



# CENTRAL NEW YORK REGIONAL ECONOMIC DEVELOPMENT COUNCIL

## 2017-2018 PROGRESS REPORT

CAYUGA | CORTLAND | MADISON | ONONDAGA | OSWEGO



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# I EXECUTIVE SUMMARY

## 1.0 EXECUTIVE SUMMARY

As the Regional Councils enter their seventh year, the Central New York Regional Economic Development Council (CNYREDC) is proud of the accomplishments through this initiative that have empowered our community to take an active role in its economic future.

Over the past six years, this region has received \$906.8 million, including \$500 million through the Upstate Revitalization Initiative (URI) for its strategic plan, CNY Rising. This funding, as highlighted throughout this progress report, has allowed for expansion of businesses in the community, investments in traditionally underserved neighborhoods, and the creation of hundreds of new jobs.

Those achievements are made possible in part thanks to strong, collaborative partnerships with local economic development organizations and the business community, enabling those dollars to be further leveraged to implement projects and strategies for regional growth. Since year one, 72 percent of priority projects are complete or on schedule. That represents 141 projects that have leveraged more than \$1.27 billion in private investment.

This foundation of success over the past six years, including a successful URI proposal, is built on a steadfast commitment to the CNYREDC's 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 CNY Rising: (1) Invest in Key Growth Drivers; (2) Build an Inclusive Economy; (3) Develop Enablers of Prosperity.

As evidenced by CNYREDC projects to date, the URI's strategic investments, this year's proposed priority projects, and ongoing initiatives being led by the region, the council continues to prioritize efforts that align with the four **interconnected strategies identified by New York State** to drive economic growth:

- Placemaking – creating accessible job centers, sustainable infrastructure and livable communities.
- Workforce – ensuring that jobs in high-paying, in-demand, tradeable sectors are filled in an equitable way through targeted job training and education.
- Tradeable Sectors – targeting industry sectors that are part of a global market – such as manufacturing, agricultural products, and energy – to increase export-based employment opportunities.
- Innovation – creating synergies between research and commercialization to drive the economy forward.

The region has seen the direct benefit from these types of investments, which have included the resurgence of cities' downtowns; the growth of the region's priority clusters, many of which are supported by overseas trade; the continued strengthening of the region's entrepreneurship ecosystem; and the emerging success of new demand-driven workforce development strategies.

Additionally, the CNYREDC is pleased that many strategies and approaches it has developed over the past six years have been amplified by the state through initiatives such as Global NY, Opportunity Agendas, Hot Spots, and government modernization.

In furtherance of these goals, strategies and initiatives, this report recommends **38 priority ESD projects<sup>1</sup>** in round 7 that build on the impact already created in past rounds. These projects represent **a total proposed state investment of more than \$23 million, leveraging \$137.3 million in private and other funding for total project expenses of more than \$158.5 million, and a five-year total payroll of over \$100.6 million.** Collectively, they support the creation of **582 new jobs, 955 indirect jobs, the retention of 2,216 existing jobs, and leverage a return on invest of 13.38 to 1.**

This report also highlights significant progress that has been made on state priorities, including:

- The creation of a new **Life Sciences Plan and Work Group** highlighting the pivotal role the industry plays in the Central New York economy and identifying strong potential growth opportunities in bio-production, medical device innovation, precision medicine, and environmental health and medicine.
- The award of the second round of the **Downtown Revitalization Initiative**, and a progress report on how a seed investment from the state has leveraged significant progress in Downtown Oswego in round one.
- The creation of the private sector driven **Talent Task Force** that is charged with examining and developing strategies to address the demand for talent and skills gap in Central New York.
- A continued focus on linking the region's growth strategies to the **project pipeline** to ensure that state funds are invested in projects that align with the priorities of the community.
- A commitment to excellence and impact in implementing ongoing regional initiatives including Hot Spots, Global NY plans, Opportunity Agenda, and Veterans' Participation in the Workforce.

## CNY RISING

The CNYREDC remains firmly committed to implementing the recommendations in its CNY Rising plan. All told, more than \$180 million of the \$500 million URI award has been committed to 51 projects. This funding leverages \$849 million in outside project investments and commits more than 1,900 new jobs. In the coming years, the CNYREDC expects to continue investing in projects that uphold the region's commitment to strong private sector investment leverage and significant job growth.

Key projects and initiatives prioritized in CNY Rising and prior year plans outlined in this progress report include:

- o Strong progress on building a globally recognized hub for **unmanned systems**.
- o As announced by Gov. Andrew Cuomo in November 2016, the region will soon be home to the nation's largest and most comprehensive 50-mile Beyond Visual Line of Site test corridor. This fully instrumented test range will enable the next evolution of unmanned civil aviation and is a showcase of the region's assets, resources, and capabilities.
- o In addition, round 2 of the GENIUS NY program, which was funded through a URI grant, is accepting applications. Companies just half way through the program's first round are already hiring new employees and expanding their customer base in New York.
- o Saab Defense and Security USA (URI Project) announced it will invest \$55 million, move its northeast headquarters to East Syracuse, and bring 260 new high-tech jobs to Onondaga County, showing the real and potential growth of the unmanned systems and related industries in the region.
- Engagement in multiple active discussions with **agricultural companies** looking to expand or move to the region with announcements on those efforts anticipated in the near future.
- Investment to fully fund the **Syracuse Promise College Collaborative**, a one of a kind partnership with Say Yes to Education.
- The creation of the **Alliance for Economic Inclusion**, CNY Rising's main response to the challenges of economic inclusion.
- We are also focused on creating greater **economic inclusion and mobility** within historically underrepresented minority groups.
- Discussions are underway regarding existing government structures and how to improve them for better decision making, with ongoing public engagement around **Consensus**, the commission to modernize local government.
- Advancement and implementation of **major projects** through the support of the URI that have potential to spur other projects and growth in the community, such as TCGPlayer.com, which will add 42 jobs in a newly renovated Downtown Syracuse headquarters; Hill Rom/Welch Allyn's plan to invest \$4.2 million, create more than 100 jobs, and expand its facility by 110,000 square feet; and ongoing enhancements to the visitor experience at the Great New York State Fair.

## MOVING FORWARD

The council is also looking ahead to new opportunities this round, including capitalizing on the Governor's new \$650 million life sciences initiative, with a focus on enhancing greater coordination between the region's academic assets with the needs of the industry, and establishing a pipeline of projects and employment opportunities to maximum this industry's success.

Investments made through the regional council process and the Upstate Revitalization Initiative are transforming the region and economy. While it is still early in the URI's five-year process, the community is seeing its impact in the creation of jobs, new investments, and in positive perceptions both from those inside and outside the region. The successes to date are signs of impact yet to come.

As we move forward, the CNYREDC remains committed to driving economic opportunities for the community and advocating on behalf of projects that align with the region's assets and strategies.

More importantly, the region's strategies, coupled with the \$500 million investment through the URI, have created a significant opportunity to alter the region's economic trajectory through bold aspirations for inclusive growth for all the region's residents, setting the region on a path toward a more prosperous future.

With this proposal, the CNYREDC remains actively focused on its goals and committed to a data-driven process and community-centered vision that offers the state a compelling return on investment in terms of jobs created and leveraged capital invested. Continued support and partnership with the state is integral to the region's ongoing revitalization.

## 1.0 RESUMEN EJECUTIVO

Según los Concilios Regionales entran en su séptimo año; El Concilio para el Desarrollo Económico de New York Central (CNYREDC), por sus siglas en inglés, está orgulloso de sus logros a través de esta iniciativa, que ha permitido a nuestra comunidad tomar parte activa en su futuro económico.

A través de los pasados 6 años, esta región ha recibido \$906.8, millones, incluyendo \$500 millones a través de la Iniciativa de Revitalización Norte - "Upstate" (URI) por sus siglas en inglés, para su plan estratégico CNY Creciente. Estos fondos, como destacado en este informe de progreso, ha permitido la expansión de negocios en la comunidad, inversiones en vecindades tradicionalmente marginadas y la creación de cientos de nuevos empleos.

Estos logros en parte son posibles gracias a las fuertes, alianzas colaborativas con organizaciones para el desarrollo económico local y la comunidad de negocios, estimulando estos dineros a promover la implementación de proyectos y estrategias para el crecimiento regional. Desde el primer año, 72 por ciento de los proyectos prioritarios están completados o lo serán en las fechas previstas. Esto representa 141 proyectos que han influenciado más de \$1.27 mil millones en inversiones privadas.

Este fundamento de éxitos a través de los pasados seis años, incluyendo la una propuesta URI exitosa, se basa en un compromiso firme con las tres estrategias originales del CNYREDC: (1) Fortalecer la Centralización de Industrias Identificadas que Influyen Activos Económicos Únicos; (2) Mejorar la Competitividad y las conexiones a las Economías Regionales, Nacionales y Globales; (3) Revitalizar los Núcleos Urbanos de la Región, Áreas Principales y Vecindades; y los tres pilares para el crecimiento económico detallados en CNY Creciente: (1) Invertir en Principales Factores de Crecimiento, (2) Edificar una Economía Inclusiva (3) Desarrollar Habilidad de Prosperidad.

Como evidenciado por proyectos del CNYREDC hasta el día de hoy, las inversiones estratégicas del URI, los propuestos proyectos prioritarios de este año, e iniciativas en marcha guiadas por la región, el concilio continúa dando prioridad a esfuerzos los cuales se alinean con las cuatro estrategias **interconectadas e identificadas por el Estado de New York** para guiar el crecimiento económico:

- Haciendo Espacios - creando centros de empleos accesibles, Infraestructura sostenible y comunidades habitables,
- Fuerza Laboral – asegurando empleos bien remunerados, en demanda, en sectores comerciables, sean ocupados equitativamente a través de entrenamientos y educación dirigida.
- Sectores Comerciables – seleccionando sectores de industrias que son parte del mercado global, así como manufactura, productos de agricultura y energía – para incrementar las oportunidades de empleos basados en exportación.
- Innovación – creando sinergia entre la investigación y comercialización para mover la economía hacia adelante.

La región ha visto el beneficio directo de este tipo de inversiones, cuales han incluido el resurgimiento de los centros urbanos de ciudades; el crecimiento de las ramas empresariales prioritarias de la región, muchos de los cuales están apoyados por el comercio internacional; el continuo fortalecimiento del ecosistema de emprendimiento de la región; y el éxito emergente de nuevas estrategias de desarrollo de la fuerza de trabajo orientadas a la demanda.

Adicionalmente, el CNYREDC se complace en el desarrollo de muchas estrategias y enfoques a través de los últimos seis años que han sido extendidos por el estado a través de iniciativas como NY Global, Agendas de Oportunidad, Puntos de Accesos y La Modernización de Gobierno.

En cumplimiento de estos objetivos, estrategias e iniciativas, este reporte recomienda **38 proyectos prioritarios por el ESD** en la ronda 7 cuales edifican en el impacto creado en las rondas anteriores. Estos proyectos representan una **inversión total del estado de más de \$23 millones, influenciando \$137.3 millones en fondos privados y otros fondos para gastos totales del proyecto de más de \$158.5 millones**, y colectivamente una nómina de sueldos a **cinco-años mas de \$100.6 millones**, estos apoyan la creación de **582 nuevos empleos, 995 empleos indirectos**, la **retención de 2,216 empleos existentes**, e influencia un **retorno de inversión de 13.38 a 1**.

Este reporte también refleja el significativo progreso que se ha logrado sobre las prioridades del estado, incluyendo:

- La creación de un nuevo **Plan de Vida para las Ciencias y su Grupo de Trabajo** enfocándose en el papel fundamental que la industria representa en la economía New York Central e identificando grandes oportunidades de potencial crecimiento en la industria de bio-producción, innovación de dispositivos médicos, medicina de precisión y salud del medioambiente y medicina.
- La obtención de la segunda roda para la iniciativa de **Revitalización de las Áreas Centrales Urbanas**, y un reporte de progreso de como la inversión inicial del estado, en la primera ronda, ha influenciado significativamente el progreso del centro urbano en Oswego.
- La creación del Grupo de **Trabajo Talentos de Fuerza Laboral** en el sector privado cual es responsable de examinar y desarrollar estrategias para abordar la falta de talentos y destrezas en New York Central.
- Un continuo enfoque enlazando las estrategias de crecimiento de la región con la **cartera de proyectos** para asegurar que los fondos del estado se inviertan en proyectos alineados con las prioridades de la comunidad.
- Un compromiso a la excelencia e impacto en la implantación de las actuales iniciativas en nuestra región incluyendo, Puntos de Accesos, planes para NY Global, Agendas de Oportunidad y la Participación de Veteranos en la Fuerza Laboral

## CNY CRECIENTE / CNY RISING

El CNYREDC se mantiene firmemente dedicado a implementar las recomendaciones en el plan CNY Creciente. Todo dicho, más de \$180 millones de los \$500 millones de la adjudicación de fondos del URI se han comprometido a través de 51 proyectos. Estos fondos influncian \$849 millones de inversiones external y compromete a más de 1900 puestos de trabajos. En los próximos años, se espera el CNYREDC continuara invirtiendo en proyectos que mantienen el compromiso de la región de influenciar fuertes inversiones a través del sector privado y significantes en el desarrollo de empleos.

Proyectos clave e iniciativas priorizadas en CNY Creciente y planes de años anteriores detalladas en este informe de progreso incluyen:

- o Fuerte progreso en el desarrollo de un centro mundialmente reconocido para sistemas no tripulados.
- o Como anunciado por el Gobernados Andrew Cuomo en noviembre del 2016, la región pronto será el hogar nacional para el más grande y comprensivo, 50-millas Más Allá de la Línea Visual, corredor de pruebas. Este completamente instrumentado campo de pruebas hará posible la próxima evolución de aviación civil de sistemas no tripulados y exhibe los activos, recursos y capacidades de la región
- o Adicionalmente, la ronda 2 del programa GENIUS NY, cual fue fundado a través de fondos del URI, está aceptando aplicaciones. Compañías solo a mitad de la primera ronda ya están contratando empleados y expandiendo su base de clientes en New York.
- o Saab Defense and Security USA (Proyecto del URI) anunció invertirá \$55 millones, moverán sus oficinas centrales del noreste al Este de Syracuse, y traerán 260 nuevos empleos de alta tecnología al Condado de Onondaga, demostrando el real y potencial crecimiento de sistemas no tripulados e industrias relativas en esta región.

<sup>1</sup> Los proyectos prioritarios del ESD únicamente se refieren a proyectos apoyados con dineros de subvenciones de capital y créditos fiscales "excelsior". Todos los proyectos referenciados como CFA son apoyados por el programa CFA incluyendo los proyectos prioritarios del ESD y otros programas de las agencias del estado



- Envueltos en múltiples discusiones activas con **compañías agrícolas** explorando potencial de expansión o relocalización a nuestra región, anticipamos noticias al respecto en un futuro cercano.
- Inversión para financiar totalmente el Colaborativo **Syracuse Promete Colegio Universitario**, una asociación única con Dile Si a la Educación
- La Creación de la **Alianza de Inclusión Económica**, la respuesta principal de CNY Creciente para los retos de inclusión económica.
- También estamos enfocados en crear **inclusión económica y movilidad** para grupos minoritarios históricamente insuficientemente representados.
- Se están llevando a cabo discusiones sobre estructuras de gobierno existentes y como mejorarlas, para la mejor toma de decisiones, con alcance público sobre **Consensus**, la comisión para modernizar el gobierno local.
- Progreso e implementación de **grandes proyectos** a través del apoyo del URI que tiene el potencial de estimular otros proyectos y desarrollo en nuestras comunidades, como TCGPlayer.com, cual añadirá 42 trabajos en un nuevo y renovado centro de operaciones en el Centro de Syracuse; Hill/Rom Welch Allyn's plan para invertir \$4.2 millones, crear más de 100 empleos, y expandir sus facilidades por 110,000 pies cuadrados; y el continuo mejoramiento a la experiencia de visitantes a la Gran Feria del Estado de New York.

## MOVIÉNDONOS ADELANTE

El concilio mira hacia adelante a las nuevas oportunidades en esta ronda, incluyendo capitalización de \$650 millones para la nueva iniciativa del Gobernador, Ciencias de Vida, esta se enfoca en el mejoramiento de la coordinación entre los activos académicos con las necesidades de la industria, y estableciendo un conducto de proyectos y oportunidades de empleos para maximizar en los éxitos de las industrias.

Inversiones hechas a través del proceso del concilio regional y la Iniciativa de Revitalización del Norte del Estado (URI) están transformando la región y la economía. Aunque todavía es temprano en el proceso de 5-años del URI, la comunidad está viendo su impacto en la creación de empleos, nuevas inversiones, y percepciones positivas de ambos aquellos en la región y fuera de la región. Los éxitos hoy son señales de impacto por venir.

Moviéndonos Adelante, el CNYREDC se mantiene comprometido de guiar oportunidades económicas para la comunidad y abogar por proyectos que se alinean con los activos y estrategias de la región.

Mas importante aún, las estrategias de la región, junto con la inversión de los \$500 millones a través del URI, han creado una significativa oportunidad de alterar la trayectoria económica mediante aspiraciones audaces para el crecimiento inclusivo de los residentes de la región, situando la región en el camino a un futuro más próspero.

Con esta propuesta, el CNYREDC se mantiene activamente enfocado en sus metas y comprometido a un proceso guiado por datos y una visión centralizada en la comunidad que ofrece al estado significativo retorno de inversión en términos de trabajos creados, y apalancamiento en el capital invertido. El sostenido apoyo y asociación con el estado es integral para la continua revitalización de la región.

# 2 PROGRESS

## 2.0 STATE OF THE REGION

An examination of Central New York's economic health through its regional indicators shows a decidedly mixed picture. As the following charts and data sets indicate, the region continues to experience an uneven recovery from the Great Recession. Total establishments and employment have increased compared to five years ago but are growing at a rate slower than state averages. While the unemployment rate continues to decline at the same rate as other areas in New York, much of that decline is from individuals leaving the labor market instead of entering the workforce.

At the same time, those who are employed in the region are generally experiencing a steady rise in wages, which have increased 11.6 percent over the past five years compared to a state increase of 10 percent. This is notable for two reasons: first, regional average wages have not seen this sharp an increase in many decades. Second, an increase in wages often indicates that workers are performing more valuable tasks or are working in industries that pay a higher wage, both of which tend to be good economic indicators. Coupled with higher wages, the Syracuse Metropolitan Statistical Area's companies are exporting more than they ever had. After a couple of mediocre years, firms in the region exported more than \$4 billion worth of goods and services, up nearly 4 percent in the past five years.

Yet, despite steady economic growth, many who live in Central New York are not experiencing the benefits of these gains. Poverty continues to be untenably high and has increased at a faster rate in the past five years (8.5 percent) than the overall state poverty rate. The situation is even worse for children under 18 who live below the poverty rate. On a more positive note, the amount of uninsured people in the region is at historic lows and well below the state rate of uninsured.

The theme of uneven recovery is seen also in the region's priority industry clusters. Clusters that are strictly manufacturing-based, such as advanced manufacturing, tended to see small employment declines, while services-only clusters, such as engineering and financial services, tended to increase employment. Clusters that represent a hybrid of both manufacturing and services industries tended to see smaller declines in overall employment. Of interesting note, while agriculture and agribusiness have seen fairly high losses (15 percent) over the past ten years, most of those losses occurred nearly a decade ago. In the past five years the industry has grown more than 1 percent in total employment and added nearly 70 new establishments, an increase of about 25 percent.

Many of the region's more persistent challenges, as well as its deepest opportunities, were targeted for investment in the CNY Rising plan. The plan aims to improve the economic trajectory of the region. While the complete impacts of this plan are not expected to be swift, as discussed in the next section, there are many early successes. To turn around mediocre jobs numbers, the plan focuses on areas of regional strength: unmanned systems, which touches the unmanned aerial systems; life sciences; data to decisions sectors; and agriculture. In light of weaker job and export growth for manufacturers the plan proposes to make it easier to access markets through a global manufacturing and logistics hub. Noting the region's ongoing battles with joblessness and poverty, CNY Rising put forward a plan to address economic inclusion with new investments in linking people to jobs and supporting the transition of veterans into the workplace. Finally, the plan proposed modernizing local government to ensure that the region has a system of delivering public service that responds to the needs of a 21st-century economy and citizenry.

### CNY Rising Signature Investments

	<b>Global Center for Unmanned Systems and Cross-Connected Platforms</b>		<b>National Veterans Resource Complex</b>
	<b>New York-Grown, New York-Certified—Safe and Market-Ready</b>		<b>Consensus Commission on Government Modernization</b>
	<b>Global Manufacturing and Logistics Hub</b>		<b>Alliance for Economic Inclusion</b>

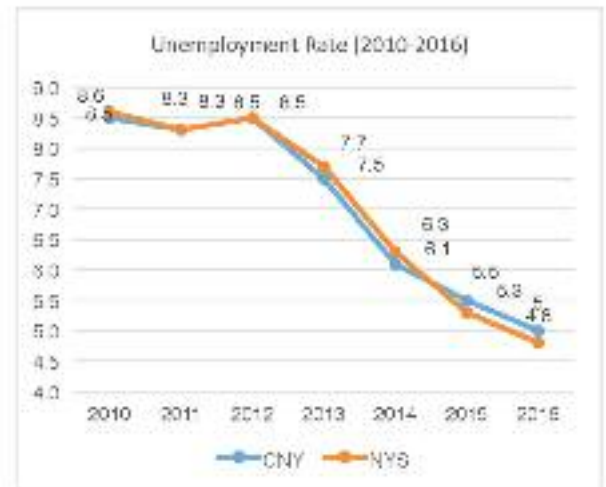
## 1) GENERAL ECONOMIC INDICATORS

### Establishments, Employment, and Wages

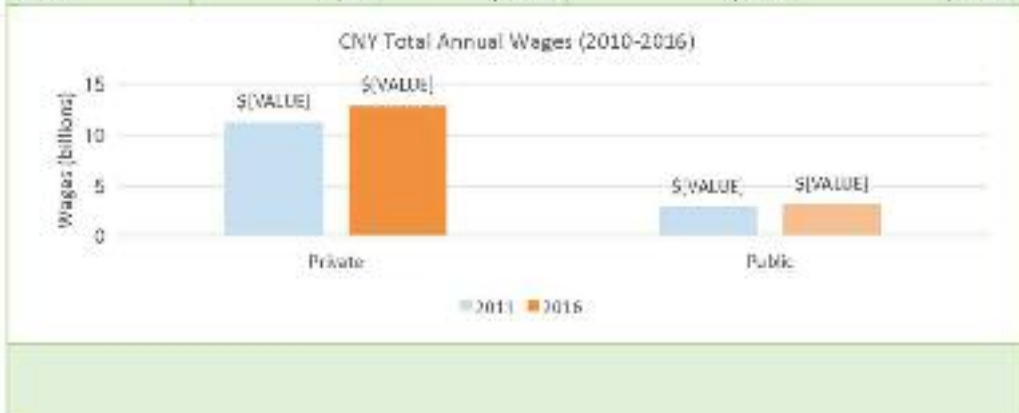
	2011		2016	
	CNY	NYS	CNY	NYS
<b>Number of Establishments</b>				
Private	18,559	573,068	18,957	621,421
Public	802	10,113	897	14,383
Total	19,361	583,181	19,844	635,804

	2011		2016	
	CNY	NYS	CNY	NYS
<b>Average Annual Employment</b>				
Private	274,886	7,049,270	280,418	7,781,743
Public	62,503	1,393,643	62,416	1,371,741
Total	337,389	8,442,913	342,834	9,153,484

	CNY	NYS
<b>Annual Unemployment Rate</b>		
2010	8.5%	8.6%
2011	8.3%	8.3%
2012	8.4%	8.5%
2013	7.5%	7.7%
2014	6.1%	6.3%
2015	5.4%	5.3%
2016	5.0%	4.8%



	2011		2016	
	CNY	NYS	CNY	NYS
<b>Total Annual Wages (billions)</b>				
Private	\$11.2	\$444.5	\$12.8	\$537.7
Public	\$2.8	\$77	\$3.1	\$84.2
Total	\$14	\$521.5	\$15.9	\$621.9



	2011		2016	
	CNY	NYS	CNY	NYS
<b>Average Annual Wages</b>				
Private	\$40,929	\$63,057	\$45,740	\$69,099
Public	\$44,867	\$55,252	\$49,850	\$61,373
Overall Average	\$41,658	\$61,768	\$46,488	\$67,941

## Syracuse Metro Gross Regional Product

	2012	2013	2014	2015	% Change (2012-2015)
<b>CNY</b>	\$30,125,000	\$30,468,000	\$31,037,000	\$31,728,000	5.3%

Source: Bureau of Economic Analysis



## Value of Regional Exports and Change in Exports Value

MSA	2015 Export Value	2010-2015 Growth Rate
<b>Syracuse</b>	\$4.13 billion	3.77%

Source: Brookings Institution

## 2) QUALITY OF LIFE INDICATORS

### Share of Residents Lacking Health Insurance

Region	2013	2014	2015
New York State	11.1%	10.6%	9.7%
CNY	8.5%	7.9%	6.9%

*Source: Census Bureau Small Area Health Insurance Estimates (SAHIE)*

### Poverty Status of Residents

	2012		2015	
	CNY	NYS	CNY	NYS
Poverty Rate	14.1	14.9	15.3	15.7
Poverty Rate <18	19.8	21	22.1	22.2

### Migration (Population age 1 and older)

	CNY
Population, 1 Year and Older 2014	789,532
Stayed in Same Region 2013 to 2014	754,003
% Stayed in Same Region 2013 to 2014	95.5%
Left New York State in 2014	15,790
% Left New York in 2014	2%
Population, 1 Year and Older 2015	787,789
Stayed in Same Region 2014 to 2015	752,339
% Stayed in Same Region 2014 to 2015	95.5%
Left New York State in 2015	14,968
% Left New York State in 2015	1.9%
% Change in Leaving New York State 2014 to 2015	-5.2

*2014 and 2015 American Community Survey (ACS) 1-Year Estimates  
Prepared by NYS Department of Labor, Division of Research and Statistics.  
Source: 2014 and 2015 ACS Public Use Micro Sample (PUMS).*

### Commuting

Regional Commutation for the Civilian Employed <sup>1</sup>	
	CNY
Civilian Employed 2013	357,500
Live and Work in Same Region 2013	272,415
% Live and Work in Same Region 2013	76.20%
Civilian Employed 2014 <sup>1</sup>	356,200
Live and Work in Same Region 2014	272,849
% Live and Work in Same Region 2014	76.6%
% Change in Civilian Employed 2013 to 2014	-0.36%
% Change in Work and Live in Same Region 2013 to 2014	0.16%

<sup>1</sup> Excludes those who are employed but not at work

*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)*

### 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

## 3) KEY REGIONAL INDICATORS

## Dashboard

	Starting Point	Current	5-Year Goal	% Change	Progress to Date (% change)	National Total
Total Jobs	333,513 (3/2011)	342,834 (2016)	370,125	+5.0%	2.8%	142,459,486 (5/2016)
Gross Metro Product	\$36.8B (2009)	\$38.4B (2015)	\$40,40B	+10.0%	4.3%	
Population	791,932 (7/2011)	782,441 (7/2016)	795,802	+0.5%	-1.2%	323,127,513 (7/2016)
Unemployment	8.5% (3/2011)	4.5% (5/2017)			-47.7%	4.1% (5/2017)
Regional Poverty Rate	14.4% (2011)	15.3% (2015)			6.3%	15.5% (2015)
Regional Productivity	\$121,412 (2009)	\$130,833 (2015)	\$130,518	+7.5%	7.8%	
Regional Exports	\$3.98B (2011)	\$4.13B (2015)	\$7.96B	+100%	3.8%	\$2.2T (2015)
Average Annual Wage	\$37,538 (2011)	\$46,488 (2016)	\$43,168	+15.0%	23.0%	\$53,511 (2016)
Net Establishment Change	53 or 0.27% (2010-2011)	-18 or -0.1% (2015-2016)			-133%	216,948 or 2.3% (2015- 2016)
Educational Attainment	34.0% (2011)	34.2% (2015)	35.70%	+5.0%	0.6%	33.1% (2015)

## Total Establishments

Target Clusters	Combined 2005	Combined 2010	Combined 2015	5 YR % Change	10 YR % Change
AM-TECS	2,087	2,124	2,137	0.61%	2.40%
Life Sciences	3,034	3,071	3,058	-0.42%	0.79%
Financial Services	3,386	3,319	3,333	0.42%	-1.57%
Advanced Manufacturing (precision metalworking – digital and electronic devices)	287	279	283	1.43%	-1.39%
Tourism	4,184	4,246	4,469	5.25%	6.81%
Data to decisions	2,551	2,507	2,499	-0.32%	-2.04%
Unmanned Aerial Systems (UAS)	3,361	3,357	3,341	-0.48%	-0.60%
Research and Engineering Services	1,646	1,666	1,698	1.92%	3.16%
Agriculture and Agribusiness	302	305	379	24.26%	25.50%

## Total Employment

Target Clusters	Combined 2005	Combined 2010	Combined 2015	5 YR % Change	10 YR % Change
AM-TECS	38,020	36,648	34,450	-6.00%	-9.39%
Life Sciences	38,287	39,318	41,400	5.30%	8.13%
Financial Services	32,028	32,041	32,060	0.06%	0.10%
Advanced Manufacturing (precision metalworking – digital and electronic devices)	14,658	14,558	12,162	-16.46%	-17.03%
Tourism	62,240	60,205	62,308	3.49%	0.11%
Data to decisions	38,505	38,181	36,662	-3.98%	-4.79%
Unmanned Aerial Systems (UAS)	56,547	54,159	51,189	-5.48%	-9.48%
Research and Engineering Services	15,411	15,749	17,086	8.49%	10.87%
Agriculture and Agribusiness	9,478	7,911	7,991	1.01%	-15.69%

### Total Wages

Target Clusters	Combined 2005	Combined 2010	Combined 2015	5 YR % Change	10 YR % Change
AM-TECS	\$2,025,804,892	\$2,382,225,556	\$2,407,427,496	1.06%	18.87%
Life Sciences	\$1,958,819,879	\$1,690,764,520	\$2,094,504,103	20.33%	3.86%
Financial Services	\$1,544,134,596	\$1,795,664,157	\$2,133,002,355	18.79%	38.14%
Advanced Manufacturing (precision metalworking – digital and electronic devices)	\$723,631,159	\$948,801,814	\$801,813,075	-15.49%	10.80%
Tourism	\$1,156,892,889	\$1,286,317,312	\$1,485,172,043	15.46%	28.30%
Data to decisions	\$1,956,397,545	\$2,370,317,454	\$2,599,088,843	9.65%	32.18%
Unmanned Aerial Systems (UAS)	\$2,609,673,285	\$2,952,237,163	\$3,255,154,323	10.29%	20.61%
Research and Engineering Services	\$760,095,565	\$921,353,598	\$1,160,165,815	25.92%	52.63%
Agriculture and Agribusiness	\$425,629,029	\$422,225,116	\$433,015,852	2.56%	1.74%

### Average Wages

Target Clusters	Combined 2005	Combined 2010	Combined 2015	5 YR % Change	10 YR % Change
AM-TECS	\$53,269	\$65,003	\$69,882	7.51%	31.19%
Life Sciences	\$51,161	\$43,002	\$49,143	14.28%	-3.95%
Financial Services	\$48,212	\$56,043	\$66,532	18.72%	38.00%
Advanced Manufacturing (precision metalworking – digital and electronic devices)	\$49,368	\$65,174	\$65,928	1.16%	33.54%
Tourism	\$18,588	\$21,365	\$23,836	11.56%	28.24%
Data to decisions	\$51,069	\$62,081	\$70,893	14.19%	38.82%
Unmanned Aerial Systems (UAS)	\$47,742	\$54,511	\$63,610	16.69%	33.24%
Research and Engineering Services	\$49,322	\$58,502	\$67,902	16.07%	37.67%
TOTAL	\$44,906	\$53,372	\$54,188	1.53%	20.67%

### Location Quotient

Target Clusters	CNYREDC
AM-TECS	0.907
Life Sciences	0.934
Financial Services	0.818
Advanced Manufacturing	0.882
Tourism	0.816
Data to Decisions	0.871
Unmanned Aerial Systems (UAS)	0.650
Research & Engineering Services	0.802
Agriculture & Agribusiness	0.676
Internet & Software Services	1.464

## 2.1 STATUS OF PAST PRIORITY PROJECTS

### 1) PROGRESS MADE SINCE 2011

Since 2011, Central New York has seen an impressive return on the state's investment (11.1 to 1) across its priority projects, with 72 percent of ESD priority projects complete or on schedule. Project highlights are noted throughout the latter sections of this report.



### 2) PROGRESS MADE IN PAST YEAR

Over the past year, 90 percent of projects receiving ESD funding are on schedule. The CNYREDC remains committed to monitoring progress and troubleshooting project challenging to ensure their continued success. Project highlights are noted throughout the latter sections of this report.

### 3) PRIORITY PROJECT STATUS

The following charts represent the progress and current status of Empire State Development (ESD) priority projects from Rounds 1-6.

#### 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 Status

CFA #	Applicant/Project Name	Status
9570	C Speed, LLC	Black
5775	Cayuga Milk Ingredients, LLC	Blue
6501	COOPER INDUSTRIES/CROUSE-HINDS DIV. - Cooper Crouse-Hinds	Blue
6036	COR Development Company, LLC - Inner Harbor - Phase I	Blue
4230	COR Development Company, LLC - Loguen Crossing Phase I	Blue
7544	Cortland County Industrial Development Agency	Black
5641	Cortland Downtown Partnership	Blue
6844	Cortland Plastics International	Blue
11797	CURRIER PLASTICS, INC.	Blue
1983	EBAC, LLC - Owers Vineyards	Blue
6370	Ephesus Lighting, Inc.	Blue
6715	FULTON THERMAL CORPORATION	Blue
7730	HealthWay Home Products, Inc.	Black
7495	HUHTAMAKI, Inc.	Black
6577	Inns of Aurora, LLC - Rowland House	Blue
8217	Matt Industries Corporation dba Dupli Envelope and Graphics Corporation	Blue
4835	Musical Theatre Festival, Inc. d/b/a Finger Lakes Musical Theatre Festival	Green
6223	Nojaim, Inc.	Blue
6529	Onondaga Convention Center Hotel Development Corporation - OCIDA-White Pine Commerce Park (Clay Business Park)	Yellow
6800	PDI, Inc. - Johnson Brothers Lumber Aquaculture	Blue
6274	Southside Community Coalition, Inc.	Green
5058	St. Joseph's Hospital Health Center	Blue
6419	SUNY Upstate Medical University - CNY Biotechnology Accelerator Buildout	Green
7457	Syracuse Center of Excellence in Environmental - NYE - RIC	Green
5986	Syracuse Economic Development Corporation - Sibley's Parking Garage	Green
8071	United Healthcare Service	Black
7375	Washington Street Partners, Inc. - Merchants Commons	Blue



## Round 2 Priority Project Status

CFA #	Applicant/Project Name	Status
14507	3Gi Terminals, LLC	Blue
16552	400 South Salina Street, LLC - Sibley's Building Redevelopment	Green
18461	BO-MER PLASTICS LLC	Blue
38181	Central New York Raceway Park, Inc. - Infrastructure	Green
19311	Central New York Raceway Park, Inc. -Soft Costs	Blue
16594	CITY OF CORTLAND - Cortland Downtown Parking	Blue
17219	City of Oneida - Elm Street Industrial Site Infrastructure	Green
19270	Community Memorial Hospital, Inc.	Blue
19115	COR Development Company, LLC - Inner Harbor Infrastructure - Phase II	Green
19145	COR Real Property Company, LLC	Yellow
19138	Crouse Health Hospital - Neonatal ICU Renovations	Green
17334	Design Concepts and Enterprises, LLC	Black
11906	Empire Farmstead Brewery, Inc. - Empire Farmstead Brewery	Red
15814	GIS Information System, Inc. d/b/a Polaris Library Systems	Black
18165	Growing Upstate Food Hub, LLC	Black
16964	Home Headquarters, Inc. -Prospect Place Mixed-Use Development	Red
17696	Homer Soy Products, LLC	Black
15396	International Boxing Hall of Fame	Black
18808	Knowles Cazenovia, Inc., div. of Knowles Corporation - Dielectric Laboratories	Blue
16678	Le Moyne College - Science	Blue
17931	Oswego Health, Inc. - Fulton Medical Endoscopy Center	Black
17597	Pall Corporation - Finger Lakes Center of Excellence	Yellow
16781	RAPID RESPONSE MONITORING SERVICES	Green
17814	Solvay Iron Works, Inc.	Black
16727	Sweet Spot Development - Camillus Mills Redevelopment	Green
15513	Syracuse Community Health Center, Inc. - Phase 1	Black
19908	Syracuse University - SU Connective Corridor Façade	Blue
16361	Syracuse University - Syracuse Stage	Green
18404	The Research Foundation for State University of New York - CNY Biotechnology Accelerator M&E	Green
17145	The Research Foundation for State University of New York -SUNY ESF Biomass Cooperative Innovation Center	Blue
17361	Total Care, Inc.	Black
16560	U.S. Optical, LLC	Blue
17641	Vibrant Syracuse Spaces, LLC dba The Gear Factory	Blue
19667	WAKEFERN FOOD CORP. -South Avenue PriceRite Supermarket	Green
14628	WST33, LLC - Plaza of the Arts	Blue

## Round 3 Priority Project Status

CFA #	Applicant/Project Name	Status
32093	300 East Washington Street LLC - NYNEX Building Rehabilitation	Green
29358	706 North Clinton, LLC - Redevelopment	Blue
31471	Ariston Dairy Products, LLC	Black
31711	CATHOLIC CHARITIES - Urban Partnership for Economic Opportunity	Blue
26825	Cayuga County - Dredging Little Sodus Bay	Black
31926	Cazenovia College	Green
31097	Central New York Raceway Park, Inc. - Construction	Green
28556	CNY Fabrication, LLC - G.A. Braun	Blue
31329	COR Real Property Company, LLC - Loguen Crossing	Orange
32549	CORNELL COOPERATIVE EXTENSION - Madison County Malting Feasibility Study	Black
31812	Cortland Line Holdings	Green
31108	C'Ville Cafe, Inc./Byrne Dairy	Black
27128	Discovery Center of Science & Technology d/b/a MOST - Energy Exhibit	Green
27308	Filtration Lab USA, Inc. dba Northland Filter International - Equipment	Green
30940	G.C. HANFORD MFG., CO. - Manufacturing	Black
24055	Inficon, Inc.	Green
29292	Johnston Paper Company, Inc.	Blue
31772	L&JG STICKLEY, INC.	Yellow
32530	Marc P. Pietropaoli MD PC - Victory Sports Medicine Complex	Black
28685	MARQUARDT SWITCHES, INC. - Global Technology Center	Blue
28902	Near Westside Initiative, Inc. - Case 3 Unit Saltmakers	Green
32160	Onondaga County Department of Water Environment Protection - Baldwinsville-Seneca Knolls Wastewater Treatment Plant	Green
26769	Queensboro Farm Products, Inc. -Equipment	Black
28057	Southern Graphic System Equipment	Black
31424	Syracuse Community Health Center, Inc. - Phase 2	Black
32195	Syracuse University - Facade Phase III	Blue
37136	TESSY PLASTICS	Black
31959	TRW Automotive - Transportation Electronics Division	Black
38194	US Concrete and Block Company, Inc.	Black
26876	YMCA of Greater Syracuse, Inc. - NW Family YMCA	Blue

## Round 4 Priority Project Status

CFA #	Applicant/Project Name	Status
39774	20/East LLC - Agritourism	Blue
42427	538 Erie Boulevard West LLC - CG Meaker Redevelopment	Blue
39866	Adirondack Cookie Co., Inc. dba Corso's Cookies - New Plant	Black
39396	Altmar Genesee, LLC -Tailwater Barn Banquet Facility	Blue
41162	Bauer Performance Lacrosse, Inc.	Black
40747	Cazenovia Hospitality LLC	Blue
39913	CNY Enterprise Development Corp. - Quasi Equity Loan Program	Green
41093	CNY Enterprise Development Corp. - Selkirk Point Redevelopment Planning & Design	Green
42129	City of Auburn- Smart Grid Implementation	Green
39018	Colgate University -Center for Art and Culture	Black
39965	Common Space Development, Inc.	Blue
42704	COUNTY OF OSWEGO IDA - Incubator	Blue
42074	Crouse Health Hospital - Emergency Department	Green
41709	EBAC, LLC - Owera Farm Winery II	Green
41970	Empire Housing and Development Corporation - The Inner Harbor One-Stop Veterans Center	Black
35685	Euphony Inc. -Audio and Speech Technology	Green
41908	Good Nature Brewing, Inc. - New Farm Brewery Facility	Green
41345	Hardwood Transformations Inc - Engineered Hardwood Flooring Panel Project	Green
38740	Home HeadQuarters, Inc.	Green
42179	Infinity Armory, LLC - SKY Armory Phase II	Green
40944	Le Moyne College Coyne Building	Blue
40213	Oneida County Radar Installation	Green
40033	Onondaga County Carnegie Building Rehabilitation	Green
41464	Onondaga County Department of Water Environment Protection - Inner Harbor/ North Side Sanitary Sewer	Green
41295	Onondaga Historical Association - Iroquois Heritage Center	Green
43032	Oran Station Brewing Supplies LLC	Green
39911	Paradise Companies II, LLC - Excellus 2014	Green
43271	Redhouse Arts Center, Inc. - Arts and Culture Complex	Green
39934	SBB Inc.	Black
42295	St. Joseph's Health - Northside Training and Entrepreneurship Center	Green
37541	Stonewell Bodies Machine, Inc.	Black
41216	Sunoco, Inc. - Truck Scale and Entrance	Blue
42641	Syracuse Community Hotel, Inc., dba Marriott Downtown Syracuse Hotel Redevelopment	Blue
42946	Syracuse Economic Development Corporation - Shalimar Properties	Blue
42277	The Brewster Inn - Banquet Hall and Inn Expansion	Black
42685	The Cortland Companies	Black
41726	Town of Clay - Three Rivers Point Improvements	Black
39512	US Intercorp LLC	Black
38746	VG Rentals, Inc.	Blue

## Round 5 Priority Project Status

CFA #	Applicant/Project Name	Status
49727	400 West Division Street, LLC - Solar Street Mixed-Use	Green
54781	900 East Fayette Group LLC	Green
54146	Ascension Gaming Network, Inc. - Network Facility and Equipment	Green
54969	CEA Holdings, Inc., dba CEA Fresh Farms Indoor Farm	Black
53073	City of Cortland- Main Street Feasibility Study	Green
57237	Community Memorial Hospital, Inc. - Emergency Department	Green
56255	COR Van Rensselaer Street Company, LLC - Mixed-Use Construction	Green
55272	Cortland Plastics International	Green
50896	Crouse Health Hospital - Chemical Dependency Treatment Facility	Green
55787	Earned Visibility, Inc. - Terakeet Relocation	Green
53428	Empire Farmstead Brewery, Inc. - Brewery Expansion	Red
55760	Empire Housing and Development Corporation - The Inner Harbor One-Stop Veterans Center	Black
53471	Farm It Out Produce, Inc.	Green
53896	FELIX SCHOELLER TECH PAPERS, INC - Silicone Coating Line	Yellow
56983	Gear Motions, Nixon Gear Division	Blue
55932	Gelesis, Inc. - Facilities and Equipment	Green
52673	Giovanni Food Co., Inc. - Consolidation and Upgrade	Green
55924	Housing Visions Consultants, Inc. - Crescent Commons Main Street	Green
52423	Inns of Aurora, LLC - New Hotel Facilities	Green
57225	Interface Performance Materials, Inc. - Production Line	Black
56382	JPW INDUSTRIAL CONTRACTING, INC - Paint Bay	Green
57502	Lake Ontario Water Park, Inc.	Green
56398	Lake View Manufacturing LLC, dba Aurora Shoe Company	Green
57367	Life of Reilley Distilling Company	Green
56317	McNeil Development Company LLC - Insurance Office Campus	Green
55667	Morse Manufacturing Company Inc. - Building and Equipment	Green
52738	Near Westside Initiative, Inc. - Neighborhood Performance Infrastructure Facility	Green
56926	Oswego County IDA Incubator	Green
57955	Park Avenue Lantern Corporation - The Dietz at Leavenworth Park	Green
57946	Power Guardian New York - Green Energy	Black
55282	Prima Terra Properties, LLC - Crossroads New Hampton Inn and Out Parcels	Green
54394	SR Energy, LLC - Integrated Biomass Processing Facility	Black
53109	Sunoco, Inc. - Malted Barley	Green
55232	Syracuse 727 LLC (formerly Varsity BLVD South Crouse Avenue)	Green
55153	Syracuse Lighting Company LLC - Brewery & Mixed-Use	Yellow
55106	Syracuse Regional Airport Authority - Hancock Airport Planning Study	Blue

## Round 5 Priority Project Status, continued

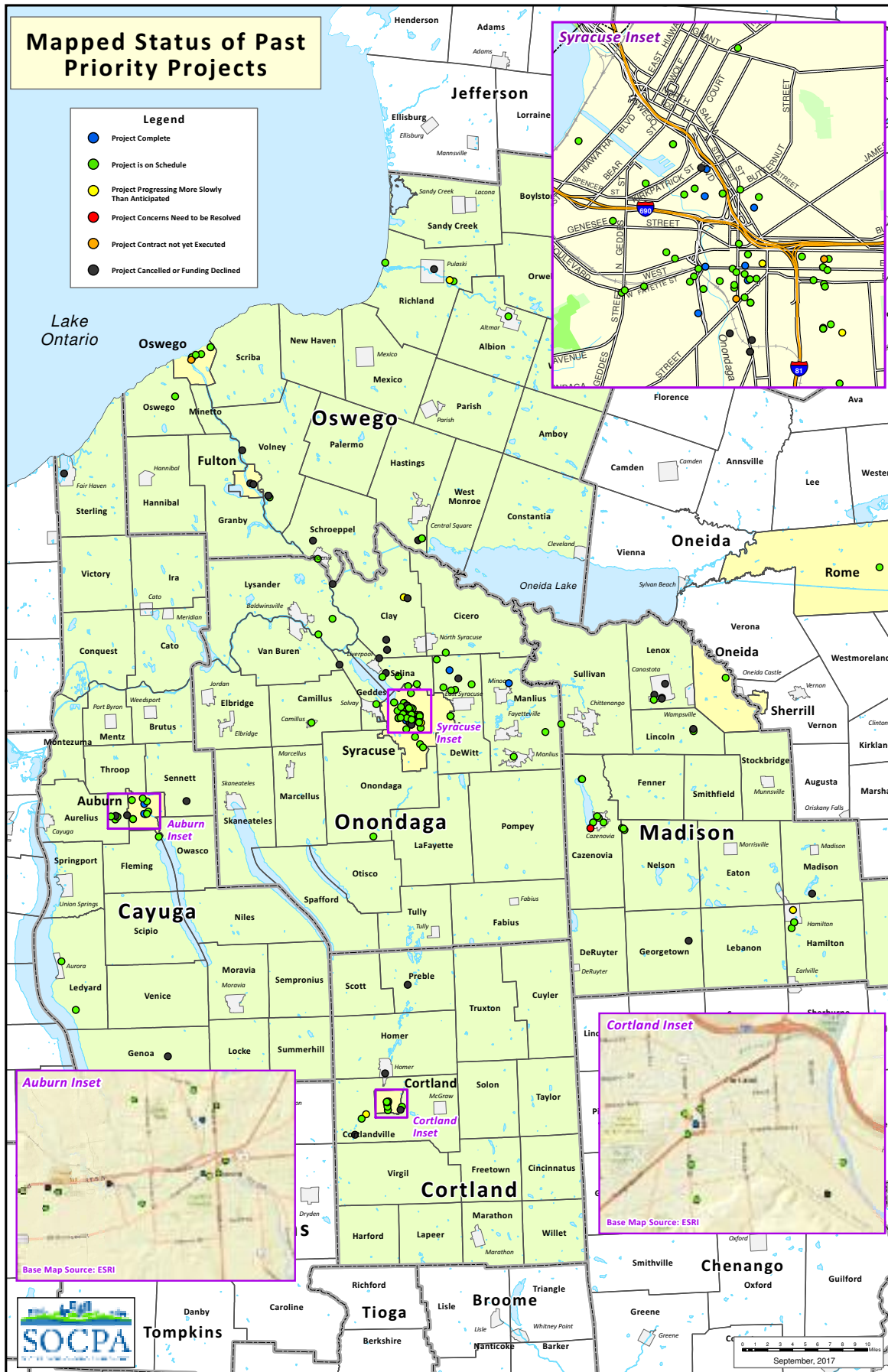
CFA #	Applicant/Project Name	Status
57662	Syracuse University - Veterans Resource Complex	Yellow
55627	The Kimberly at Grant Boulevard, LLC - Kimberly Enterprise Center	Green
51292	Tony Baird Electronics, Inc.	Green
51126	Town of DeWitt Multi-Sports Complex	Green
56466	Triad Recycling and Energy, Corp. - Recycling Facility	Black
56482	Village of Phoenix - Marina Feasibility Study	Green
52960	Visiting Nurse Association of Central New York, Inc. - Continuing Care Call Center	Green
56313	Whitlock Partners Ltd -South Salina Street	Green

## Round 6 Priority Project Status

CFA #	Applicant/Project Name	Status
66955	55 Main Street Holdings LLC - Revitalization	Green
61899	Beak & Skiff Holding Company, LLC	Green
65632	Cayuga Economic Development Agency, Inc. - Cayuga Innovation Business Accelerator	Green
68430	CIDEC, LLC	Green
67639	City of Oswego - Oswego Multi-Purpose Athletic Community Facility Feasibility Study	Green
51982	Clear Path for Veterans, Inc.	Green
68519	Cortland Downtown Partnership - 38 Arts Actor's Hostel and Performance Venue	Green
63438	Crouse Health Hospital - Prompt Care	Green
66698	Half in the Bag Brewery, LLC - Willow Rock Brewing Company	Green
66412	JD Farms - Biomass Processing Facility	Black
67454	Le Moyne College - Quantitative Reasoning Center	Green
66379	Northeast Information Discovery, Inc.	Green
66739	Oneida Air Systems	Green
63681	Onondaga Historical Association - The Brewseum at Lightworks	Yellow
68318	OPERATION OSWEGO COUNTY, INC - Mitchell Street	Green
65217	Owasco Lake Hotel, LLC	Green
68303	Steri-Pharma LLC - Line 7	Green
67713	Town of Cortlandville - Guchess Athletic Complex	Green
67315	Town of Oswego - Route 104 Sewer Study	Green
64381	United Cerebral Palsy Assoc. Cayuga County, Inc.	Green
68697	Weaver Machine	Green

### 4) MAPPED STATUS OF PRIORITY PROJECTS

The following map shows the location of past priority projects from Rounds 1-6.



## 5) AGGREGATED STATUS OF ALL PAST ESD PRIORITY PROJECTS

Project Status	R1	R2	R3	R4	R5	R6	Total	% of all Projects
Blue: Completed	16	12	7	11	2	0	48	24.49%
Green: On Schedule	5	10	9	18	32	19	93	47.45%
Yellow: Progressing Slowly	1	2	1	0	3	1	8	4.08%
Red: Concerns	0	2	0	0	1	0	3	1.53%
Orange: Not Yet Executed	0	0	1	0	0	0	1	0.51%
Black: Canceled	5	9	12	10	6	1	43	21.94%
<b>Total Projects</b>	<b>27</b>	<b>35</b>	<b>30</b>	<b>39</b>	<b>44</b>	<b>21</b>	<b>196</b>	

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

Round	Total Award	Total Project Cost	Total Projects	ROI
Round 1 ESD	\$26,194,000	\$305,064,269	22	11.6
Round 2 ESD	\$19,865,000	\$136,540,561	26	6.9
Round 3 ESD	\$12,135,000	\$148,901,599	18	12.3
Round 4 ESD	\$20,860,000	\$212,572,630	29	10.2
Round 5 ESD	\$25,182,500	\$387,204,624	38	15.4
Round 6 ESD	\$9,968,000	\$83,050,008	20	8.3
<b>TOTAL</b>	<b>\$114,204,500</b>	<b>\$1,273,333,691</b>	<b>153</b>	<b>11.1</b>

\*Excludes terminated projects and five year payroll

## 2.2 STATUS OF ALL PROJECTS AWARDED CFA FUNDING

### 1) SUMMARY

Since round 1, 476 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, 376 projects awarded CFA funding are moving forward at or ahead of schedule; more than 36 percent are complete and over 42 percent are on schedule. Various projects are highlighted in the latter sections of this report.

### 2) AGGREGATED STATUS OF ALL PAST PRIORITY PROJECTS

Project Status	R1	R2	R3	R4	R5	R6	Total	% of all Projects
Blue: Completed	61	35	39	27	10	0	172	36.13%
Green: On Schedule	13	18	25	34	66	48	204	42.86%
Yellow: Progressing Slowly	1	3	1	1	3	1	10	2.10%
Red: Concerns	0	2	0	0	1	0	3	0.63%
Orange: Not Yet Executed	0	0	1	1	4	23	29	6.09%
Black: Canceled	8	14	15	12	7	2	58	12.18%
<b>Total Projects</b>							<b>476</b>	

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

Round	Total Award	Total Project Cost	Total Projects	ROI*
Round 1	\$96,318,907	\$464,637,020	74	4.8
Round 2	\$86,406,746	\$219,687,957	60	2.5
Round 3	\$61,589,864	\$717,765,364	67	11.7
Round 4	\$70,767,623	\$284,406,554	63	4.0
Round 5	\$124,569,112	\$495,793,536	84	4.0
Round 6	\$61,956,357	\$160,212,123	73	2.6
<b>TOTAL</b>	<b>\$501,608,609</b>	<b>\$2,342,502,554</b>	<b>421</b>	<b>4.7</b>

\*Excludes terminated projects and five year payroll

### 4) JOB CREATION - ESD PRIORITY PROJECTS ONLY\*

Round	Current Existing Jobs	At Risk Jobs Retained	Projected Jobs Created	Jobs Created	Total Projects
Round 1	4,056	158	351	339	22
Round 2	3,787	623	410	528	26
Round 3	1,766	373	540	176	18
Round 4	2,454	68	438	342	29
Round 5	4,063	128	660	98	38
Round 6	311	95	252	5	20
<b>TOTAL</b>	<b>16,437</b>	<b>1,445</b>	<b>2,651</b>	<b>1,488</b>	<b>153</b>

\*Does not include cancelled projects

### 5) FULL LIST OF ALL FUNDED CFA PROJECTS

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



# 3 IMPLEMENTATION AGENDA

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## 3.0 IMPLEMENTATION OF 2017 STATE PRIORITIES

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2016-2017 marked a distinct acceleration in implementing priorities set forth in previous versions of this plan. The CNYREDC experienced strong progress in its priority projects, priority strategies and Signature investments outlined in the *CNY Rising* plan. This growing momentum is outlined below.

### 1) LIFE SCIENCES CLUSTER

The life sciences industry—encompassing life, health and biomedical sciences (LHBS)—is a dominant economic force in Central New York. Health care services employ nearly 44,000 people in Central New York, nearly 15 percent of all employment in the region. The LHBS cluster is also highly concentrated and diversified throughout the community with significant manufacturing, clinical, training, research, and educational assets devoted to continued growth and innovation. Given the capabilities within the cluster, detailed later in this report, LHBS are not just the economic backbone of the region; they also can also be deployed to address regional health needs.

#### 2016-2017 Progress:

Full details of the CNYREDC's strategies and projects related to the CNY Life Sciences Cluster Plan can be found in Part 6 of this report.

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

- Build a research and development pipeline for rapid response to emerging biological threats
- Develop a medical device innovation ecosystem through industry/academic collaboration
- Expand upon environmental health and environmental medicine expertise in Central New York
- Grow a precision and personalized medicine (PPM) cluster in Central New York

### 2) SUPPORT DOWNTOWN REVITALIZATION INITIATIVE

#### 2016-2017 Progress: CNY Downtown Revitalization Initiative Round 1 Update

In July 2017, Gov. Andrew Cuomo announced 12 winning projects for the city of Oswego's \$10 Downtown Revitalization Initiative, the CNYREDC community selected as the DRI's Round 1 recipient.

Oswego was selected because as 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 one-time investment has the potential to produce considerable long-term growth and prosperity in the region. The city's assets include a scenic waterfront location, a compact and walkable downtown, a rich cultural history, and several anchor institutions and major employers—such as SUNY Oswego, Oswego Health, the Port of Oswego Authority, Novelis Corp., Exelon and Entergy, Oswego County Opportunities, St. Luke's Health Services—and a host of small businesses, including hotels, inns, shops and restaurants.



*Downtown Oswego*

The 12 projects selected for Round 1 DRI funding are:

1. **Complete Streets Streetscape Make-over on West Bridge Street:** Transform a critical downtown intersection into a pedestrian- and bike-friendly streetscape through Complete Streets streetscape features such as sidewalks that are ADA-compliant; cross-walks and sidewalk bump-outs; street striping; and green infrastructure. This project anchors and supports an important cluster of surrounding DRI projects, and provides a safe, attractive and appealing connection between upper downtown and the waterfront area. This project builds on two other investments from the Governor—a recent \$500,000 grant from the state Department of Transportation’s Transportation Alternatives Program (TAP) to make sidewalks ADA-compliant along this corridor and a previous DOT grant for complete streets improvements along another section of the Route 104 corridor.
2. **West First Street Multi-Building Redevelopment:** Create a multi-building, mixed-use commercial and residential project to replace existing buildings and a vacant lot on West First Street. Up to 40 new housing units will be created downtown, which will generate more 24/7 downtown activity, improve visual aesthetics and support nearby businesses. A collaborative multi-owner partnership was created to develop these buildings as one unified project.
3. **Harbor View Square Mixed-Use Development:** Transform an underutilized industrial brownfield site on the waterfront in downtown Oswego into a mixed-use residential and commercial development that will provide 75 units of new housing and 8,000 square feet of ground floor retail and commercial space along the West First Street corridor. The new development will provide much-needed housing options to the downtown and will activate the blocks between the heart of downtown and Lake Ontario, better connecting downtown to the lakefront a creating a more vibrant pedestrian environment.

4. **Transform the Aging Midtown Plaza:** Create an attractive, mixed-use gateway development on the east side of the Oswego River with 45,000 square feet of commercial space and 95 housing units. The existing structures on the site, which have long been an eyesore for the downtown, will be demolished and a new attractive anchor development will take their place as an anchor and catalyst for additional investment and growth on the east side of the Oswego River.
5. **Restore the Historic Buckhout-Jones Building:** Stabilize and restore the facade of the historic Buckhout-Jones building located in the center of downtown. The building, listed on the National Register of Historic Places, houses the Children’s Museum of Oswego and is a centerpiece in downtown Oswego. Renovations will improve the building’s appearance and ensure that it continues to exist intact.
6. **Transform the Historic Cahill Building into Upscale Housing along the River:** Provide riverfront dining, build six housing units in a historic building and build six new townhomes on the same site to create additional housing choices. The Cahill Building is the oldest structure in Oswego, serving as a strong symbol of both the city’s past and its new future with the DRI funds. It was recently saved from demolition and stabilized by a local developer to make the project possible.
7. **Create a Pocket Park on Market Street:** On city property in a key central downtown location, adjacent to a cluster of surrounding DRI projects. Design a flexible, creative small public space for community gatherings and public events space, which will provide a much-needed connection between West First Street and Water Street.
8. **Create an Indoor Water Park as a New Downtown Destination:** Construct the new indoor Lake Ontario Water Park to attract visitors and create a four-season family destination downtown, linked to an existing hotel and event/conference center near the waterfront. The facility will build on existing anchor developments and attractions in the downtown to strengthen the appeal as a family destination.
9. **Renovate the Children’s Museum of Oswego:** Renovate space and install hands-on educational and cultural exhibits for the Children’s Museum of Oswego, located on the ground floor of the historic Buckout-Jones Building. The museum upgrades will enhance the ability of this local attraction to bring visitors to downtown Oswego.
10. **Complete the Downtown West Gateway Project:** Redevelop a single-story structure on the corner of West First and West Bridge streets into a two-story, mixed-use building that will activate this key intersection in the core of the downtown. The completely renovated building will provide high-quality ground floor retail space and will include a vertical addition to add 12 upper-story residential units and a rooftop deck with views of the Oswego River that will be used as an outdoor restaurant. Parking will be provided for residents in the building’s basement.
11. **Support Local Business Growth, Building Renovation, and Outdoor Programming:** Establish a revolving loan for private improvements to commercial interiors; a combined grant/loan fund for facade improvements; matching grants for renovating upper floors for housing; and a matching grant program for outdoor programming in the downtown. This investment will encourage additional investment in existing downtown buildings and support active programming to attract more visitors.
12. **Improve the River Walk:** Construct improvements to the riverfront trail network to provide better connections to the downtown and offer more user amenities. Upgrades will include new fencing, landscaping, lighting, seating, and signage as well as new access points and signage. These improvements will encourage greater use of the trail and increase its ability to attract and retain visitors to the downtown.

These projects build on the city's existing strengths, boost business growth, foster new residential and retail development, and enhance and tourism opportunities. With this investment and its well-thought-out Downtown Revitalization Initiative plan, Oswego is positioned for a transformation while maintaining its small-town charm.

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

- Support successful development of round 1 DRI projects in downtown Oswego.
- Provide technical assistance to the winning community of the round 2 DRI as it works to implement its project plan.
- Identify and work with communities interested in submitting a potential round 3 DRI application.

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

The availability of talent is consistently raised as one of the key challenges facing firms in Central New York. While the demand for talent is not exclusive to the region, many of the region's fast-growing industries feel stymied in expanding in Central New York by the inability to attract the employees they need. At the same time, this area has long been known as a talent generator, attracting nearly 200,000 students to the 12-county CenterState NY region's 43 colleges and universities every year.

**600 job openings  
in UAS and  
Aerospace  
industries  
expected in  
2016-2017**

Many of the region's business associations hear regularly from their members that attracting high-skilled and highly specialized talent is a key challenge facing their growth. In a recent CenterState CEO member survey, 29 percent of respondents indicated that the availability of skilled personnel was a major pressure point in 2016 and 74 percent indicated that their company would be impacted by workforce and talent issues in 2017. In addition, finding and retaining diverse candidates remains a laudable, yet often unachieved, goal for a variety of reasons.

At the same time, many jobs remain persistently unfilled. The state Department of Labor estimates 6,265 job openings in Central New York in 2017, with jobs in architecture and engineering, construction, health care, management, sales, and office support in highest demand.

Overall, the labor force in the CenterState NY region has declined by 5.8 percent in the past decade; compared with a 4.2 percent increase in the overall U.S. labor force. Importantly, though, the CenterState NY region's young adult workforce has increased 5.6 percent since 2010.

#### 2016-2017 Progress:

In 2016, the Onondaga Citizens League examined the region's workforce needs in its "How CNY Works" study. The year-long analysis concluded that there are many promising areas for job growth in Central New York, many of which are linked to priority industries addressed by the CNYREDC. The study also recommended additional analysis and action on examining employer recruitment and hiring practices, better understanding individual workforce needs of these priority industries and fostering stronger collaboration between employment service providers, the education system, and employers.

In light of this study, and in response to the serious challenges of the emerging 'battle for talent,' the CNYREDC established a new **Talent Task Force** in 2017 (see Section 4.1 for list of task force members). The task force draws together members of priority industries experiencing strong demand for jobs, placement services and recruiting firms, representatives from organized labor, colleges and universities, and leaders from the economic inclusion ecosystem to identify the demand and establish strategies to address the demand for talent in the region's key industries.

Among its objectives, the task force will:

- Examine the skills gap and demand for talent issue in Central New York
- Survey industries and educational institutions in the region to identify skills gaps
- Inventory and examine existing workforce training programs and initiatives (including internship and apprenticeship programs; recruiting strategies, such as Come Home to Syracuse; spousal placement programs; retention strategies; and targeted marketing efforts) and how they could be integrated into its final recommendations
- Examine the potential impact to the community if this challenge is not addressed
- Issue strategy recommendations to jointly address what is becoming one of the community's leading growth inhibitors

The task force will operate in 2017 and 2018 and is expected to deliver an initial analysis and draft recommendations in early 2018.

Although the community demands collective action, many organizations and programs are already addressing this need. As will be discussed in the **Opportunity Agenda** section, a number of initiatives are providing a meaningful link between the private sector and workers at the lower end of the skills spectrum. There are also many successful programs and businesses that work in the recruitment space to fill the demand for mid and high skilled positions. The Talent Task Force will be responsible for identifying these successes and providing a forum for better coordination in addressing existing gaps and needs.

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

- Support ongoing efforts to fill specific workforce needs in priority industries
- Connect businesses into demand-driven workforce development programs
- Develop and launch recommendations from Talent Task Force

## 4) IMPLEMENT STRATEGIES THROUGH THE PROJECT PIPELINE

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

In response to a noticeable decline of applications in round six, the CNYREDC's Public Participation Work Group (PPWG) instituted a new process for round 7 to increase the number and quality of applications for assistance. The PPWG created a pre-application process that included six forums to inform the public on how to apply and advise potential applicants on what makes a strong application. These forums drew more than 350 participants and 108 pre-applications. All 108 of the resulting applications were reviewed and scored, and applicants were contacted with advice on how to strengthen their application, improve project readiness, and identify which state program would provide their project with the best chance to receive funding.

Projects are then scored according to statewide endorsement standards. Once projects are awarded funding, the CNYREDC continues to work with project applicants by providing continued technical assistance to address any challenges and ensure project success.

## 5) MEASURE PERFORMANCE AND PROGRESS

The CNYREDC recognizes that a static document is not a sound prospectus for the region's future and, therefore, does not treat this strategic plan as such. Indicators of performance and progress can be found throughout the charts in Section 2, including:

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

Additionally, in its first year, the CNYREDC developed a dashboard of regional performance indicators to measure and track progress, evaluate successes, and identify areas that need attention as the council focuses on implementation of its plan. It has used these indicators for seven years as a way to gauge the regional economic health of Central New York.

Importantly, the CNYREDC's adoption of these indicators has led to more leaders in the public, private, and nonprofit spaces to recognize that regional exports and poverty rates should be in the same conversation as unemployment and number of jobs created annually.

An updated dashboard of these metrics can be found in Section 2.0. This dashboard indicates that the region continues to experience an uneven recovery from the Great Recession. While the unemployment rate continues to decline at the same rate as other areas in New York, much of that decline is from individuals leaving the labor market instead of entering the workforce. On a positive note, the total number of jobs and business establishments have slightly increased while average wage growth is the strongest it's been in decades. At the same time, the growing regional poverty rate remains an area of significant concern. This indicator has been one of the most persistent challenges for Central New York in the past decade and continues to rise despite new attention and investment.

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

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

## 6) SUPPORT ONGOING INITIATIVES

### a. Regional Economic Cluster Plan



In 2015, the CNYREDC identified the data to decisions (D2D) functional cluster as the region's economic cluster program. A functional cluster is the grouping of companies around technical capabilities instead of the ultimate product they create. In Central New York, a clustering of companies in the life sciences, aerospace, information security, and clean tech industries share unique capabilities to provide secure systematic application of algorithms and architecture to distributed sensor data and dynamic, networked databases to make smart, real-time decisions. At the time, regional partners identified many factors that indicated this clustering of technical capabilities, including:

- More than 50 companies directly involved in data to decisions systems and technology, employing over 9,000 workers in Central New York
- Technology competencies in sensing, signal processing and controls, cybersecurity, systems integration and engineering, machine learning, and decision support
- From 2009 to 2012, 935 D2D-oriented inventions were patented in Central New York, representing nearly half of all patents generated in this region during that time
- Significant institutional assets to support the effort include the Air Force Research Laboratory's Information Directorate in Rome, which issues \$1.2 billion in research and development contracts each year; and university engineering, biotechnology, computer science, and information studies departments at SUNY Upstate Medical University, SUNY College of Environmental Science and Forestry, Syracuse University, SUNY Oswego, Cornell University, Clarkson University, Binghamton University, and SUNY Polytechnic University.

At the time, regional partners indicated that a focus on market scouting, company-based product development and new venture development were key needs to drive the functional cluster forward in Central New York. While the region remains committed to supporting the growth of this functional cluster, that support has evolved to focus specifically on the individual needs of three distinct, yet interrelated, market opportunities within the D2D space: **unmanned aerial systems (UAS), life sciences and biotechnology**, and **thermal controls**. Each of the individual opportunities and interventions within these markets is discussed in more detail in Section 3.1 of this report, but it's important to note that each of these specific opportunities grows out of the clustering of expert talent in sensing and dynamic decision making.

### b. Regional Hot Spots and Business Incubators

CenterState CEO's **The Tech Garden** in Syracuse saw another successful year of more than 60 startup companies leveraging the benefits of Central New York's Innovation Hotspot in 2017. The Tech Garden serves as the physical hub of the Hot Spot Program and offers the programs, resources, and events to support both virtual and resident startups and works with partners across the region to better align and collaborate.

The Tech Garden and Innovation Hot Spot Program employ existing resources and strategic partnerships to help entrepreneurs create strong business models, bring new technologies to market, and maximize the Hot Spot benefits available to them.

These strategic partnerships include StartFast, Syracuse University's South Side Innovation Center, the CNY Biotech Accelerator, InSourcing incubator, Syracuse University's Blackstone LaunchPad, WISE Women's Business Center, and a variety of other entrepreneurial organization and associations. By communicating and sharing best practices, these organizations have collectively increased their value and, as a result, are able to provide higher quality services to entrepreneurs in the region.

The Central New York Innovation Hot Spot serves as a unifying force to identify and address barriers and inefficiencies impacting the region and continue to find ways to be as inclusive as possible for minority-, women-, immigrant-, and veteran-owned businesses. There are continued efforts to increase the communication and coordination between members of the expanding entrepreneurial network and fortify infrastructure to effectively deliver specialized programming and initiatives. To that end, The Tech Garden hosted the NYSTAR CNY Regional Asset Meeting in June 2017 to bring together this larger network, open a dialogue, and share challenges and lessons learned.

The companies that are joining the Hot Spot program continue to contribute to the advancement of innovations in thermal and environmental controls systems (TECS), biotech, and UAS innovation, as well as many others that are thriving in the region, from craft breweries to clean technologies.

Downtown Syracuse continues to show signs of progress and continued financial investment as it adds opportunities to eat, work, and play within walking distance of The Tech Garden. It also continues its revitalization efforts, including the innovation district and development of a tech corridor with support of the Central New York Hot Spot Council. Within blocks of The Tech

Garden, entrepreneurs can also reach Syracuse CoWorks and various graduated companies that have made Downtown Syracuse their permanent location.

Additionally, 2017 marks the first of a new five-year contract for the **NYSERDA funded Clean Tech Center at The Tech Garden** to commercialize clean energy companies. This specialized program supports clean tech entrepreneurs by taking them from early-stage to investment-ready companies, with customized learning experiences to accelerate their growth.

The Central New York Innovation Hot Spot and Clean Tech Center programs enjoy a strong partnership with the Syracuse Center of Excellence (SyracuseCoE). NYSERDA Clean Tech Center companies continue to utilize the SyracuseCoE's Analysis and Design Center and other programs in SyracuseCoE to improve the design of their products, develop prototypes, and commercialize their technologies. The Tech Garden, SyracuseCoE, and the Hot Spot program all help these clean tech center companies achieve milestones indicated in the NYSERDA contract.

Clean Tech Center Progress	
2017 (Q1)	To Date (Since 2009)
\$477,500 private capital raised	\$23M+ private investment leveraged
\$486,199 public funding raised	\$14M+ in public funding
\$453,324 new revenue	\$6.8M+ in revenue
1 new product	35 new products
3 new employees	159.5 clean tech jobs created/retained

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

In addition to the resource pool available online, The Tech Garden has developed a custom customer relationship management within Salesforce to better **track progress, impact data, and accountability for all client companies**. Adding more staff in 2017, The Tech Garden has higher capacity to coordinate education and training opportunities and document processes for its members.

In Oswego County, work continues to develop the **Oswego County Business Growth Center** (BGC), the transformation of a vacant former grocery market in the city of Oswego into a 43,000-square-foot, world-class, mixed-use incubator facility. In 2015, Vantage Point Economic & Transportation Development Strategies, LLC was hired to perform an independent feasibility study on the demand and market for a new incubator facility in Oswego County and the city of Oswego. The findings showed a strong need for a mixed-use incubation facility that catered to light industrial and service businesses. Acquisition of the real estate was completed in May 2017 by the Oswego County Industrial Development Agency and phased construction is anticipated to begin in early 2018.



*Oswego County Business Growth Center*

This new facility will replace the outgrown current National Business Incubator Association- certified incubator managed by Operation Oswego County in the city of Oswego. The current incubator, in operation for more than 25 years, has developed strong policies and support infrastructure that will make the new incubator facility a seamless transition. The BGC will contain more than 30,000 square feet of flexible incubation space and will include business development and entrepreneurial services and mentoring from partner institutions and businesses.

### c. Regional Opportunity Agenda



**CNY RISING**  
FROM THE GROUND UP

In partnership with the Brookings Institution and the National Fund for Workforce Solutions, partners in Central New York have begun to develop a model for understanding economic opportunity and the interventions that can have a meaningful impact within it. That model posits that distressed neighborhood revitalization, industry-aligned workforce development, asset building, and small

business development are the core strategies linking individuals to better economic outcomes. Each of those elements is addressed in this section or later in this report. Further, the model suggests that while those immediate interventions are important, they need to be done in a system that provides access to child care, social services, basic education, and job access.

**Work Train**, an initiative to address the challenge of unemployment and underemployment in Central New York, is creating solutions that benefit both businesses and jobseekers. During its initial pilot phase (2014-2017), Work Train has pulled together industry leaders in health care and manufacturing to identify their labor needs. Based upon their needs, Work Train assembled partnerships of education and training institutions (SUNY Onondaga Community College; SUNY EOC, Syracuse Educational Opportunity Center; and Cayuga County BOCES) and a wide array of community-based organizations to develop multidimensional workforce solutions.

During this pilot period, Work Train programs facilitated the placement of more than 300 individuals into industry-related jobs. Evaluation showed that workers placed out of Work Train-sponsored programs retained employment at significantly higher rates than workers hired into similar positions through companies' general recruitment processes.

Work Train has also piloted a workforce car buyer program with two Central New York credit unions, through which entry-level workers are purchasing reliable vehicles at affordable rates. Work Train has begun to work with several Central New York employers to promote retention and advancement of entry- and mid-level workers. Loretto Health Systems, through the support of Work Train, was admitted into the National Fund for Workforce Solutions CareerSTAT Employer Academy. Loretto was one of 20 health care employers nationwide to be chosen to participate in the yearlong learning opportunity with customized webinars, coaching, in-person sessions with peers and subject matter experts, and an industry-led community of practice for idea exchange. Loretto will use the opportunity to focus on retention and advancement of its entry-level workers. This can lead to better outcomes for vulnerable workers while also improving Loretto's margins.





*Work Train participants.*

Other notable Work Train updates include:

- Working with SUNY EOC, Work Train launched ProTrain, a career readiness program creating entry- to mid-level career opportunities in manufacturing and production. The program incorporates team and life skills with rigorous industry-based skills and academics, and provides workers with a foundational skill set that can be applied in multiple manufacturing sectors. ProTrain also lets some students extend training to specialize in certain skill areas (e.g., soldering). In its pilot phase, ProTrain placed nine out of 10 graduates into industry-related jobs. Notably, nearly half the class had criminal backgrounds and would typically be classified as hard to employ.



*ProTrain students and instructors celebrate the program's inaugural graduation.*

- In collaboration with Loretto Health Systems, Cayuga BOCES, and several Cayuga County community organizations and agencies, Work Train successfully replicated its Health Train program in Auburn. Fifteen out of 17 students were placed in jobs. The program marks an important moment in Work Train's evolution, as it's the first time a program has been replicated in a rural county.

The Syracuse City School District (SCSD), Onondaga Community College (OCC), Auburn High School, Cayuga Community College (CCC), and The Manufacturers Association of Central New York (MACNY) continue to partner on the NYS Pathways in Technology Early College-High School (P-TECH) grant. P-TECH offers a five- to six-year integrated high school and college curriculum from ninth grade onward. This partnership is focused on advanced manufacturing and brings together the best elements of high school, college, and the professional world for the students. The funding has been approved for seven years; the SCSD is in year four of the grant, while Auburn is in year three. More than 200 students have been impacted in Central New York in the 2016-2017 school year.

Scholars participate in workforce preparation and project-based learning activities with career coaches/mentors, tour manufacturing facilities, and shadow all types of manufacturing jobs. P-TECH juniors can have a summer internship at participating manufacturing companies by submitting their resumes and completing OSHA 10 safety training. P-TECH students can graduate with a Regents diploma and an associate's degree at no cost. The goal is to create a seamless pathway from high school to college to employment, aligned with industry needs, and provide students the skills and knowledge required to obtain well-paying jobs in advanced manufacturing. The partnership among SCSD, OCC, Auburn School District, CCC, and MACNY is helping to fill the skills gap in manufacturing.

OCC and a regional coalition of partners worked over the past year to develop and deliver employer-driven education and training programs that enable jobseekers to quickly develop the skills and credentials they need to gain access to middle- to high-skilled occupations and industries, and to support the competitiveness of employers in priority industry sectors. With support from the U.S. Department of Labor; state Department of Labor; and nonprofit foundations, including the CNY Community Foundation and JPMorgan Chase Foundation, OCC and its partners delivered training for more than 290 individuals and connected them with positions in advanced manufacturing, health care, and the food industries.

Other initiatives making progress include:

- **With Love, a teaching restaurant located on Syracuse's North Side**, launched by OCC in partnership with CenterState CEO, that prepares individuals to enter careers in the industry and to start their own small businesses
- **OCC's manufacturing boot camp** is being expanded in partnership with CNY Works and Madison County Economic Development to help unemployed workers retool for openings with area employers
- **A new mobile manufacturing learning lab** being launched by OCC, fully equipped with classroom space, computerized numerical control and mechatronics equipment to overcome space and transportation barriers and help more jobseekers launch new careers in Central New York's advanced manufacturing sector.



Regional partners continue to work together to streamline processes and build the cross-organizational infrastructure necessary to implement and sustain a strong career pathways system in Central New York.

In recent years, the Cayuga-Cortland Workforce Development Board (Cayuga Works) has restructured to be more streamlined and proactive in light of the federal Workplace Innovation and Opportunity Act. Administratively, Cayuga Works is gathering the strategic employment information necessary to inform policy, procedure, and legalities, as well as align training opportunities with the CNYREDC's priorities, to maximize state and federal workforce funds. Cayuga Works is providing the area's workforce with training by developing programs in connection with the SUNY system and other training facilities. Cayuga Works continues to match incumbent and new workers with STEM programs and business and tech skills to meet increasing industry demands.

#### d. Veterans Participation in the Workforce



The development of the **National Veterans Resource Complex (NVRC)**, an initiative led by Syracuse University to make Central New York a home for veterans and their families, is proceeding on schedule with an expected completion in fall 2019. SHoP Architects is completing the design of the building with an

expected completion date of architectural renderings of August 2017. Demolition and site preparation on the corner of Waverly and South Crouse avenues continues on schedule, with foundation work expected to begin later this year or in early 2018.



*Rendering of Syracuse University's National Veterans Resource Complex. Credit: Syracuse University*

Matching the community's commitment to offering economic opportunity to all of its residents, Syracuse University is working with community stakeholders and its construction manager to ensure significant participation of minority and disadvantaged small businesses (XBE), minority- and women-owned businesses, and veteran-owned businesses in the construction of the

Additionally, Clear Path for Veterans' WarriorsWorking program empowers veterans to enter the workforce by equipping them with the necessary skills and training. This program provides career services support customized to meet each individual's needs. Any veteran who seeks to start a career or desires to continue in their current workplace can benefit from the services offered.

Veterans who require additional support will work with a peer mentor. Clear Path's in-house programs are supplemented by resources offered through local community organizations and employers.

The WarriorsWorking Program provides the following services to veterans:

- Career counseling
- Skills assessment
- Access to peer mentor support
- Resume support
- Job search assistance
- Current job listings from area employers
- Interviewing techniques
- Mock interviews
- Workforce training programs
- Referrals to supportive services
- Post-employment follow-up



*Clear Path for Veterans*

## e. Local Government Engagement



At the core of Local Government Engagement is proactive communication with elected officials to identify solutions to municipal concerns that impact Central New York's economic development trajectory, and its residents. Central to these efforts is the ongoing work of Consensus, in Onondaga County, as well as the development of shared services plans in each county.

**Cayuga County:** In the last year, presentations have been held for the Cayuga County Association of Villages, as well as regular meetings 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 proactively and upon request to discuss past or ongoing CFA projects, and potential for future project funding.

**Madison County:** The Madison County Planning Committee receives monthly updates on state initiatives and project progress. The board of supervisors, Madison County's governing body, receives a quarterly update on economic development projects and priorities.

**Cortland County:** 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 CFA briefings. Annually, the staff advises county and local officials on potential funding sources for projects when the ESD resource guide is available. Additionally, the CCBDC includes relevant REDC/CFA information in its newsletter, distributed six times a year to more than 800 county county/town/village/city and other stakeholders and local media. CCBDC also has direct conversations with the business community to assess year potential projects and eligibility for REDC/CFA funding.

**Oswego County:** 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 6 CFA process and URI were presented. Also, information on upcoming workshops and CFA Round 7 were promoted. In June and August, OOC presented information on CFA Round 7 to the Oswego County Economic Development and Planning Committee meeting that was attended by approximately 20 people. Also, in July the Oswego County Economic Development and Planning Committee was presented information on Round 2 of the DRI process. In April, details on the Intent to Propose process for 2017 CFA applications were provided to the Committee.

## Consensus



An initiative creating a Commission on Local Government Modernization in Onondaga County—Consensus—to engage municipal officials and the community was named a signature investment of Central New York's *CNY Rising* URI proposal. The proposal is based on the notion that the current system of governance results in highly fragmented service delivery that is 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 and What It Costs*, and in January 2016, its *Options Report and Preliminary Committee Recommendations*. Consensus members participated in more than 80 community meetings in 2016, engaging more than 4,000 residents in face-to-face conversations. This effort was further supported by extensive news coverage and social media engagement.

With extensive community feedback, including a scientific survey of the community conducted by Siena Research Institute, Consensus published its full report in February 2017. The report included 50 recommendations for more effective and efficient local governance, more responsive and inclusive representation, and opportunities to enhance a climate for economic growth. Among these recommendations, Consensus endorsed the creation of a new Syracuse metropolitan governance structure.

The report has sparked a valuable, continuing community conversation among residents and elected leaders. It has also sparked inquiries and interest in local government reform from across New York. More importantly, it is starting to produce results.



Two Consensus recommendations have been adopted:

- **A merger of the Metropolitan Water Board and the Onondaga County Water Authority.** Initial projections indicate that this consolidation will result in annual savings of \$1 million. At the same time this initiative will allow for more streamlined and effective operational and capital planning for the water system.
- **The elimination of late fees for library books for children.** The commission noted that this recommendation does not produce direct savings to the community; however, it aligns with several community-wide initiatives to improve literacy among children in Onondaga County. This initiative is already bearing fruit as evidenced by improved test scores.



Local elected leaders are building on the work of Consensus. Two panels have been established to review the commission's recommendations. The Onondaga County Legislature led an ad-hoc committee that advised further action on seven Consensus recommendations. In addition, County Executive Joanie Mahoney chaired the Shared Services Panel, which adopted recommendations from Consensus and added action items. Ultimately, the Shared Services Panel's recommendations will be included in a public referendum.

### County Shared Services Plans

In the 2018 fiscal year budget, Gov. Andrew Cuomo established a new program to assist counties across New York in developing plans to examine and implement opportunities for shared services. The initiative, which echoes many themes of the Consensus commission, challenges the chief executive official in each county to create a shared services panel develop a property tax saving plan. Highlights of the plans developed by each county are found below:

- **Cayuga County** – Cayuga County has opted to wait to submit a final shared services plan until August 2018. However, a number of possible shared services have been identified through inter-municipal conversations and will continue to be explored in anticipation of this submittal, including: expansion of shared plowing and road maintenance, co-locating justice courts, combining local law enforcement, sharing back office operations, and having the county assume all assessment services under contract with the towns.
- **Cortland County** – Recommends continued participation in the municipal electricity and gas alliance, expansion of the Cortland County hyper-reach mass notification system, and participation in the Greater Tompkins Health Care consortium. Cortland County is also conducting in-depth reviews of centralized purchasing across several municipalities.
- **Madison County** – Proposes to establish a county-wide Health Insurance Pool, allow for the county to provide IT services for towns and villages, establish a county-based Assessor's Office, and consolidate the Cazenovia town and village.
- **Onondaga County** – Proposes to establish the Greater Syracuse Shared Services Council, allow Onondaga-County-Madison BOCES to offer information technology services and energy procurement services to towns and villages, allow sharing of street and highway maintenance equipment, and establish cooperative purchasing efforts such as the Medicare Advantage RFP issued by the city of Syracuse, Syracuse City School District, and county. OCM BOCES and its member school districts propose to establish a transportation hub to deliver shared transportation services, using school district buses and drivers.
- **Oswego County** – Oswego County has delayed the submission of a full Shared Service plan until the 2018 deadlines outlined within the law to allow more time for the legal and operational challenges of their ambitious shared service proposals to be resolved. Some of the proposed shared service ideas include municipal and county procurement, health insurance, courts, animal control, records management, property assessments, tax collection, wastewater districts, law enforcement services, and special needs transportation for school districts. The Oswego County Shared Services panel will continue to meet to refine its proposals while also giving New York State time to respond to the legal obstacles of the proposed shared services. The city of Oswego is also examining a potential partnership on joint purchasing with Onondaga County.

### f. Regional Global Marketing and Export Plan

Central New York, in partnership with the Mohawk Valley, has long been a leader in regional efforts to become more globally engaged and competitive. Since the launch in 2012 of the 12-county metropolitan export initiative, the CenterState NY Export Plan, the **CNY International Business Alliance** (CNYIBA) has worked throughout Central New York, the Mohawk Valley and the North Country to address some common barriers facing companies in the international marketplace. Companies are reticent to enter new markets, especially international ones, because of perceived differences in culture, business practices, and knowledge about market opportunities.

#### 2016-2017 Progress:

As it has done for the past five years, the CNYIBA looks to bridge these barriers through educating companies on export practices, helping companies better understand and quantify business opportunities, and using existing exporters to show how companies can have success in entering international markets. In addition, the CNYIBA continues to guide and advise businesses on being more strategic about how they choose and enter new export markets. Companies participate in the **ExportNY** program to develop new go-to-market strategies to grow or expand to new international markets. The CNYIBA and its partners at Syracuse University and the Central New York Technology Development Organization (CNYTDO) run two rounds of the four-month program and expect to have 14 participant companies in 2017.



*Giovanni Food Co. Inc. (CFA 2015) has utilized its REDC support and the Export Catalyst Program to expand its operations and explore global growth opportunities.*

*Credit: Giovanni Food Co. Inc.*



Graduates of the ExportNY program are then eligible to participate in the **Export Catalyst program**, which brings experienced consultants into participating firms to help them implement their go-to-market strategies. Participants receive assistance in compliance management, distribution planning, contracting, reviewing overseas markets, pricing, and logistics. To date, the Export Catalyst program has assisted:

- The Fountain Head Group
- Giovanni Food Co. Inc. (CFA 2015)
- Grand Slam Safety
- Hollowick Inc.
- Mercers Dairy
- Oneida Air Systems

Although national export growth had slowed since the boom years after the Great Recession, the CNYIBA continues to experience strong interest in its programs. On average it serves 120 companies per year through its events, programs, and one-on-one assistance, and approximately 380 companies in the past five years. Some of those companies, and their export successes, include:

- Spincar.com – The CNYIBA connected the company to many resources, including finding buyers in Germany, the Middle East, and Mexico. SpinCar also increased its export knowledge by completing the ExportNY program in 2017 and is energizing exports of its vehicle merchandising platform used by thousands of car dealerships.
- Mercers Dairy – A participant in the Export Catalyst program, Mercers Dairy is finding new sales opportunities, testing consumer acceptance in Western Europe (Paris), discussing test markets with French buyers, and working on buyers' missions.
- Aurora Shoe Co. (CFA 2015) – The company exports 70 percent of its product and is working with the CNYIBA to formulate an export plan. The CNYIBA also helped connect the company with an international trade specialist with the U.S. Department of Commerce.
- Cayuga Milk Ingredients LLC (CFA 2011) – Many regional partners have banded together to assist this strong exporter in dealing with pricing challenges in entering the Canadian dairy market.



Also in 2016-2017, Central New York and the Mohawk Valley worked to implement the CenterState New York Global Investment Initiative. Meant to strengthen the joint regions' approach to attracting foreign direct investment, this initiative calls for:

1. Focusing on industries of the future
2. Leveraging international connections
3. Engaging rationally
4. Leveraging merger and acquisitions to address capital, technology, and market challenges
5. Welcoming and supporting foreign-owned business

Central New York has experienced number of recent acquisitions or expansions from foreign-owned firms. These include:

- KIK Custom Products (Toronto) – acquiring Marietta Corporation, one of the largest employers in Cortland County
- Saab Defense and Security – relocating its North American headquarters to DeWitt and planning to add 260 new jobs to the existing workforce of 450. (URI Project)
- Inficon – completing an expansion of its facility, a project funded in round 3 (CFA 2013).
- Continued strong growth at foreign-owned firms, including Marquardt Switches, Novelis, Bitzer Scroll, and Felix Schoeller Group.



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

- Expand programs dedicated to helping companies build strategic export plans.
- Connect the region's entrepreneurship ecosystem to international partners and potential collaborators.



## 3.1 IMPLEMENTATION OF KEY REGIONAL PRIORITIES

As outlined in the Executive Summary, Section 1.0, Central New York’s original three strategic goals relate directly to New York State’s 2017 priorities of advancing interconnected strategies of:



The crosswalk graphic in Section 3.2 (4) indicates how these priorities are also embodied in the three pillars of economic growth outlined in the CNY Rising plan: **(1) Invest in key growth drivers; (2) Build an inclusive economy; (3) Develop enablers of prosperity.**

In addition to articulating three pillars of economic growth, the CNY Rising plan identified six areas of strategic investment that the CNYREDC determined to have outsize ability to bring positive economic growth to the region.

**CNY Rising Signature Investments**

	<b>Global Center for Unmanned Systems and Cross-Connected Platforms</b>		<b>National Veterans Resource Complex</b>
	<b>New York-Grown, New York-Certified—Safe and Market-Ready</b>		<b>Consensus Commission on Government Modernization</b>
	<b>Global Manufacturing and Logistics Hub</b>		<b>Alliance for Economic Inclusion</b>

The CNYREDC has pursued a distributed implementation model for these signature investments. Each individual area has either a distinct project sponsor or a committee of partners working with the council to help coordinate investments made to advance the focus area.

Furthermore, the CNYREDC has encouraged applications to be submitted for potential investment that align with its three pillars and strategies outlined in CNY Rising through the Consolidated Funding Application (CFA) intent to propose application. Projects submitted in this manner are reviewed by the council, which determines whether or not to invite the project sponsor to submit a formal application for funding.

### GOAL 1 - KEY REGIONAL & REVITALIZATION PLAN PRIORITIES

 <p>Strategic Plan Goal 1</p>	<p>CNY Rising Key Pillar of Economic Growth</p>	<p>2017 State Priorities</p>
<p><b>Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets</b></p>		

While unemployment in Central New York is at historic lows, job growth in many of the region’s leading industries has remained relatively flat in the past five years. Central New York was comparatively unaffected by the Great Recession because of the diversity of its industry sectors. As indicated in Section 2.0 (3) Key Regional Indicators, the council tracks nine interrelated industry concentrations—the vast majority of which are tradable sectors.

A summary of progress in key regional industry sectors and further actions needed to advance these growth drivers is found below.

## MANUFACTURING

Overall, the manufacturing sector continues to experience an uneven recovery from the Great Recession. Some subsectors within manufacturing—such as electrical equipment, appliance, component manufacturing, and food manufacturing—have experienced strong growth since 2010. Many of these subsectors have been identified as priority industries and are receiving resources and attention to aid in their growth. Yet, while many advanced manufacturing subsectors have strong growth prospects, manufacturing jobs only make up about 8 percent of overall employment in Central New York.

### 2016-2017 Progress:

In 2016-2017, a consortium of economic development, private-sector, and institutional partners continued to advance the local thermal and environmental control cluster through activities that received awards from five federal agencies under the 2012 Advanced Manufacturing Jobs and Innovation Accelerator Challenge. Over the last four years, 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 to innovate and grow; reducing risks related to adoption of emerging technologies; retraining displaced workers; and engaging historically disadvantaged individuals and communities.

Federal and matching funding for the AM-TEC initiative concluded in August 2016. Results include:

- 66 firms that employ more than 8,500 workers actively engaged in AM-TEC cluster activities
- 25 firms received assistance for exporting their products
- 22 firms received training in lean manufacturing
- 135 employees received training
- 20 firms received assistance in analysis and design of new products
- 98 jobs were created or retained
- \$11.4 million in sales increased or retained were reported.

Central New York experienced a number of individual manufacturing expansions:

- Anoplate — a new facility expansion will allow the company to increase capacity and update several aluminum processing lines and add employees, its growth driven by exports and growth of the aerospace industry.
- Anheuser-Busch Inbev — recently announced a \$10 million investment for production of non-alcohol drinks and new packaging machinery.
- Knowles — (formerly Dielectric Laboratories) was a recipient of Empire State Development grant funding and Excelsior Tax Credits in round 2 of the REDC process (CFA 2012). The company planned to relocate a line of business from a California plant and bring it into the existing facility in Cazenovia (Madison County). Knowles has completed the estimated \$3.6 million project, retained the 30 jobs that were committed as part of the project, and created more than the 60 new jobs that had been committed at the time of the award. This regional council investment aligned with all three of the council's overarching goals and has continued to provide a significant return on investment. Knowles continues to grow. The company is embarking on a \$2.6 million expansion and new clean room installation that will allow it to increase its Thin Film production. This expansion will create 18 more new jobs.
- Giovanni Food Co. Inc. — recently purchased a building to expand its business, an \$8.5 million project (CFA 2015).
- JMA Wireless — recently announced a \$34 million expansion, with plans for 288 new jobs.
- Tessy Plastics Corp. (URI project) — acquired former McQuay facility in Cayuga County to accommodate its growth.
- Feldmeier Equipment Inc. — has announced a new \$12.7 million, 130,000-square-foot manufacturing plant.





*JMA Wireless. Credit: NYS Office of the Governor*

- SAAB Defense and Security (URI project) — the company will add 100 jobs as part of a \$1.3 billion radar contract with U.S. Air Force.
- Welch Allyn (URI project) — broke ground on its latest expansion in May 2017, with plans to add 110 new jobs.

**URI**  
PROJECT

**URI**  
PROJECT

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

- Drive additional participation in the ExportNY and Export Catalyst programs to help manufacturing firms become more strategic about their global engagement.
- Integrate needs of manufacturers into existing (P-TECH and Work Train) and planned workforce development activities through the Talent Task Force.
- Establish a list of manufacturing firms that could be primary targets of foreign acquisitions and mergers to establish strong retention relationships.
- Assist manufacturers, particularly in the AM-TEC and UAS space, in meeting their manufacturing needs, including prototyping, 3D printing, and small batch manufacturing.



*Tessy Plastics  
Credit: NYS Office of the Governor*

**URI**  
PROJECT

## AGRIBUSINESS



Agriculture and agribusiness are foundational industries in Upstate New York. In the region more than 3,500 farms, many family-owned, operate on approximately 30 percent of the total land mass. Food processing remains a strong industry and is projected to grow by nearly 30 percent by 2022 by the New York State Department of



Labor. Some of the region's most promising economic development projects have come from new investments in high-tech food processing, such as Cayuga Milk Ingredients (CFA 2011) in Cayuga County.

The deep role agriculture plays in supporting rural and suburban areas was further reinforced when it was prioritized as a signature investment in CNY Rising. Interest in bringing new technologies to extend the growing season in Central New York and bring the region's bounty to more shelves across the world has grown in the years since this sector was prioritized.

### 2016-2017 Progress:

#### *Agribusiness Interregional Work Group*

The regional councils of the three winning URI regions—Central New York, Finger Lakes, and Southern Tier—continue to collaborate through an interregional work group focused on initiatives that all three regions can advance. As a result of these interactions, two initiatives are being developed:

- **The New York Food and Ag Competition (NYFAC)** – The three collaborating regions would host a rotating annual food and agriculture-related business competition/accelerator. Each region will identify an area of focus and seek applications, identify finalists, and award prize money based upon potential economic impact for the region and New York State. NYFAC will work collaboratively with Empire State Development, the state Department of Agriculture and Markets, Cornell University, existing business competition coordinators in New York State, and regional economic development organizations to finalize plans and pursue funding.
- **Shovel-Ready Sites for Agriculture-Based Projects** – Also underway is a coordinated effort to identify and validate shovel-ready sites for agriculture-based economic development projects, for both value-added processing facilities—such as dairy, produce, and aseptic packaging facilities—as well as sites suitable for controlled environment agriculture operations. A set of criteria will be established for each type of site and a request sent out to the 22 counties and their economic development organizations in the three winning URI regions. These sites will be evaluated for level of shovel readiness and level of investments needed for sites to be suitable for development. After this, a marketing campaign is planned for promoting the sites identified to the industry, both nationally and globally, to find potential users for the shovel-ready sites. The work group will seek the partnership of Empire State Development, county economic development organizations, utility companies, and professional services in engineering and marketing to carry out this initiative.

These two initiatives are viewed as a starting point to develop interregional collaboration on agricultural economic development for the three winning URI regions. The goal is to have Central New York, the Finger Lakes, and the Southern Tier become a hotbed for agricultural innovation and development, to become known as a major breadbasket for not only New York State, and a growing global marketplace that will increase the demand for safe and quality food. Utilizing the New York State Grown and Certified program will be a vital component to this development to ensure that existing and new agricultural businesses take advantage of this program.



### New York State Grown and Certified

Gov. Andrew Cuomo launched the New York State Grown & Certified program, which aligns with a key recommendation of the CNY Rising plan. This new initiative, run by the state Department of Agriculture and Markets, allows local producers who meet safe food handling best practices and demonstrate environmental stewardship to obtain a New York State Grown & Certified label and marketing materials to promote their produce and dairy products. Recent market research indicates that 74 percent of consumers would buy more New York State products with the Grown & Certified label. To date, several producers in Central New York have signed up to participate:



- BRI-Ton Farms
- Teeple Farms
- Long Point Orchards
- Reeves Farms
- Emmi & Sons
- Apple Acres
- Byrne Dairy

### Controlled Environment Agriculture

Controlled environment agriculture (CEA) is one of the key investment areas the CNYREDC identified for investment and growth. CEA facilities are enclosed greenhouse operations that allow for extended growing seasons and higher production per acre. Several regions in addition to Central New York had projects ready to move at the time of submitting the Upstate Revitalization Initiative and the REDC progress report in 2015. The expectation was that all across Upstate investments would be announced throughout 2016; however, there have been little investment or commitments of new CEA operations in since the URI awards were announced.

It has become clear that significant restraints prevent CEA investments from occurring in Upstate New York. Since investments are currently made largely through private equity (with little traditional financing) there is a lack of willingness and capital to invest in the site analysis and development necessary with CEA projects to determine if a site is suitable. Additionally, the region must do more to promote the significant investments available for CEA investments from New York State. The interregional work group is proposing an initiative to remove these barriers and spur growth in the CEA sector.

### Aseptic Packaging

Strong interest remains in the aseptic packaging industry, with more than \$150 million worth of investment being considered in Central New York for development of aseptic processing facilities. Much of this interest remains rooted in the dairy and beverage industry, but efforts persist to pursue a cooperative packaging facility for a variety of foods, resulting in extended-shelf-life products that can reach a broader national and international marketplace.

### Expansion Projects

Many individual agribusiness projects have moved forward. These include:

- Kriemhild Dairy Farms – Adding 1,350 square feet to its 5,400-square-foot facility in Lebanon (Madison County). The company is moving away from co-packing and now processes on site and is adding new product lines. It will add nine full-time jobs in the next two years.
- Good Nature Farm Brewery & Tap Room (CFA 2014) – Recently opened its new 3,000 square foot facility in Hamilton (Madison County), adding 16 full time jobs to the community.
- HP Hood LLC – HP Hood will invest more than



Credit: Good Nature Farm Brewery & Tap Room

\$200 million and create 230 new jobs in New York State over five years. Hood will repurpose the 363,000-square-foot, idle state-of-the-art processing facility to produce extended-shelf-life beverages. The company will also construct a 100,000-square-foot refrigerated warehouse. Hood plans to commence construction this summer and begin operating by the second quarter of 2019. Construction will create 524 jobs with a payroll of nearly \$26 million. Hood has four other manufacturing locations in New York that manufacture fluid and cultured dairy products such as milk, cream, cottage cheese, and sour cream.

- Reuse of Buckbee Mears site – Project sponsors are close to securing a reuse of the former Buckbee Mears site in Cortland County. The facility could be used as a pellet manufacturer, building off the strong wood products market in the southern part of the region.

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

- Expand the project pipeline for controlled environment agriculture projects and execute on existing pipeline of projects.
- Continue to partner with the multiregional agricultural work group to develop strategies and initiatives that drive new innovation and growth within agribusiness firms.
- Drive additional participation in the New York Grown and Certified label.
- Continue to pursue the creation of a consortium effort to build an aseptic packaging facility in Central New York.

### **UNMANNED AERIAL SYSTEMS**



The emergence of unmanned systems technologies is expected to be the next great evolution of civil aviation in the United States and around the world. A recent study from the Association for Unmanned Vehicle Systems International indicates that in the United States alone, the UAS industry will create more than 100,000 jobs and \$82 billion in economic impact by 2025.

#### **Proposed UAS Applications**

Mail and Freight Delivery • Transporting People • Environmental Monitoring • Agriculture • Media and Entertainment • Mapping and Imagery • Disaster Management • Law Enforcement • Public Safety, and beyond.

Central New York and the Mohawk Valley are well positioned to play a leading role in the global development of this industry. Major UAS and systems integrators, including Lockheed Martin and Saab, call the region home, with significant research and manufacturing functions. The Air National Guard's 174th Attack Wing is training civilians to operate and maintain complex airframes. The Central New York and Mohawk Valley regions have been designated as one of only seven Federal Aviation Administration- certified UAS testing areas in the country. This designation also brings partnership and interest from the Federal Aviation Administration and NASA in developing a regional support infrastructure for growing UAS technologies in the regions.

Additionally, aerospace and sensing systems have a long industrial heritage in the regions. The long-time presence of major firms like Lockheed Martin, SRC, and Saab has built a significant advanced manufacturing supply chain and seeded some of the regions' fastest growing firms, such as SRCTec, Gryphon Sensors, and C-Speed. Many of the regions' historic connections to this industry have been driven by the presence of significant military and research assets. The 174th Attack Wing (one of the country's first dedicated UAS units), an Air Force Research Laboratory in Rome (specializing in cybersecurity), and Fort Drum (the largest single employer in Upstate New York) are all located within Central New York and its surrounding regions. In total, aerospace and other sensing-related firms employ 22,000 in these regions. One-third of all patents registered to companies, individuals, and institutions in the regions are in sensing.



*Unmanned aerial system traffic management concept. Credit: NASA*

### 2016-2017 Progress:

In 2015, Central New York was awarded funding for Project U-SAFE to make the region a leading home of UAS-related technologies and innovation as part of the Upstate Revitalization Initiative. This award brought a significant down payment in supporting the growth of the UAS industry locally by underwriting the development of three core regional strategies:

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

Although the Upstate Revitalization Initiative funding was awarded to the Central New York region, Project U-SAFE covers parts of both Central New York and the Mohawk Valley in a joint regional approach. To assist the implementation of these strategies, the CNYREDC established a UAS work group. The working group provides three core functions: 1. Act as an experienced advisor to the state and those responsible for executing the component parts of Project U-SAFE; 2. Seed, support, vet, and grow other elements of Project U-SAFE, or new concepts, which do not have an official sponsor; 3. Facilitate the exchange of open information to the extent possible. Work group members include: Assured Information Security, C&S Companies, CenterState CEO, Griffiss International Airport, Gryphon Sensors, Niteo Park, Onondaga County, Saab, SRC Inc., and Syracuse University.

Project U-SAFE was designed as a multi-phased initiative that would access state investment after completion of specific benchmarks. As of May 2017, regional partners are transitioning to phase two of the program. Gryphon Sensors administered phase one, which ran from September 2016 to May 2017. The NUAIR Alliance administered phase two, which will run from May 2017 to September 2018, and it is expected that the NUAIR Alliance will administer any future phases.

**NASA** has been an unofficial partner of the efforts to develop and implement phase one. As the effort transitions to phase two, NASA will be engaged as a more formal partner through the execution of space act agreements codifying the relationship between NASA and the NUAIR Alliance.

### **UAS Strategy 1: Construct a world leading Unmanned Aerial System Traffic Management (UTM) Corridor**

UTM is a nationwide initiative being researched and led by NASA. Working alongside NASA and supported by the FAA are more than 125 collaborators providing expertise in a variety of technologies and capabilities. Central New York and the Mohawk Valley are working closely with the FAA, NASA, and a local and national industry team to develop the critical safety cases and range architecture in a 50-mile radius between Rome and Syracuse. Ultimately the corridor will provide a safe and secure flight environment for companies to conduct beyond visual line of site (BVLOS) commercial testing. The corridor will allow companies to conduct and record data for these tests to prove to the FAA that they can safely conduct commercial operations.



*Gryphon Sensors, a SRC Inc. company, has developed a state-of-the-art mobile Unmanned Traffic Management system, Mobile Skylight. Part of the CNY Rising initiative, Project U-SAFE, Mobile Skylight provides accurate, three-dimensional detection of low-flying, small UAS out to 10 kilometers. It's designed for rapid deployment of a wide range of applications including stadium, special event security, first responder and search and rescue operations, infrastructure and utility inspection.*

#### **Phase One**

Buildout of the corridor is underway, with initial installations planned around Griffiss International Airport. This instrumentation should be operational by early fall 2017. In addition to permanent installations, the phase one UTM buildout includes the development of a mobile, truck-based UTM unit for deployment in temporary situations (e.g., sporting events, concerts, and parades). The mobile UTM system launched in July 2017. A demonstration of this system is planned for late September 2017.

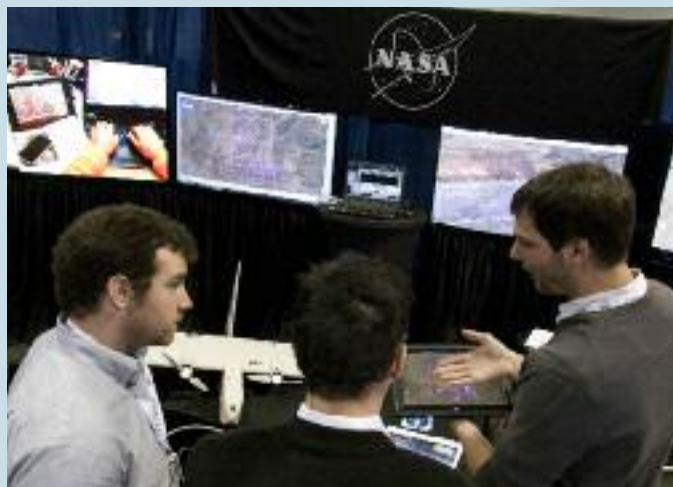
#### **Phase Two**

At the 2016 UTM Convention, a national convention hosted in Syracuse, Gov. Andrew Cuomo announced an investment of \$30 million for phase two of the UTM corridor buildout, one of the largest commitments to safe use of commercial UAS that has been made to date in the United States, which will complete a 50-mile UTM corridor between Griffiss International Airport and Syracuse. The corridor should be operational by summer 2018. The NUAIR Alliance is preparing requests for proposals for vendors to develop the instrumentation, software, and protocols needed for the system.

#### **2016 UTM Convention**

In November 2016 partners throughout Central New York and the Mohawk Valley hosted the 2016 UTM Convention. Made possible through the participation of Onondaga County, Oneida County, CenterState CEO, and the Association for Unmanned Vehicle Systems International, in partnership with Empire State Development, the Air Traffic Control Association, and Syracuse University, the convention attracted more than 700 attendees from the systems integration, unmanned aerial vehicle, and unmanned traffic management industries from across the globe.

The convention included a day of programming at Griffiss International Airport with demonstrations from the full line of Lockheed Martin's commercial UAS fleet, one of the few times the full fleet has been publicly demonstrated.



*The 2016 UTM Convention attracted industry leaders from 18 countries to Central New York and included participation from NASA and the FAA.*



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

Another key component of Project U-SAFE is the capability to perform UAS airworthiness and cybersecurity certification testing. In such a young industry, standards are lacking for UAS airworthiness and certification. NASA will be engaged in the design and development of the NUSTAR facility. It's anticipated that any UAS provider that desires to fly its vehicle in the national air space will come to NUSTAR for certification testing, attracting entire industries to locate in close proximity to the facility. NUSTAR will also service customers' needs, such as testing model scale wind turbines, airplanes, industrial complexes, individual buildings, transmission lines, and cyber certifications.

#### **Phase One**

The initial phase of the NUSTAR program focused on three tasks:

1. Establishing a NUSTAR Advisory Committee to guide the development of standards and to establish protocols for testing against those standards
2. Creating a business model for sustainably operating a NUSTAR facility
3. Creating interim NUSTAR testing capabilities with existing regional partners. Many of these tasks are ongoing with an expected completion date in fall 2017.

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

As part of efforts to support private sector growth of the UAS industry in the region, a new umbrella brand and marketing strategy is being developed for this effort, which will be launched in the coming months. In addition, several initiatives are underway or are being developed:

- **Drone Zones** – Central New York will invest in and build one or more drone innovation zones to seed and accelerate the growth of unmanned systems-focused business startups. These innovation campuses will offer office, testing, and assembly space to UAS companies at below-market rate.
- **GENIUS NY** – The world's largest startup business accelerator for the UAS industry, GENIUS NY has awarded \$2.75 million to companies in its annual in-residence competition at The Tech Garden in Syracuse. Modeled after 43 North in Western New York, but targeting the unmanned systems industry, GENIUS awards three grand prizes of \$1 million, \$600,000, and \$400,000 to program finalists. Six companies were accepted into the program in early 2017 with investments announced in March 2017. A second round of the program is planned with applications open from May until October 1, 2017.
- **Research** – Project U-SAFE funded UAS research is underway through an interdisciplinary partnership at Syracuse University's College of Arts and Sciences, College of Engineering and Computer Science, Institute for National Security and Counterterrorism, School of Architecture, School of Information Studies, and Maxwell School of Citizenship and Public Affairs. The various topics under examination include:
  - o Heat mapping drones: building envelope energy performance and privacy diagnostics
  - o Using unmanned aerial systems
  - o Toward full onboard autonomy for unmanned vehicle in GPS-denied environments
  - o Environmental monitoring and geoscience surveying applications for UAS
  - o Law and policy of unmanned aerial vehicles
  - o Development of an integrated system for design, operation, and decision-making for UAVs
  - o Development of educational and training materials for UAS

In addition to these efforts, many colleges and universities in Upstate New York are expanding research and curriculum in UAS-related fields. These institutions include Clarkson University, University of Rochester, Rochester Institute of Technology, Mohawk Valley Community College, SUNY College of Environmental Science and Forestry, Cornell University, Rensselaer Polytechnic Institute, and University of Buffalo.

Research and development activities are not restricted to just the region's colleges and universities. Many leading private employers have robust R&D offices. Just recently, the Defense Advanced Research Projects Agency announced a partnership with three U.S. companies to develop technologies to prevent incursions from non-cooperative UAS. Two of the three companies selected - Saab and SRC Inc. - are from Central New York, further validating the region's strength in UAS technology. SRC also recently announced plans to hire more than 80 new employees to meet the needs of the fourth U.S. military contract the company won in August 2017 to strengthen the nation's drone defenses.



*Akrobotix, a GENIUS NY finalists, has developed a custom-built drone, equipped with real-time Simultaneous Localization and Mapping, capable of mapping its environment while simultaneously approximating its own position on the map. Based on this data, the drone can navigate through any space without GPS—indoors or outdoors.*

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

- Designate and market sites identified as qualified drone zones
- Support the continued growth and development of GENIUS NY companies
- Establish a unified UAS marketing strategy that sells the assets of Central New York and the Mohawk Valley
- Create a deal-closing fund to support the relocation of UAS firms into the regions
- Develop a collective approach to UAS policy in New York State
- Continue to build the pipeline of potential companies interested in expanding or relocation operations in New York



*Retail giant Wal-Mart will conduct unmanned aircraft system (UAS) research and testing for drone package delivery at Griffiss International Airport in Rome, site of New York's UAS test site managed by the NUAIR Alliance. Successful testing by Wal-Mart will build a safety case to present to the Federal Aviation Administration for drone deliveries, and help position Griffiss as the premier testing facility for the booming drone delivery industry. Credit: NUAIR Alliance*

## INFORMATION ASSURANCE



Developed in tandem with the NUSTAR facility, the Assurance Lab (A-Lab) will focus on testing, certification, design, and remediation services for internet of things (IoT), with an initial focus on unmanned systems. The core activity of A-Lab will be the test and certification of IoT devices for compliance to various levels of standards for security, privacy, and availability. Since there are no

widely accepted standards or testing protocols, the A-Lab will participate in their development with leading standards bodies and will develop proprietary testing protocols for its own use. Testing approach will be tailored to the risk level for the product's intended use as well as its design maturity. Basic levels of testing services may include web interface and network security, authentication/authorization, transport encryption, privacy protection, cloud interface security, wireless interface security, side channel vulnerability, security configurability, software/firmware update security and physical security, including anti-tamper and data at rest.

### 2016-2017 Progress:

Phase One effort of the UAS cybersecurity assessment project was an eight-month exploratory project carried out by Assured Information Security (AIS), located in the Mohawk Valley. This effort, started in November 2016, concluded with a demonstration event in July 2017. The demonstration showcased UAS cybersecurity performance tests for several small UAS platforms and highlighted the need for designing cybersecurity into UAS platforms. The A-Lab is the business focus within AIS that addresses cybersecurity assessment and design consultation for commercial applications in verticals such as UAS/autonomous systems, automotive/rail, medical devices, and industrial controls.

The Phase One effort comprised the following activities:

- Review of standards/guidelines for cybersecurity of UAS
- Mapping of cybersecurity performances for vulnerabilities
- Cybersecurity performance testing of UAS platforms
- Identification of a draft framework of test environment(s) and associated test equipment
- Outreach/partnerships and management

An initial set of tests was developed to assess and characterize the encryption of communications links. These tests were carried out against three different platforms: the Sprite by Ascent Aerosystems, a GENIUS NY finalist; The Solo by 3DR; and the Typhoon by Yuneek.

The effort also identified an initial set of test equipment and test setup to support UAS cybersecurity performance testing. As part of AIS' outreach efforts, it participated in UTM 2016, AUVSI 2017, and the New York State Cybersecurity Symposium in 2017.



*During a visit by NYS Assembly Speaker Carl Heastie, GENIUS NY finalist Ascent AeroSystems showcased its Sprite drones being manufactured out of The Tech Garden, in Syracuse. Their uniquely cylindrical shaped drones are designed to be portable, rugged and powerful tools.*

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

- Continue to partner with the U-SAFE effort to develop the Assurance Lab as part of the NUSTAR concept
- Identify and develop strategies to address workforce needs in the growing information assurance industry

## TOURISM

The tourism industry remains one of the largest overall employers in the community, employing nearly 40,000 workers in Central New York. Efforts to boost tourism in Central New York in the past five years have been one of the strongest industry growth strategies for the community.

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

### 2016-2017 Progress:

From reinvestments in urban areas, such as the former Hotel Syracuse redevelopment (now Marriott Syracuse Downtown) and Aloft Hotel, to new rural assets, such as the new Good Nature Farm Brewery & Tap Room facility in Madison County (CFA 2014), Central New York continues to offer a growing list of visitor options for travelers in all seasons.



A handful of new assets are under construction or in pre-construction planning. These include new renovations to the Great New York State Fair, the recently updated Doubletree Hotel in Carrier Circle, expansion to the Onondaga Creekwalk trail, the docks at the Lakeview Amphitheater, and the Embassy Suites by Hilton Syracuse Destiny USA hotel.

Many of these assets will be available for the variety of conventions that are expected in the next 18 months. These include the United States Bowling Congress (USBC) 2018 Open Championships; Sweet Adelines International Region 16 Convention; the 18th year of the Syracuse Nationals; United Methodist Church Convention; and the New York State Annual Vital Signs Conference. Further, the tourism community launched a number of new programs and initiatives designed to better connect



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



*Phase Two of ongoing improvements to the Great New York State fair include plans for a new Exposition Building, building on the significant work from the past year to improve the fairgrounds. Credit: Visit Syracuse Inc.*

visitors and residents of the region to all the community has to offer. Destiny USA partnered with local destinations—such as the Museum of Science and Technology, Syracuse University football, the Rosamond Gifford Zoo, the Great New York State Fair, and the Syracuse Chiefs—to launch the expanded the Destiny USA Summer Fun Pass. The pass includes tickets and discounts to major destinations within Destiny and throughout its participating partners.

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

Visit Syracuse, which became an independent organization with a newly formed board of directors, launched the highly successful and publicized “Official Home of Winter” campaign. Visit Syracuse was recognized with many awards as a result of this innovative approach to promoting the region.

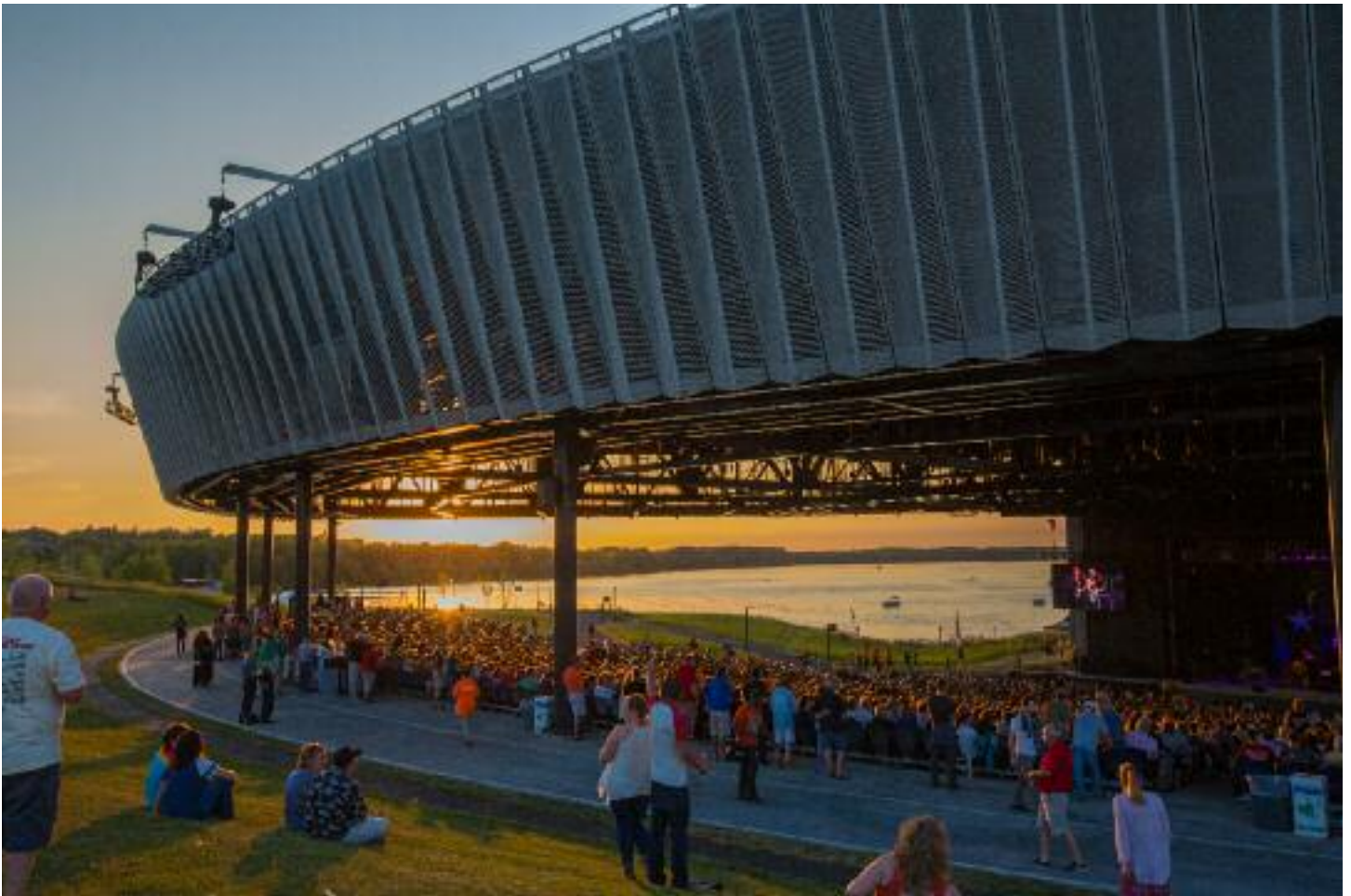
### **The Great New York State Fair**

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

The governor proposed \$50 million for phase two in his Executive Budget. This amount was approved by the New York State legislature. Subsequently, the state Office of General Services Design and Construction Group has led a two-phase procurement process to select a design-build entity to deliver the Exposition Building Project by August 3, 2018, for use at the 2018 Great New York State Fair. The selected design-build entity will deliver services to include design, engineering, permitting, site preparation, construction, and commissioning.

The Exposition Building will be designed and constructed within these parameters:

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



*Lakeview Amphitheater. Credit: Visit Syracuse Inc.*

### **Lakeview Amphitheater**

New York State has approved an application to improve highway access and parking lots for events at the New York State Fairgrounds and Lakeview Amphitheater. The project will improve traffic flow, site access, parking, traffic control, and traffic demand management to and from planned special events at the New York State Fairgrounds and Onondaga County's Lakeview Amphitheater. The focus of these improvements will be the connection points between the Fairgrounds parking areas, including the Orange Lot, and adjacent highways.

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

The result will be more opportunities to utilize the state and county venues by regional residents as well as travelers attracted to the Central New York region.

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

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

## GOAL 2 - KEY REGIONAL &amp; REVITALIZATION PLAN PRIORITIES



The CNYREDC's strategies to improve competitiveness in - and connections to - regional, national, and global economies involve ensuring that companies are competitive in and connected to global economies. The CNYREDC is also committed to making sure students and workers have the skills, resources and connections to be competitive workers in the 21st century economy.

## ENTREPRENEURSHIP

Central New York's dynamic, growing economy looks to entrepreneurship and innovation as the key component for progress. Efforts continue in the region to fortify and coordinate resources available to startups and entrepreneurs, with a goal of retaining entrepreneurship-led companies in Central New York.

### 2016-2017 Progress:

#### Programs and Resources

Programs and resources to support innovation and entrepreneurship expanding in 2017 include:

#### GENIUS NY

GENIUS NY addresses the lack of seed funding in Upstate New York. It is the world's largest business competition focused on unmanned systems, cross-connected platforms, and other technology-based sectors. Administered by CenterState CEO and supported by Empire State Development, GENIUS NY invests more than \$3 million in six companies while providing support including stipends, housing, resources, programming, and connections.

The first six teams arrived for the one-year in-residence accelerator program in January 2017. In March they were awarded a total of \$2.75 million, with the \$1 million grand prize investment given to AutoModality, of California. Ascent Aerosystems was awarded the second-place prize of \$600,000; OmniMesh was named third place, winning \$400,000; Akrobotix, EZ3D, and SkyOp were each awarded \$250,000.

The teams have begun hiring, developing technology platforms, and utilizing these investments to accelerate their growth.

In March 2017 New York State committed an additional \$5 million to support a second round of GENIUS NY. The advancement of the GENIUS NY program aligns with the CNY Rising strategic plan, which calls for major investments in the UAS industry. By investing in UAS startups, Central New York is creating a hub for high-tech jobs and investments.



# GENIUS NY



*GENIUS NY first-place winner AutoModality prepares to demonstrate its UAS software and sensing capabilities to conduct a building inspection of Gryphon Sensors headquarters, in North Syracuse.*

## Amory Square Ventures

For many years the lack of available seed capital was identified as one of the leading barriers to stronger entrepreneurial growth. Two recent initiatives are gaining momentum. Amory Square Ventures, which was started in 2014 as one of the few venture funds dedicated to investing in companies in Upstate New York, has eight companies in its investment portfolio. Two of those companies are prominent Upstate startups: ACV Auctions, which allows car dealerships to buy and sell used wholesale inventory instantly and a winner of the 43 North program; and Good Uncle, a food delivery service.

## Innovation Connectors

The Innovation Connectors focus on bringing the entrepreneurship ecosystem of Syracuse together on a monthly basis. The Innovation Connectors increase communication, collaborate, and share best practices. They will host a two-day conference in fall 2017, called The Funding Roadmap, to address the questions surrounding how entrepreneurs can locate and access funding. Part one will focus on startup capital and will be at The Tech Garden; part two will focus on acceleration capital and will be at the CNY Biotech Accelerator.

## Grants for Growth

The longest running startup support program in Central New York, Grants for Growth, supports innovative applied research projects between universities and industry. The program has awarded 54 investments totaling \$3.8 million. This support has leveraged \$44.8 million in additional investments and has led to the creation of 68 patents. This investment has engaged entrepreneurs from across seven counties in New York and has created the potential for 873 new jobs.

## SUNY Upstate CNY Biotech Accelerator

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

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

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



# INNOVATION CONNECTORS



*Ichor Therapeutics, Inc. is a biotech company developing therapeutic interventions for age-related disease. It received \$75,000 in Grants for Growth and has attracted more than \$5 million in additional funding. Credit: Ichor Therapeutics, Inc.*



*Above: SUNY Upstate Medical University's Dr. Robert Corona addresses participants at a Concept to Commercialization Boot Camp workshop.*

*At left: CNY Biotech Accelerator*



## SyracuseCoE Labs

Catalyzed by a New York State investment, in partnership Syracuse University and SUNY ESF, Syracuse Center of Excellence (CoE) completed construction of an \$8.7 million project that created new facilities to support industry-university collaborations on innovations in environmental and energy systems. New facilities expand and extend SyracuseCoE's capabilities for research, development, and demonstration projects on emerging technologies for electric vehicles, solar power, biofuels production, stormwater management, interactive visualization, and advanced buildings technologies. A new transportation center provides convenient access to SyracuseCoE, the surrounding commercial district, and public transportation between University Hill and downtown.



*Lt. Gov. Kathy Hochul visits the Syracuse Center of Excellence for Environmental and Energy Systems. Credit: SyracuseCoE*

## Up Start

Up Start, a program that helps grow businesses within vulnerable communities, is contributing to building stronger neighborhoods and creating shared prosperity. Since the program's expansion in April 2016, Up Start has pulled together a diverse group of neighborhood partners and service providers to assist the entrepreneurs and businesses participating in the program. Entrepreneurs and businesses in the community identified a lack of business networks, education, and financing as the biggest barriers to their success. The Up Start program incorporates a 12-module business-training course, Start It! Business Basics; creates a business resource pool of professional service providers and business assistance organizations; pilots a character-based revolving loan fund; and supports entrepreneurs in securing and building out spaces for their businesses. In 2016-2017, Up Start graduated more than 60 aspiring entrepreneurs and businesses, helped launch or grow more than 15 businesses, and lent \$100,000 to its entrepreneurs. Through an expanded partnership with Syracuse Cooperative Federal Credit Union and The Volunteer Lawyers Project, every participant receives a financial literacy and credit, and legal baseline assessment and action plan.



## Insourcing Center for Entrepreneurship

This business incubator in Syracuse worked on a new media lab, professional test kitchen, and developed workshops for creative entrepreneurs in collaboration with Artisan Alloy, an arts consultant.

## Minority Business and Economic Empowerment Summit

The Center of Hope International Inc., in association with Upstate Minority Economic Alliance, presented the first Central New York Minority Business and Economic Empowerment Summit in September 2016. This event brought together hundreds of minority professionals, executives, and entrepreneurs as well as firms seeking to grow their business within the region's minority communities. The summit offers minority startups professionals an opportunity to make new connections with peers across upstate New York. The second annual Minority Business and Economic Empowerment Summit is scheduled to take place in October 2017.



## Thought into Action

The Partnership for Community Development worked with Colgate University and the Small Business Development Center to create an entrepreneurs' group, Thought into Action, for the Hamilton area in Madison County. The group provides mentorship, networking, training, and funding to area entrepreneurs and worked with nearly 60 businesses last year.

## Startup Successes

Startup growth and successes in the past year have included:

**Spark Charge** is in a Clean Tech Center company based out of Syracuse University's Blackstone LaunchPad that took first prize and \$100,000 in the 2017 New York Business Plan competition. Addressing the problem of range anxiety, cited as the most common reason people fear buying electric cars, Spark Charge offers portable charging stations for electric car owners.

**Digital Hyve**, a full-service digital marketing firm and Tech Garden graduate, was recognized as a 2017 Business of the Year by CenterState CEO, CNY Best Places to Work by Business Journal News Network, and Small Business Excellence Award by the Small Business Association. It has grown from a team of two co-founders to almost 20 employees located in Downtown Syracuse.

**AutoModality** took the \$1 million grand prize in the first GENIUS NY accelerator competition in 2017. The company focuses on inspecting agriculture and infrastructure and hopes to employ about 50 people in Syracuse. It seeks full-time computer vision and embedded software engineers.

**Antoxerene**, a company that develops small molecule drugs for pathways of aging, closed a \$1.5 million seed round in August 2017. The investment is one of the largest venture raises for a company in Central New York in 2017 and represents the emerging opportunities presented by life sciences startups and the industry's growing entrepreneurship support programs.

**Solon Quinn Studios** won gold at the 2017 American Advertising Awards in New Orleans, the advertising industry's largest and most representative competition, attracting more than 40,000 entries annually. Solon Quinn Studios, in the Central New York Innovation Hot Spot program at The Tech Garden, has earned 17 ADDY Awards in recent years, eight of them gold.

**Upstate Interactive**, an integrated marketing and development systems company joined the Central New York Innovation Hot Spot in 2017 and has announced adding four new members to its teams and plans to hire two more full-time employees by the end of 2017.

**HeartStone Bakery at Alambria Springs Farm** - The Partnership for Community Development was recently awarded \$100,000 in Community Development Block Grants Small Business Assistance funds to assist HeartStone Bakery at Alambria Springs Farm to expand its on-farm bakery in Earlville (Madison County) and create four full-time jobs. It plans to grow its wholesale business and open a retail location. photo

**SpinCar** has developed a unique 360-degree view technology that provides auto dealers with a new tool to engage the growing market of online shoppers. The company expanded its inside sales operations and relocated from The Tech Garden to the new ICON Towers building in Syracuse, enabling the company to expand and test new distribution channels, as well as grow into global markets. Its team has grown to more than 40 people in Syracuse, now one of SpinCar's strongest business units, in addition to an office in New York City. It's year over year revenue growth is greater than 100 percent.

### Actions to Advance Regional Strategies and / or Revitalization Plans:

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



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## TRANSPORTATION AND LOGISTICS INFRASTRUCTURE

Central New York has long been considered a region unscathed by the challenges of traffic congestion. The region has one of the shortest commute times of a major metropolitan area in the nation, and the ability to move goods throughout the community is rarely raised as an issue limiting business growth. Yet, some challenges persist. Despite some investments made at Syracuse Hancock International Airport, much of the region's front door remains dilapidated and in need of upgrades. While commute times for automobile workers is competitively low, many non-automobile commuters struggle to find adequate transportation access to jobs that exist far from their homes. Finally, as identified in the CNY Rising plan, congestion at the Port of New York and New Jersey could seriously impact the ability of the region's manufacturers to bring goods to international markets.

A major element of the region's transportation is the Interstate 81 viaduct replacement project. As New York State moves toward a decision on the viaduct's future, the CNYREDC has worked to minimize the project's impact on businesses and the community. Early in 2016 Gov. Andrew Cuomo created a new study process to examine the feasibility of a tunnel or depressed highway to replace the viaduct. The CNYREDC looks forward to the release of that study by the end of the year.

### 2016-2017 Progress:

#### *Syracuse Hancock International Airport*

The original terminal building was constructed in 1962, with subsequent additions and renovations completed over its 55-year history. Today, the terminal is functional and well operated, but the overall passenger experience suffers. Outdated design concepts in layout, materials, and aesthetics create an unwelcoming space. Meanwhile, the organic growth of the facility over time, and the resulting lack of master planning, has resulted in inefficient and unintuitive passenger movement. The building system of the existing landside portion of the terminal is not current in energy efficiency or sustainable design practices.

In 2017, the governor announced a \$35.8 million terminal improvement project for Hancock Airport to provide an environment of operational efficiency, positive passenger experience, and improved public perception the airport. These key facility



*Credit: Syracuse Regional Airport Authority*

traits will stimulate air service, economic development, and trade and tourism in Central New York. The proposed project includes the replacement of the existing canopy structure with a modern canopy that not only provides shelter during inclement weather, but also adds a design element that will modernize the terminal's look and feel. The existing terminal facade will be replaced with a glass curtain wall, designed to allow natural light to illuminate the interior of what will now be the redesigned grand hall, with central staircase. Additional improvements include replacement of aging airline and rental car ticket counters and renovation of public restrooms.

### Port of Oswego

The Port of Oswego has made major investments over the past several years in rail and intermodal capabilities to expand import and export capabilities. These investments have assisted major manufacturers such as Novelis, Sunoco Ethanol (CFA 2014), and major agriculture commodity brokers such as Perdue Agribusiness to retain thousands of jobs in the Central New York region. The Port has also made investments into cargo handling equipment and made various yard improvements to enhance efficiency and improve the safety of operations, which has allowed the Port to expand business and export and import record amounts of material. The Port has received more than \$3 million in grants to make several railway capacity improvements at the Port of Oswego.



The Port of Oswego is also in discussions to acquire adjacent property to their Intermodal Center to add unit train capacity, and enable more cargo space. A major initiative the Port has undertaken is to certify the Port of Oswego for grain exporting which will reduce costs and create new markets for regional agriculture producers. The Port and major partners such as Perdue Agribusiness will invest \$500,000 in the near future for the improvements needed to become certified. Long term, the Port is exploring the acquisition of the CSX railroad short line between Oswego and Fulton, which will enable the Port to improve the shuttle of grain from the Port to Sunoco, and aluminum to Novelis, which have both seen service limitations affecting their business operations.

### Access to Jobs



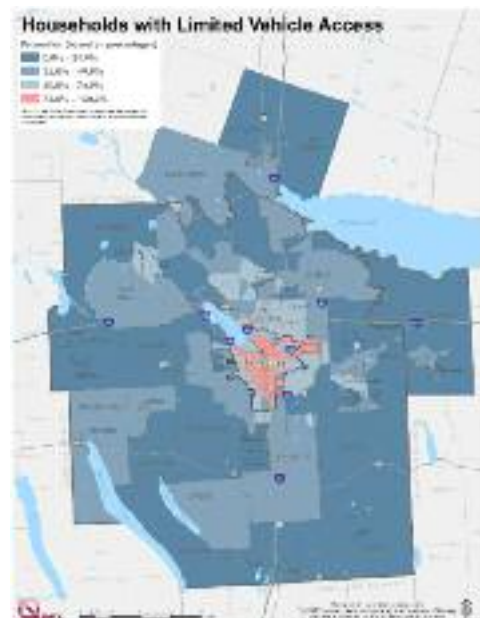
Access to good-paying jobs is a major factor impacting the region's overall economic inclusion conditions. Six percent of the county's workforce live below the poverty line but make up 26 percent of all bus commuters. While the central business districts throughout Central New York have seen resurgences in the

past decade, jobs remain spread throughout urban, suburban, and rural areas. According to a recent study, 60 percent of the region's jobs are more than three miles from Downtown Syracuse.

Recently, two major studies have analyzed how individuals move throughout the region, especially through public transportation:

- **FAST: Syracuse** - Syracuse University Professor Tarek Rakha looked at the feasibility of sustainable transportation alternatives in Syracuse through the FAST: Syracuse study, which was funded by the state Energy Research and Development Authority and Department of Transportation.
- **Work Link** - The Syracuse Metropolitan Transportation Council (SMTC) recently studied relative access to jobs in its Work Link report. SMTC found that 77 percent of residents in Syracuse live near a bus route and 78 percent of jobs in Onondaga County are near a bus route. While access to public transportation is strong, access to automobile transportation is a significant concern, especially within Syracuse, where nearly three quarters of residents have limited access to a personal vehicle. With many jobs inaccessible to residents without a car and a growing number of second and third shifts at the region's manufacturers, nearly 50,000 jobs in Onondaga County have limited service during off-peak public transportation hours.

As part of this analysis, SMTC concluded that access to jobs is most likely to be a problem for workers on second and third shifts, as well as jobs that involve weekend hours. In addition, many employment sources for the workers at the bottom of the region's pay scale are in retail and hospital jobs, some of which require automobiles to reach. While Centro offers considerable service coverage, its system is running at capacity and adding weekend or late-night bus routes are not options.



## Global Logistics Hub



While the region has made significant progress in understanding and addressing the movement of people throughout the community, it must still address demands on the transportation network for the movement of freight. A recent analysis by SMTC examined the freight and logistics industry in Central New

York and the relative health of the region's transportation infrastructure. Importantly, 78,000 individuals are employed in freight generating industries, nearly one-third of all employment. As of 2013, the Syracuse Metropolitan Statistical Area (Onondaga, Oswego and Madison counties) traded nearly \$55 billion worth of goods and products, about \$25 billion of which is made up by advanced industrial products (including precision instruments, electronics, chemicals, and machinery), with the balance made up of other goods (including wood products and agricultural products). The region also imports nearly 13.5 million tons of freight and exports 10.5 million tons. Ninety percent of inbound freight is moved by truck, 10 percent by rail. Eighty-five percent of outbound freight is moved by truck, 15 percent by rail.

The movement of freight is clearly a critical component of the region's economic health, yet Central New York's freight infrastructure is hindered by years of underinvestment. Almost half of the 624 bridges throughout SMTC's boundaries are considered structurally deficient and in need of significant repair. Along the region's major road trade corridors, 43 percent of pavement is considered fair or poor.

Citing these issues, the region continues to pursue the development of an inland port facility and global logistics hub in Central New York. The New York State Department of Transportation is conducting a market demand analysis of the potential need and impact of a freight facility in Upstate New York. As the region continues to develop the main components of CNY Rising, the CNYREDC remains committed to achieving its vision of creating an inland port facility that will:



- Significantly expand the region's importing and exporting opportunities
- Spur adjacent private investment and job growth
- Create new and expanded access to economic opportunities for all members of the community.

To achieve this vision, the CNYREDC continues to pursue a facility that meets four basic requirements of an inland port:

1. Must be adequate acreage (with a minimum of 100 and up to thousands of acres) located along or adjacent to a rail line
2. Must have quick and easy access to the Interstate Highway System in all directions
3. Must be centric to manufacturing, retail, and agricultural markets
4. Must be located within one day's drive of high population centers

In addition, the CNYREDC pursues an inland port facility owned by a public benefit corporation. All of the successful inland ports that have been developed along the East Coast—in Pennsylvania, South Carolina, and Virginia—are owned or operated by a public port authority or some other form of public benefit corporation. In Central New York, a facility of this scope should be owned or operated by a port authority with board representation from all counties potentially impacted by its development. Furthermore, leading national professionals, with experience in shipping and logistics, should be engaged as employees, board members, or in an advisory capacity.

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

- Expand air service capability to Syracuse Hancock International Airport.
- Continue to improve access and the traveler experience at Syracuse Hancock International Airport.
- Establish a modified vanpool service that would hire existing, for-profit livery companies to provide rides in vans.
- Create a car-sharing program, with rates that are affordable to low-income workers.
- Negotiate subsidized rides provided by transportation network companies, such as Uber and Lyft.
- Pursue the development of a true inland port in Central New York.
- Empower a public benefit corporation to oversee the development and operation of an inland port in Central New York.
- Invest in the development of shovel-ready manufacturing sites throughout Central New York.

## GOAL 3 - KEY REGIONAL &amp; REVITALIZATION PLAN PRIORITIES



Central New York has long been a leader in developing new and innovative approaches to some of its persistent community challenges. In the mid-1970s, in response to the suburbanization of consumer spending and working habits, partners in Central New York helped pass state legislation enabling the creation of business improvement districts. Today, the Downtown Committee of Syracuse is one of the oldest downtown revitalization groups in the state and contributes economic development, maintenance, and security services to visitors, residents, and workers in Downtown Syracuse.

### URBAN AND MUNICIPAL CORES

Downtown Syracuse is in the midst of a major revitalization. Initiated in the 1990s with developments such as Center Armory, continued in the early 2000s with new investments in Clinton Square and the creation of The Tech Garden, and topped off in the 2010s with the full renovation of the former Hotel Syracuse into the Marriott Syracuse Downtown, and the former Excellus BlueCross BlueShield headquarters on Warren Street. Today, approximately 3,500 people call downtown home, a growth rate of 67 percent since 2007. And with more companies expanding and relocating into downtown—such as Arcadis, TCGPlayer.com (URI Project), and Blue Rock Energy—nearly 30,000 workers now come to work every day in the region's central business district.

**URI**  
PROJECT

## Syracuse Ranked...

- #6 Top 100 Cities for Millennials** (Growella)
- #1 Mid-sized City to Visit in the Northeast** (TODAY)
- Among 3 Up-and-Coming Places to Live in the U.S.**  
(U.S. News and World Report)
- #28 Best Places to Live** (U.S. News and World Report)
- #17 Best Places to Live in U.S. for Quality of Life**  
(U.S. News and World Report)
- #1 Top 10 Safest U.S. Cities from Natural Disasters** (CBS News Money Watch)





*5201 South Salina in Syracuse before (left) and after (right) renovations. This house was acquired by the Greater Syracuse Land Bank and sold to Dwell Equity Group through the Land Bank's Home Ownership Choice Program. This house was purchased by an employee in the city school district. Credit: Greater Syracuse Land Bank*

## 2016-2017 Progress:

### Land Banks

In response to persistent deterioration and vacancies in some of the community's neighborhoods, partners in Central New York advocated for state enabling legislation to establish community land banks. After only a couple of years of operation, the Greater Syracuse Land Bank has acquired 1,338 properties and leveraged \$17.4 million in private investment. Since its creation, the Greater Syracuse Land Bank has put nearly 450 properties back into the hands of homeowners, creating more than \$800,000 in property taxes per year.

### Municipal Cores

At a time when Downtown Syracuse receives much of the attention in terms of its revitalization, municipal cores across Central New York are experiencing accelerated growth and investments.



**Auburn, Cayuga County** - The Auburn Floors and Piccirillo buildings have come back online after a full renovation. Vacant for decades and about to fall into the Owasco River, the properties now house a jewelry store, clothing store, and a number of apartments. The project received Empire State Development and NY Main Streets support. Also in downtown Auburn, the long vacant HSBC building was improved to host a small bank branch, a place space, and offices for an insurance company.

**Cazenovia, Madison County** - The village of Cazenovia will put out a bid for a kayak launch along the canal in Lakeland Park. This was funded by the Canal Corporation. The village also plans a major lakefront enhancement project also at Lakeland that will repair infrastructure and enhance key features such as the beach, pier, and parking.

**Cortland, Cortland County** - In downtown Cortland, the McNeil & Company expansion project (CFA 2015) is underway. This \$7 million project is renovating old office space for use by the company's growing workforce, currently at 125 and hiring.

Other projects underway or soon to begin have leveraged state resources in aggressive efforts to make the downtown district more vibrant as a community center, such as:

- The renovation of a rundown and vacant bowling alley as a wintertime home of the Cortland Repertory Theatre.
- Roof and façade renovation of the Bailey Place Insurance Company building. This project, partially underwritten with NYS Main Street funds, modernizes the building at the site of the former Cortland Hotel. Interior renovations for new commercial tenants will comprise phase two of the project next year.
- Mixed-use redevelopment of the building at 51-55 Main Street (CFA 2016), gutted by fire 12 years ago. The three-story property in the heart of the central business district will comprise commercial space and new apartments.



*Above: Auburn Floors and Piccirillo buildings. Below: Cortland's Crescent Commons*

- The \$15 million mixed-use redevelopment of the former Crescent Corset factory at the south end of Main Street will create more than 40 new market rate loft-style units for the downtown district and will facilitate the creation of new Class A commercial space in the vacant, 144,000 square foot building (CFA 2015). Photo: Cortland - Crescent Commons.jpg

**Oswego, Oswego County** - The city of Oswego was selected as the Central New York region's community to receive \$10 million through the 2016 Downtown Revitalization Initiative competition. In collaboration with the planning firm Stantec, the Oswego Local Planning Committee developed a strategic investment plan focused on building on its downtown and waterfront assets to create a more walkable, connected downtown through strategic investments.

As noted in Section 3.0 (2), 12 priority projects were selected to receive funding that strengthen the vibrancy of the downtown core, connect downtown to the water, retain and grow businesses, and increase downtown residential living opportunities. Some of those projects include improvements to the Children's Museum of Oswego; redevelopment of the aging Midtown Plaza, a catalyst for future development on the city's Near East Side and a gateway to downtown; creation of an indoor Lake Ontario Water Park on the Oswego riverfront that will add year-round recreation and entertainment activities and build on recent adjacent hotel and conference center investments; and Cahill Building Redevelopment, one of the only remaining historic maritime structures on the city's waterfront.





**Syracuse, Onondaga County** - While considerable investment in several key projects has helped the city reclaim vibrancy over the past 10 years, Downtown Syracuse still has room to grow. The urban core lacks connectivity between strategic investments in Armory Square and the new convention center hotel, the Marriott Syracuse Downtown. Creation of a true Downtown Syracuse Convention District will allow strategic investments to occur in the spaces between the Oncenter complex and the convention center hotel, as well as create improved connectivity between the hotel and its surrounding neighborhoods. Investments are necessary to create a defined sense of place on the southern end of downtown, filling in market gaps and championing a higher quality of life for all downtown residents, employees, and visitors, and connecting to important neighborhood gateways to the south and west. At the core of this district is a newly restored 261-room hotel, and a 120-room extended-stay hotel will soon be under construction. These new visitors will require places to shop and eat.

Despite Downtown Syracuse's success in redeveloping historic structures, little funding has been available to address the spaces in between the buildings. For example, Downtown Syracuse has no consistent way-finding signage for vehicles or pedestrians. While a handful of signs direct motorists from the highways to Syracuse's Visitor Center along with select museums and a local brewery, visitors to the downtown area have no clear street directions leading them from the official convention center hotel to downtown's major restaurant districts in Armory and Hanover squares. Similarly, the city lacks signage directing visitors and residents to arts and cultural amenities or points of historical interest. Branded pedestrian signage identifying downtown's eight distinct central neighborhoods and key historic and cultural landmarks will connect existing yet geographically disparate investments in Downtown Syracuse.

In terms of streetscape, the convention district also lacks an attractive pathway to bridge the two blocks between the Marriott Syracuse Downtown and the Oncenter. Separated by parking garages, driveways, and vacant storefronts, the path is uninviting and unclear. Coordinated planning efforts resulted in draft plans for a branded convention district that would provide streetscape infrastructure upgrades and furniture; widen sidewalks to create additional pedestrian frontage; and add awnings for pedestrian protection, illumination for safety and intrigue, heated sidewalks for comfort even on the snowiest of days, and targeted retail recruitment to fill key properties. Public art at district gateways would announce the entrance into the convention district, a pedestrian-friendly and commercially vibrant district.

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

- Support the ongoing development of Downtown Revitalization Initiative projects in Oswego.
- Pursue pedestrian and placemaking enhancements to Downtown Syracuse's Convention District.
- Continue to develop environments to make arts and cultural institutions more competitive and sustainable through new initiatives such as arts and cultural districts.
- Connect entrepreneurship support mechanisms to efforts to revitalize and reinvest in distressed neighborhoods.



*Redevelopment of the Children's Museum in Oswego is among the city's DRI projects. Credit: The Children's Museum of Oswego*



*Syracuse's Convention District Rendering, Harrison Corridor*

## ACCESS TO ECONOMIC OPPORTUNITY



Although investment and growth have increased in recent years, many urban and rural neighborhoods throughout Central New York have been plagued by decades of underinvestment and joblessness. Today, the city of Syracuse is the 23rd poorest in the United States with the 11th worst concentrated poverty.

One study ranked the city with the highest rate of concentrated poverty among African Americans and Hispanics in the country. The effects of poverty are unmistakable and bring instability to the entire regional economy. Extreme poverty is also expensive and results in rising social services costs, crime, and blight within rural, urban, and increasingly suburban neighborhoods. Further, national notoriety on poverty and racial inequality is bad for talent and business attraction.

Within Central New York, a growing group of business, institutional, social service, and public sector leaders recognize some basic principles on how to address these increasingly entrenched challenges:

1. The community cannot “serve” its way out of poverty.
2. Economic inclusion starts with economic growth that affords access to those material benefits for all who participate in the economy.
3. Growth does not always translate into opportunity for all.
4. Place and race matter in discussions and strategies to address these challenges.
5. Economic inclusion, as a community priority, requires a system of partners and interventions.

### 2016-2017 Progress:

With these principles in mind, the CNYREDC designed the Alliance for Economic Inclusion and the community’s overall approach to the inclusion conversation. Since the funding of CNY Rising, the community has allocated \$50 million toward these principles in two primary initiatives: the Syracuse City School District College Promise and the Alliance for Economic Inclusion. In addition, the Upstate Minority Economic Alliance has worked to support minority-owned businesses and expand opportunities for professionals of color. It hired its first executive director in 2017, while providing training for minority business owners, increasing outreach through community forums, hosting networking events, and assisting in securing loans for minority business entrepreneurs.

### *Syracuse City School District College Promise*

One of the first investments made as part of the CNY Rising plan was fully funding the Say Yes to Education endowment, which is managed by the Central New York Community Foundation. With a \$20 million investment announced in early 2016, the endowment will be self-perpetuating and can support the promise made to graduates of Syracuse City School District for full scholarship opportunities to Syracuse University and a number of regional colleges and institutions.



*Syracuse’s Henninger High School graduation 2017. Credit: Syracuse City School District*

### *Alliance for Economic Inclusion*

The remaining \$30 million will be utilized to support projects and strategies designed to ensure that regional economic growth translates into economic opportunity within the region's distressed communities. In pursuit of this goal, leaders from across Central New York announced the formation of the Alliance for Economic Inclusion in mid-2017 (see Section 4.1 for alliance members). The 24-member alliance, which has representation from across the region, conducted its first strategy session in June 2017 and has formed four committees: planning, allocations, program, and policy.

The alliance plans to develop a simple request for proposals that will allow organizations in the community to apply for funding to support the expansion of economic opportunities. Onondaga County will administer funds to projects across the CNYREDC's five counties as directed by the solicitation process of the alliance with final project approval from the REDC. Onondaga County has appropriated \$6 million in its 2017 budget that will be reimbursed by New York State for the selected projects.

Actions to Advance Regional Strategies and/or Revitalization Plan:

- Achieve successful rollout of the Alliance for Economic Inclusion.
- Expand the capacity and reach of 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.



*Participants take part in a team building exercise as part of the ProTrain workforce training program.*

## 3.2 PROPOSED PRIORITY PROJECTS (ROUND 7)

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.

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.

**\$23,230,550** is requested (**\$21,203,550** in ESD grant funding and **\$2,027,000** in Excelsior credits) for **38** priority projects to:

- Generate **\$158,501,906** in total project costs
- Retain **2,216** jobs
- Result in the direct creation of **582** new jobs, and **955** indirect jobs
- Produce a five-year payroll of **\$100,629,320**

### 1) PRIORITY PROJECT DESCRIPTIONS (ESD ROUND 7)

For a summary of all proposed priority projects, see the table - Round 7 Priority Project Investments, Project Costs, & Jobs Creation - on page 82. For how each project links to a CNYREDC goal or strategy being implemented, see crosswalk of "Proposed Priority Projects Relating to Goals and State Priorities" on page 85.

## CAYUGA COUNTY

### 75111 Cayuga County Industrial Development Agency - Aurelius Industrial Park Sewer Line

Construct a pump station and forced main sewer to serve the Aurelius Industrial Park in Aurelius. Additional capacity is required to meet the demands of current and future tenants. Both of the Park's current occupants, Cayuga Milk Ingredients (CMI) and Grober Nutrition, specialize in dairy processing, and require significantly higher wastewater treatment and conveyance systems than a typical manufacturing facility. CMI is planning two expansions, neither of which can move forward without additional sewer capacity. (CMI built its existing facility with the assistance of an RCCF grant and Excelsior benefits awarded in CFA Round 1.)

**Total Project Cost:** **\$1,418,125**

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

Use of Funds	
Construction	\$1,134,500
Soft Costs	\$283,625
Source of Funds	
ESD Grant	\$284,000
Local	\$425,063
Federal	\$709,062

**73530 Copper John Corporation - Copper John Reshoring and Expansion**

Purchase new production equipment and reconfigure existing 11,000 sq. ft. manufacturing facility in Auburn, as required to expand production capability and capacity, insource production currently outsourced to China and other domestic locations; improve response time to meet market demand; expand into new product categories; and enhance sales and marketing capability in the U.S., Europe and Asia. The project will create 12 new jobs within five years.

<b>Total Project Cost:</b>	<b>\$1,442,918</b>
<b>Jobs Existing on-site:</b>	<b>6</b>
<b>Direct New Jobs:</b>	<b>12</b>

Use of Funds	
Building Renovation	\$266,000
Production Machinery and Equipment	\$565,125
Furniture, Fixtures and Equipment	\$316,200
Soft Costs	\$295,593
Source of Funds	
ESD Grant	\$280,000
Cash Equity	\$461,523
Private	\$701,395

**73507 Currier Plastics, Inc. - Currier Plastics Medical Market Expansion**

Purchase and equip a 165,000 sq. ft. building in Auburn, and renovate warehouse space and office areas as required to aggressively expand into manufacturing of packaging and product delivery items for the medical industry, including the Invitro Diagnostic (IVD) market segment. The project will provide for expansion of product offerings, increased company productivity and profitability, and will create 20 new jobs within three years.

<b>Total Project Cost:</b>	<b>\$9,900,000</b>
<b>Jobs Existing on-site:</b>	<b>150</b>
<b>Direct New Jobs:</b>	<b>20</b>

Use of Funds	
Building Acquisition	\$1,250,000
Building Renovation	\$1,000,000
Production Machinery and Equipment	\$6,600,000
Furniture, Fixtures and Equipment	\$100,000
Soft Costs	\$950,000
Source of Funds	
ESD Grant	\$1,800,000
Cash Equity	\$990,000
Private	\$7,110,000

**75222 Du Mond Grain, LLC - Non-Solvent Soybean Extruding Plant**

Build a non-solvent soybean processing plant, bringing locally-grown product from seed to feed for livestock, in order to expand into the soy meal market. The project will benefit other agricultural and related support and customer businesses, both in Cayuga County, which has the most acres of soybeans planted of any county in NYS, and in neighboring counties and regions. The project will position Du Mond Grain as the first soy meal processing plant of this size in NYS. Project activities include construction of a 6,000 sq. ft., state-of-the-art facility, with soy meal extruding and oil pressing equipment, silos for storage and a barn. The project will add 20 jobs to the company's existing workforce of 10.

<b>Total Project Cost:</b>	<b>\$3,277,132</b>
<b>Jobs Existing on-site:</b>	<b>10</b>
<b>Direct New Jobs:</b>	<b>20</b>
<b>Construction Jobs Created:</b>	<b>60</b>

Use of Funds	
Construction	\$429,000
Production Machinery and Equipment	\$2,813,292
Furniture, Fixtures and Equipment	\$34,840
Source of Funds	
ESD Grant	\$655,000
Cash Equity	\$327,713
Private	\$2,294,419

**77216 Martens Companies, LLC - Refrigerating and Packing Facility**

Create a commercial food processing, packaging, and distribution center in Cayuga County, focusing primarily on health-conscious foods. The project includes purchasing the land and constructing and equipping a new 150,000 sq. ft. facility. The project will add 100 jobs to the existing workforce of 100 jobs, 65 of which are at risk.

<b>Total Project Cost:</b>	<b>\$4,700,000</b>
<b>Jobs Existing on-site:</b>	<b>100</b>
<b>Direct New Jobs:</b>	<b>100</b>
<b>Construction Jobs Created:</b>	<b>50</b>

Use of Funds	
Building Acquisition	\$250,000
Construction	\$2,500,000
Production Machinery and Equipment	\$1,500,000
Furniture, Fixtures and Equipment	\$100,000
Land Acquisition	\$250,000
Demolition and Environmental Remediation	\$25,000
Soft Costs	\$75,000
Source of Funds	
ESD Grant	\$940,000
Equity	\$75,000
Lending Institution	\$3,250,000
Private	\$435,000

**76834 Prison City Brewing, LLC - Prison City Brewing Expansion**

Purchase and renovate the Nolan's Building in downtown Auburn. The brewery will then utilize this as additional brewery space to increase production from 900 BBLs to 10,000 BBLs, annually. The location will include a tasting room, retail area, event space and a canning line. The project will add 20 jobs to the existing workforce of 20 jobs.

<b>Total Project Cost:</b>	<b>\$4,500,000</b>
<b>Jobs Existing on-site:</b>	<b>28</b>
<b>Direct New Jobs:</b>	<b>20</b>
<b>Construction Jobs Created:</b>	<b>50</b>

Use of Funds	
Building Acquisition	\$850,000
Building Renovation	\$1,150,000
Construction	\$500,000
Production Machinery and Equipment	\$1,000,000
Furniture, Fixtures and Equipment	\$500,000
Soft Costs	\$500,000
Source of Funds	
ESD Grant	\$900,000
Cash Equity	\$450,000
Lending Institution	\$3,150,000

**75678 Schines Theater, LLC - Schines Theatre Restoration**

Refurbish and reopen the long-abandoned, blighted and contaminated former Schines Theater at 146 South St. in the heart of the downtown Auburn. The developer will remediate and renovate the building into productive reuse as an iconic, historic theater with a main floor and stage, and an upper seating balcony.

<b>Total Project Cost:</b>	<b>\$5,900,000</b>
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Use of Funds	
Building Renovation	\$3,947,000
Furniture, Fixtures and Equipment	\$250,000
Demolition and Environmental Remediation	\$800,000
Soft Costs	\$903,000
Source of Funds	
ESD Grant	\$1,200,000
Federal Grant	\$800,000
Cash Equity	\$590,000
Private	\$3,310,000

**CORTLAND COUNTY****71372 Contento's Recycling LLC - Contentos Recycling Center**

Build and equip a new recycling center in Cortland that will sort, recycle and process up to 250 tons of construction and demolition waste per day, diverting thousands of tons of materials from local landfills, annually. It will be the only full service facility of its kind in Cortland County, offering increased efficiency in processing efforts, maximum efficiency of shipping of materials, and increased separation capabilities, as well as LEED certification for contractors utilizing the facility. The company will additionally produce an aggregate wood product for commercial sale from unprocessed, clean wood it separates out of the unprocessed C&D. The project will result in creation of 8 jobs within three years.

<b>Total Project Cost:</b>	<b>\$729,068</b>
<b>Direct New Jobs:</b>	<b>8</b>
<b>Construction Jobs Created:</b>	<b>5</b>

Use of Funds	
Construction	\$299,918
Production Machinery and Equipment	\$399,150
Soft Costs	\$30,000
Source of Funds	
ESD Grant	\$145,000
Cash Equity	\$72,906
Private	\$511,162

**74461 D. Yaman Properties, LLC - Ames Building Reconstruction**

Construct a new 8,010 sq. ft. historically sensitive mixed-use building in downtown Homer. The building will be constructed in the footprint of a historic building that burned down in 2016, leaving a 10 foot gaping hole in the ground of the Old Homer Historic District. Project includes approximately 5,340 sq. ft. of retail/office space on the first and second floors, and three market rate apartments geared toward young professionals on the third floor.

<b>Total Project Cost:</b>	<b>\$2,055,615</b>
<b>Construction Jobs Created:</b>	<b>25</b>

Use of Funds	
Construction	\$1,885,815
Land Acquisition	\$75,000
Soft Costs	\$94,800
Source of Funds	
ESD Grant	\$240,000
Private	\$361,123
Lending Institution	\$1,454,492

**75001 D. Yaman Properties, LLC - Redevelopment of Shopping Center for Nonprofits Agencies**

Acquire and renovate a deteriorated, nearly-vacant shopping center at 172-174 Homer Avenue in Cortland to serve as the new home for the YWCA Cortland (12,375 sq. ft.); Cortland County Historical Society (20,000 sq. ft.), Cornell Cooperative Extension (16,000 sq. ft.); and Cortland County Soil and Water (5,850 sq. ft.). The building's current tenant, a Dollar General store, will remain in its existing 9,600 sq. ft. space. Interior renovations include sprinklers, HVAC, offices, classrooms, playgrounds, bathrooms, teaching kitchen, exhibit areas, a warehouse and an activity center. Infrastructure upgrades include demolition, roofing, plumbing, entrance revitalization and parking lot/landscaping/streetscaping.

<b>Total Project Cost:</b>	<b>\$5,228,071</b>
<b>Construction Jobs Created:</b>	<b>10</b>

Use of Funds	
Building Acquisition	\$875,000
Building Renovation	\$558,510
Construction	\$3,794,561
Source of Funds	
ESD Grant	\$925,000
Private	\$4,303,071

**74852 Town of Cortlandville - Gutches Athletic Complex Development**

Build the Gutches Athletic Complex at 441-593 Route 13, a regional recreational complex on a 90-acre site that the town has already acquired in a land swap. The new sports facilities will serve local residents, and enable the area to host statewide and regional athletic events that they have previously been unable to accommodate. The town, in partnership with the Cortland Regional Sports Council and the Cortland Business Development Corporation, developed a master plan and construction documents for the project. A \$75,000 SPFS grant was awarded in Round 6 to assist in finalizing the master plan. The new facilities will eventually include eight multipurpose fields, four baseball fields, cross-country trails, parking, a multiuse restroom/locker room/concession building, and other amenities. The Round 7 CFA is for Phase 1 of construction, which includes site work, infrastructure, parking, two turf baseball fields, and restrooms.

<b>Total Project Cost:</b>	<b>\$4,312,000</b>
<b>Construction Jobs Created:</b>	<b>41</b>
<b>Indirect Jobs Created:</b>	<b>4</b>

Use of Funds	
Construction	\$3,788,000
Furniture, Fixtures and Equipment	\$180,000
Soft Costs	\$344,000
Source of Funds	
ESD Grant	\$862,000
Local	\$3,200,000
State Grant	\$250,000

**MADISON COUNTY****74587 Clear Path for Veterans, Inc. - Expansion of Veterans Programs**

Construct and equip a 20,000 sq. ft. facility adjacent to their existing main building at 1223 Salt Springs Road in Chittenango for multiday training programs and retreats. The facility will include overnight accommodations; treatment rooms for Integrative Medicine such as massage and acupuncture; an exercise room/yoga studio; flexible rooms for training and support groups; and a large event space to host groups of up to 300 which cannot be accommodated in the existing facility. The building will include an elevator, laundry, storage space, and a permeable parking lot for 50 vehicles. The project is expected to create 7 new jobs; combined with 6 new jobs committed for their round 6 award and an existing workforce of 29, bringing total employment to 42.

<b>Total Project Cost:</b>	<b>\$5,217,750</b>
<b>Jobs Existing on-site:</b>	<b>29</b>
<b>Direct New Jobs:</b>	<b>7</b>
<b>Construction Jobs Created:</b>	<b>50</b>

Use of Funds	
Construction	\$3,065,000
Production Machinery and Equipment	\$800,000
Demolition and Environmental Remediation	\$773,000
Soft Costs	\$579,750
Source of Funds	
ESD Grant	\$483,550
Cash Equity/Donations	\$800,000
Private	\$3,934,200

**77047 Eco-Baggeez LLC - Equipment Purchase for Production**

Purchase a key piece of equipment to begin production of the company's eco-friendly sandwich bags at its facility planned for Cazenovia.

<b>Total Project Cost:</b>	<b>\$105,000</b>
<b>Direct New Jobs:</b>	<b>4</b>

Use of Funds	
Production Machinery and Equipment	\$105,000
Source of Funds	
ESD Grant	\$10,000
Cash Equity	\$10,500
Lending Institution	\$84,500



**72677 Marquardt Switches Inc. - Global Technology Center Phase II**

Complete Phase II of Marquardt Switches Inc.'s Global Technology Center (GTC), including 1) expanding the workspace for engineering and professional services 2) investing in high-tech manufacturing and testing equipment as required to satisfy consumer demand for the most advanced products available on the market, and 3) upgrading employee technical skills. The project will build the company's technical capabilities as an innovation center, allowing it to remain competitive in the internal and global marketplaces. This project is key to both the company's future growth & continued retention as a significant advanced manufacturer in NYS, and will result in creation of 15 new jobs within three years.

<b>Total Project Cost:</b>	<b>\$3,100,000</b>
<b>Jobs Existing on-site:</b>	<b>435</b>
<b>Direct New Jobs:</b>	<b>15</b>

Use of Funds	
Building Acquisition	
Building Renovation	\$750,000
Production Machinery and Equipment	\$1,600,000
Furniture, Fixtures and Equipment	\$750,000
Source of Funds	
ESD Grant	\$600,000
Cash Equity	\$2,500,000

**77174 Morrisville State College - Four Seasons College Farm Initiative at Morrisville State College**

Build a Four Seasons College Farm on the campus by expanding and renovating the existing controlled environment agriculture facility. This project will assist the school in combining its Controlled Environment Agriculture, Aquaculture, Dairy, Ag Science and Livestock programs. The project includes the expansion and renovation of existing facilities, a larger controlled environment agriculture greenhouse, processing and storage facilities, classroom structure, and commercial space for entrepreneurial activities. The project would add 30 jobs to the existing workforce of 275 jobs in NYS.

<b>Total Project Cost:</b>	<b>\$2,960,000</b>
<b>Jobs Existing on-site:</b>	<b>10</b>
<b>Direct New Jobs:</b>	<b>30</b>
<b>Construction Jobs Created:</b>	<b>15</b>

Use of Funds	
Building Renovation	\$1,570,000
Construction	\$1,380,000
Production Machinery and Equipment	\$10,000
Source of Funds	
ESD Grant	\$1,200,000
State Grant	\$5,000
Institution Construction Funds	\$1,000,000
Donor Funds	755,000

**ONONDAGA COUNTY****75857 101 North Salina Street, LLC - Post Standard Building Mixed-use Redevelopment**

Purchase, renovate and expand the 270,000 sq. ft. Post Standard Building at 101 North Salina St. in Syracuse. The four local companies that comprise VIP Structures, an architectural, engineering, development and construction business, will relocate and consolidate operations currently housed in 19,444 sq. ft. spread over four floors in a nearby building to 23,900 sq. ft. of space on the first floor of the project facility in order to accommodate growth. Approximately 123,000 sq. ft. will be leased to the Syracuse Post-Standard newspaper, which currently occupies that space on the first floor for its printing presses. An additional 51,621 sq. ft. on the second floor will be renovated and marketed as Class A office space. Finally, a 85,224 sq. ft., three-story addition will be constructed above the existing two-story facility to create 60 – 75 rental apartments. 101 N. Salina Street LLC, as the grant recipient, will guarantee that the beneficiary companies under the VIP Structures umbrella will add 34 jobs to their combined existing workforce of 112.

<b>Total Project Cost:</b>	<b>\$38,866,345</b>
<b>Jobs Existing on-site:</b>	<b>112</b>
<b>Direct New Jobs:</b>	<b>34</b>
<b>Construction Jobs Created:</b>	<b>187</b>

Use of Funds	
Building Acquisition	\$4,000,000
Building Renovation	\$13,545,356
Construction	\$14,000,688
Soft Costs	\$7,320,301
Source of Funds	
ESD Grant	\$1,500,000
Cash Equity	\$4,772,343
Private	\$2,547,957
Lending Institution	\$30,046,045

**72494 321 South Salina Street, LLC - 321-323 South Salina Street Project**

Redevelop two underutilized and dilapidated buildings located in the heart of downtown Syracuse, transforming them into a mixed use property containing a 6,500 sq. ft. of commercial space and 16 high efficiency residential apartments, including a tenant roof top terrace and physical fitness center. The commercial tenant, a farm-to-table restaurant and speakeasy, will create 20 new fulltime jobs. The project fills a continued need for new residential and modern commercial space in downtown Syracuse. It will also dramatically improve the cityscape and boost the downtown economy by bringing in new businesses and residents.

<b>Total Project Cost:</b>	<b>\$3,267,238</b>
<b>Direct New Jobs:</b>	<b>20</b>
<b>Construction Jobs Created:</b>	<b>48</b>

Use of Funds	
Building Renovation	\$2,274,502
Production Machinery and Equipment	\$160,000
Furniture, Fixtures and Equipment	\$100,000
Demolition and Environmental Remediation	\$118,498
Soft Costs	\$614,238
Source of Funds	
ESD Grant	\$320,000
Cash Equity	\$392,068
Lending Institution	\$2,555,170

**74060 Apple Acres, LLC - Apple Acres LLC**

Construct and equip an additional 32,000 sq. ft. packing house and 4,000 sq. ft. of 32-degree storage adjacent to its existing facility in Lafayette. The completed project will accommodate packing of 4,400 bushels per day, a 120 percent increase over current capacity, allowing the company to take on new business and to continue supplying its largest customer, Aldi, as they expand, adding 900 new stores.

<b>Total Project Cost:</b>	<b>\$5,637,500</b>
<b>Jobs Existing on-site:</b>	<b>24</b>
<b>Direct New Jobs:</b>	<b>12</b>
<b>Construction Jobs Created:</b>	<b>20</b>

Use of Funds	
Construction	\$967,500
Production Machinery and Equipment	\$4,420,000
Furniture, Fixtures and Equipment	\$250,000
Source of Funds	
ESD Grant	\$550,000
Cash Equity	\$1,409,375
Lending Institution	\$3,678,125

**75851 BTCNY, LLC - New Industrial Laundry for Health Care**

BTCNY, LLC, a new company formed by Bates Troy, Inc., will purchase, renovate and equip an existing 43,600 square foot building at 6747 Benedict Road West in East Syracuse for a new industrial laundry dedicated exclusively to servicing health care clients in Central, Western and Northern New York. Parent company Bates Troy, Inc. is a Binghamton-based provider of health care linen services for major hospitals, outpatient clinics, nursing homes, and critical care facilities throughout the Southern Tier and Central New York. Bates Troy currently has 110 employees in Binghamton, and is currently contracted with ESD to reach 125 jobs for two past CFA-round grants.

<b>Total Project Cost:</b>	<b>\$8,650,000</b>
<b>Direct New Jobs:</b>	<b>42</b>
<b>Construction Jobs Created:</b>	<b>10</b>

Use of Funds	
Building Acquisition	\$2,000,000
Building Renovation	\$1,960,000
Production Machinery and Equipment	\$4,240,000
Soft Costs	\$450,000
Source of Funds	
ESD Grant	\$860,000
Cash Equity	\$865,000
Lending Institution	\$6,925,000

**75167 Central Association for the Blind, Inc. - CABVI Contact Center**

Build a new contact/call center in 3,000 sq. ft. at its 60,000 sq. ft. Old Court Street facility in East Syracuse. The project is essential for CABVI to have the capacity to accommodate anticipated growth from call center contracts from a number of prospective customers, including federal and other government agencies, and private companies. CABVI has lost a number of potential contracts because most of these customers will award contracts only when call center capabilities are already in place. In the past, CABVI built call center capacity at their Utica location in advance of securing contracts, which proved very successful. The East Syracuse call center project involves renovations, and the purchase and installation of furniture, fixtures and equipment, including a complete voice-over IP telephony and server replication systems. In 2017, CABVI is investing an additional \$3.5 million to purchase and renovate the East Syracuse facility to relocate and expand its existing operations from space it currently leases in Liverpool. CABVI will commit to creating 21 additional jobs in East Syracuse, providing employment opportunities for working-age people who are blind or visually impaired. CABVI currently employs 218 statewide, including 18 in the Syracuse area, 191 in Utica and 9 in Albany.

<b>Total Project Cost:</b>	<b>\$1,161,258</b>
<b>Jobs Existing on-site:</b>	<b>18</b>
<b>Direct New Jobs:</b>	<b>21</b>

Use of Funds	
Building Acquisition	
Building Renovation	\$221,760
Furniture, Fixtures and Equipment	\$707,246
Soft Costs	\$232,252
Source of Funds	
ESD Grant	\$232,000
Cash Equity	\$696,754
Private	\$232,504

**75115 Dupli Associates LLC - 600 North Franklin Street Renovations**

Expand space leased by POWER Engineers, Inc. from 15,000 sq. ft. to 20,000 sq. ft. The project involves general improvements to the building's infrastructure, new windows on the Solar Street side of the building, and construction of a parking lot on an adjacent property that was previously acquired for this purpose. Dupli Associates, as the grant recipient, will guarantee that the beneficiary company POWER Engineers will add 15 jobs to its existing workforce of 55.

<b>Total Project Cost:</b>	<b>\$3,200,000</b>
<b>Jobs Existing on-site:</b>	<b>55</b>
<b>Direct New Jobs:</b>	<b>15</b>
<b>Construction Jobs Created:</b>	<b>18</b>

Use of Funds	
Building Renovation	\$2,750,000
Construction	\$250,000
Furniture, Fixtures and Equipment	\$150,000
Soft Costs	\$50,000
Source of Funds	
ESD Grant	\$500,000
Cash Equity	\$1,200,000
Lending Institution	\$1,500,000

**75401 Feldmeier Equipment, Inc. - Feldmeier Equipment New Facility**

Build out and furnish approximately 30,000 sq. ft. of corporate office space, and purchase new machinery and equipment as required to expand manufacturing at their new Dewitt location. The expansion will allow the company to maintain its leadership role and market share by facilitating fulfillment of increasing orders, particularly in the pharmaceutical and beverage industries. The project will result in retention of the company's current workforce of 288 and addition of 25 new full-time employees over five years.

<b>Total Project Cost:</b>	<b>\$3,819,534</b>
<b>Jobs Existing on-site:</b>	<b>288</b>
<b>Direct New Jobs:</b>	<b>25</b>
<b>Construction Jobs Created:</b>	<b>30</b>

Use of Funds	
Construction	\$363,721
Production Machinery and Equipment	\$2,688,943
Furniture, Fixtures and Equipment	\$766,870
Source of Funds	
ESD Grant	\$760,000
Cash Equity	\$381,954
Lending Institution	\$2,677,580

**76977 Hill Country Farm Brewery, LLC - Hill Country Farm Brewery**

Create a destination farm brewery in the town of Pompey. The project includes the construction of a new facility and purchase and installation of equipment, and will create 15 jobs.

<b>Total Project Cost:</b>	<b>\$598,350</b>
<b>Jobs Existing on-site:</b>	<b>3</b>
<b>Direct New Jobs:</b>	<b>15</b>
<b>Construction Jobs Created:</b>	<b>3</b>

Use of Funds	
Construction	\$242,000
Production Machinery and Equipment	\$321,350
Furniture, Fixtures and Equipment	\$35,000
Source of Funds	
ESD Grant	\$115,000
Cash Equity	\$206,505
Lending Institution	\$276,845

**74384 Home HeadQuarters, Inc. - Neighborhood PlaceBased Economic Development and Revitalization**

Transform six underutilized properties in three distressed neighborhoods in Syracuse. The project will include development of two buildings on the city's North Side into a food hub, one building consisting of warehousing and catering space, and the other building to house a kitchen co-op. On the city's South Side, redevelopment of a five-parcel property will include transformation of a commercial building into a full-service restaurant, and redevelopment of a dilapidated eight-unit apartment complex into a four-unit building with parking lot/green space. The project will also include redevelopment of three mixed-use buildings including six commercial spaces and nine residential units on the city's Near West Side.

<b>Total Project Cost:</b>	<b>\$3,140,000</b>
<b>Construction Jobs Created:</b>	<b>20</b>
<b>Indirect Jobs Created:</b>	<b>76</b>

Use of Funds	
Building Acquisition	\$840,000
Building Renovation	\$1,600,000
Production Machinery and Equipment	\$125,000
Furniture, Fixtures and Equipment	\$575,000
Source of Funds	
ESD Grant	\$314,000
Cash Equity	\$1,262,000
Private	\$1,564,000

**74723 La Roasteria, Inc., dba Café Kubal - Cafe Kubal Expansion Project**

Renovate and equip an existing building at 208 N. Townsend St. and an adjacent parking lot in Syracuse to relocate and expand its coffee roastery and operations functions, and to create an employee training center. Renovations include configuring space for the roastery, and for ancillary production and shipping components. The project will add 12 jobs at the project location, and maintain the existing workforce of 39, which includes 7 positions to be relocated from the company's existing main offices and roastery, and 32 employed in their six cafés.

<b>Total Project Cost:</b>	<b>\$552,000</b>
<b>Jobs Existing on-site:</b>	<b>39</b>
<b>Direct New Jobs:</b>	<b>12</b>
<b>Construction Jobs Created:</b>	<b>3</b>

Use of Funds	
Building Acquisition	\$407,000
Building Renovation	\$25,000
Production Machinery and Equipment	\$30,000
Furniture, Fixtures and Equipment	\$5,000
Land Acquisition	\$18,000
Soft Costs	\$67,000
Source of Funds	
ESD Grant	\$110,000
Cash Equity	\$69,000
Lending Institution	\$442,000

**74564 Loretto Independent Living Services, Inc. dba PACE CNY - PACE CNY Transportation Logistics Center**

Construct a bus storage and maintenance facility on the premises of Loretto's McAuliffe Health and PACE CNY Center at 115 Creek Circle in Syracuse. The new, 30,400 sq. ft. facility will include office (1,200 sq. ft.), durable medical equipment (DME) storage (6,000 sq. ft.), and a bus garage (23,200 sq. ft.) with capacity for more than 45 vehicles. The facility will significantly extend the useful life of the vehicles used for transportation of participants in PACE CNY and to deliver DME. Currently, vehicles are exposed to the elements and harsh CNY weather, which increases the frequency and cost of vehicle maintenance. The new facility will support PACE CNY's rapid growth, which is expected to add 34 jobs to Loretto's existing workforce of 350.

<b>Total Project Cost:</b>	<b>\$3,870,042</b>
<b>Direct New Jobs:</b>	<b>34</b>
<b>Construction Jobs Created:</b>	<b>50</b>

Use of Funds	
Construction	\$3,393,600
Furniture, Fixtures and Equipment	\$150,000
Soft Costs	\$326,442
Source of Funds	
ESD Grant	\$965,000
Cash Equity	\$1,905,042
Lending Institution	\$1,000,000

**76203 Matt Industries, Inc., dba Dupli Envelope and Graphics Corp. - Production Rehab and Upgrade**

Purchase and install new equipment to begin manufacturing envelopes. As one of the largest envelope printers, and the premier printer of envelope short-runs in the Northeast, Dupli currently sources 95 percent of its envelope supplies from other companies located outside of NYS. This project will bring envelope manufacturing in-house, and enable the company to provide customers with unique, customized envelopes. The project is essential to address ongoing pricing pressure due to the continued decline of envelope usage. The company expects to add 2 jobs to its existing local workforce of 170, which includes 167 jobs at the project location, and 3 positions at its Dupli Park Drive space in Syracuse.

<b>Total Project Cost:</b>	<b>\$1,250,000</b>
<b>Jobs Existing on-site:</b>	<b>170</b>
<b>Direct New Jobs:</b>	<b>2</b>

Use of Funds	
Production Machinery and Equipment	\$1,200,000
Soft Costs	\$50,000
Source of Funds	
ESD Grant	\$175,000
Cash Equity	\$125,000
Lending Institution	\$950,000

**76842 Pinckney Hugo Group, LLC - Pinckney Hugo Expansion**

Purchase and renovate the building attached to the company's current office on West Genesee Street in Syracuse in order to allow room for the company to continue to grow in CNY. The project will include the purchase and renovation of both building and parking lot and cutting a hole in the building, connecting the two workspaces. The project will add 20 jobs to the existing workforce of 65, including retaining 20 at-risk jobs.

<b>Total Project Cost:</b>	<b>\$522,500</b>
<b>Jobs Existing on-site:</b>	<b>65</b>
<b>Direct New Jobs:</b>	<b>12</b>
<b>Construction Jobs Created:</b>	<b>3</b>

Use of Funds	
Building Renovation	\$362,500
Furniture, Fixtures and Equipment	\$160,000
Source of Funds	
ESD Grant	\$100,000
Cash Equity	\$52,250
Private/Lending Institution	\$370,250

**76777 R.O.D.E South Ave., LLC - PalmerRice**

Construct a new 33,000 sq. ft. mixed-use facility at 1711 South Avenue in Syracuse. The facility will have 26 residential units and 3 commercial spaces, one of which will be an event center.

<b>Total Project Cost:</b>	<b>\$5,021,960</b>
<b>Construction Jobs Created:</b>	<b>40</b>

Use of Funds	
Construction	\$4,800,000
Furniture, Fixtures and Equipment	\$200,000
Soft Costs	\$21,960
Source of Funds	
ESD Grant	\$700,000
Cash Equity	\$102,568
Lending Institution	\$4,219,392

**76366 Sankofa NEST, Inc. - Syracuse Village Hawley Avenue Phase I Project**

Study the feasibility for redevelopment of the properties at 437- 443 Hawley Avenue; 436- 442 Hawley Avenue; and 307-309 N. Crouse Avenue. The project will also deliver an actionable Site Development Plan for commercial revitalization of the properties with a focus on providing essential daily services and jobs for the community.

**Total Project Cost: \$250,000**

Use of Funds	
Planning and Feasibility Study	\$250,000
Source of Funds	
ESD Grant	\$50,000
Federal Grant	\$60,000
Private	\$140,000

**OSWEGO COUNTY****72657 Brockway Bedding INC - Brockway Bedding**

Construct and equip a new 20,000 sq. ft. high efficiency manufacturing facility in the town of Granby that will use soft wood logs to produce animal bedding from large flake wood shavings. The plant will produce a naturally antibacterial product using an environmentally friendly process that will include use of production waste to fuel a biomass burner to power drying equipment. The product will compete with much higher cost product from Canada, resulting in reduced cost to NYS farmers.

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

**Direct New Jobs: 7**

**Construction Jobs Created: 10**

Use of Funds	
Construction	\$400,000
Production Machinery and Equipment	\$1,400,000
Infrastructure and Site Work	\$200,000
Source of Funds	
ESD Grant	\$325,000
Cash Equity	\$200,000
Lending Institution	\$1,475,000

**76760 Camelot Lodge LLC - Former YMCA Building**

Redevelop a now-vacant and deteriorating building at 251 West First Street in downtown Oswego. The renovated building will have 5,500 sq. ft. of commercial space, 10 loft apartments, and a much improved downtown parking lot.

**Total Project Cost: \$1,614,000**

**Construction Jobs Created: 5**

Use of Funds	
Building Acquisition	\$190,000
Building Renovation	\$980,000
Production Machinery and Equipment	\$180,000
Furniture, Fixtures and Equipment	\$42,000
Demolition and Environmental Remediation	\$22,000
Soft Costs	\$200,000
Source of Funds	
ESD Grant	\$165,000
Cash Equity	\$64,000
Lending Institution	\$1,385,000



**73800 Douglas Outdoors, LLC - Douglas Outdoors Expansion**

Acquire, rehabilitate and equip a 12,000 sq. ft. of underutilized historic building along the Salmon River in downtown Pulaski, converting it to a manufacturing facility to produce high-end, composite fishing rods and other advanced composite parts. The project will onshore rods currently being produced in Asia to New York State. The building will also house a state of the art research and development facility for in-house research and advanced testing, a fishing museum with a public casting dock, and a restaurant. The project will expand manufacturing, R&D, tourism, recreational and employment opportunities in this distressed community, with approximately 35-40 new jobs anticipated within five years.

<b>Total Project Cost:</b>	<b>\$4,300,000</b>
<b>Jobs Existing on-site:</b>	<b>7</b>
<b>Direct New Jobs:</b>	<b>40</b>
<b>Construction Jobs Created:</b>	<b>12</b>

Use of Funds	
Building Acquisition	\$600,000
Building Renovation	\$1,950,000
Production Machinery and Equipment	\$1,000,000
Furniture, Fixtures and Equipment	\$250,000
Infrastructure and Site Work	\$300,000
Soft Costs	\$200,000
Source of Funds	
ESD Grant	\$600,000
Cash Equity	\$430,000
Lending Institution	\$3,270,000

**76555 Fulton Group NA, Inc. and Affiliates - Implementation of World Class Manufacturing Process**

Purchase a facility in East Syracuse; make renovations to facilities in Pulaski, East Syracuse and Syracuse; purchase and install machinery and equipment; and invest in research and development activities to develop new products offerings. The project will add 27 new jobs to the existing workforce of 343 jobs and retain 50 at risk jobs.

<b>Total Project Cost:</b>	<b>\$11,250,000</b>
<b>Jobs Existing on-site:</b>	<b>343</b>
<b>Direct New Jobs:</b>	<b>27</b>

Use of Funds	
Building Acquisition	\$2,500,000
Building Renovation	\$500,000
Production Machinery and Equipment	\$6,000,000
Soft Costs	\$2,250,000
Source of Funds	
ESD Grant	\$1,500,000
Cash Equity	400,000
Lending Institution	\$9,350,000

**74553 Hudsons Dairy, Inc. - Refrigerated Dairy Food Warehouse**

Construct and equip a 6,000 sq. ft. refrigerated warehouse facility for dairy foods, with a 1,500 sq. ft. outside freezer that connects into the inside cooler. The building will be on 47 West Second Street in Fulton across from the company's existing location. The project is designed to allow for more efficient truck access, to ease storage problems, and to allow the rotation of dairy and ice cream products. The company's current facility does not allow any room for future growth and is hampering future business expansion opportunities. The company expects to add 5 new jobs to the existing workforce of 12 over three years.

<b>Total Project Cost:</b>	<b>\$1,150,000</b>
<b>Jobs Existing on-site:</b>	<b>12</b>
<b>Direct New Jobs:</b>	<b>5</b>
<b>Construction Jobs Created:</b>	<b>50</b>

Use of Funds	
Construction	\$830,000
Production Machinery and Equipment	\$210,000
Furniture, Fixtures and Equipment	\$20,000
Land Acquisition	\$50,000
Soft Costs	\$40,000
Source of Funds	
ESD Grant	\$220,000
Cash Equity	\$110,000
Lending Institution	\$820,000

**75372 North Ridge Dairy - New Feed Facility and Rail Siding**

Construct and equip a 40,000 sq. ft. enclosed facility and build 1,000 feet of rail siding to consolidate storage, movement and mixing of feed currently being handled separately by NRD and Locust Hill Farm (LHF). LHF, which has the same owners as NRD, is located less than 10 miles away in the Town of Ellisburg, Jefferson County. Together, NRD and LHF milk 2,500 cows, which will grow to 4,400 by 2019. The new feed facility will build upon NRD and LHF's recent investments in new milking facilities, cattle barns and manure storage facilities. The project will add 7 jobs to the 42 currently employed by NRD and LHF (16 at NRD and 26 at LHF).

<b>Total Project Cost:</b>	<b>\$1,785,500</b>
<b>Jobs Existing on-site:</b>	<b>42</b>
<b>Direct New Jobs:</b>	<b>7</b>
<b>Construction Jobs Created:</b>	<b>20</b>

Use of Funds	
Construction	\$1,343,000
Production Machinery and Equipment	\$265,000
Soft Costs	\$177,500
Source of Funds	
ESD Grant	\$268,000
Cash Equity	\$178,550
Lending Institution	\$1,338,950

**77034 Virgilio's Event Centre LLC. - Virgilios Event Centre**

Expand a wedding and event venue in Volney. The project includes the construction of a 3,800+ sq. ft. outdoor covered patio, outdoor grill put area, 12 new cabins, water management and utility improvements, new pole barn, improved driveway and more. The center's target events will be weddings and corporate gatherings, but will also be utilized for events such as car shows and open-to-the-public events.

<b>Total Project Cost:</b>	<b>\$1,000,000</b>
<b>Direct New Jobs:</b>	<b>8</b>
<b>Construction Jobs Created:</b>	<b>10</b>

Use of Funds	
Construction	\$950,000
Furniture, Fixtures and Equipment	\$30,000
Soft Costs	\$20,000
Source of Funds	
ESD Grant	\$200,000
Cash Equity	\$100,000
Lending Institution	\$400,000
Local	\$300,000

**75545 Young Men's Christian Association of Oswego, Inc. - Connector to Reopen Pool**

Reinstate access to swimming pool facilities. The YMCA owns its main Y building (the Y), the Oswego Armory, a pool building, and a garage and vacant land between the Y and the Armory. In 2015, the YMCA was forced to vacate the Y and move all operations to the Armory due to wall failure. As a result, the pool could no longer be accessed. When this happened, the YMCA had just completed more than \$400,000 in improvements to the pool before this occurred. The loss of the pool, the only handicap accessible pool in Oswego, resulted in cancellation of important swimming and related programs, which in turn led to a significant loss in membership. The project involves construction of a connector between the Armory and the pool via the garage. The connector would include locker rooms, and a lounge area for watching swim lessons on video feed. The project is expected to add 8 new jobs to the YMCA's existing workforce of 32.

<b>Total Project Cost:</b>	<b>\$750,000</b>
<b>Jobs Existing on-site:</b>	<b>32</b>
<b>Direct New Jobs:</b>	<b>8</b>
<b>Construction Jobs Created:</b>	<b>100</b>

Use of Funds	
Building Renovation	\$300,000
Construction	\$250,000
Production Machinery and Equipment	\$60,000
Furniture, Fixtures and Equipment	\$55,000
Demolition and Environmental Remediation	\$10,000
Soft Costs	\$75,000
Source of Funds	
ESD Grant	\$150,000
Cash Equity	\$75,000
Private	\$300,000
Lending Institution	\$225,000

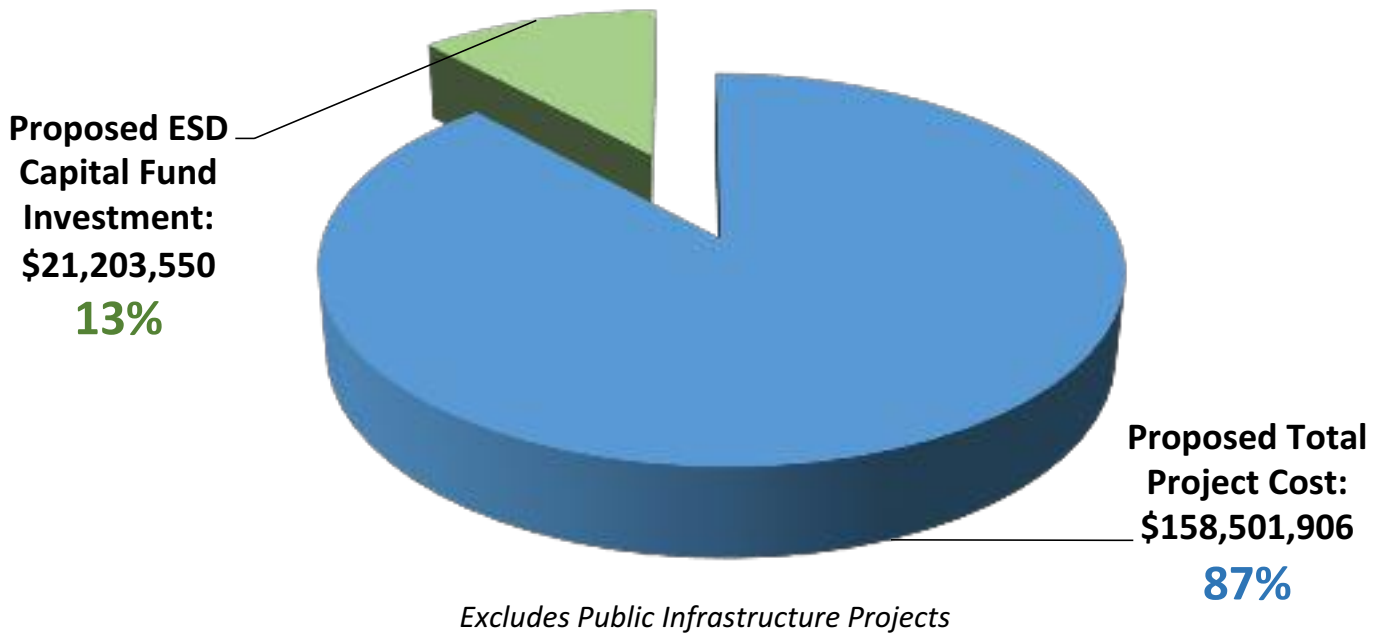
## Round 7 Priority Project Investments, Project Costs, &amp; Jobs Creation

CFA #	Applicant	Project Name	Total Project Cost	Five-year Payroll	Applicant Request	Grant Request	Excelsior Request	Total Regional Council Ask	Direct New Jobs (projected)	Jobs Retained (projected)	Construction Jobs (projected)
<b>Cayuga County</b>											
75111	Cayuga County Industrial Development Agency	Aurelius Industrial Park Sewer Line	\$1,418,125		\$283,625	\$284,000		\$284,000		0	10
73530	Copper John Corporation	Copper John Reshoring and Expansion	\$1,442,918	\$1,303,750	\$388,265	\$280,000	\$100,000	\$380,000	12	6	
73507	Currier Plastics, Inc	Currier Plastics Medical Market Expansion	\$9,900,000	\$4,615,000	\$1,980,000	\$1,800,000	\$180,000	\$1,980,000	20	150	
75222	Du Mond Grain, LLC	Non-Solvent Soybean Extruding	\$3,277,132	\$4,080,000	\$879,909	\$655,000	\$224,000	\$879,000	20	10	60
77216	Martens Companies, LLC	Refrigerating and Packing Facility	\$4,700,000	\$18,368,000	\$940,000	\$940,000		\$940,000	100	100	50
76834	Prison City Brewing, LLC	Prison City Brewing Expansion	\$4,500,000	\$3,720,000	\$900,000	\$900,000		\$900,000	20	28	50
75678	Schines Theater, LLC	Schines Theatre Restoration	\$5,900,000		\$1,200,000	\$1,200,000		\$1,200,000		0	0
<b>Cortland County</b>											
71372	Contento's Recycling LLC	Contentos Recycling Center	\$729,068	\$892,500	\$145,813	\$145,000		\$145,000	8	0	5
74461	D. Yaman Properties, LLC	Ames Building Reconstruction	\$2,055,615		\$400,000	\$240,000		\$240,000		0	25
75001	D. Yaman Properties, LLC	Redevelopment of Shopping Center for Non-Profits Agencies	\$5,228,071		\$1,045,614	\$925,000		\$925,000		0	10
74852	Town of Cortlandville	Gutchess Athletic Complex Development	\$4,312,000		\$862,000	\$862,000		\$862,000	0	0	41
<b>Madison County</b>											
74587	Clear Path for Veterans, Inc.	Expansion of Veterans Programs	\$5,217,750	\$1,258,000	\$483,550	\$483,550		\$483,550	7	29	50
77047	Eco-Baggeez LLC	Equipment Purchase for Production	\$105,000	\$480,000	\$20,000	\$10,000		\$10,000	4	0	
72677	Marquardt Switches Inc	Global Technology Center Phase II	\$3,100,000	\$2,937,500	\$600,001	\$600,000		\$600,000	15	435	
77174	Morrisville State College	Four Seasons College Farm Initiative at Morrisville State College	\$2,960,000	\$3,375,000	\$1,700,000	\$1,200,000		\$1,200,000	30	10	15
<b>Onondaga</b>											
75857	101 North Salina Street, LLC	Post Standard Building Mixed-use Redevelopment	\$38,866,345	\$6,732,500	\$2,500,000	\$1,500,000		\$1,500,000	34	0	187
72494	321 South Salina Street, LLC	321-323 South Salina Street Project	\$3,267,238	\$2,761,600	\$505,924	\$320,000		\$320,000	20	0	48
74060	Apple Acres, LLC	Apple Acres LLC	\$5,637,500	\$1,793,000	\$809,607	\$550,000		\$550,000	12	24	20
75851	BTCNY, LLC	New Industrial Laundry for Healthcare	\$8,650,000	\$6,475,100	\$2,162,501	\$860,000		\$860,000	42	0	10
75167	Central Association for the Blind, Inc.	CABVI Contact Center	\$1,161,258	\$2,386,545	\$232,252	\$232,000		\$232,000	21	18	0
75115	Dupli Associates LLC	600 North Franklin Street Renovations	\$3,200,000	\$5,780,000	\$640,000	\$500,000		\$500,000	15	55	18
75401	Feldmeier Equipment, Inc.	Feldmeier Equipment New Facility	\$3,819,534	\$5,195,662	\$863,906	\$760,000	\$100,000	\$860,000	25	288	30
76977	Hill Country Farm Brewery, LLC	Hill Country Farm Brewery	\$598,350	\$1,295,000	\$119,670	\$115,000		\$115,000	15	3	3
74384	Home HeadQuarters, Inc.	Neighborhood PlaceBased Economic Development and Revitalization	\$3,140,000		\$628,000	\$314,000		\$314,000		0	20
74723	La Roasteria, Inc., dba Café Kubal	Cafe Kubal Expansion Project	\$552,000	\$1,830,000	\$110,400	\$110,000		\$110,000	12	39	3
74564	Loretto Independent Living Services, Inc. dba PACE CNY	PACE CNY Transportation Logistics Center	\$3,870,042	\$6,479,263	\$965,000	\$965,000		\$965,000	34	350	50
76203	Matt Industries, Inc., dba Dupli Envelope and Graphics Corp.	Production Rehab and Upgrade	\$1,250,000	\$1,200,000	\$250,000	\$175,000	\$10,000	\$185,000	2	170	0
76842	Pinckney Hugo Group, LLC	Pinckney Hugo Expansion	\$522,500	\$4,900,000	\$204,000	\$100,000		\$100,000	12	65	3
76777	R.O.D.E South Ave, LLC	PalmerRice	\$5,021,960		\$1,004,392	\$700,000		\$700,000		0	40
76366	Sankofa NEST, Inc.	Syracuse Village Hawley Avenue Phase I Project	\$250,000		\$50,000	\$50,000		\$50,000		0	
<b>Oswego County</b>											
72657	Brockway Bedding INC	Brockway Bedding	\$2,000,000		\$400,000	\$325,000		\$325,000	7	0	10
76760	Camelot Lodge LLC	Former YMCA Building	\$1,614,000		\$250,000	\$165,000		\$165,000		0	5
73800	Douglas Outdoors, LLC	Douglas Outdoors Expansion	\$4,300,000	\$4,975,000	\$1,300,000	\$600,000	\$200,000	\$800,000	40	7	12
76555	Fulton Group NA, Inc. and Affiliates	Implementation of World Class Manufacturing Process	\$11,250,000	\$2,695,000	\$4,325,000	\$1,500,000	\$1,000,000	\$2,500,000	27	343	
74553	Hudsons Dairy, Inc.	Refrigerated Dairy Food Warehouse	\$1,150,000	\$968,000	\$220,000	\$220,000		\$220,000	5	12	50
75372	North Ridge Dairy	New Feed Facility and Rail Siding	\$1,785,500	\$2,055,000	\$480,507	\$268,000	\$213,000	\$481,000	7	42	20
77034	Virgilio's Event Centre LLC.	Virgilio's Event Centre	\$1,000,000	\$620,900	\$200,000	\$200,000		\$200,000	8	0	10
75545	Young Mens Christian Association of Oswego, Inc.	Connector to Reopen Pool	\$750,000	\$1,457,000	\$150,000	\$150,000		\$150,000	8	32	100
<b>TOTAL</b>			<b>\$158,501,906</b>	<b>\$100,629,320</b>	<b>\$30,199,936</b>	<b>\$21,203,550</b>	<b>\$2,027,000</b>	<b>\$23,230,550</b>	<b>582</b>	<b>2,216</b>	<b>955</b>

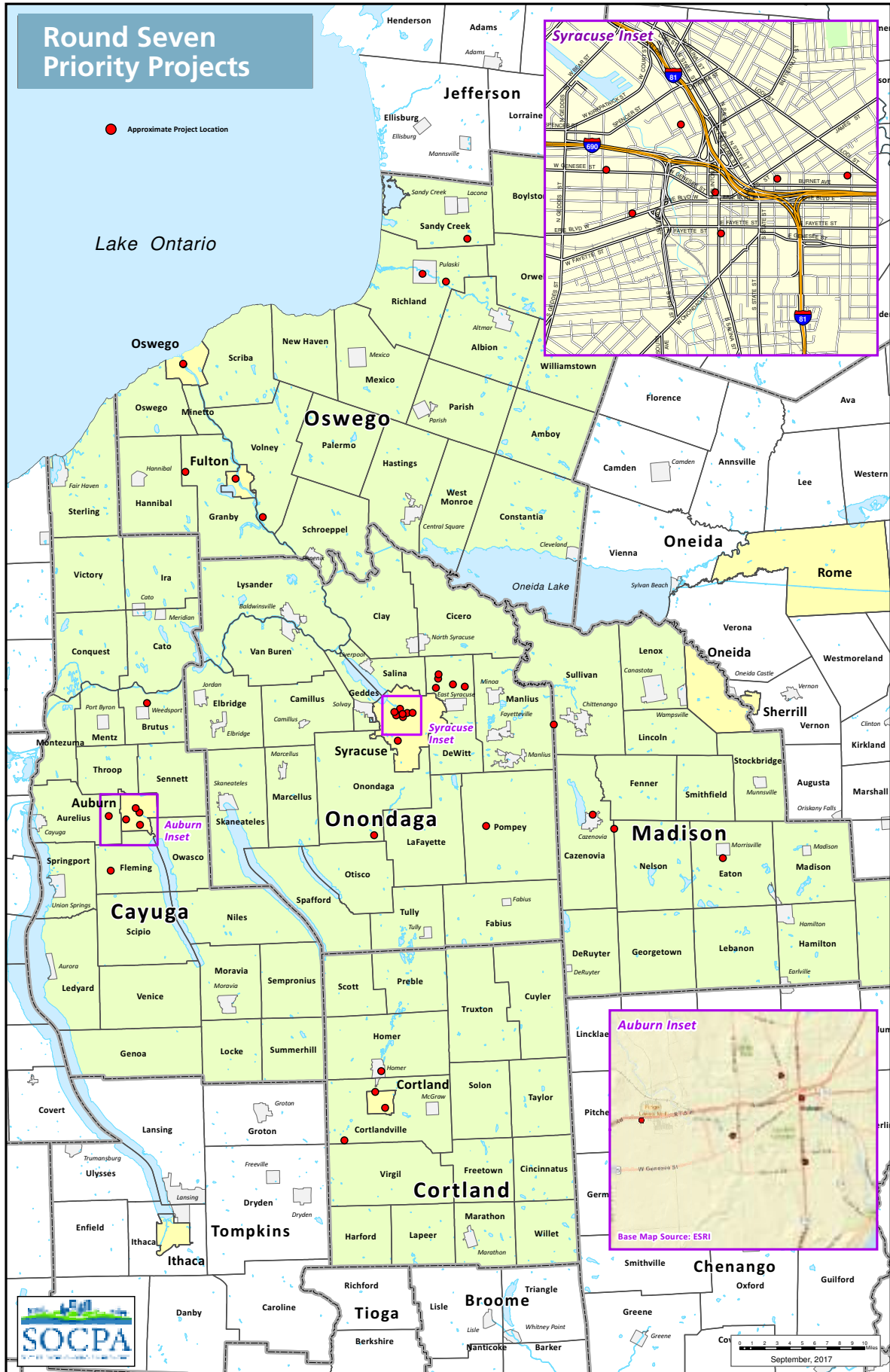
## 2) OVERALL INVESTMENT RATIO FOR PROPOSED PRIORITY PROJECTS

The investment ratio of total project cost (**\$158,501,906**) to total ESD capital fund investment (**\$21,203,550**) for the proposed Round 7 priority projects is **13.38 to 1**. The collective impact of these recommended projects will support every community in the region.

### Round 7 Overall Investment Ratio for Proposed Priority Projects: 13.38%



### 3) MAP OF PROPOSED PRIORITY PROJECTS













CFA#	Project Applicant	Goal Implemented			Projects Related to State Priorities					
		Goal 1	Goal 2	Goal 3	Downtown Revitalization	Life Sciences Cluster	Workforce Training	Regional Cluster Plan	Opportunity Agenda	Veterans
73190	Village of Moravia									
76376	Village of Parish									
72877	Village of Phoenix									
72083	Village of Port Byron									
76869	Village of Pulaski NY									
74577	Village Of Pulaski Sewer Board									
74687	Village of Sandy Creek									
74909	Village of Union Springs									
71799	Village of Union Springs									
75263	Village of Union Springs									
71524	Virgil Town Board									
77073	Visit Syracuse - CenterState CEO									
71889	Westrock - Southern Container LLC									

## 6) 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 **80** projects for CFA-Related State Agency funding that advance the region's strategic goals.
- These projects applied for **\$28,519,869** in CFA-related state agency funding (**39.6** percent of total project costs), which would leverage **\$72,043,340** in total project costs.

For a full listing of these additional strategic projects, please see Appendices, Section 8.1.

# 4 PARTICIPATION

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## 4.0 WORK GROUPS

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In 2017, the CNYREDC reorganized its approach to community involvement to infuse additional energy in implementing the CNY Rising plan. The CNYREDC established a distributed implementation model to oversee individual aspects of the plan. This model uses a two-phased approach. In the planning and development phase of project implementation, various work groups oversee implementation. After projects receive funding from the Upstate Revitalization Initiative, project sponsors take over responsibility for implementation and the work group is transitioned to an advising capacity. This process has most recently been experienced in the transition of the UAS Working Group to an advisory role, as the NUAIR Alliance became the project sponsor. Additional examples of this implementation strategy as related to major CNYREDC and CNY Rising strategic initiatives of are listed below:

- Establishing a Global Hub for UAS Innovations
  - o Work Group — UAS Work Group
  - o Project Sponsor — NUAIR Alliance
- Bringing Agricultural Products to Global Markets
  - o Work Group — Interregional Agribusiness Work Group
- Creating a Global Manufacturing and Logistics Hub
  - o Project Sponsor — Port of Oswego Authority
- Advancing Economic Opportunities for All Citizens
  - o Work Group — Alliance for Economic Inclusion
  - o Project Sponsor — Onondaga County
- Making CNY a Home for Veterans and their Families
  - o Project Sponsor — Syracuse University
- Build Welcoming and Connected World-Class Communities
  - o Work Group — Consensus Commission on Local Government Modernization

In addition to the implementation of CNY Rising, the CNYREDC has reestablished work groups to respond to new or ongoing key regional economic priorities.

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

## 4.1 WORK GROUP MEMBERS

### Agribusiness

Brian Anderson, National Grid  
 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

### Interregional Agribusiness

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

### Alliance for Economic Inclusion

Pastor Bernard Alex, Victory Temple Fellowship Church  
 Luke Avery-Dougherty, United Way of CNY  
 Monica Brown, Onondaga County Department  
 of Social Services  
 Rickey Brown, Upstate Minority Economic Alliance  
 James Fayle, Empire State Development  
 Sergio Garcia, Upstate Medical University  
 Helen Hudson, Syracuse Common Council  
 Otis Jennings  
 Chuck Mason, City of Auburn  
 Ryan McMahon, Onondaga County Legislature  
 Duane Owens, Onondaga County Department of  
 Facilities Management  
 Sharon Owens, Southwest Community Center  
 Rita Paniagua, Molina Healthcare  
 Tim Penix, SUNY EOC  
 Roy Reehil, Oswego County Legislature  
 Frank Ridzi, CNY Community Foundation  
 Justin Rudgick, City of Oswego  
 Alden Smith  
 David Sutkowy  
 Ahmeed Turner, Say Yes to Education  
 Matt Whitman, Catholic Charities of Cortland County

### Life Sciences

David Amberg, SUNY Upstate Medical University (chair)  
 Pamela Caraccioli, SUNY Oswego  
 Maureen Fellow, SUNY College of Environmental Science  
 and Forestry  
 Peter Georgianna, Welch Allyn  
 David Mankiewicz, CenterState CEO

### Public Participation Work Group

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

### Talent Task Force

Chedy Hampson, TCGPlayer.com (chair)  
 John Currier, Currier Plastics  
 James Fayle, Empire State Development  
 Sergio Garcia, SUNY Upstate Medical University  
 Janie Goddard, Jadak  
 David Goodness, Workforce Development Institute  
 Meg O'Connell, Allyn Family Foundation  
 Mark Southwick, Huhtamaki  
 NYS Department of Labor Representative

### Unmanned Aerial Systems

Tony Albanese, Gryphon Sensors  
 Larry Brinker, NUAIR Alliance  
 Rob Brown, Saab Sensis  
 Brady Cass, Gryphon Sensors  
 Theresa Dahlberg, Syracuse University  
 Lesley Dublin, Onondaga County  
 Bob Duclos, C&S Companies  
 Jim Fayle, Empire State Development  
 Yoanna Ferrara, Syracuse University  
 Bill Fisher, Onondaga County  
 Mark Glauser, Syracuse University  
 Chuck Green, Assured Information Security  
 Isabelle Harris, Onondaga County  
 Chad Lawrence, Griffiss International Airport  
 Mac MacMurray, C&S Companies  
 David Mankiewicz, CenterState CEO  
 Matt Massiano, Saab Sensis  
 Michael Ransom, Syracuse University  
 Gurdip Singh, Syracuse University  
 Vijay Srinivas, Assured Information Security  
 Marc Viaggiano, Niteo Park  
 Dave Whitaker, Gryphon Sensors

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

Over the past year, the CNYREDC has maintained the successful practice of utilizing each county's industrial development agency and economic development agencies to inform local constituencies and elected officials of the CNYREDC process and the opportunities it presents. This well-established process allows CNYREDC representatives in each county to go out into the public and brief their local leadership, strengthening the connections and reach of the regional council. This also ensures that the community has a direct path to ask any questions and to usher any local projects into the project pipeline.

Additionally, the Public Participation Work Group (PPWG) analyzes the previous year's participation and public comments to establish a new focus area for the next report. In the past, these focus areas have included additional outreach to involve small businesses with Contract Local in 2014, ensuring diverse group's opinions were captured in the Upstate Revitalization Initiative year (2015), or additional outreach to millennials whose opinions seemed largely underrepresented in the region's data collection last year.

This year, as a reaction to Central New York not being a top performer in 2016, the CNYREDC charged the PPWG with increasing the quantity and quality of the projects to be submitted through the Consolidated Funding Application process, and the PPWG responded.

To increase the quantity, the PPWG studied the number of applications compared to the number of participants in the process. It found a statistically significant difference in the number of people who attended public engagement events, with the number of people who applied for funding. As a result, it was determined that it was necessary to increase the number of people reached to increase the number of projects received.

Round	Applied	Awarded	Moving Forward	% Moving Forward	Public Engaged
1	94	27	22	81.5	539
2	75	35	26	74.3	361
3	56	28	20	71.4	317
4	71	39	29	74.4	385
5	77	45	39	86.7	1,944
6	52	21	21	100	159*
7	82	N/A	N/A	N/A	588

**\*Number omits outreach focused on CNY Rising and the URI**

To accomplish this, six public participation events were scheduled, starting in February 2017. An Intent to Propose form that had been utilized in previous years was updated to become more effective, and events were set up in each of the five Central New York counties to garner a greater understanding of the process among members of the business communities in each county.

The PPWG then developed a plan to increase the quality of the applications received this year, with a goal to reach more businesses to inform them of the CNYREDC process, and then work with them to strengthen their applications. To reach more business groups, the PPWG held forums in IDAs and economic development affiliates in each of the five Central New York counties, instead of at colleges and community centers, as it had done in the past.

At each forum, the PPWG gave a presentation how to utilize the Intent to Propose intake form and how to develop the strongest application possible for in Round 7 of the Consolidated Funding Application.

### Intent to Propose Forums

Organization	Date	# Attendees
Madison Public Participation Intent to Propose Forum	2/23/2017	52
Cayuga Public Participation Intent to Propose Forum	2/28/2017	48
Cortland Public Participation Intent to Propose Forum	3/1/2017	60
Oswego Public Participation Intent to Propose Forum	3/3/2017	45
Syracuse Public Participation Intent to Propose Forum	3/5/2017	55
Onondaga Public Participation Intent to Propose Forum	3/6/2017	112
<b>TOTAL</b>	<b>6</b>	<b>372</b>

This aggressive outreach allowed the CNYREDC to review 83 Intent to Propose projects starting April 15, 2017, a month before the 2017 Consolidated Funding Application portal opened. During the month leading up to the 2017 CFA launch, CNYREDC members and staff reviewed, scored, and contacted all 83 project applicants with information on how they might strengthen their applications, what source of funding might be best suited for their particular project, or how to ensure their project was shovel-ready.

Accomplishing all this before the opening of the 2017 CFA process has helped put the CNYREDC in the best possible position for a successful round 7.

### Total Public Participation Events and CNYREDC Briefings

Organization	Date	# Attendees
CNYREDC Meeting - Onondaga Community College, Syracuse	1/19/2017	16
Madison Public Participation Intent to Propose Forum	2/23/2017	52
Cayuga Public Participation Intent to Propose Forum	2/28/2017	48
Cortland Public Participation Intent to Propose Forum	3/1/2017	60
Oswego Public Participation Intent to Propose Forum	3/3/2017	45
Syracuse Public Participation Intent to Propose Forum	3/5/2017	55
Onondaga Public Participation Intent to Propose Forum	3/6/2017	112
CNYREDC Meeting - SUNY Oswego Metro Center, Syracuse	3/17/2017	17
CNYREDC Meeting - Johnston Company, Auburn	4/20/2017	25
CFA Workshop - Cayuga Community College, Auburn	5/8/2017	41
CNYREDC Meeting - Southwest Community Center, Syracuse	6/6/2017	21
CFA Workshop - Syracuse Center of Excellence, Syracuse	6/15/2017	63
CNYREDC Meeting - SUNY Oswego Metro Center, Syracuse	8/25/2017	33
<b>TOTAL</b>	<b>13</b>	<b>588</b>

# 5 DOWNTOWN REVITALIZATION PLAN

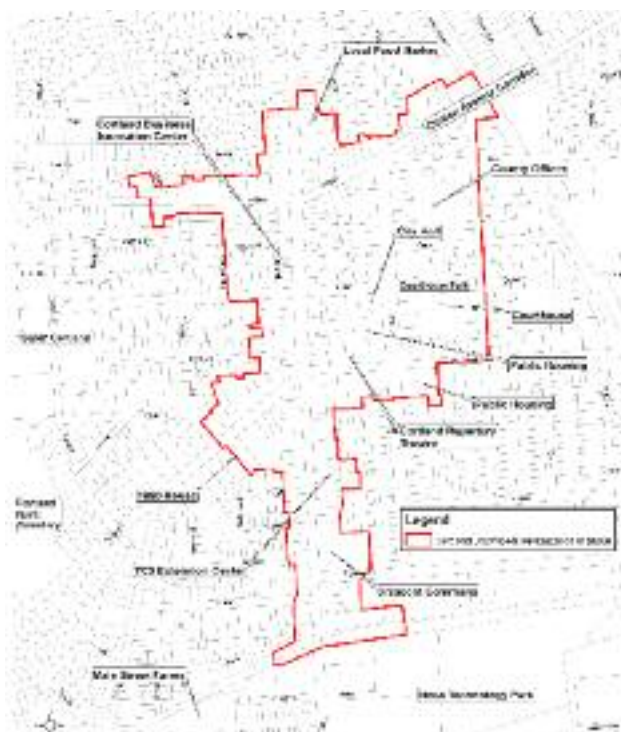
The city of Cortland, in Cortland County, has been selected as the winning community in the CNYREDC region for Round 2 of the Downtown Revitalization Initiative (DRI).

## Location and Boundary of Downtown Cortland

The city of Cortland is the southern gateway to the Central New York region and Eastern Gateway to the Finger Lakes, a magnet for hundreds of thousands of tourists, annually. Downtown Cortland is perfectly positioned to host visitors and travelers and is the only urbanized downtown for the 50,000 residents of Cortland County. Nearly 450 businesses occupy a half-mile radius from the center of Cortland's downtown, employing approximately 5,100 persons, making the downtown the largest employer in the county.

As of the most recent census, the city of Cortland is experiencing population growth and a declining poverty rate. Specifically, the city has seen its population increase by more than 2.5 percent, between 2000 and 2010. At the same time, its poverty rate has decreased by 3.5 percent in recent years – a testament to the efforts of local leadership and the city's recognized potential. Outside of the city of Syracuse, the city of Cortland is the most densely populated city in the Central New York region.

Unlike many communities, downtown Cortland is adjacent to and within walking distance of the vibrant student body at SUNY Cortland. Downtown is a primary destination for approximately 7,000 enrolled students and 1,100 faculty and staff members at SUNY Cortland. In addition, located in the southern entrance of the downtown, is Tompkins Cortland Community College's (TC3) downtown campus, which is supported by the main campus and a short 15-minute drive from Cortland. TC3 enrolls approximately 2,400 students, annually. Cortland's downtown and its array of commercial establishments, public spaces, and community events provides a unique venue for positive interaction of students, faculty and residents. The colleges and the downtown environment have contributed to the creation of a youthful, exuberant, and attractive downtown for lifelong residents, students, young professionals, and visitors from near and far.



*Downtown Cortland. Credit: Cortland County Business Development Corporation*

*Credit: SUNY Cortland*





## Rationale for Selection

Cortland's downtown revitalization plan, and the actions undertaken to implement it, have created a culture of success in Cortland. The Downtown Revitalization Initiative is an ideal and timely fit for Cortland as it is now poised to capitalize on these successes. Much as Chester Wickwire invented new ways to weave wire screens and launched Cortland's economy at the turn of the 20th century, community leaders are weaving together the strands of a new economy for the 21st century; a vibrant, exciting, fun, and interesting downtown is the bedrock of this new community. Downtown Cortland meets or exceeds every criteria outlined in the Downtown Revitalization Initiative application and guidance documents, and is ready for DRI investment.

The CNYREDC selected Cortland for the second round of the DRI because of its strong alignment with the council's overall strategic direction. Specifically, the plan was chosen because:

- It involved building off previous downtown studies that were completed;
- Investments in housing focused on building on core business district investments that have recently been made. More than 300 jobs have been created downtown in recent years, and when the McNeil insurance expansion project is complete, which is a REDC project, an additional 100 to 150 jobs will be created. The plan also expects to create about 500 new jobs because of this investment;
- It will create a walkable downtown that will link students at SUNY Cortland to downtown with walkways, bike trails;
- It is leveraging more than \$500 million in investments over the last 10 years and \$22 million in investment currently happening;
- It is leveraging numerous investments made by the REDC including studies, mixed use projects and business investments; and
- The DRI investment will leverage more than \$47 million in other investment.

## Importance of Downtown Revitalization in Advancing Regional Strategies

In harmony with the region's strategic plans, Cortland has recently taken significant strides to advance agribusiness and access to high quality, nutritious foods. Specifically, with grant assistance from the city, downtown Cortland has seen the emergence of The Local Food Market and Main Street Farms. Main Street Farms and The Local Food Market are located on opposite ends of the Downtown and both specialize in providing access to healthy, nutritious foods to the downtown and city residents. The Local Food Market is an organic health food store providing fresh and prepared foods. Main Street Farms, which grows food year-round in the city, offers CSA pickup locations in Binghamton, Cortland, Dewitt, Elbridge, Fairmount, Fayetteville, Homer, Liverpool, Onondaga Hill, and at various locations in Syracuse, making Main Street Farms a true regional agribusiness. It is also hoping to expand its year-round, interior agriculture, which is a major component of Central New York's Upstate Revitalization Initiative plan.

The city and its downtown have also formed public-private partnerships to support the regional destination tourism industry. In particular, the city of Cortland, the Cortland Downtown Partnership, and downtown business owners have partnered with Central New York's largest ski resort,

Greek Peak Mountain Resort, to promote the "Ski Cortland" initiative. Ski Cortland has leveraged Market New York funds to attract private investment for "brick and mortar" projects at the ski resort and a regional marketing program to draw recreational tourists from Pennsylvania and New Jersey to downtown Cortland and the mountain resort.



Furthering the URI and strategic plan for the region, the city has also taken steps to encourage entrepreneurship and access to seed capital. Through a partnership with SUNY Cortland and the Cortland Downtown Partnership, the city has seen the recent development of the SUNY Cortland Entrepreneurship Program and the Cortland Business Innovation Center. Together, the programs provide affordable workspace, mentoring and support for young college students and local aspiring entrepreneurs in developing the skills and strategies required to launch business ventures ideally targeted at the Downtown. The city has also taken advantage of the state-funded Microenterprise Assistance Program to provide capital to startup or expanding small businesses in and around the downtown.

Over the last decade, to create a more welcoming downtown, Cortland has invested heavily in the redevelopment of its downtown buildings and infrastructure. The city is currently leveraging public grant funds to attract millions of dollars of private investment to historic structures in the downtown through the New York Main Street program that is administered through the New York State Office of Community Renewal.

### Summary of Assets that Make Downtown Cortland Unique

Cortland recognizes that in order to compete for new industry, investment, jobs, and residents that it must create a community that meets the standards of a 21st century city. It cannot focus simply on infrastructure and financial incentives in order to draw tomorrow's workforce. It must foster an interesting, exciting, fun, and unique community with a strong sense of place. The Cortland Downtown and the greater Cortland area possess the amenities and sense of place to be a truly livable community and to compete in today's market. Cortland is a Climate Smart Community, Tree City USA and a Preserve America Community. The city is physically beautiful with an extensive collection of historic architecture. It offers lifestyle choices that meet the desires and needs of young adults, families and the aging.

Many assets contribute to Cortland's unique downtown heritage and experience, these include:

- The presence of subsidized and public housing, as well as a growing number of market rate rental units, ensuring that all have access to decent, affordable housing;
- A greater density of retail, restaurant, and commercial enterprise than any other community on the I-81 corridor between Syracuse and Binghamton;
- Multimodal transportation between many local destinations, as well as neighboring Tompkins County and local educational institutions;
- A number of well-maintained parks with accessible amenities, trails, playing fields, swimming pools and gathering spaces, all within walking distance of the downtown;
- The county's Regional Medical Center is located within one-half mile of downtown;
- An artistic and cultural presence befitting of a much larger community including, but not limited to, live theater, a vibrant music scene, movie festivals and a fine arts museum, as well as college sporting events;
- A new effort to provide downtown with fiber optic wireless internet with the fastest speeds available in the state; and
- The development of more than 60 market rate apartments with the urban core.



*Credit: Cortland County Business Development Corporation*



*Downtown Cortland's cultural amenities include a vibrant music scene, festivals, live theater, and more. Credit: Cortland County Business Development Corporation*

## Overview of Community’s Vision for Downtown Revitalization in Cortland

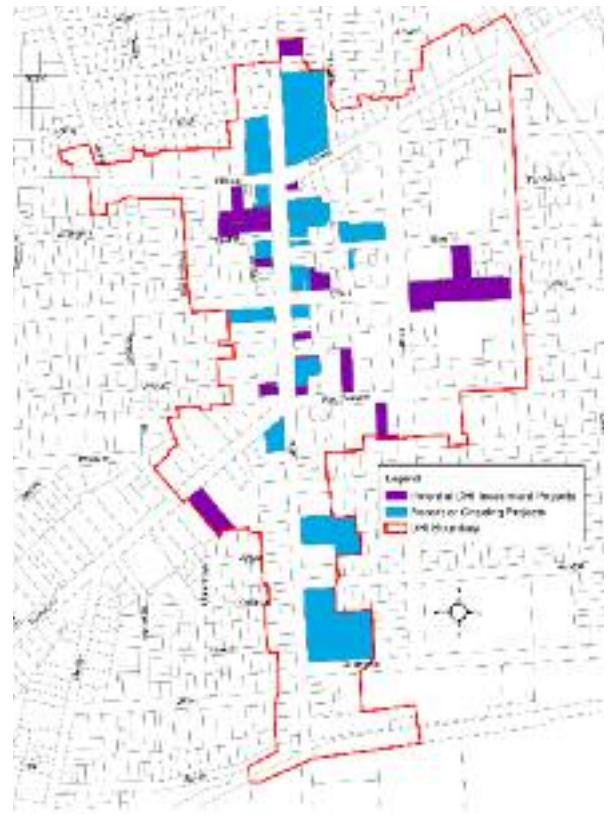
The city of Cortland and its many partners are united in their vision of a downtown that thrives as the economic and cultural center of Cortland County; an energetic, attractive and inviting place for commerce, residence and recreation. The vision is built upon a realistic analysis of the downtown economy, current job growth trends, and inherent strengths and opportunities. The foundation is solid, and the community will be bold and creative as it builds upon three strategies that will guide its efforts:

- We will embrace and expand the creative economy;
- We will build a complete downtown neighborhood; and
- We will reimagine infrastructure for the 21st century.

## Projects or Proposals that have been Preliminarily Identified

Cortland’s DRI plan recommends 21 projects designed to accelerate the ongoing revitalization of the downtown area. A highlight of these projects includes:

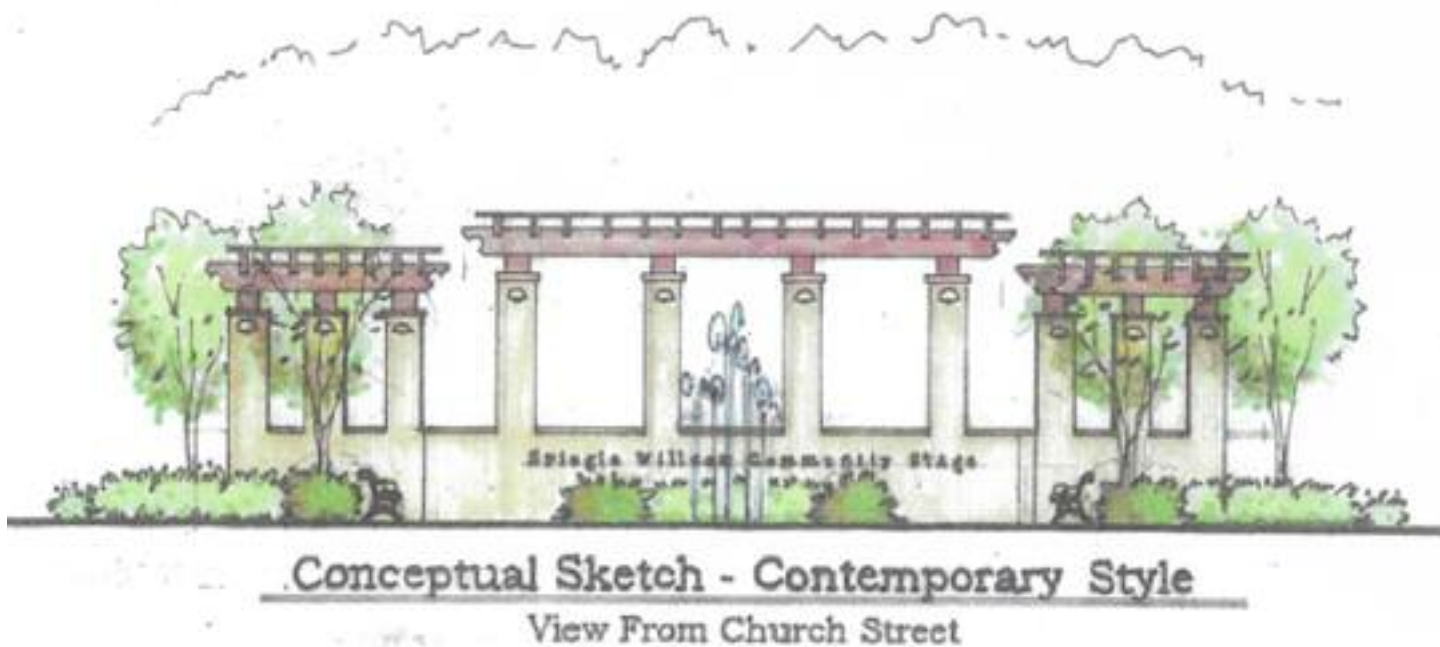
- **One Main Mixed-Use Development** — A unique, two-story, 1920s Art Moderne building, that has long been covered with an unattractive false façade and lies at one of the gateways to downtown.
- **The Blue Mug-Recording Studio, Live Venue and Mixed Use Development** — Mixed-use project will transform 77 Main Street, a vacant, historic building into a recording studio and six new apartments.
- **Harold Block Mixed Use Redevelopment** — Former student housing on the upper floors will be converted to high-end market rate housing. The space will expand from six to nine units, and will have energy efficient upgrades, air conditioning and handicap accessibility.
- **37-39 Port Watson Mixed-Use Development** — Project includes exterior façade improvements, renovation and remodeling of nine apartments and possibly installation of an elevator to make the building handicap accessible.
- **Fiorentini Block Mixed-Use Development** — Owners of this landmark building have proposed a residential development of eight new and renovated market rate apartments.
- **Gateway Block Redevelopment** – The “Gateway” into Downtown Cortland is the intersection of Main Street, Clinton Avenue and Groton Avenue (NY 222). Four interrelated projects have been identified for the Northwest corner of this block, and include in-fill construction on the city’s Groton Avenue parking lot.
- **Spiegle Wilcox Performing Arts Venue** — This \$1.4 million downtown performance venue will be located in the historic Courthouse Park and is expected to accommodate 2,000 attendees.
- **Cortland Beer Company Expansion** — Now in its seventh year of operation, Cortland Beer Company has seen tremendous growth at its original downtown location. The facility has produced craft beer under its NYS Farm Brewery License, with locally grown ingredients, since 2010. Beer production includes more than a dozen year-round styles and a mixture of one-of-a-kind limited brews. The tasting room offers numerous beers on tap at all times and has become a local attraction and destination for beer enthusiast near and far.



*Location of potential DRI projects. Credit Cortland County Business Development Corporation*



Terrace at 100 Main. Credit: Christine Shanks; courtesy Cortland County Business Development Corporation



Spiegla Wilcox Performing Arts Venue. Credit Cortland County Business Development Corporation

Cortland DRI Proposed Projects	Total Project Cost	DRI Investment
<b>One Main Mixed Use</b>	\$750,000	\$225,000
<b>Blue Mug Recording Studio</b>	\$675,000	\$202,500
<b>Harold Block Mixed Use Redevelopment</b>	\$1,100,000	\$330,000
<b>37-39 Port Watson Mixed Use Development</b>	\$950,000	\$285,000
<b>Fiorentini Block Mixed Use Development</b>	\$1,430,000	\$429,000
<b>Terrace at 100 Main</b>	\$1,000,000	\$300,000
<b>Gateway Block Redevelopment</b>		
Flagship Hotel	\$6,500,000	\$2,000,000
Downtown Pocket Park and Playground	\$200,000	\$150,000
Luxury Student Housing	\$20,000,000	0
Parking Structure	\$2,250,000	\$1,500,000
<b>Spiegle Wilcox Performing Arts Venue</b>	\$1,400,000	\$200,000
<b>Downtown Movie Theatre</b>	\$2,600,000	\$600,000
<b>Arts Alley</b>	\$250,000	\$200,000
<b>Local Food Market Expansion</b>	\$500,000	\$200,000
<b>Cortland Beer Company Expansion</b>	\$2,500,000	\$550,000
<b>1890 House Museum — Carriage House Renovation</b>	\$1,500,000	\$450,000
<b>21st century Downtown Infrastructure</b>	\$650,000	\$560,000
<b>Main Street Infrastructure and Streetscaping</b>	\$2,500,000	\$1,500,000
<b>Northeast Gateway and Clinton Avenue Corridor Enhancement</b>	\$12,000,000	\$2,000,000
<b>Branding</b>	\$100,000	\$90,000
<b>DRI Job Connection / CBIC Programming</b>	\$360,000	\$295,000



Local Food Market Expansion. Credit: Christine Shanks; courtesy Cortland County Business Development Corporation



*1890 House Museum. Credit: Christine Shanks; courtesy Cortland County Business Development Corporation*

### **DRI Local Planning Committee**

Brian Tobin, Mayor, City of Cortland  
Mack Cook, Director of Administration and Finance, City of Cortland  
Adam Megivern, Executive Director, Cortland Downtown Partnership  
Garry VanGorder, President/CEO Cortland County Business Development Corporation  
Erik Bitterbaum, President, SUNY Cortland  
David Duryea, Vice President of Finance and Management, SUNY Cortland  
Bob Haight, Executive Director, Cortland County Chamber of Commerce  
Sam Braine, Owner, Long Island Bagel  
Charbell Karam, Owner, Pita Gourmet  
Stephen Franco, President, Bailey Place Insurance  
Chris Carrick, CNYRPDB  
Kerby Thompson, Executive Director, Cortland Repertory Theater  
Mary Ann Discenza, Cortland County Legislature  
Kelly Tobin, Executive Director, Cortland YMCA  
Frank Kelly, Chair, City of Cortland Sustainability Committee  
Jim Dempsey, Executive Director, Cortland County Convention and Visitor's Bureau  
Machell Phelps, Director, Cortland Regional Sports Council  
Lindy Glennon, Executive Director, Cortland County Community Action Program



*Cortland Beer Company Expansion. Credit Cortland County Business Development Corporation*

# 6 CNY LIFE SCIENCES CLUSTER PLAN

## Executive Summary

The life sciences industry—referred to here as Life, Health and Biomedical Science (LHBS)—is a dominant economic force in Central New York. Of this larger industry, health care services employ nearly 44,000 in Central New York, nearly 15 percent of all employment in the region. The LHBS cluster is also highly concentrated and diversified throughout the community with significant manufacturing, clinical, training, research, and educational assets devoted to continued growth and innovation. LHBS are not just the economic backbone of the region; they can also be deployed in ways that address regional health needs.

To achieve the joint goals of strengthening the overall LHBS cluster and addressing regional health needs, the CNYREDC proposes the creation of four new strategies:

1. Build a research and development pipeline for rapid response to emerging biological threats
2. Develop a medical device innovation ecosystem through industry/academic collaboration
3. Expand upon environmental health and environmental medicine expertise in Central New York
4. Grow a precision and personalized medicine (PPM) cluster in Central New York

## BACKGROUND

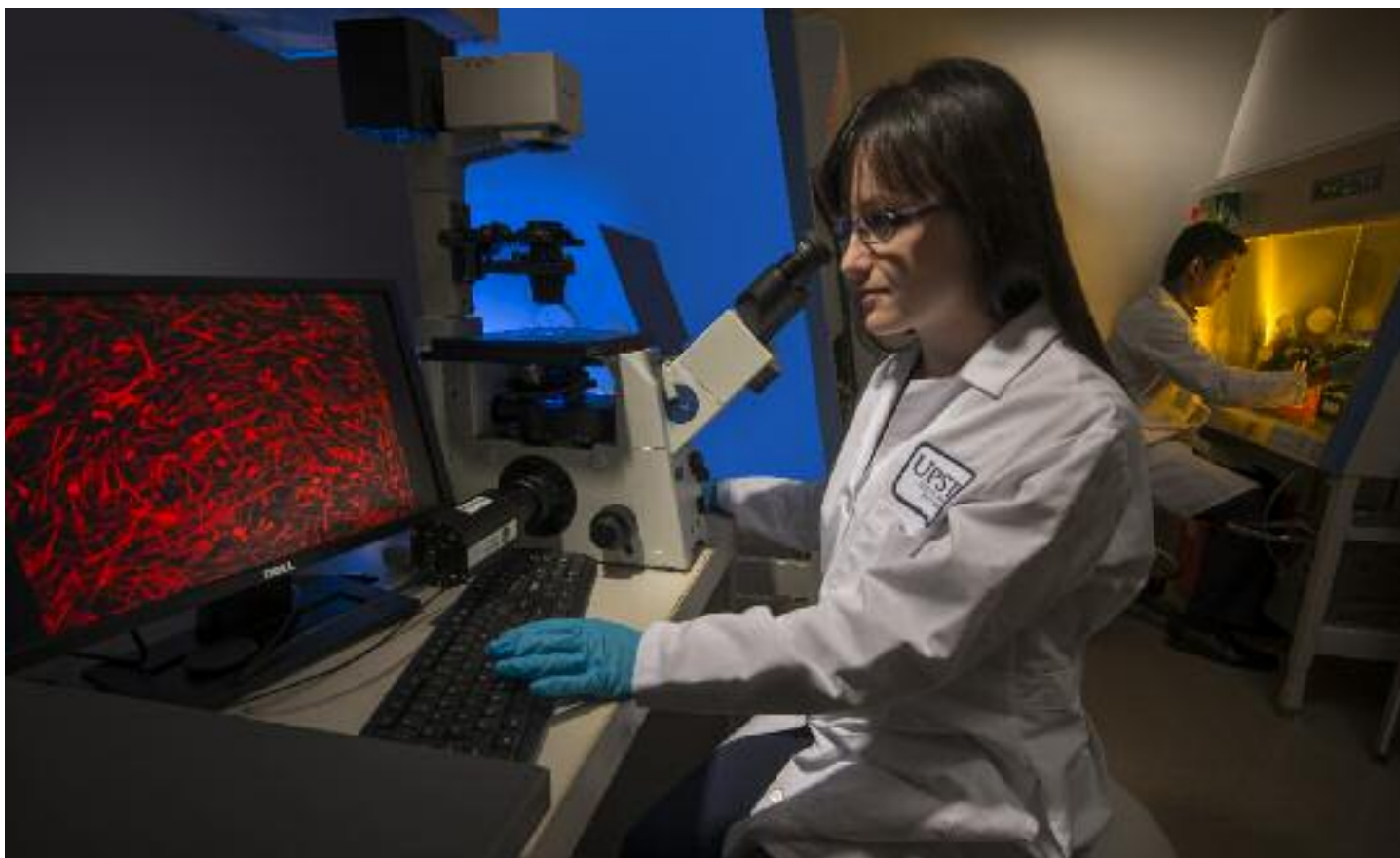
The life, health, and biomedical science cluster of Central New York has been identified by extensive research as a key regional economic driver and is predicted to have the greatest opportunity for strong and sustained growth. The LHBS cluster includes many of the more recognizable companies and institutions in the region, including:

### Biomedical, Engineering, and Health-Related Firms

- Bristol-Myers Squibb
- Ichor Therapeutics
- Steri-Pharma LLC
- Welch Allyn
- Jadak
- C&S Companies
- OBG
- GHD Engineering
- Air Innovations
- Healthway Home Products
- Bitzer Scroll
- United Technologies Corp.

### Educational and Health Services Institutions

- SUNY Upstate Medical University
- Syracuse University
- SUNY College of Environmental Science and Forestry
- SUNY Oswego
- SUNY Onondaga Community College (SUNY OCC)
- Crouse Hospital
- St. Joseph's Health
- Loretto
- VNA Homecare
- Oswego Health
- Syracuse Orthopedic Specialists
- CNY Fertility Center



*Upstate Medical University researcher Malvina Prapa PhD examines slides of brain cancer cells.  
Credit: SUNY Upstate Medical University*

In 2013, Battelle's Technology Partnership Practice prepared a report titled "Central New York Industry Clusters and Competitive Position: A Regional Analysis for Targeted Development." Battelle noted that just two clusters in nationally growing industry sectors demonstrated regional dominance and growth attributed to their competitive market position; research and engineering services, and biomedical clusters. Central New York's research, testing, and medical labs had a growth rate of 40 percent since 2001.

This cluster also involves a concentration of regional industries and strong potential academic partners that, if working together, will amplify the potential regional impacts. The research operations of Central New York's regional academic institutions—including SUNY Upstate Medical University, Syracuse University, SUNY ESF, SUNY OCC, and SUNY Oswego—are critical to drive early innovation through translation and on to clinical implementation with industry partners, either that are already located in Central New York or that could be recruited to the region. SUNY Upstate Medical University experienced the highest growth in research in the region, increasing 123 percent since 2001. Similar growth in research has been observed at Syracuse University, where success with externally funded research and institutional investments helped to elevate its standing to achieve an R1 Carnegie classification in 2015.

The education missions of regional academic institutions must be aligned to meet the employment needs of regional life sciences employers through appropriate pipeline programs to deliver a workforce that will remain in the region and drive success in this sector. Existing employers need to be empowered through investment to expand, or new companies need to be recruited to the region, to capture this workforce.



## ALIGNMENT OF THE HEALTH AND BIOMEDICAL CLUSTER TO ADDRESS REGIONAL HEALTH NEEDS

In addition to leveraging existing regional strengths, it is critical to align the regional LHBS cluster to address great health problems. The LHBS is particularly well situated to address major health problems that impact the people of Central New York. The impacts of these health threats are amplified in Central New York due to the high concentrations of both urban and rural poverty and the resulting health disparities that degrade the population's productivity. For this reason, each area needs to be examined through the lens of how to reduce those health disparities. Areas of focus should include:

1. **Environmental Health and Environmental Medicine** – Two factors bring this area to the forefront of concern: climate change and environmental degradation. It is estimated 80 percent of human disease is attributable to the environment. Every aspect of the natural environment (air, water, soil, plants, animals) and built environment (homes, workplaces, community spaces) impacts health. Threats include chemicals and pesticides, radiation, air and water pollution, disease outbreaks, emerging infections, and environmental catastrophes. Solutions must be developed against a backdrop of spiraling health care costs and limited resources. New knowledge, new technologies, organizational innovation, and skilled professionals are needed to meet the challenge. This effort will support industries and academic partners working in clean energy and environmental systems, health, biomedical services, and biosciences. This focus will encourage collaboration between industry and academic institutions and attract outside investment and interest. It will improve Central New York's competitiveness and connect the region national and global economies.
2. **Neurosciences** – Through the continuum of life, brain health is a critical determinant of overall health; most individuals are likely to experience or be affected by a family member with a neuroscience-related disease. Currently, one in 80 children will be born with an autism spectrum disorder. Neurodegenerative diseases, in particular Alzheimer's, threaten an aging population. According to the World Health Organization, one in four people will experience a mental health disorder during their lifetime, and local opioid addiction highlights the devastating impacts of substance abuse. SUNY Upstate Medical University has strong research, clinical, and education programs in neuroscience. The research programs of five neuroscience departments are housed within a new state-of-the-art, 158,000- square-foot Neuroscience Research Building. Areas of research strength include neurodevelopment, psychiatric genetics, diseases of the eye, traumatic brain injury/concussion, and glioblastoma. Faculty research in neuroscience at Syracuse University complements the faculty strengths at SUNY Upstate Medical University. Syracuse University's faculty's research expertise incorporates molecular, cellular, developmental, systems, behavioral, and cognitive neuroscientific approaches to investigate basic, pre-clinical, translational, and clinical questions to unravel the relationship between brain and behavior. Interdisciplinary neuroscience research faculties reside in departments in the College of Arts and Science, School of Education, David B. Falk College of Sport and Human Dynamics, and College of Engineering and Computer Science.
3. **Veterans Health and Warfighter Protection** – Warfighters and veterans are a special population of education and health care needs. Syracuse is ranked in the top 10 best cities for veterans. The Syracuse Veterans Affairs Medical Center (VAMC) is ranked among the highest nationwide in patient satisfaction. The Syracuse VAMC is the training ground for more than 100 SUNY Upstate Medical University medical and surgical residents, and 100 percent of the medical students (170 students a year) rotate through the Syracuse VAMC, building a workforce with particular sensitivity to the needs of veterans. Upstate New York is also the home of Fort Drum, which has a large, frequently deploying force. More than 890,000 veterans live in New York, with nearly 30,000 in Onondaga County. The region has committed to supporting its servicemen and servicewomen, during and after service, with education, entrepreneurship training, transition services and health care through strong programs at the Syracuse VAMC and its affiliation with SUNY Upstate Medical University. SUNY Upstate's, the only academic medical university in the region with a broad research mission exemplified by many centers and institutes include the Center for Global Health, Translational Research and Community Impact and the Neurosciences Center, especially relevant to traumatic brain injury and post-traumatic stress disorder, highly prevalent conditions in the population of veterans. In addition, the Institute for Veterans and Military Families (IVMF) at Syracuse University is the nation's first, interdisciplinary academic institute focused on engaging and empowering America's veterans and their families through research, community impact, and training. Over the past five years the IVMF team has focused on developing impactful programming, cultivating actionable research, conducting policy analysis, and providing technical assistance and community engagement strategies to address the social, economic and public policy challenges of the veteran community. Leveraging the region's anchor institutions for education, health care and research can expand the services to veterans and develop new products to protect the military. The region's institutions and businesses can access VA and Department of Defense (DoD) funding to support new venture development around DoD's priority science and technology areas. Central New York can attract more veterans to develop the workforce of tomorrow. Strategic alliances with Fort Drum can capitalize on regional assets to improve connections regionally and nationally.

4. **Metabolic Disease** – Current estimates are that 35 percent of U.S. adults and 50 percent of those over 60 years of age have metabolic disease, with signs that this is an increasing trend as obesity, especially in underserved populations, has reached epidemic proportions. Current statistics indicate that four out of five African American women are overweight or obese. SUNY Upstate Medical University has committed to opening an islet production facility within its Institute for Human Performance. This facility will purify pancreatic islet cells for transplantation into diabetic patients and provide islet cells for research purposes. Having this facility in Syracuse will make the region competitive to recruit world-class companies and researchers working on islet cell encapsulation and artificial pancreas research and development.
5. **Diseases of Inflammation and Auto-Immunity** – Increasingly, medical researchers are realizing that dis-regulation of the immune system is an underlying cause or contributor to a multitude of human diseases, including arthritis, lupus, celiac disease, diabetes, schizophrenia, anemia, scleroderma, psoriasis, inflammatory bowel disease, and Grave's disease. It is estimated that one in five Americans suffers from an autoimmune disorder and that autoimmune diseases are among the leading cause of death in young and middle-age women. Dr. Andras Perl, a world-recognized expert in lupus, is developing a lupus and autoimmune disease Center of Excellence at SUNY Upstate Medical University that can serve as a regional resource to drive innovation in this pressing area.
6. **Cancer** – Despite remarkable progress, including promising immunotherapy approaches, the burden of cancer on the population is tremendous. Approximately 40 percent of people in the United States will be diagnosed with cancer in their lifetime with approximately 1.7 million new cases and 600,000 deaths, annually. The region has a new resource to leverage in its regional approach to cancer in the Upstate Cancer Center. Bold investments are being made in the cancer center by the SUNY Upstate Medical University to drive the center to National Cancer Institute (NCI) designation. NCI designation would bring the resources required to provide the best care and research into new innovations to impact regional health and the economy.
7. **Cardiovascular Disease** – Cardiovascular disease accounts for one in three deaths in the United States, and heart disease is the No. 1 cause of death. Regional strength in cardiovascular care exists, but the region lags in cardiovascular research, innovation and entrepreneurship. This is an important area for future investment.
8. **Global Health: Infectious Diseases and Water Quality** – The economic impact of infectious diseases is significant. In the United States, deaths from influenza, community-acquired pneumonia, and HIV/AIDS are significant and include hospital-acquired infections that add significantly to morbidity and mortality and the cost of health care. The World Health Organization estimates that infectious diseases are the cause of 32 percent of deaths worldwide, of which 68 percent of deaths are in Africa and 37 percent of deaths in Southeast Asia. In the United States the number of annual deaths owing to infectious diseases was estimated at approximately 170,000, with HIV and pneumonia/influenza among the 10 leading causes of deaths. SUNY Upstate Medical University has partnered regionally with SUNY ESF, nationally with the Department of Defense, and with industry to develop vaccines and therapeutics against infectious diseases.

The World Health Organization has estimated that waterborne diseases are responsible for 842,000 deaths per year on a global basis. Most of these deaths occur because approximately 800 million people don't have access to safe drinking water. Children are at the heart of this global tragedy, with a child dying every 90 seconds from diseases transmitted by contaminated sources of water. Central New York is blessed to be connected to 20 percent of the earth's accessible surface fresh water. It is also well positioned with public health professionals and a cluster of environmental engineering talent. There is a moral imperative to enhance wellness among the 800 million people that live in areas of low water security and reduce the danger for the world's children. This topic provides an opportunity to engage the SyracuseCoE, the Central New York Biotech Accelerator, SUNY Upstate Medical University, Syracuse University, SUNY ESF and the environmental engineering community to develop environmental nanotechnology-based solutions to create the high technology distributed water purification systems necessary to address this global issue.

9. **Health Disparities** – The urban core of Syracuse has one of the highest concentrations of poverty in the United States, ranking 23rd poorest among 575 cities in 2016. According to the Census Bureau, 35 percent of Syracuse's population lived below the federal poverty line, defined as \$24,320 for a family of four. Perhaps of even greater concern, 50 percent of the children in Syracuse live in poverty, compared to a national rate of 23 percent. While much of the nation has enjoyed a decline in poverty levels over the past several years, the poverty rate in Syracuse has remained unchanged since 2009. Extreme poverty is defined as census tracts in which more than 40 percent of residents live in poverty. Syracuse had nine extreme poverty neighborhoods in 2000, a number that had risen to 30 by 2016. Poverty in Syracuse disproportionately impacts vulnerable minority groups. Syracuse has the nation's highest rate of extreme poverty among minorities, exceeding 60 percent for black and Hispanic residents. In a 2015 study, Dr. Paul Jargowsky of Rutgers University found that extreme poverty was expanding beyond the urban core of Syracuse and into the Near South, Near Southwest, and North sides. As of 2014, 16 percent of the people living in Onondaga, Madison, and Oswego counties were living in poverty, demonstrating that poverty is not only an urban problem, but a rural problem as well.

Poverty has been identified as the greatest threat to health. People living in poverty often have limited access to health care and lower health care literacy. They are less likely to have healthy food available and more likely to live in areas where the quality of air and water are poor. Furthermore, poverty has a high physical and emotional impact and is associated with increased rates of smoking and substance abuse. The substance abuse rate in Onondaga County is 35.3/10,000, compared to a national average of 28.7.

As a direct consequence of high minority poverty rates in and around Syracuse, there are large health disparities that are concentrated in urban minority populations and rural communities. According to a National Institutes of Health report on health disparities: “African Americans, Hispanic Americans, American Indians, Asian Americans, and Native Hawaiians/Other Pacific Islanders, who represented 25 percent of the U.S. population, continued to experience significant health disparities, including shorter life expectancy and higher rates of diabetes, cancer, heart disease, stroke, substance abuse, infant mortality, and low birth weight.”

According to research by the Kaiser Family Foundation, 10 percent of premature mortality is modifiable through improved health care, while 60 percent is attributable to socioeconomic and behavioral factors. Therefore, health care systems and communities must work collaboratively on solutions that improve health care access and delivery and that address underlying social determinants of health. The recently completed strategic plan for SUNY Upstate Medical University identifies reduction in health disparities as one of its primary objectives. The strategic plan highlights growth of community partnerships and access to high quality health care for underserved populations as major steps toward this goal. Expansion of ambulatory care is one of four primary institutional priorities. SUNY Upstate Medical University has secured state funding to begin construction of a new \$150 million ambulatory pavilion on its downtown campus adjacent to neighborhoods experiencing highly concentrated poverty, particularly among the African American, Hispanic, and refugee populations. The new pavilion will provide patient-centered ambulatory care services, employing innovative delivery models to meet patient-identified needs. Behavioral health services will be integrated with primary care, and select specialty care, global health, diagnostic imaging, and on-demand care will also be offered. The facility will combine cutting-edge clinical care with access to clinical trials for underserved populations. These efforts could be amplified by other hospitals in the region working collaboratively to expand access to care to underserved populations. Through the New York State Delivery System Reform Incentive Plan health care agencies in the region are working collaboratively to expand access to care to underserved populations in their areas.

The National Institute on Minority Health and Health Disparities (NIMHD), with an annual budget of \$279,680,000, funds research centers, research projects, and research careers (career awards and fellowships). LHBS should address health disparities from a service perspective and by leveraging research to improve quality of life in the region. Creating an externally funded program in health disparities research that attains a position of national leadership should be a key target for the region. The region needs to rapidly recruit academic leaders in health disparities research; seed funding for several high-level recruits who could lead such a program should be a regional and statewide priority.

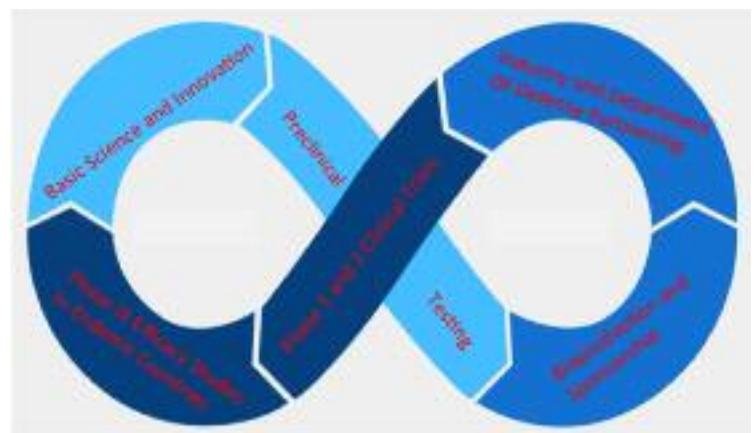
## CROSS-CUTTING STRATEGIES

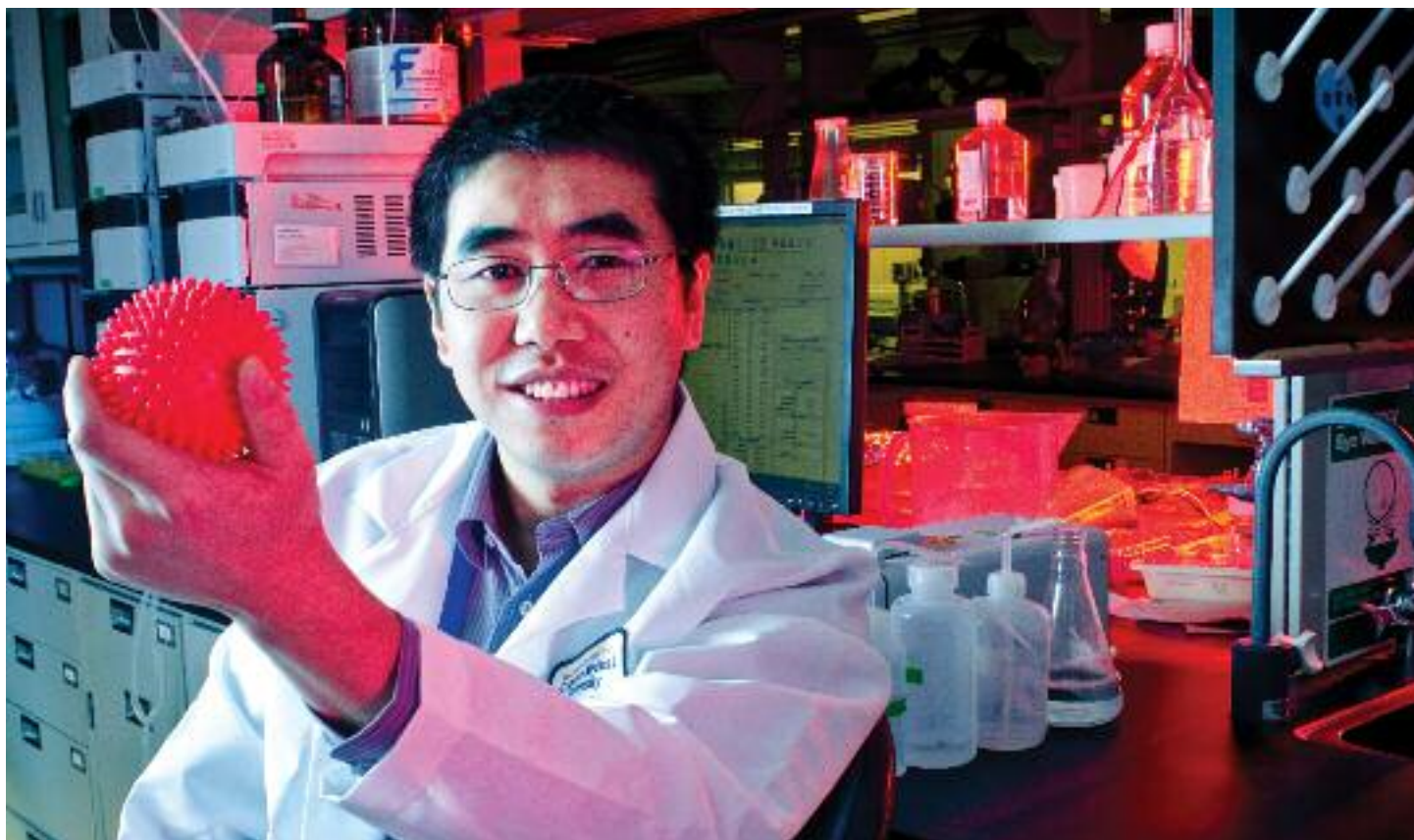
A number of initiatives are proposed that leverage existing strengths and regional opportunities in the LHBS cluster. These initiatives are designed to impact multiple health needs outlined above. Further, they are aligned to capture current federal, state and industry funding opportunities and areas of emerging interest. They are designed to not only impact societal needs but to increase outside investment in regional economic growth, jobs creation, education, and workforce development.

### Strategy #1: Build a Research and Development Pipeline for Rapid Response to Emerging Biological Threats

The May 15, 2017, cover of Time magazine stated “WARNING: WE ARE NOT READY FOR THE NEXT PANDEMIC.” Recent responses to the Ebola outbreak in Africa and the Zika outbreak in South America (impinging on the U.S. southern border) drove home the point. Regionally, the spread of tick-borne illnesses, including Lyme, and the emergence of Powassan virus highlight the issue. Rapid response to disease, or, even worse, biological weapons requires integrated support structures and expertise across basic research and product development (R&D) that can work together to drive a medical solution from inception to implementation. This is translational research.

### Translational Research Continuum for Product Development at SUNY Upstate Medical University





*Research by Juntao Luo, PhD, of Upstate Medical University may lead to new treatment for cancers of the brain, breast, lung, ovaries and skin. Credit: SUNY Upstate Medical University*

Translational research fosters the multidirectional integration of basic research, patient-oriented research, and population-based research to improve the health of the public over the long term. Recent investments and traditional strengths have brought the region to a point where it has nearly all the components of the translational research continuum to support an entire R&D pipeline. Figure one displays the translation research continuum for product development at SUNY Upstate Medical University. Having this continuum located in Central New York will support rapid, coordinated, multidisciplinary approaches to emerging threats locally and globally. Experience indicates that government and private funders are interested in, and will pay for speed, since long delays add enormous costs to medical solutions moving to the marketplace. Further, rapid response is critical during pandemics to stem the outbreak and protect global populations. The steps in developing medical solutions to emerging health threats highlight the region's strengths and funding needs to close the gap in the continuum. To illustrate an infectious disease example is used below; the process would also be similar for immunotherapy.

- Field Surveillance** – Field surveillance is the foundation of bio-preparedness. Qualified personnel need to be in established field sites, locally and internationally, monitoring for the next outbreak. Regional universities have investigators and surveillance platforms in many countries, many involved in surveillance and evaluation of emerging infections and disease burdens. The Upstate Center for Global Health and Translational Science has local platforms monitoring emerging tick-borne illnesses and internationally in Ecuador and Kenya with ongoing vector and disease surveillance for



*Upstate Medical University researchers are working on ways to better identify and assess head injuries in sports. Credit: SUNY Upstate Medical University*

a number of threats, including dengue, chikungunya, Zika, and rickettsial diseases. Both SUNY ESF and SUNY Upstate are developing platforms in Haiti for educational purposes and environmental health research, field monitoring, and clinical research. Furthermore, the New York State Department of Health does extensive monitoring for regional threats such as EEE and Lyme disease.

- **Basic Science and Innovation** – Samples from infected individuals are sent to basic science labs that can study the infectious agent and the body's response to the infection. This information is used to develop candidate solutions, for example, a potential vaccine against the infectious agent. Regional academic centers have strong basic science capabilities that play an important role in developing medical solutions. These medical solutions are intellectual property that can be patented, licensed to generate income, or be used as the basis to form a new startup company in Central New York.
- **Pre-Clinical Testing** – The promise and safety of early stage medical solutions must first be tested in non-human systems. Taking products from the scientific bench to small and large animal models is essential in generating the scientific information and viability of products before they enter into human clinical trials. Regional facilities have strengths in this area; in particular Upstate Medical University has developed a joint enterprise with The Trudeau Institute that has facilities that allow for safe pre-clinical testing of dangerous human pathogens (BSL3 level containment). In addition, SUNY Upstate, with money from a SUNY 2020 award, is beginning construction of a state-of-the-art vector biology lab for the rearing of infected arthropod vectors (e.g., mosquitoes) for both pre-clinical testing and human infection trials to include human challenge studies. SUNY Upstate has a strong animal facility integrated into core science facilities to include a humanized severe combined immunodeficiency mouse model and a large National Institute of Allergy and Infectious Diseases contract to test drugs in this model.
- **Bio-production** – Central New York was once an epicenter for bio-production in the world; the home of Bristol-Myers Squibb, a large facility that once produced all of the penicillin in the world. Although the footprint is smaller, Bristol-Myers Squibb remains a significant economic driver in Central New York. Bio-production is coming back to Central New York and is more important than ever in the region's ability to respond to emerging threats and antibiotic resistant microorganisms. Steri-Pharma LLC (CFA 2016), a regional producer of antibiotics, has expanded operations and is looking for further expansion in the impoverished core of Syracuse. In the last year, SUNY Upstate Medical University opened a cord blood center for the production of cord blood stem cells to be used in human transplants and for stem cell research. In addition, Upstate Medical University has committed to opening an islet cell production facility to produce islet cells for human transplantation and research.

A challenge for the pipeline for developing immunotherapeutics and vaccines for infectious diseases is the inability to produce sufficient quantities of material under good manufacturing practice to support human phase one and phase two clinical trials. SUNY Upstate has contracted with Deloitte Consulting and completed an extensive feasibility study that includes an analysis of the business case and regional economic impact of a modern flexible phase one-two bio-production facility. This analysis confirms that there is a shortage of such facilities in the world and that there will be strong government, industry, and foundation interest in partnering with SUNY Upstate to utilize this facility. The business model indicates that this facility will be sustainable and will drive regional economic growth. The vision modeled by Deloitte, with guidance from SUNY Upstate leadership, is of a mission-focused facility, with two clean rooms for the production of immunotherapy agents and three clean rooms for the production of vaccines. The proposal would be to build this facility on Upstate-owned land within Syracuse's impoverished urban core at Loguen Crossing adjacent to the Central New York Biotech Accelerator.

- **Phase One-Three Clinical Trials** – Regional universities, hospitals, and clinics have strong expertise in performing the spectrum of clinical trials focused on many of the diseases discussed above. SUNY Upstate has made large investments to increase the portfolio of clinical trials it can offer to its patients, including investments in expertise that is required to run highly FDA-regulated trials, such as the development of human infection models. The Department of Defense has contacted SUNY Upstate to develop a dengue human infection model (DHIM), as part of the pathway for developing new drug and vaccine candidates for servicemen and servicewomen, and the world. A next step, that would transform clinical research in the region, is to establish a sponsorship office at SUNY Upstate. Assuming responsibility for sponsorship requires sophisticated expertise to assume responsibility for the quality programs and study oversight required by the FDA for the conduct of human use trials. Currently, SUNY Upstate serves as the sponsor for the DHIM, with Upstate contracting for the required expertise. Over the next five years, SUNY Upstate plans to build a sponsorship office that could meet SUNY, regional, and state needs to sponsor multisite clinical trials. Currently there are insufficient institutions nationwide capable of offering sponsorship. This capability would increase attraction of industry partners and make SUNY Upstate a preferred partner for funders to establish multicenter trials, bringing new money, new positions and high-profile research to the region and the state.

- **Building Global Partnerships** – The response to emerging health threats is a team sport that requires not only local expertise and facilities but integration with many external partners, including industry, academic partners, NGOs, private foundations, state and federal government. An attractive model is consortia development, bringing together specialized expertise from these various organizations to tackle complex problems. SUNY Upstate has field sites that support product development and clinical trials, including National Institutes of Health grants in Northern Thailand in partnership with the Department of Defense; ongoing studies in Ecuador on burden of disease with the recent award of clinical trials to test a Zika vaccine with NIAID and a pertussis vaccine with an industry partner; cohort studies in Grenada to develop a new antiviral against dengue with an industry partner; new human studies on disease burden in Kenya; and collaborations for new studies and educational projects in Haiti. The Human Vaccines Project (HVP) is one consortium example that brings together expertise in data science, bioinformatics, immunology, vaccinology, clinical trials, basic science, and structural biology to understand the inner workings of the human immune system as it responds to disease and protective vaccination from disease. The overarching goal of the HVP is to become much better at designing successful vaccines, as failures are much more common than success. The HVP has approached SUNY Upstate Medical to become a regional, New York State scientific hub for the HVP, tying it into other scientific hubs, including Vanderbilt University, The Scripps Research Institute, The J. Craig Venter Institute, La Jolla Institute, University of California San Diego, and The University of British Columbia, as well as nine industry partners. Being a partner in this initiative would connect the region to the best minds in the country working on solutions to infectious disease and would likely steer business to the proposed bio-production facility.

## Tactics

### Field Surveillance

- Enhance regional field surveillance capabilities to be prepared and ready if a threat arises.

### Basic Science and Innovation

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

### Pre-Clinical Testing

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

### Bio-production

- Invest to build, equip, and operate a phase one-two flexible bio-production facility for the first five years.

### Phase One-Three Clinical Trials

- Strengthen the sponsorship office at SUNY Upstate Medical University.



Central New York Biotech Accelerator anatomage virtual autopsy table. Credit: SUNY Upstate Medical University

## Strategy #2: Develop a Medical Device Innovation Ecosystem through Industry/Academic Collaboration

The Central New York region has strong academic and industry expertise, as well as complementary expertise, in medical device innovation and manufacturing. Welch-Allyn is one of the largest manufacturers of medical devices in the world and has recently expanded its operations in Skaneateles after being acquired by Hill-Rom (URI Project), a leading global medical technology company. Jadak develops and manufactures health industry, leading detection and analysis solutions, including barcode scan engines and components, barcode scanners including wireless barcode scanners, a range of machine vision products, radio frequency identification readers, and spectrometers. JMA recently expanded its world headquarters in Onondaga County and although not currently focused in health care, it is a leading global innovator in mobile wireless technology that could be applied to the medical monitoring field. SRC Inc. has broad expertise in defense, environment, and intelligence; its focus areas on biological/chemical defense and environmental health could contribute to a regional cluster focused on medical devices and medical and environmental monitoring.

**URI**  
PROJECT

On the academic side, Syracuse University has strong engineering, computer and biomaterials science. SUNY Oswego has a large anechoic chamber and expertise in wireless technology research and design. SUNY ESF has strong research and education programs on environmental health and environmental monitoring. Upstate Medical University has strong basic and translational biomedical research programs that can perform phase 1-3 trials on new medical devices and solutions. In addition, Upstate Medical University runs the only incubator in the region focused on biomedical and medical device innovation, the Central New York Biotech Accelerator (CNYBAC). If all of these resources share information and work collaboratively, this strong sector could accelerate growth to become a major regional economic driver.

Critical to the biomedical innovation ecosystem is a facility that can nurture new product and company development, and this is the CNYBAC mission. CNYBAC was founded through a partnership between SUNY Upstate and SUNY ESF. It hosts seven wet/dry 900-square-foot labs, of which two are collaboration labs (up to four companies licensing selected space within one lab); shared equipment such as minus 80-degree freezers. The anchor tenant, the Department of Pathology, houses a molecular pathology laboratory, data analytics, and anatomage virtual autopsy education facility. The entire third floor encompasses the Upstate MIND – a medical innovation and novel discovery center – supporting a 200+ seat theater built to TEDx specifications, a café, prototyping Creation Garage, conference rooms and pod village.

The CNYBAC's Medical Device Innovation Challenge supports development of a pipeline of commercializable medical device

innovation and prepares startup company decisions to license, move into an incubation space, or refine their idea. To help meet the needs of MDIC participants and the region's innovation and entrepreneurial efforts, Upstate Venture Connect meets monthly and involves the following organizations:

- CNYBAC
- The Tech Garden (regional Hot Spot partner)
- CenterState CEO
- SUNY ESF
- SUNY Oswego
- InSourcing
- LaunchNY
- The Manufacturers Association of Central New York
- Upstate Venture Connect
- Falcone Center for Entrepreneurship, Syracuse University
- Blackstone Launchpad, Syracuse University
- Small Business Administration, Syracuse District
- WISE Women's Business Center
- The Clean Tech Center
- MedTech Association
- SCORE Syracuse
- South Side Innovation Center
- Syracuse CoWorks
- Syracuse Center of Excellence
- CNY Technology Development Organization
- Onondaga Small Business Development Center

An example of this partnership is the NEXT Innovation Conference to be held Nov. 17, 2017 ([www.next-syr.com](http://www.next-syr.com)). Previously, both CNYBAC and Syracuse University with Central New York Technology Development Organization (CNYTDO) held separate innovation conferences during Global Entrepreneurship Week. The groups determined to combine efforts in 2017 to include biotech commercialization, legal and manufacturing sessions.

CNYBAC has begun to receive requests for virtual occupancy from New York City innovators, to access the network of mentors, service providers, education, Upstate researchers and core facilities (<http://www.upstate.edu/researchadmin/facilities/index.php>). This new offering provided to biotech startups will be rolled out soon. Many SUNY campuses promote innovation infrastructure, supported in large part by The Research Foundation of SUNY, particularly the Innovation and Partnerships group (<http://www.rfsuny.org/Our-Work/Innovation-and-Partnerships/>) offering services that "fuel innovation, move ideas and inventions to the marketplace and complement SUNY's efforts to create entrepreneurship and revitalize New York's economy." Programs include SUNY Insure, an insurance coverage program designed for start-up companies occupying space within a SUNY incubator; SUNY TURBO connecting academic to industry and the Technology Accelerator Fund (TAF) "to help faculty inventors and scientists turn research into market-ready technologies."

Additionally, CNYBAC staff has begun working with CenterState CEO, Kingston Ontario Business Development and Queen's University to develop collaborative connections such as a Lyme disease migration research collective; a hazelnut production initiative; a soft landing process so startup companies have a streamlined process, space and support networks in Central New York and Eastern Ontario; and cancer and urology research partnerships through SUNY Upstate Medical University and Queen's. The expectation is that this Collaborative Corridor will become a vibrant network that will impact jobs, the economy and research.

## Tactics

- Convene leaders from regional companies and academia to strategize on how to work together to build this sector and collaborate to go after large funding opportunities in biomedical and medical device innovation.
- Continue to support the MDIC program.



### Strategy #3: Expand Upon Environmental Health and Environmental Medicine Expertise in Central New York

Environmental health and medicine remain a core regional strength exhibited by educational institutions and businesses in Central New York. SRC Inc. was awarded \$38.1 million in grants from the Environmental Protection Agency for research on pollution prevention and environmental health. Furthermore, regional academic institutions—including SUNY ESF, SUNY Upstate, Syracuse University, Onondaga Community College, and SUNY Oswego—have deep expertise, strong educational programs and state-of-the-art facilities that are dedicated to research and education in environmental health and environmental medicine.

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

The intersection of human health and the environment—specifically the analysis, prevention, and mitigation of potential environmental hazards and the treatment of medical conditions arising from environmental conditions—is a key component of this institute. Several current examples of this intersection include:

- **Jobs:** The institute leveraged its original NYSUNY 2020 funding to successfully fund three new faculty recruitments, two at SUNY Upstate, and one at SUNY ESF. The SUNY ESF hire (through the SUNY Empire Scholar program) will be a center director, who will coordinate and expand collaborative research.
- **Undergraduate Program:** SUNY ESF established an undergraduate program for students to major in environmental health. The program enrolled more than 40 students in fall 2016 and graduated its first students in 2017.
- **Program Accreditation:** The environmental health major received accreditation from the National Environmental Health Science and Protection Accreditation Council. SUNY ESF is one of about 30 accredited programs nationwide, the second in the Northeast and the only one in New York State. Accreditation allows students to apply for paid internships with the Centers for Disease Control and Prevention, U.S. Public Health Service, and the National Environmental and Public Health Program, as well as apply for research and travel funds from the National Environmental Health Association. Upon graduation, students are eligible to apply for commissioned positions with the Public Health Service, as well as take the registered environmental health specialist/registered sanitarian credential examination through the National Environmental Health Association, which certifies them for jobs with local, state, regional and national jobs. SUNY ESF continues to develop relationships with researchers at the New York State Department of Health, Wadsworth Center, Division of Environmental Health, to develop new research projects and opportunities for student involvement in emerging public health issues.
- **Research:** SUNY ESF faculty have developed research projects that tie into the goals of the IEHEM, including:
  - o Dr. Lee Newman: Funding from ExxonMobil to look at PFOS/PFOA in wetland systems. Perfluorooctanesulfonic acid (PFOS) and Perfluorooctanoic acid (PFOA) are manmade surfactants and global pollutants. PFOS is the key ingredient in Scotchgard, a fabric protector made by 3M, and numerous stain repellents. Health impacts from even low levels of exposure are an increased risk of ADHD, kidney malfunction, endocrine disruption, increased neonatal mortality, and cancer.



*SUNY ESF is developing a \$30 million new research facility, including a transformation of the ESF Quad into a teaching and learning laboratory. Credit: SUNY ESF*

- o Dr. Brian Leydet Jr.: Received \$111,000 in funding from USDA McIntire Stennis Cooperative State Research Service to investigate dynamics of Lyme disease in recently established habitats. Appointed as adjunct faculty at SUNY Upstate Medical University in the Department of Microbiology and Immunology, Leydet has established a tick insectary at Upstate to facilitate experimental disease transmission studies.
- o Dr. Jamie Mirowsky: Has pilot funding to work with partners at SUNY Upstate to examine work-related and environmental exposures to air pollutants, using both cellular and human models, and determining what factors make some humans more susceptible to adverse health effects than others.
- o Additionally, SUNY Upstate researchers are partnering with Leydet, Fort Drum, and other regional teams to conduct studies of the spread of tick-borne illness.
- Education: SUNY Upstate Medical University has added environmental health coursework to its student offerings both on campus and as part of off-site experiences.

The Syracuse Center of Excellence for Environmental and Energy Systems (SyracuseCoE) at Syracuse University is at the forefront of groundbreaking green and clean technology research, leveraging world-class R&D facilities from the iconic, high-performance, LEED–Platinum–designed “living laboratory” that is the SyracuseCoE headquarters, to the state-of-the-art labs of its partners. SyracuseCoE supports researchers at partner institutions by connecting academic and industry researchers to translate innovations from the lab to market; pursuing and capturing funding for environmental and energy research; and catalyzing partnerships for large research projects with interdisciplinary teams. SyracuseCoE addresses global challenges in three focus areas: clean and renewable energy, water resources, and indoor environmental quality. SyracuseCoE uniquely seeks to unite research across these three research areas.



*Students at work in new labs at the SyracuseCoE. Credit: SyracuseCoE*

SUNY Oswego’s \$3.1 million Advanced Wireless Systems Research Center includes a state-of-the-art research training lab and anechoic chamber that support the interdisciplinary teaching, professional training, and development and testing of wireless devices ranging from tiny sensors to large automobiles. The center collaborates with local universities and companies to develop next-generation wireless technologies and has the capacity to bring together regional leaders in this emerging field, including medical device manufacturers, laboratory testing service providers, environmental remediation firms, environmental monitoring technology manufacturers, and health care providers.

Specifically, SUNY Oswego is working on multiple projects including: a sponsored grant to develop and test antennas with STI-CO Industries in Erie County, development of sensors for a smart system for monitoring stress and pulse rate in the human body, and a multi-device wireless charging system.



*SUNY Oswego's anechoic chamber for development and testing of wireless devices. Credit: SUNY Oswego*

Other areas of development include:

- Biomedical, health care and patient monitoring
  - Biomedical wireless sensors and imaging systems
  - Patient or user health monitoring technologies and smart alert systems
  - Physiologic sensor signal classification, data mining, and personalized health care algorithms
  - Medical wireless multiple input multiple output networks
- Commercial mobile
  - Wireless power transfer systems
  - Design and development of efficient, low-profile wireless transmit and receive systems for planar and curved surface applications. Omnidirectional and highly directional communication antennas and associated component and circuit design.
  - Wideband analog and digital signal processing, software defined radio technologies
  - Cellphone technologies, including commercial RF wireless, LTE and GSM front end, CDMA, Wi-Fi and Bluetooth band systems
- Metamaterials
  - Negative index, electromagnetic band gap, and frequency selective structure metamaterials
  - Low observable (low rich communication systems - a communication protocol for wireless systems - and high absorption) structures
  - Tunable magnetic metamaterials
  - Engineered controlled permeability and permittivity materials
  - Invisibility cloaking

## Tactics

- Establish a world-class biomedical informatics department at SUNY Upstate Medical University.
- Create consortiums of regional institutions and businesses to jointly work on common regional challenges.

### Strategy #4: Grow a Precision and Personalized Medicine (PPM) Cluster in Central New York

The National Institutes of Health supports funding innovation in precision and personalized medicine. The academic universities of the region are well positioned to capture this funding to drive innovation and entrepreneurship in this area of tremendous promise—the cancer moonshot and the precision medicine effort known as All of Us. Central New York private and government (including Griffiss International Airport in Rome) sectors are strong in data analytics that could be leveraged in precision medicine; it is becoming clear that companies with strong data analytics, not traditionally focused on biomedical informatics, are increasingly interested in tackling the complex issues associated with health and bioinformatics data. In addition, Syracuse University has strong computer science and data analytics expertise in its School of Engineering as well as its iSchool; neither is currently focused on biomedical informatics but many of the skill-sets are shared. Building regional expertise in precision and personalized medicine will impact health care delivery in Central New York, bringing the latest technologies in precision diagnostics and personalized treatments to patients. Although traditionally thought of as driving individualized care, these technologies can be used to address the health issues of our population.

SUNY Upstate Medical University has the research capacity, expertise, and facilities to generate the types of large data necessary for precision and personalized medicine. However, SUNY Upstate has recognized a deficit in the data analytics expertise required to leverage such information. To accelerate progress in this area, SUNY Upstate hired Dr. Ted Shortliffe as a consultant to perform an environmental scan and to make a recommendation on building a modern biomedical informatics department. Dr. Shortliffe has built similar departments at Stanford, Columbia, and Arizona State and is considered the father of the biomedical informatics field. Such a department aggregates the required expertise for academic medical universities that span the breadth from population health informatics, clinical informatics, data to decision analytics, and classic bioinformatics. Shortliffe highlighted the opportunities associated with collaboration between SUNY Upstate Medical University and Syracuse University, as well as regional companies with data analytics expertise. Such a department would be a tremendous resource to the region in providing not only expertise but also the educational programs that would populate the regional health care workforce with highly trained health and biomedical informaticians.

Both SUNY Oswego and Le Moyne College have developed new curriculum and strategies around quantitative skills. Last year, Le Moyne announced the creation of its Quantitative Reasoning Center (QRC) anchored in the college's library and in St. Mary and Reilly Halls. The QRC encourages students to build skills and technical capabilities in analytics and reasoning. SUNY Oswego's newly approved master's degree in biomedical and health informatics responds directly to the extensive growth in globally connected networks, big data, artificial intelligence, and decision analytics that currently shape the future of health care systems. The latest innovations in information technology and efforts to improve human health require expertise in managing decision analytics. The new curriculum blends with existing computer science programs with specialized health informatics and health information management coursework. The framework is guided by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM), the preeminent accrediting body for graduate health informatics and information management education. This program has been developed into three tracks, each specifically designed to focus on the needs of today's health care settings:

- **Health Information Management: Health Data Science** - This track focuses on biomedical data analytics and applications. Students will learn best practices in utilizing health care and public health data to improve health outcomes in individuals and communities. Areas covered include data analysis and data science methods, processes, and tools for big data; machine learning; statistical data analysis and inference; spatiotemporal and signal analytics; text mining; data/reference terminologies; and data collection, storage, and administration models.
- **Health Informatics: Intelligent Health Systems** - This track focuses on smart and connected health information systems analysis, design, implementation, and management. Areas covered include digital health; telemedicine; decision support systems and cognitive systems; artificial intelligence in medicine; smart health; mobile health; and health care quality assurance.
- **Health Informatics Professional** - This track focuses on a more business management and administration approach to health informatics with electives selected from the MBA programs. Students will take courses such as organizational management to prepare for the application of business principles to health informatics.

Additionally, a Biomedical Informatics Advisory Board was appointed in spring 2017 by SUNY Oswego to help the BHI department leadership carry out their mission more effectively. They assess strategic direction, address challenges, serve as sources of information and advise the director. They also identify resources such as instructors, guest lecturers, mentors for students, sponsorship of capstone projects or internships, placement, etc.

SUNY Upstate Medical University and SUNY Oswego have begun to collaborate to jointly expand education and research strengths in biomedical informatics. An NYSUNY 2020 grant to build an Institute for Precision Medicine focused on cancer informatics research and education was submitted for funding. The proposal is to build a joint research and education facility on the SUNY Upstate campus that would be shared with SUNY Oswego's educational programs in health and bioinformatics. The campuses have received approval for the hire of an Empire Scholar-level cancer informatics expert as well as two research post-doctoral fellows to work with SUNY Oswego and SUNY Upstate faculty. Approval of capital for facilities and a data center is pending. The Institute for Precision Medicine's goals are to:

- Serve as a regional model to conduct applied research and learning in cross-disciplinary team-based environments
- Expand undergraduate research and experiential learning experiences for students
- Expand graduate research, training, and pathways in exciting domains directly involved in solving problems critical to society
- Support a dual-client workforce development model to provide students with competency-based training for their careers and employers with a pipeline of highly qualified employees
- Deliver entrepreneurship training and support to facilitate new product development, market expansion, and process improvements
- Strengthen educational pathways from noncredit workforce programs to advanced degrees
- Advance the CNYREDC's neighborhood-based strategy by embedding resources in population centers to link education, training, and entrepreneurship programs to enable movement from low-skilled to high-skilled to professional positions to benefit both individuals and regional employers

## Tactics

- Continue development and support of the Institute for Precision Medicine.



*An Upstate researcher holds a flask of cells from a brain cancer tumor. Credit: SUNY Upstate Medical University*

## 7

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Photos courtesy of CenterState CEO unless otherwise noted.

# 8 APPENDICES

## 8.0 ALL FUNDED CFA PROJECTS [from Section 2.2 (5)]

### Round 1

CFA #	Applicant	Project Name	Agency
14094	ARISE CHILD AND FAMILY SERVICE, INC.	SYRACUSE ACCESS TO HOME PROGRAM	HCR
14092	BISHOP SHEEN ECUMENICAL HOUSING FOUNDATION, INC.	CAYUGA	HCR
14078	BISHOP SHEEN ECUMENICAL HOUSING FOUNDATION, INC.	TIOGA/TOMPKINS/CAYUGA	HCR
5319	C & S Engineers, Inc.	Worker Skills Upgrading	DOL
9570	C Speed, LLC	C Speed Excelsior	ESD
6684	Canal Society of NYS	Port Byron Restoration	Canals
14018	CAYUGA COUNTY HOMESITE DEVELOPMENT CORP.	MOBILE HOME REPLACEMENT FOR CAYUGA COUNTY	HCR
5775	Cayuga Milk Ingredients, LLC	Cayuga Marketing Capital	ESD
5775	Cayuga Milk Ingredients, LLC	Cayuga Milk Ingredients, LLC	ESD
4510	City of Cortland	ALPLA, Inc	HCR
14166	City of Cortland	City of Cortland Multi-Family Acquisition Rehabilitation Program	HCR
14227	City of Oswego	City of Oswego Westside Disinfection Project	HCR
7424	City of Syracuse	Syracuse International Airport: Emergency Operations Center (EOC)	DOT
6501	COOPER INDUSTRIES/CROUSE-HINDS DIV.	Cooper Crouse-Hinds Excelsior	ESD
6016	COR Development Company, LLC	COR Inner Harbor Capital - Phase I	ESD
4210	COR Development Company, LLC	COR Loguen Crossing Phase I	ESD
7544	CORTLAND COUNTY IDA	Cortland County Industrial Development Agency Capital	ESD
5641	Cortland Downtown Partnership	Cortland Downtown Partnership Capital	ESD
14178	Cortland Housing Assistance Council	Cortland County Purchase-Rehab	HCR
6844	Cortland Plastics International	Cortland Plastics International Capital	ESD
11797	CURRIER PLASTICS, INC.	Currier Plastics Capital	ESD
2711	CURRIER PLASTICS, INC.	Currier Plastics Excelsior	ESD
6511	Discovery Center of Science and Technology	MOST Roof Repair and Building Restoration	Parks
1983	EBAC, LLC	Owera Vineyards Capital	ESD
14179	Empire Housing & Development Corp.	Syracuse Purchase-Rehab Program	HCR
6370	Ephesus Lighting, Inc.	Ephesus Technologies Capital	ESD
7362	Finger Lakes Railway Corp.	Auburn Transload Terminal Improvement	DOT
6715	FULTON THERMAL CORPORATION	Fulton Thermal Excelsior	ESD
14142	Habitat for Humanity NYS	HFH-NYS 2011	HCR
7730	HealthWay Home Products, Inc.	HealthWay Home Products Capital	ESD



Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Access to Home	\$300,000	\$326,691	\$120,493	Blue
HOME	\$400,000	\$469,320	\$400,000	Blue
Access to Home	\$300,000	\$480,000	\$299,550	Blue
Business Hiring and Training Incentives ? Worker Skills Upgrading	\$13,128	\$13,128		Black
Excelsior Jobs Program	\$1,528,200	\$4,325,000	\$0	Black
NYS Canalway Grant Program	\$150,000	\$960,100	\$0	Blue
HOME	\$324,000	\$504,000	\$324,000	Blue
Regional Council Capital Fund	\$3,000,000	\$101,115,104	\$0	Blue
Excelsior Jobs Program	\$1,022,845	\$73,747,944	\$2,500,000	Blue
Community Development Block Grant (CDBG) Economic Development	\$132,000	\$2,812,000	\$132,000	Blue
CDBG - Housing	\$400,000	\$1,010,400	\$400,000	Blue
CDBG - Public Infrastructure	\$300,000	\$2,299,534	\$299,656	Blue
Aviation Bond Project	\$810,000	\$900,000	\$95,921	Green
Excelsior Jobs Program	\$298,966	\$2,339,000	\$0	Blue
Regional Council Capital Fund	\$3,000,000	\$3,351,019	\$3,000,000	Blue
Regional Council Capital Fund	\$3,600,000	\$4,084,900	\$3,600,000	Blue
Regional Council Capital Fund	\$350,000	\$850,000	\$0	Black
Regional Council Capital Fund	\$500,000	\$955,863	\$536,449	Blue
Affordable Home Ownership Development Program (AHC)	\$375,000	\$1,635,000	\$371,809	Blue
Regional Council Capital Fund	\$100,000	\$680,000	\$100,000	Blue
Economic Transformation Program - Grant	\$750,000	\$20,820,500	\$0	Blue
Excelsior Jobs Program	\$1,000,000	\$20,820,500	\$0	Blue
Heritage Areas System Acquisition, Development and Planning	\$300,000	\$533,300	\$245,890	Green
Regional Council Capital Fund	\$994,000	\$4,046,977	\$994,000	Blue
Affordable Home Ownership Development Program (AHC)	\$875,000	\$3,320,500	\$875,000	Blue
Regional Council Capital Fund	\$150,000	\$585,203	\$112,500	Blue
Rail & Port Bond Project	\$508,240	\$635,300	\$185,179	Green
Excelsior Jobs Program	\$349,000	\$2,600,000	\$0	Blue
Affordable Home Ownership Development Program (AHC)	\$900,000	\$3,815,433	\$900,000	Blue
Regional Council Capital Fund	\$100,000	\$900,000	\$0	Black

CFA #	Applicant	Project Name	Agency
14063	HOME HEADQUARTERS, INC.	SYRACUSE NEIGHBORHOOD REVITALIZATION PROGRAM 2011	HCR
7604	Home Leasing, LLC	Centerville Court Apts	HCR
7604	Home Leasing, LLC	Centerville Court Apts	HCR
14019	HOMSITE FUND, INC.	HOME REPAIR FOR CAYUGA COUNTY	HCR
14020	HOMSITE FUND, INC.	HOME REPAIR FOR CAYUGA COUNTY	HCR
3621	Housing Visions Consultants, Inc.	S.E. Payne Cornerstone	HCR
3621	Housing Visions Consultants, Inc.	S.E. Payne Cornerstone	HCR
8019	Housing Visions Unlimited	VanKeuren Square	HCR
8019	Housing Visions Unlimited	VanKeuren Square	HCR
2041	Howland Stone Store Museum	Stabilization and Rehabilitation	Parks
7495	HUHTAMAKI, Inc.	Huhtamaki Excelsior	ESD
6577	Inns of Aurora, LLC	Rowland House Capital	ESD
8451	IV4, Inc.	Worker Skills Upgrading	DOL
5934	Lime Hollow Nature Center, Inc.	Osbeck Acquisition	Parks
6689	Madison County	NY Beef Farmer's Cooperative	HCR
5357	Madison County	Madison County Microenterprise Assistance Program	HCR
6509	Madison-Oneida BOCES	Unemployed Worker	DOL
7417	Marquardt Switches, Inc.	Worker Skills Upgrading	DOL
8217	Matt Industries Corporation dba Dupli Envelope and Graphics Corporation	Matt Industries Capital	ESD
4835	Musical Theatre Festival, Inc. d/b/a Finger Lakes Musical Theatre Festival	Finger Lakes Musical Theatre Festival Capital	ESD
6223	Nojaim, Inc.	Nojaim Capital	ESD
7943	NYS HFA	Greenway Apartments	ESD
7579	NYS HFA	James St Apts	ESD
6529	Onondaga Convention Center Hotel Development Corporation	OCIDA-White Pine Commerce Park (Clay Business Park) - Capital	ESD
7735	Onondaga County	Save the Rain Downspout Disconnection Program	EFC
4083	Onondaga County	Washington Street - Green Streets	EFC
14176	Onondaga County	Onondaga County Neighborhood Rehab	HCR
14177	Onondaga County	Onondaga County Purchase-Rehab	HCR
8570	Onondaga County	Cleaner Greener Communities Phase I: Regional Sustainability Planning Grants	NYSERDA3
14064	ONONDAGA COUNTY COMMUNITY DEVELOPMENT	2011 ONONDAGA COUNTY ACCESS TO HOME PROGRAM	HCR
14079	ONONDAGA COUNTY COMMUNITY DEVELOPMENT	2011 ONONDAGA COUNTY RESTORE	HCR
6529	Onondaga County IDA	Clay Business Park	ESD
6800	PDJ, Inc.	Johnson Brothers Lumber Aquaculture Capital	ESD
7049	Port of Oswego Authority	East Terminal Connector Project	DOT
3295	Skaneateles Aerodrome, LLC	Skaneateles Aerodrome: Taxiway Replacement, Hangar Construction, and Electrical Feed	DOT
14180	Southern Hills	Southern Hills First-Time Homebuyer	HCR

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
HOME	\$1,000,000	\$3,818,727	\$960,000	Blue
Federal Low Income Housing Tax Credit	\$850,000	\$15,854,503	\$850,000	Blue
Housing Trust Fund	\$2,274,255	\$15,854,503	\$2,274,255	Blue
RESTORE	\$75,000	\$116,500	\$51,323	Blue
HOME	\$700,000	\$950,000	\$562,440	Blue
Federal Low Income Housing Tax Credit	\$770,000	\$10,215,070	\$770,000	Blue
Housing Trust Fund	\$2,292,142	\$10,215,070	\$2,292,142	Blue
Federal Low Income Housing Tax Credit	\$579,877	\$11,402,628	\$566,919	Blue
Housing Trust Fund	\$2,400,000	\$11,402,628	\$2,325,801	Blue
Planning	\$400,000	\$800,000	\$215,101	Green
Excelsior Jobs Program	\$152,741	\$4,000,000	\$0	Black
Regional Council Capital Fund	\$250,000	\$8,395,585	\$250,000	Blue
Business Hiring and Training Incentives - Worker Skills Upgrading	\$49,115	\$48,050	\$31,250	Blue
Park Acquisition, Development and Planning	\$53,308	\$71,077	\$51,883	Blue
Community Development Block Grant (CDBG)				
Economic Development	\$250,239	\$1,405,239	\$0	Black
Community Development Block Grant (CDBG)				
Economic Development Microenterprise	\$200,000	\$218,943	\$60,220	Blue
Unemployed Worker Skills Training	\$42,000	\$40,000	\$24,648	Blue
Business Hiring and Training Incentives ? Worker Skills Upgrading	\$47,700	\$46,950		Black
Regional Council Capital Fund	\$150,000	\$632,000	\$150,000	Blue
Regional Council Capital Fund	\$751,450	\$6,500,000	\$0	Green
Regional Council Capital Fund	\$1,000,000	\$2,516,551	\$1,000,000	Blue
Industrial Development Bond Cap	\$14,000,000	\$23,676,933	\$14,000,000	Blue
Industrial Development Bond Cap	\$9,000,000	\$16,300,722	\$9,000,000	Blue
Regional Council Capital Fund	\$1,517,050	\$6,200,000	\$0	Yellow
Green Innovation Grant Program	\$472,000	\$578,000	\$472,000	Blue
Green Innovation Grant Program	\$819,000	\$824,454	\$733,454	Blue
Affordable Home Ownership Development Program (AHC)	\$300,000	\$1,000,000	\$300,000	Blue
Affordable Home Ownership Development Program (AHC)	\$300,000	\$1,830,000	\$282,000	Blue
Cleaner, Greener Communities Regional Sustainability Planning Program	\$1,000,000	\$1,240,068	\$998,850	Blue
Access to Home	\$300,000	\$375,000	\$300,000	Blue
RESTORE	\$75,000	\$150,000	\$75,000	Blue
Industrial Development Bond Cap	\$5,200,000	\$6,200,000	\$0	Black
Regional Council Capital Fund	\$150,000	\$1,710,000	\$0	Blue
Rail & Port Bond Project	\$1,750,000	\$2,587,500	\$45,839	Green
Aviation Bond Project	\$597,081	\$746,351	\$597,081	Blue
Affordable Home Ownership Development Program (AHC)	\$360,000	\$1,524,660	\$330,000	Blue

CFA #	Applicant	Project Name	Agency
6274	Southside Community Coalition, Inc.	Southside Community Coalition Capital	ESD
5532	Springport (T)	Springport Comprehensive Plan	DOS
5058	St. Joseph's Hospital Health Center	St. Joseph's Hospital Health Center Capital	ESD
14022	STONELEIGH HOUSING, INC.	RESTORE 2011	HCR
6419	SUNY Upstate Medical University	SUNY Upstate Medical University - CNY Biotechnology Accelerator Buildout	ESD
7457	Syracuse Center of Excellence in Environmental	Syracuse University NYE - RIC Capital	ESD
5986	Syracuse Economic Development Corporation	Sibley's Parking Garage Capital	ESD
8723	Syracuse IV Star Redevelopment, LLC	Roosevelt & Hillside Apts	HCR
5502	Syracuse University	Unemployed Worker	DOL
7438	The New York, Susquehanna and Western Railway Corp.	Cortland Transload Terminal	DOT
6089	The Research Foundation of SUNY at SUNY ESF	Gateway Building Green Roof	EFC
6887	Town of Aurelius	Construction of the Aurelius Wastewater Pump Station	HCR
14167	Town of Cortlandville	Town of Cortlandville Housing Rehabilitation Program	HCR
14205	Town of Marathon	Town of Marathon Housing Rehabilitation Program	HCR
8071	UNITED HEALTHCARE	United Healthcare - Excelsior RC1	ESD
8071	UNITED HEALTHCARE	United Healthcare Service Capital	ESD
6883	University Neighborhood Preservation Association, Inc.	BabcockShattuck Home Restoration	Parks
7238	Village of East Syracuse	Roof Drain and Sump Pump Relocation	EFC
2090	Village of Fayetteville	Canal Landing Prk	Canals
14194	Village of Homer	Village of Homer Housing Rehabilitation Program	HCR
14231	Village of Phoenix	Village of Phoenix Sanitary Sewer System Improvements	HCR
7375	Washington Street Partners, Inc.	Merchants Commons Capital	ESD
7176	Welch Allyn, Inc.	Worker Skills Upgrading	DOL
<b>TOTAL</b>			

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Economic Development Purposes Fund	\$394,000	\$1,021,106	\$444,000	Green
Local Waterfront Revitalization	\$50,000	\$100,000	\$18,775	Green
Regional Council Capital Fund	\$2,500,000	\$113,825,000	\$0	Blue
RESTORE	\$75,000	\$150,000	\$57,832	Blue
Regional Council Capital Fund	\$1,950,000	\$3,450,000	\$0	Green
Regional Council Capital Fund	\$3,000,000	\$8,700,000	\$0	Green
Regional Council Capital Fund	\$1,600,000	\$3,974,461	\$0	Green
Federal Low Income Housing Tax Credit	\$1,219,136	\$12,547,328	\$1,219,136	Blue
Unemployed Worker Skills Training	\$50,000	\$50,000	\$36,250	Blue
Rail & Port Bond Project	\$917,442	\$1,019,380	\$148,214	Green
Green Innovation Grant Program	\$413,000	\$780,108	\$392,350	Blue
Community Development Block Grant (CDBG)				
Economic Development	\$750,000	\$835,000	\$744,889	Blue
CDBG - Housing	\$400,000	\$400,000	\$400,000	Blue
CDBG - Housing	\$400,000	\$400,000	\$400,000	Blue
Excelsior Jobs Program	\$1,652,414	\$1,652,214	\$0	Black
Regional Council Capital Fund	\$250,000	\$1,950,000	\$0	Black
Historic Property Acquisition, Development and Planning	\$200,000	\$773,000	\$200,000	Blue
Green Innovation Grant Program	\$279,000	\$373,250	\$279,000	Blue
NYS Canalway Grant Program	\$150,000	\$517,420	\$121,609	Blue
CDBG - Housing	\$400,000	\$400,000	\$398,637	Blue
CDBG - Public Infrastructure	\$400,000	\$7,200,000	\$400,000	Blue
Regional Council Capital Fund	\$837,500	\$12,500,000	\$837,500	Blue
Business Hiring and Training Incentives - Worker Skills Upgrading	\$17,500	\$17,500	\$17,500	Blue
	<b>\$90,863,329</b>	<b>\$603,020,196</b>	<b>\$61,178,345</b>	

## 8.0 ALL FUNDED CFA PROJECTS [from Section 2.2 (5)]

## Round 2

CFA #	Applicant	Project Name	Agency
14507	3Gi Terminals, LLC	3Gi CNYIP Capital	ESD
16552	400 South Salina Street, LLC	Sibley's Building Redevelopment Capital	ESD
18461	BO-MER PLASTICS LLC	Bo-Mer Plastics Capital	ESD
19472	Cayuga (Co)	Owasco Lake Watershed Management and Waterfront Revitalization Plan	DOS
16647	Cazenovia Area Community Development Association, Inc.	Cazenovia Beverage Trail Initial Marketing Project	ESD
12589	Center for the Arts of Homer, Inc.	Route 90 Scenic Byway Visitor Center and Historical Museum	HCR
14322	Center State Corporation for Economic Opportunity	Prospect Hill North Salina Revitalization Project	HCR
19311	Central New York Raceway Park, Inc.	CNY Raceway Park Soft Costs Capital	ESD
38181	Central New York Raceway Park, Inc.	CNY Raceway Park Infrastructure Capital	ESD
15409	Central NY Jazz Arts Fndn	Cultivating Resources in the Arts for Value in our Economy (CRAVE) Festival and Conference	Arts
18386	Ciotti Enterprises, Inc.	Ciotti Enterprises C&D Recycling Facility - EIP	ESD
15773	City of Auburn	Casey Falcon Park Improvement Project	Parks
16594	CITY OF CORTLAND	Cortland Downtown Parking Capital	ESD
15573	City of Cortland	Cortland Downtown Revitalization Program	HCR
17219	City of Oneida	Elm Street Industrial Site Infrastructure	ESD
18919	CNY Arts Inc	Initiative to Develop Audiences & Services, IDEAS	Arts
19270	Community Memorial Hospital, Inc.	Community Memorial Hospital Capital	ESD
17639	Convention & Visitors Bureau of Oneida County, Inc.	Central New York Agri-Tourism Marketing Project	ESD
19115	COR Development Company, LLC	COR Inner Harbor Infrastructure - Phase II Capital	ESD
19145	COR Real Property Company, LLC	COR Real Property Company Capital	ESD
18165	Cornell Cooperative Extension of Madison County	Growing Upstate Food Hub	HCR
16029	Cortland Downtown Partnership	Cortland Repertory Theatre Downtown	HCR
14842	County of Oswego	Camp Zerbe Lodge Project	Parks
19138	Crouse Health Hospital	Crouse Hospital - Neonatal ICU Renovations Capital	ESD
18295	Currier Plastics, Inc.	Currier Plastics, Inc. - Existing Employee Training	DOL
17334	Design Concepts and Enterprises, LLC	Design Concepts and Enterprises Capital	ESD
17334	Design Concepts and Enterprises, LLC	Design Concepts and Enterprises Excelsior	ESD
11906	Empire Farmstead Brewery, Inc.	Empire Farmstead Brewery Capital	ESD
19373	Erie Canal Museum	History Happens Here: Beeline to Bville	Arts
18705	Everson Museum of Art	Gustav Stickley House	Arts
18705	Everson Museum of Art of Syracuse and Onondaga County	Gustav Stickley House	Parks
15814	GIS Information System, Inc. d/b/a Polaris Library	Polaris Library Systems Excelsior	ESD
15814	GIS Information System, Inc. d/b/a Polaris Library	Polaris Library Systems Capital	ESD
18165	Growing Upstate Food Hub, LLC	Growing Upstate Food Hub Capital	ESD
16964	Home Headquarters, Inc.	Prospect Place Mixed-Use Development Capital	ESD
17696	Homer Soy Products, LLC	Homer Soy Products Capital	ESD
17696	Homer Soy Products, LLC	Homer Soy Products Excelsior	ESD
17796	Housing Visions Consultants, Inc.	Salina Crossing Project	HCR
16481	Howland Stone Store Museum	Opendore Project	HCR

## ADDITIONAL STRATEGIC PROJECTS (NON-ESD)

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Empire State Development Grant Funds	\$420,000	\$2,070,000	\$420,000	Blue
Empire State Development Grant Funds	\$2,500,000	\$16,211,581	\$0	Green
Empire State Development Grant Funds	\$100,000	\$560,000	\$100,000	Blue
Local Waterfront Revitalization	\$75,000	\$150,000	\$74,990	Blue
Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)	\$18,500	\$29,725	\$18,499	Blue
HCR - Rural Area Revitalization Projects (RARP)	\$200,000	\$375,700	\$0	Black
HCR - New York Main Street (NYMS)	\$241,875	\$1,179,755	\$134,004	Blue
Empire State Development Grant Funds	\$2,000,000	\$1,404,000	\$850,000	Blue
Empire State Development Grant Funds	\$1,000,000	\$16,048,720	\$0	Green
Art Project Grant	\$62,000	\$88,000	\$18,600	Blue
Empire State Development Grant Funds	\$96,000	\$422,500	\$0	Yellow
Park Acquisition, Development and Planning	\$412,500	\$550,000	\$371,250	Green
Empire State Development Grant Funds	\$250,000	\$655,000	\$0	Blue
HCR - New York Main Street (NYMS)	\$250,000	\$2,351,000	\$220,000	Blue
Empire State Development Grant Funds	\$1,000,000	\$1,992,000	\$0	Green
Art Project Grant	\$150,000	\$300,000	\$101,500	Blue
Empire State Development Grant Funds	\$250,000	\$2,690,808	\$250,000	Blue
Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)	\$270,000	\$597,000	\$270,000	Blue
Empire State Development Grant Funds	\$1,500,000	\$2,222,222	\$0	Green
Empire State Development Grant Funds	\$1,000,000	\$1,112,000	\$0	Yellow
HCR - Rural Area Revitalization Projects (RARP)	\$200,000	\$4,062,088	\$200,000	Blue
HCR - Rural Area Revitalization Projects (RARP)	\$200,000	\$560,886	\$200,000	Blue
Park Acquisition, Development and Planning	\$349,419	\$468,985	\$307,293	Green
Empire State Development Grant Funds	\$575,000	\$10,551,329	\$305,325	Green
Worker Skills Upgrading - Existing Employee Training	\$100,000	\$100,000	\$25,608	Blue
Empire State Development Grant Funds	\$100,000	\$749,764	\$0	Black
Excelsior Jobs Program	\$400,000	\$749,764	\$0	Black
Empire State Development Grant Funds	\$550,000	\$9,230,818	\$0	Red
Art Project Grant	\$100,000	\$200,000	\$30,000	Blue
Art Project Grant	\$50,000	\$100,000	\$15,000	Blue
Historic Property Acquisiton, Development and Planning	\$500,000	\$3,418,806	\$0	Green
Excelsior Jobs Program	\$850,000	\$1,430,000	\$0	Black
Empire State Development Grant Funds	\$100,000	\$1,430,000	\$0	Black
Empire State Development Grant Funds	\$810,000	\$2,361,000	\$0	Black
Empire State Development Grant Funds	\$320,000	\$1,726,122	\$0	Red
Empire State Development Grant Funds	\$300,000	\$1,960,000	\$0	Black
Excelsior Jobs Program	\$185,319	\$1,960,000	\$0	Black
HCR - Urban Initiatives (UI)	\$200,000	\$13,876,000	\$0	Black
HCR - Rural Area Revitalization Projects (RARP)	\$200,000	\$800,000	\$200,000	Blue

CFA #	Applicant	Project Name	Agency
15396	International Boxing Hall of Fame	International Boxing Hall of Fame Capital	ESD
16916	Ithaca/Tompkins County Convention & Visitors Bureau	Finger Lakes Beer Trail Passport Program	ESD
18808	Knowles Cazenovia, Inc., div. of Knowles Corporation	Dielectric Laboratories Capital	ESD
18808	Knowles Cazenovia, Inc., div. of Knowles Corporation	Dielectric Laboratories Excelsior	ESD
16678	LeMoyne College	LeMoyne College Science Capital	ESD
13826	Lime Hollow Nature Center	Lime Hollow BOCES Environmental Education Center	Parks
18165	Madison County Agricultural Economic Development	Growing Upstate Food Hub	Ag_and_Markets
18474	Onondaga (Co)	Onondaga Loop the Lake Trail	DOS
17931	Oswego Health, Inc.	Fulton Medical Endoscopy Center Capital	ESD
17597	Pall Corporation	Pall Finger Lakes Center of Excellence Capital	ESD
17597	Pall Corporation	Pall Finger Lakes Center of Excellence Excelsior	ESD
16216	Port of Oswego Authority	Port of Oswego Agriculture Handling Project	Ag_and_Markets
16781	RAPID RESPONSE MONITORING SERVICES	Rapid Response Monitoring Services Capital	ESD
16781	RAPID RESPONSE MONITORING SERVICES	Rapid Response Monitoring Services Excelsior	ESD
17814	Solvay Iron Works, Inc.	Solvay Iron Works Capital	ESD
16454	SUNY ESF	Willow Biomass Crop Deployment	NYSERDA
16727	Sweet Spot Development	Camillus Mills Redevelopment Capital	ESD
15301	Syracuse (C)	Bridge Removal at Onondaga Creek	DOS
15513	Syracuse Community Health Center, Inc.	Syracuse Community Health Center Phase 1 Capital	ESD
17260	Syracuse University	Talent Agency	Arts
17080	Syracuse University	Carrier Dome Rainwater Harvesting and Reuse	EFC
19908	Syracuse University	SU Connective Corridor Facade Capital	ESD
16361	Syracuse University	Syracuse Stage Capital	ESD
17145	The Research Foundation for State University of New York	SUNY College of ESF Biomass Cooperative Innovation Center Capital	ESD
18404	The Research Foundation for State University of New York	CNY Biotechnology Accelerator M&E Capital	ESD
17361	Total Care, Inc.	Total Care Capital	ESD
19024	Town of Constantia	Town of Constantia Sewer District Engineering Study	DEC
18000	Town of Cortlandville	Precision Eforming Project	HCR
17656	Town of Preble	Northeast Transformer Services (NETS)	HCR
16560	U.S. Optical, LLC	US Optical Capital	ESD
17641	Vibrant Syracuse Spaces, LLC dba The Gear Factory	The Gear Factory Capital	ESD
14489	Village of Fair Haven	Fair Haven Downtown Rehabilitation Program	HCR
13813	Village of Fayetteville	Canal Landing Park Phase 2	Canals
18449	Village of Homer	Homer Soybean Project	HCR
17558	Village of Marathon	Marathon Downtown Revitalization Program 2012	HCR
17416	Village of Marcellus	Village of Marcellus Wastewater Engineering Study	DEC
16224	Village of Phoenix	Pavilion and Restrooms	Canals
17461	Village of Skaneateles	Skaneateles Village Hall	NYSERDA
19667	WAKEFERN FOOD CORP.	South Avenue PriceRite Supermarket Capital	ESD
14628	WST33, LLC	WST33 Plaza of the Arts Capital	ESD
<b>TOTAL</b>			



Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Empire State Development Grant Funds	\$1,000,000	\$3,250,000	\$0	Black
Regional Tourism Marketing Grant Initiative (I LOVE NY Fund)	\$40,500	\$40,500	\$40,500	Blue
Empire State Development Grant Funds	\$500,000	\$7,029,102	\$0	Blue
Excelsior Jobs Program	\$2,000,000	\$7,029,102	\$0	Blue
Empire State Development Grant Funds	\$2,000,000	\$18,848,886	\$2,000,000	Blue
Park Acquisition, Development and Planning	\$383,253	\$509,760	\$383,252	Blue
Agriculture Development Program	\$500,000	\$4,289,180	\$308,679	Green
Local Waterfront Revitalization	\$75,000	\$150,000	\$54,301	Green
Empire State Development Grant Funds	\$500,000	\$2,940,000	\$0	Black
Empire State Development Grant Funds	\$500,000	\$8,884,571	\$0	Yellow
Excelsior Jobs Program	\$300,000	\$8,884,571	\$0	Yellow
Agriculture Development Program	\$250,000	\$500,000	\$250,000	Blue
Empire State Development Grant Funds	\$1,200,000	\$6,600,000	\$0	Green
Excelsior Jobs Program	\$1,300,000	\$6,600,000	\$0	Green
Empire State Development Grant Funds	\$75,000	\$276,000	\$0	Black
NYSERDA - Regional Economic Development and GHG Reduction Program	\$397,831	\$546,656	\$318,357	Green
Empire State Development Grant Funds	\$500,000	\$9,335,000	\$0	Green
Local Waterfront Revitalization	\$485,000	\$970,000	\$0	Green
Empire State Development Grant Funds	\$3,100,000	\$17,536,812	\$0	Black
Art Project Grant	\$58,375	\$116,750	\$17,512	Blue
Green Innovation Grant Program	\$1,350,000	\$1,497,614	\$1,347,614	Blue
Empire State Development Grant Funds	\$250,000	\$275,000	\$0	Blue
Empire State Development Grant Funds	\$500,000	\$5,080,000	\$0	Green
Empire State Development Grant Funds	\$245,000	\$1,461,638	\$244,215	Blue
Empire State Development Grant Funds	\$500,000	\$1,000,000	\$0	Green
Empire State Development Grant Funds	\$150,000	\$1,162,400	\$0	Black
CWSRF Engineering Planning Grant Program	\$30,000	\$37,500	\$30,000	Blue
HCR - Community Development Block Grant (CDBG) - Small Business Assistance	\$70,000	\$182,050	\$70,000	Blue
Economic Development	\$750,000	\$2,400,000	\$749,982	Blue
Empire State Development Grant Funds	\$225,000	\$2,391,000	\$225,000	Blue
Empire State Development Grant Funds	\$680,000	\$1,406,794	\$0	Blue
HCR - New York Main Street (NYMS)	\$250,000	\$1,049,010	\$249,748	Blue
NYS Canalway Grant Program	\$150,000	\$300,000	\$0	green
HCR - Community Development Block Grant (CDBG) Economic Development	\$315,000	\$2,015,000	\$0	Black
HCR - New York Main Street (NYMS)	\$250,000	\$325,100	\$238,750	Blue
CWSRF Engineering Planning Grant Program	\$30,000	\$37,500	\$30,000	Blue
NYS Canalway Grant Program	\$50,000	\$100,000	\$0	Green
NYSERDA - Regional Economic Development and GHG Reduction Program	\$546,493	\$817,031	\$496,766	Green
Empire State Development Grant Funds	\$600,000	\$3,943,667	\$0	Green
Empire State Development Grant Funds	\$700,000	\$3,810,303	\$700,000	Blue
	<b>\$40,692,065</b>	<b>\$240,374,070</b>	<b>\$11,866,745</b>	

## 8.0 ALL FUNDED CFA PROJECTS [from Section 2.2 (5)]

## Round 3

CFA #	Applicant	Project Name	Agency
32093	300 East Washington Street LLC	PEMCO Washington LLC Capital	ESD
26840	3Gi CNYIP Inc	Freight Center In Syracuse	NYSERDA
29358	706 North Clinton, LLC	706 North Clinton Redevelopment Capital	ESD
31471	Ariston Dairy Products, LLC	Ariston Dairy Products Capital	ESD
31471	Ariston Dairy Products, LLC	Ariston Dairy Products Excelsior	ESD
31711	CATHOLIC CHARITIES	Urban Partnership for Economic Opportunity	ESD
27133	Cayuga (Co)	Emerson Park Improvements	DOS
26825	Cayuga County	Cayuga County - Dredging Little Sodus Bay Capital	ESD
30407	Cayuga Economic Development Agency	John Street Restoration	HCR
30031	Cayuga Wine Trail, Inc.	Cayuga Lake Wine Trail Nothern PA Working Capital	ESD
31926	Cazenovia College	Cazenovia College Capital	ESD
31372	CenterState CEO	CNY Branding Working Capital	ESD
27876	CenterState CEO	Central New York Innovation Hot Spot	ESD
31097	Central New York Raceway Park, Inc.	CNY Raceway Park Construction Capital	ESD
31214	Central New York Regional Planning and Development Board	Vision CNY Regional Partnership For Comprehensive Planning Project	NYSERDA
31745	City of Cortland	City of Cortland Clint Street Sewer Study	DEC
29757	City of Cortland	Cortland Zoning Analysis	NYSERDA
27617	City of Cortland	Wickwire Pool	Parks
32383	City of Fulton	City of Fulton Wastewater Engineering Study	DEC
30900	City of Syracuse	Zoning Ordinance Revisions	NYSERDA
27526	CNY Arts Inc	CNY Arts Economic Development 2013	Arts
27526	CNY Arts Inc.(fka Cultural Resources Council)	CNY Arts Economic Development 2013 Working Capital	ESD
28556	CNY Fabrication, LLC	G.A. Braun Capital	ESD
31256	COR Inner Harbor Company LLC	Mixed Use Development In Syracuse	NYSERDA
31329	COR Real Property Company, LLC	COR - Loguen Crossing Capital	ESD
32549	CORNELL COOPERATIVE EXTENSION	Madison County Malting Feasibility Study	ESD
31812	CORTLAND LINE	Cortland Line Holdings Capital	ESD
31108	C'Ville Cafe, Inc./Byrne Dairy	C'Ville Cafe, Inc. Capital	ESD
27128	Discovery Center of Science & Technology	MOST Energy Exhibit Capital II	ESD
27128	Discovery Center of Science & Technology d/b/a MOST	MOST Energy Exhibit Capital I	ESD
28622	Downtown Committee of Syracuse, Inc.	City of Syracuse NYMS	HCR
31977	Everson Museum of Syracuse and Onondaga County	Gustav Stickley House Restoration	HCR
27308	Filtration Lab USA, Inc. dba Northland Filter International	Northland Filtration International Equipment Capital	ESD
27308	Filtration Lab USA, Inc. dba Northland Filter International	Northland Filtration International Equipment Excelsior	ESD

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Empire State Development Grant Funds Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 3: Sustainability Projects	\$2,500,000	\$18,270,508	\$0	Yellow
Empire State Development Grant Funds	\$1,000,000	\$3,432,000	\$95,500	Green
Empire State Development Grant Funds	\$500,000	\$8,874,854	\$500,000	Blue
Empire State Development Grant Funds	\$900,000	\$6,511,302	\$0	Black
Excelsior Jobs Program	\$857,000	\$6,511,302	\$0	Black
ESD Technical Assistance and Training Grants ? Opportunity Agenda Projects	\$100,000	\$222,435	\$0	Blue
Local Waterfront Revitalization Program	\$102,876	\$205,752	\$0	Green
Empire State Development Grant Funds	\$15,000	\$300,000	\$0	Black
HCR - Urban Initiatives (UI)	\$150,000	\$482,439	\$150,000	Blue
Market New York	\$50,000	\$54,778	\$50,000	Blue
Empire State Development Grant Funds	\$500,000	\$2,249,000	\$325,000	Green
Market New York	\$370,000	\$659,000	\$365,584	Blue
New York State Business Incubator and Innovation Hot Spot Support Program	\$250,000	\$2,250,000		Green
Empire State Development Grant Funds	\$750,000	\$20,522,100	\$0	Green
Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Comprehensive Planning	\$390,000	\$520,000	\$390,000	Blue
Engineering Planning Grant Program	\$24,000	\$30,000	\$24,000	Blue
Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Comprehensive Planning	\$112,000	\$150,000	\$0	Green
Park Acquisition, Development and Planning	\$500,000	\$915,000	\$450,000	Green
Engineering Planning Grant Program	\$28,720	\$35,900	\$28,720	Blue
Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Comprehensive Planning	\$300,000	\$549,000	\$0	Green
Arts, Culture & Heritage Project Grant	\$74,000	\$318,000	\$74,000	Blue
Market New York	\$100,000	\$318,000	\$100,000	Blue
Empire State Development Grant Funds Implementation Grants, Category 3: Sustainability Projects	\$1,500,000	\$10,935,000	\$0	Blue
Empire State Development Grant Funds	\$1,343,000	\$474,800,000	\$64,000	Green
Empire State Development Grant Funds	\$750,000	\$24,435,000	\$0	Orange
ESD - Strategic Planning and Feasibility Studies	\$30,500	\$61,000	\$0	Black
Empire State Development Grant Funds	\$150,000	\$685,000	\$0	Green
Empire State Development Grant Funds	\$500,000	\$4,600,000	\$0	Black
Market New York	\$180,000	\$600,000	\$0	Green
Empire State Development Grant Funds	\$100,000	\$600,000	\$0	Green
HCR - New York Main Street (NYMS)	\$200,000	\$20,885,000	\$199,089	Blue
HCR - Urban Initiatives (UI)	\$150,000	\$2,214,606	\$0	Black
Empire State Development Grant Funds	\$50,000	\$650,000	\$0	Green
Excelsior Jobs Program	\$325,000	\$650,000	\$0	Green

CFA #	Applicant	Project Name	Agency
29974	FINGER LAKES ASSOCIATION, INC. Finger Lakes Beer Trail Marketing and Tourism Associates, LLC	Wine Water and Wonders Working Capital	ESD
26837	Finger Lakes Trail Conference	Finger Lakes Beer Trail Working Capital	ESD
32628	G. C. Hanford Manufacturing Company dba Hanford Pharmaceuticals	Finger Lakes Trail and NYS Parks Working Capital	ESD
30940	G. C. Hanford Manufacturing Company dba Hanford Pharmaceuticals	Operations and Technical Skills Training	DOL
30940	G.C. HANFORD MFG., CO.	Operations and Technical Skills Training	DOL
30940	G.C. HANFORD MFG., CO.	G.C. Hanford Manufacturing Capital	ESD
30940	G.C. HANFORD MFG., CO.	G.C. Hanford Manufacturing -Excelsior	ESD
27555	Housing Visions Unlimited	Housing Visions Unlimited SNAP Opportunities Program	OTDA
31644	Indian Springs Mfg. Co. Inc.	Operations and ISO Quality Management Training	DOL
24055	Inficon, Inc.	Inficon Capital	ESD
24055	Inficon, Inc.	Inficon Excelsior	ESD
29292	Johnston Paper Company, Inc.	Johnston Paper Capital	ESD
28084	Kasoag Trailblazers, Inc.	Trail Grooming Equipment	Parks
31772	L&JG STICKLEY, INC.	L. & J.G. Stickley Capital	ESD
31772	L&JG STICKLEY, INC.	L. & J.G. Stickley - Excelsior	ESD
32530	Marc P. Pietropaoli MD PC	Victory Sports Medicine Complex Capital	ESD
28685	MARQUARDT SWITCHES, INC.	Marquardt Switches Global Technology Center Capital	ESD
30451	National Abolition Hall of Fame and Museum	Smithfield Community Historic Landmark Internships	Arts
28902	Near Westside Initiative, Inc.	Case 3 Unit Saltmakers Capital	ESD
29356	Onondaga Community College Foundation Onondaga County Community Development Division	Summer Success Academy	HESC
27579	Onondaga County Department of Water Environment Pr	Village of Camillus Main St Program	HCR
31919	Onondaga County Department of Water Environment Protection	Onondaga County Baldwinsville-Seneca Knolls Wastewater Treatment Plant Engineering Study	DEC
32160	Onondaga County Department of Water Environment Protection	Baldwinsville-Seneca Knolls Wastewater Treatment Plant Capital	ESD
31073	Onondaga Historical Association	Ska nonh Planning	Arts
30958	Oswego (Co)	Central New York Region Recreation and Heritage Plan	DOS
31854	Oswego City County Youth Bureau	Oswego AmeriCorps	ONCS
29937	Oswego County Opportunities Inc.	2013 CSBG JART	DOS
30514	Peoples Community Development Corporation	Save 711: The Benediction Cafe	Parks
26769	Queensboro Farm Products, Inc.	Queensboro Farm Products Equipment Capital	ESD
26769	Queensboro Farm Products, Inc.	Queensboro Farm Products Equipment Excelsior	ESD
28057	Southern Graphic Systems	Southern Graphic System Equipment Capital	ESD
28057	Southern Graphic Systems	Southern Graphic System Equipment Excelsior	ESD
30953	Syracuse (C)	Onondaga Creek Bank Stabilization	DOS
31688	Syracuse (C)	Onondaga Lake Access Improvements	DOS
31424	Syracuse Community Health Center, Inc.	Syracuse Community Health Center- Phase 2 Capital	ESD
29456	Syracuse Jet Real Estate Management LLC	Management and Operations Training	DOL
29456	Syracuse Jet Real Estate Management, LLC	Syracuse Jet Facility Capital	ESD
30667	Syracuse Model Neighborhood Corp	Salina Street Building Renovation	HCR
32022	Syracuse Poster Project	Internship Funding	Arts
32195	Syracuse University	Syracuse University Facade Phase III	ESD
30913	Syracuse University Office of Arts	Arts Engage	Arts
37136	TESSY PLASTICS	Tessy Plastics Capital	ESD
37136	TESSY PLASTICS	Tessy Plastics Excelsior	ESD

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Market New York	\$200,000	\$300,000	\$197,750	Blue
Market New York	\$198,000	\$198,000	\$197,977	Blue
Market New York	\$82,710	\$91,900	\$82,108	Blue
New Hire (On-the-Job) Training	\$47,919	\$8,000,000		Black
Unemployed Worker Training	\$50,000	\$8,000,000		Black
Empire State Development Grant Funds	\$1,000,000	\$7,320,000	\$0	Black
Excelsior Jobs Program	\$100,000	\$7,320,000	\$0	Black
SNAP Opportunities	\$100,000	\$200,000	\$199,238	Green
Existing Employee Training Program	\$12,480	\$19,410	\$9,780	Blue
Empire State Development Grant Funds	\$1,500,000	\$20,000,000	\$0	Green
Excelsior Jobs Program	\$2,000,000	\$20,000,000	\$0	Green
Empire State Development Grant Funds	\$300,000	\$7,653,797	\$150,000	Blue
Recreational Trails Program	\$127,200	\$159,000	\$127,200	Blue
Empire State Development Grant Funds	\$500,000	\$3,820,000	\$0	Yellow
Excelsior Jobs Program	\$475,000	\$3,820,000	\$0	Yellow
Empire State Development Grant Funds	\$500,000	\$5,418,000	\$0	Black
Empire State Development Grant Funds	\$600,000	\$5,412,105	\$462,000	Blue
Arts Intern Workforce Development Program	\$6,370	\$9,100	\$6,370	Blue
Empire State Development Grant Funds	\$1,000,000	\$1,880,000	\$0	Green
College Access Challenge Grant	\$50,000	\$210,592	\$46,211	Blue
HCR - New York Main Street (NYMS)	\$200,000	\$501,935	\$200,000	blue
Engineering Planning Grant Program	\$50,000	\$84,404	\$50,000	Blue
Empire State Development Grant Funds	\$150,000	\$738,800	\$0	Green
Arts, Culture & Heritage Project Grant	\$50,000	\$210,000	\$50,000	Blue
Local Waterfront Revitalization Program	\$65,000	\$130,000	\$49,181	Green
New York State AmeriCorps Program	\$128,588	\$207,348	\$71,754	Green
Community Services Block Grant	\$93,358	\$116,698	\$93,358	Blue
Historic Property Acquisition, Development and Planning	\$250,000	\$912,368	\$6,094	Green
Empire State Development Grant Funds	\$250,000	\$1,005,000	\$0	Black
Excelsior Jobs Program	\$43,000	\$1,005,000	\$0	Black
Empire State Development Grant Funds	\$200,000	\$2,202,858	\$0	Black
Excelsior Jobs Program	\$200,000	\$2,200,000	\$0	Black
Local Waterfront Revitalization Program	\$332,000	\$664,000	\$0	Green
Local Waterfront Revitalization Program	\$720,000	\$1,440,000	\$0	Green
Empire State Development Grant Funds	\$850,000	\$4,100,000	\$0	Black
New Hire (On-the-Job) Training	\$9,440	\$7,000,000		Black
Market New York	\$810,000	\$5,810,000	\$0	Green
HCR - Urban Initiatives (UI)	\$150,000	\$377,606	\$0	Black
Arts Intern Workforce Development Program	\$4,480	\$6,400	\$4,480	Blue
Empire State Development Grant Funds	\$200,000	\$220,000	\$0	Blue
Arts, Culture & Heritage Project Grant	\$62,012	\$182,600	\$62,012	Blue
Empire State Development Grant Funds	\$250,000	\$8,036,000	\$0	Black
Excelsior Jobs Program	\$1,500,000	\$8,036,000	\$0	Black

CFA #	Applicant	Project Name	Agency
31239	Tony Baird Electronics, Inc.	Quality Management and Operations Training	DOL
31946	Town of DeWitt	Willis Carrier Recreation Center Capital	ESD
30128	Town of Fleming	Town of Fleming Wastewater Engineering Study	DEC
27295	Town of Sandy Creek	Town of Sandy Creek Water District No. 2	HCR
27753	Town of Scriba	Town of Scriba Sewer System Engineering Study	DEC
32368	Town of Sullivan	Town of Sullivan Engineering Study for the East Sullivan Sewer District	DEC
31959	TRW TRANSPORTATION ELECTRONICS DIV	TRW Automotive Capital	ESD
38194	US Concrete and Block Company, Inc.	US Concrete and Block Company Capital	ESD
38194	US Concrete and Block Company, Inc.	US Concrete and Block Company Excelsior	ESD
31268	Village of Cayuga and Town of Aurelius	Water and Sewer Operations Consolidation	DOS
27115	Village of Cazenovia	Lakeland Park Planning and Development	Parks
32132	Village of Cleveland	Village of Cleveland Wastewater Engineering Study	DEC
30273	Village of Fayetteville	Green Gateway	EFC
27618	Village of Homer	Homer NY Main Street 2	HCR
31413	Village of Lacona	Lacona Park Project	Parks
29203	Village of Phoenix	State Street Improvement Project	HCR
26876	YMCA of Greater Syracuse, Inc.	NW Family YMCA Capital	ESD
<b>TOTAL</b>			

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Existing Employee Training Program	\$17,000	\$32,000	\$12,425	Blue
Market New York	\$247,500	\$2,500,000	\$0	Green
Engineering Planning Grant Program	\$15,000	\$19,000	\$15,000	Blue
HCR - Community Development Block Grant (CDBG) - Public Infrastructure	\$600,000	\$1,658,000	\$600,000	Blue
Engineering Planning Grant Program	\$24,000	\$30,000	\$24,000	Blue
Engineering Planning Grant Program	\$30,000	\$37,500	\$30,000	Blue
Empire State Development Grant Funds	\$200,000	\$1,985,000	\$0	Black
Empire State Development Grant Funds	\$350,000	\$11,500,000	\$0	Black
Excelsior Jobs Program	\$1,000,000	\$11,500,000	\$0	Green
Local Government Efficiency Program	\$292,545	\$325,050	\$152,072	Green
Park Acquisition, Development and Planning	\$22,000	\$44,000	\$22,000	Blue
Engineering Planning Grant Program	\$24,000	\$30,000	\$21,791	Blue
Green Innovation Grant Program	\$557,100	\$619,000	\$554,293	Blue
HCR - New York Main Street (NYMS)	\$200,000	\$344,600	\$200,000	Blue
Park Acquisition, Development and Planning	\$48,979	\$65,305	\$48,979	Blue
HCR - New York Main Street (NYMS)	\$187,071	\$245,811	\$186,277	Blue
Empire State Development Grant Funds	\$985,000	\$21,733,000	\$492,500	Blue
	<b>\$35,069,848</b>	<b>\$812,184,163</b>	<b>\$7,240,742</b>	

## 8.0 ALL FUNDED CFA PROJECTS [from Section 2.2 (5)]

## Round 4

CFA #	Applicant	Project Name	Agency
39774	20/East LLC	20/East Agritourism Capital	ESD
42427	538 Erie Boulevard West LLC	CG Meaker Redevelopment Capital	ESD
39866	Adirondack Cookie Co., Inc. dba Corso's Cookies	Corsos Cookies- New Plant	ESD
39396	Altmar Genesee, LLC	Tailwater Barn Banquet Facility Capital	ESD
40501	Auburn Public Theater	Cinema Innovation Project	Arts
41162	Bauer Performance Lacrosse, Inc.	Bauer Performance Lacrosse Capital	ESD
42603	Cayuga Community College	Advanced Manufacturing Technician Training	DOL
41170	Cayuga/Seneca Community Action Agency, Inc.	Employment Pathways Project	DOS
40747	Cazenovia Hospitality LLC	Cazenovia Hospitality Capital	ESD
43279	Centerstate Corporation for Economic Opportunity	Syracuse Destination Brand Marketing Working Capital	ESD
39913	Central New York Enterprise Development Corp.	Quasi Equity Loan Program Capital	ESD
41093	Central New York Enterprise Development Corp.	Selkirk Point Redevelopment Planning & Design	ESD
42070	Central New York Regional Planning & Development Board	Central New York Inland Port Wetlands Mitigation Bank Pilot Project	NYSERDA
40510	City of Auburn	Auburn Floors Anchor Project	HCR
42129	City of Auburn	City of Auburn- Smart Grid Implementation	ESD
39724	City of Cortland	Downtown Market Analysis	HCR
41872	City of Cortland	Microenterprise Assistance Program	HCR
42082	City of Cortland	Smart Water Network	DOS
42349	City of Cortland	City of Cortland Otter Creek Culvert Repairs	HCR
39729	City of Cortland	City Wide Pedestrian and Bicycle Improvement Plan	NYSERDA
42442	City of Oneida	City of Oneida Downtown Feasibility Studies	HCR
40394	City of Oswego	Route 104 Complete Streets Plan	NYSERDA
40883	City of Syracuse	Canalway Trail	Canals
40851	CNY Arts Center, Inc.	Case Lee House Feasibility Study	HCR
39358	CNY Arts Inc.(fka Cultural Resources Council)	CNY Arts Economic Development Working Capital	ESD
39018	Colgate University	Colgate University Center for Art and Culture	ESD
39965	Common Space Development, Inc.	CommonSpace Capital	ESD
42488	Cortland Downtown Partnership	Ski Cortland Capital	ESD
40484	Cortland Repertory Theatre	Downtown Performance Art Facility	Arts
40213	County of Oneida	Oneida County Radar Installation	ESD
42704	COUNTY OF OSWEGO IDA	Oswego IDA Incubator Working Capital	ESD
42074	Crouse Health Hospital	Crouse Hospital Emergency Department Capital	ESD
39949	DeWitt (T)	ReConnecting the Erie Canalway - A Call for Innovative Thinking	DOS



Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Empire State Development Grant Funds	\$30,000	\$167,215	\$0	Blue
Empire State Development Grant Funds	\$1,000,000	\$5,936,519	\$0	Blue
Empire State Development Grant Funds	\$400,000	\$2,000,000	\$0	Black
Empire State Development Grant Funds	\$200,000	\$2,000,000	\$100,000	Blue
Arts, Culture & Heritage Project Grant - Round 4	\$54,600	\$195,191	\$54,600	Blue
Empire State Development Grant Funds	\$20,000	\$150,000	\$0	Black
Unemployed Worker Training Program	\$100,000	\$151,600	\$12,500	Blue
Community Services Block Grant	\$115,098	\$143,873	\$84,276	Blue
Empire State Development Grant Funds	\$1,280,000	\$10,491,351	\$960,000	Blue
Market New York	\$375,000	\$585,000	\$0	Green
Empire State Development Grant Funds	\$500,000	\$550,000	\$250,000	Green
ESD - Strategic Planning and Feasibility Studies	\$100,000	\$205,000	\$0	Green
Implementation Grants, Category 2: Planning & Technical Assistance - Round 2 (CFA Round 4)	\$249,750	\$333,000	\$49,500	Green
HCR - New York Main Street (NYMS)	\$250,000	\$4,070,788	\$250,000	Blue
Empire State Development Grant Funds	\$1,200,000	\$5,000,000	\$0	Green
HCR ? Community Development Block Grant (CDBG) ? Community Planning	\$50,000	\$53,000	\$48,587	Blue
HCR - Community Development Block Grant (CDBG) Microenterprise	\$200,000	\$225,000	\$200,000	Blue
Local Government Efficiency Program	\$600,000	\$1,927,280	\$589,587	Green
HCR - Community Development Block Grant (CDBG) - Public Infrastructure	\$600,000	\$815,000	\$1,248	Green
Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Planning & Technical Assistance - Round 2 (CFA Round 4)	\$39,000	\$52,000	\$0	Green
HCR - New York Main Street Technical Assistance (NYMS-TA)	\$20,000	\$21,000	\$20,000	blue
Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 2: Planning & Technical Assistance - Round 2 (CFA Round 4)	\$225,000	\$300,000	\$56,750	Green
NYS Canalway Grant Program	\$45,000	\$90,000	\$0	Green
HCR - New York Main Street Technical Assistance (NYMS-TA)	\$20,000	\$21,000	\$0	Black
Market New York	\$100,000	\$134,000	\$100,000	Blue
Empire State Development Grant Funds	\$750,000	\$19,798,100	\$0	Black
Empire State Development Grant Funds	\$225,000	\$1,555,215	\$0	Blue
Market New York	\$840,000	\$1,450,000	\$557,481	Green
Artistic Program Capital Equipment - Round 4	\$7,000	\$14,000	\$7,000	Blue
Empire State Development Grant Funds	\$2,000,000	\$18,920,000	\$0	Green
ESD - Strategic Planning and Feasibility Studies	\$30,000	\$30,000	\$0	Blue
Empire State Development Grant Funds	\$2,000,000	\$34,845,680	\$0	Green
Local Waterfront Revitalization Program	\$124,000	\$248,000	\$0	Green

CFA #	Applicant	Project Name	Agency
41709	EBAC, LLC	Owera Farm Winery II Capital	ESD
41970	Empire Housing and Development Corporation	Inner Harbor Veteran's Housing & One-Stop Center Capital	ESD
35685	Euphony Inc.	Euphony Audio and Speech Technology	ESD
42183	Everson Museum of Art	Prendergast to Pollock' Exhibition Support	Arts
42140	Finger Lakes Land Trust, Inc.	Skaneateles Highlands Acquisition and Enhancement Project	Parks
38834	George Rebecca Barnes Foundation	Facility Upgrades	Parks
41908	Good Nature Brewing, Inc.	Good Nature New Farm Brewery Facility Capital	ESD
41908	Good Nature Brewing, Inc.	New Farm Brewing Facility Capital	ESD
41345	Hardwood Transformations Inc.	Hardwood Transformations Engineered Flooring Capital	ESD
38740	Home HeadQuarters, Inc.	Home Headquarters Capital	ESD
38740	Home HeadQuarters, Inc.	Syracuse Smart Regrowth Sustainable Corners	NYSERDA
42179	Infinity Armory, LLC	SKY Armory Phase II	ESD
40944	LeMoyne College	Le Moyne College Coyne Building Capital	ESD
41888	Light Work	Lighting and Creative Artist Workstations	Arts
41392	Near West Side Initiative, Inc.	West Fayette Main Street Project	HCR
40033	Onondaga County	Onondaga County Carnegie Building Rehabilitation Capital	ESD
39901	Onondaga County	Village of Jordan Main St Program	HCR
40773	Onondaga County Department of Water Environment Pr	Meadowbrook Limestone WWTP Enhanced Wet Weather Operations Planning	DEC
41464	Onondaga County Department of Water Environment Protection	Inner Harbor/ North Side Sanitary Sewer Capital	ESD
40904	Onondaga County Dept. of Water Environment Protect	Onondaga County - Erie Boulevard Storage System Investigation for Water Quality Enhancement	DEC
41295	Onondaga Historical Association	Onondaga Historical Association - Iroquois Heritage Center Capital I	ESD
41295	Onondaga Historical Association	Onondaga Historical Association - Iroquois Heritage Center Capital II	ESD
43032	Oran Station Brewing Supplies LLC	Hops Yard and Micro Malting Capital	ESD
43032	Oran Station Brewing Supplies LLC	Oran Station Brewing Supplies LLC	ESD
42079	Oswego County Department of Community Development, Tourism & Planning	Lake Ontario Cross Regional Promotion Working Capital	ESD
39911	Paradise Companies 2, LLC	Excellus 2014- Paradise Companies II Capital	ESD
43271	Redhouse Arts Center, Inc.	Redhouse Arts and Culture Complex Capital	ESD
39934	SBB Inc.	SBB Capital	ESD
39934	SBB Inc.	SBB Excelsior	ESD
42295	St. Joseph's Hospital Health Center	Northside Training and Entrepreneurship Center Capital	ESD
37541	Stonewell Bodies Machine, Inc.	Stonewell Bodies Machine Capital	ESD
37541	Stonewell Bodies Machine, Inc.	Stonewell Bodies Machine Excelsior	ESD
41216	Sunoco, Inc.	Sunoco Truck Scale and Entrance Capital	ESD
40881	Syracuse (C)	Onondaga Creek Public Access Improvements	DOS
42641	Syracuse Community Hotel, Inc., dba Marriott Downtown Syracuse	Syracuse Community Hotel Redevelopment Capital	ESD
42946	Syracuse Economic Development Corporation	Shalimar Properties - Working Capital	ESD
42740	Syracuse Opera	Glory Denied Project	Arts

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Empire State Development Grant Funds	\$200,000	\$1,570,000	\$0	Green
Empire State Development Grant Funds	\$750,000	\$7,100,000	\$0	Black
Excelsior Jobs Program	\$150,000	\$534,650	\$0	Green
Arts, Culture & Heritage Project Grant - Round 4	\$30,000	\$100,000	\$30,000	Blue
Park Acquisition, Development and Planning	\$306,525	\$613,050	\$0	Green
Historic Property Acquisition, Development and Planning	\$300,000	\$400,000	\$75,000	Green
Empire State Development Grant Funds	\$250,000	\$1,065,000	\$0	Green
Market New York	\$100,000	\$1,065,000	\$0	Green
Empire State Development Grant Funds	\$125,000	\$495,000		Green
Empire State Development Grant Funds	\$260,000	\$2,571,000	\$0	Green
Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 3: Sustainability Projects - Round 2 (CFA Round 4)	\$1,555,000	\$2,311,000	\$11,749	Green
Empire State Development Grant Funds	\$400,000	\$1,100,000	\$0	Green
Empire State Development Grant Funds	\$1,500,000	\$8,750,000	\$0	Blue
Artistic Program Capital Equipment - Round 4	\$35,000	\$73,633	\$35,000	Blue
HCR - New York Main Street (NYMS)	\$250,000	\$6,796,139	\$50,000	Yellow
Empire State Development Grant Funds	\$350,000	\$3,400,000	\$0	Green
HCR - New York Main Street (NYMS)	\$200,000	\$403,021	\$14,850	Green
Engineering Planning Grant Program	\$28,690	\$35,862	\$28,690	Blue
Empire State Development Grant Funds	\$960,000	\$4,800,000	\$0	Green
Engineering Planning Grant Program	\$50,000	\$96,737	\$25,000	Green
Market New York	\$80,000	\$400,000	\$0	Green
Empire State Development Grant Funds	\$80,000	\$400,000	\$0	Green
Empire State Development Grant Funds	\$25,000	\$711,200	\$0	Green
Excelsior Jobs Program	\$100,000	\$711,200	\$0	Green
Market New York	\$190,440	\$255,000	\$0	Green
Empire State Development Grant Funds	\$2,315,000	\$19,572,636	\$0	Green
Empire State Development Grant Funds	\$900,000	\$7,100,000	\$0	Green
Empire State Development Grant Funds	\$150,000	\$3,000,000	\$0	Black
Excelsior Jobs Program	\$200,000	\$1,463,985	\$0	Black
Empire State Development Grant Funds	\$360,000	\$4,129,320	\$0	Green
Empire State Development Grant Funds	\$300,000	\$3,749,500	\$0	Black
Excelsior Jobs Program	\$400,000	\$3,749,500	\$0	Black
Empire State Development Grant Funds	\$200,000	\$1,000,000	\$150,000	Blue
Local Waterfront Revitalization Program	\$370,000	\$740,000	\$0	Green
Empire State Development Grant Funds	\$3,645,000	\$73,532,128	\$0	Blue
ESD - Strategic Planning and Feasibility Studies	\$25,000	\$50,000	\$25,000	Blue
Arts, Culture & Heritage Project Grant - Round 4	\$47,600	\$127,865	\$47,600	Blue

CFA #	Applicant	Project Name	Agency
42277	The Brewster Inn	Banquet Hall and Inn Expansion	ESD
42685	The Cortland Companies	Cortland Company Capital	ESD
42685	The Cortland Companies	Cortland Company Excelsior	ESD
40009	The Research Foundation for SUNY with a place of b	Green ARB	EFC
41726	Town of Clay	Town of Clay- Three Rivers Point Improvements	ESD
38968	Town of DeWitt	Willis Carrier Recreation Center	Parks
40388	Town of Sullivan	Bridgeport Sewer District Extension No. 1	DEC
39512	US Intercorp LLC	US Intercorp Capital	ESD
39512	US Intercorp LLC	US Intercorp Excelsior	ESD
38746	VG Rentals, Inc.	VG Rentals Capital	ESD
42524	Village of Central Square	Village of Central Square Wastewater Treatment Plant Improvements	DEC
42411	Village of Homer	Village of Homer Sewer System Inflow and Infiltration Study	DEC
38896	Village of Weedsport	Main Street Program Renovations	HCR
<b>TOTAL</b>			

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Empire State Development Grant Funds	\$300,000			Black
Empire State Development Grant Funds	\$225,000	\$745,000	\$0	Black
Excelsior Jobs Program	\$100,000	\$745,000	\$0	Black
Green Innovation Grant Program	\$500,000	\$0		Black
Empire State Development Grant Funds	\$400,000	\$4,288,600	\$0	Black
Park Acquisition, Development and Planning	\$500,000	\$7,014,235	\$0	Orange
Engineering Planning Grant Program	\$19,920	\$24,900	\$19,920	Blue
Empire State Development Grant Funds	\$1,000,000	\$8,020,000	\$0	Black
Excelsior Jobs Program	\$750,000	\$8,020,000	\$0	Black
Empire State Development Grant Funds	\$700,000	\$4,625,366	\$0	Blue
Engineering Planning Grant Program	\$20,000	\$25,000	\$20,000	Blue
Engineering Planning Grant Program	\$30,000	\$37,500	\$30,000	Blue
HCR - New York Main Street (NYMS)	\$250,000	\$447,600	\$88,178	Green
	<b>\$35,732,623</b>	<b>\$310,444,439</b>	<b>\$3,992,515</b>	

## 8.0 ALL FUNDED CFA PROJECTS [from Section 2.2 (5)]

## Round 5

CFA #	Applicant	Project Name	Agency
49727	400 West Division Street, LLC	Solar Street Mixed-Use	ESD
54781	900 East Fayette Group LLC	900 East Fayette Group	ESD
54146	Ascension Gaming Network, Inc.	Ascension Gaming Network Facility and Equipment	ESD
54146	Ascension Gaming Network, Inc.	Ascension Gaming Network Facility and Equipment	ESD
54146	Ascension Gaming Network, Inc.	Ascension Gaming Network Facility and Equipment	ESD
53879	Atlantic States Legal Foundation	Revitalizing Urban Vacant Properties for Green Stormwater Infrastructure	EFC
54204	Canal Society of New York State	Expanded Operational Capacity	Arts
54132	Cayuga (Co)	Owasco Lake Watershed Management Plan Implementation - Incorporation of the EPA Nine Key Elements	DOS
50368	Cayuga (Co)	Village of Union Springs and Town of Springport Waterfront Revitalization Plan	DOS
41990	Cayuga (V)	Zoning Revisions	DOS
54500	Cayuga County Soil and Water Conservation District	Owasco Lake Watershed Road Ditch Stabilization	DEC
54969	CEA Holdings, Inc., dba CEA Fresh Farms	CEA Fresh Farms Indoor Farm	ESD
54969	CEA Holdings, Inc., dba CEA Fresh Farms	CEA Fresh Farms Indoor Farm	ESD
57401	Children's Museum of Oswego	Expanded Organizational Capacity	Arts
53261	Cicero (T)	Bennett Street Installation of Streetscape Improvements	DOS
56367	City of Cortland	Cortland Green Street Retrofit	EFC
53073	City of Cortland	City of Cortland- Main Street Feasibility Study	ESD
54947	City of Cortland	Cortland New York Main Street Program	HCR
54762	City of Cortland	Cortland Fire Station Roof and Masonry Restoration Project	Parks
56931	City of Oswego	City of Oswego West Side Sanitary Sewer Rehabilitation	HCR
56389	Cleveland (V)	Dock Rehabilitation	DOS
51185	CNY Arts	Regional Audience Engagement	Arts
57053	CNY RPDB	NYSCP Western NY	NYSERDA
57237	Community Memorial Hospital, Inc.	Community Memorial Hospital- Emergency Department	ESD
56255	COR Van Rensselaer Street Company, LLC	Van Rensselaer Street Mixed-Use Construction Capital	ESD
56539	Cortland County Soil and Water Conservation District	Town of Lapeer Flint Road Culvert Replacement	DEC
55272	Cortland Plastics International	Cortland Plastics International	ESD
56926	COUNTY OF OSWEGO IDA	Oswego County IDA Incubator	ESD
50896	Crouse Health Hospital	Chemical Dependency Treatment Facility	ESD
55787	Earned Visibility, Inc.	Earned Visibility- Terakeet Relocation	ESD
55787	Earned Visibility, Inc.	Earned Visibility- Terakeet Relocation	ESD
53428	Empire Farmstead Brewery, Inc.	Brewery Expansion Capital	ESD

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Empire State Development Grant Funds	\$1,000,000	\$8,000,000	\$0	Green
Empire State Development Grant Funds	\$250,000	\$7,945,764	\$0	Green
Empire State Development Grant Funds	\$430,000	\$2,430,000	\$0	Green
Empire State Development Grant Funds	\$50,000	\$2,430,000	\$0	Green
Excelsior Jobs Program	\$300,000	\$2,430,000	\$0	Green
Green Innovation Grant Program	\$1,100,000	\$2,492,453	\$64,584	Green
Council on the Arts - Workforce Investment (Round 5)	\$49,500	\$144,000		Green
Local Waterfront Revitalization Program	\$35,000	\$70,000	\$0	Green
Local Waterfront Revitalization Program	\$58,000	\$116,000	\$14,393	Green
Local Waterfront Revitalization Program	\$25,000	\$50,000	\$0	Green
Water Quality Improvement Project (WQIP) Program	\$210,000	\$302,000	\$50,000	Green
Empire State Development Grant Funds	\$3,000,000	\$69,482,000	\$0	Black
Excelsior Jobs Program	\$6,500,000	\$69,482,000	\$0	Black
Council on the Arts - Workforce Investment (Round 5)	\$35,400	\$47,200	\$35,400	Green
Local Waterfront Revitalization Program	\$121,500	\$243,000	\$0	Green
Green Innovation Grant Program	\$837,374	\$1,917,790		Green
ESD - Strategic Planning and Feasibility Studies	\$35,000	\$70,000	\$0	Green
HCR - New York Main Street (NYMS)	\$425,000	\$1,444,025	\$12,750	Green
Historic Property Acquisition, Development and Planning	\$235,400	\$313,956	\$0	Green
HCR - Community Development Block Grant (CDBG) - Public Infrastructure	\$600,000	\$5,808,000	\$0	Green
Local Waterfront Revitalization Program	\$400,000	\$2,147,500	\$0	Orange
Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 5)	\$63,000	\$375,000	\$63,000	Blue
Cleaner Greener Communities (CGC), Phase II Implementation Grants, Category 3: Community-Scale Sustainability Projects - Round 3 (CFA Round 5)	\$3,000,000	\$3,750,000	\$296,273	Green
Empire State Development Grant Funds	\$500,000	\$6,000,000	\$0	Green
Empire State Development Grant Funds	\$2,500,000	\$38,910,000	\$0	Green
Water Quality Improvement Project (WQIP) Program	\$131,067	\$171,492	\$32,767	Green
Empire State Development Grant Funds	\$250,000	\$1,250,000	\$0	Green
Empire State Development Grant Funds	\$900,000	\$6,000,000	\$0	Green
Empire State Development Grant Funds	\$1,000,000	\$17,220,000	\$0	Green
Empire State Development Grant Funds	\$600,000	\$3,000,000	\$0	Green
Excelsior Jobs Program	\$4,300,000	\$3,000,000	\$0	Green
Empire State Development Grant Funds	\$250,000	\$1,275,000	\$0	Red

CFA #	Applicant	Project Name	Agency
55760	Empire Housing and Development Corporation	The Inner Harbor One-Stop Veterans Center	ESD
53960	Erie Canalway Heritage Fund, Inc.	World Canals Conference 2017 Working Capital	ESD
51988	Everson Museum of Art	Helen Levitt: In the Street	Arts
51892	Falso Industries, Inc.	Manufacturing Improvement Training	DOL
53471	Farm It Out Produce, Inc.	Farm It Out Produce	ESD
53896	Felix Schoeller North America Inc.	Machine Operator Training	DOL
53896	FELIX SCHOELLER TECH PAPERS, INC	Felix Schoeller Silicone Coating Line	ESD
53896	FELIX SCHOELLER TECH PAPERS, INC	Felix Schoeller Silicone Coating Line	ESD
51123	Friends of Fulton Parks, Inc.	Recreation Park Restoration	Parks
56983	Gear Motions,	Gear Motions, Nixon Gear Division Capital	ESD
55932	Gelesis, Inc.	Gelesis Facilities and Equipment	ESD
55932	Gelesis, Inc.	Gelesis Facilities and Equipment	ESD
52673	Giovanni Food Co., Inc.	Giovanni Food Consolidation and Upgrade	ESD
52673	Giovanni Food Co., Inc.	Giovanni Food Consolidation and Upgrade	ESD
55828	Grace Episcopal Church	Exterior Masonry Restoration Project	Parks
55924	Housing Visions Consultants, Inc.	Crescent Commons Main Street	ESD
53762	Howland Stone Store Museum	Opendore Project - Phase 3	Parks
43112	Infitec, Inc.	Factory Upgrades Training	Esd
52423	Inns of Aurora, LLC	Inns of Aurora New Hotel Facilities	ESD
57225	Interface Performance Materials, Inc.	Interface Performance Materials Production Line	ESD
57225	Interface Performance Materials, Inc.	Interface Performance Materials Production Line	ESD
56382	JPW INDUSTRIAL CONTRACTING, INC	JPW Structural Contracting- Paint Bay	ESD
56382	JPW INDUSTRIAL CONTRACTING, INC	JPW Structural Contracting- Paint Bay	ESD
57502	Lake Ontario Water Park, Inc.	Lake Ontario Water Park Capital	ESD
56398	Lake View Manufacturing LLC, dba Aurora Shoe Company	Aurora Shoe Company	ESD
57367	Life of Reilley Distilling Company	Life of Reilley Distilling Capital	ESD
53350	Madison (Co)	Old Erie Canal Waterfront Revitalization Plan	DOS
56317	McNeil Development Company LLC	McNeil & Co. Insurance Office Campus	ESD
55667	Morse Manufacturing Company Inc.	Morse Manufacturing - Building and Equipment	ESD
55722	National Abolition Hall of Fame and Museum	Smithfield Community Center Accessibility	Parks
52738	Near Westside Initiative, Inc.	Neighborhood Performance Infrastructure Facility	ESD
53374	Onondaga Community College	OCC Green Gateway and Living Lab	EFC
53415	Onondaga Historical Association	Stickley House Planning	Arts
57048	Open Hand Theater	Expanded Marketing Capacity	Arts
56924	Oswego (C)	Waterfront Feasibility Study	DOS
53654	Parents Promoting Dance	Expanded Programmatic Capacity	Arts
57955	Park Avenue Lantern Corporation	The Dietz at Leavenworth Park Capital	ESD
52516	Pathfinder Industries, Inc.	Quality Training	DOL
57946	Power Guardian New York	Power Guardian Green Energy	ESD
55282	Prima Terra Properties, LLC	Prima Terra - Crossroads New Hampton Inn and Out Parcels	ESD
54336	Pulaski Boylston Snowmobile Club, Inc.	Pulaski Boylston Snowmobile Club Trail Groomer Acquisition	Parks
54394	SR Energy, LLC	SR Energy Integrated Biomass Processing Facility	ESD
54394	SR Energy, LLC	SR Energy Integrated Biomass Processing Facility	ESD



Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Empire State Development Grant Funds	\$1,200,000	\$6,530,000	\$0	Black
Market New York	\$273,350	\$479,695	\$56,898	Green
Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 5)	\$31,500	\$106,000	\$31,500	Blue
Existing Employee Training Program	\$18,000	\$18,000		Blue
Empire State Development Grant Funds	\$275,000	\$1,381,830	\$0	Green
New Hire Training Program	\$50,000	\$8,500,000		Black
Empire State Development Grant Funds	\$1,200,000	\$8,500,000	\$0	Yellow
Excelsior Jobs Program	\$250,000	\$8,500,000	\$0	Yellow
Park Acquisition, Development and Planning	\$292,409	\$389,879	\$4,797	Green
Empire State Development Grant Funds	\$125,000	\$1,063,000	\$0	Blue
Empire State Development Grant Funds	\$2,000,000	\$30,000,000	\$0	Green
Excelsior Jobs Program	\$2,000,000	\$30,000,000	\$0	Green
Empire State Development Grant Funds	\$700,000	\$8,500,000	\$0	Green
Excelsior Jobs Program	\$385,000	\$8,500,000	\$0	Green
Historic Property Acquisition, Development and Planning	\$275,886	\$367,847	\$0	Green
Empire State Development Grant Funds	\$250,000	\$12,727,701	\$0	Green
Historic Property Acquisition, Development and Planning	\$150,000	\$400,000	\$0	Green
Excelsior Jobs Program	\$100,000			Black
Empire State Development Grant Funds	\$1,500,000	\$15,500,000	\$0	Green
Empire State Development Grant Funds	\$200,000	\$2,700,000	\$0	Black
Excelsior Jobs Program	\$200,000	\$2,700,000	\$0	Black
Empire State Development Grant Funds	\$200,000	\$1,000,000	\$0	Green
Excelsior Jobs Program	\$130,000	\$1,000,000	\$0	Green
Empire State Development Grant Funds	\$400,000	\$5,215,000	\$0	Green
Empire State Development Grant Funds	\$50,000	\$425,000	\$0	Green
Empire State Development Grant Funds	\$50,000	\$357,000	\$0	Green
Local Waterfront Revitalization Program	\$83,000	\$190,007	\$0	Green
Empire State Development Grant Funds	\$1,100,000	\$7,281,250	\$0	Green
Empire State Development Grant Funds	\$500,000	\$4,500,000	\$0	Green
Historic Property Acquisition, Development and Planning	\$79,035	\$105,380	\$0	Green
Empire State Development Grant Funds	\$200,000	\$1,056,000	\$0	Green
Green Innovation Grant Program	\$711,000	\$780,000	\$675,450	Green
Council on the Arts - Arts, Culture and Heritage New Initiatives - Planning (Round 5)	\$48,906	\$2,400,000	\$48,906	Blue
Council on the Arts - Workforce Investment (Round 5)	\$26,100	\$38,157	\$26,100	Green
Local Waterfront Revitalization Program	\$132,250	\$265,411	\$0	Orange
Council on the Arts - Workforce Investment (Round 5)	\$40,000	\$50,000	\$32,000	Green
Empire State Development Grant Funds	\$900,000	\$17,000,000	\$0	Green
Existing Employee Training Program	\$17,000	\$30,000	\$17,000	Blue
Empire State Development Grant Funds	\$247,500	\$6,310,000	\$0	Black
Empire State Development Grant Funds	\$1,000,000	\$14,220,000	\$0	Green
Recreational Trails Program	\$168,032	\$210,040	\$0	Orange
Empire State Development Grant Funds	\$800,000	\$70,000,000	\$0	Black
Empire State Development Grant Funds	\$500,000	\$70,000,000	\$0	Black

CFA #	Applicant	Project Name	Agency
53194	Stone Quarry Hill Art Park	Expanded Operational Capacity	Arts
53109	Sunoco, Inc.	Sunoco- Malted Barley	ESD
50281	Symphoria	Sound Stops Musical Performances	Arts
56311	Syracuse (C)	Seneca Turnpike Corridor	DOS
55232	Syracuse 727, LLC (formerly Varsity BLVD, LLC)	Syracuse 727 LLC (formerly Varsity BLVD South Crouse Avenue) Capital	ESD
57330	Syracuse Children 's Theatre	Expanded Development and Operational Capacity	Arts
55153	Syracuse Lighting Company LLC	Syracuse Lighting Company Brewery & Mixed-Use	ESD
55106	Syracuse Regional Airport Authority	Hancock Airport Planning Study	ESD
57662	Syracuse University	SU- Veterans Resource Complex	ESD
55627	The Kimberly at Grant Boulevard, LLC	Kimberly Enterprise Center	ESD
55912	The Village of Baldwinsville	Baldwinsville Boat Launch	Canals
51292	Tony Baird Electronics, Inc.	Tony Baird Electronics	ESD
52797	Town of Albion	Town of Albion Water System Planning Project	HCR
56262	Town of Cicero	Town of Cicero Oxbow Road Bank Stabilization	DEC
54694	Town of DeWitt	Syracuse Urbanized Area Comprehensive Storm Sewer Mapping Project	DEC
51126	Town of DeWitt	DeWitt Field of Dreams	ESD
51126	Town of DeWitt	Town of DeWitt Multi-Sports Complex	ESD
51961	Town of Hamilton	Town of Hamilton Salt Storage Facility	DEC
56466	Triad Recycling and Energy, Corp.	Triad Recycling- Recycling Facility	ESD
52588	University Neighborhood Preservation Association	Stickley House Restoration	HCR
51848	Village of Cazenovia	Lakeland Park Hand Boat Launch	Canals
52365	Village of Fair Haven	Downtown Building Redevelopment Analysis and Design	HCR
52520	Village of Hamilton	Village of Hamilton AirPark Project	HCR
55256	Village of Homer	Village of Homer Microenterprise Program	HCR
52924	Village of Homer	Route 11 Corridor Acquisition Project	Parks
56482	Village of Phoenix	Phoenix- Marina Feasibility Study	ESD
52960	Visiting Nurse Association of Central New York, Inc.	VNA-Continuing Care Call Center	ESD
56313	Whitlock Partners Ltd	Whitlock- South Salina Street	ESD
<b>TOTAL</b>			

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
5)	\$49,500	\$106,000	\$49,500	Green
Empire State Development Grant Funds	\$700,000	\$9,156,114	\$0	Green
Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 5)	\$40,500	\$95,000	\$40,500	Blue
Local Waterfront Revitalization Program	\$475,500	\$951,000	\$0	Green
Empire State Development Grant Funds	\$1,100,000	\$44,379,384	\$0	Green
Council on the Arts - Workforce Investment (Round 5)	\$49,500	\$62,400	\$49,500	Green
Empire State Development Grant Funds	\$800,000	\$6,810,000	\$0	Yellow
ESD - Strategic Planning and Feasibility Studies	\$25,000	\$80,000	\$0	Green
Empire State Development Grant Funds	\$2,000,000	\$62,500,000	\$0	Yellow
Empire State Development Grant Funds	\$1,100,000	\$23,216,224	\$0	Green
NYS Canalway Grant Program	\$37,000	\$74,000	\$0	green
Empire State Development Grant Funds	\$52,500	\$213,870	\$0	Green
HCR - Community Development Block Grant (CDBG) - Community Planning	\$47,500	\$50,000	\$12,455	Green
Water Quality Improvement Project (WQIP) Program	\$75,000	\$100,000		Green
Water Quality Improvement Project (WQIP) Program	\$168,000	\$224,000	\$108,439	Green
Market New York	\$250,000	\$11,250,000	\$0	Green
Empire State Development Grant Funds	\$100,000	\$11,250,000	\$0	Green
Water Quality Improvement Project (WQIP) Program	\$255,000	\$340,000	\$241,330	Blue
Empire State Development Grant Funds	\$150,000	\$1,940,000	\$0	Black
HCR - New York Main Street (NYMS)	\$200,000	\$575,000	\$0	Green
NYS Canalway Grant Program	\$70,000	\$71,225	\$0	Green
HCR - New York Main Street Technical Assistance (NYMS-TA)	\$20,000	\$24,250	\$0	Green
HCR - Community Development Block Grant (CDBG) - Community Planning	\$50,000	\$53,000	\$50,000	Blue
HCR - Community Development Block Grant (CDBG) - Microenterprise	\$200,000	\$225,000	\$139,249	Green
Park Acquisition, Development and Planning	\$311,403	\$415,205	\$0	Orange
ESD - Strategic Planning and Feasibility Studies	\$40,000	\$100,000	\$0	Green
Empire State Development Grant Funds	\$900,000	\$6,300,000	\$0	Green
Empire State Development Grant Funds	\$200,000	\$2,371,487	\$0	Green
	<b>\$57,516,612</b>	<b>\$790,547,536</b>	<b>\$2,152,792</b>	

## 8.0 ALL FUNDED CFA PROJECTS [from Section 2.2 (5)]

## Round 6

CFA #	Applicant	Project Name	Agency
66955	55 Main Street Holdings LLC	55 Main Street Revitalization Capital RC6	ESD
66248	Auburn (C)	Owasco River Redevelopment Design	DOS
61899	Beak & Skiff Holding Company, LLC	Beak & Skiff Holding Company Capital RC6	ESD
61899	Beak & Skiff Holding Company, LLC	Beak & Skiff Holding Company Excelsior RC6	ESD
66760	Canal Society of New York State	Erie Canal Bicentennial Exhibition Collaboration	Canals
66794	Cayuga County Soil and Water Conservation District	Critical Area Stabilization--Hydro-seeder	DEC
66608	Cayuga County Water and Sewer Authority	Cayuga County Water and Sewer Service Regional Efficiency Plan	DOS
65632	Cayuga Economic Development Agency, Inc.	Cayuga Innovation Business Accelerator Capital	ESD
64245	CenterState CEO	Tech Garden Innovation Hot Spot	ESD
66719	Cicero (T)	Riverfront Park Parking and Walnut Street Streetscape Improvements	DOS
68430	CIDEC, LLC	CIDEC Capital	ESD
66208	City of Auburn	Auburn Public Safety Complex Relocation	DEC
65285	City of Cortland	Cortland, Cortlandville, and Homer Joint Water Meter Project	DOS
66681	City of Cortland	City of Cortland Clinton Avenue Water Project	HCR
66503	City of Cortland	City of Cortland Microenterprise Program	HCR
66720	City of Cortland	Vermicomposting Facility	DEC
66299	City of Cortland	City of Cortland Pool House	Parks
67328	City of Oneida	City of Onieda	DEC
65382	City of Oneida Department of Planning Development	Oneida City Center Revitalization Building Improvement Program	HCR
68144	City of Oswego	City of Oswego Public Art Master Plan	Arts
67639	City of Oswego	Oswego Multi-Purpose Athletic Community Facility Feasibility Study RC6	ESD
67434	City of Oswego	Installation of the Seneca Street Neighborhood Bikeway	DEC
65878	City of Syracuse	City of Syracuse	DEC
51982	Clear Path for Veterans, Inc.	Clear Path for Veterans Capital	ESD
65280	CNY Arts, Inc.	2017 Arts Entertainment Districting Planning	Arts
64450	CNY Jazz Arts Foundation, Inc.	Administrative Workforce Expansion	Arts
64940	Community Preservation Committee, Inc.	Willard Memorial Chapel Restoration Project	Parks
67166	Cortland (C)	Alternative Transportation Initiative	DOS
68519	Cortland Downtown Partnership	38 Arts Actor's Hostel and Performance Venue Capital	ESD
65531	Cortland Downtown Partnership	Ski 2 Cortland Market NY Working Capital RC6	ESD
68610	County of Onondaga	Oncenter Convention Center Capital	ESD
63438	Crouse Health Hospital	Prompt Care Capital RC6	ESD
66577	DeWitt (T)	Elevating Erie Towpath Road Corridor Design	DOS

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Empire State Development Grant Funds	\$200,000	\$1,450,000	\$0	Green
Local Waterfront Revitalization Program	\$289,750	\$579,500	\$0	Green
Empire State Development Grant Funds	\$598,000	\$3,093,194	\$0	Green
Excelsior Jobs Program	\$100,000	\$3,093,194	\$0	Green
NYS Canalway Grant Program	\$39,000	\$78,000		Green
Water Quality Improvement Project (WQIP) Program	\$125,075	\$169,824	\$31,269	Green
Local Government Efficiency Program	\$100,000	\$200,000	\$0	Green
Empire State Development Grant Funds	\$500,000	\$1,465,000	\$0	Green
New York State Business Incubator and Innovation Hot Spot Support Program	\$250,000	\$750,000		Green
Local Waterfront Revitalization Program	\$137,500	\$275,000	\$0	Orange
Empire State Development Grant Funds	\$240,000	\$1,100,000	\$0	Green
Climate Smart Communities Grants	\$2,000,000	\$9,000,000		Orange
Local Government Efficiency Program	\$400,000	\$720,000	\$0	Green
HCR - Community Development Block Grant (CDBG) - Public Infrastructure & Public Facilities	\$750,000	\$2,017,935	\$0	Green
HCR - Community Development Block Grant (CDBG) - Microenterprise	\$200,000	\$225,000	\$2,630	Green
Climate Smart Communities Grants	\$152,450	\$309,450		Orange
Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$407,586	\$5,434,480	\$0	Orange
Engineering Planning Grant Program	\$19,900	\$24,875		Orange
HCR - New York Main Street (NYMS)	\$365,000	\$1,447,750	\$0	Green
Council on the Arts - Arts, Culture and Heritage New Initiatives - Planning (Round 6)	\$40,000	\$49,500	\$40,000	Green
ESD - Strategic Planning and Feasibility Studies	\$68,000	\$137,900	\$0	Green
Climate Smart Communities Grants	\$245,077	\$490,154		Orange
Engineering Planning Grant Program	\$50,000	\$62,500		Orange
Empire State Development Grant Funds	\$364,000	\$1,836,000	\$0	Green
Council on the Arts - Arts, Culture and Heritage New Initiatives - Planning (Round 6)	\$49,500	\$49,500	\$49,500	Green
Council on the Arts - Workforce Investment (Round 6)	\$28,500	\$38,500	\$28,500	Green
Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$250,000	\$671,000	\$0	Orange
Local Waterfront Revitalization Program	\$500,000	\$1,000,000	\$0	Orange
Empire State Development Grant Funds	\$360,000	\$1,800,000	\$0	Green
Market New York	\$60,000	\$80,000	\$0	Green
Market New York	\$975,000	\$3,900,000	\$0	Green
Empire State Development Grant Funds	\$1,000,000	\$9,401,133	\$0	Green
Local Waterfront Revitalization Program	\$229,000	\$458,000	\$0	Orange

CFA #	Applicant	Project Name	Agency
65499	Erie Canal Museum	Reflections on Erie's Waters	Arts
67751	Everson Museum of Art	Seen and Heard	Arts
65102	Fulton (C)	Multi-Use Trail Feasibility Study and Draft Local Waterfront Revitalization Program Update	DOS
65741	H. Lee White Maritime Museum at Oswego	Artistic Workforce Expansion	Arts
66698	Half in the Bag Brewery, LLC	Willow Rock Brewing Company Capital	ESD
66412	JD Farms	Biomass Processing Facility Capital RC6	ESD
68388	Learning Disabilities Association of Central New York, Inc.	Career Solutions Academy	DOL
67454	LeMoyne College	Le Moyne College Quantitative Reasoning Center Capital	ESD
65959	Madison County	Signage Plan for the Old Erie Canal State Historic Park	Canals
66543	Madison County	Madison County Microenterprise Program	HCR
67108	Madison County	Right-Sizing the Madison County Vehicle Fleet	DEC
68389	Musical Associates of Central New York	Canal Concerts	Arts
68446	New York State Rhythm and Blues Festival, Inc.	25th New York State Blues Festival Market NY Working Capital RC6	ESD
66379	Northeast Information Discovery, Inc.	Northeast Information Discovery Capital	ESD
66739	ONEIDA AIR SYSTEMS	Oneida Air Systems Capital	ESD
68638	Onondaga Community College	CNY Career Pathways	DOL
63681	Onondaga Historical Association	The Brewseum at Lightworks Capital	ESD
66202	Open Space Institute	Green Lakes State Park Environmental Education Center	Parks
68318	OPERATION OSWEGO COUNTY, INC	Mitchell Street Capital	ESD
67794	Oswego (C)	Oswego West Side Waterfront Enhancement	DOS
66773	Oswego (Co)	Central New York Regional Recreation and Heritage Plan - Phase II	DOS
68560	Oswego (Co)	Oswego River Public Access Area	DOS
65217	Owasco Lake Hotel, LLC	Owasco Lake Hotel Capital	ESD
63156	Seward House Museum	Seward House Museum Woodshed Revitalization	Parks
68169	Society for New Music	Suffragette Matilda Joslyn Gage	Arts
68303	Steri-Pharma LLC	Steri-Pharma Line 7 Capital	ESD
68303	Steri-Pharma LLC	Steri-Pharma Line 7 Excelsior	ESD
64091	The Research Foundation for SUNY (Oswego)	Fitzhugh Park Renovation and Renewal Project	Parks
63579	Town of Brookfield	Town of Brookfield Salt Storage Facility	DEC
67713	Town of Cortlandville	Guchess Athletic Complex Working Capital	ESD
66577	Town of DeWitt	Elevating Erie Towpath Road Corridor Design	Arts
67463	Town of DeWitt	Town of DeWitt	DEC
67315	Town of Oswego	Route 104 Sewer Study Working Capital	ESD
66388	Town of Owasco	Walkable Owasco: Construction of Sidewalks and Walking Trail	DEC

Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Initiatives - Implementation (Round 6)	\$36,500	\$73,000	\$36,500	Green
Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 6)	\$66,000	\$132,046	\$16,500	Green
Local Waterfront Revitalization Program	\$61,500	\$123,000	\$0	Orange
Council on the Arts - Workforce Investment (Round 6)	\$29,000	\$39,077	\$29,000	Green
Empire State Development Grant Funds	\$85,000	\$428,921	\$0	Green
Empire State Development Grant Funds	\$200,000	\$1,000,000	\$0	Black
Special Populations Training Program	\$100,000	\$113,320	\$27,027	Green
Empire State Development Grant Funds	\$1,200,000	\$6,000,000	\$0	Green
NYS Canalway Grant Program	\$30,000	\$61,500		Green
HCR - Community Development Block Grant (CDBG) - Microenterprise	\$200,000	\$220,000	\$0	Green
Climate Smart Communities Grants	\$15,000	\$31,500		Orange
Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 6)	\$45,000	\$120,000	\$45,000	Green
Market New York	\$30,000	\$130,000	\$0	Green
Empire State Development Grant Funds	\$200,000	\$1,000,000	\$0	Green
Empire State Development Grant Funds	\$341,000	\$1,705,000	\$0	Green
Unemployed Worker Training Program	\$100,000	\$446,180		Green
Empire State Development Grant Funds	\$25,000	\$175,000	\$0	Yellow
Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$500,000	\$2,215,120	\$0	Orange
Empire State Development Grant Funds	\$120,000	\$600,000	\$0	Green
Local Waterfront Revitalization Program	\$590,000	\$1,180,000	\$0	Orange
Local Waterfront Revitalization Program	\$300,000	\$600,000	\$0	Orange
Local Waterfront Revitalization Program	\$103,500	\$207,000	\$0	Orange
Empire State Development Grant Funds	\$1,191,000	\$8,716,615	\$0	Green
Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$99,772	\$133,030	\$0	Orange
Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 6)	\$29,500	\$59,500	\$29,500	Green
Empire State Development Grant Funds	\$3,000,000	\$42,000,000	\$0	Green
Excelsior Jobs Program	\$1,000,000	\$42,000,000	\$0	Green
Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$250,000	\$666,730	\$0	Orange
Water Quality Improvement Project (WQIP) Program	\$456,375	\$608,500		Green
ESD - Strategic Planning and Feasibility Studies	\$75,000	\$182,500	\$0	Green
Council on the Arts - Arts, Culture and Heritage New Initiatives - Implementation (Round 6)	\$75,000	\$570,823	\$18,750	Green
Engineering Planning Grant Program	\$96,995	\$121,244		Orange
ESD - Strategic Planning and Feasibility Studies	\$25,000	\$50,000	\$0	Green
Climate Smart Communities Grants	\$263,700	\$527,400		Orange

CFA #	Applicant	Project Name	Agency
64471	Town of Richland	Haldane Center Improvement Project	Parks
67440	Town of Sullivan	Bridgeport Green Streetscape	EFC
64381	United Cerebral Palsy Assoc. Cayuga County, Inc.	United Cerebral Palsy Assoc. Cayuga County Capital	ESD
64792	Upstate Medical University	CNY Biotech Accelerator	ESD
63366	Village of DeRuyter	Village of DeRuyter Water Improvement	HCR
66134	Village of Homer	Barber Block Redevelopment Project	HCR
68229	Village of Liverpool	Village of Liverpool	DEC
66903	Village of Phoenix	Village of Phoenix Water and Sewer Improvements	HCR
66398	Village of Port Byron	Village of Port Byron	DEC
68697	Weaver Machine	Weaver Machine Capital	ESD
<b>TOTAL</b>			



Program	Award	Total Project Cost	Grant Disbursed to Date	Status
Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$280,061	\$373,415	\$0	Orange
Green Innovation Grant Program	\$800,000	\$800,000		Green
Empire State Development Grant Funds	\$176,000	\$881,245	\$0	Green
New York State Business Incubator and Innovation Hot Spot Support Program	\$125,000	\$570,289		Green
HCR - Community Development Block Grant (CDBG) - Public Infrastructure & Public Facilities	\$489,900	\$489,900	\$0	Green
HCR - New York Main Street (NYMS)	\$493,000	\$801,857	\$0	Orange
Engineering Planning Grant Program	\$30,000	\$37,500		Orange
HCR - Community Development Block Grant (CDBG) - Public Infrastructure & Public Facilities	\$529,216	\$679,216	\$0	Green
Engineering Planning Grant Program	\$24,000	\$30,000		Black
Empire State Development Grant Funds	\$200,000	\$1,027,500	\$0	Green
	<b>\$25,180,357</b>	<b>\$169,335,317</b>	<b>\$354,176</b>	

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

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.

The council has selected **80** projects for CFA-Related State Agency funding that advance the region's strategic goals. These projects applied for **\$28,519,869** in CFA-related state agency funding (39.6 percent of total project costs), which would leverage **\$72,043,340** in total project costs.



## ADDITIONAL STRATEGIC PROJECTS (NON-ESD)

Application #	Business Name	Project Name	Eligible Agencies	Total Request	Total Budget	% Total Budget
73188	Central New York Regional Planning Development Board	CNYEDC _ NYGC	Ag & Markets	\$500,000	\$500,000	100%
74006	Arts at the Palace, Inc.	Expansion of Executive Director position	Arts	\$25,000	\$52,800	47%
73730	Auburn Public Theater, Inc.	Facilities Improvement	Arts	\$49,500	\$1,262,000	4%
72189	CNY Arts, Inc.	CNY Arts Emerging Leaders Program 2018	Arts	\$75,000	\$124,100	60%
73252	Cultural Council of Cortland County	CFA Application	Arts	\$30,000	\$45,000	67%
72439	Schweinfurth Memorial Art Center	Marketing Audience Development	Arts	\$43,000	\$60,647	71%
76780	Symphoria	Celebrating the Centennial of the Suffrage Movement	Arts	\$65,000	\$180,500	36%
75811	Syracuse City Ballet	Workforce Investment Program: Community Youth Outreach & Education Manager	Arts	\$25,000	\$39,000	64%
75907	Town of Montezuma	Montezuma Heritage Park Improvement Project	Canals	\$130,375	\$260,750	50%
72799	Cayuga County Soil and Water Conservation District	Owasco Lake Streambank and Riparian Restoration Project	DEC	\$300,154	\$350,000	86%
74548	Cayuga County Soil and Water Conservation District	Stormwater Management with Green Infrastructure	DEC	\$386,700	\$514,373	75%
76214	Cayuga County Soil and Water Conservation District	Cayuga County Flash Flood Erosion Control	DEC	\$300,000	\$400,000	75%
74112	City of Auburn	Auburn Wastewater Treatment Infrastructure Project	DEC	\$1,000,000	\$1,920,000	52%
73697	City of Cortland	Alternative Transportation Initiative	DEC	\$2,000,000	\$5,400,000	37%
75859	Onondaga County Department of Water Environment Protection	Climate Smart Communities Grant	DEC	\$1,300,000	\$2,605,896	50%
72475	Onondaga County Department of Water Environment Protection	Metropolitan WWTP 1978 Plant Infrastructure Asset Management Evaluation	DEC	\$50,000	\$500,000	10%
74030	Onondaga Environmental Institute	Ley Creek Wastewater Treatment Feasibility Study	DEC	\$239,965	\$325,965	74%
73871	Town of Brutus	Town of Brutus Sewer Feasibility Study	DEC	\$30,000	\$37,500	80%

Application #	Business Name	Project Name	Eligible Agencies	Total Request	Total Budget	% Total Budget
77229	TOWN OF CICERO	Leroy Road Culvert Replacement	DEC	\$225,000	\$300,000	75%
76219	Town of DeRuyter	Sewer Feasibility Study	DEC	\$30,000	\$37,500	80%
76858	Town of DeWitt	2017 Engineering Bristol Meyers Squibb	DEC	\$100,000	\$125,000	80%
74391	Town of DeWitt	Advanced SUA Comprehensive Storm Sewer Mapping Project	DEC	\$86,250	\$115,000	75%
75391	Town of Fleming	Town of Fleming Sanitary Sewer I/I Investigation	DEC	\$30,000	\$37,500	80%
72486	Town of Oswego	Route 104 Sewer	DEC	\$2,635,000	\$4,500,000	59%
76039	Town of Sandy Creek	Sandy Creek Sewer Project	DEC	\$30,000	\$36,000	83%
77011	Town of Skaneateles	NYS Consolidated Funding Application	DEC	\$48,750	\$65,000	75%
74865	Village of Canastota	Canastota	DEC	\$25,360	\$31,700	80%
74761	VILLAGE OF EAST SYRACUSE	Ley Creek Improvements	DEC	\$120,000	\$150,000	80%
74469	Village of Hamilton	WQIP WWTP Improvement Project	DEC	\$1,000,000	\$13,500,000	7%
74394	Village of Marathon	Village of Marathon EPG for Wastewater Treatment Plant	DEC	\$30,000	\$36,000	83%
74802	Village of Marcellus	WQIP WWTP Updates	DEC	\$2,500,000	\$5,716,000	44%
73190	Village of Moravia	Village of Moravia Climate Smart Communities	DEC	\$17,278	\$43,195	40%
74577	Village Of Pulaski Sewer Board	Village Of Pulaski Sewer Board Engineering	DEC	\$30,000	\$30,000	100%
74687	Village of Sandy Creek	Sandy Creek Municipal Sewer System	DEC	\$24,000	\$30,000	80%
74909	Village of Union Springs	WQIP Land Acquisition	DEC	\$259,600	\$519,200	50%
73965	Catholic Charities of the Roman Catholic Diocese of Syracuse, NY	Kitchen Works	DOL	\$100,000	\$100,000	100%
73968	Clear Path for Veterans, Inc.	Culinary Corps	DOL	\$89,348	\$117,948	76%
73151	Onondaga Community College	Pathways to Employment	DOL	\$99,957	\$102,647	97%
75571	Rescue Mission Alliance Syracuse, NY	Rescue Mission Food Service Center	DOL	\$100,000	\$7,138,000	1%
72773	UNITED CEREBRAL PALSY ASSOCIATION OF CAYUGA COUNTY INC DBA E JOHN GAVRAS CENTER	EJG Occupational Skills Training Center	DOL	\$97,025	\$227,725	43%
76260	City of Cortland & Village of Homer	City of Cortland and Village of Homer Phase 3 Joint Water Meter Project	DOS	\$400,000	\$480,000	83%
73655	Madison County Planning Department	Oneida Lake 9 Element Plan	DOS	\$336,000	\$448,000	75%

Application #	Business Name	Project Name	Eligible Agencies	Total Request	Total Budget	% Total Budget
72508	Onondaga County	Onondaga Lake Local Waterfront Revitalization Program	DOS	\$330,000	\$441,476	75%
72392	Onondaga County Health Department	Otisco Lake Watershed Management Plan Implementation	DOS	\$118,671	\$180,845	66%
75962	Oswego County	comp plan update	DOS	\$70,000	\$140,000	50%
74573	Town of Brutus	Shared Municipal Building Feasibility Study	DOS	\$8,500	\$17,000	50%
75072	Town of Cicero	New York State Route 11 Streetscape Improvements, Brewerton NY	DOS	\$393,750	\$525,000	75%
75756	Town of Cicero	Hamlet of Brewerton Draft Local Waterfront Revitalization Plan	DOS	\$56,250	\$75,000	75%
71799	Village of Union Springs	Historic Business District Infrastructure and Streetscape Improvements	DOS	\$150,000	\$200,000	75%
75263	Village of Union Springs	Frontenac Park Boat Launch	DOS	\$154,350	\$308,700	50%
73644	Cayuga County Planning	Owasco Flats Floodplain Reconnection	EFC	\$600,000	\$660,000	91%
75063	City of Cortland	City of Cortland Perplexity Creek Revitalization	EFC	\$907,000	\$1,320,000	69%
76648	CenterState CEO	International Trails Symposium Event Funding	ESD	\$150,000	\$240,000	63%
74541	CNY Arts, Inc.	Arts Tourism Campaign 2018	ESD	\$150,000	\$300,000	50%
75734	Cortland Downtown Partnership	New York State Pizza Fest	ESD	\$112,500	\$150,000	75%
76977	Hill Country Farm Brewery	Hill Country Farm Brewery	ESD	\$53,000	\$688,350	8%
71740	Midstate Youth Hockey Association	Capital Expansion	ESD	\$690,000	\$3,450,000	20%
73813	Safe Haven Holocaust Refugee Shelter Museum	Safe Haven Museum Exhibits and Marketing	ESD	\$32,000	\$302,000	11%
72631	Seward House Museum	Seward House Museum Woodshed Revitalization Phase 2	ESD	\$44,200	\$221,000	20%
77073	Visit Syracuse - CenterState CEO	CNY Winter Marketing Initiative	ESD	\$330,000	\$440,000	75%
73730	Auburn Public Theater, Inc.	Facilities Improvement	ESD-Arts	\$600,000	\$1,262,000	48%
74426	Everson Museum of Art	Hosmer Auditorium Renovations	ESD-Arts	\$634,239	\$1,268,479	50%
72296	Syracuse Area Landmark Theatre, Inc.	Landmark Theatre Marquee	ESD-Arts	\$500,000	\$1,000,000	50%

Application #	Business Name	Project Name	Eligible Agencies	Total Request	Total Budget	% Total Budget
72202	The Children's Museum of Oswego	Children's Museum of Oswego Building Purchase & Renovation	ESD-Arts	\$1,000,000	\$2,000,000	50%
75718	Cortland County	Microenterprise Assistance Program	HCR	\$200,000	\$225,000	89%
75290	Madison County	Main Street	HCR	\$500,000	\$773,600	65%
72125	Onondaga County Community Development	Village of Liverpool NY Main Street Program	HCR	\$500,000	\$770,884	65%
72242	Village of Cleveland	Village of Cleveland Water System Improvements	HCR	\$750,000	\$750,000	100%
74443	Village of Homer	Microenterprise Assistance Program 2	HCR	\$200,000	\$250,000	80%
73363	Cayuga County	Emerson Park Improvements	Parks	\$482,188	\$964,376	50%
74883	Cayuga Museum of History and Art	Stabilization of the Case Research Laboratory	Parks	\$21,000	\$28,000	75%
72384	Chenango Canal Association	Chenango Canal Towpath Trail	Parks	\$54,704	\$91,508	60%
73538	City of Syracuse	Onondaga Wall	Parks	\$411,330	\$518,955	79%
74733	City of Syracuse	Burnet Park Pool Renovation	Parks	\$375,000	\$500,000	75%
74143	Cortland County	Cortland County Courthouse Steps Rehabilitation	Parks	\$500,000	\$666,250	75%
72346	Onondaga Historical Association	321 Montgomery Street Lobby Restoration	Parks	\$22,160	\$29,550	75%
75358	Oswego City County Youth Bureau	Camp Hollis	Parks	\$300,000	\$482,900	62%
71886	Redfield Snowmobile Association Inc.	Trail Grooming Equipment	Parks	\$200,000	\$263,240	76%
72631	Seward House Museum	Seward House Museum Woodshed Revitalization Phase 2	Parks	\$165,700	\$221,000	75%
72193	Stone Quarry Hill Art Park	2017 Dorothy Riester House and Studio Rehabilitation	Parks	\$95,290	\$190,580	50%
75907	Town of Montezuma	Montezuma Heritage Park Improvement Project	Parks	\$130,375	\$260,750	50%
75263	Village of Union Springs	Frontenac Park Boat Launch	Parks	\$154,350	\$308,700	50%

# CENTRAL NEW YORK REGIONAL ECONOMIC DEVELOPMENT COUNCIL

## 2017-2018 PROGRESS REPORT

CAYUGA | CORTLAND | MADISON | ONONDAGA | OSWEGO



Central New York  
Regional Economic  
Development Council