

# Chapter 6: Economic Development

*An economic development strategy provides a community with a clear understanding of their current economic situation, identifies potential opportunities as well as challenges for economic growth, and defines the efforts required to achieve specific goals.*

A strategy is typically established for a ten to twenty year horizon and addresses the multiple facets of economic development at the local level including organizational structure, resource development and allocation (provision of basic public services, supply of qualified labor, capacity and accessibility of reliable utilities, availability of land and buildings, capital resources, favorable tax and regulatory policy, etc.), and the growth of specific target industries that will produce jobs and new wealth for the community.

An important part of the strategy is to promote a broad range of economic initiatives that not only help strengthen existing businesses, but also help to diversify the employment base through the start-up of new companies and the attraction of businesses to the area. Since the employment levels of any given company never stay constant, it is important to continually support expansion of the local economy with new opportunities. This approach helps insure jobs for the next generation seeking employment in a community.

To carry out this economic development mission, considerable attention must be paid to forces in the marketplace that will affect the likely success of any particular economic development initiative. In today's global economy,

these forces operate on the international, national, regional, and local levels. Compounding the challenge is the need to pay close attention to the broad range of employers in a community, from the traditional large scale manufacturing firm to the entrepreneurial start-up with plans to introduce a new niche product or service into the marketplace. Attention must also be focused on key industry sectors in a community such as advanced manufacturing, professional and business services, agriculture, and tourism. In addition, the large institutional employers in a community such as colleges and universities, hospitals, and utility providers must be recognized. These institutions serve as major economic engines with their own set of resource needs and associated economic development opportunities.

When preparing an economic development strategy for a region, it is important to start with a common understanding that the public sector has traditionally provided services to support business and commerce at the local level. These services cover a broad range of activities including governance, public safety, roads, sewer and water, education, recreation, solid waste management, environmental and public health protection, and the overall advancement of the common welfare. Maintaining the delivery of these vital public services in an affordable and efficient manner must

be the starting point for any concerted effort to support the growth of a local economy. Building on these resources, attention can then be focused on the tools available in the public and private sector that can support job retention and creation in a market system based upon the concept of free enterprise. In today's competitive world, the application and use of these tools often requires an entrepreneurial and proactive approach in the business community and at all government levels.

A review of the information presented in this chapter shows that the preparation of an economic development strategy must be carefully calibrated to account for developments which are occurring on an international, national, and regional level. As noted in a World Economic Outlook Update issued by the International Monetary Fund in January 2013, global growth is projected to increase during 2013, as the factors underlying soft global activity are expected to subside. Policy actions have lowered acute crisis risks in the euro area and the United States. The IMF noted that economic conditions improved modestly in the third quarter of 2012, with global growth increasing to 3 percent. The main sources of acceleration were emerging market economies, where activity picked up broadly as expected, and the United States, where growth was higher than expected. With financial conditions stabilizing, bond prices in the euro area periphery declined, while prices for many risky assets, notably equities, rose globally and capital flows to emerging markets remained strong. The IMF projects that growth in the United States will average 2 percent in 2013. These forecasts are broadly unchanged from the October 2012 WEO, as underlying economic conditions remain on track, in particular, a supportive financial market environment and the turnaround in the housing market have helped improve household balance sheets which should underpin firmer consumption growth in 2013. The IMF projections are predicated on the assumption that the federal spending sequester will be replaced by back-loaded measures and the pace of fiscal withdrawal at the general government level in 2013 will remain at 11/4 percent of GDP.

Supplementing this information is an overview of the current condition of the NYS economy as provided by the NYS Comptroller's office in May 2012. This report noted that New York's Gross State Product (GSP) rebounded strongly after the recession, with the rate of growth exceeding the nationwide increase and ranking second among the 50 states in both 2010 and 2011. However, New York's rate of growth eased from 5.1% in 2010 to an estimated 3.8% in 2011, and IHS Global Insight forecasts that the State's GSP will slow to 2.6% in 2012. The report also noted that between December 2009 and April 2012, NYS has regained 312,700 jobs, nearly 95% of the jobs lost during the recession, and that New York

has added more private sector jobs (335,900) during the recovery than it lost during the recession, but these gains have been offset by 23,200 jobs lost in the government sector. Regarding employment, it was noted that job growth has been uneven across that State and the unemployment rate exceeded the Statewide rate of 8.5% in more than half of New York's counties (33 of 62), including eight counties in which the rate was 10% or greater. In a previous report issued by the Comptroller in October 2010, it was noted that the State's population is projected to increase from 18.5 million in 2010 to 20.5 million over the next ten years, with most of the State's population growth occurring in the NYC metropolitan area.

**TABLE 1**—Employment Changes by Metropolitan Area, April 2012

	Total Employment (Thousands of Jobs)			Share Recovered
	Recession (Jobs Lost)	Recovery (Jobs Gained)	Net Change	
Glens Falls	-2.7	3.7	1.0	137.0%
New York City	-140.1	180.8	40.7	129.1%
<b>New York State</b>	<b>-330.4</b>	<b>312.7</b>	<b>-17.7</b>	<b>94.6%</b>
Rochester	-19.0	15.9	-3.1	83.7%
Utica/Rome	-4.3	2.9	-1.4	67.4%
Kingston	-3.1	2.0	-1.1	64.5%
Buffalo	-21.0	11.9	-9.1	56.7%
Mid-Hudson Valley	-9.7	5.4	-4.3	55.7%
Lower Hudson Valley	-32.2	16.7	-15.5	51.9%
Syracuse	-13.7	6.9	-6.8	50.4%
Long Island	-53.7	25.4	-28.3	47.3%
Albany	-15.5	3.9	-11.6	25.2%
Binghamton	-6.3	1.3	-5.0	20.6%
Elmira	-2.7	-0.1	-2.8	NA
Ithaca	-1.2	-1.9	-3.1	NA

Notes: Recessionary and recovery periods are determined by peak and trough levels of employment, which vary by region. For the State, employment peaked in July 2008 and reached its low in December 2009. Data have been seasonally adjusted.

Source: NYS Department of Labor

Source: NYSDOL

Looking more closely at national level data, it is instructive for purposes of this plan to consider a report issued by the Brookings Institution in 2011 titled, *Sizing the Clean Economy – A National and Regional Green Jobs Assessment*. In this report, Brookings takes a look at a specific sector in the nation's economy called the "green" or "clean" or low carbon economy – defined by Brookings as the sector of the economy that produces goods

and services with an environmental benefit, and notes that as a matter of aspiration no swath of the economy has been more widely celebrated in recent years as a source of economic renewal and potential job creation by communities across the nation. Covering the years 2003 to 2010 for every county in the United States, the report (available for download at [http://www.brookings.edu/meto/clean\\_economy.aspx](http://www.brookings.edu/meto/clean_economy.aspx)) represents the first study of the U.S. clean economy to provide timely information that is both comprehensive enough in its scope and detailed enough in its categorization to inform national, state, and regional leaders on the dynamics of the U.S. environmental goods and services “super-sector” as they are operating in regions and metropolitan areas. Issues and data highlighted in the report include:

- + The clean economy, which employed some 2.7 million workers in 2010, encompasses a significant number of jobs in establishments spread across a diverse group of industries. These jobs were spread over 57,501 different establishments in 41,185 companies and existed in almost every industry. Encompassing 2 percent of all positions, the clean economy represents a modest slice of the U.S. economy. By contrast, the healthcare sector – the nation’s largest source of private employment – employs 13.8 million workers, and accounts for 10.2 percent of all jobs.
- + The clean economy grew more slowly in aggregate than the national economy between 2003 and 2010, but newer “cleantech” segments produced explosive job gains and the clean economy outperformed the nation during the recession
- + The clean economy is manufacturing and export intensive
- + The clean economy offers more opportunities and better pay for low-and middle-skilled workers than the national economy as a whole
- + Among regions, the South has the largest number of clean economy jobs though the West has the largest share relative to population
- + Most of the country’s clean economy jobs and recent growth concentrate within the nation’s 100 largest metro areas (the

Syracuse Metropolitan Area is ranked 80 out of 366 - by population).

- + The clean economy permeates all of the nation’s metro areas, but it manifests itself in varied configurations
- + Strong industry cluster boost metros’ growth performance in the clean economy

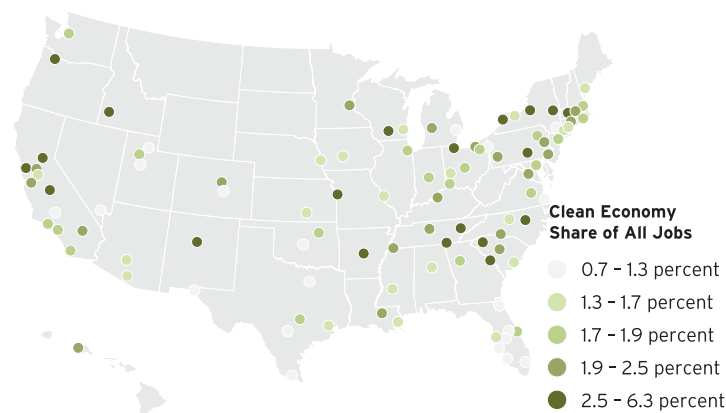
The measurements and trends presented in the report offer a mixed picture of a diverse array of environmentally-oriented industry segments growing modestly even as a sub-set of clean energy, energy efficiency, and related segments grow much faster than the nation (albeit from a small base) and in ways that are producing a desirable array of jobs, including in manufacturing and export-oriented fields.. As to what governments,

**TABLE 2**—Segments of the Clean Economy

Category	Segment	Jobs
Agricultural and Natural Resources Conservation	Conservation	3
	Organic Food and Farming	1
	Sustainable Forestry Products	
Education and Compliance	Regulation and Compliance	1
	Training	
Energy and Resource Efficiency	Public Mass Transit	3
	Energy-saving Building Materials	
	HVAC and Building Control Systems	
	Green Architecture and Construction Services	
	Professional Energy Services	
	Appliances	
	Energy-saving Consumer Products	
	Battery Technologies	
	Smart Grid	
	Electric Vehicle Technologies	
	Lighting	
	Water Efficient Products	
	Fuel Cells	
Greenhouse Gas Reduction, Environmental Management, and Recycling	Waste Management and Treatment	3
	Professional Environmental Services	1
	Recycling and Reuse	1
	Green Consumer Products	
	Green Building Materials	
	Nuclear Energy	
	Recycled-Content Products	
	Remediation	
	Air and Water Purification Technologies	
	Green Chemical Products	
	Pollution Reduction	
Renewable Energy	Carbon Storage and Management	
	Hydropower	
	Wind	
	Solar Photovoltaic	
	Biofuels/Biomass	

Source: Brookings-Battelle Clean Economy Database

**MAP 1**—Clean Economy Intensity in the 100 Largest Metro Areas



Source Brookings-Battelle Clean Economy Database and Moody's Analytics

policymakers, and regional leaders should do to catalyze faster and broader growth across the U.S. clean economy, Brookings notes it is clear that the private sector will play the lead role, but governments have a role too. In this connection, the fact that significant policy uncertainties and gaps are weakening market demand for clean economy goods and services, chilling finance, and raising questions about the clean innovation pipeline reinforces the need for engagement and reform. Not only are other nations bidding to secure global production and the jobs that come with it but the United States currently risks failing to exploit growing world demand.

This report concludes that vigorous private sector-led growth needs to be co-promoted through complementary engagements by all levels of the nation's federal system to ensure the existence of well-structured markets, a favorable investment climate, and a rich stock of cutting-edge technology—as well as strong regional cast to all efforts. Along these lines, the report recommends that governments at different and appropriate levels can help by:

- + Scaling up the market by taking steps to catalyze vibrant domestic demand for low-carbon and environmentally-oriented goods and services

- + Ensure adequate finance by moving to address the serious shortage of affordable, risk-tolerant, and larger-scale capital that now impedes the scale-up of numerous clean economy industry segments
- + Drive innovation by investing both more and differently in the clean economy innovation system
- + Focus on regions, meaning that all parties need to place detailed knowledge of local industry dynamics and regional growth strategies near the center of efforts to advance the clean economy.

## Regional Profile

Central New York is geographically centered in Upstate New York and includes the counties of Cayuga, Cortland, Madison, Onondaga, and Oswego. The region covers an area of 3,622 square miles, comprising a balance of an urban center the City of Syracuse, suburban areas, small cities and towns, and rural farming communities. The region is located in close proximity to the cities of Rochester, Ithaca, Utica, Buffalo, Albany, and Binghamton and is within a 4–5 hour drive to several major metropolitan areas in the northeast including New York, Toronto, Boston, Montreal, and Philadelphia. Over 136 million people live within a 750 radius of Syracuse including over 50 percent of the population of Canada and the United States. Central New York has a population base of approximately 790,000 residents. Historical population statistics show that the region's population has remained relatively stable over the past 20 years since reaching a peak in 1990. Per capita income for the Syracuse Metropolitan Statistical Area totals \$36,980 which compares favorably with other metropolitan areas across Upstate New York and with the nation.

The region's labor force currently numbers more than 394,600 workers and has remained stable over the past ten years. The average annual wage cost in the five-county area is estimated to equal \$40,286 which is competitive with national levels and significantly below major metropolitan areas in the northeast. Over 38.9 percent of the region's population has attained a college associate's degree or higher. The skills of the Central New York labor force support a wide range of economic sectors including agriculture, manufacturing, health care, education, professional business services, warehouse and distribution, wholesale and retail trade, construction trades, utilities, and public employment.

Current statistics for the region show a total of 330,000 jobs, including 262,000 in the private sector, with an annual payroll in excess of \$13.6



billion. Over 28,500 jobs are based in the manufacturing sector with a total payroll of approximately \$1.8 billion. The total value of agricultural products sold in the region is estimated at more than \$532 million. Annual tourism spending in Central New York exceeds \$4 billion. A metropolitan statistical area's economic strength ranking provided by the Policom Corporation shows that the Syracuse MSA ranks 162 out of 366 metropolitan areas in the nation.

Businesses in Central New York are served by an extensive transportation network, which includes Syracuse Hancock International Airport, the deep water Port of Oswego, several rail freight carriers, a CSX intermodal rail center, Amtrak passenger rail service, Interstate Routes 81 and 90, and a public transportation bus service maintained by the CNY Regional Transportation Authority. Companies are also served by an extensive network of public sewer and water facilities, which includes a major water supply transmission line from Lake Ontario that is provided by the Metropolitan Water Board and the Onondaga County Water Authority. Ample supplies of electric and gas service are provided by the New York Power Authority and several private utility companies including National Grid, New York State Electric and Gas, and Rochester Gas and Electric. The region is also served by an advanced telecommunications system

**FIGURE 1**—Employment by Industry, Syracuse MSA  
1990–2010, '000s

	1990	1995	2000	2005	Dec 2010
Total Non-Farm	317.8	307.8	325.4	320.8	320.1
Total Private	264.2	252.9	269.0	263.5	262.7
Goods Producing	61.2	53.0	57.3	45.5	40.0
Service Producing	256.6	254.8	268.1	275.4	280.1
Nat. Resources, Mining, Construction	15.6	11.7	12.9	12.3	12.0
Manufacturing	45.6	41.3	44.5	33.2	28.0
Wholesale Trade	20.1	15.8	15.8	15.6	14.1
Retail Trade	38.3	37.3	38.1	36.9	36.1
Utilities	6.4	4.8	4.8	4.0	3.4
Transportation/ Warehousing	9.5	9.4	9.2	9.4	9.2
Information	7.7	6.3	7.7	6.6	4.8
Financial Activities	20.6	18.0	17.7	17.6	17.0
Professional/Business Services	27.8	29.0	30.2	34.3	34.6
Educational Services	11.8	13.7	15.2	16.7	21.4
Health Care and Social Assistance	26.9	31.9	34.4	38.0	42.2
Hospitals	8.9	9.3	9.1	8.9	9.4
Leisure/Hospitality	24.1	22.8	25.2	26.6	27.5
Accommodation and Food Services	21.6	20.1	22.0	22.6	22.7
Other Services	9.8	11.1	13.3	12.5	12.4
Government	53.7	54.9	56.4	57.4	57.4
Federal	4.6	4.6	5.1	4.4	4.4
State	13.0	13.5	13.8	13.9	13.7
Education	6.0	6.6	7.4	8.2	8.3
Local	36.1	36.8	37.5	39.1	39.3
Education	20.3	21.9	23.0	23.6	25.8

Source: NYSDOL and BLS



that is provided by such major service providers as Verizon, Time Warner, and AT&T.

In evaluating the region's resources, it is important to note that businesses have access to a wide range of real estate opportunities that are very affordable and diverse—from sophisticated urban space and high-tech research centers, to office and industrial parks, and efficient warehouse and distribution facilities. This real estate inventory is well distributed throughout the five-county region and includes several major business parks and Build Now-NY "shovel ready" sites: the Aurelius Business Park in Cayuga County; the Finger Lakes East Business Park in Cortland County; the Canastota and Lakeport Business Parks in Madison County; the Clay Business Park, Syracuse University Research Park, Hancock Airpark, Collamer Crossing Business Park, and the Radisson Industrial Park in Onondaga County; and the Oswego County Industrial Park, Lake Ontario Industrial Park, and the Riverview Business Park in Oswego County. Together these real estate holdings represent over 1,000 acres of land that are ready for development at very affordable prices that range from \$10,000–\$100,000 per acre.

When seeking to build an educated workforce, companies across the region are well served by 44 institutions of higher education located in Upstate New York, with a combined enrollment in excess of 215,000 students, and several for-profit education centers. Top area schools include Cazenovia College, Clarkson University, Colgate University, Cornell University, LeMoyne College, Rensselaer Polytechnic Institute, Rochester Institute of Technology, Syracuse University, University of Rochester, Wells College and members of the SUNY system including Albany, Binghamton, Buffalo, Cortland, Morrisville, Oswego, the College of Environmental Science and Forestry, the Institute of Technology, Cayuga Community College, Onondaga Community College, and Tompkins-Cortland Community College. Many of these colleges and universities have made the U.S. News and World Reports annual survey of the nation's best institutions of higher learning. Advanced education and research facilities in the region include Syracuse University's Center of Excellence and the Computer Applications and Software Engineering Center, the Human Performance Center at SUNY Upstate Medical University, Onondaga Community College's Applied Technology Center, Rome's U.S. Air Force Research Laboratory, and four national research centers at Cornell University.

Residents in Central New York enjoy very affordable housing, excellent health care, a strong K–12 public education system, several vibrant entertainment and shopping districts, cultural amenities that include a

**TABLE 3—Central New York Employment Clusters, 2009**

Industry Cluster	Jobs	Rank	Total Wages (\$ MM)	Rank	Average Wage	Rank	Employment Location Quotient	Clusters Ranked by LQ within Region
Central NY								
Back Office & Outsourcing	6,900	6	\$210.9	9	\$30,500	15	0.84	9
Biomedical	3,100	11	\$215.6	8	\$68,900	1	1.48	2
Communications, Software & Media Services	5,900	7	\$290.5	6	\$49,600	9	0.84	9
Distribution	14,200	3	\$669.7	4	\$47,200	10	1.07	6
Electronics & Imaging	2,100	14	\$114.3	14	\$55,300	6	1.09	5
Fashion, Apparel & Textiles	400	16	\$13.7	16	\$36,500	14	0.24	16
Financial Services	14,300	2	\$761.7	3	\$53,300	7	.97	7
Food Processing	3,900	9	\$163.6	10	\$42,400	12	0.79	11
Forest Products	3,500	10	\$148.4	12	\$42,900	11	1.26	3
Front Office & Producer Services	15,900	1	\$986.0	1	\$62,000	5	0.89	8
Industrial Machinery & Services	12,400	5	\$781.2	2	\$62,800	4	1.61	1
Information Technology Services	2,300	12	\$150.3	11	\$64,200	2	0.46	15
Materials Processing	5,700	8	\$292.8	5	\$51,100	8	1.12	4
Miscellaneous Manufacturing	600	15	\$23.1	15	\$41,200	13	0.57	14
Transportation Equipment	2,200	13	\$140.8	13	\$63,500	3	0.79	11
Travel & Tourism	12,600	4	\$246.1	7	\$19,600	16	0.79	11
Total, All Clusters								
Central NY	105,900		\$5,208.7		\$49,200			

Source: NYSDOL

**TABLE 4**—Number of Companies by Select Industry Sectors, Syracuse MSA, 2009

	Syracuse MSA			United States			
	A	B	C	D	E	F	
Industry	Number of Companies	% of companies in an Industry Segment as a % of Total Companies in MSA	Paid Employees	Number of Companies	% of companies in an Industry Segment as a % of Total Companies in USA	Paid Employees	Ratio (B/E)
Estimated Total Number of Companies in MSA (includes Market Segments not shown below)	13,568	100.00%		6,417,035	100.00%		
Manufacturing	787	5.8%	28,202	363,753	5.7%	16,888,016	1.02
Food	67	0.5%	2,240	26,361	0.4%	1,471,050	1.19
Apparel	4	0.0%	500	17,065	0.3%	719,269	0.11
Wood & Paper	62	0.5%	2,848	23,307	0.4%	1,151,346	1.25
Chemical	28	0.2%	1,278	13,513	0.2%	884,321	0.97
Plastics/Rubber	38	0.3%	2,414	16,876	0.3%	1,029,976	1.06
Fabricated Metals	150	1.1%	4,467	62,501	1.0%	1,774,874	1.13
Machinery	74	0.5%	4,403	30,665	0.5%	1,421,820	1.13
Computer & electronic products	53	0.4%	5,771	17,465	0.3%	1,698,529	1.43
Electrical equipment & appliances	26	0.2%	3,030	6,946	0.1%	594,914	1.76
Furniture	21	0.2%	1,255	20,758	0.3%	604,845	0.48
Misc	67	0.2%	1	31,554	0.5%	735,337	1
Wholesale Trade	1,206	8.8%	15,611	453,470	7.1%	5,796,557	1.25
Retail Trade	2,895	21.2%	40,997	1,118,447	17.7%	13,991,103	1.22
Transportation & Warehousing	353	2.6%	10,954	178,025	2.8%	2,920,777	0.93
Truck Transportation	200	1.5%	3,967	103,978	1.6%	1,293,790	0.9
Warehousing & Storage	22	0.2%	394	6,497	0.1%	109,760	1.59
Finance & Insurance	941	6.9%	15,679	395,203	6.2%	5,835,214	1.12
Credit Intermediation & Related Services	334	2.4%	5,007	166,882	2.6%	2,744,910	0.94
Securities Intermediation & Related Services	88	0.6%	764	54,491	0.8%	706,053	0.76
Insurance Carriers & Related Activities	519	3.8%	9,908	172,299	2.7%	2,327,306	1.42
Professional, Scientific & Technical Services	1,362	10.0%	13,000	621,129	9.7%	5,361,210	1.03
Administrative & Support Services	528	3.9%	16,548	260,025	4.1%	7,066,658	0.95
Art, Entertainment and Recreation	289	2.1%	1,964	99,099	1.5%	1,587,660	1.37

Source: DeLoitte & Touche

professional theatre, professional and college level sports, and numerous outdoor recreation opportunities. Quality of life rankings for the region are consistently very high—Forbes.com has ranked Syracuse #4 in the American Best Places to Raise a Family List and the ACCRA cost of living index maintained by the Council for Community and Economic Research shows the region is very competitive with other metropolitan areas across the nation.

Businesses in Central New York are supported by a strong professional business service community and a network of county and regionally based economic development organizations. These organizations offer a range of services that include financial assistance, tax abatement programs, workforce training, entrepreneurial development, marketing, and site location assistance. Building upon these resources, companies and various development organizations across the region are engaged in efforts to capitalize on developments in the marketplace that could prove beneficial to CNY such as initiatives in biotechnology, alternative energy, information management, health care, national defense, and deployment of advanced infrastructure systems and smart grid technology.

In addition to the information that can be gleaned from the data are the opportunities presented by trying to capitalize on the business operations of major employers in CNY which include such prominent names as Cornell University, Syracuse University, SUNY Upstate Medical University, Wegmans, Lockheed Martin, Constellation Energy Group, the Hartford Financial Group, Welch Allyn, Verizon, Syracuse Research Corporation, Bank of America, Excellus BC/BS, Anheuser Bush, Air Force Research Lab, Cooper Crouse Hinds, Nucor Steel, Bristol-Myers Squibb, Novartis, Pall Trinity Micro, MONY Group, Marietta Industries.

In addition to the efforts noted above, support is being given to innovative initiatives being led by major area companies and those associated with the Syracuse Technology Garden, the SU Center of Excellence, and the Central New York Biotechnology Center. Attention is also being directed to work done by the NYS Energy Research and Development Authority and by the NYS Foundation for Science, Technology and Innovation, and to the economic opportunities associated with several major developments in Upstate New York. These developments include the ongoing growth of the U.S. Army Fort Drum military installation in the north country, the AMD/Global Foundries semiconductor manufacturing center at the Luther Forest Technology Park in Saratoga County, the activities associated with the SEMATECH industry research consortium and the College of Nanoscale Science & Engineering at the University of Albany, the GE Global Research Center in Schenectady, the Cornell



Agriculture and Food Technology Park in Geneva, the NYS Yogurt Summit, the NYS Beer, Wine and Spirits Summit, the Roswell Park Cancer Institute in Buffalo, the New York Power Authority's off-shore wind power and solar initiative, Destiny USA and Turning Stone Resort, and high speed rail. These initiatives, when combined with the region's strong economic foundation, are expected to help generate the growth of a significant number of new jobs in the years ahead.

## Employment Clusters

Industries can group within an area as a result of several factors including geography, availability of natural resources, presence of intellectual assets, presence of a workforce with a high concentration of a particular skill, and the unique historical development of a region. Areas with such concentrations tend to attract similar industries or supporting industries; this provides a competitive advantage from the local pooling of talent and expertise.

Information presented in the following tables represents data assembled by the NYSDOL regarding industry concentrations in Central New York (Cayuga, Cortland, Madison, Onondaga and Oswego Counties). The table lists the industry concentration within the region, the jobs and wages produced by each, their regional ranking and their Location Quotient (LQ), which are measures of employment concentration in a regional economy. More specifically, they compare the concentration



**TABLE 5**—Policom Economic Strength Rankings

Metropolitan Area	2011	2010	2009	2008	2007	2006	2005	2004
Washington-Arlington-Alexandria, DC-VA-MD-WV (MSA)	1	2	2	2	1	3	1	3
Salt Lake City, UT (MSA)	2	6	10	9	28	18	6	17
Seattle-Tacoma-Bellevue, WA (MSA)	3	1	12	11	23	51	34	11
Austin-Round Rock-San Marcos, TX (MSA)	4	12	19	39	37	45	22	15
Houston-Sugar Land-Baytown, TX (MSA)	5	4	1	8	26	29	32	24
Madison, WI (MSA)	12	9	6	15	8	20	7	13
Omaha-Council Bluffs, NE-IA (MSA)	13	23	22	23	32	38	57	48
San Diego-Carlsbad-San Marcos, CA (MSA)	14	8	8	3	6	21	21	5
Phoenix-Mesa-Glendale, AZ (MSA)	20	16	18	6	7	8	11	14
Raleigh-Cary, NC (MSA)	22	15	15	24	30	25	19	9
Colorado Springs, CO (MSA)	24	40	73	77	83	67	39	29
New Haven-Milford, CT (MSA)	65	55	52	57	41	35	69	83
Cincinnati-Middletown, OH-KY-IN (MSA)	66	50	38	31	38	34	33	38
Albany-Schenectady-Troy, NY (MSA)	68	92	68	75	65	54	82	110
Louisville/Jefferson County, KY-IN (MSA)	76	102	59	66	67	41	28	30
Milwaukee-Waukesha-West Allis, WI (MSA)	94	66	45	35	40	37	58	57
Albuquerque, NM (MSA)	95	111	129	111	100	88	74	61
Knoxville, TN (MSA)	98	81	74	60	74	58	77	71
Oklahoma City, OK (MSA)	99	75	97	148	180	153	157	183
Chattanooga, TN-GA (MSA)	118	99	108	93	75	71	105	145
Rochester, NY (MSA)	121	135	110	106	115	147	175	214
Worcester, MA (MSA)	151	160	172	160	122	98	109	118
Scranton-Wilkes-Barre, PA (MSA)	152	198	159	180	196	168	133	163
Ann Arbor, MI (MSA)	160	165	130	114	110	97	84	106
Syracuse, NY (MSA)	162	195	149	166	179	201	222	258
Palm Bay-Melbourne-Titusville, FL (MSA)	188	169	167	145	174	199	209	177
Buffalo-Niagara Falls, NY (MSA)	190	219	161	167	167	179	201	235
Akron, OH (MSA)	191	150	99	95	108	90	104	120
Toledo, OH (MSA)	276	249	195	190	203	214	220	233
Utica-Rome, NY (MSA)	287	308	289	306	326	321	308	282
Dayton, OH (MSA)	295	265	199	175	168	136	152	162

Source: Policom Corporation

TABLE 6—Milken Best Performing Cities Rankings

2010	2009	Population 2009 (thousands)	Metropolitan area	2009 Value*	Rank5-yr job growth 2004-2009	2009	Value* Rank1-yr job growth, 2008-2009	2008	Value* Rank5-yr wages/ salaries growth, 2003-2008	2008	Value* Rank 1-yr wages/ salaries growth, 2007-2008	Growth	Rank Job growth (Apr 09-Apr 10)	2009	Value* Rank5-yr relative HT GDP growth, 2004-2009	2009
1	2	379	Killeen-Temple-Fort Hood, TX MSA	110.75	7	103.84	4	122.72	1	106.18	1	1.52%	3	148.17	4	104.96
2	1	1,705	Austin-Round Rock, TX MSA	114.09	2	102.17	19	110.06	15	101.89	34	-0.09%	24	103.68	53	101.68
3	8	406	Huntsville, AL MSA	108.72	12	101.98	22	106.22	33	103.35	17	0.14%	18	104.54	48	103.67
4	4	741	McAllen-Edinburg-Mission, TX MSA	117.75	1	103.54	5	115.15	5	103.57	14	1.61%	2	110.69	32	105.53
5	6	246	Kennewick-Richland-Pasco, WA MSA	111.75	4	105.84	1	102.75	60	104.84	5	4.55%	1	87.19	157	105.19
7	10	1,126	Raleigh-Cary, NC MSA	111.85	3	100.13	84	109.82	16	101.15	51	-0.90%	56	109.14	34	101.48
9	14	751	El Paso, TX MSA	106.26	26	102.26	17	104.47	45	102.59	29	-0.04%	23	113.53	23	100.93
21	26	1,227	Oklahoma City, OK MSA	104.44	42	101.62	37	106.43	32	104.56	8	-1.22%	78	96.38	105	105.26
41	72	858	Albany-Schenectady-Troy, NY MSA	100.24	95	102.34	15	94.23	168	102.86	22	-0.83%	52	99.35	84	101.10
43	27	465	Fayetteville-Springdale-Rogers, AR-MO MSA	106.63	22	100.82	62	109.60	17	101.71	37	-1.35%	84	96.89	100	99.73
46	66	850	Omaha-Council Bluffs, NE-IA MSA	104.34	43	102.16	20	99.60	95	100.98	66	-1.21%	76	100.62	76	97.57
69	86	1,124	Buffalo-Niagara Falls, NY MSA	98.63	125	101.89	24	92.15	180	100.68	80	-0.22%	27	92.08	130	100.00
78	87	1,674	Virginia Beach-Norfolk-Newport News, VA-NC MSA	98.99	118	100.79	63	98.30	115	99.64	128	-1.01%	62	99.32	85	103.64
79	118	1,238	Richmond, VA MSA	100.58	86	100.19	82	101.64	66	99.48	136	-1.84%	119	103.47	54	101.54
80	74	646	Syracuse, NY MSA	99.31	113	101.77	31	93.29	176	100.38	97	-0.44%	34	88.98	151	97.05
82	73	677	Poughkeepsie-Newburgh-Middletown, NY MSA	99.27	114	101.82	26	95.86	146	101.09	55	-1.48%	91	89.02	150	98.09
119	92	485	Winston-Salem, NC MSA	101.98	66	99.98	89	94.43	166	99.78	124	-1.38%	85	162.64	1	92.13
120	141	1,328	Jacksonville, FL MSA	101.70	74	98.53	153	100.71	80	96.91	180	-1.65%	105	96.66	102	106.47
121	132	549	Scranton-Wilkes-Barre, PA MSA	99.50	107	101.35	45	93.99	171	99.98	116	-0.78%	49	72.36	189	91.27
132	50	1,840	San Jose-Sunnyvale-Santa Clara, CA MSA	99.69	104	97.76	173	102.14	63	96.69	185	-2.24%	142	97.24	97	96.01
133	172	524	Chattanooga, TN-GA MSA	95.97	168	97.00	184	95.35	153	99.31	143	-0.18%	25	137.94	8	103.25
138	43	407	Santa Barbara-Santa Maria-Goleta, CA MSA	97.51	146	99.48	120	98.39	112	100.00	115	-2.37%	152	97.39	95	93.91
139	151	1,560	Milwaukee-Waukesha-West Allis, WI MSA	97.70	141	99.21	129	94.53	165	100.49	90	-2.18%	137	114.49	21	95.74
140	170	352	Evansville, IN-KY MSA	96.23	166	100.34	75	91.34	184	100.69	79	-0.76%	47	72.12	191	84.86
194	190	408	Canton-Massillon, OH MSA	91.91	191	98.26	164	88.02	191	99.38	140	-2.93%	177	140.89	6	97.44
195	198	672	Toledo, OH MSA	90.57	193	97.67	175	86.43	193	96.93	178	-1.76%	113	96.02	108	99.94
196	143	419	Reno-Sparks, NV MSA	93.74	184	94.67	199	97.79	123	95.32	192	-3.05%	181	85.56	162	95.37

Source: Milken Institute

of industry employment locally to that of the U.S. If an industry's LQ is greater than 1.0, the region's labor market contains a higher concentration of jobs in that industry relative to the U.S. In the next table, information is presented regarding the region's economic clusters by industry sector.

In reviewing the data, it is important to note that Central New York has several industries with a positive location quotient including biomedical, distribution, electronics and imaging, forest products, industrial machinery, and services and materials processing. Several other industries have high employment concentrations that suggest the area has a critical mass of skills that could be leveraged to expand activity in that sector through local growth or outside investment.

Regarding the "clean economy" the Brookings report underscores the importance of this cluster in the region's economy by noting that the Syracuse metropolitan area ranks 55th among the 100 largest metro areas with 9,648 clean economy jobs or 3.0 percent of all jobs in the region. On this measure of concentration, Brookings indicates that the region ranks 11th in the nation and that between 2003 and 2010 the Syracuse metro added 1,376 clean economy jobs for a 2.2 percent growth annually during this period - placing the region 64th and 80th respectively for those categories. It was also noted in the report, that on average each clean economy job in Central New York generated \$10,317 in exports per job.

## Regional Benchmarks

To assess the relative strengths and weaknesses of the economy in CNY, the region can be benchmarked against data from other parts of the country. The most efficient vehicle for comparison is federally Census designated Metropolitan Statistical Areas (MSAs). An MSA is defined as a geographical region with a relatively high population density at its core and close economic ties throughout the area. There are currently 366 MSAs in the United States; the Syracuse MSA consists of Madison, Onondaga, and Oswego Counties.

To evaluate the relative state of the region's economy, two ranking services were found to be particularly informative: the Policom Corporation's Economic Strength Rankings and the Milken Institute's Best Performing Cities. The Policom approach emphasizes the condition of local economies. Weight in its rankings is given to areas that have demonstrated rapid and consistent growth for an extended period of time. Areas with volatile growth typically rank lower. Three groups of data are considered:

- + Earnings, jobs, and wages for the whole area and on a per capita basis reflect overall growth in the size and quality of a local economy;
- + The same data, but specifically for small businesses (proprietors), the construction industry, and the retail industry, are measured because it is highly reactive to changes in the flow of money into or out of an area;
- + Welfare and Medicare income are tracked as negative indicators of local economic performance.

The most recent release of Policom's rankings (2011) provides 8 years of rankings dating to 2004. The Syracuse MSA has shown significant improvement over this period and in 2011 ranked 162 out of 366 MSAs. Since 2004, the Syracuse MSA has improved its ranking position by nearly 100 places. Among other Upstate NY MSAs, Albany and Rochester had higher ranking although neither showed the type of improvement over time as the Syracuse MSA did.

The Milken ranking system focuses on job and wage growth to pinpoint areas that are thriving. Additionally, the system incorporates a measurement of high technology GDP growth and high technology location quotients to weight for a metro area's participation in the knowledge economy. The Syracuse MSA saw an improvement in its 2008 overall ranking of 127, rising to 80 in 2010. The Syracuse MSA did especially well in the one-year job growth category (31), high-tech sector output growth relative to the U.S. average (42) and in the number of high-technology industries with a location quotient (LQ) above the U.S. average of 1.0 in 2009 (18).

## Regional Economic Development Plans

The Central New York community has a very diverse economy that is supported by a growing workforce, a well-developed infrastructure base, and strong academic resources. To capitalize on these assets, the region has completed studies and developed a number of strategic economic development plans in recent years which together represent a short-term economic development strategy and a long-term comprehensive approach to economic growth. These documents include a report issued in 2007 by Battelle regarding the opportunities and prospects for Upstate New York's "green" industry sector. Other important reports include the CNY Comprehensive Economic Development Strategy (CNY CEDS), Vision 2010: A Regional Economic Development Strategy for Syracuse and Central New York, and the Essential New York Initiative.

The CNY CEDS is a document updated each year by the CNY Regional Planning and Development Board and focuses on a short term project priority list of public capital improvement projects for the region. Vision 2010 is a document that was prepared in 1996 by the Stanford Research Institute under contract with the Metropolitan Development Association of Syracuse and Central New York. The revisions to Vision 2010, now titled the Essential New York Initiative, were prepared in 2004 by the Battelle Institute and Catalytix (a Richard Florida Company), two nationally-recognized consultants retained by MDA.

In 2011, these planning efforts received additional support by Governor Andrew Cuomo's administration through the implementation of a regional economic development council program initiative. As part of this initiative, each regional council was tasked with the challenge of preparing a regional economic development plan for their respective region. The Central New York Regional Economic Development Council (CNY REDC) completed work on their Five-Year Strategic Plan: 2012–2016 in November 2011. This plan was chosen by the Governor's office in December 2011 as the "Best Plan Awardee" in NYS and received \$103.7 million in capital grants and tax credit financing to support a range of economic and community development projects in the five-county Central New York region.

The CNY REDC's strategic plan is built around three priority goals to guide the region's collective actions:

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

A. Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets - In planning for future prosperity, the CNY REDC identified several critical industry concentrations that are at the heart of its economic strategy. These sectors represent a cross-section of both traditional and new economy industries and share five common criteria: (1) they have critical mass of existing firms and a large base of existing employment in the region; (2) employment in these sectors is highly concentrated in Central New York; (3) there is significant growth in regional, national, and global demand for the products and services they generate; (4) Central New York possesses resources to support these clusters and, therefore, this region has a competitive advantage to attract



Upstate Golisano Children's Hospital



similar firms; and (5) they are deeply connected to our anchor institutions. Priority industry concentrations identified in the plan include:

a. Clean Energy and Environmental Systems—Central New York has the eighth highest concentration of private sector “green jobs” of any region in the country and is home to New York State’s Syracuse Center of Excellence in Environmental and Energy Systems (Syracuse CoE), a consortium of more than 200 research institutions and private sector companies.

b. Health, Biomedical Services, and Biosciences— The region’s hospitals directly employ more than 23,000 people and another 3,500 are employed in private, high-tech biomedical companies with average wages approaching \$70,000, nearly double the region’s median wage. The region’s extensive research and development (R&D) in the biosciences cluster not only fuels health and biomedical, but also drives the area’s clean technology, agribusiness, and other core industries.

c. Financial Services—This industry employs more than 24,000 in the region. Recent research demonstrates that Central New York offers significant advantages to firms in this sector, such as a lower cost of operation and a highly skilled and experienced labor force that provides opportunities for employment growth.

d. Agribusiness and Food Processing—New York State is the nation’s third-largest producer of fluid milk and commodity crops representing more than \$1 billion in sales alone. Central New York is a significant contributor and increasingly focused on value-added opportunities for agribusiness, including food processing.

e. Advanced Manufacturing—Manufacturing represents 10 percent of the region’s total employment and subsectors, such as digital electronics and radar and sensor systems, serve expanding global markets in security, information technology, and defense.

f. Tourism—Tourism is a \$1 billion industry in Central New York, and current global economic conditions, including the weak dollar, create opportunities for the region to draw additional international visitors across our shared boundary with Canada and from entry points downstate.

B. Improve Competitiveness in, and Connections to, the Regional, National, and Global Economies -The CNY REDC’s economic development strategy acknowledges and embraces the global nature of today’s economy and encourages businesses, large and small, to compete in an increasingly competitive marketplace. As noted in the plan, Central New York’s highly educated workforce forms the foundation for those investments, as does

its unique concentration of leading higher-education and research and development institutions. In order to improve global competitiveness, the plan recommends making significant investments in several critical mechanisms that fuel economic growth:

a. Encourage New Venture and Product Development—The region has a strong foundation in entrepreneurship with collaborative programs between higher education and business. Further investments in this area are recommended to support successful venture development, including student venture development, as part of a transformational strategy to re-energize the regional economy.

b. Prioritize Investments in Innovation, Commercialization, and Process Improvement—Continuous improvement and the development of new products and services is critical to the success of businesses in a rapidly evolving global economy. The CNY REDC recommends private investment in research and development; improve technology commercialization among its educational and research institutions; and the creation of a complete ecosystem of mentors, business services, and risk-capital to enable innovation.

c. Capture a Greater Share of the Global Marketplace—Ninety-five percent of the world’s consumers currently reside outside of the United States. Improving export performance is critical to the long-



Syracuse Inner Harbor



term competitiveness of the region. Export-driven jobs also provide higher wages for the region's residents. In addition to promoting Central New York's products and services across the world, the region is well positioned to attract new foreign investment from global companies looking to serve domestic markets.

d. Build a 21st Century Infrastructure—Global competitiveness requires global connectivity. The region must improve its physical infrastructure, including its air service, port access, road and rail infrastructure, and broadband connectivity, in order to get regional goods and services to national and global markets.

e. Maximize Human Capital—While the region possesses a highly skilled and well-educated workforce, the region must expand the participation of the workforce in the new economy, particularly in key industry sectors, such as advanced manufacturing and health care.

C. Revitalize the Region's Urban Cores, Main Streets, and Neighborhoods - As part of the plan, the CNY REDC recognized that strong regions are built around strong municipal cores and neighborhoods that develop, attract, and retain the human and social capital required for industry to grow and remain competitive—the convergence of ideas and people. Many leading businesses and key industry sector hubs are located within these city and town centers, and the region's anchor institutions—educational, health care, and cultural—have been at the forefront of the national movement to leverage their assets for community revitalization. Building upon the strengths of these existing opportunities, the CNY REDC recommends that efforts be directed to recreate the social, physical, and cultural fabric of its neighborhoods, urban cores, and main streets. In pursuing the goal to invest in and strengthen the region's cores, the CNY REDC recommended:

a. Rethink—Reinvigorate the region's neighborhoods and main streets through mutually beneficial partnerships with diverse businesses and the region's anchor institutions, and invest resources that leverage the national movement of anchor institutions to restore neighborhoods, train new workers, retain young talent, and create small business and social enterprises.

b. Repurpose—Municipal centers represent significant investments in physical infrastructure that must be preserved and enhanced for future growth. Pursue a strategy that repurposes existing physical assets through adaptive re-use and brownfield remediation, links planned transportation investment with surrounding private development through transit-oriented strategies, uses green technologies to improve the efficiency



Syracuse University Center of Excellence

of existing assets from individual buildings to entire neighborhoods, promotes density in development, and encourages quality communities.

c. Retrain—Human and social capital is the most important asset for a globally competitive economy, and the region must rise to the challenge to improve Pre-K-12 educational attainment; provide greater access to education; prepare students for high-demand careers; retrain workers for new careers; support minority, women, and veteran owned businesses; and create quality employment opportunities that will allow individuals and families to prosper.

D. Next Steps in Building the Foundation for Transformative Prosperity - Although the strategic plan is largely developed to address immediate funding opportunities in partnership with New York State, it also identified "transformational" projects, programs, and other opportunities that are critical for the region's future. Transformational initiatives identified include:

a. Regional Industrial Clusters: New York Energy Regional Innovation Cluster—(NYE-RIC) NYE-RIC is a statewide alliance focused on accelerating the development and deployment of innovations to

dramatically improve energy efficiency in buildings, addressing a global demand in a market that is expected to grow dramatically over the coming decades. The proposed investment of \$225 million includes \$150 million from private and federal sources, which can be used to leverage \$75 million from various state and federal sources.

Food-to-Market and Agricultural Programming—Central New York is uniquely poised to be the agribusiness “hub” of New York if it can coordinate its use of agricultural and natural resources to create more

robust systems for local food to market initiatives and regional energy production.

Tourism in the Arts and Culture—The region has an abundance of arts and cultural opportunities, with world-class offerings by individual artist studios to large-scale performance venues. Access must be provided to broader audiences while finding ways to leverage community support and funding for the arts to reach national and international markets.



Project "Top Hat" A Fortune 1,000 financial back office services firm is considering an expansion in multiple regions in upstate New York, with the potential to generate more than 1,000 jobs. In order to accommodate the anticipated growth, the region must engage institutions of higher learning in terms of internships, curriculum development, and employment training to meet the company's anticipated workforce demand.

b. Connecting People, Jobs, and Housing: Municipal Core Mixed-Use Investment Program— The Restore New York program successfully provided needed gap financing to mixed-use projects of all sizes throughout the State. The program proved critical to getting new commercial and residential construction moving in Central New York's municipal cores and the State must consider the creation of similar mixed-use investment programs in the future.

Broadband/Connectivity Infrastructure—In an increasingly interconnected marketplace, ubiquitous high-speed, affordable broadband Internet access is a key component to thriving economies in both urban and rural communities. Rural areas need a strategy to support investment in broadband to connect its citizens with each other and the broader economy.

Region-Wide Waterfront Revitalization Strategy— To unlock the full economic potential of the region's abundant waterfronts, New York State must help create focused waterfront programs that leverage local investments in municipal revitalization, marketing, business recruitment, and shipping.



Oswego Harbor

c. Workforce Alignment: Say Yes to Education—The nation's first-ever, district-wide implementation of Say Yes in the City of Syracuse is poised to be a visionary, turnaround model for education and economic development in urban centers across the United States. New York State must help expand the Say Yes Summer Academies throughout the five-county region, and further advance scholarship opportunities for aspiring youth.

d. Innovation Infrastructure: Innovate Upstate Fund—Central New York has a robust innovation ecosystem through R&D at major area employers and its academic institutions, and at strong early-stage companies; however, the State does not have a complete continuum of funding programs and tax breaks to assist in various emerging technology sectors. The region's private and institutional partners must work to capitalize a regional venture fund to provide critical risk capital to accelerate the launch and growth of more startup companies.

## Goals, Strategies and Project Recommendations

A review of the information presented in this report shows that the preparation of the economic development strategy must be carefully calibrated to account for developments which are occurring on an international, national, and regional level. As noted in recent years by the International Monetary Fund, the world economic recovery is proceeding broadly with most advanced and emerging economies still facing major adjustments, including the need to strengthen household balance sheets, stabilize and subsequently reduce high public debt, and repair and reform their financial sectors. Supplementing this information is a comprehensive overview on the current condition of the NYS economy as provided by the NYS Comptroller's office. These reports underscore the fact that New York is slowly recovering from the worst recession since the Great Depression but still faces significant challenges and risk with unemployment rates high and many upstate regions struggling.

On a regional level, data was presented which documented that the population base in Central New York has stabilized in recent years following a sharp decline estimated to have taken place from 1985–1995. In looking at these figures, it is important to note that the area's population is now at the highest level it has ever been in the history of this region. Other demographic factors show that the region's per capita income is comparable with similar sized metropolitan areas and has increased in recent years in a manner that is consistent with general trends across the State and nation. Education data clearly suggests the region is in a strong position to provide the educated workforce needed by employers today.



On the economic front information was presented that documents the diversity of the region's economy, which has proven to be a real benefit to the area as residents struggle with the nation's current economic recession. In reviewing this data, it is important to note that this economic diversity is consistent with similar patterns taking place in many parts of the country and is a reflection of a natural shift in the nation's economy and not the result of some major public policy initiatives which have been implemented at the federal, state, or local level. With regard to the CNY labor force, the region's labor force has remained very stable in recent years. Data shows that wage rates in the region are very competitive with labor cost across the country.

In addition to the economic development opportunities that can be gleaned from the data are the possibilities presented to communities who can capitalize on the presence of several major employers in CNY. Complementing these companies are the opportunities presented by the fact that there are several major employment clusters in Central New York. These clusters include biomedical, logistics and distribution, electronics, industrial machinery, materials processing, food processing, education, and health care service. Another important sector noted in the Brookings work is the region's "clean economy".

Supporting the economic base of the area is a large network of transportation assets, public water and sanitary sewer systems, electric and natural gas supplies, telecommunication systems, public safety services, public education, and various recreational assets. Complementing these

resources is an extensive professional business service and banking network that exists in Central New York. This network provides a very robust and competitive array of services and financial resources to support economic growth in the region. Regarding governance, it is important to note the challenges facing government today to provide vitally needed public services and infrastructure while at the same time controlling costs. This situation presents a very challenging situation to the region's business community and often undermines efforts to attract and retain companies at the local level.

Putting all the data in perspective, regional benchmarking analysis shows that Central New York is in a fairly competitive position ranking 162 out of 366 metropolitan areas in the nation in one study and 80 out of 366 in another study. Each of these rankings demonstrates that the regions' economy has improved fairly dramatically in recent years when compared to other communities across the nation. In addition, information presented in the CNY Regional Economic Development Council's Strategic Economic Development Council Plan: 2012–2016 noted the opportunities associated with efforts focused on three priority goals including strengthening target industries, improved competitiveness in the world marketplace, and revitalizing the region's urban cores and main streets.

Based upon the information and research presented above, the following goal, targets, strategies and project recommendations have been established for the CNY Regional Sustainability Plan.



SUNY ESF Willow Crop Initiative

## STRATEGIES AND RECOMMENDATIONS

### Goal

SUPPORT THE GROWTH OF A DIVERSE ECONOMIC BASE IN CENTRAL NEW YORK THAT WILL PROVIDE EMPLOYMENT OPPORTUNITIES FOR A BROAD CROSS SECTION OF CITIZENS ACROSS THE ENTIRE FIVE-COUNTY AREA.

### Targets

INCREASE THE REGION'S CURRENT POPULATION OF 791,500 TO 1 MILLION RESIDENTS BY 2050.

INCREASE THE REGIONS' CURRENT NUMBER OF JOBS FROM 320,000 TO 405,000 BY 2050.

INCREASE THE REGION'S PER CAPITA INCOME BY 10.0% OVER THE NEXT 30 YEARS TO EQUAL OR EXCEED THE NATIONAL AVERAGE BY 2050.

INCREASE THE NUMBER OF CLEAN-ECONOMY JOBS IN CENTRAL NEW YORK BY 10%.

### Strategies

1. Maintain a strong foundation for the management and efficient delivery of government services at the federal, state, and local level.
2. Support the development and maintenance of a modern infrastructure network in Central New York that is focused on roads, sewer and water facilities, transit services, telecommunication resources, air and rail services, shovel ready development sites, and port facilities.
3. Develop a coordinated regional program that will improve the quality of life in Central New York through targeted investments in the region's recreation, cultural, arts, and historic resources.

4. Maintain a strong network of county and regionally-based organizations with the capacity to coordinate the delivery of a range of economic development services, tax abatement, and financial assistance in Central New York.
5. Support the operation of a coordinated and robust business retention and expansion program in Central New York.
6. Maximize the region's human capital by improving the alignment of workforce supply and employment demand in the region.
7. Encourage the growth of a strong entrepreneurial culture in Central New York that will strengthen the region's economy through new venture formation and product development activities.
8. Support the region's industry concentrations through investment of resources in targeted research initiatives, capital funding, and workforce training programs.
9. Coordinate implementation of a comprehensive regional marketing and business recruitment program.
10. Implement a comprehensive regional export marketing campaign and technical assistance program.

### Project Recommendations

1. Support the development of the Finger Lakes Musical Theatre Festival in downtown Auburn through development of a performing arts center.
2. Complete development of the CNY Nanotechnology Innovation and Commercialization Excelsior Center at Electronics Park in Syracuse.
3. Complete the development of additional research laboratory facilities at the SU Center of Excellence NYE-RIC.
4. Support expansion of the SUNY ESF shrub willow biomass energy production program through the development of a network of combined heat and power facilities (CHP).



5. Support development of the CNY Center for Membrane Technologies in Cortland County.
6. Develop the Port of Oswego East Terminal Connector road and rail project.
7. Support the development of new rail siding facilities in the Cortland County Town of Preble and the City of Cortland.
8. Capitalize a program to expand broadband telecommunication access in communities across CNY.
9. Encourage the development of a modernized CSX intermodal rail freight "in-land port" facility in the Town of Manlius.
10. Direct resources to the development of the SUNY Upstate Loguen's Crossing commercial redevelopment project.
11. Develop additional facilities for the SUNY Morrisville Aquaculture program.
12. Develop the City of Oneida Elm Street/Curtin 250 acre business park.
13. Complete the construction of public infrastructure improvements to serve the White Pines Commerce Park (Clay Business Park).
14. Support the development of the Madison County Agriculture and Renewable Energy Park.
15. Complete the development of a Biomass Cooperative Innovation Center at SUNY-ESF.
16. Undertake necessary transportation infrastructure improvements to support development of the \$30 million CNY Raceway Park in Central Square.
17. Complete development of infrastructure to support the Syracuse Inner Harbor commercial redevelopment project and Syracuse Lakefront area
18. Pursue strategically located and coordinated development of a hotel conference center in conjunction with a regional hops-culinary and equine institute.
19. Expand infrastructure resources to support further expansion of the Aurelius Business Park in Cayuga County.
20. Complete implementation of EDA/COE project.

