA Clean Tech Center at The Tech Garden**, companies receive support to commercialize clean energy technology. Working with a team of advisors, early-stage companies reach investment-ready status through a customized incubation and acceleration process. The Clean Tech Center provides several resources to clean tech startups, including individualized technical assistance, access to peer relationships to accelerate their growth, and exposure to a network of business leadership, economic development and R&D opportunities across New York State and beyond.



*Andrey Zykin of LED Spirit, a Clean Tech Center company, demonstrates the company's proprietary lighting and energy solution.*

The CNY Innovation Hot Spot also maintains a strong partnership with the Syracuse Center of Excellence (SyracuseCoE). More than five NYSERDA Clean Tech Center companies have won Innovation Fund awards to commercial their technologies. Additionally, Three NYSERDA Clean Tech Center companies are utilizing the SyracuseCoE's Analysis and Design Center (ADC) to improve the design of their products.

Clean Tech Center Progress	
2016 (Q1-Q2)	To Date (Since 2009)
\$827,500 private capital raised	\$23M+ private investment leveraged
\$93,699 public funding raised	Nearly \$14M in public funding
\$985,133 new revenue	\$6.5M+ in revenue
3 new products	30+ new products
3 new employees	156.5 clean tech jobs created/retained

Further details on the vast array of strong regional programs and services made available to startup companies in the past year can be found under Entrepreneurship in Section 3.1.

Looking ahead, a new web-based **Resource Pool** available through The Tech Garden has been developed, which creates a vehicle for startups to access the professional and business support services providers, including: legal, product development, marketing, sales, supply chain and human resources and aligned by phase: ideation, startup acceleration, incubation, expansion and transition.

The Tech Garden will set up a fund to pay providers to negotiate pro bono and reduced rates accessible to Hot Spot clients based on individualized milestones and needs. Upon the completion of each milestone, entrepreneurs will receive credits toward the Resource Pool's professional services. Entrepreneurs' investment of their own time and effort as "payment" for these services incentivizing clients' engagement in Hot Spot programming, while at the same time, reducing economic barriers to critical business development resources.

The Resource Pool also plans to increase outreach to veterans and diverse entrepreneurs; increase Pre-Seed workshops and Sandbox programs; implement a new

commercialization course; provide startups with access to professional business development services at no monetary cost; improve and increase interactions with Hot Spot clients; improve access to capital; improve the tracking of impact data; and improve regional communication around the sharing of best practices.



### ***Hot Spot and Business Incubator Endorsement***

Given its success to date, the CNYREDC endorses **The Tech Garden**, in Syracuse, to continue its designation as the region's **Innovation Hot Spot**.

The CNYREDC nominates the **CNY Biotech Accelerator** as the **region's NYS Incubator** due to the core competencies the area has in biotech, the desire to build off these competencies as a part of the CNYREDC's regional plan, and the potential to spin off new business ventures in a field that the region has already demonstrated the capacity to take a leadership role.

### **SUNY COMMUNITY COLLEGE PLANS (NYSUNY 2020)**

Institutes of higher education continue to be economic drivers across Central New York. NYSUNY 2020 supported several programs over the last year.

#### ***Institute for Environmental Health and Environmental Medicine***

The Institute for Environmental Health and Environmental Medicine is a collaboration of SUNY Upstate Medical University, SUNY College of Environmental Science and Forestry (SUNY ESF), SUNY Oswego, and SUNY OCC that prepares students to solve real-world health and medical problems through the application of environmental science and technology; the analysis, prevention and mitigation of potential environmental hazards; and the treatment of medical conditions arising from environmental conditions. Key features of this effort include:

- Expansion of SUNY Upstate Medical University's Center for Global Health & Translational Science. The Center's research includes countries such as Ecuador, Thailand, Kenya and the United States, and it was involved with developing a vaccine for the dengue virus. The establishment of its Global Maternal Child and Pediatric Health Program enabled a clinical trial vaccine study for RSV (respiratory syncytial virus) in Syracuse and Ecuador. NYSUNY 2020 is also supporting a biosafety level-3 insectary at SUNY Upstate's Institute for Human Performance, to support research and clinical trials associated with mosquito and tick-borne diseases. To develop this facility, Upstate has been in consultation with the Walter Reed Army Institute of Research, and a high-level research scientist joined the faculty in September 2016.



- Development of SUNY Oswego's \$3.1 million Advanced Wireless Systems Research Center, which offers a research training lab and interdisciplinary teaching. This state-of-the-art environment supports the development and testing of wireless devices ranging from tiny sensors to large automobiles. SUNY Oswego partnerships include: SUNY Upstate Medical University to develop sensors for a smart system to monitor stress and pulse rates; STI-CO Industries to develop and test antennas; and, Snow Dragon Corporation to research and develop the next generation of biometric authentication systems. In addition, Oswego is researching and testing multi-phone wireless charging systems.



*SUNY Oswego Wireless Systems Research Center.  
Credit: SUNY Oswego*

- In October 2015 SUNY Oswego also partnered with SUNY Upstate and SUNY ESF for the SUNY Performance Fund Proposal: SUNY Institute for Precision Cancer Research, Education and Care (IPCREC). IPCREC will make life-saving use of data, fusing a patient's personal data to cancer treatments in the clinic, and will provide a regional resource for research, education, and delivery of precision cancer care. IPCREC builds on the research, education, and care excellence of the Institute for Environmental Health and Environmental Medicine — funded by an earlier round of SUNY 2020 — with its competency in environmental modeling correlated to human health (e.g., sensor work on atmospheric particles that contribute to lung cancer).

- Development at SUNY ESF of an Environmental Health Bachelor of Science degree, a one-of-a-kind program in New York State, offering enrolled students access to NYSUNY2020 funded new equipment with capabilities that range from DNA imaging to determining changes in gene expression. Scheduled to break ground in May 2017, the SUNY ESF Academic Research Building will house new laboratories supporting the Environmental Health program.



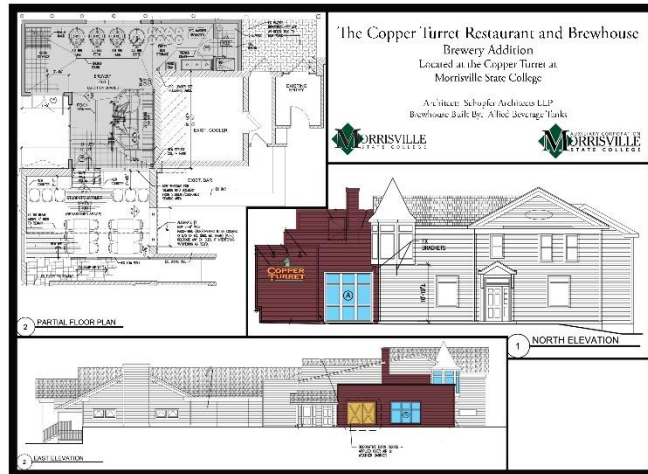
*SUNY ESF Academic Research Building*

- Installation of new teaching spaces and laboratories to support SUNY OCC's highly-regarded nursing degree program, including a simulated patients lab that can be programmed to present any health condition, thereby placing nursing students in real-time response situations to prepare them for clinical work with human patients.

### ***Brewing Institute and Biodigester***

Agriculture is a core industry in Central New York, and Morrisville State College is supporting growth of the craft brewing and renewable energy industry sectors through two NYSUNY 2020 projects:

- A Brewing Institute that features a \$600,000 brewing laboratory in an existing teaching restaurant at Morrisville State College; and,
- A \$7.5 million Biodigester built on the Morrisville State College campus as part of its renewable energy curriculum, which also will benefit from a future project to build an alternative fuels academic building with \$12.9 million in support from NYSUNY 2020.



*The Copper Turret microbrewery offers educational opportunities to Morrisville State College students, while capitalizing on the rapid development the region's brewing industry. Credit: Morrisville State College*

In 2016-2017, NYSUNY 2020 will launch several new initiatives, including:

### ***Labs to Jobs Consortium***

SUNY OCC, SUNY ESF, Morrisville State College/SUNY EOC, SUNY Oswego, and SUNY Upstate Medical University will expand applied, “real world” learning experiences to prepare students for existing and emerging economic opportunities in Central New York and beyond.

- SUNY OCC is focusing on health care disciplines, including phlebotomy, medical assisting and medical administration, in partnership with St. Joseph’s Health; food entrepreneurship through a new teaching restaurant on the Northside of Syracuse; and, hospitality management through new, high-technology teaching laboratories and classrooms on the SUNY OCC main campus.
- SUNY ESF is creating the information technology infrastructure to support a biomimetic data center that will advance biomimicry, which examines phenomena in nature to develop technologies, designs, processes and products that improve lives, lead to medical breakthroughs, and create jobs. In the coming year SUNY ESF will plan for the renovation of a historic carriage house on its Newcomb campus serving as an outpost in the Adirondacks for gathering and analysis of data to be used to find nature's solutions to complex problems.
- Morrisville State College/SUNY EOC will create an advanced manufacturing laboratory to prepare students for current opportunities in manufacturing and will expand its existing certified nurse assistant and medical laboratory to support training of certified home care and personal care aides, thereby creating career entry pathways into many in-demand medical professions.
- SUNY Oswego will launch a bioinformatics research lab in downtown Syracuse to support the aggregation of “big data” to improve population health and the development of smart tools and processes to foster efficient health care delivery. SUNY Oswego also will launch a new concentration in biomedical instrumentation supported by a new teaching laboratory at its main campus in Oswego.
- SUNY Upstate Medical University will develop an advanced medical simulation center that will bring together multiple medical disciplines to simulate a variety of health care settings. In addition to supplying an innovative environment for medical, nursing and health professions students, there

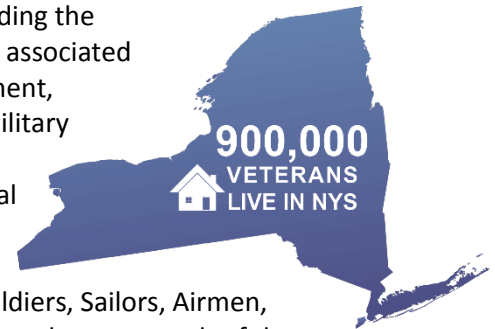
also will be opportunities for in-service training of area professionals, such as enabling medical teams to practice “real life” scenarios before heading into the field.

### **Aquatic Science Center**

The Aquatic Science Center is a continuing project that will serve as an anchor in the redevelopment of the Syracuse Inner Harbor to provide teaching and research opportunities focused, in particular, on the biological and environmental sciences, environmental technology and related engineering disciplines. This project is in the concept design and program planning phase.

### **VETERANS’ PARTICIPATION IN THE WORKFORCE**

With more veterans returning from service around the world, providing the supportive services and resources to help them navigate challenges associated with the transition from military to civilian life—such as unemployment, education and training issues—is paramount. More than 900,000 military veterans call New York State home and an overwhelmingly high percentage of those veterans live, work, and attend school in Central New York. In fact, more than 60 percent of the state’s military veterans reside in Upstate New York – a percentage that is expected to grow over the next decade, as more than 1.5 million Soldiers, Sailors, Airmen, and Marines make the transition from military to civilian life. It is clear that as a result of the region’s close ties to Ft. Drum, home to approximately 19,000 active duty military members and another 11,000 military spouses and military-connected children, and also to major employers in the defense and technology sectors, Central and Upstate New York will emerge over the next decade as one of the most military and veteran-connected regions in the United States.



To support this significant transition, key Upstate New York institutions, led by Syracuse University and its **Institute for Veterans and Military Families (IVMF)**, are focused on advancing the post-service lives of America’s service members, veterans and their families. Syracuse University, in cooperation with other institutions, has spearheaded initiatives that address the full spectrum of veterans’ social, economic and wellness needs to provide



*U.S. Secretary of the Veterans Affairs Robert A. McDonald meets with officials at SU’s Institute for Veterans and Military Families. Credit: Syracuse University*

actionable and national-impacting research, policy analysis and program evaluation; coordinate comprehensive collective impact strategies; and work with communities and nonprofits to enhance service delivery for veterans and their families.

Over the past year, Syracuse University has continued to invest in its commitment to make the Central New York region “the best place for veterans and their families.” The University’s efforts in this area have been aligned with its ongoing academic and strategic planning, informed by leaders across the campus, and situated within the veteran community in Syracuse and nationally. The University has invested in the resources required to advance the educational experience of veterans and military-connected students, including:

- Creating a veteran recruiting team in the office of admissions, bolstering outreach and enrollment of student veterans and military-connected students.
- Investing in a dedicated career counseling program, which is addressing the growing career development and employment needs of the veteran and military family community at Syracuse University.
- Eliminating financial barriers to enrollment for GI-Bill eligible veterans, by removing limitations on the University’s participation in the Yellow Ribbon program.
- Eliminating administrative barriers to enrollment by streaming processes associated with admissions, transfer credit evaluation and financial aid.

As a part of Chancellor Kent Syverud’s vision and the leadership of Vice Chancellor for Veteran and Military Affairs, Mike Haynie, Syracuse University’s IVMF continues to expand its programs and services. Over the past year, Syracuse University – through the IVMF – has trained more than 32,000 transitioning service members, veterans and their families in small business, technology, project management, and career preparation throughout the U.S., and around the globe. Today, the IVMF is operating programs on every U.S. military installation on the globe, including Fort Drum, supporting the successful transition from military to civilian life for more than 1.2 million U.S. soldiers, sailors, airmen and marines. These programs and services ranged from employment and career preparation, to entrepreneurship and small business development, to creation of a national hub for veteran business, to deploying a community approach to serving our veterans and their families through a coordinated care network by public, private and independent service providers.

Over the past year Syracuse University’s national acclaim as a leader in this space has been recognized and bolstered as a result of campus visits from the Secretary of Defense, the Chairman of the Joint Chiefs, the Secretary of the Army, the Administrator of the SBA, the Secretary of Veterans Affairs, and many other senior leaders from across the veteran- and military connected community. The University has continued to



Credit: Syracuse University

successfully generate external financial support for its work in this area; over the past year, Syracuse University has received more than \$25 million in support of its veteran programming from foundations,

corporations, government and individual philanthropists. It is these public and private partners such as **JPMorgan Chase**, the U.S. Small Business Administration, Walmart, First Data, Lockheed Martin and other local, state and federal government agencies that allow the University to continue this positive momentum in the region.



### **National Veterans Resource Complex**

The establishment of the National Veterans Resource Complex (NVRC) is Central New York's Capstone Initiative in Service to the Nation's Veterans. It carries on Syracuse University's tradition of leading the nation in its dedication to enhancing the quality of post-service life for our nation's veterans and their families.

The NVRC is conceived as a class-leading, nationally-recognized facility and exemplar of campus and community collaboration, serving veterans and their families on the campus of Syracuse University, in central and upstate New York, and in communities across the United States.

If funding can be arranged, this capstone initiative will be the center of gravity for veteran education, opportunity, and employment.



*Credit: Syracuse University*

NVRC is a national model of collaboration. It links the University, community organizations, and local and state government partners to provide programs, trainings, events, conferences, and initiatives that will positively impact and advance the social, educational, and economic situation of veterans and military families.

The NVRC will bring together investments being made by national foundations, corporations and governments who are stepping up to the challenges faced by veterans. This one-of-a-kind collaboration will produce cutting edge research, workforce and business development opportunities, and advancements in service that will shape national policy and program delivery focused toward the social, economic, and wellness concerns of the nation’s veterans and military-connected families.

Some of the many ways that the NVRC will support the region include:

- Consolidating Syracuse University’s IVMF technical assistance and community engagement programs, currently operating in seven states, in Central New York, creating 300 new employment opportunities.
- Robust programming to prepare transitioning service members, veterans and spouses for in-demand civilian careers in the region, providing career seeking skills and skill translation competencies.
- Comprehensive programming made available to employers, offering training and support related to veteran cultural competency, career recruitment, hiring, onboarding, retention and advancement.
- Entrepreneurship programming focused on training and assisting veteran business owners to succeed as suppliers to local, regional and national vendors.
- World-class research focused on leading industry practices related to advancing the employment situation of veterans and customized data analysis in support of the veteran employment goals of regional employers.
- Creating and utilizing close connections with government, nonprofit organizations, philanthropy and private-industry to facilitate ties between business, veteran service organizations as a means to leverage a highly qualified and motivated workforce.

The NVRC will house a state-of-the-art student veterans’ resource center, designed as a one-stop-shop supporting the educational needs of the region’s veterans and families. The NVRC will be designed to include state-of-the-art classroom spaces to accommodate local and national veteran-focused programming, along with a conference center suitable to host community events, lectures, and national conferences and training symposia.



*Credit: Syracuse University*

Further, the NVRC will be designed to include gallery space in which the region’s storied legacy of serving America’s veterans can be put on permanent display. This unique space will also serve as a platform to highlight present-day exhibitions of art, culture, and performance relevant to the veterans’ community. As a multi-use facility, the NVRC will include office and workspaces, meeting and conference

rooms, a cafe, gathering spaces, a 1,000-seat auditorium, and all-support facilities. Designed as a LEED-certified facility and constructed in accordance with Universal Design practices, the NVRC will be a facility welcoming and accommodating to veterans and others with disabilities.

The **economic impact of the NVRC is estimated at more than \$290 million over the first five years**, which will positively affect not only veterans and military-connected families, but all those that live and work in New York State. The total economic impact is achieved through a combination of direct services rendered, increased opportunity for federal funding, expanded opportunity for private investment, economic impact of construction, conventions, conferences and tourism, commercialization, knowledge transfer and indirect research and human service delivery.

The scope and scale of the NVRC continues to become more defined as both partners and funders are identified. Notably, the current concept for the facility continues to evolve and expand to include dedicated space for community-connected service provider partners and discussions are ongoing with those potential partners. In addition, in partnership with the public-sector partners and private-sector funders, incorporated into the NVRC design is a dedicated space and infrastructure to support the expansion of supportive services that the IVMF provides to communities across New York State and the nation (AmericaServes).

Importantly, the NVRC is more than just a vision. It represents a tangible commitment to making Central New York the national hub for veteran education, thought leadership and care – making Syracuse University and Central New York the best place in the nation for veterans and military families.

## R6 Project Pipeline

### **Clear Path for Veterans Inc. - Supporting the Journey Home**

Clear Path for Veterans, Inc. will invest approximately \$1.8 million to construct new facilities and make improvements to its campus in Sullivan, Madison County. Clear Path is an all-inclusive community-based center that connects service members and their families to resources, while offering engagement, support and a welcoming place to call home. The project includes a redesign of the entry, construction of cabins for overnight accommodations, construction of a maintenance barn, and will include well, water management, kitchen, and septic system improvements. The project will add six new jobs to the existing workforce of 29.

### **LOCAL GOVERNMENT ENGAGEMENT**

Municipal officials and planning boards are often the first point of contact for businesses looking to expand. An ongoing effort to provide information and resources to local government officials is a key component of the CNYREDC's outreach. The core of Local Government Engagement is proactively communicating with elected officials and identifying solutions to municipal concerns that are holding back Central New York's economic development momentum.



### Consensus - Commission on Local Government Modernization

In **Onondaga County**, the work of Consensus, a pilot initiative creating a **Commission on Local Government Modernization** to engage municipal officials and the community, was named as a Signature Investment of the Central New York's URI proposal, based on the notion that the current system of governance results in highly fragmented service delivery that is both inefficient and less than optimally effective at enabling the community to achieve its goals of economic growth and shared prosperity.

In 2015, Consensus released its baseline report, *Who Does What & What It Costs*, and in January 2016, its *Options Report & Preliminary Committee Recommendations*. The Commission is currently reviewing public input on the *Options Report*, and is completing additional analysis and options modeling in a number of service areas, particularly in governance, where members are focusing on models that have the greatest potential to enhance regional responsiveness, representativeness and enhance the voice of traditionally underrepresented constituencies. The Commission anticipates a fall 2016 release of its final report, which will include a prioritization of recommendations, implementation timeline and framework, and summary of the potential fiscal and operational benefits each would yield. Regarding prioritization, the Commission intends to identify those recommendations most ripe for immediate implementation (e.g., service-level restructuring or consolidation), as well as those recommendations that will require enabling legislation/additional local engagement/public referendum (e.g., city-county combination).





In **Cayuga County**, economic development professionals regularly meet with Cayuga County legislators (Planning & Economic Development Committee) and City of Auburn staff to advise on progress of REDC-funded projects and to provide briefings on upcoming CFA rounds. In addition, the team meets with elected representatives of towns and villages upon request to discuss past or ongoing CFA projects, and potential for project funding in future rounds.




The **Cortland County** Business Development Corporation (CCBDC) meets regularly with the Cortland County Legislature’s budget committee to advise on progress of REDC-funded projects and to provide briefings on upcoming CFA rounds. Annually, the staff will advise county and local officials on potential funding sources for projects when the ESD resource guide is available. Additionally, the CCBDC includes relevant REDC/CFA information in its newsletter, distributed six times a year to more than 500 county county/town/village/city and other stakeholders and with local media. As part of its ongoing work, CCBDC has direct conversations with the business community to assess year potential projects and eligibility for REDC/CFA funding.

In 2016, the **Madison County** IDA convened the Madison County Economic Summit, consisting of more than 60 local and community leaders and provided a general overview of the CFA and URI processes. Monthly the Madison County Planning Committee receives updates on state initiatives and project progress. The board of supervisors, Madison County’s governing body, receive a quarterly update on economic development projects and priorities.

In June, **Operation Oswego County** held its Annual Meeting in the City of Oswego, attended by more than 150 business and governmental leaders, where results of the Round 5 CFA process and URI were presented. Also, information on upcoming workshops and CFA Round 6 were promoted. In July, OOC presented information on CFA Round 6 to the Oswego County Economic Development and Planning Committee meeting that was attended by approximately 20 people.

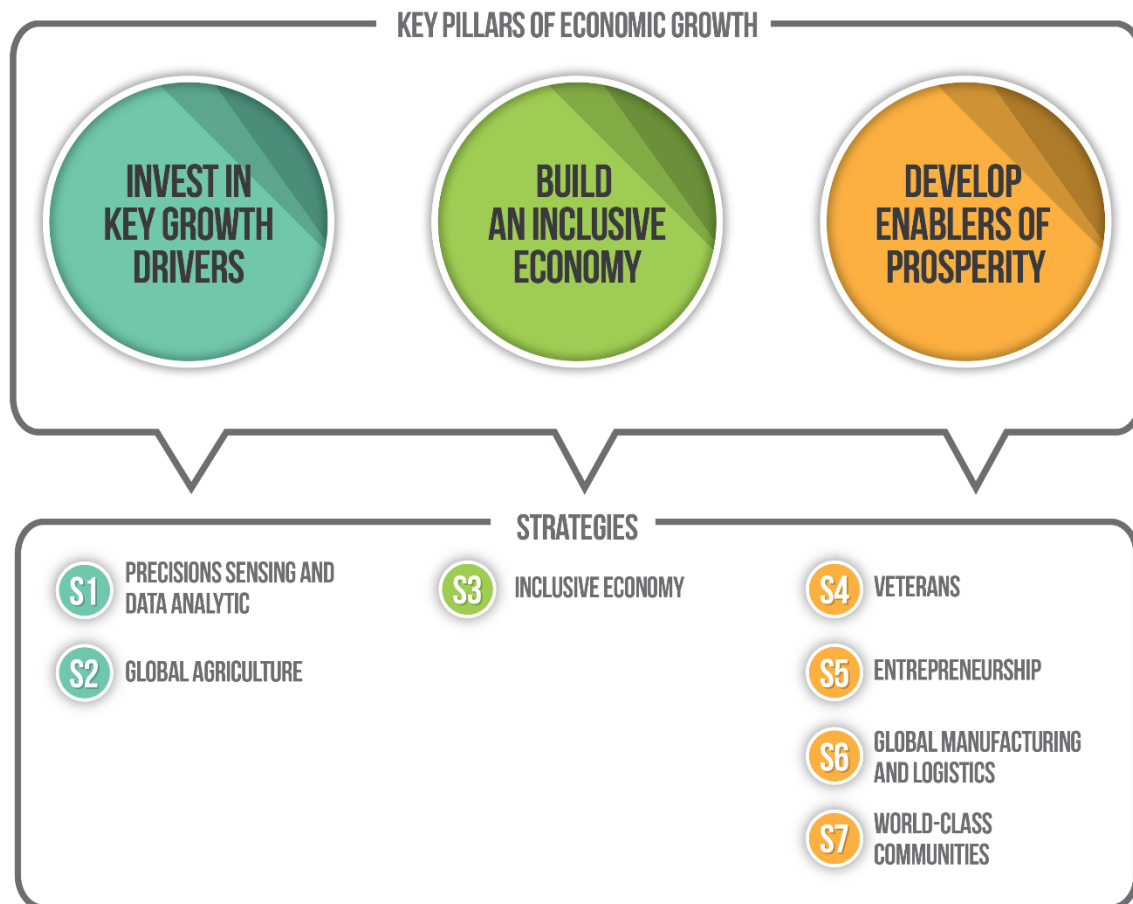
### 3.1 IMPLEMENTATION OF KEY REGIONAL PRIORITIES

Central New York’s strategic plan is guided by adherence to its original three strategic goals: **(1) Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets;** **(2) Improve Competitiveness in and Connections to Regional, National, And Global Economies;** and **(3) Revitalize the Region’s Urban Cores, Main Streets and Neighborhoods;** and the three pillars of economic growth outlined in in the URI: **(1) Invest in Key Growth Drivers;** **(2) Build an Inclusive Economy;** **(3) Develop Enablers of Prosperity.**

<p>Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets</p> 	<p>Improve Competitiveness in, and Connections to, Regional, National and Global Economies</p> 	<p>Revitalize our Region’s Urban Cores, Main Streets and Neighborhoods</p> 
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The URI also outlines seven strategies which further advance these goals, pillars, and the opportunity presented by its Signature Investments:

1. Establish the Region as a Global Center for the Research, Development, and Manufacturing of Precision Sensing Technologies and Data Analytics
2. Strengthen the Region’s Agribusiness Sector to Meet the Growing Global Demand for Safe and High-Quality Food and Nutrition
3. Cultivate an Inclusive Regional Economy
4. Make CNY a Magnet for Veterans and Their Families
5. Continue to Grow and Invest in a Globally Competitive Ecosystem for Innovation and Entrepreneurship
6. Develop a Connected and Modern Transportation and Logistics System
7. Build Welcoming and Connected World-Class Communities



The overarching mission of these goals and strategies is to harness Central New York’s core strengths, existing and growing global market opportunities, while driving sustained prosperity and inclusive growth for the region’s residents.

Central New York’s core goals, alongside the **six CNY Rising Signature Investments** and its strategies, work together to inform the region’s broader public policy objectives in tandem with the state’s priorities.

**CNY Rising Signature Investments**



**Global Center for Unmanned Systems and Cross-Connected Platforms**



**National Veterans Resource Complex**



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



**Consensus Commission on Government Modernization**





**Global Manufacturing and Logistics Hub**



**Alliance for Economic Inclusion**

The CNYREDC continues to seek initiatives aligned with the three core goals and its URI priorities, and encourages potential applicants to participate in the Regional Council and Consolidated Funding Application process. Business and community leaders from traditionally underserved areas have been working with their constituents to apply for CFA funding or to brainstorm solutions to common issues that can be addressed by scaling up and broadening the request. With the aid of the state agency resource team, the council is promoting resources that applicants may be unaware of to advance project ideas and leverage underused sources of CFA funding.

**KEY REGIONAL & REVITALIZATION PLAN PRIORITIES**

 <b>Strategic Plan Goal 1</b>	<b>CNY Rising Key Pillar of Economic Growth</b>	<b>CNY Rising Strategies</b>
<b>Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets</b>		<ul style="list-style-type: none"> <li data-bbox="917 1081 982 1144">                      Establish the Region as a Global Center for the Research, Development, and Manufacturing of Precision Sensing Technologies and Data Analytics                 </li> <li data-bbox="917 1239 982 1302">                      Strengthen the Region’s Agribusiness Sector to Meet the Growing Global Demand for Safe and High-Quality Food and Nutrition                 </li> </ul>

Industry diversity is Central New York’s greatest economic stabilizer, but diversity also presents unique challenges. The region is undertaking strategic actions to invest in regional industry concentrations and businesses, encourage cross-industry collaboration, and attract outside investment and interest. The designation of Data to Decisions (D2D) as a key Central New York industry cluster set the framework to build a global center for unmanned systems and cross-connected platforms as proposed in *CNY Rising*, and positions the region for boundary-crossing cluster growth, the capitalization on existing expertise, and the creation of innovation opportunities.

**MANUFACTURING**

The Thermal and Electronic Controls sector align with D2D’s cross cluster potential, build on historic regional strengths, and positions Central New York for future opportunities.

In 2015-2016 a consortium of economic development, private sector and institutional partners continued to advance the local thermal and electronic control cluster through the Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC) supported program. The Advanced Manufacturing for Thermal and Environmental Controls (AM-TEC) initiative involved eight partner organizations that conducted coordinated activities focused on: enhancing cluster networks; assisting small and medium-sized enterprises (SMEs) to innovate and grow; reducing risks related to adoption of emerging technologies; retraining displaced workers; and engaging historically disadvantaged individuals and communities. AM-TEC activities supported by U.S. Economic Development Agency and associated matching funds continues through August 2016. To date, 64 firms that employ more than 6,300 workers have been actively engaged in AM-TEC cluster activities.

Outcomes and impacts of the AM-TEC initiative to date include:

- 32 “TEC Tuesday” networking events (including factory tours, information sessions, innovation showcases, attracting 767 attendees, including 249 unique attendees;
- 27 disadvantaged firms were identified and engaged in AM-TEC activities;
- 14 SMEs (including 11 disadvantaged firms) were engaged in mentoring relationships with larger, more mature AM-TEC companies;
- 25 firms served by activities to increase exports;
- 12 firms received analysis and design simulation and modeling services provided by Syracuse University engineering students supervised by faculty members;
- seven engineering students hosted by six firms in an intensive summer internship program including a shared four-day “boot camp” in analysis and design techniques; and
- three new ventures formed.

In addition, as of August 2015, outcomes documented via reporting processes that were established for AMJAIC awards and conducted by the National Institute of Standards and Technology (NIST) include:

- 89 jobs created or retained; and
- \$11 million in new or retained sales.

***Actions to Advance Regional Strategies and/or Revitalization Plan:***

- Target the newly released CenterState New York Global Investment Initiative on supporting the potential influx of foreign investment into the region's advanced manufacturers.
- Continue to strengthen the global sales penetration of the region's manufacturers through innovative programs such as Export Catalyst and ExportNY.
- Integrate workforce needs of advanced manufacturers to the expanded demand driven workforce development and educational systems.



*In September 2016, Welch Allyn was awarded \$6 million through the URI to support the creation of 100 jobs in manufacturing, marketing, and research and development at its Skaneateles facility. Credit: NYS Office of the Governor*

## R6 Project Pipeline

### **Oneida Air Systems, Inc. – Expansion**

Oneida Air Systems, Inc., an industry leading U.S. manufacturer of cyclonic dust collection systems for personal, commercial, and industrial shops, will invest approximately \$1.7 million to purchase and install next generation machinery and equipment to upgrade and expand its existing manufacturing capability and capacity at the Company's Syracuse, Onondaga County location. The project will allow the company to meet increasing product demand and to capitalize on opportunities for new product development.

### **Operation Oswego County - Mitchell St. Expansion**

Operation Oswego County, Inc. will invest approximately \$600,000 to expand and improve a 32,000 square foot manufacturing facility in the Lake Ontario Industrial Park in Oswego, Oswego County, to benefit the building tenant, Northland Filter International, a Canadian-owned industrial air filter manufacturer. In keeping with a recent lean manufacturing layout efficiency plan, the project will include addition of approximately 4,000 square feet of new office space, conversion of existing office space back to manufacturing space, and addition of a 1,500 square foot mezzanine outside the building to accommodate waste compacters. The expansion will retain the company in New York State and allow it to purchase two new production lines, resulting in 30 new manufacturing employees, 25 of which were committed in CFA Round 3.

### **Weaver Machine - UTC Expansion**

Weaver Machine, of Auburn, Cayuga County, which specializes in high precision machining and early phase manufacturing and assembly, will invest nearly \$1.03 million to purchase furniture and fixtures and manufacturing and inspection equipment to accommodate higher industry demands and to enable future growth. The project will add 14 new jobs.

## **HEALTH & ENVIRONMENT**

The Health and Environment sector combines some of the most innovative industry clusters of the region and presents high employment and wage concentration and a competitive advantage in growth and export potential to attract research, investment and employment opportunities. Nearly 400 establishments employ close to 30,000 people and generate \$5.8 billion in economic activity in the region. Health care of the future will be driven by using big data collected from all aspects of a patient's life experiences, environment, and host conditions allowing customization of treatment. This big data focus also mirrors the need to examine and understand the impacts of environmental degradation and global warming on human health.



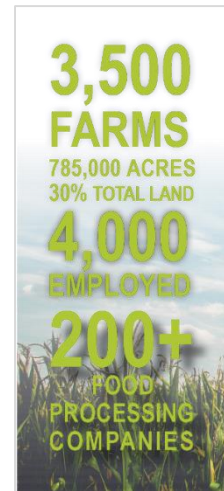
Through lead partner, SUNY Upstate’s CNY Biotech Accelerator, the region is pursuing new partnerships and investment opportunities to support the commercialization opportunities of clinical research from the region’s universities and hospital centers. Currently, eight of the Accelerator’s wet labs are occupied by startup residents and partner organizations. The University is also expanding the relationships of its pathology departments with federal research partners.

**Actions to Advance Regional Strategies and / or Revitalization Plan:**

- Focus on the potential of research and big data related to environmental influences on human health.
- Complete expansion and growth of the new facilities at the CNY Biotech Accelerator.
- Expand industry partnerships and research projects at the newly opened labs at Syracuse University’s Center of Excellence.

**AGRIBUSINESS**

Agriculture has been a cornerstone of the Central New York economy for more than 200 years. There are more than 3,500 farms operating on 785,000 acres (30 percent of total land) and more than 200 food processing companies employing nearly 4,000 people throughout Central New York. Agribusiness maintains the vitality of the region’s rural communities, provides food for our urban cores, and offers tourism opportunities for visitors. Agribusiness and food processing are some of the fastest growing sectors in Central New York, employment rose by 16.5 percent and the number of establishments grew by 31.1 percent from 2003-2013. Significant investments continue to drive growth as Central New York has experienced and anticipates more than \$600 million in new and expanded agriculture and agribusiness related projects from 2013-2017. These investments create a stronger agriculture sector and support the growth of the region’s export economy.



Agriculture is also a signature investment in the Finger Lakes and Southern Tier Regions’ winning URI plans. Given the interconnected nature of agriculture in Upstate New York and the tremendous strengths that each region has related

to agricultural density, intellectual capital and innovations, the three winning URI regions have formed an interregional collaboration group. The group will focus on catalyzing growth and advancing the goals for each of the regions through coordinated strategies and projects.

**Actions to Advance Regional Strategies and/or Revitalization Plan:**

- Explore a multiregional agricultural business plan competition and an agricultural systems investment fund.
- Expand the project pipeline for controlled environment agriculture projects.
- Create a Grown in NY certification and global brand for New York agricultural products.
- Pursue the creation of a consortium effort to build an aseptic food packaging facility to extend the shelf life of NYS agricultural products.



## UNMANNED AERIAL SYSTEMS

The Unmanned Aerial Systems (UAS) Working Group's approach to grow this nascent industry in Central New York and the Mohawk Valley includes a five year strategy, named Project UAS Secure Autonomous Flight Environment (U-SAFE), designed to deliver quick, concrete results. The project will:

- Build the first integrated unmanned aerial system traffic management (UTM) system in the world
- Construct the only dedicated unmanned system standards testing and certification facility in the world (NUSTAR - National UAS Standardized Testing and Rating)
- Establish an innovation district with shovel ready sites and available office and research space for aerospace, UAS, data to decisions and radar systems firms (Drone Zone)
- Launch the world's largest entrepreneurship accelerator targeting unmanned systems (GENIUS NY)
- Develop a leading public policy think tank focused on unmanned ground and aerial systems
- Consolidate new and existing economic development programs targeted on new-to-New York and existing firms operating in this sector



### Global Center for Unmanned Systems and Cross Connected Platforms

The global market opportunity for the unmanned systems industry is burgeoning. Initial economic impact projections list 3,341 jobs and \$3.8 billion in leveraged private investment over the next 15 years as a result of New York's seed investment in this industry.

**A \$5 million investment announced by the State of New York to support the UAS initiatives outlined in *CNY Rising*** will enable the planning and design of next generation UTM infrastructure, national UAS standardized testing and rating facilities, and an innovation district dedicated to unmanned systems, in a corridor between Syracuse and Rome. This investment was announced in August 2016 during a policy workshop hosted by the Office of Science and Technology Policy at the White House on drones and the future of aviation, further validating the region's leading role in the global development of the UAS industry.

In June 2016, the UAS Working group **initiated the initial design and engineering work for Phase 1 of the NUSTAR and UTM facility build outs.** That initial work is scheduled to conclude in mid fall 2016. In response to the strong market demand for drone testing and standards facilities, Syracuse University's School of Engineering is developing interim testing capabilities on its campus. The media company, CNN, has already utilized some of these facilities for drop testing some unmanned aircraft it intends to use.



Six months into implementation of this strategy, the region has already hit a number of its initial milestones. Initiatives advancing the strategy include:

- **GENIUS NY launched, targeted on unmanned systems and other data to decisions firms.** The GENIUS NY startup business competition and accelerator is run by CenterState CEO at The Tech Garden. Startup firms compete for awards from \$400,000 to \$1 million. The first cohort of firms will be selected in fall 2016 for the 2017 accelerator program. Representatives from The Tech Garden promoted the competition at major industry events including AUVSI's Startup Connection, InterDrone Las Vegas and other consumer electronic shows. Thousands of companies have already investigated the program online and hundreds are expected to apply by the October deadline.
- **Intensive business engagement activities.** Economic development partners throughout Central New York and the Mohawk Valley are working with dozens of local, domestic and foreign aerospace and UAS companies who have expressed interest in expanding operations in the regions. According to these firms, the regions are a target for their expansions because of the unique commitment made to investing in and developing innovative assets by New York State.
- **Creation of a local UAS Working Group.** In August a local UAS working group was established to provide a common forum for discussion and decisions related to the overall effort to develop the UAS industry in CNY and the Mohawk Valley. Members of the work group include Gryphon Sensors, Saab Sensis, SRC, Onondaga County, Syracuse University, Oneida County, CenterState CEO, Griffiss International Airport, Empire State Development, the NUAIR Alliance in addition to other local representatives. The work group provides oversight to the development of the regions' physical UAS assets, its business engagement efforts and will ultimately recommend a permanent governance model to sustain these efforts in the long term.
- **DJI Developer Challenge.** Two of the largest companies in their industries, Ford Motor Company and DJI—a Chinese drone manufacturer with a 70 percent market share of small UAS, joined the United Nations Development Program to host a competition at the NUAIR test site in August 2016, in efforts to develop groundbreaking search and rescue technology. Ten teams from universities and research groups came from around the world to Central New York and the Mohawk Valley to compete in a simulated disaster scenario using technology that could someday save lives. The competition placed some of the world's smartest groups of developers against each other using a DJI Software Development Kit. DJI, a leading global manufacturer of UAS platforms chose Griffiss International Airport in Rome to host the finals of its annual software development challenge, where competitors write programs that autonomously launch unmanned vehicles from a moving Ford pickup truck and guide them through a simulated disaster site to identify victims and return back on the vehicle. The winning team, Autero, of San Rafael, California claimed the \$100,000 prize.
- **2016 UTM Convention.** Following up the successful 2015 event held at NASA's Ames Research Center, the region will host one of the few global events targeted at the unmanned aerial traffic management (UTM) industry. The convention, which expects to attract around 500 attendees to



*A DJI UAS autonomously launches from the bed of a moving Ford pickup truck on its way to a simulated disaster site during the 2016 Developer Challenge at Griffiss International Airport in Rome. Credit: Eric Miller, NUAIR*



Upstate New York, will feature keynote presentations from industry leaders and officials from NASA, the Federal Aviation Administration and critical partners. Local hosts, including Onondaga County, Oneida County, Empire State Development, CenterState CEO, Syracuse University and Visit Syracuse, are partnering with national associations, the Association for Unmanned Vehicle Systems International (AUVSI) and the Air Traffic Controllers Association (ATCA) to produce this event.

***Actions to Advance Regional Strategies and/or Revitalization Plan:***

- Hold the 2016 UTM Convention, which will take place in Central New York and the Mohawk Valley, Nov. 8 - 10.
- Build state of the art testing and integration infrastructure.
- Establish global standards for UAS development and airspace integration.
- Build and fill an innovation district dedicated to unmanned systems.
- Fund commercialization and R&D activities at small and medium sized enterprises.
- Continue to engage and expand the pipeline of target companies to expand and grow operations in Central New York and the Mohawk Valley.

**INFORMATION ASSURANCE**

A major initiative intended to drive growth in the local information assurance industry is the build out of an Assurance Lab (A-Lab) in tandem with the NUSTAR facility. The A-Lab will focus on testing, certification, design, and remediation services for Internet of Things (IoT) devices, with an initial focus on unmanned systems. Capabilities at the A-Lab will be developed to work within the precision and personalized medicine, wearables and devices industry.



Specifications and design of the NUSTAR facility has been developed to include the A-Lab as part of Phase 1 of the U-SAFE program. In the interim time before the NUSTAR facility is operational, initial capabilities have been developed at Syracuse University for the testing of IoT devices.

***Actions to Advance Regional Strategies and/or Revitalization Plan:***

- Establish interim assurance lab capabilities to perform initial market scouting and market development.
- Complete an initial business plan and market entry strategy for the A-Lab capabilities.
- Align initial assurance lab capabilities with UAS.

**R6 Project Pipeline**

**Northeast Information Discovery Inc. – Expansion**

Northeast Information Discovery, Inc., a software company focused on the research and development of advanced computer network operations and intelligence, surveillance, and reconnaissance capabilities, will invest approximately \$1 million to construct and equip a new facility in Canastota, Madison County. The new facility will include office space, a loading dock and bay space, and state-of-the-art laboratories including space configured for secured rooms. The project will add 45 new jobs to the existing 14.

## TOURISM

Regional tourism collaboration took a bold and different step in 2015 -2016. The five CNYREDC counties worked together, without state grant assistance, to conduct the region's first comprehensive visitor profile study. The visitors profiled through the study supported regional claims that the variety of the area's tourism product was indeed the ultimate unique competitive advantage. Shopping, arts and culture, craft foods and beverages, outdoor recreation, downtown activities and entertainment, especially waterfront areas, and events all emerged as key travel activities. Visiting friends and relatives was identified as a primary motivator, but new travel patterns were clearly acknowledged. More than 50 percent of the travelers to Central New York engaged in both an indoor, more urban centric activity, in addition to some type of outdoor recreational experience.

Beyond the visitor profile, the study demonstrated key investment needs and market opportunities for destination building over the next several years. The study sharply refuted some long held perceptions regarding target markets, with findings indicating that:

- The New York City metro area represents an enormous opportunity for growth but barriers to travel prevent the market from being as feasible as Boston or Philadelphia.
- The three hour and less drive market is mature and saturated. Future market growth must come from penetration of further distance points of origin including the opportunity for building fly-drive options.
- The family market will visit Central New York but should be targeted with less investment than the millennial market. The maturing audience base gives cause for alarm as the region must concentrate on connecting with a younger market mix.

The region's tourism economy did take a minor slide in 2015 as the Canadian dollar dropped to a seven year low. The resulting reduction of border crossings created tangible impacts as hotel sales declined and retail sales stagnated. Fortunately, low gas prices and special events hosted in 2015 filled much of the gaps left by the reduction in the Canadian market. By year's end, the tourism industry had its second highest producing year ever as visitors to the region produced **\$1.24 billion in visitor spending**, a modest 0.7 percent decline from the \$1.25 billion produced in 2014. The industry **employed 26,289 with a payroll of \$583 million**. The industry continued to drive local and state tax revenue as it provided **\$89.4 million in local taxes**, virtually no change from 2014, and **\$69 million in state taxes**, a 1 percent decrease from 2014 collections.



*The Lakeview Amphitheater had a successful first season in 2016. Credit: SMG Oncenter*

Since 2012, the Central New York tourism economy benefited from numerous openings of new attractions, hotels and events. New openings mostly gave way to tremendous new construction ventures in 2015 as openings were surpassed by major building projects. Empire Farmstead Brewery,

Central New York Raceway Park, Marriott Downtown Syracuse, Lakeview Amphitheater, and even the New York State Fairgrounds were all immense, state-funded tourism-related construction projects initiated in 2015.



*Empire Brewing Company, a START-UP NY participant sponsored by Morrisville State College, brings manufacturing and agritourism to Cazenovia, Madison County, with its Empire Farmstead Brewery, opened in summer 2016.*



*The NYS Fairgrounds underwent a \$50 million renovation in 2016. Credit: NYS Fair*

In addition, projects like the Lake Ontario National Marine Sanctuary are making progress to utilize the Great Lakes as an enhanced asset for visitor attraction. As these projects open their doors in 2016 and beyond, they will add considerably to the appeal and draw of the area. Future tourism development needs and opportunities are addressed specifically within the results of the 2015 consumer profile study. The region ranked strongest in the categories of variety of outdoor activities, perceived lodging value and customer service.

Redefining the collaboration among the CNYREDC counties has been a priority of the cultural and destination marketing organizations in Cayuga, Cortland, Madison, Oswego and Onondaga counties. The group has worked to assemble a shared approach to overcoming perceived weaknesses in the marketplace while also addressing market growth opportunities. Future funding requests and strategic direction will be configured on strengthening the region's tourism industry as a collaborative system. Additionally, future product development will continue to evolve, especially as regional economic development priorities around the Upstate Revitalization Initiative begin to drive various types of travel and demands for various types of new travel products.

Priorities identified for improving the destination's tourism growth and the environment for cultural tourism are detailed below.

**Actions to Advance Regional Strategies and/or Revitalization Plan:**

- Enhance product training for front line service employees and hospitality management.
- Focus heavily on the winter season as a critical need period for business.
- Develop waterfronts and create attractive connectors to link destination products.
- Develop mechanisms and visitor services for engaging with current visitors for longer stays and more frequent repeat business.
- Continue strategic investments in the visitor experience and in market outreach to regain some of the growth momentum experienced between 2010 and 2014.
- Enhance, address or better communicate tourism product weaknesses, such as signage and way finding, children’s activities, appeal of shopping and merchandise, variety of arts and culture, and evening activities.

**KEY REGIONAL & REVITALIZATION PLAN PRIORITIES**



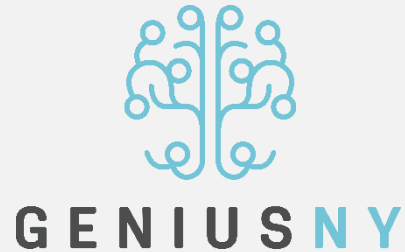
Central New York continues to build on its history of innovation and strengthen its global competitiveness with strategies and initiatives that encourage new venture and product development, as well as process improvement; incentivize investments in research, innovation and commercialization; and capture a greater share of the international marketplace.

**ENTREPRENEURSHIP**

Innovation is a critical underlying component to bolstering the success of key industries in the region, as well as initiatives and priorities outlined throughout this report. Furthermore, entrepreneurship is a sign of a vibrant, growing economy. Central New York has continued to build out its innovation support ecosystem to ensure greater success for entrepreneur-led companies.

Programs and resources to support innovation and entrepreneurship expanding in 2016 include:

**GENIUS NY** — The world’s largest business competition and accelerator of unmanned systems will award three grand prizes of up to \$1 million, \$600,000 and \$400,000, with opportunities for follow-on funding. The program also provides a \$10,000 per month company stipend, housing allowances, and a powerful mentorship network to each competitor. With a focus on companies in the unmanned systems, data-to-decision applications and IoT fields, GENIUS NY has the potential to provide a pipeline of innovations and new businesses in Central New York to further support *CNY Rising’s* initiative to create a Global Center for Unmanned Systems and Cross-Connected Platforms. GENIUS NY will also include a structured training and curriculum program.



**Germinator** — A regional business competition that combines the best of traditional incubation programs with the intensity of an accelerator experience. The two-year program offers mentorship, an in-depth educational experience, and an attractive funding structure with performance-based rewards. As of April 2016, three startups in the competition's first cohort have been awarded \$150,000. Germinator awards startups funding every six months over the course of two years. Ultimately, one winner will receive a grand prize of \$100,000, for \$250,000 total investments made over the course of the program.

**Grants for Growth** — A unique seed program that invests in innovative applied research projects between universities and industry to improve business competitiveness and create jobs. In 2015, \$675,000 was awarded to 13 companies. Over 14 rounds, the program has: invested \$3.8 million in 54 projects across seven counties; leveraged \$44.8 million in additional investments; resulted in 68 patents and 870+ potential new jobs. Additionally grants will be awarded in fall 2016.

**SUNY Upstate CNY Biotech Accelerator** — Under new guidance and leadership in 2016, and with a renewed focus on serving emerging biotech firms in Upstate New York and commercializing products coming out of the region’s hospital and health services facilities, the CNY Biotech Accelerator opened Upstate MIND, a medical innovation and novel discovery center, Sept. 1. The Upstate MIND also includes the National Grid Creation Garage where early innovation, mentorship, prototype development, usability testing and collaboration is supported.



*Upstate's TED Talk enabled theater in the MIND allows visionaries to inspire the CNY region and beyond. Credit: SUNY Upstate CNY Biotech Accelerator*

**Center of Excellence Labs** — Through a New York State investment, in partnership with Syracuse University and SUNY ESF, the SyracuseCoE completed the build out of new labs to support research and development related to emerging energy technologies. The facility provides the region with the ability to test, scale and commercialize fuel cells, combined heat and power systems, bio-based fuels, hydrodynamic flow fields, and battery and energy power storage.



**Syracuse University's Blackstone Launchpad** — In 2016, Syracuse University joined the Blackstone Launchpad program, a campus based entrepreneurship program, accessible by more than 630,000 students globally designed to support and mentor students, staff and alumni. The program serves students regardless of major, experience or discipline.

**Up Start** — a collaborative business development program of CenterState CEO's Economic Inclusion portfolio, connects existing businesses and aspiring entrepreneurs to the tools and networks that help them thrive, including technical assistance, securing financing and finding locations for their businesses. Up Start helped establish 13 businesses in its pilot phase in 2014-2015. After partnering with the Neighborhood Development Center (NDC) in Minneapolis-St. Paul, the national model for neighborhood entrepreneurship, Up Start expanded its programming introducing "Start It!," an adaptation of NDC's three month class on starting a business, graduating its first class of 12 entrepreneurs in July 2016.



*Aloha Bento Express, an Up Start participant, opened in downtown Syracuse.*

The Center of Hope International, Inc., in association with Upstate Minority Economic Alliance presented the **Minority Business & Economic Empowerment Summit 2016**, in September. This first-of-its-kind event in Central New York brought together hundreds of minority professionals, executives and entrepreneurs as well as firms seeking to grow their business within the region's minority communities. Nationally-recognized speakers and interactive panels offered guidance for minority startups professionals seeking to advance their careers, and unique opportunities to make new connections with peers across upstate New York.



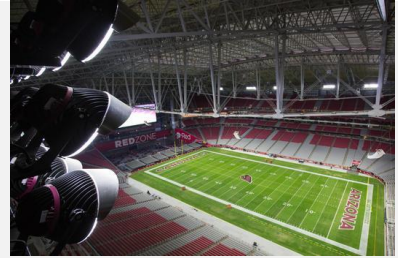
**Tech Garden Resource Pool Web Portal** — As mentioned above, a new Resource Pool, provided through an online portal populated by pre-screened service providers in the Central New York region, will allow entrepreneurs access to vetted service providers (on terms and at rates pre-negotiated by The Tech Garden) in connection with all aspects of product/business development.



**CenterState Growth Innovation TC Fund** — This new resource provides critical pre-seed funding to incentivize new business formation and growth in New York State and facilitate the transition from ideas and research to marketable products by acquiring, making, holding, funding and disposing of privately negotiated equity, equity-related and debt-related investments in pre-seed businesses engaged in commercialization. It also seeks to generate significant returns for the Limited Partner, principally through long-term capital appreciation. The fund will cover four regions, including Southern Tier, Central New York, Mohawk Valley and the North Country, with an amount totaling \$1.5 million.

Startup growth and successes in the past year have included:

Expanding its growth potential, Eaton Corp., the owner of industrial lighting manufacturer Crouse-Hinds, purchased **Ephesus Lighting Inc.**, a Syracuse-based manufacturer of LED lighting for sports stadiums. Ephesus is now in more than 150 sports stadiums and arenas of the NFL, CFL, NHL, AHL and NCAA, including stadiums hosting the 2015 and 2018 Super Bowls. Ephesus is a Grants for Growth recipient and Tech Garden graduate.



**SpinCar** has grown from two employees in 2012 to now 50, at locations in Syracuse and New York City. Having graduated from The Tech Garden, they anticipate a move to into the Icon Tower along Syracuse's Tech Corridor on Warren Street.



Germinator company **Euphony** is hiring two full-time employees: software engineer and data technician. Euphony's text-to-speech technology that expresses different emotions is being utilized by the National Science Foundation.



**KOHILO WIND LLC**, a Clean Tech Center business, is a wind energy company that manufactures vertical axis wind turbines, achieving new standards for efficiency in the wind energy industry. The company has partnered with the SyracuseCoE to conduct computational fluid dynamic testing. Additionally, KOHILO WIND participated in the CNYIBA's ExportNY program to help expand into new international markets, and has connected with buyers from the Philippines and Brazil. To meet this growing international demand for their product, they moved during summer 2016 from Auburn to new facilities formerly owned by the Welch Allen company in Skaneateles.



## R6 Project Pipeline

### **Cayuga Economic Development Agency, Inc. - Cayuga Innovation Business Accelerator**

The Cayuga Economic Development Agency will invest approximately \$1.3 million to purchase a 37,180 square foot building in Auburn, Cayuga County, to develop a small business "Cayuga Innovation Business Accelerator." The Accelerator will provide space, equipment, and professional counseling focused on assisting businesses in the manufacturing, technology, and value-added agriculture sector.

**Actions to Advance Regional Strategies and/or Revitalization Plan:**

- Enhance availability of seed capital to regional entrepreneurs.
- Integrate entrepreneurship support resource pool to be aligned to key industries (agriculture, thermal controls and unmanned systems).
- Expand and strengthen entrepreneurship opportunities and programs for minority entrepreneurs and entrepreneurs in distressed neighborhoods.
- Target university-based entrepreneurship support on veteran owned startups.

**TRANSPORTATION & LOGISTICS INFRASTRUCTURE**

Transportation and logistics infrastructure is vital to travel, trade, and tourism but even more urgent for leveraging access to markets, raw materials, distribution economics, industry growth and a mobile workforce. Central New York’s proximity to major East Coast markets position the transportation and logistics sector to capitalize on the region’s physical assets to capture a greater share of the global market. *CNY Rising* prioritized investment in the development of shovel-ready manufacturing sites in proximity to transportation assets and areas of economic distress.



**Global Manufacturing and Logistics Hub**

Over the last year, steps toward the development of an intermodal commerce center and Global Manufacturing and Logistics Hub in Central New York, one of *CNY Rising’s* Signature Investments, include:

- Environmental review of multiple sites in the region
- Progress in conversations/negotiations with rail providers interested in serving a new Intermodal Commerce Center in the Syracuse area
- Market studies on demand in industry alignment for an Intermodal Commerce Center
- Numerous meetings with manufacturers, exporters and importers, operating within the region, who express interest in becoming customers of the Intermodal Commerce Center
- Meetings with logistics operators and distribution centers, not currently located within the region, who express interest in co-locating with the Intermodal Commerce Center





Expanding air service connectivity is critical to attracting and retaining businesses and the talent required to keep Central New York competitive. Additional service at Hancock International Airport includes:

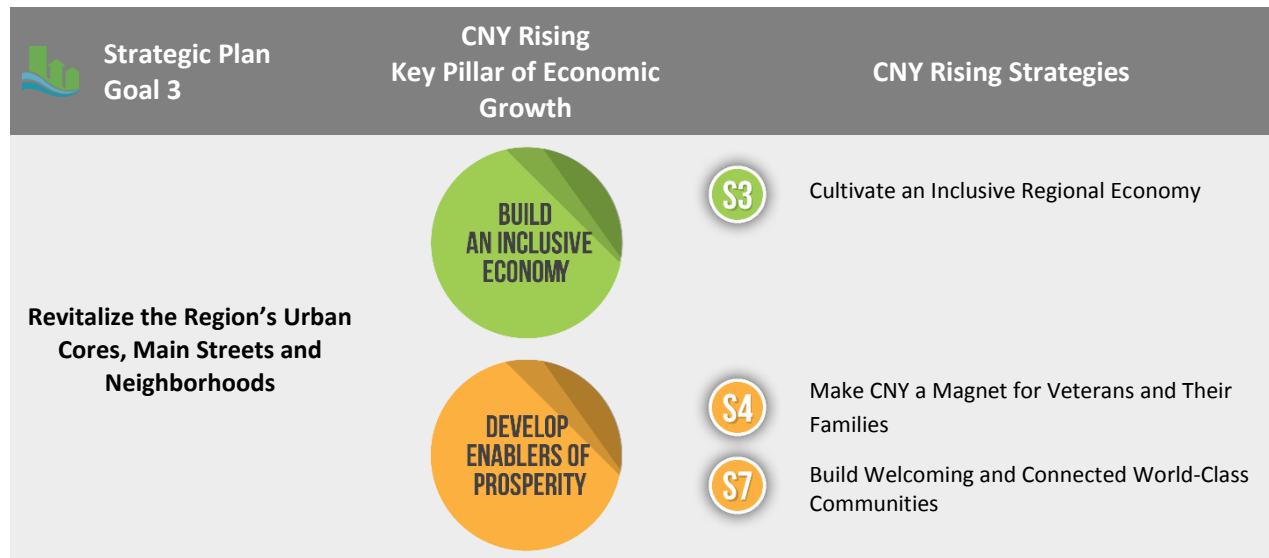
- JetBlue adding seasonal, daily nonstop flights between Syracuse and Ft. Lauderdale, including service during peak months for travel between Central New York and South Florida.
- Allegiant Air adding nonstop flights between Syracuse and Tampa/St. Petersburg.
- Delta Air Lines increasing the size of its aircraft between Syracuse and several key markets raising the level of global connectivity for the region and driving additional competition among network carriers serving the market. Larger, mainline aircraft have been introduced between Syracuse and Atlanta, and Syracuse and Minneapolis/St. Paul. In addition, larger regional jets and additional frequencies have been added between Syracuse and NYC-JFK.

***Actions to Advance Regional Strategies and/or Revitalization Plan:***

- Continue to pursue the establishment of a multi-modal inland port in Central New York.
- Work with New York State to maximize positive impact of the I-81 redevelopment on businesses, people and neighborhoods.
- Expand air service capability and other assets at the Syracuse Hancock International Airport.
- Invest in the development of shovel ready manufacturing sites throughout Central New York.



## KEY REGIONAL & REVITALIZATION PLAN PRIORITIES



Central New York continues to see growth in its villages, main streets and cities. More suburban employers are joining anchor institutions in infrastructure and amenity rich municipal cores. Trends show that these neighborhoods are swiftly becoming the most desirable to live, work and play. Continuing to leverage the region’s anchor institutions will enable the region to harness latent energy in its cores and further repurpose existing infrastructure to recreate density.

### URBAN CORE

Auburn is seeking alternate sources of funding to pursue three projects proposed in its Downtown Revitalization Initiative. The Regional Market, Downtown Welcome Center, and microbrewery will build on the popularity of Auburn as a commercial and tourist destination. The recently established Harriet Tubman National Historic Park is a key opportunity for Auburn to leverage federal investment to build on its momentum.



*Downtown Auburn. Credit: Michael Bruton Photography*

Elsewhere in Central New York, Cortland’s Gateway project will link Downtown Cortland to exit 11 off Interstate 81 to address multimodal needs as well as provide art installations along a key corridor. The Cortland Repertory Theater (CRT) is partnering with the restaurant and entertainment district to provide year-round performances. Additionally, CRT is developing housing for performers and artists downtown.



Credit: Cortland Repertory Theater

In the past 12 months several major employers have announced the **relocation of 1,500 new jobs to Downtown Syracuse. Arcadis, Aspen Dental, Terakeet and TCGPlayer.com** are expanding or locating in the downtown central business district. Upstate Medical University will relocate 400 employees in its information technology division Downtown from suburban Onondaga County. These companies represent some of the region's strongest sectors (engineering, professional services and information technology) and fastest growing businesses.



Arcadius employees. Credit: Downtown Committee of Syracuse



Aspen Dental plans to bring 600 jobs to City Center, in downtown Syracuse. Credit: Aspen Dental Management



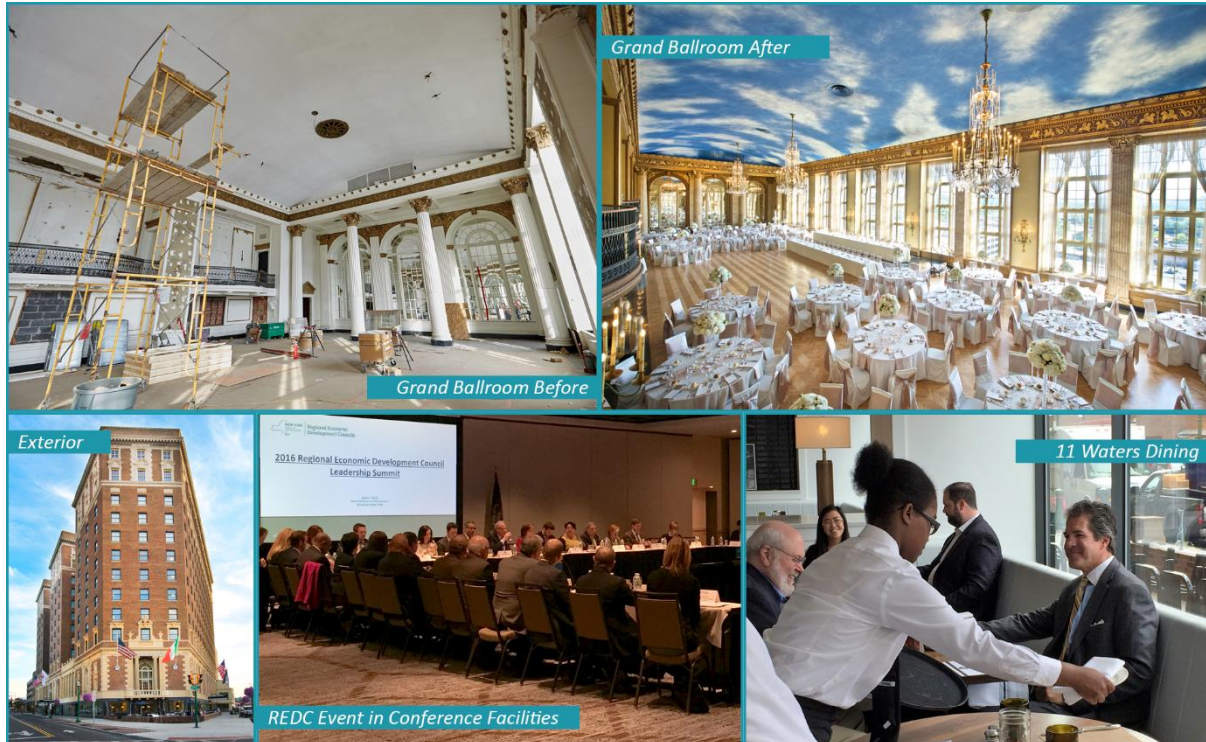
Terakeet will double its workforce, adding 200 new people in the next five years. Credit: Downtown Committee of Syracuse



TCGPlayer.com, is expanding operations and growing employment, with assistance from the CNYREDC.

The day to night vibrancy of the central business district and access to transportation infrastructure are key factors in the resurgence of employees and residents. Residential occupancy downtown remains over 99 percent, making the downtown census tract the fastest growing of any in the five-county Central New York region. The influx of workers and residents also supports the vitality of amenities such as restaurants, retail, housing and the arts.

Investments in transformational projects like the \$75 million renovation of the former, iconic **Hotel Syracuse, now Marriott Syracuse Downtown**, are having significant immediate impact, with potential to grow. The addition of 30,000 square-feet of meeting space and 261 rooms is expected to bring an additional 10,000 room nights each year in convention center business to the region.



The Hotel Syracuse reopened in 2016 as the Marriott Syracuse Downtown after a \$70 million renovation, which included CNYREDC support.

Phase Two of the city of Syracuse’s broadband initiative will provide high speed broadband along Warren and Salina Streets where it is desperately needed. The new fiber should continue to attract employers and may provide limited municipal Wi-Fi options in Downtown Syracuse. The \$8.7 million renovation of the Onondaga County Public Library’s Central Branch provides the community with greater access to core services. Finally, **Le Moyne College opened its first Downtown Syracuse location**, near Hanover Square, for its Occupational Therapy program.



Credit: Le Moyne College

## R6 Project Pipeline

### Dupli Associates, LLC - Franklin Square Development

Dupli Associates, LLC will invest approximately \$4.05 million to develop the building at 650 North Franklin Street in Syracuse, Onondaga County, into commercial space. The project also involves purchasing 158 Solar Street, the neighboring property, and developing the space between those two building into additional parking.

Revitalizations to Syracuse's Near Westside continue to progress, driven by the redevelopment of the Case Supply building. Construction on the third floor, anticipated to be completed in October 2016, creates 12 market-rate apartments and 6,500 square feet of commercial space. The Near Westside Initiative (NWSI) is in negotiations with a commercial tenant for that space, plus an additional 10,000 square feet of space on the building's second floor.

The NWSI has also successfully secured all of the funding, in addition to \$200,000 in CFA funds, to construct Performance Park (estimated at \$1.06 million). The NWSI has worked with the city of Syracuse and the New York State Department of Transportation to purchase a section of Marcellus Street, which will become a part of the park project. Construction on the project is anticipated to start in April 2017.

Additionally, the New York Main Street program for West Fayette Street in Syracuse is moving forward. To date, \$50,000 of the \$210,000 has been released and an additional \$100,000 has been allocated for two properties on West Fayette Street. The NWSI has sub-contracted Home Headquarters to manage the program as of early 2016.

The City of Oswego, winner of the Downtown Revitalization Initiative Award, will be discussed in Section 5 of this report.

## R6 Project Pipeline

### 55 Main Street Holdings LLC – Revitalization

55 Main Street Holdings, LLC will invest approximately \$1.45 million to renovate a 14,000 square foot historic brick structure located at 51-55 Main Street in downtown Cortland, Cortland County, transforming it from a vacant empty shell into a mixed-use property including up to three new commercial storefronts totaling approximately 3,800 square feet on the first floor and residential housing on the second and third floors. The property is an anchor in the city's business and historic district and will become a driving force for economic development, job creation and long-term sustainability in the downtown area. The project will create 12 new jobs on site.

#### ***Actions to Advance Regional Strategies and/or Revitalization Plan:***

- Develop environments to make arts and cultural institutions more competitive and sustainable.
- Catalyze adaptive reuse of historic, vacant and underutilized properties.
- Connect entrepreneurship support mechanisms to efforts to revitalize and reinvest in distressed neighborhoods.
- Support anchor institution investment in urban communities.

## ACCESS TO ECONOMIC OPPORTUNITY

As discussed previously, significant portions of the region's population have historically been disconnected from regional economic development strategies and planning. While the Central New York economy is on the rise, the region suffers from increased rates of poverty. Residents within inner-city neighborhoods, rural communities and, increasingly, inner-ring suburbs struggle to access jobs and build wealth. These dynamics of increased poverty are unsustainable and pose serious long-term threats to communities and the regional economy as a whole, including increased demand for social services, spikes in crime, continued property deterioration and neighborhood blight.

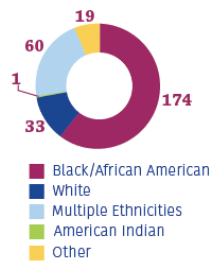


A key component of changing the narrative will be to align urban workforce training programs with needs of growing industry sectors, and create pathways for adults and youth.

As referenced earlier, **Work Train** is catalyzing cross-sector partnerships to develop workforce solutions that benefit employers and communities alike. These partners, which include businesses and public and nonprofit organizations, work collaboratively to create common workforce solutions, systems and policies. Through the collective expertise of these cross-sector partnerships, Work Train develops training and workforce solutions that meet the needs of businesses and increase access to good jobs for un- and underemployed individuals. Work Train's dynamic model enables strategic advocacy and investment in nontraditional solutions that leverage community assets to create lasting impact.

Work Train and its partners serve individuals from a variety of backgrounds to create a diverse talent pool and achieve inclusive growth for both businesses and communities.

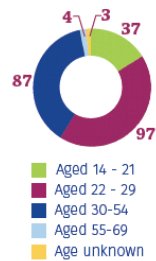
### ETHNICITY



### GENDER



### AGE GROUP



## HOME COUNTRIES

**24%** of the people served by Work Train are Refugees or New Americans

■ 1+ Individuals served by Work Train  
■ 0 Individuals served by Work Train

Work Train sponsored programs include the SUNY EOC Health Train Program and the SUNY OCC Manufacturing Machine Operator Program. In fall 2016 Work Train plans to launch the International Health Professionals Initiative, accelerating the careers of immigrant and refugee doctors and other health care professionals while helping fill unmet demand for skilled labor in the health care industry. Meanwhile, Work Train is also finalizing a car-buying program with Cooperative Federal Credit Union to help link qualified workers to remote job opportunities in manufacturing.

Additionally, the endowment of the **Syracuse College Promise** program will provide free college tuition to students graduating from the Syracuse City School District, fulfilling a *CNY Rising* objective to invest in a guaranteed path to college for students in the region's most distressed communities.



Credit: Syracuse University

**The Greater Syracuse Property Development Corporation**, Onondaga County's land bank, has acquired hundreds of tax-delinquent properties and is pursuing an aggressive strategy to rehabilitate, reconstruct and resell them. In addition, the Land Bank has several home-buying programs intended to promote owner-occupancy of the structures it receives through the municipal foreclosure process. Quality, affordable, and centrally located residences are a vital component of broader efforts to align employers, workforce, and infrastructure where there are existing resources.



*150 Culbert Street, in Syracuse, before and after renovation by the Greater Syracuse Land Bank, which returns vacant, abandoned, underutilized and tax-delinquent properties to productive use. Credit: Greater Syracuse Land Bank*

Supporting neighborhood-based businesses is also a critical component to catalyzing distressed commercial districts and properties, creating employment and encouraging entrepreneurship.

**Up Start**, a collaborative effort to empower the next generation of urban entrepreneurs to start businesses and improve their communities, offers introductory classes on business plan creation, business structure and assistance with launch. Up Start helps develop businesses within low-income neighborhoods and underrepresented communities, establishing 13 businesses in its pilot phase. Up Start is poised to expand in the year ahead with support from the Onondaga Civic Development Corporation, Bank of America, and the Upstate Minority Economic Alliance. In fall 2016, Up Start will partner with SUNY OCC and the Onondaga County Industrial Development Agency to launch a restaurant that will serve as both business incubator and training site for underrepresented entrepreneurs and job seekers.



***Actions to Advance Regional Strategies and / or Revitalization Plan:***

- Achieve successful rollout of the Alliance for Economic Inclusion.
- Expand demand driven workforce training programs.
- Invest and incentivize the growth and relocation of firms directly into distressed neighborhoods.
- Revitalize strategic urban spaces to remove blight and promote homeownership.
- Strengthen the job and talent pipeline to communities of need.

## 3.2 PROPOSED PRIORITY PROJECTS (ROUND 6)

The CNYREDC has identified and selected priority projects that tie directly to its strategic goals to strengthen target industry sectors; advance new opportunities for residents and businesses; grow the region's cities and towns; and reward collaborative ventures among businesses, industries and anchor institutions. Additionally, many of the proposed priority projects coordinate with new and ongoing state priorities, creating further qualitative benefits for the region.

### PRIORITY PROJECT DESCRIPTIONS (ESD ROUND 6)

The priority projects selected will boost regional payroll, create and retain jobs, provide strong returns on investment for the region and the State of New York, and advance the CNYREDC's goals and strategies.

**\$25,602,325** is requested (**\$24,216,967** in ESD grant funding and **\$1,385,358** in Excelsior credits) for **37** priority projects to:

- Generate **\$215,792,101** in total project costs
- Retain **352** jobs
- Result in the direct creation of **408** new jobs, and **1,638** indirect jobs
- Produce a five-year payroll of **\$58,996,192**

### *Priority Project Descriptions / Source and Use of Funds*

#### ALL COUNTIES

#### **64925 Greater Syracuse Business Development Corporation - Central New York Quasi-Equity Fund Recapitalization**

The Greater Syracuse Business Development Corporation will invest approximately \$500,000 to recapitalize its CNY Quasi-Equity loan program, offering \$100,000-\$200,000 loans to primarily manufacturing and net-wealth-generating companies in high growth mode that cannot obtain conventional financing or venture capital funding. This program, a key component of an existing partnership with the CNY Economic Development Corporation and county economic development loan programs, is expected to leverage \$5 million in private funds.

**Total Project Cost: \$5,500,000**

Use of Funds	
Quasi Equity Loans	\$5,500,000
Source of Funds	
ESD Grant	\$500,000
Cash Equity	\$550,000
Private	\$4,450,000



## CAYUGA COUNTY

### 65632 Cayuga Economic Development Agency, Inc. - Cayuga Innovation Business Accelerator

Project will purchase a 37,180 sq. ft. building in Auburn to develop a small business "Cayuga Innovation Business Accelerator." The Accelerator will provide space, equipment, and professional counseling focused on assisting businesses in the manufacturing, technology and value-added agriculture sector. The current building owner Lexi Interiors, Inc. will perform the minor renovations required, and then sell the building to CEDA. Lexi, which currently occupies the whole building, will remain as a tenant in 15,000 sq. ft., and reduce their occupancy over the next five years.

**Total Project Cost:** **\$1,465,000**

Use of Funds	
CFA Building Acquisition	\$1,300,000.00
CFA FF&E	\$65,000.00
CFA Soft Costs up to 25%	\$100,000.00
Source of Funds	
ESD Grant	\$500,000
Local Match	\$165,000
Federal	\$800,000

### 68430 CIDEK, LLC - CIDEK Expansion 2016

CIDEK, LLC, a cutting edge dairy milking equipment company, will expand and consolidate its Batavia operations into its Auburn location. The project will include construction of a manufacturing and warehousing facility for new production of farm-related hygiene products, and the addition of new offices and a training facility focused on robotics and high-tech automation. The expansion will allow the company to expand sales into Vermont and Massachusetts markets.

**Total Project Cost:** **\$1,200,000**

**Direct New Jobs:** **7**

**Jobs Retained:** **27**

Use of Funds	
CFA New Construction	\$850,000.00
CFA Land Acquisition	\$100,000.00
CFA Production M&E	\$95,000.00
CFA FF&E	\$27,000.00
CFA Soft Costs up to 25%	\$128,000.00
Source of Funds	
ESD Grant	\$240,000
Cash Equity	\$120,000
Lending Institution	\$840,000

**65217 S&B Lattimore Inc. - Northern Crossing**

Construct a new upscale, mid-range boutique lake-view hotel, comprised of three buildings totaling 55 rooms, a bar and event facilities in the town of Fleming. The project will be located across from Owasco Lake and Emerson Park, adjacent to an existing 4,000 sq. ft. event center, The Point at Sand Beach. The project will close a significant lodging gap in the area.

**Total Project Cost:** **\$8,716,615**

**Direct New Jobs:** **30**

**Construction Jobs:** **30**

Use of Funds	
CFA Building Renovation	\$559,822.00
CFA New Construction	\$5,038,403.00
CFA Production M&E	\$400,000.00
CFA FF&E	\$1,430,000.00
CFA Infrastructure/Site Work	\$896,144.00
CFA Soft Costs up to 25%	\$392,246.00
Source of Funds	
ESD Grant	\$1,743,322
Private	\$1,288,390
Lending Institution	\$5,684,903

**64381 United Cerebral Palsy Assoc. Cayuga County Inc. dba E. John Gavras Center - Preschool Expansion Project**

Purchase and install a new playground and renovate, reconstruct, remodel the interior and exterior of Auburn facility, which will allow for the expansion of the preschool and day care operations, and job creation.

**Total Project Cost:** **\$881,245**

**Direct New Jobs:** **27**

**Jobs Retained:** **25**

Use of Funds	
CFA New Construction	\$606,300.00
CFA Infrastructure/Site Work	\$35,000.00
CFA Soft Costs up to 25%	\$125,000.00
CFA Planning and Feasibility related to a capital project	\$114,945.00
Source of Funds	
CFA Building Acquisition	\$176,249
ESD Grant	\$87,021
Cash Equity	\$605,032
Private	\$12,943
Lending Institution	

**68697 Weaver Machine - UTC Expansion**

Purchase of furniture, fixtures, and manufacturing and inspection equipment to accommodate higher industry demands and to enable future growth

**Total Project Cost:** **\$1,027,500**

**Direct New Jobs:** **14**

**Jobs Retained:** **16**

Use of Funds	
CFA Production M&E	\$750,000.00
CFA FF&E	\$90,000.00
CFA Soft Costs up to 25%	\$187,500.00
Sources of Funds	
ESD Grant	\$200,000
Cash Equity	\$827,500

## CORTLAND COUNTY

**66955 55 Main Street Holdings LLC – Revitalization**

Renovation of a 14,000 sq. ft. historic brick structure located at 51-55 Main Street in downtown Cortland, transforming it from a vacant empty shell into a mixed-use property including up to three new commercial storefronts totaling approximately 3,800 sq. ft. on the first floor and residential housing on the second and third floors. The property is an anchor in the city's business and historic district and will become a driving force for economic development, job creation and long-term sustainability in the downtown area.

**Total Project Cost:** **\$1,450,000**

**Direct New Jobs:** **12**

**Construction Jobs:** **10**

Use of Funds	
CFA Building Renovation	\$1,450,000.00
Source of Funds	
ESD Grant	\$150,000
Private	\$50,000
Lending Institution	\$800,000
Cash equity	\$450,000

**67713 Town of Cortlandville - Gutchess Park Sports Complex Feasibility Study**

Finalize a master plan for the proposed Gutchess Athletic Complex, which will be used as an overall guide to the development of the athletic complex. Intended developments at the complex include two baseball fields, up to eight multipurpose sports fields, cross-country trail, parking, maintenance facility, multi-use locker room and restroom, and a concession building.

**Total Project Cost: \$182,500**

Use of Funds	
CFA Other Costs:	\$182,500.00
Use of Funds	
ESD Grant Funds	\$91,250
Local Match	\$91,250

**68519 Cortland Downtown Partnership - "38 Arts" Actor's Hostel and Performance Venue**

Purchase, renovate, and equip 38 Main Street in downtown Cortland, and lease the renovated facility to the Cortland Repertory Theatre (CRT). The new "38 Arts" building will include approximately: (1) 3,000 sq. ft. on two floors for an Actor's Hostel that will provide up to 12 visiting performers live/work space; (2) a 400 sq. ft. office space on the ground floor; (3) an 1,100 sq. ft. performance venue on the ground floor which will provide community and student artists a smaller, more suitable venue than is now available at Cortland County Community College or at CRT's other theaters; and (4) construction of a connector to the Cortland Business Innovation Center (CBIC) at 40 Main Street in order to provide the CRT with the potential to access to an additional 1,500 sq. ft. in the CBIC in the future.

**Total Project Cost: \$1,800,000**

**Construction Jobs: 20**

Use of Funds	
CFA Building Acquisition	\$200,000.00
CFA Building Renovation	\$1,000,000.00
CFA New Construction	\$450,000.00
CFA Soft Costs up to 25%	\$150,000.00
CFA #	68519
Source of Funds	
ESD Grant	\$360,000
Private	\$450,000
Lending Institution	\$399,000
Local Support	\$130,000
New York Main Street	\$75,000
Community Block Grant	\$75,000
Federal Funding	\$311,000

## MADISON COUNTY

### 51982 Clear Path for Veterans Inc. - Supporting the Journey Home

Construct new facilities and make improvements to campus in town of Sullivan. The project includes a redesign of the entry, construction of cabins for overnight accommodations, construction of a maintenance barn, and will include well, water management, kitchen and septic system improvements.

**Total Project Cost:** **\$1,836,000**

**Direct New Jobs:** **6**

**Construction Jobs:** **12**

**Jobs Retained:** **29**

Source of Funds	
CFA Building Renovation	\$15,000.00
CFA New Construction	\$1,002,000.00
CFA FF&E	\$615,000.00
CFA Soft Costs up to 25%	\$204,000.00
Source of Funds	
ESD Grant	\$465,000
Private	\$1,371,000

### 66379 Northeast Information Discovery Inc. – Expansion

Construct and equip a new facility in Canastota that will include office space, a loading dock and bay space, and state-of-the-art laboratories including space configured for secured rooms.

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

**Direct New Jobs:** **45**

**Jobs Retained:** **14**

Use of Funds	
CFA New Construction	\$750,000.00
CFA Land Acquisition	\$70,000.00
CFA Production M&E	\$35,000.00
CFA FF&E	\$100,000.00
CFA Soft Costs up to 25%	\$45,000.00
Source of Funds	
ESD Grant	\$200,000
Private	\$800,000

**66412 JD Farms - Biomass Processing Facility**

JD Farms, in cooperation with Morrisville State College, will build and equip a 15,000 sq. ft. industrial biomass processing plant at their current Madison County location, a 1200-acre organic farm in Georgetown. The facility will be used to process large amounts of commodity crops such as hay, wheat straw, corn straw and industrial hemp into manufacturing components for all-natural animal bedding, biodegradable packaging material, nontoxic particle board, and bio-fillers for a host of other eco-friendly consumer products. The project is expected to increase demand for commodity crops grown in the region to support the growing bio-materials market.

**Total Project Cost: \$810,000**

**Direct New Jobs: 9**

Use of Funds	
CFA New Construction	\$200,000.00
CFA Production M&E	\$550,000.00
CFA FF&E	\$20,000.00
CFA Soft Costs up to 25%	\$40,000.00
Source of Funds	
ESD Grant	\$200,000
Private	\$250,000
Lending Institution	\$360,000

**67354 Town of Sullivan - Salt Springs Road Joint Water Project**

Create two water districts bound by an inter-municipal agreement along Salt Springs Road in Manlius, Onondaga County and Sullivan, Madison County. The project involves installation of new 8-inch water main, and associated infrastructure to extend the existing public water system located in the town of Manlius. The existing water districts of Sky Ridge and Sleepy Hollow will be connected as part of this project. The new water district will serve the Clear Path for Veterans campus, and facilitate the growth of planned developments at their facility. It will also serve the proposed vertically-integrated farm brewery located on the Menikheim property in Manlius, which will require a large water supply. Two existing water storage tanks will be taken out of service, and a new tank will be installed on the Oran Station Brewing Supplies property in Manlius.

**Total Project Cost: \$5,475,000**

**Construction Jobs: 20**

Use of Funds	
CFA New Construction	\$4,275,000.00
CFA Demolition and Environmental Remediation	\$105,000.00
CFA Soft Costs up to 25%	\$1,095,000.00
Source of Funds	
ESD Grant	\$2,500,000
Local Match	\$2,975,000

## ONONDAGA COUNTY

### 67546 499 Syracuse City Centre, LLC - 333 S Salina Street

Construct a new six-story building on two vacant lots located at 331-333 S. Salina Street in downtown Syracuse, including 6,000 sq. ft. of retail on the ground floor and 30 apartments above. The project is consistent with Syracuse development plans and historic land use, and will dramatically improve the cityscape, stabilize adjacent buildings and boost the downtown economy by attracting new businesses and residents.

**Total Project Cost: \$6,780,000**

**Construction Jobs: 123**

Use of Funds	
CFA New Construction	\$5,400,000.00
CFA Demolition and Environmental Remediation	\$250,000.00
CFA Soft Costs up to 25%	\$1,130,000.00
Source of Funds	
Cash Equity	\$763,000
ESD Grant	\$1,017,000
Lending Institution	\$617,000

### 63363 Addis Building, LLC - Historic Mixed-use Development

Redevelopment of the former Addis Building on South Salina Street in Syracuse into a mixed-use facility, which will include 15,000 sq. ft. of commercial space in the first two floors, and 22,500 sq. ft. of residential space in the top three floors.

**Total Project Cost: \$4,534,040**

**Construction Jobs: 60**

Use of Funds	
CFA Building Renovation	\$3,460,200.00
CFA FF&E	\$64,800.00
CFA Demolition and Environmental Remediation	\$360,200.00
CFA Soft Costs up to 25%	\$648,840.00
Source of Funds	
ESD Grant	\$834,768
Cash Equity	\$343,152
Private	\$300,000
Lending Institution	\$2,695,920

**61899 Beak & Skiff Holding Company, LLC - New Cider House and Press Facility**

Expand and upgrade the Beak & Skiff fresh cider operation in in town of Lafayette. The project includes construction of a new facility for storing and pressing fresh apples to cider; conversion of the existing facility to include an upgraded bottling line and finished product cooler; and construction of a pole barn to stage fresh apples ahead of moving them to the cooler.

<b>Total Project Cost:</b>	<b>\$3,093,194</b>
<b>Direct New Jobs:</b>	<b>6</b>
<b>Construction Jobs:</b>	<b>15</b>
<b>Jobs Retained:</b>	<b>59</b>

Use of Funds	
CFA New Construction	\$1,717,343.00
CFA Production M&E	\$1,275,851.00
CFA Soft Costs up to 25%	\$100,000.00
Source of Funds	
ESD Grant	\$737,565
Cash Equity	\$618,639
Lending Institution	\$1,736,990

**67329 Central Association for the Blind, Inc. - Expansion and Retention in Onondaga**

Purchase, renovate, equip, and relocate to a new location in Syracuse from current Liverpool location which cannot accommodate growth. This project will allow for expansion of manufacturing and warehousing operations and job creation.

<b>Total Project Cost:</b>	<b>\$3,125,000</b>
<b>Direct New Jobs:</b>	<b>30</b>
<b>Jobs Retained:</b>	<b>11</b>

Use of Funds	
CFA Building Acquisition	\$1,800,000.00
CFA Building Renovation	\$200,000.00
CFA Production M&E	\$300,000.00
CFA FF&E	\$200,000.00
CFA Soft Costs up to 25%	\$625,000.00
Source of Funds	
ESD Match	\$625,000
Private	\$1,250,000
Cash Equity	\$625,000
Lending Institution	\$325,000



**67293 CG USL Ventures I, LLC - Genesee East Living Mixed-use Complex**

Demolish existing buildings totaling 35,000 sq. ft. on a 1.5 acre lot in Syracuse, and replace them with a 222,000 sq. ft. commercial/residential complex of three buildings. The project is split into three rather than a single building because the property is split by multiple use zones and lot lines. The new "Genesee East Living" complex will include 120 apartment units in 128,000 sq. ft.; 1,000 sq. ft. of retail space for a new Café Kubal; and 13,000 sq. ft. for new offices for the developer; and 40,000 sq. ft. for first-level concealed parking. The remaining space is for common areas, a gym and mechanicals.

**Total Project Cost:** **\$38,135,000**

**Construction Jobs:** **456**

Use of Funds	
CFA New Construction	\$30,500,000.00
CFA FF&E	\$985,000.00
CFA Demolition and Environmental Remediation	\$250,000.00
CFA Soft Costs up to 25%	\$6,400,000.00
Source of Funds	
CFA Building Acquisition	\$1,500,000
Lending Institution	\$27,476,250
Cash Equity	\$9,158,750

**63438 Crouse Health Hospital, Inc. dba Crouse Hospital - Prompt Care Relocation and Expansion**

Relocation of Crouse's prompt care facility, currently located in 4,864 sq. ft. across the street from the main hospital building, to 12,141 sq. ft. of existing space within the hospital. The new prompt care space is adjacent to the emergency department, which is currently being expanded with the help of a \$2 million CFA Round 4 RCCF grant. The project is expected to add 17 above the 20 existing prompt care employees, and above the hospital's commitment to reach 2,315 for the emergency department project. Current employment at the hospital is 2,295.

**Total Project Cost:** **\$9,401,133**

**Direct New Jobs:** **17**

**Construction Jobs:** **25**

**Jobs Retained:** **20**

Use of Funds	
CFA Building Renovation	\$7,360,372.00
CFA FF&E	\$691,359.00
CFA Soft Costs up to 25%	\$1,349,402.00
Source of Funds	
ESD Grant	\$2,000,000
Cash Equity	\$2,000,000
Private	\$1,062,332
Lending Institution	\$4,600,000

**66185 Dupli Associates, LLC - Franklin Square Development**

Development of 650 North Franklin Street in Syracuse into commercial space. The project also involves purchasing 158 Solar Street, the neighboring property, and developing the space between those two building into additional parking.

**Total Project Cost:** **\$4,050,000**

**Construction Jobs:** **18**

Use of Funds	
CFA Building Acquisition	\$1,850,000.00
CFA Building Renovation	\$1,750,000.00
CFA New Construction	\$400,000.00
CFA Soft Costs up to 25%	\$50,000.00
Source of Funds	
ESD Grant	\$810,000
Cash Equity	\$440,000
Lending Institution	\$2,800,000

**63946 Grange Realty Associates LLC - 203-233 East Water Street Redevelopment**

Redevelopment of the “Grange Extension,” a near-vacant and dilapidated building located at 203-233 East Water Street in Hanover Square, Syracuse. The project will include replacement of the entire building façade; construction of three micro-retail spaces on the first floor; construction of three second floor flats; and the addition of a third and fourth floor that will contain six two-story townhouse-style apartments. The completed development will return the fire-damaged building to its original four stories and create a visual and aesthetic connection to nearby properties.

**Total Project Cost:** **\$2,384,000**

**Construction Jobs:** **20**

Use of Funds	
CFA Building Acquisition	\$255,000.00
CFA Building Renovation	\$1,971,000.00
CFA Soft Costs up to 25%	\$158,000.00
Source of Funds	
ESD Grant	\$488,012
Cash Equity	\$473,997
Lending Institution	\$1,421,991

**66698 Half in the Bag Brewery LLC dba Willow Rock Brewing Company - Phase One Manufacturing Expansion**

Project includes renovation of brewing facility in Syracuse and purchase and installation of machinery and equipment. This expansion will allow the company to upgrade to a 15 barrel brewing system and bring a canning system in-house.

**Total Project Cost:** **\$428,921**  
**Direct New Jobs:** **10**

Use of Funds	
CFA Building Renovation	\$40,000.00
CFA Production M&E	\$368,921.00
CFA Soft Costs up to 25%	\$20,000.00
Source of Funds	
ESD Grant	\$85,795
Private	\$47,990
Lending Institution	\$295,136

**66734 Home HeadQuarters - Mixed-Use Renovations**

Renovate three properties in the Syracuse to create seven commercial and eight residential units. The commercial space is expected to draw new small business tenants in highly distressed and underserved sections of Syracuse. The three properties comprise approximately 18,000 sq. ft., including 8,600 sq. ft. commercial, and 9,400 sq. ft. residential.

**Total Project Cost:** **\$1,983,750**  
**Construction Jobs:** **10**

Use of Funds	
CFA Building Renovation	\$1,500,000.00
CFA FF&E	\$225,000.00
CFA Soft Costs up to 25%	\$258,750.00
Source of Funds	
ESD Grant	\$396,750
Cash Equity	\$1,587,000

**67852 Kelsey Moody & Associates, LLC - Lafayette Hotel**

Acquire and renovate the long-vacant, 12,000 sq. ft. former Lafayette Hotel into eight apartments and two commercial storefronts, creating much needed housing to attract new employees to its nearby sister company, Ichor Therapeutics, Inc., a high growth biopharmaceutical company that seeks to expand in Lafayette, Onondaga County.

<b>Total Project Cost:</b>	<b>\$1,280,000</b>
<b>Direct New Jobs:</b>	<b>4</b>
<b>Construction Jobs:</b>	<b>8</b>
<b>Jobs Retained:</b>	<b>8</b>

Use of Funds	
CFA Building Acquisition	\$120,000.00
CFA Building Renovation	\$840,000.00
CFA New Construction	\$150,000.00
CFA Soft Costs up to 25%	\$170,000.00
Source of Funds	
Cash Equity	\$120,000
Lending Institution	\$904,000
ESD Grant	\$256,000

**67454 Le Moyne College - Quantitative Reasoning Center**

Create a Quantitative Reasoning Center (QRC) anchored in the 25,000 sq. ft. in the College's library, and a combined 12,000 sq. ft. in St. Mary and Reilly Halls. The QRC will serve students and faculty with computer labs, corporate class facilities, peer learning labs, tutoring facilities, film/video presentation capability, maker space and videoconferencing capacity. The QRC will address the pervasive shortage of quantitative reasoning (QR) skills throughout the region, which threatens to undermine the very economic sectors that the URI strategy is targeting for growth and job creation.

<b>Total Project Cost:</b>	<b>\$7,500,000</b>
<b>Construction Jobs:</b>	<b>18</b>

Use of Funds	
CFA Building Renovation	\$5,000,000.00
CFA FF&E	\$1,925,000.00
CFA Soft Costs up to 25%	\$575,000.00
Source of Funds	
ESD Grant Funds	\$1,800,000
Equity	\$750,000
Lending institution/Fund Raising	\$4,950,000

**66776 LOOP Recycled Products of New York - Paint Recycling Plant for NY and Northeastern United States**

Loop Recycled Products of New York will invest approximately \$300,000 to purchase the machinery and equipment needed to establish a paint recycling facility in Central New York. The plant will be the only paint recycling center in NYS with plans to service the entire Northeast

**Total Project Cost:** **\$300,000**  
**Direct New Jobs:** **21**  
**Construction Jobs:** **10**

Use of Funds	
CFA Production M&E	\$300,000.00
Source of Funds	
Cash Equity	\$60,000
ESD Grant	\$60,000
Lending Institution	\$180,000

**68665 Maguire Family Enterprises, LLC - Maguire Syracuse Redevelopment**

Redevelopment of properties at and near the intersection of Hiawatha Boulevard W. and State Fair Boulevard. The project includes demolition and environmental remediation, and building and equipping new automobile dealerships and repair/service/body shops. This project will focus on sustainability with Silver LEED certified buildings, rainwater-harvesting, installation of solar panels on building roofs, and operation of a solar powered electric vehicle recharging station.

**Total Project Cost:** **\$16,901,859**  
**Direct New Jobs:** **50**  
**Construction Jobs:** **45**  
**Jobs Retained:** **52**

Use of Funds	
CFA New Construction	\$12,743,099.00
CFA Production M&E	\$463,000.00
CFA FF&E	\$315,000.00
CFA Demolition and Environmental Remediation	\$2,131,200.00
CFA Soft Costs up to 25%	\$1,249,560.00
Source of Funds	
ESD Grant	\$1,400,000
Cash Equity	\$1,700,000
Lending Institution	\$13,338,859

**66739 Oneida Air Systems, Inc. – Expansion**

Purchase and install next generation machinery and equipment to upgrade and expand its existing manufacturing capability and capacity at the company's Syracuse location. The project will allow the company to meet increasing product demand and to capitalize on opportunities for new product development.

**Total Project Cost:** **\$1,705,000**  
**Direct New Jobs:** **1**  
**Jobs Retained:** **43**

Use of Funds	
CFA Building Renovation	\$40,000.00
CFA Production M&E	\$1,450,000.00
CFA FF&E	\$40,000.00
CFA Soft Costs up to 25%	\$175,000.00
Source of Funds	
ESD Grant	\$341,000
Cash Equity	\$170,500
Private	\$1,193,500

**63681 Onondaga Historical Association - The Brewseum at Lightworks**

Design and renovation of space at 311 Genant St. to create The Brewseum, a brewery museum, in Syracuse.

**Total Project Cost:** **\$175,000**  
**Construction Jobs:** **20**

Use of Funds	
CFA Building Renovation	\$150,000.00
67315	\$25,000.00
Source of Funds	
ESD Grant	\$25,000
Local Match	\$25,000
Private	\$125,000

**67297 The Reaverbocker Brewery & Public House, LLC - New Brewery**

Experienced brewery and food and beverage entrepreneurs will lease 3,600 sq. ft. of space and invest approximately \$600,000 to establish The Reaverbocker Brewery & Public House, a new 10-barrel brewery and public house, at 225 Wilkinson Street in Syracuse. The project is expected to help attract other craft breweries to the city's Park Avenue neighborhood, stimulating continued redevelopment of surrounding buildings and growth of Syracuse's brewery district. The project will create five jobs to start, increasing to 20 over four years.

**Total Project Cost:** **\$600,000**  
**Direct New Jobs:** **20**  
**Construction Jobs:** **10**

Use of Funds	
CFA Building Renovation	\$200,000.00
CFA Production M&E	\$265,000.00
Architectural/Engineering/Soft Costs	\$135,000.00
Source of Funds	
ESD Grant Funds	\$100,000
Lending Institution	\$365,000
Cash Equity	\$135,000

**67563 RPS Hotel Holdings, LLC - Mixed-Use Project next to St. Joseph's Hospital**

Construct a seven-story, 186,000 sq. ft. mixed-use structure adjacent to St. Joseph's Hospital in Syracuse. The facility will include approximately 47,351 sq. ft. for a 93-room Marriott extended stay hotel; 23,630 sq. ft. for 13 rental apartments; a 42,000 sq. ft. one-day ambulatory surgery center; and 73,089 sq. ft. for 214 parking spaces. The complex will connect via a sky bridge to St. Joseph's new surgical tower, a project was assisted with a CFA Round 1 grant. RPS Hotel Holdings, LLC must spend \$451,771 to demolish five abandoned houses on the property before the anticipated Round 6 award date, so this cost was removed from the budget. The project will create 22 jobs employed by RPS Hotel Holdings, LLC to operate the hotel. The surgery center, which will occupy 39% of the building, will create approximately 45 indirect jobs.

**Total Project Cost:** **\$29,330,060**  
**Direct New Jobs:** **22**  
**Construction Jobs:** **153**

Use of Funds	
CFA New Construction	\$18,765,102.00
CFA Land Acquisition	\$1,324,628.00
CFA FF&E	\$5,814,890.00
CFA Soft Costs up to 25%	\$3,425,440.00
Source of Funds	
ESD Grant	\$4,467,275
Equity	\$7,495,358
Lending Institution	\$17,869,633

**67088 The Salvation Army - Relocate and Integrate Corporate Offices**

Renovate and equip portions of the Salvation Army's 59,000 sq. ft. Area Services facility in downtown Syracuse to accommodate the relocation of 70 corporate employees from another SA facility in Dewitt, which will be sold after the relocation. Integrating the two operations will provide more efficient delivery of services and cost savings. The project involves renovation of 25,000 sq. ft. of office space; a new training center to serve SA operations in 48 counties; and exterior improvements, including improved access, parking, streetscape, roof and windows. In addition, 5,000 sq. ft. will be renovated to create an Article 31-licensed Mental Health Clinic to help individuals struggling with severe mental illness to develop independent and meaningful lives.

**Total Project Cost:** **\$2,947,974**

**Construction Jobs:** **45**

Use of Funds	
CFA Building Renovation	\$2,183,685.00
CFA FF&E	\$218,368.00
CFA Soft Costs up to 25%	\$545,921.00
Source of Funds	
ESD Grant	\$589,595
Equity and Fundraising	\$2,358,379

**62966 State Tower Building, LLC - Mixed-use Redevelopment**

Redevelopment of the 21-story, 211,000 sq. ft. State Tower Building in downtown Syracuse for mixed-use commercial/residential occupancy, which includes stabilization, façade work, and development of residential portions of the building, is in progress. The building, which currently houses commercial and office tenants, is only 45% occupied. Requested funding will be used to restore 120,000 sq. ft. on floors 1-8, which will house first floor retail and office tenants on floors 2-8. Project includes façade work on floors 1-8; repairs to the roof cap; new doors, windows, mechanicals, exterior lighting, signage, canopies, and alarm and sprinkler systems; and restoration of storefronts and common area flooring.

**Total Project Cost:** **\$7,005,410**

**Construction Jobs:** **250**

Use of Funds	
CFA Building Renovation	\$5,837,842.00
CFA Soft Costs up to 25%	\$1,167,568.00
Source of Funds	
ESD Grant	\$1,401,082
Cash Equity	\$1,167,568
Lending Institution	\$4,436,760



**68303 Steri-Pharma, LLC - Line 7 Expansion Project**

Steri-Pharma, LLC, a manufacturer of antibiotics used internationally to treat complicated bacterial infections, will expand operations at its 429 South West Street facility in Syracuse, adding a second sterile powder filling line and increasing warehouse capacity through the construction of new clean rooms, sterile production and filling areas, and a new 18,500 sq. ft. building. This planned growth will allow SteriPharma to triple its existing production output and address future capacity needs. With the addition of a second filling line, Steri-Pharma will more than double its current workforce to more than 125 full time employees over five years.

<b>Total Project Cost:</b>	<b>\$42,000,000</b>
<b>Direct New Jobs:</b>	<b>77</b>
<b>Construction Jobs:</b>	<b>250</b>
<b>Jobs Retained:</b>	<b>48</b>

Use of Funds	
CFA New Construction	\$25,200,000.00
CFA Production M&E	\$12,000,000.00
CFA FF&E	\$4,800,000.00
Source of Funds	
Lending Institution	\$33,706,893
Cash Equity	\$4,200,000
ESD Grant Funds	\$3,000,000

**OSWEGO COUNTY**

**67639 City of Oswego - Oswego Multi-Purpose Athletic and Civic/Community Facility Feasibility Study**

Conduct a feasibility study for developing a multipurpose athletic and civic/community facility at the existing Crisafulli Rink located in Oswego.

<b>Total Project Cost:</b>	<b>\$137,900</b>
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Use of Funds	
CFA Planning and Feasibility related to a capital project	\$137,900.00
Source of Funds	
Local	\$49,250
ESD Grant Funds	\$88,650

**68318 Operation Oswego County - Mitchell St. Expansion**

Expand and improve a 32,000 sq. ft. manufacturing facility owned by Operation Oswego County in the Lake Ontario Industrial Park in Oswego, to benefit the building tenant, Northland Filter International, a Canadian owned industrial air filter manufacturer. In keeping with a recent lean manufacturing layout efficiency plan, the project will include addition of approximately 4,000 sq. ft. of new office space, conversion of existing office space back to manufacturing space, and addition of a 1,500 sq. ft. mezzanine outside the building to accommodate waste compacters. The expansion will retain the company in NYS and allow it to purchase two new production lines, resulting in hiring of an additional 30 manufacturing employees, 25 of which were committed in CFA Round 3.

**Total Project Cost: \$600,000**

**Construction Jobs: 10**

Use of Funds	
CFA New Construction	\$450,000.00
CFA FF&E	\$100,000.00
CFA Infrastructure/Site Work	\$25,000.00
CFA Soft Costs up to 25%	\$25,000.00
Source of Funds	
Private Equity	\$375,000
ESD Grants	\$125,000
CFA New Construction	\$65,000
Cash Equity	\$60,000

**67315 Town of Oswego - Route 104 Sewer Study**

The Town of Oswego will engage a consultant to conduct a feasibility study on providing a municipal wastewater system for residents and businesses along the NYS Route 104 corridor, the main traffic corridor between Rochester, Oswego and Interstate 81. The area currently has only two small sewer districts that convey wastewater to the city of Oswego from residential users. The remainder of the local section of Route 104 is currently unsewered.

**Total Project Cost: \$50,000**

Use of Funds	
CFA Planning and Feasibility related to a capital project	\$50,000.00
Source of Funds	
ESD Grant	\$25,000
Local Match	\$25,000

**Round 6 Priority Project Investments, Project Costs & Job Creation**

CFA #	Project Applicant - Project Name	Total Project Cost	Five-year Payroll	Applicant Request	Grant Request	Excelsior Request	Total Regional Council Ask	ROI	State Requested ROI	Direct New Jobs (projected)	Construction Jobs (projected)	Jobs Retained (projected)
<b>All CNY</b>												
64925	<b>Greater Syracuse Business Development Corporation</b> - Central New York Quasi-Equity Fund Recapitalization	\$5,500,000		\$500,000	\$500,000		\$500,000	11.00	11.00			
<b>Cayuga County</b>												
65632	<b>Cayuga Economic Development Agency, Inc.</b> - Cayuga Innovation Business Accelerator	\$1,465,000		\$500,000	\$500,000		\$500,000	2.93	2.93			
68430	<b>CIDEC, LLC</b> - CIDEC Expansion 2016	\$1,200,000		\$240,000	\$240,000		\$240,000	5.00	5.00	7		27
65217	<b>S&amp;B Lattimore Inc.</b> - Northern Crossing	\$8,716,615	\$4,564,000	\$1,743,322	\$1,743,322		\$1,743,322	7.62	5.00	30	30	
64381	<b>United Cerebral Palsy Assoc. Cayuga County Inc. dba E. John Gavras Center</b> - Preschool Expansion Project	\$881,245	\$2,911,680	\$176,249	\$176,249		\$176,249	21.52	5.00	27		25
68697	<b>Weaver Machine</b> - UTC Expansion	\$1,027,500	\$1,690,000	\$250,000	\$200,000	\$50,000	\$250,000	10.87	5.14	14		16
66955	<b>55 Main Street Holdings LLC</b> - Revitalization	\$1,450,000		\$200,000	\$200,000		\$200,000	7.25	7.25	12	10	
68519	<b>Cortland Downtown Partnership</b> - "38 Arts" Actor's Hostel and Performance Venue	\$1,800,000		\$360,000	\$360,000		\$360,000	5.00	5.00		20	
67713	<b>Town of Cortlandville</b> - Gutches Park Sports Complex Feasibility Study	\$182,500		\$91,250	\$91,250		\$91,250	2.00	2.00			
<b>Madison County</b>												
51982	<b>Clear Path for Veterans Inc.</b> - Supporting the Journey Home	\$1,836,000	\$770,000	\$367,200	\$367,200		\$367,200	7.10	5.00	6	12	29
66412	<b>JD Farms</b> - Biomass Processing Facility	\$810,000	\$1,170,000	\$200,000	\$200,000		\$200,000	9.90	4.05	9		
66379	<b>Northeast Information Discovery Inc.</b> - Expansion	\$1,000,000	\$13,675,000	\$287,269	\$200,000	\$87,269	\$287,269	51.08	5.00	45		14
67354	<b>Town of Sullivan</b> - Salt Springs Road Joint Water Project	\$5,475,000		\$2,500,000	\$1,095,000		\$1,095,000	5.00	5.00		20	
<b>Onondaga County</b>												
67546	<b>499 Syracuse City Centre, LLC</b> - 333 S Salina Street	\$6,780,000		\$1,017,000	\$1,017,000		\$1,017,000	6.67	6.67		123	
63363	<b>Addis Building, LLC</b> - Historic Mixed-use Development	\$4,534,040		\$834,768	\$834,768		\$834,768	5.43	5.43		60	
61899	<b>Beak &amp; Skiff Holding Company, LLC</b> - New Cider House and Press Facility	\$3,093,194	\$958,570	\$876,527	\$737,601	\$138,926	\$876,527	4.62	4.19	6	15	59
67329	<b>Central Association for the Blind, Inc.</b> - Expansion and Retention in Onondaga	\$3,125,000	\$3,108,497	\$625,000	\$625,000		\$625,000	9.97	5.00	30		11
67293	<b>CG USL Ventures I, LLC</b> - Genesee East Living Mixed-use Complex	\$38,135,000		\$1,500,000	\$1,500,000		\$1,500,000	25.42	25.42		456	
63438	<b>Crouse Health Hospital, Inc. dba Crouse Hospital</b> - Prompt Care Relocation and Expansion	\$9,401,133	\$7,125,000	\$2,000,000	\$2,000,000		\$2,000,000	8.26	4.70	17	25	20
66185	<b>Dupli Associates, LLC</b> - Franklin Square Development	\$4,050,000		\$810,000	\$810,000		\$810,000	5.00	5.00		18	
63946	<b>Grange Realty Associates LLC</b> - 203-233 East Water Street Redevelopment	\$2,384,000		\$488,000	\$435,000		\$435,000	5.48	5.48		20	
66698	<b>Half in the Bag Brewery LLC dba Willow Rock Brewing Company</b> - Phase One Manufacturing Expansion	\$428,921	\$859,960	\$141,851	\$85,795	\$16,056	\$101,851	12.65	5.00	10		
66734	<b>Home HeadQuarters</b> - Mixed-Use Renovations	\$1,983,750		\$396,750	\$396,750		\$396,750	5.00	5.00		10	

**Round 6 Priority Project Investments, Project Costs & Job Creation (continued)**

CFA #	Project Applicant - Project Name	Total Project Cost	Five-year Payroll	Applicant Request	Grant Request	Excelsior Request	Total Regional Council Ask	ROI	State Requested ROI	Direct New Jobs (projected)	Construction Jobs (projected)	Jobs Retained (projected)
<b>Onondaga County (continued)</b>												
67852	<b>Kelsey Moody &amp; Associates, LLC</b> - Lafayette Hotel	\$1,280,000		\$256,000	\$256,000		\$256,000	5.00	5.00	4	8	8
67454	<b>Le Moyne College</b> - Quantitative Reasoning Center	\$7,500,000		\$1,800,000	\$1,800,000		\$1,800,000	4.17	4.17		18	
66776	<b>LOOP Recycled Products of New York</b> - Paint Recycling Plant for NY and Northeastern U.S.	\$300,000	\$3,333,325	\$160,000	\$60,000		\$60,000	60.56	5.00	21	10	
68665	<b>Maguire Family Enterprises, LLC</b> - Maguire Syracuse Redevelopment	\$16,901,859	\$8,706,000	\$700,000	\$700,000		\$700,000	36.58	24.15	50	45	52
66739	<b>Oneida Air Systems, Inc.</b> - Expansion	\$1,705,000	\$124,800	\$341,000	\$341,000		\$341,000	5.37	5.00	1		43
63681	<b>Onondaga Historical Association</b> - The Brewseum at Lightworks	\$175,000		\$25,000	\$25,000		\$25,000	7.00	7.00		20	
67297	<b>The Reaverbocker Brewery &amp; Public House, LLC</b> - New Brewery	\$600,000		\$100,000	\$100,000		\$100,000	6.00	6.00	20	10	
67563	<b>RPS Hotel Holdings, LLC</b> - Mixed-Use Project next to St. Joseph's Hospital	\$29,330,060		\$4,467,275	\$1,500,000		\$1,500,000	19.55	19.55	22	153	
67088	<b>The Salvation Army</b> - Relocate and Integrate Corporate Offices	\$2,947,974		\$589,595	\$500,000		\$500,000	5.90	5.90		45	
62966	<b>State Tower Building, LLC</b> - Mixed-use Redevelopment	\$7,005,410		\$1,401,082	\$1,401,082		\$1,401,082	5.00	5.00		250	
68303	<b>Steri-Pharma, LLC</b> - Line 7 Expansion Project	\$42,000,000	\$9,999,360	\$4,093,107	\$3,000,000	\$1,093,107	\$4,093,107	12.70	14.00	77	250	48
<b>Oswego County</b>												
67639	<b>City of Oswego</b> - Oswego Multi-Purpose Athletic and Civic/Community Facility Feasibility Study	\$137,900		\$68,950	\$68,950		\$68,950	2.00	2.00			
68318	<b>Operation Oswego County</b> - Mitchell St. Expansion	\$600,000		\$125,000	\$125,000		\$125,000	4.80	4.80		10	
67315	<b>Town of Oswego</b> - Route 104 Sewer Study	\$50,000		\$25,000	\$25,000		\$25,000	2.00	2.00			
<b>TOTAL</b>		<b>\$215,792,101</b>	<b>\$58,996,192</b>	<b>\$30,257,195</b>	<b>\$24,216,967</b>	<b>\$1,385,358</b>	<b>\$25,602,325</b>	<b>10.73</b>	<b>8.91</b>	<b>408</b>	<b>1,638</b>	<b>352</b>

### OVERALL INVESTMENT RATIO FOR PROPOSED PRIORITY PROJECTS

The investment ratio of total project cost (**\$215,792,101**) to total ESD capital fund investment (**\$24,216,967**) for the proposed Round 6 priority projects is **8.91 to 1**. When five-year payroll and Excelsior credits are factored in, the investment ROI is **10.73 to 1**, providing significant impact in return for state dollars. The collective impact of these recommended projects will support every community in the region.



### MAP OF PROPOSED PRIORITY PROJECTS

The following map shows the location of proposed priority projects Rounds 6.



**PROPOSED PRIORITY PROJECTS RELATING TO STATE PRIORITIES**

Proposed Priority Projects Linked to Goals Being Implemented and State Priorities		Link to Goal Being Implemented			Proposed Priority Projects related to State Priorities					
		Goal 1	Goal 2	Goal 3	Downtown Revitalization	Workforce Training	Regional Cluster Plan	Opportunity Agenda	Global NY	Veterans
CFA#	Project Applicant									
67546	499 Syracuse City Centre, LLC									
66955	55 Main Street Holdings LLC									
63363	Addis Building, LLC									
61899	Beak & Skiff Holding Company, LLC									
65632	Cayuga Economic Development Agency, Inc.r									
67329	Central Association for the Blind, Inc.									
67293	CG USL Ventures I, LLCx									
68430	CIDEC, LLC									
67639	City of Oswego									
51982	Clear Path for Veterans Inc.									
68519	Cortland Downtown Partnership									
63438	Crouse Health Hospital, Inc. dba Crouse Hospital									
66185	Dupli Associates, LLC									
63946	Grange Realty Associates LLC									
64925	Greater Syracuse Business Development Corporation									
66698	Half in the Bag Brewery LLC dba Willow Rock Brewing Company									
66734	Home HeadQuarters									
66412	JD Farms									
67852	Kelsey Moody & Associates, LLC									
67454	Le Moyne College									
66776	LOOP Recycled Products of New York									
68665	Maguire Family Enterprises, LLC									
66379	Northeast Information Discovery Inc.									
66739	Oneida Air Systems, Inc.									
63681	Onondaga Historical Association									
68318	Operation Oswego County									
67563	RPS Hotel Holdings, LLC									
65217	S&B Lattimore Inc.									
62966	State Tower Building, LLC									
68303	Steri-Pharma, LLC									
67297	The Reaverbocker Brewery & Public House, LLC									
67088	The Salvation Army									
67713	Town of Cortlandville									
67315	Town of Oswego									
67354	Town of Sullivan									
64381	United Cerebral Palsy Assoc. Cayuga County Inc. dba E. John Gavras Center									
68697	Weaver Machine									

### **ADDITIONAL STRATEGIC PROJECTS (CFA-RELATED STATE AGENCY APPLICATIONS)**

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

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

- The council applied the region's goals and considered the opportunities defined by its strategic priorities to select **57** projects for CFA-Related State Agency funding that advance the region's strategic goals.
- These projects applied for **\$19,684,772** in CFA-related state agency funding (**25.5** percent of total project costs), which would leverage **\$77,129,690** in total project costs.





Application #	Business Name	Project Name	Eligible Agencies	Total Request	Total Budget	% Total Budget
<b>ARTS</b>						
67751	Everson Museum of Art	Seen and Heard	Arts	\$66,250	\$132,046	50.17%
<p>"Seen and Heard" comprises an exhibition, artist residency program, series of public programs, and an adolescent photography project. Presented at the Everson Museum of Art in downtown Syracuse, it will offer the opportunity to learn from the history of social and political activism in New York and to engage in a current and timely conversation around equal rights, civic engagement and social change. The exhibition's title and concept were inspired by Barbara Kruger's "Who Speaks, Who is Silent" from the Everson's permanent collection, a monumental work addressing the implication of silence and representation for women. Commemorating the 100th anniversary of the passage of women's suffrage in New York in 1917, "Seen and Heard" will explore the state's activist history and its contemporary application. The exhibition will include permanent collection works and newly commissioned work. A summer residency program will support three artists working in photography, print making and social practice. As part of an ongoing partnership with the Photography and Literacy Project at Syracuse University (SU), the Everson will exhibit the work of more than 25 middle/high school students. The museum will also partner with the Community Folk Art Center, part of SU's African-American Studies Department, to host art-making workshops. Through established partnerships with youth empowerment and social service organizations like Peace Inc., the YWCA's Girls Inc., and community centers, the Everson will offer special opportunities for youth to participate. Free programming will include a Community Conversation Series, artist talks, and panel discussions with collaborators and community members. Plazapalooza, the Everson's largest summer outdoor event, will take place during the exhibition, offering a daylong, free open house with art-making workshops, tours and other activities. We will invite Syracuse Cultural Workers, a progressive publisher, to partner with us.</p>						
68389	Musical Associates of Central New York	Canal Concerts	Arts	\$45,000	\$120,000	37.50%
<p>In celebration of the Bicentennial of the Erie Canal, Symphoria will present a series of five free "Canal Concerts" in parks along the Canal during summer 2017, plus a ticketed performance in September welcoming the World Canals Conference to Syracuse. Performances will feature music connected to the Canal - including folk songs common to CNY during the canal period, music that infiltrated CNY as a result of the canal, and music composed by New Yorkers like George Gershwin that is a quintessentially American blend of both elements. Canal Concert locations will include Rome, and Clinton Square in Syracuse (both full orchestra), plus Camillus Erie Canal Park, Chittenango Landing Canal Boat Museum, and the Erie Canal Heritage Park at Port Byron (featuring large ensembles typical of the period). Each park highlights a unique aspect of the Canal: Camillus features a restored and fully functional aqueduct; Chittenango has an excavated and restored 3-bay dry dock; and Port Byron has a fully intact 19th century lock. Each also offers other amenities, including exhibits, trails, wildlife and hands-on activities. An educational exhibit designed and staffed by the Erie Canal Museum will travel to each concert, providing additional insight. We will also collaborate on a printed piece (a bookmark or rack card) produced as a series, with a variety of site specific illustrations on one side, and different "fun facts" about the Canal on the other, to encourage the collection of all 6 cards in the series. Together they will provide a complete image or map, and key information about the Canal. The sixth and final concert of the series will be a ticketed performance in Crouse Hinds Theater on the eve of the World Canals Conference, which will draw an estimated 500 visitors, many from outside the U.S., to Syracuse. This multi-media performance will feature the full orchestra, singers, Canal imagery, and music from the Canal period, narration and storytelling.</p>						
65280	CNY Arts, Inc.	2017 Arts & Entertainment Districting Planning	Arts	\$49,500	\$49,500	100.00%
<p>The creation of Arts and Entertainment Districts piloted in five cities and villages within the Central New York region: Auburn, Cortland, Oneida, Oswego and Syracuse. This is a key strategy for regional economic and cultural growth, formulated as a result of the in-depth and REDC-funded cultural assessment and planning process ENGAGE CNY. Administered by CNY Arts, ENGAGE CNY assessed how best to reposition arts, culture and heritage as catalysts for improving the region's vitality. Contributing were a 72-person Leadership Advisory Council, a 121-person Regional Planning Summit, feedback from more than 500 artists and 160 arts and culture organizations, and 7000 residents. Revitalization of Main Streets was a top priority. This pilot project was created, in part, to meet this need. Deliverables include: A master blueprint for the creation, organization, and operation of the Arts and Entertainment Districts to present to the State for funding consideration. We will formulate an RFP to engage an expert consultant to further analyze the existing regional research and determine what information is required. This will include consultation with public and private institutions of higher education near or in our targeted cities, to conduct deep analyses of business metrics to offer alternatives to how arts, culture, and heritage organizations conduct business; and development of district best practices that can be replicated throughout the region. Consultation and coordination with regional and local government leaders, arts organizations, tourism bureaus, convention and visitors bureaus, and business and educational organizations will take place to determine specific needs for program development, marketing and capital improvements, as well as project supervision, coordination and staffing requirements. CNY Arts will provide leadership of initiatives, including leveraging corporate and philanthropic investment at the local, state, and national levels to match funds.</p>						
65920	Dance Theater of Syracuse	THE DTS Company Planning Project	Arts	\$40,000	\$40,000	100.00%
<p>The Dance Theater of Syracuse is currently formulating ideas for a full-fledged promotional strategy to effectively market the DTS School and our programs. We seek support from consultants to help us do in-depth research about why people come to DTS, why they stay/why they leave. They will provide a marketing brief, develop new logos for improve our website and they will develop a Brand Standards Manual for DTS. Within this comprehensive effort, we will going forward be able to implement and develop new and compelling promotional advertising materials for print ads, radio and social media and the web stationary, business cards etc. DTS will also seek to hire a photographer and videographer to take professional pictures and video of students, classes and programs for future use in print ads and on bill boards. Videos to promote our programming most especially the DTS School. We will plan and create video vignettes to post on social media and our website. The video which can serve to document our work in CNY but will also be used to garner performance opportunities as well as broadcast on social media and public access TV and possibly public television. We are also seeking resources through this grant to plan and develop two signature performance pieces and a lecture demonstration demo to perform in area schools and community centers throughout the county in 2018. These performances will be part of our marketing strategy to area students. We will develop a lecture demo performance project over the summer and fall of 2017.</p>						
66524	Syracuse City Ballet, Inc.	Workforce Investment Program: Operations Manager	Arts	\$33,750	\$11,250	300.00%
<p>As Syracuse City Ballet enters its third decade, the organization is pursuing a growth strategy to become a robust regional ballet company. At the center is securing space for studios and offices and continuing to enhance staff. The Board of Directors recently voted to engage capital campaign consultants for a feasibility study for a capital campaign to both secure appropriate space and create an endowment fund. An essential part of this next phase of growth is to strengthen and expand administrative and artistic staff to make all core positions full-time. Given the funding streams that will need to be developed in order to do this, it is felt that the best place to start is by upgrading the current part-time position of Development/marketing director to full-time as Operations Manager- not only to work with the</p>						

Artistic/Executive to provide additional leadership to board and staff on development and marketing, but to support the campaign consultants, and to provide the full-time, day-to-day coordinating presence to staff and board functions that current staff structure struggles to provide. Currently, Syracuse City Ballet is staffed entirely by part-time employees. The Artistic/Executive Director, and director of the company's affiliated dance school, provides a powerful vision and strong leadership. Over the next several years the strategic plan calls for making all core staff full-time. The Operations Manager will be charged with taking the lead in helping the Artistic/Executive Director and the board build the organizational capacity in support of all growth objectives. The expected outcome after Dec. 31, 2017, will be that a capital campaign will be well on its way to providing the resources needed for a new studio and that operational support will have grown sufficiently to sustain this position as well as supporting the expansion of other core staff positions.

65741	H Lee White Maritime Museum at Oswego	H Lee White Maritime Museum at Oswego Curator Position	Arts	\$29,308	\$39,077	75.00%
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The Museum, located in Oswego Harbor, will expand our position of curator to Chief Curator with the purpose to provide enhanced managerial oversight with regards to acquiring an Absolute Charter from the NYS Board of Regents as the only maritime-themed chartered organization on the American shores of Lake Ontario. The Museum acquired a provisional charter in 2015, as a result of a merge with two other local maritime themed organizations, to provide a unified maritime educational opportunity for the region. The provisional charter provides us with five years to comply with nationally accepted standards for museum operations. To accomplish this, the Museum's Chief Curator will oversee the redevelopment educational initiatives, improvement of collections management practices, perform relevant research, and assist in the restoration management projects the Museum undertakes. Further, the position requires the implementation and expansion of internship programs with SUNY Oswego and Cayuga Community College that bridge the gap between higher education and local cultural resources, and further takes advantage of the professional resources within such institutions. The anticipated outcome, at the expiration of the provisional charter, is the acquisition of an Absolute Charter from NYS. Further, we expect to see an increase in the quality of education, exhibitions, and community outreach as we plan to impact regional residents on a wider scale. Additionally, through this expanded position, the Museum can free up previously allocated financial and personnel resources and use them to further facilitate economic growth and prosperity for our organization. This benefits the local community through enhanced educational opportunity and a better understanding of our local regional heritage, yet also improves and coincides with local Downtown and Waterfront Revitalization initiatives, creating a stronger public-private partnership with local governing structures.

66577	Town of DeWitt	Elevating Erie Towpath Road Corridor Design	Arts ,DOS (\$75,000 Arts; \$229,000 DOS)	\$304,000	\$570,823	53.26%
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Elevating Erie: Towpath Road Corridor Design will focus on the development of a design for an historical segment of the original Erie Canal corridor. The corridor extends from the current terminus of the Old Erie Canal State Historic Park to Erie Boulevard East and includes an original widewaters area. The widewaters and other canal related lands have been used as part of the larger stormwater management system for the Erie Boulevard East corridor, but are sorely neglected. There are no physical references to the historical nature of the corridor, and there is no connection currently to Erie Boulevard East from the corridor. The Town of DeWitt collaborated with the City of Syracuse to develop and launch Elevating Erie, an international ideas competition in the Fall of 2015 with funding through the LWRP to identify potential design ideas for a 4 mile segment that will eventually close gap in the Canalway Trail between the two municipalities. The Town of DeWitt controls a majority of the land along Towpath road that is associated with the Canal's history. The intent of this project is to develop a design for the corridor that incorporates a portion of the Canalway Trail; develops a design language for this segment of the gap including historical markers, wayfinding, green infrastructure, landscape strategies and street furniture; and explores alternatives for and resolves the connectivity between this corridor, the current terminus of the Canalway Trail, and Erie Boulevard East. The project will continue to engage the DeWitt community, as well as the larger community of Central New York in the development of a vision for the future of this corridor.

<b>Subtotal</b>				<b>\$567,808</b>	<b>\$962,696</b>	<b>58.98%</b>
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**CANALS**

66760	Canal Society of New York State	Erie Canal Bicentennial Exhibition Collaboration	Canals	\$39,000	\$78,000	50.00%
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The Canal Society of New York State (CSNYS) and the Erie Canal Museum (ECM) will collaborate on a statewide outreach for the Erie Canal Bicentennial (2017-2025). They will join their uniquely qualified collections, scholarship and educational missions for an exhibition entitled "Reflections on Erie's Waters - The Erie Canal in New York State's History and Future." The exhibit will document how the Erie Canal created the physical and social landscape throughout the State's canal corridor and beyond. The exhibit will explore how that legacy is still alive today. Funds are requested for the design and fabrication in a format that will be available throughout the eight years of the Bicentennial. Each organization is applying for distinct and necessary elements of the overall program. The CSNYS is including exhibit preparation and its installation. The ECM is separately seeking funds through the NYSCC and NYSCA for its installation, the two traveling version and outreach programming. The CSNYS and the ECM will each present the core elements of the "Reflections" exhibit in separate venues, supplemented with artifacts and stories from their respective collections. For the ECM, "Reflections" will be at their historic Syracuse Weighlock Building. The CSNYS will likely offer their version at the soon-to-open Erie Canal Heritage Park on the NYS Thruway. The Park offers an unprecedented and very accessible opportunity to reach large and diverse visitation. As this venue and others will likely have international audiences, solar-powered audio stations and portable multilingual audio units are being incorporated into the program. Additionally, two copies of an easy-transport-install version of "Reflections on Erie's Waters" will be available to libraries, historical societies and nontraditional venues. This stand-alone traveling version will also allow each sponsoring group to customize their installations with their own artifacts, stories and public programs.

65959	Madison County	Signage Plan for the Old Erie Canal State Historic Park	Canals	\$30,000	\$61,500	48.78%
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The project is to develop and install wayfinding signage within the Old Erie Canal State Historic Park. The Old Erie Canal State Historic Park (OEC SHP) is a beloved cultural and recreational destination within Central New York. The OEC SHP spans three counties (Onondaga, Madison and Oneida) and contains the longest and one of the only remaining portions of the original Erie Canal system begun in 1817. Along this existing original canal within the OEC SHP is 36 miles of the larger 363-mile Erie Canalway Trail. This project fits the focus of this year's funding on bicentennial projects to ensure the Canal's legacy as it will strengthen the Canal's identity and generate economic benefits for canal communities. In terms of celebrating the bicentennial of the canal, there may be no better section to start with than this section as it was here that the canal first started 200 years ago. Wayfinding signage is needed to enhance access to/from the OEC SHP and enhance trail users enjoyment by allowing them to easily find attractions (such as the Chittenango Landing Canal Boat Museum and Canastota Canal Town Museum) as well as services (restrooms, laundry mats, restaurants, etc.). Wayfinding signage for the OEC SHP is an economic development opportunity for adjacent communities,

businesses and sites. Currently there are no signs to identify and direct the thousands of trail users to the many sites, attractions, services, and communities just off the trail. Furthermore, signage is also needed to provide directions to enhance safety and user friendliness. These signs are also an opportunity to celebrate the canal's bicentennial by including interpretative facts on them that can be read by all visitors. The project is a partnership between NYS Parks, Madison County Planning Department, and the Old Erie Canal Community Working Group (OEC CWG).

68560	Oswego County	Oswego River Public Access project	Canals, DOS (\$103,500 DOS; \$103,500 Canals)	\$207,000	\$283,000	73.14%
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The County proposes to convert a vacant riverside parcel into a site that provides parking and access to the Oswego River for car top boats, fishing, scenic viewing and other casual enjoyment. 11,500 sq. ft. of parking will be developed along with approximately 800 linear feet of paved accessible trail down a steep bank to the river side. The 800 length is based on the desire to keep the grade within accessibility design standards. There is currently no accessible public access to this section (between locks 5 & 6) of the Oswego River. This is a very scenic section of the river and canoeing and kayaking have become very popular sports. This is evidenced by the entry of over 500 boats in the 2015 Oswego County Paddlefest event. This project will also enhance the safety of this section of the river as it will now be able to be accessed without going through one of the NYS Canal locks.

64061	The Children's Museum of Oswego	Children's Museum of Oswego	Canals, ESD (\$360,000 ESD; \$150,000 Canals)	\$510,000	\$1,800,000	28.33%
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The Children's Museum of Oswego's (CMO) is located at 7 W. Bridge St. in Oswego. Plans for the museum include 11 exhibit areas promoting physical and intellectual development. Exhibits will enable children ages 0-10 to explore themes of regional importance in an educational and developmentally appropriate way. This highly unique informal learning environment allows children and their caregivers to learn about the CNY region as well as develop fine and gross motor skills, practice social skills and build self-confidence, exercise in a safe environment, and develop early interest in career fields. Exhibit themes include: industry (predominantly power and manufacturing), agriculture, the Oswego River canal system (including its role in local commerce and mechanics of lock system), local history and role-play of integral careers in our community through a series of mock-town spaces. The museum's master plan also includes programming space and community spaces that can be utilized by other groups and organizations. The interactive nature and educational experiences afforded by the exhibits and programs at the museum will benefit children across the entire region as the museum will be designed for the inclusion of children of all abilities and backgrounds. Children interested in STEM will have resources beyond the standard classroom to fuel their passion for innovation and knowledge. This will build children who are better equipped to succeed in their education, future careers, and become positive stewards of their communities. The project will help address the limited opportunities for families in the local community. The goals of the project are to design and install an 8,000 sq. ft. children's museum by funding the renovation of the space, exhibit fabrication and installation. The museum plans to complete schematic designs and start exhibit fabrication in 2017 with completion planned for the summer of 2018. The museum expects an annual visitation of 20,000 people.

<b>Subtotal</b>				<b>\$786,000</b>	<b>\$2,222,500</b>	<b>35.37%</b>
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<b>DEC - Department of Environmental Conservation</b>						
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54305	Cayuga County Soil and Water Conservation District	Owasco Lake Watershed Road Drainage Improvement Program	DEC	\$465,270	\$581,587	80.00%
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In recent years, throughout the Finger Lakes Region of New York State, streambank and shoreline erosion has occurred due to heavy precipitation, ice movement and snow melt, and continues to worsen with each weather-related event. Sediment originating from erosion results in a significant decline in water clarity and introduces disastrous levels of nutrients into streams and lakes, facilitating growth of algal blooms, suffocating aquatic plants, and creating other water quality issues. As water quality deteriorates, recreational opportunities, real estate values, drinking water quality, aquatic habitat and aesthetics are negatively impacted. When severely eroded areas along Owasco Lake and its tributaries are left unmanaged and neglected, water quality can rapidly decline, potentially impacting the region's fragile economy on a large scale. As a result of progressively worsening erosion, stretches of streambank and shoreline have experienced loss of protective "armor," including rooted trees and large rocks. This project aims to re-stabilize a combined length of approximately 3000 linear feet of severely eroded Owasco Lake shoreline and streambank segments throughout the watershed in Cayuga, Onondaga and Tompkins counties. The project will utilize a combination of stabilizing techniques including rip-rap, woody vegetation, and advanced manufactured erosion control technologies, such as geo-textiles and geo-grids. Corrective measures will be implemented on both public and private right of ways within the project area with the goal of efficient and effective water quality protection. Necessary permitting and landowner outreach will be conducted to achieve project goals throughout the duration of this effort.

63579	Town of Brookfield	Salt Storage Facility	DEC	\$456,375	\$608,500	75.00%
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The Town of Brookfield will design, bid and construct an 85'x140' pre-engineered fabric covered salt storage facility with structural steel frames and 12 foot tall concrete walls. The facility will be located at the Town of Brookfield Highway Department, 2186 South Beaver Creek Road. The Town presently stores a 2 year supply of up to 11,000 yards of road salt and sand uncovered on the ground and under a canopy with open sides. A DEC inspection March 9, 2016, revealed evidence of salt discharge directly into an adjacent wetland and into groundwater. DEC determined that the Town was in violation of ECL 17-0803. DEC also indicated that the town was highly likely to have exceeded the water quality standard for chlorides (250 mg/L) contained in ECL Part 703. As a result, DEC directed the Town to install tarps over the existing salt piles by April 30, 2016. By Dec. 31, 2016, the Town must implement permanent measures to prevent further discharge of salt to the waters of the state by either building a salt storage shed or by removing all salt from the site. Failure to take corrective action may subject the Town to a fine not to exceed \$37,500 per day. On April 27, 2016, the Madison County Health Department provided a pictometry map to the Town with owner information for properties located near the salt storage area. The County Health Department highly recommended testing the well serving 2142 Beaver Creek Road for salt runoff contamination. If tests are positive for salt, the County Health Department may also recommend testing of four additional residential properties bordering the salt storage site. The construction of an enclosed salt storage facility is a permanent solution to the direct discharge of salt to the waters of the state. It will also address all concerns registered by DEC and the Madison County Health Department and fully mitigate the transport of salt laden runoff into Beaver Creek, which is located approximately 900 feet east of the project site.

65878	City of Syracuse	Engineering Planning Grant Program 2016	DEC	\$50,000	\$60,000	83.33%
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This project is a report which is necessary in order to begin to address sewer problems in Syracuse's Sedgwick and Eastwood neighborhoods. Currently these neighborhoods experience significant sewer overflow and surcharge issues, however it is not known what causes these issues. This grant will be used to fund an engineering report which evaluates the sewer system, identifies specific problem areas, and makes recommendations about how to improve the sewer infrastructure and reduce sewer surcharging during storm events. The project will evaluate the sewers in Sedgwick which has boundaries of Grant Boulevard in to the north, Teall Avenue to the east, James Street to the west, and Oak Street to the west. The boundaries of Eastwood are Galster Avenue and Dunlap Avenue to the north, Thompson to the east, 690 to the south, and Teall Avenue to the west. This study will allow the City of Syracuse with support from Onondaga County to better understand the problems that exist with the sewer system, so that it can identify infrastructure repair projects that will ultimately address sewer overflow, surcharge, and backflow issues that result from major storm events associated with climate change. This report will identify engineering projects including sewer upgrades, the use of backflow protection valves, and green infrastructure to create a solution matrix. Once the matrix is created the City will together several projects to address the sewer issues and improve its infrastructure.

67328	GHD Consulting Services	City of Oneida Long Term Improvement Plan	DEC	\$19,900	\$24,900	79.92%
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This project will develop an engineering report identifying long-term solutions to facilitate the expansion of production at the HP Hood facility. The report will identify three separate alternatives to accommodate the additional flows and loads that are expected due to expansion of production at the facility. The first alternative will evaluate capacity upgrades at the WWTP in order to handle the increased flows and loads. The second alternative will evaluate reduction of loading from HP Hood through the use of pretreatment technology. The third alternative is a combination of alternatives 1 and 2, including upgrades and increased capacity at the municipal WWTP and pretreatment of flows and loads from the HP Hood facility itself. The goal of this project is to develop a plan that will successfully allow the HP Hood facility to expand production, as intended, in a cost effective manner while still maintaining compliance with the City of Oneida's SPDES Permit. Upon completion of the engineering report, an engineering design will be completed and biddable documents will be produced for construction.

67166	City of Cortland	Alternative Transportation Initiative	DEC, DOS (\$500,000); DOS; \$2,000,000 (DEC)	\$2,500,000	\$5,400,000	46.30%
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This project is the nexus of a number of plans and initiatives including: (1) A Climate Action Plan wherein the City is committed to decreasing vehicle trips and reducing greenhouse gas emissions. (2) The Tioughnioga River LWRP, which calls for reclaiming the waterfront as an integral resource in the community and for a waterfront trail. (3) A citywide Pedestrian/ Bicycle Plan that sets forth plans to support non-motorized forms of transportation that connect activity centers such as businesses, schools, shopping centers, recreational areas, the waterfront and neighborhoods. (4) The "Northeast Gateway and Clinton Avenue Corridor Enhancement Initiative," a 3-phase effort to improve the gateway into the community from Exit 11 of I-81 and the 1-mile Clinton Avenue/Route 13 Corridor, linking it to downtown and SUNY Cortland via a "Complete Street." Specifically, the "Cortland Alternative Transportation Corridor Project" includes the development of a safe ped/bike arterial corridor along Clinton Avenue from downtown to Exit 11 commercial area, down River Street, and to Yaman Park via an off-road trail and pedestrian bridge over the Tioughnioga River. Planned with green infrastructure, this safe multi-modal corridor is critical to providing non-motorized vehicle access across the City. It will connect SUNY Cortland, the downtown, the City's main commercial area/I-81, and Yaman Park, one of Cortland's most popular summer recreational facilities that is separated from most of the City by the river and I-81. In addition, it will allow a City neighborhoods to directly connect into this multi-modal "spine" via secondary roads and existing infrastructure. Specific work includes complete reconstruction of Clinton Avenue, with dual bike lanes and improved pedestrian facilities, bike lane markings on River Street, development of an off-road ped/bike path from River Street to Yaman Park, including a new pedestrian bridge on the existing railroad abutments across the River.

66399	Village of Marathon	Village of Marathon EPG	DEC	\$24,000	\$30,000	80.00%
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The proposed project will be within Village boundaries and will evaluate several pump stations (within the collection system) and the WWTP. It is planned that several items will be evaluated and considered such as: emergency generators and automatic transfer switches, addition of mechanical sludge collection system improvements in the final clarifiers, raw sewage pump replacements, influent channel upgrades, miscellaneous piping, structural improvements, process controls, concrete rehab work for existing pump station(s) and WWTP tankage, and electrical improvements. Additionally, as part of this project, an evaluation of both influent and effluent water quality parameters for Total Phosphorus (TP) and Total Nitrogen (TN) will be performed. This is a result of recent changes (within the last few years) to the SPDES discharge permit for monitoring these two water quality parameters. This requirement stems from the village being identified in the Chesapeake Bay Total Maximum Daily Load (TMDL) as a non-significant contributor. It is planned that this report will be used to list the project on the New York State Environmental Facilities Corporation (NYS EFC) Intended Use Plan (IUP) through the Clean Water State Revolving Fund (CWSRF) for funding of the capital improvements. If funding is received, it is expected that the proposed improvements would be designed for construction. Some of the existing infrastructure has degraded due to age and is at a critical stage of its useful life, requiring a capital improvement project.

66398	Village of Port Byron	(V) Port Byron WWTP Improvements	DEC	\$24,000	\$30,000	80.00%
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The Village of Port Byron proposes to perform an engineering study of its wastewater treatment plant (WWTP). Specifically, the study would focus on an evaluation of alternative solids dewatering improvements, in addition to assessment of WWTP assets that were not part of the 2003 upgrade project. The Village would like to phase out their 40-year old drying beds and move to on-site mechanical dewatering techniques to reduce the need for liquid hauling of sludge produced at the plant. Results of the study will be summarized in an EFC compliant Preliminary Engineering Report (PER) with the intent to list the recommended project in the 2016-2017 CWSRF IUP.

67463	Town of Dewitt	Repurposing the Bristol Meyers Squibb BMS Industrial Pretreatment Facility to Serve the Thompson Road Industrial Corridor	DEC	\$96,995	\$116,495	83.26%
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In 1992 BMS constructed an industrial waste water system to pretreat waste water resulting from production of penicillin and other derivatives. Since, BMS has downed their operation and mothballed 50% of the facility. In addition BMS's wastewater treatment needs have changed now consisting of biological materials, providing additional capacity for conversion. The study has indicated the following: Approximately 3.25 Million Gallons per day (MGD) (50% of design daily average flow) could be diverted from Meadowbrook Limestone wastewater treatment facility (MLWWTF) to BMS treatment facility. Currently the MLWWTF facility is projected to spend \$17-37 million just to address current issues. To accommodate growth significant additional expenditures are anticipated. By diverting a significant amount of waste water flow from the MLWWTF to the repurposed BMS WWTF future capital and operational costs of current and future needs may be significantly reduced. In addition to the diverted MLWWTF flow the repurposed BMS WWTF could accept 1 MGD of high strength industrial waste, opening the

Thompson Road Corridor to economic development readily serving manufacturing sectors such as food and beverage industry. When food and beverage facilities want to expand or locate in Onondaga County finding ways to treat the waste has been problematic. Capacity to convey pre-treated wastewaters from the repurposed BMS facility to final treatment and discharge are limited. Thus integration of constructed wetlands as final treatment with discharge to Ley Creek is anticipated. Addition of flows to Ley Creek will enhance the creek's ecosystem. Instruction and enhancement of creek's habitat and re-naturalization of the Ley Creek riparian wetlands will improve water retention, mitigate runoff effects, increase flood storage capacity and allow for greater resiliency thus benefiting the Town of DeWitt's drainage management plan and potentially enhancing recreational development.						
67108	Madison County Planning Department	CSC	DEC	\$15,000	\$31,500	47.62%
The purpose of this project is to right-size the Madison County government vehicle fleet, which will allow the County to achieve broader goals related to efficiently using funds, reducing government emissions, and achieving Climate Smart Communities Certification status. The project will inventory the full county wide vehicle fleet's characteristics and performance. It will identify and analyze management practices including purchasing, usage, replacement, maintenance and fueling. This comprehensive assessment will be used to formulate recommendations for policies or actions to be immediately implemented by the county fleet manager. The primary expected outcome is that the Madison County will be able to reduce the cost and carbon footprint of the government fleet, and more efficiently use vehicle and fuel resources. The secondary expected outcome is that the fleet analysis and report will guide long-term replacement policies with an emphasis on high-efficiency, low emissions vehicles to be used and managed efficiently. This is a high priority project in Madison County's work plan for achieving Climate Smart Communities certification status.						
67537	City of Oswego	Oswego ESWTP Dechlorination Improvement Project	DEC	\$637,500	\$750,000	85.00%
The East Side Wastewater Treatment Plant Dechlorination Improvement project will remove the temporary chlorination / dechlorination system for Outfall 002 and replace it with a permanent chlorination / dechlorination system that will enable the East Side Wastewater Treatment Plant meet the fecal coliform and chlorine limits for Outfall 001 and Outfall 002. This project will utilize space that is available in the current structure and is necessary to meet the new SPDES Permit Effluent limits and satisfy Consent Decree.						
68351	Town of Hastings	Town of Hastings Inflow and Infiltration Study	DEC	\$30,000	\$37,500	80.00%
The Town of Hastings' (Town) Caughdenoy Sewer District (CSD) is located in the southwest corner of the Town, bordered to the south by the Oneida River and to the west by the Town of Schroepel. The Town's Fort Brewerton Sewer District (FBSD) is located in the south central part of the Town, centered on the NYS Route 11 corridor. Residents in the CSD and FBSD are served by gravity sanitary sewer systems that are subject to high wet weather flows, causing surcharging in their respective collection systems and central pump stations. The CSD and FBSD contain approximately 50% (249 out of 511 total) of the sanitary users' tributary to the FB WWTP, and are the only gravity collection systems in the Town. The FB WWTP receives an average of 187 gal/day/user, but receives a wet weather maximum monthly average of 333 gal/day/user, representing a nearly 80% increase in flows on a per user basis. The Town is pursuing grant funding to complete an infiltration and inflow study as a proactive first step in addressing the issue. The applicant will conduct an infiltration and inflow study for the wastewater collection systems serving the CSD and FBSD. The expected outcome of this study will be a Preliminary Engineering Report (PER) that identifies the sources of excess wet weather flow in the CSD and FBSD collection systems and a recommended sanitary sewer rehabilitation plan that will address the issues identified in the report.						
66388	Town of Owasco	Walkable Owasco	DEC	\$263,700	\$527,400	50.00%
This project is focused on the clean transportation award category, with the goal of reducing vehicle trips and greenhouse gas emissions by implementing sidewalks and a walking trail in residential areas to provide safe walkable access to Owasco Elementary School, the Town Hall, Michael J. O'Leary Playground, and seasonal farmers market by the Owasco Fire Department. Currently, students who live within 1 mile of the school are not provided bus service; however, the roads around the school are very narrow and lack sufficient sidewalks or walking paths, so parents end up driving their children to school, causing major traffic control issues at the school entrance and unnecessary daily vehicle trips. This project will design and construct sidewalks on the south side of Bristol Ave., the south side of Adams Ave., and the east side of Letchworth Street. If awarded, the project will also design and construct a walking trail that connects Meadow Lane of the Oakridge Heights subdivision to Shearin Street, which leads to the elementary school. By implementing sidewalks and a walking trail connecting the densely-populated residential area of the town to the elementary school, Town Hall, playground and market, parents and their children will be able to walk to these destinations safely, reducing vehicle miles traveled, greenhouse gas emissions and congestion, especially by the elementary school.						
68208	Town of DeRuyter	Sewer Feasibility Study	DEC	\$30,000	\$37,500	80.00%
In the interest of preserving the long-term water quality of DeRuyter Lake, and with the support of the Town of Fabius, Town of Cazenovia, Tioughnioga Lake Preservation Foundation and Tioughnioga Lake Association, the Town of DeRuyter proposes to investigate the feasibility of public sewers along the lakeshore of DeRuyter Lake. Similar to other lakefronts around New York State, many seasonal camps are now being used as full-time residences. Most seasonal camp septic systems are never designed for the intensive use of full-time residence and therefore are unable to properly treat sewage; many are simply holding tanks that require replacement with costly engineered raised-bed systems as dwelling occupancy changes. In addition, a high seasonal water table, impermeable soils, small lot sizes and proximity to DeRuyter Lake result in serious water quality impacts. This project seeks to address the current and future water quality concerns by investigating the feasibility of public sewers in the lakeshore community area. Various alternatives would be provided in a Preliminary Engineering Report for inclusion of the project on the Environmental Facilities Corporation's CWSRF Intended Use Plan.						
67929	Madison County Soil and Water Conservation District	Carncross Road Fish Passage Improvement Project	DEC	\$90,000	\$150,000	60.00%
At the intersection of Carncross Road and South Lebanon Road there is a drastically undersized culvert under Carncross Road. This culvert carries South Lebanon Brook under the road. The stream channel dimensions are approximately 22 feet wide while the culvert is only a 9 foot diameter culvert. This has resulted in significant changes to the natural stream channel below the culvert. We propose to replace this culvert with a bottomless arch culvert with an approximately 25 foot span. the installation of this culvert will eliminate the serious constriction in the stream channel and allow this trout stream to correct itself in the years to come and increase the ability of native brook trout to access the stream channel above the culvert more easily.						
68577	Village of Sandy Creek	Sandy Creek-Municipal Sewer System	DEC	\$24,000	\$30,000	80.00%
PROJECT NARRATIVE Villages of Sandy Creek/Lacona Feasibility Study Proposed Municipal Sewer System Location The Villages of Sandy Creek/Lacona are located in northern Oswego County, New York. Interstate Route 81 splits the villages in a north/south direction. MHI The Median Household Income (MHI) of the Village of Sandy Creek is \$42,917. Need for Project The Village of Sandy Creek has poor soils for on-site septic systems. During significant precipitation events, on-site septic systems fail due to a high groundwater table. Grey water from the on-site septic system enters the storm drains an ultimately discharges to little Sandy Creek. Little Sandy Creek discharges to Sandy Pond a popular year-round retreat for many tourists. The Village of Lacona has similar issues in many areas of the						

Village. Both Villages have access to Interstate Route 81. A municipal sewage system would allow for economic development within both villages. Vision The Villages of Sandy Creek/Lacona would like to resolve septic system issues within a 5 year planning period and position the villages for economic development. Interstate Route 81 is a main transportation corridor between Syracuse and Watertown. Land is relatively inexpensive in Sandy Creek/Lacona. Sandy Creek/Lacona has an excellent water source and water distribution system. Impact The project would rectify septic system issues, improve the water quality of Little Sandy Creek and allow for economic development in a wage depressed area.						
68273	Town of Dewitt	Ley Creek Wastewater Treatment Feasibility Study	DEC	\$239,965	\$275,965	86.95%
This project will allow Ley Creek to accommodate the Bristol Myers Squibb Wastewater Treatment Facility (BMS WWTF) discharge, as well as build upon and help to expand current restoration efforts in the Ley Creek Watershed (Onondaga County, NY), a major tributary to Onondaga Lake, and mitigate the effects of urban runoff and pollution. In-stream structures and substrate will be installed to restore a natural flow pattern, reduce sediment transport and increase habitat diversity. Wetlands will be constructed at select locations in the watershed and riparian restoration will be performed to improve stormwater retention & flood storage, enhance nutrient cycling, minimize stream bank erosion and sedimentation, reconnect habitat, increase canopy cover, restore and increase habitat for biota, and improve water quality. Dry dams will be installed at select locations in the South Branch of Ley Creek to temporarily increase flood storage during storm events and, thereby, mitigate and minimize flooding of downstream residential neighborhoods, industrial zones and business corridors. Restoration will ultimately foster increased connectivity between Onondaga Lake and Ley Creek and provide more desirable habitat for migratory bird and fish species identified as important in the Onondaga Lake Habitat Restoration Plan.						
66794	Cayuga County Soil and Water Conservation District	Critical Area Stabilization--Hydro-seeder	DEC	\$125,075	\$169,824	73.65%
The Cayuga County Soil and Water Conservation District is proposing a countywide project in which they will continue to work with municipalities and private landowners to implement BMP's to reduce erosion and stabilize streambanks throughout the county. Erosion from streambanks, road ditches, construction sites, and landfills is a major source of both sediment and nutrient pollution throughout the county, and is even listed in the Cayuga Lake PWL. Using a new hydroseeder as well as our mulcher, stone riprap, and geotextile fabrics to stabilize these critical areas throughout the county will provide better runoff control, and ultimately improve water quality in Owasco, Cayuga, and Skaneateles lakes and their tributaries.						
65346	City of Auburn	Auburn Wastewater Treatment Infrastructure Project	DEC	\$1,250,000	\$2,500,000	50.00%
The City of Auburn (the "City") is applying for NYS DEC WQIP funding to complete this Wastewater Effluent Disinfection Upgrade Project. The City provides wastewater treatment to nearly 40,000 residents in Cayuga County with a capacity of 25.4 million gallon per day (MGD). The project goal is to upgrade the effluent disinfection system and complete general plant improvements to meet treatment discharge requirements. The primary project outcome is to improve effluent water quality within the stressed Owasco River (Owasco Outlet, (0706-0001). (See Engineering Report in Q_5538) The City's Water Pollution Control Plant (WPCP), located at 35 Bradley Street has the following constraints: Effluent Disinfection- The existing 1994 ultraviolet (UV) system cannot achieve its peak daily design maximum of 25.4 MGD. During a wet weather event with flows reaching 19 MGD the UV system becomes unstable. In addition, the UV intensity and disinfection effectiveness are impaired by the regular buildup of algae in the post aeration tanks. General Infrastructure- In addition to the UV upgrades, the WPCP has two (2) critical plant components that require upgrades to meet disinfection and effluent discharge requirements. These components include: 1) Inefficient aeration and post-aeration blowers; and 2) Significant concrete spalling of the Overflow Retention Facility (ORF) ceiling slab. The proposed scope of work will address the aforementioned issues: 1) Replace the existing UV system with a state-of-the art technology to disinfect the full Plant capacity of 25.4 MGD; 2) Install a steel roof-only pole barn structure over the post-aeration tank and UV system to reduce algae in the system; 3) Install high efficiency blower upgrades; and 4) Demolish the failing concrete ceiling slab for the Overflow Retention Facility. This water quality improvement project is anticipated to be completed within a one and a half-year time frame upon notice of grant award.						
<b>Subtotal</b>				<b>\$6,341,780</b>	<b>\$11,361,171</b>	<b>55.82%</b>
<b>DOL - Department of Labor</b>						
63557	Visions For Change Inc.	Choosing To Thrive	DOL	\$100,000	\$100,000	100.00%
Our Choosing To Thrive® Workforce Empowerment program (CTT) provides cutting-edge training that helps dislocated and disadvantaged workers secure and maintain employment. The program is broken down into 3 phases and begins with an accelerated three-week workforce empowerment training. The second phase includes working on job attainment activities and goal setting and the third phase, long term support, which begins once our program participants, attain employment. Participants are also connected to our "Employer Partners" through intentional networking resulting in job interviews. Our goal is to reinforce strengths and eliminate barriers. Our program is located at 1201 East Fayette Street in Syracuse which is easily accessed by Centro bus. 100% of our program participants are either on public assistance, receiving unemployment benefits or are in the process of qualifying for public assistance. Evaluation: Our outcomes are third party verified through the Department of Social Services. We have had 210 program participants graduate from our Choosing To Thrive workshop. 145 or 69% of the graduates have attained employment, 116 or 80% have been able to retain their employment. 2017 Outcomes: From January to December we will facilitate 10 workshops and graduate 120 individuals. Out of the 120 graduates, 15 will qualify for the manufacturing technician program from BOCES. Out of those 15, 12 will enroll and graduate from the manufacturing technician program. Out of the 120, 70% or 84 individuals will attain employment. Out of the 84, 80% or 67 individuals will retain their employment. Out of the 12 graduates attending the Manufacturing Technicians program 95% or 11 individuals will graduate from BOCES. Out of the 11 graduates from the BOCES program, 100% will attain employment.						
66107	Clear Path for Veterans Inc.	Culinary Corps Training and Placement	DOL	\$60,793	\$60,793	100.00%
The Culinary Corps Training and Placement Program provides unemployed Veterans a structured twelve-week culinary training program, designed to prepare them for employment in food and beverage operations of various types. The time frame is designed to be long enough for trainees to learn the basics and gain some confidence in the kitchen. Wrap around support is provided by Peer Mentors and job search and placement assistance is provided by the Career Services team.						
68388	Learning Disabilities Association of CNY	Career Solutions Academy	DOL	\$100,000	\$113,320	88.25%
Career Solutions Academy (CSA) is a 16 week program meeting two days per week for 2.5 hours each at Syracuse Northeast Community Center (SNCC), 716 Hawley Avenue, Syracuse. CSA proves classroom and hands on instruction to earn a credential from the Cleaning Management Institute (CMI). In one year we will hold two Career Solutions Academy sessions of 12 individuals each. Instructors will also provide pre-vocational skills training such as resume development, mock interviews, workplace assimilation, hygiene, time management and social-emotional skills. Instructors will provide basic workplace and financial literacy instruction to supplement occupational skills. Program instructors will be trained by CMI and the program will utilize training and credentialing materials from CMI. We expect that 18 out of 24 Individuals (75%) who enroll in the 16 week session will earn a Custodial Technician credential that will be transferrable across						

industries. Additionally, we expect that 14 out of the 18(78%) individuals obtaining the credential will be employed within 3-6 months of credentialing. Career Solutions Academy will partner with Morrison Foods who provides cleaning services for Upstate Hospital and with Menorah Park long-term care facility. They will interview individuals who have completed the credential and have job openings available. Many special populations dislocated workers have been out of the workforce for a significant time. They face barriers to employment such as low education levels, generational poverty, lack of transportation and child care; all have contributed to lack of sustained employment. Instructors will connect participants to community services to address additional barriers. There are many opportunities for Custodial Technicians. Skilled custodians are sought out in every industry. It is a career that someone with low education levels can master and exceed at.

68638	Onondaga Community College	CNY Career Pathways	DOL	\$100,000	\$446,180	22.41%
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OCC will enroll unemployed individuals in employer-validated, competency-based, short-term (less than one-year) occupational programs, including Machine Operator, Medical Billing and Phlebotomy, and support their entry into jobs in advanced manufacturing and health care. Training will be delivered in CNY at no cost to participants. Completers will be prepared for manufacturing positions, including computer controlled machine tool operators, machine operators, machinists and positions in health care, including medical billing and phlebotomy. OCC developed the programs with support from a U.S. DOL grant using the Developing a Curriculum (DACUM) process. Widely accepted as the best method for creating competency-based, employer-driven training, this method uses a job analysis in which employers identify the general and occupational knowledge, skills and abilities they seek; tasks of top performing workers are analyzed; and instructors convert the results into curricula, integrating basic skills into core content to allow students to learn both simultaneously. Programs are modular and stackable (non-duplicative progression); contextualized (emulate the work world, making work-readiness the central context for skill mastery); combine occupational skills and work-based learning to ensure students develop and apply skills to their targeted fields and accelerate learning and earning; designed for working learners (offered year-round; block scheduling); and include multiple entry and exit points (allowing workers with varying skills to enter/advance). Instructors assess students' mastery of each competency before completion. An Employment Manager and a team of Student Success Coordinators will work with each participant to support their enrollment, successful progress through the program, job shadowing experience, placement in a 100-hour practicum with employer partners, and they will match graduates with employers upon their completion.

<b>Subtotal</b>				<b>\$360,793</b>	<b>\$720,293</b>	<b>50.09%</b>
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**DOS - Department of State**

65102	City of Fulton	Fulton Foot Paths and LWRP Plan	DOS	\$61,500	\$123,000	50.00%
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Fulton is in the process of updating its draft LWRP (Local Waterfront Revitalization Program) Plan and will be seeking approval from the Department of State when completed. The major goals of Fulton's LWRP are to 1) increase public awareness of, and access to, the Oswego River and Lake Neatahwanta waterfronts through project development, marketing and related programming; 2) preserve, protect and enhance cultural and natural resources in downtown and waterfront areas; 3) develop community "gateways," pockets of activity, and safe pedestrian trails designed to bring residents and visitors back to downtown and waterfront areas; and 4) improve downtown and waterfront areas through consistent implementation of design guidelines. Proposed projects in the LWRP include creating waterfront trails within Fulton, developing consistent signage along all waterfront areas, and incorporating Fulton's unique historic assets into the Plan. The Fulton Footpaths project is a project from Fulton's LWRP Plan. This project is to conduct a feasibility study to design 8 multi-use walking and biking trails that connects the natural resources of the Oswego River and Lake Neatahwanta with the City's major parks and attractions. These trails will build upon the work already done such as the dredging of Lake Neatahwanta, the tourism center, pavilion, fishing piers and gazebos at Bullhead Point, Canal Landing and Indian Point Landing. Fulton's LWRP Advisory Committee will oversee the completion of the LWRP Plan and the Feasibility Study. The Feasibility Study will include conducting inventory of existing trails, determining new trails and developing conceptual and schematic designs and costs of trail options. There will also be a public participation plan to obtain input into the trails including stakeholder and property owner interviews. The Feasibility Study will be used in future years to secure construction grant funding to build out the trails approved by the City of Fulton.

66608	Cayuga County Water and Sewer Authority	Regional Master Plan for the Efficient Delivery of Water and Sewer Services to Cayuga County	DOS	\$100,000	\$200,000	50.00%
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The project will result in a Master Plan for improvement of water and sewer systems throughout Cayuga County and extension of municipal water and sewer to areas needing these services. 1. Participating municipalities will have their systems evaluated by a professional engineering firm resulting in an individual report on the condition, capacity and capital needs of their systems. Municipalities will also be provided with recommendations on improving the efficiency of present operations and a preliminary plan, cost estimates and financial impacts for system improvements. 2. Jurisdictions and industrial/agricultural users without municipal water or sewer will be consulted to determine their needs and desire for such systems. Where justified, conceptual plans will be prepared for the most cost effective system. 3. Alternative sources of water supply will be evaluated and a preliminary engineering report produced on the most viable options, including cost estimates and financing options. The impacts of climate change on existing supplies and the design of potential new sources will be considered. 4. The results of this effort will provide data and analyses that will facilitate rational decision making by all participants to provide the most cost effective ways of meeting water and sewer needs. The end result of the project will be better planning and better service for customers. The project will likely improve collaboration and could result in mergers or consolidation of systems among entities or transfer of systems to the CCWSA for regional operation.

65285	City of Cortland	Joint Cortland, Cortlandville, Homer Water Meter 2016 Application	DOS	\$600,000	\$720,000	83.33%
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This application is intended to fund the second of 4 phases wherein the City, Town and Village will replace its inventory of 6,450 mechanical manual read and non-communicating meters with digital meters incorporating technology that wirelessly communicates usage information to each water department, the consumer, and to a central billing software program. This application for Phase 2 involves purchasing and installing 262 meters in the Village and 1050 in the City. All funding in Phase 2 will be used for meters as supporting communication equipment, managerial and billing software has been installed and is now operational from funding received through the 2014 CFA LGE grant This application continues the progress this project has achieved through the Phase I LGE 2014 award. Phase 1 saw the installation of 910 Smart Meters in Cortland, 275 Smart Meters in the Village of Homer, and the commination system between each meter and each municipalities' water department and the upgraded centralized billing system located in Cortlandville. In addition, Phase I saw the replacement of all 54 of the City's manual read meters located in SUNY-Cortland's facilities and grounds. Upon completion of all four phases of this project the now separate meter reading and billing systems maintained by each of the three municipalities will be consolidated into one centralized system thereby eliminating duplicated functions while enhancing services to both residential and commercial client. Upon full implementation of the meter each of the three municipalities will obtain, both individually and collectively operational and managerial efficiencies here-to-before unavailable under the obsolete meters being replaced. Specifically, real time demand usage will permit synchronization with production processes, system wide leak detection, optimization of water storage capacities and inter-municipal water transfers.

66248	City of Auburn	Riverside Regional Public Market	DOS	\$289,750	\$579,500	50.00%
<p>The Downtown Auburn Owasco Riverfront Redevelopment project will advance Downtown Auburn's revitalization in this central area of the City where the Owasco River and the Harriet Tubman Memorial Highway converge. This redevelopment project will utilize City and privately owned land and buildings in the areas of Loop Road and Market Street. Project components include: 1. A Downtown Visitor Welcoming Center. Due to an anticipated significant increase in tourist visitation due to the establishment of the Harriet Tubman National Historical Park, the proposed Downtown Visitor Welcoming Center would be designed to welcome the significant increase of travelers to Auburn at a visible central downtown location located on the Harriet Tubman Memorial Highway (NYS RT 34) and will provide visitors with a central point and dynamic orientation to begin their journey to explore the many Tubman sites in the City, as well as, the William H. Seward House Museum, and all of Auburn's other historic and cultural sites. The center will serve as a hub for regionally significant historical topics associated with Tubman. 2. A Riverside Regional Public Market that will provide a home to the already established Auburn Farmer's Market in the form of a new Four Season Farmers Market, a permanent, year-round market. A Finger Lakes culinary center and demonstration kitchen will creatively leverage existing Taste-NY initiatives and develop new agritourism initiatives. 3. New construction of a production brewery with tasting room for Auburn's Prison City Brewing Co. designed to be an anchor tenant to the Regional Public Market. Including a 10,000 BBLs production facility, canning &amp; bottling line and a tasting room and event space for group tours and events. 4. This design project will work in partnership with existing property and land owners to target appropriate redevelopment of underutilized and abandoned buildings in the targeted riverside area for housing, retail and commercial use.</p>						
66719	Saratoga Associates Landscape Architects Engineers and Planners PC	Hamlet of Brewerton Revitalization Riverfront Park Upgrades	DOS	\$137,500	\$275,000	50.00%
<p>The Town of Cicero is implementing the Hamlet of Brewerton Revitalization Project, which is a multi-year effort. In completing this Project, the Town envisions a safe, aesthetically pleasing community that is walkable by all ages and disabilities, and is strongly connected with its waterfront. Access to, and visibility of the waterfront are of importance to the Town and local residents. Part of the overall revitalization effort is the design/implementation of an improved and expanded Riverfront Park, along with improvements to a portion of Walnut Street. The local community and visitors, whether coming to the Park via boat, car, bike or by foot will have an inviting and safe park to visit. These improvements will provide opportunities to reinforce its connection to the business district along NYS Route 11 and nearby Northern Onondaga County Public Library at Brewerton. The purpose of this grant application is to obtain needed funds to complete additional upgrades to the Park. Completing the work identified within this application will result in the ability to undertake significant improvements to the Park and a portion of Walnut Street, which is seen as a gateway to the Park. Improvements will result in an aesthetically pleasing, safe and accessible waterfront that includes ADA accessible sidewalks, improved waterfront access, parking lot improvements (curbing and realignment), lighting, paving (including permeable pavers), curbing along Walnut Street, landscaping, and improvements to the water quality being discharged. The Project will build upon previous/current efforts in making an underutilized area more attractive to local residents and visitors. It will provide an attractive and safe Park that has immediate connections to the Oneida Lake/River, library and Route 11 corridor. Ultimately, this effort is an important part in the redevelopment and transformation of the waterfront area into an economically sustainable and energetic neighborhood.</p>						
66773	Oswego County	Central New York Regional Recreation and Heritage Plan - Phase II	DOS	\$300,000	\$600,000	50.00%
<p>Phase II will provide the coordination of needed outreach and collaborative planning work that must be brought to the local and multi-jurisdictional levels across the region. Various agencies, organizations and community members must be involved in the selection and prioritization of projects they can support toward RRHP implementation. This will be a collaborative working planning process among all stakeholders to advance implementation of priority local projects related to the Regional Plan with community outreach to introduce the regional trail network 'identity' and to create excitement for local involvement in implementation. A unified wayfinding program will provide specifications to assure an attractive, clear and appropriate system communication program, and a basis for future marketing efforts. Priority projects will be identified through focused outreach based on their relationship to the identified network of corridors, nodes and recommendations, and the degree of project readiness for implementation. Local capacity building will be a core element of this coordination effort. A diverse collection of priority projects will be strategically selected to become catalysts for further development and implementation of the regional network. Projects will be made implementation-ready to seed community revitalization through interconnection of the region's outstanding collection of resources. Revitalization and development opportunities related to the RRHP may include a variety of potential initiatives such as housing, mixed use and commercial development, visitor and professional services, recreation and hospitality services depending on surveyed local conditions and needs. Through collaborative planning based on identified community needs and resources, and implementation of the recommendations of the RRHP, focusing on priority initiatives will catalyze quality of life improvements across the region and offer an on-going basis for investment and job growth.</p>						
67794	City of Oswego	Oswego West Side Waterfront Enhancement Projects	DOS	\$590,000	\$1,180,000	50.00%
<p>The Oswego West Side Waterfront Enhancement Initiatives project will continue to build upon the Oswego Waterfront Feasibility Study. The City of Oswego is committed to the revitalization of the city's waterfront areas and specifically linking it through the establishment of a waterfront corridor to Downtown Oswego. The Oswego Waterfront Feasibility Study will analyze waterfront planning, design, and community visioning for the waterfront, as well as provide market analysis and real estate development opportunities to create an economically viable plan to serve as an economic catalyst to capitalize on the city's natural asset. The Oswego West Side Waterfront Enhancement Initiatives outline specific capital projects that will further enhance the quality of life for residents, businesses and visitors in the City of Oswego. The City of Oswego will continue working with Edgewater Resources in revitalizing the city's waterfront areas. Edgewater Resources is the consultant selected to prepare the Oswego Waterfront Feasibility Study and helped the City of Oswego identify specific waterfront enhancement projects through the Oswego West Side Waterfront Enhancement Initiatives that would complement the ongoing Oswego Waterfront Feasibility Study and be incorporated into the Local Waterfront Revitalization Program projects. The proposed project has identified specific capital projects including the activity and budget. There are eight total capital projects that comprise of the Oswego West Side Waterfront Enhancement Initiatives, and they are as follows: 1. Wright's Landing Marina Fuel System2. Wright's Landing Marina Boat Launch Improvements3. Oswego River Dockage4. Marina Area Amenities5. Accessible Park Connection6. Breitbeck Park and Oswego Riverwalk &amp; Harbor Trail Improvements7. Oswego Beach Area8. Oswego West Pierhead Lighthouse Please refer to the budget summary and detail attachment for the ranking of priority for the identified projects.</p>						
<b>Subtotal</b>				<b>\$2,078,750</b>	<b>\$3,677,500</b>	<b>56.53%</b>
<b>EFC - Environmental Facilities Corporation</b>						
64402	City of Cortland	City of Cortland Southside Drainage Improvements Project	EFC	\$818,000	\$1,324,000	61.78%



The City of Cortland Huntington Street 'Green Streets' Project is a part of a multi-phase drainage improvements project to address water quality and flooding concerns at the City's Southside. The improvements along the Huntington Street Corridor will utilize green infrastructure practices to improve the quality of stormwater runoff coming from the street pavement and surrounding impervious surfaces, including paved parking areas, building roofs and recreational facilities. The primary goal of this project is the application of green infrastructure on a busy street corridor to protect the sole source aquifer, the City's primary water source. Huntington Street runs from Main Street to Pendleton Street in the City. This project will also serve as a local demonstration site for green infrastructure by using practical and innovative techniques that reduce non-point source pollution. Green infrastructure implemented by this project includes bioretention parking islands, modified bioretention roadway median, rain gardens, and stormwater planters with integral pedestrian benches. In addition to improving the water quality of stormwater runoff from the primary roadways and parking areas on campus, this project accomplishes several other objectives. These include encouraging safe pedestrian access, improving traffic circulation, and providing educational opportunities through the demonstration of green infrastructure practices. This project will also address flooding concerns in the City by reducing the volume of stormwater runoff.

<b>Subtotal</b>				<b>\$818,000</b>	<b>\$1,324,000</b>	<b>61.78%</b>
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**ESD - Empire State Development**

64245	CenterState CEO	Hot Spot	ESD	\$250,000	\$750,000	33.33%
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The Tech Garden, located on Harrison Street in downtown Syracuse, will use funding to increase staffing and fund a professional services Resource Pool in order to: increase outreach to veterans and diverse entrepreneurs; increase the number and type of Pre-Seed workshops and Sandbox programs; design and implement a new Commercialization Course; provide startups with access to professional business development services at no monetary cost; improve and increase interactions with Hot Spot clients; improve access to capital; improve the tracking of impact data; improve regional communication around the sharing of best practices; and improve communication with and engagement of sponsors, resource pool providers and partners. To ensure a well-designed and maintained facility to house the Innovation Hot Spot, funding will also cover the replacement of the facility's aging HVAC system. Over the five year grant period outcome targets include: 100% increase in the number of Sandbox classes; 100% increase in the number of Pre-Seed Workshops; 50% increase in the frequency of interactions with Hot Spot clients; 100% draw-down of Resource Pool funds; 85% of clients will experience a high level of satisfaction with the Commercialization Course; 85% of clients will experience a high level of satisfaction with the Hot Spot program; 85% of sponsors will experience a high level of satisfaction with their roles; 85% of partners will experience a high level of satisfaction with their roles; and, a 50% increase in the amount and type of impact data collected. Deliverables include: the creation of a Commercialization Course; hiring of a program manager and administrative assistant; purchase and installation of a new HVAC system; creation of a regional funding matrix; participation data analysis; impact data analysis; client program evaluation analysis; Resource Pool utilization analysis; and a best practices sharing report.

65531	Cortland downtown partnership	Ski 2 Cortland	ESD	\$60,000	\$80,000	75.00%
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SKI 2 Cortland will continue to enhance and promote the advancement of the snowsport industry of the Central New York region by expanding from its first phase. Building upon the framework developed in the first round of Market NY funding in the second year of SKI Cortland will add the remaining three Cortland area regional ski areas and countywide hotels to the collaborative deployed that focused on the region's largest all season destination, Greek Peak Mountain Resort, and nearby hub for commerce and culture, Historic Downtown Cortland. This expansion of the approach will bolster regional economic impact by furthering to encourage the frequency and duration of destination stays. I Love New York branding will be extended to promote the alpine skiing, cross-country skiing, snowshoeing, adaptive winter sports and adventures in the snow of Central New York. Ski 2 Cortland will complement the marketing component of the original project through a special event creation component that will make the area a multi-day ski, race and play getaway destination. The event will target competitive senior ski racers for a NY State championship for up to all four disciplines of alpine skiing with the potential to include each of the greater Cortland ski areas.

66040	Smithfield Community Association	Promoting Peterboro	ESD	\$17,999	\$23,999	75.00%
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In order to increase income to maintain, sustain, and develop heritage sites in Peterboro & to actualize the economic benefit to the community and the region of increased tourism at these heritage sites the Smithfield Community Association (SCA) will Expand current programs to four concentrated weekends with a variety of activities and programs to develop new audiences which will result in four attractive 2017 tourism destinations. Improve and expand current media systems with increased consistency and professionalism by hiring part-time office person, which will result in a 660 (\$6,600 admissions) adult increases in attendance. Develop digital marketing streams with extensions to new locations and theme listings using professional consultation which will result in a 700 (\$7,000 admissions) adult increase in attendance from the surrounding counties and the counties in a ring around those surrounding counties, plus the state and nation. Collaborate with organizations and agencies, and business to develop increased economic opportunities which results in a more engaging and deeper experience for the visitor. Develop menus and products for sale that are unique to Peterboro Heritage will result in a 19th Suffragist Tea in September and a 19th century Antislavery Dinner in October developed from a cookbook written by Gerrit Smith's daughter Elizabeth. Elizabeth also sold marmalade to raise money for young women's issues. The project intends to do the same. Cultivate relationships with specific chosen professional tour companies that will bring tourists along designed specific trails in the county, region, and state to expanded Peterboro weekends, and to begin state trail tours to state and national conferences. At least four motor coach tours with Peterboro as the destination will be executed with the result of 40 persons per coach (\$1600 admissions) income. Peterboro will also be a stop on the roundtrip tour between the Niagara area and the Albany conference.

68446	New York State Rhythm and Blues Festival Inc.	25th New York State Blues Festival	ESD	\$30,000	\$130,000	23.08%
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The City of Syracuse is welcoming the New York State Blues Festival back to Clinton Square for a two day weekend of music in July 2017. This free event, featuring local, regional and national performers on a main stage will be followed by artists performing throughout downtown at participating nightclubs. Free artist workshops, which have proven to be very successful, will once again take place at Clinton Square to kick off the festival Saturday. This is the largest music festival held in Clinton Square and is also the only FREE blues festival in the Northeast. Downtown Syracuse will once again come alive with music for our two day festival of blues music, uniting our citizenry under the umbrella of the arts. The New York State Blues Festival is seeking funding to support artist fees, expanding marketing plan and building our temporary infrastructure for the festival. The NYS Blues Festival, the only FREE Blues festival in the Northeast, attracts visitors from across the United States and from around the globe. We conducted a survey during our most recent festival where we gathered ZIP codes from a sampling of attendees. We found that 73% were local, 10% were "day-trippers" and 17% were from out of the area. We had people from Canada, Florida, California and many surrounding states attend our festival. The board is confident that with support from our community, and an increase in marketing, the festival outreach will grow to be even further. We expect to have even more visitors from out of the area with a strong national headliner (TBD) and with the visitors come money: lodging, meals and shopping all benefit.

64792	Upstate Medical University	Upstate Medical University CNY Biotech Certified Business Incubator Proposal	ESD	\$570,289	\$3,012,849	18.93%
Upstate Medical University CNY Biotech Certified Business Incubator By deploying best practice, education, targeted mentorship, involvement with regional asset partner programs, and operational and infrastructure support from our academic medical center, startups at CNYBAC have a greater opportunity for sustainable success. As a certified business incubator, CNYBAC will support early stage commercialization projects promoting biotech innovation pipelines for incubation/acceleration, merger or acquisition. Project programs include: Medical Device Innovation Challenge (MDIC): MDIC will be hosted in the Creation Garage, a prototyping center, with participation from innovation ecosystem partners. A Review Committee will select participants who will receive no-cost space in the Creation Garage for six months where they will access business and innovation services and prototyping equipment. Partner programs, such as The Tech Garden's Pre-Seed Workshop will be awarded to selected participants. A percentage of payroll for CNYBAC staff to manage MDIC, marketing and recovery of lost licensed space is included in the project funding request. Creation Garage: Along with MDIC, the Creation Garage will host 3D printing and prototype demonstrations, student and nursing entrepreneur clubs and mentor activities. Project funding will support the purchase of a 3D printer which is critical for the development of pre-design control prototypes. Usability Test Center: Services include subject recruitment, scheduling, and conduct of exempted investigations as well as coordination of simulated and clinical environment testing available within Upstate Medical University. Annual "Commercializing Biotech Innovation" Conference: This conference will showcase the Medical Device Innovation Challenge and promote opportunities for entrepreneurs within the community to collaborate.						
67515	Cortland Downtown Partnership	Cortland Business Innovation Center	ESD	\$625,000	\$1,600,000	39.06%
The Cortland Business Innovation Center facility located at 40 Main Street in Historic Downtown Cortland was a concept first discussed nearly 10 years ago shortly after the formation of the Cortland Downtown Partnership. The formal development of the initiative dates back to 2011 with property acquisition and subsequent program deployment in 2013. The concept's development would not have been possible without the ongoing support of SUNY Cortland. With CFA funding, we look forward to sustaining the work initiated in the incubator's first three years online. Five year financial commitment will allow the project to not only advance but to grow in scope and services through the formalization of local, regional and state partner collaboration. Funding will catalyze the effort by matching resources with need through the public and private partnership that is at the heart of this initiative. As the CBIC Strategic Plan outlines we anticipate growth both in programming effort and brick and mortar expansion. Having successfully leveraged local resources and federal support to implement programming with state resources to provide the critical basic infrastructure at the site the CBIC is poised to formally join New York State's networked effort to revitalize industry at both the local and regional level. In addition to enhancement of programming physical growth will occur through the completion of renovation at the site as well as potential expansion to an adjacent building utilizing additional elevator stops that were built into the largest phase of construction to date. These issues/opportunities will lead to increased clients and interactions as well as increased physical space. Those deliverables will be tracked and included in annual reports. Further details on the approach are outlined in the Strategic Plan and will be answered in greater detail later in this application process.						
68610	County of Onondaga	Oncenter Convention Center Enhancements	ESD	\$975,000	\$2,500,000	39.00%
Upgrades and Enhancements to Nicholas J. Pirro Convention Center (at Oncenter).						
<b>Subtotal</b>				<b>\$2,528,288</b>	<b>\$8,096,848</b>	<b>31.23%</b>
<b>HCR - Homes and Community Renewal</b>						
65382	In Site Architecture	Oneida City Center Revitalization Building Improvement Program	HCR	\$365,000	\$1,447,750	25.21%
The City of Oneida requests a \$365,000 NYMS grant for the \$1.45m Building Improvement Program. 3 Reuse Analyses and 5 Facade Recommendations completed via Oneida's NYMS TA Grant (CFA Round 4) will be executed. 8 commercial units and 6 residential at the 3-block Madison & Main junction will be renovated. \$12,000 is allocated to program administration, \$20,000 to project delivery and \$15,000 to streetscape enhancement. \$318,000 in NYMS funds will result in an additional \$1.07m of building improvements: a 76% local match. Additional Letters of Commitment from Target Area property owners include 31 residential & 18 commercial units. Architect estimates exceed \$3.9 million, including 13 of 23 eligible Target Area properties. 13 construction jobs are anticipated, 59 existing jobs will be stabilized and at least 12 new jobs are expected. 12 new residential units will be created from boarded-up upper floors, bringing up to 36 new residents to City Center and capturing significant increased revenue. Projects will follow City Center Design Guidelines and advance OC3 & NYMS goals. Many buildings in the Target Area are contributing members of the in-progress National Register Historic District, and 4 will be brought back to contributing status by the proposed renovations. The Building Improvement Program: will complete at least 5 priority projects: 5 Facade Recommendations, 3 Building Reuse Analyses, 8 commercial units & 6 residential includes Letters of Commitment for 8 additional projects: 8 Facade Recommendations, 2 Building Reuse Analyses, 18 commercial units & 31 residential leverages \$1 to \$4 million of local investment creates up to 12 new residential units; impacting up to 63 total units in up to 15 mixed-use buildings has a high level of participation (60%) with significant visible impact: 11 projects are in contiguous groups of 2 or more; the 3 Target Area blocks span 1/10 mile executes shared CNY REDC, Madison County and City of Oneida goals						
66503	City of Cortland	Microenterprise Assistance Program 3	HCR	\$200,000	\$225,000	88.89%
Cortland is proposing a Microenterprise Assistance Program (MAP-3) that will provide grant funds to new and existing microenterprises. Since the City has sponsored previous microenterprise assistance programs (MAP-1), the benefits to be gained by participants and the community are clear. The result of MAP-1 & 2 was 12 businesses were assisted, 21 FTE jobs were created and over \$75,000 was leveraged. The City has received pre-applications from 15 businesses requesting \$356,000 in grant funds. Those businesses are proposing to create 30.5 FTE jobs. A budget of \$225,000, includes \$165,000 for direct business grants; \$3,000 for training, \$22,000 for program delivery, and \$10,000 for administration. The City estimates that it will assist six (6) microenterprises, which will create 13 FTE jobs.						
66502	Cayuga Economic Development Agency	Nolan Block Redevelopment	HCR	\$500,000	\$1,110,000	45.05%
The Nolan Block Redevelopment project is a mixed use rehabilitation of 20,000 square feet of historic downtown Auburn, New York property located at 41, 43-51, 53 Genesee Street, Auburn. Previous to current ownership by Nolan Block LLC, the building was condemned for code violations. Upgraded storefront space will create space for new businesses to be created, and for existing businesses to expand. Currently the occupancy rate of downtown storefronts is 90% as reported by the BID which has prevented many businesses from opening in downtown Auburn. The project plans to create five small storefronts ranging between 1,700 – 2,000 square feet which will provide storefront retail small business development which will help move visitors and residents from their cars and on to sidewalks. The second and third stories of the building will be converted to 1-bedroom and 2-bedroom apartments equipped with an elevator. Currently there are no completed BID district apartments equipped with an elevator which limits the ability to lease the apartments to families and the aging. The combination of downtown						

amenities within walking distance and the elevator will help diversify the population who can live in the upper level apartments. With apartment occupancy rates at 95.5%, the city of Auburn is in dire need of additional rental units for all generations and economic levels. The Nolan Block Redevelopment project is one part of a greater redevelopment effort which purchased a vacant adjacent bank building which is being converted into a museum of play which will be free to the public and a co-working office space. The adjacent property is not a part of the grant application but will play an important role in retaining tenants with families who could utilize the play museum or professionals who are looking to live next to their co-working office spaces. The buildings will be connected through a rooftop deck allowing them to access their offices directly from their apartments.

66543	Madison County	Madison County Microenterprise Assistance Program	HCR	\$200,000	\$220,000	90.91%
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The Madison County Microenterprise Assistance Program (MAP) will offer entrepreneurial training, business plan development, capital grants and follow-up technical assistance to prospective and existing microenterprises in the southern portion of Madison County. The MAP will focus on the towns of Brookfield, DeRuyter, Eaton, Georgetown, Hamilton, Madison, Nelson, and Lebanon which include the villages of DeRuyter, Earlville, Hamilton, Madison and Morrisville. These communities are more rural than those in the northern portion of the County and offer unique opportunities for microenterprise startups and expansions in agri-business, craft work, tourism and agritourism, and more traditional retail and service businesses. Substantial interest in the MAP has been identified by the Partnership for Community Development (PCD), a Hamilton-based not-for-profit corporation that has initiated several innovative community and economic development programs over the past few years. The PCD, which will implement the MAP as a sub grantee to Madison County, has substantial experience in managing and administering programs and projects and is currently administering an OCR planning grant for the Hamilton Air Park and an OCR economic development grant for the Good Nature Brewing expansion. The PCD has assembled a strong entrepreneurial assistance package that includes classroom instruction and business planning provided by the Mohawk Valley Small Business Development Center (SBDC) and one-on-one technical assistance to be provided by Colgate University's Thought Into Action and Cornell Cooperative Extension. All of the training and technical assistance services will be provided to the MAP without charge and the OCR funding will be used exclusively to provide grants to start-up and existing microenterprises and to pay associated program delivery and administration costs. An estimated 8 microenterprises will be assisted with OCR grant funds.

63366	Village of DeRuyter	DeRuyter CDBG Water Improvement	HCR	\$489,900	\$489,900	100.00%
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The Village of DeRuyter will replace 244 obsolete and inaccurate water meters with radio read meters and related software. The project will replace the existing 20 year old meters with meters that can be read by radio and remotely disconnected which will enable the Village to perform quarterly meter readings instead of semiannual. The project advantages are manifold. Accurate meter reading will reduce the current water losses within the water system (estimated at 15%), foster water conservation, and reduce the wear and tear on other water infrastructure. Residents will now be able to more closely monitor water usage which can reduce instances of unanticipated high bills due to unknown leakages. This is especially important in this 60% Low –moderate income community where the financial impact of a single leaking toilet can be \$110 or more per year.

66681	City of Cortland	Clinton Avenue Infrastructure Project	HCR	\$750,000	\$2,017,935	37.17%
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The waterline along Clinton Avenue between Pomeroy Street and North Main Street is approximately 100 years old and in poor condition. This project will replace the aging water main along the Clinton Avenue corridor in the City of Cortland, immediately adjacent to downtown. The existing main is approximately 4,291 feet long with 1,283 feet of residential service lines and 478 feet of business lines. The existing mains are cast iron and range in size from six to 8 inches in diameter. There are also 10 fire hydrants located along Clinton Avenue that were replaced in 2004 and are in good condition. The preliminary engineering report identifies that due to the age of the Clinton Avenue water mains, they are susceptible to damage in the very near future as a result of hydrologic transients (water hammer), temperature variations (especially frost heaving), and internal and external corrosion. Based on the condition of the distribution piping, valves, associated equipment, and annual number of pipe repairs, the preliminary engineering report recommends that this project replace the entire water distribution system along Clinton Avenue. Water mains will be replaced with 8" Class 52 ductile iron pipe with side street connections being replaced with 6" Class 52 ductile iron pipe. The Class 52 piping will have a working pressure of 200 psi to minimize potential failure from water hammer and surging. Lines to hydrants will be constructed of cement lined ductile iron pipe of 6" diameter. Service laterals from the main to residential curb stops will be ¾" Type K Copper and businesses will be 1" Type K Copper lines. Ductile iron piping was selected for this project because the City has the required tools to maintain this type of pipe.

66903	Village of Phoenix	Infrastructure Upgrade Project	HCR	\$529,216	\$679,216	77.92%
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The Village of Phoenix is seeking grant funds for the Infrastructure Upgrade Project (the Project) which will address repairs and upgrades to the sanitary sewer, water and storm sewer systems. The proposed water system improvements in the Project are based on the Water System Hydraulic Analysis prepared by Miller Engineers dated April 5, 2016. The report identifies deficiencies in the system's ability to provide adequate fire flow protection and pressure in certain areas due to the physical constraints of the existing system. To alleviate all the deficiencies, a series of improvements were identified. Increasing the existing 8" water main along Lock Street to a 12" water main will serve as the backbone to all of the future improvements to the water distribution system. The Project will improve pressure and fire flow capabilities in accordance with the Insurance Services Office. The sanitary sewer and storm sewer components proposed in the Project are based on the Sewer System Hydraulic Analysis prepared by Miller Engineers dated Feb. 12, 2016. The report concluded that segments of the sanitary sewer system have significant inflow & infiltration problems (I&I) as well as frequent sanitary sewer overflows (SSOs). The analysis has targeted the core of the Village as possible sources of inflow that could be cost-effectively removed by the construction of storm sewers. Constructing an 18" storm sewer along Lock Street will decrease inflow to the sanitary sewer system, especially during storm events, which would decrease the likelihood of a SSO event. New storm sewers were recently installed along Lock Street flowing northeast from Jefferson Street as well as on Cherry Street flowing northwest. The proposed 850 feet of storm sewer will be another element in the implementation of a more robust storm sewer network to allow for a greater portion of the Village's stormwater to be diverted.

68052	City of Oswego	Cahill Landing	HCR	\$500,000	\$1,596,600	31.32%
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The proposed Cahill Landing project will restore the oldest surviving commercial building in Oswego County. The structure had fallen into extreme disrepair and was vacant for several years; however, the City of Oswego awarded preferred developer status to a local developer who took on the enormous risk of stabilizing the building from collapse to preserve the historic structure. The proposed project will be completed in two phases with the first phase focusing on the stabilization, restoration and development of the existing structure and that is the focus of this funding application. Phase 2 is the development of newly constructed townhouses. Phase 1 will further stabilize the building and redevelop the vacant space into a multi-use facility with residential apartments and turn-key restaurant space. The existing building is located along the Oswego River and in the downtown area as well as along the waterfront corridor. It is located along the Oswego Riverwalk West trail and is a very short distance to the Veteran's Stage which hosts the Oswego Summer Concert Series. The complete restoration of the building will fill in the gaps to bring vibrancy and traffic to this area of Downtown Oswego. This project should be seen as a regional priority as it fits into the CNYREDC Economic Development Strategic Plan's goal to support investments in urban cores, main streets and neighborhoods. The business proposal to incorporate residential apartments and a turn-restaurant space has been identified as a critical need in Downtown Oswego. The proposed project will be self-sustaining after the NYMS funding as the proposed funding is designed to stabilize and restore the anchor building.

66450	Downtown Committee of Syracuse Inc.	Hanover Square-Erie Boulevard Main Street Target Area	HCR	\$500,000	\$35,985,627	1.39%
<p>The Downtown Committee of Syracuse is applying for a \$500,000 New York Main Street (NYMS) Grant to encourage building renovation projects in Downtown Syracuse. The program is called the Hanover Square-Erie Boulevard Main Street project and includes the 100, 200 and 300 blocks of East Water Street, the 100, 200 and 300 blocks of Erie Boulevard East, the 100 and 200 blocks of East Genesee Street, the 100 block of South Salina Street, and the 100 block of South Warren Street. Traditional NYMS Target Area Building Renovation funds will encourage affordable residential development on the upper floors of buildings, support the development of vacant and underutilized storefronts, fund facade improvements, and create inviting streetscapes within the target area. The Downtown Committee envisions awarding three to four residential grants, two to three retail space and/or façade improvement grants, and one streetscape improvement grant. NYMS funds will address the need for more residential units – including greater affordability -- and the need for investment in and rehabilitation of downtown properties. Several properties in the target area are vacant or underused; however, with a growing trend toward new downtown housing and commercial space, as noted in the Strategic Plan, these properties present opportunities for increased economic activity in the downtown core. These funds will create several layers of economic activity. By facilitating construction of upper-floor apartments, NYMS grant funds increase the demand for services in the urban core. By activating vacant retail storefronts, improving building facades and creating complete streetscapes, the grant funds will help to encourage pedestrian activity on the street level and create a safe and inviting path for shoppers and residents alike. Overall, this program will help to drive economic growth and create a vibrant district inviting more residents, workers, and businesses to the heart of Downtown Syracuse.</p>						
<b>Subtotal</b>				<b>\$4,034,116</b>	<b>\$43,772,028</b>	<b>9.22%</b>
<b>PARKS</b>						
63156	Seward House Museum	Seward House Museum Woodshed Revitalization	Parks	\$133,030	\$133,030	100.00%
<p>For nearly 170 years, the rear woodshed section of the Seward House has been left underutilized, resulting in an immediate need for restoration. Currently, several structural elements of the wood shed have fallen into a severe state of disrepair, and the structure has become a significant hazard that cannot be ignored any longer. Through intense restoration work, the structure's foundation, interior and exterior walls and studs, floor joists, rafters, and roof will be effectively restored. This work will return the woodshed structure to its original state: a functional extension of the main house that reflects a uniquely Seward design inspired from popular 19th century Italianate and Federal styles of architecture. Further work involving the installation of mechanical systems will ensure sustainable preservation of the woodshed as it is adapted into a multi-purpose visitor space in the years immediately following its restoration. A plan for the woodshed's restoration was recently completed by the Seward House Museum in the form of a comprehensive \$30,000 project prospectus. This plan strictly regulates matters such as contracts, fiscal administration, change orders, project sequence and procedures, and adheres to all relevant codes and permits. By adopting these standards, the restoration of the woodshed will be completed exactly as designed, and within the budget that has been determined from analyzing the scope of work as prepared by Crawford and Stearns Architects and Preservation Planners of Syracuse, New York. No other preservation project for the Seward House Museum is more imperative and shovel-ready as this project.</p>						
64471	Town of Richland	Haldane Center Improvement Project	Parks	\$280,061	\$373,415	75.00%
<p>The Town of Richland is seeking grant funding from the NYS Office of Parks, Recreation and Historic Preservation for the Haldane Center Improvement Project, which will increase use of the facility located on Maple Avenue Extension in the Village of Pulaski; attract new users; improve access to recreational opportunities for those with limited abilities; expand educational opportunities for children and adults; decrease energy consumption; reduce operation and maintenance costs; and support the local economy. The Project has been designed to maximize year-round use of the facility and attract new visitors, sporting events and activities to the complex. It includes work at the Haldane Memorial Arena (ice rink), construction of a pavilion, resurfacing the one-mile walking trail, installing fencing and workout stations, and the expansion of educational programming and signage throughout the property.</p>						
66202	Open Space Institute	Green Lakes State Park Environmental Education Center	Parks	\$500,000	\$2,215,120	22.57%
<p>The project will rehabilitate and upgrade an historic boathouse in Green Lakes State Park for use as an Environmental Education Center. It will provide the park's 1 million annual visitors, schoolchildren, community partners and research/academic communities from throughout the region with a dedicated venue for robust new interpretive programmatic offerings as well as observational tools to enhance enjoyment and learning at the Central NY Park Region's premier park. Located a mere 5 miles east of Syracuse, Green Lakes is simultaneously a leading regional recreational resource and a nationally recognized natural treasure due to its two glacial lakes, Green Lake and Round Lake—two of only 11 glacial plunge-basin meromictic lakes in the U.S. Nestled up against growing residential communities, the 1,955-acre park provides exceptional opportunities for residents of NY's sixth largest metropolitan area to connect with nature. The Environmental Education Center will enable the park to provide new formal class programs to the region's schoolchildren, which will support state and national curricular standards; afford expanded research and volunteer opportunities to local and visiting college students and professors; house work that advances stewardship of the lakes; and further promote the park as an ecotourism attraction. Permanent exhibits and educational programs will enrich visitor appreciation of this unique natural setting. Adaptive reuse of the boathouse will protect and enhance the current use of building for watercraft rentals while maximizing its historic interior spaces as an essential three-season, ADA-compliant educational facility. The project recognizes and cares for an integral historic and cultural resource within the park while expanding its educational impact. The Environmental Education Center will support the region's tourism economy by promoting longer and repeat visits and enticing visitors to the park in typically quieter seasons.</p>						
66299	Thoma Development Consultants	City of Cortland Pool House	Parks	\$407,586	\$543,448	75.00%
<p>The Wickwire Pool House renovation project will stabilize, rehabilitate, and update the 36'x81' Pool House adjacent to the Wickwire Pool, located at Suggett Park within the City of Cortland. In light of recent renovations to the Wickwire Pool in 2015-2016, there has been significant interest in the renovation of the associated Pool House. The Pool House was originally constructed in 1946, and while it has been maintained, and some upgrades were added in the 1980s, it is due for a full renovation project. The most important element to be added, is an ADA ramp into the building, as well as ADA compliant showers. Other elements that are in need of renovation include new shower and bathroom fixtures, all of which will have water efficient, environmentally friendly components. The plumbing and electrical fixtures will be replaced, allowing for safe usage of the facilities. In addition, lighting will be replaced throughout the building to allow energy efficient, code approved lighting into all areas of the Pool House. The decaying tile floors will be replaced, as well as cracks in the walls of the building, ensuring that the structure is sound and safe for all users of the pool facility.</p>						
65088	Stone Quarry Hill Art Park	2016 Application	Parks	\$117,870	\$234,940	50.17%
<p>The Art Park is seeking Historic Preservation funding to stabilize and restore the Dorothy Riester House &amp; Studio. Restoration projects have been identified in accordance with recommendations of a 2016 Facilities Condition Assessment performed by the architectural firm Ashely McGraw. This project will also include</p>						

<p>funding for architectural drawings for any needed modifications for the House &amp; Studio (e.g., ADA compliance, parking, restrooms) that result from an organization-led Master Planning process currently underway. The House &amp; Studio was listed on the National Register of Historic Places in 2014. As the former private residence of Art Park founders Dorothy and Robert Riester, this historic property was gifted to Stone Quarry Hill Art Park in 1998. In the transition from founder's house and studio to historic property, only minor routine maintenance has been done and no major upgrades have been done in over 50 years. With the intent to transition from a private residence to a public space, there is a need to maintain the historic integrity of the facilities while making them safe and accessible to the public. Stabilization and restoration will include roofing repair, window trim preservation, reconstruction of a back porch, furnace upgrades, insulation, restoration of the entranceway, gutter repair, sealing a damp basement, and soffit restoration. The Art Park is currently developing a Master Plan that will address the future use of the House &amp; Studio. Architectural drawings to integrate such uses, while maintaining the historic integrity of the facilities, would occur in parallel with the stabilization and restoration projects. Following the completion of this project, the Art Park anticipates greater public access with increased opportunities to educate the public about the historic and architectural significance of the House &amp; Studio, Dorothy Riester and her artistic influences. Public lectures, tours and other programs are anticipated.</p>						
67540	WM Engineering DPC	Nine Mile Creek Walk	Parks	\$7,500	\$10,000	75.00%
<p>This application seeks funding for a stand-alone planning project to develop a Nine Mile Creek Walk at the new Camillus Mills development at 54 Main Street in the Village of Camillus. The development is a repurposing of the historic Camillus Cutlery, a knife fabrication manufacturing facility which closed in 2007, and is expected to increase economic opportunity in the Village. The Village is proposing a 750 foot walk along the Nine Mile Creek bank that borders the east side of the Camillus Mills property. Equally important, the Village is proposing to use this opportunity to extend the connectivity of Nine Mile Creek's natural, historic and heritage assets from Martisco Station to the Nine Mile Creek Aqueduct. At the southern end of the proposed creek walk is the Martisco Museum, a restored former New York Central Railroad station listed on the National Register of Historic Places. It was active from 1834 until 1959. The Central New York Chapter of the National Railway Historical Society purchased the property in 1966. The Nine Mile Creek Feeder Canal runs northward from an original feeder dam across Nine Mile Creek south of the Village of Camillus to the Erie Canalway at Newport Road. The feeder canal, in use from 1845 to 1917, supplied water to the Erie Canal. At the center is the Village of Camillus and the redeveloped Camillus Cutlery. At the northern end of the proposed creek walk is the Town of Camillus Erie Canal Park which is part of the Erie Canalway National Heritage Corridor and home to the restored 1844 Nine Mile Creek Aqueduct which is on the National Registry of Historic Sites. The entire route would connect Martisco Station, the Feeder Canal, Village of Camillus, Camillus Mills, Munro Park, Erie Canal Park and the Aqueduct allowing pedestrians, bicyclists, cross-country skiers and snowshoers to travel 30 miles from Martisco to Reed Webster Park located on Warners Road next to the Erie Canal in the Town of Camillus.</p>						
67889	CNY Regional Planning and Development Board	Selkirk Point Pocket Park Pre-Development and Design	Parks	\$100,000	\$200,000	50.00%
<p>The project will encompass predevelopment coordination, planning and design to facilitate historically-sensitive, redevelopment of Selkirk Point on Lake Ontario to include a waterfront pedestrian boardwalk in place of the existing County roadway adjacent to Historic Selkirk Lighthouse, a National Register historic site and within a New York Natural Heritage Program Area. Strategic planning and design development will maximize the tremendous potential for this site in the context of not only history and environment, but also New York State tourism and economics. Expected outcome and deliverables include predevelopment planning and design including community outreach, site engineering and architectural design.</p>						
64056	Cayuga County	Emerson Park Phase 1	Parks	\$500,000	\$1,118,447	44.70%
<p>Emerson Park is located along the northern shoreline of Owasco Lake in the towns of Owasco and Fleming. This project will consist of the design and construction improvements to the 15-acre Deauville Island section of Emerson Park (located in the middle of the park). The specific elements are: 1. A half-mile multi-use loop path; 2. A multi-use bridge to tie into an existing park pathway to the north of the island; 3. A destination playground; 4. Associated landscaping. The multi-use path will be paved with asphalt and 10 feet in width. The playground will be approximately 10,000 square feet with specific equipment to be selected at a later day. These improvements will address the following existing issues: 1. Underutilized park space on Deauville Island; 2. Aging and inadequate playground equipment currently provided; 3. Poor internal circulation; 4. Difficulty and safety issues in accessing park space north of the island; 5. Lack of amenities for joggers, walkers and bicyclists; 6. Lack of ADA accessibility on the island. The deliverables of this project will be professionally designed and engineered construction specifications as well as the actual construction of the aforementioned items. It is expected that this project will result in the creation of a family activity center and an overall more enjoyable park user experience on Deauville Island.</p>						
64432	Central New York Land Trust, Inc.	Acquisition for GBSRA	Parks	\$123,190	\$164,254	75.00%
<p>Great Bear Springs Recreation Area (GBSRA) is a community green space in Oswego County of 434 acres available for year-round recreation. The site is accessible from County Route 57, 3.5 miles north of the Village of Phoenix and 3.5 miles south of the City of Fulton. The NYS Canal Corporation owns the Oswego River front, the City of Fulton owns the southern 236 acres, the Town of Volney owns the middle 78 acres, and the northern 130 acres is privately owned, but has been under a management agreement with the volunteer Friends of Great Bear (Friends) for the last 10 years. This private acreage is now for sale, and the project is to acquire this property. Under the management agreement, trails have already been constructed that seamlessly connect this property with the land in public ownership. The opportunity now is to permanently secure this northern portion of GBSRA for continued public enjoyment, free of charge, with continued management by the volunteer workforce. Central New York Land Trust will acquire the property in partnership with the Friends of Great Bear. Upon completion of the acquisition, the property will be transferred to the Town of Volney for permanent management as part of GBSRA, with a conservation easement to be held by OPRHP. The CNY Land Trust, the Town of Volney, and the Friends of Great Bear have an MOU that spells out this relationship (attached, Q5791). A fundraising committee has been formed, with initial campaign planning (attached in Q5791) and a purchase agreement secured (attached, Q5869).</p>						
<b>Subtotal</b>				<b>\$2,169,237</b>	<b>\$4,992,654</b>	<b>43.45%</b>
<b>TOTAL</b>				<b>\$19,684,772</b>	<b>\$77,129,690</b>	<b>25.52%</b>

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# 4 PARTICIPATION

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## 4.0 WORK GROUPS

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The CNYREDC's Work Groups, formed last year around key regional economic priority areas and informed by the direction of the Upstate Revitalization Initiative, draws from the collective expertise of business, community and public sector stakeholders. These Work Groups convened to assess past progress, update strategies, and identify new opportunities to further the region's economic growth. Their input is reflected in prior sections of this progress report.

## 4.1 WORK GROUP MEMBERS

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### ***Agribusiness***

Brian Anderson, National Grid  
Tom Blanchard, CenterState CEO  
Keven Bucklin, Cayuga Milk Ingredients  
Maureen Fellows, SUNY College of Environmental Science and Forestry  
Brad Keating, Dairy Farmers of America  
David Rogers, Morrisville State College  
Tom Shephard, Dairy Farmers of America  
Anastasia Urtz, Onondaga Community College  
Nancy Weber, Oswego County Farm Bureau

### ***Access to Economic Opportunity***

Meg O'Connell, Allyn Foundation (Co-chair)  
Tim Penix, SUNY Syracuse Educational Opportunity Center (Co-chair)  
Carla DeShaw, Cayuga Community College  
Lesley Dublin, Onondaga County  
Peter Dunn, CNY Community Foundation  
Ron Ehrenreich, Cooperative Federal Credit Union  
Jeffrey Grimshaw, SUNY Oswego  
John Halleron  
Mike Haynie, Syracuse University  
Mike Metzgar, Onondaga Community College  
Sharon Owens, Southwest Community Center  
Dominic Robinson, CenterState CEO  
Ann Rooney, Onondaga County  
James Schmeling, Syracuse University  
Lenore Sealy, CNY Works  
Chris Todd

### ***Entrepreneurship***

Dave Bulger, tuzag, Inc.  
Nicole Camarre, Armory Square Ventures  
Jim Carrick, LPA Software Solutions  
Somak Chattapadyay, Armory Square Ventures  
Braden Croy, Syracuse University/Blackstone Launchpad  
Rick Clonan, CenterState CEO  
Troy Evans, CommonSpace/16th Avenue, Inc.  
Chedy Hampson, TCG Player  
Elizabeth Liddy, Syracuse University  
John Liddy, The Tech Garden  
Adam McGivern, Cortland Downtown Partnership  
Alex McKelvie, Syracuse University  
Jake Mulcahy  
John Spatola, Lake Effect Applications  
Austin Wheelock, Oswego County

### ***Financial Services***

Nick Dereszynski, Brown & Brown Empire State (Chair)  
Frank Behlmer, BNY Mellon  
Michael Brunner, Bank of America Merrill Lynch  
Sue Lavallo, AXA Equitable  
Linda LeMura, Le Moyne College  
Don Napier, POMCO Group  
Mike Novakowski, CenterState CEO  
Thomas Schneider, Pathfinder Bank  
Deborah Stanley, SUNY Oswego

**Health & Environment**

Deborah Stanley, SUNY Oswego (Chair)  
David Amberg, SUNY Upstate Medical University  
Ed Bogucz, Syracuse University  
Terry Brown, Syracuse University  
Pam Caraccioli, SUNY Oswego  
Chris Carrick, Central New York Regional Planning and Development Board  
Robert Corona, SUNY Upstate Medical University  
Ellen Furnari, SUNY Upstate Medical University  
Kristen Mucitelli-Heath, St. Joseph's Health  
Ellen McCloskey, SUNY Oswego  
John Mosack, Bristol-Myers Squibb  
Joanne Thompson, Welch Allyn  
Crystal Wayman, SUNY Oswego  
Ashley Wilson, Welch Allyn

**Information Security**

Mark Viggiano, Niteo Park (Chair)  
William Fisher, Onondaga County  
David Mankiewicz, CenterState CEO  
Joe McCoy  
Shu Kai Shin, Syracuse University

**Manufacturing**

Michael Johnson, Johnson Brothers Lumber Company (Co-chair)  
Randy Wolken, Manufacturers Association of Central New York (Co-chair)  
David Bottar, Central New York Regional Planning and Development Board

**Tourism**

David Holder, Visit Syracuse (Chair)  
David Aitken, Destiny USA  
Kimberly Boynton, Crouse Hospital  
Dr. Joan Johnson, Morrisville State College  
Larry Leatherman, MOST (former)  
Steve McClintic, SUNY Upstate Medical University

Kathryn Ruscitto, St. Joseph's Health  
Ann Marie Taliercio, UNITEHERE Local 150, AFL-CIO  
David Turner, Oswego County  
Troy Wafner, New York State Fair

**Transportation & Logistics**

George Joyce, Laser Transit (Co-chair)  
David Schneckenburger, Thompson & Johnson Equipment Co., Inc. (Co-chair)  
Nate Fenno, NY S&W Railroad  
Kendra L. Hems, NY Trucking Association  
Zelko Kirincich, Port of Oswego  
Kevin Schwab, CenterState CEO

**Unmanned Aerial Systems**

Orrin B. MacMurray, C&S Companies (Chair)  
Col. John Balbierer, 174th Attack Wing  
Larry Brinker, NUAIR Alliance  
Mark Glauser, Syracuse University  
Gregory Larioni, Lockheed Martin  
Craig Marcinkowski, Gryphon Sensors  
Matt Massiano, Saab Sensis Corp.  
Paul Tremont, SRC Inc.

**Urban Core Revitalization**

Honora Spillane, City of Syracuse  
Amy Birdsall, City of Oswego  
Shane Broadwell, Oswego County  
Steve Butler, CNY Arts  
Rich Cunningham, Thoma Development  
Walt Dixie, Jubilee Homes  
Scott Ingmire  
Andy Maxwell, City of Syracuse  
Ryan McMahan, Onondaga County Legislature  
Vito Sciscioli  
Stephen Selvek, City of Auburn  
Bill Simmons, Syracuse Housing Authority  
Alden Max Smith, City of Oneida  
Merike Treier, Downtown Committee of Syracuse  
Katelyn Wright, Syracuse Land Bank

## 4.2 ENGAGEMENT & SUPPORT OF THE PUBLIC & LOCAL OFFICIALS

### **Engagement & Outreach**

In the past year, the CNYREDC held 24 public participation events, including public forums, CFA workshops, and URI presentations that informed and gathered input from more than 1,160 residents and business leaders in Central New York.

In an effort to ensure that as many stakeholder groups as possible were engaged, the Public Participation Work Group (PPWG) analyzed the demographic of participants in public events over the past five years. During this review it was noted that a very small sample size of Millennials were participating in the public forums and events. To address this issue a **presentation and brainstorming session with young professionals** and entrepreneurs was scheduled at the Syracuse Co-works Space (a past REDC funded priority project). The event successfully engaged 35 individuals with a mean age of 32, and garnered significant input that the REDC will use to continue to shape its strategies and priorities. In addition, there were some specific methods and channels recommended that the PPWG can use to better engage Millennials and harness their ideas and energy to promote the region moving forward.

The leadership of the REDC and the PPWG conducted a robust **URI presentation tour** throughout Central New York to highlight the six strategic investments and the anticipated return on investment for the \$500 million URI award over the next five years. Most of these presentations involved question and answer sessions and an opportunity for participants to better understand how projects could be considered for URI funding, and how they can remain informed on the progress of URI implementation.

### **Public Participation Events and CNYREDC Briefings**

Organization	Date	# attendees
Auburn Rotary Club	8/9/2016	N/A
1 Million Cups	7/20/2016	35
Oswego Rotary Club	6/14/2016	46
FOCUS Greater Syracuse	6/17/2016	55
Solvay-Geddes Kiwanis Club	6/29/2016	18
Greater Manlius Chamber of Commerce	6/28/2016	40
CFA Workshop – Onondaga Community College	6/17/2016	58
Syracuse University Engineering for Economic Growth	6/6/2016	42
Skaneateles Rotary Club	6/2/2016	40
CenterState CEO Government Relations Committee	6/3/2016	15
Kiwanis Club of Eastwood-East Syracuse	5/26/2016	10
CFA Workshop – Cayuga Community College	5/20/2016	66
URI Presentation, Auburn Wednesday Morning Roundtable	5/18/16	103
DRI Workshop – SUNY Oswego Metro Center	5/11/2016	33
Baldwinsville Rotary Club	4/26/2016	35
Visit Syracuse Executive Committee	1st Quarter 2016	12
Museum of Science and Technology Board of Directors	1st Quarter 2016	20
Oswego Workforce Investment Board	1st Quarter 2016	40
URI Presentation to ESD Board of Directors	1st Quarter 2016	20
Civic Council of Greater Kansas City	1st Quarter 2016	50
Onondaga County Panning Federation	1st Quarter 2016	150
CNY Chapter of Commercial Realtors Association	1st Quarter 2016	40
Greater Syracuse Hospitality and Travel Association	1st Quarter 2016	40
Junior Achievement	1st Quarter 2016	200
<b>TOTAL</b>	<b>24</b>	<b>1,168</b>



### Countywide Efforts

In addition to the regionwide efforts of the PPWG, many of the partners and members of the CNYREDC conducted **county-wide meetings and communication strategies** to keep stakeholders informed about the REDC and CFA process during 2016.

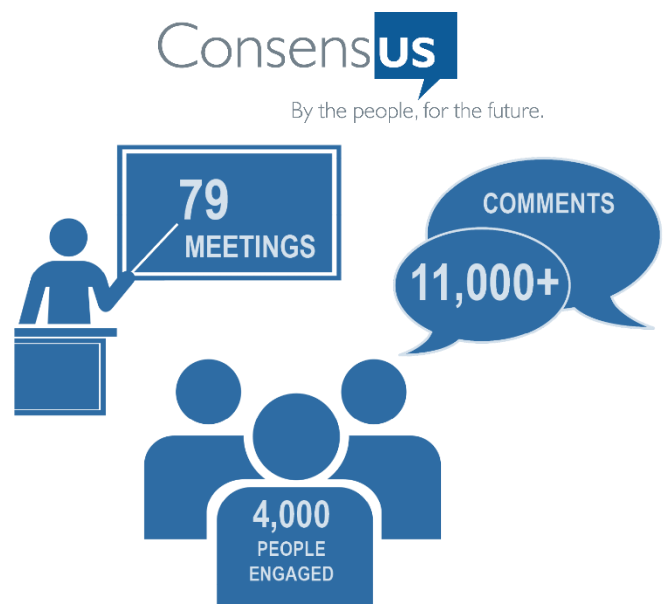
The **Cayuga Economic Development Agency (CEDA)** contributes articles to the Auburn Citizen on a monthly basis to provide the general public economic development news and progress and collaborates on the content of an annual progress report that has focused heavily on the REDC process and projects over the past five years

**Operation Oswego County (OOC)** publishes an electronic newsletter called the E-News. The E-News has won awards from the New York State Economic Development Council and Northeastern Economic Developers Association. Its circulation is approximately 550 businesses, organizations and leadership individuals and elected officials at the national, state and local levels. OOC also operates Facebook, LinkedIn and Twitter accounts to share information on economic development activities, including the URI and CFA process and outcomes. Since December 2015, the E-News has provided regular updates of the CFA, URI and Downtown Revitalization Initiative (DRI) programs. In June, an article prepared by Operation Oswego County appeared in Oswego County Business Magazine promoting the upcoming Round 6 CFA process to promote and encourage applications. The OCBM has more than 5,500 subscribers in the Central New York Region.

Integral to the efforts to keep the public and other stakeholders informed about the *CNY Rising* signature investment to advance the work of the Commission on Local Government Modernization, **Consensus** conducted 79 community meetings across **Onondaga County** following the release of its Options Report and Preliminary Committee Recommendations at the end of January 2016.

Those meetings directly engaged nearly 4,000 people, and provided an opportunity to hear and respond to hundreds of questions, comments and suggestions. In addition, the Consensus website, [www.consensuscomment.com](http://www.consensuscomment.com), Syracuse.com and social media has collected more than 11,000 comments on the Commission's work.

As a capstone to this process, Consensus commissioned a community survey by the Siena Research Institute. This survey found that the community is highly engaged on this issue with more than a third of registered voters expressing familiarity with the work that Consensus is doing (considered very high for this type of policy issue).



By a margin of 48 percent to 45 percent, the community says it wants to see modernization. When asked on a service-by-service level, every service area has majority support for modernization. On the specific proposal to create a new city-county metro government, 56 percent say they are interested in

more information, 20 percent express support, 23 percent say they want to keep things the way they are. These survey results are seen as a strong showing of interest in this matter across the community.

***Public Participation Work Group***

Andrew Fish, CenterState CEO (Chair)

Bob Allen, Crouse Hospital

Alyssa Balzina, BizHub CNY

John Becker, Madison County Board of Supervisors

Carla DeShaw, Cayuga Community College

William Fisher, Onondaga County

Kipp Hicks, Madison County IDA

Michael Johnson, Johnson Brothers Lumber Company

Steve Kulick, Le Moyne College

Lindsay Ott Wilcox, iHeartMedia

Rita Paniagua, Spanish Action League

Garry VanGorder, Cortland County Business Development Corp.

Kris Waelder, Crouse Hospital

Randall Wolken, Manufacturers Association of Central New York

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# 5 DOWNTOWN REVITALIZATION PLAN

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## **Location and Boundary of Downtown**

The city of Oswego's downtown boundary creates a compact, transit-oriented, and walkable urban core that provides the physical framework for the Downtown Revitalization Initiative. Oswego's downtown is characterized by a tight, small-city, urban grid with the Oswego River running North-South through the heart of downtown, providing riverfront views and recreation within a quarter mile of all points. New York State Route 104 runs East-West through downtown and is the city's major arterial and Main Street.

To the North, downtown is bounded by the rich commercial, cultural, and recreational resources of Wright's Landing Marina, the H. Lee White Maritime Museum, the Port of Oswego, and Fort Ontario.

The southern boundary of downtown is at Utica Street, a secondary thoroughfare for residents that crosses the Oswego River. On each side of the river at Utica Street are significant gateways into the City from the South and the CNY Region via State Route 48 on the West and State Route 481 on the East.



The western boundary runs parallel to West 5th Street, which is a North-South thoroughfare that connects west side neighborhoods to State Route 104, Lake Ontario, Wright's Landing and Breitbeck Park. The Oswego Health Hospital is located at the western edge of the boundary between West 5th and West 7th Streets on NYS Route 104. Also Franklin Square Park is within downtown and Franklin Square, Montcalm Park and Kingsford Historic Districts are at the edges of the western boundary, providing historic architecture and charming near-downtown neighborhoods.

The eastern boundary is at East 4th Street which is a North-South thoroughfare that connects east side neighborhoods to State Route 104 and Fort Ontario. Washington Square Park is at the southeast corner of the boundary within downtown and the Washington Square Historic District is located just south of the park, which is home to 39 historic structures, including the Richardson-Bates House Museum.



## **Rationale for Selection**

The DRI plan submitted aligns with *CNY Rising* and the CNYREDC's strategic plan. It demonstrates a community with both a need for a new opportunity, and a readiness to capitalize and leverage these investments to provide an optimal return to Central New York and its residents. Oswego's plan shows that this onetime investment has the potential to produce considerable long-term growth and prosperity in the region. Oswego boasts many assets that include a scenic



waterfront location, a compact and walkable downtown, a rich cultural history and several anchor institutions such as SUNY Oswego, Oswego Health and the Port of Oswego Authority. Due to these assets in addition to Oswego’s community coming together to submit a well thought out strategic plan, Oswego is well-positioned for a transformation while maintaining its small town charm.

### ***Summary of Assets that Make the Selected Downtown Unique***

There are very few communities that can showcase the natural and built assets possessed by the city of Oswego, including the scenic beauty of picturesque Lake Ontario with astonishing sunsets, significant historic, heritage, and cultural sites and activities, recreational activities for the outdoor enthusiast in the summer and winter months, and the small town locale of Oswego’s waterfront and downtown. Oswego’s strengths include its waterfront, a historic downtown that is compact and walkable, neighborhoods rich with varying architectural designs and amenities, propelled by a community-based neighborhood revitalization effort, as well as being home to major employers and anchor institutions such as SUNY Oswego, Novelis Corp., Oswego Health, the Port of Oswego Authority, Exelon and Entergy, Oswego County Opportunities, St. Luke’s Health Services, and a host of small businesses including hotels, inns, shops and restaurants.



*From left: Novelis Corp. (credit: CenterState CEO), Port of Oswego (credit: Port of Oswego), SUNY Oswego (credit Oswego County Tourism).*

Downtown Oswego has a wide range of parks and cultural assets that provide for an enhanced quality of life. Bretibeck Park, Wright’s Landing Marina, Veterans Memorial Park, the Oswego Canal, Franklin Square Park, Washington Square Park, Westside and East Side Linear Parks, the Harbor Rail Trail, the Children’s Museum of Oswego, the H. Lee White Maritime Museum, Fort Ontario, and the Safe Haven Holocaust Refugee Shelter Museum, among others, add richness and vibrancy to the city’s residents and tourists.

Over the past five years, the greater Oswego area has realized more than \$632 million in new investments through nearly 60 separate projects, resulting in the creation or retention of over 1,200 jobs. During that same period, the city of Oswego has seen new private sector investments totaling nearly \$84 million and the creation or retention of 610 jobs. Moreover, the Oswego Renaissance Association (ORA), a nonprofit organization established to help revitalize the city’s neighborhoods, has leveraged nearly \$1 million in documented investments from foundation grants and private homeowners resulting in façade improvements and exterior renovations to more than 200 near-downtown homes in approximately 24 months. Altogether, including 2016 funding, the ORA will exceed \$1.5 million in leveraged private investment in façade improvements, exterior renovations, streetscapes and park upgrades in less than 36 months.

### ***Overview of Community’s Vision for Downtown Revitalization***

The transformation of the city of Oswego and its downtown has already begun and is generating momentum. It is a diverse community that is building on its strength, embracing its current, historic and natural assets, and positioning itself into a regionally competitive area while maintaining its small town charm.

Over the past several years, excitement and investment has been building in the city of Oswego and its downtown. Historic buildings have been converted to mix-use commercial spaces and apartments, facades have been renovated, a diverse mix of tenants have moved into provide shopping vibrancy, parks have been restored, trees and flowers are being planted, attitudes are shifting and civic pride is at an all-time high. The ORA and their market-based neighborhood revitalization strategy has transformed downtown parks and neighborhoods. More importantly, the ORA has sparked a passion and mindset amongst community members to recognize the entire community's strengths, to begin to collaborate and invest.



*Bicentennial Garden by Friends of Oswego. Credit: Oswego County Tourism)*

Recently, the city of Oswego embarked on several key planning initiatives that will increase the livability and quality of life in the downtown area and citywide. The city of Oswego is an active participant in the newly formed Oswego County Land Bank Corporation. Additionally, the city of Oswego is undergoing a Complete Streets planning project and a waterfront feasibility study. These key initiatives will result in projects that achieve measurable economic benefits for the larger community, while further enhancing the benefits of a DRI award. This combination of recent and ongoing investments together with the additional leverage cultivated through strategic public and private partnerships will ensure that the city of Oswego is poised and well-positioned to revitalize its downtown.

### ***Projects or Proposals that have been Preliminarily Identified***

The initial projects that have been identified for funding are a myriad concentrated investments that seek to transform the curb appeal of properties, transform streetscapes into walkable streets with modern amenities, and anchor projects that will fill in the missing teeth of development to create a more cohesive downtown experience.

Identified projects are the city's 104 Streetscape Revitalization Project, which will utilize DRI funding to leverage a multimillion dollar Federal TIGER grant; downtown streetscape enhancements; wayfinding signage; Downtown Business Façade and Signage Improvements; and near downtown neighborhood improvements to further the efforts of the ORA.

The city has also preliminarily identified **six anchor projects**, specifically in its downtown area, that are ripe for investment and will continue to build upon the momentum which would result in an additional nearly \$50 million private investment, and provide the opportunity to create and retain approximately 200 jobs.

- **Midtown Plaza:** Sutton Real Estate has proposed revitalizing a parking lot on a prominent downtown intersection into a \$9 million, mixed-use development with 24 market rate apartments and 20,000 square feet of commercial space.
- **Buckhout-Jones Building:** An historic downtown structure on the National Historic Register, home to the Children's Museum of Oswego. The proposed \$2.75 million project will renovate the exterior

of the building and fully equip the museum to fulfill its mission of inspiring children to learn, discover, create and explore through the power of play.

- **Cahill Building:** The proposed \$2.55 million renovation of the historic structure, built in 1828 and Oswego’s oldest commercial building, includes six upscale apartments and a restaurant.
- **Flexo-Wire Site:** Housing Visions is proposing a new \$18 million mixed-use development on a brownfield site that includes 75 mixed income residential units and 20,000 square feet of commercial space.
- **77-79 West First Street:** Adjacent to the Cahill building and across from the Flexo-Wire site, this new \$3.2 million development will house 18 market-rate rental townhomes on the Oswego River.
- **Oswego Business Incubator:** This \$6 million mixed-use business incubator facility will market the START-UP NY program in a collaboration between SUNY Oswego and the Oswego County IDA.



Cahill Building. Credit: Oswego County Tourism

Project	Total Project Cost	ROI/DRI Leverage
Midtown Plaza	\$9M	6:1
Buckhout-Jones Building	\$2.75M	4:1
Cahill Building	\$2.55M	5:1
Flexo Wire Site	\$18M	18:1
77-79 First Street	\$3.27M	15:1
Oswego Business Incubator	\$6M	6:1 (21:1 fully developed)

These projects will enable prosperity and transform Oswego into one of the world-class communities envisioned by the region’s URI plan.

### Stakeholder Engagement

The DRI Planning Committee intends to work with the State appointed planning consultants to develop a community outreach strategy and develop the Revitalization Plan over the next several months.

### DRI Local Planning Committee

- Mayor William J. Barlow, Jr.
- Co-Chair Amy Birdsall, Planning & Zoning Director
- Co-Chair Justin Rudgick, Community Development Director
- L. Michael Treadwell, Executive Director, Operation Oswego County, Inc.
- Jane Amico, Vice President of Chamber Services, CenterState CEO
- Thomas Schneider, President & CEO, Pathfinder Bank
- Shane Broadwell, Majority Leader, Oswego County Legislature
- Zelko N. Kirincich, Executive Director & CEO, Port of Oswego Authority
- Pamela Caraccioli, Deputy to the President, SUNY Oswego
- Paul Stewart, Executive Director, Oswego Renaissance Association
- Patrick Carroll, Business Manager, United Association of Plumbers & Steamfitters
- Benjamin Walsh, Business Development Director, Mackenzie Hughes, LLP
- Stephen Butler, Executive Director, CNY Arts
- Kevin Caraccioli, Oswego City Attorney

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***Writing, Design and Publication Team***

Jason Chiesa, Empire State Development

Timothy Drumm, Syracuse University

Jim Fayle, Empire State Development

Andrew Fish, CenterState CEO

Christa Glazier, CenterState CEO

Isabelle Harris, Onondaga County

Rita Paniagua, Spanish Action League

Ben Sio, Center State CEO

Honora Spillane, City of Syracuse

Tracy Verrier, Cayuga Economic Development Agency

*Photos courtesy of CenterState CEO unless otherwise noted.*

# CENTRAL NEW YORK

REGIONAL ECONOMIC DEVELOPMENT COUNCIL

## 2016-2017 PROGRESS REPORT

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Regional Economic  
Development Council