

CENTRAL NEW YORK COMMUNITY
ENGAGEMENT COMMITTEE

Harnessing Opportunity: Community Priorities for Central New York

Community Priorities Document

1ST EDITION | JUNE 2024



Members of the CEC at the August kickoff meeting. Note: not all members of the committee are shown.

Letter from the Community Engagement Committee

Dear Neighbors of Central New York,

As members of the Community Engagement Committee, we are privileged to unveil the Community Priorities Document — our collective vision for a future enriched by Micron’s landmark \$100 billion investment. This moment marks a critical juncture for our region, representing both a grand opportunity and a pressing urgency to ensure that the benefits of this investment touch every corner of our community. This document is more than a plan; it is a pledge to navigate this transformative period with an eye toward inclusivity, sustainability, and shared prosperity.

In the past year, our mission has been to listen, engage, and synthesize the diverse voices across our region. From educators to entrepreneurs, from the youth to our elders, we reached out to understand the collective aspirations and concerns of our community. This document is shaped by those conversations, aiming not to serve an individual project or guarantee funding but to capture a holistic vision for our region’s future, forged by our community’s insights and aspirations.

The urgency of now informs every page of this document. As we stand on the precipice of unprecedented economic growth, the Community Priorities Document delineates actionable strategies across essential sectors such as education, housing, workforce development, and infrastructure, among others. Our methodology was rigorously data driven, yet deeply attuned to the heartbeats of our communities. We strive to bridge the gap often left by economic booms, prioritizing the well-being and advancement of our most vulnerable populations. Sustainability is our compass, guiding us to make decisions that will sustain our region’s vibrancy for generations to come.

This document is not the final word but a living framework meant to adapt and grow. The Community Engagement Committee is steadfast in its dedication to ongoing dialogue and refinement of our collective goals. The enthusiasm and wisdom shared by each of you have been instrumental in this endeavor, and our gratitude cannot be overstated. As we step into this new era, we invite you to continue this journey with us, to challenge us, and to contribute to the ever-evolving vision of our collective future.

This document is a testament to what we can achieve together. It’s our passion, our vision, and our future that we’re building. Let’s embrace this unprecedented moment with unity and resolve.

This is our document, our vision, our future. Let’s build it together.

With sincere appreciation and optimism, The Community Engagement Committee

Melanie Littlejohn - President & CEO, Central New York Community Foundation, (Co-chair)

Tim Penix - Vice President of the Syracuse Educational Opportunity Center, (Co-chair)

April Arnzen - Executive Vice President and Chief People Officer, Micron

Mark Hall - President and CEO, Syracuse Community Health, (Retired)

Paco Valle - Minority Veteran Program Coordinator, Veterans Affairs Syracuse

Karen Belcher - Executive Director, Food Bank of Central New York

Jasenko Mondom - Employment Specialist, Refugee Assistance Program at Syracuse City School District

Joe Nehme - Senior Manager, External Affairs, Micron (Ex Officio Member)

Donna DeSiato - Superintendent, East Syracuse Minoa School District

Meg O'Connell - Executive Director, Allyn Family Foundation

Kevin Younis - COO and Executive Deputy Commissioner, Empire State Development (Ex Officio Member)

Bishop Ronald Dewberry - Senior Pastor, New Life Temple of Praise

Kerry Quaglia - Founder and CEO, Home Headquarters

Isabelle Harris - Director of Strategic Initiatives, Onondaga County (Ex Officio Member)

Kristi Eck - Assistant Vice President for Workforce Innovation and External Relations, SUNY Oswego

Sheena Solomon - Executive Director, The Gifford Foundation

Sharon Owens - Deputy Mayor, City of Syracuse (Ex Officio Member)

Scott Gatzemeier - Corporate Vice President of Front-End US Expansion, Micron

Damian Ulatowski - Supervisor, Town of Clay (Ex Officio Member)



Contents

Introduction	05
The Urgency of Now: Shaping Our Shared Future	06
A Guide for Using the Community Priorities Document and Recognition of Initiatives Underway	06
About the Community Engagement Committee	07
The Significance of the Community Engagement Committee’s Involvement in Grounded Decision-Making.....	08
Core Considerations	09
Embedding Equitable Economic Development in the Community Priorities Document.....	09
Guiding Principles.....	10
Community Engagement and Data Assessment	11
Community Engagement Methodology	11
Data Assessment Methodology	12
Harnessing Opportunity: Community Priorities for Central New York	13
Process of Identifying Priorities and Organizing Priority Areas	13
Identifying Community Needs and Priority Areas.....	14
Community Priorities	15
Immediate Priorities.....	16
Educational Resources and Access.....	17
Workforce Exposure, Development, and Job Opportunities	22
Minority-, Women-, Veteran-Owned Business Enterprises and Small Business	29
Housing, Community Development, and Quality of Place	33
Community Health and Family Supports	37
Sustainable and Equitable Infrastructure Development	43
Appendices	52



Introduction

In October 2022, Governor Kathy Hochul, Senate Majority Leader Charles Schumer, Onondaga County Executive Ryan McMahon, and Micron Technology Inc. CEO Sanjay Mehrotra announced Micron’s decision to invest up to \$100 billion over twenty-plus years in a memory chip fabrication facility in Central New York. This investment, the largest in New York State history, includes constructing the country’s largest semiconductor “megafab.” The project is expected to generate over 50,000 new jobs. In addition, Micron and the State of New York established an unprecedented \$500 million Green CHIPS Community Investment Fund focused on the region.

The Green CHIPS Community Investment Fund was created as part of Micron’s community investment commitments required under the New York State Green CHIPS program, which provides refundable tax credits for companies investing in large-scale semiconductor manufacturing projects. The Community Engagement Committee, consisting of local stakeholders and ex officio members, has actively involved residents in identifying community priorities in areas such as education, workforce development, job opportunities, and support for minority-, women-, veteran-owned business enterprises and small businesses, as well as housing, healthcare, child care, transportation, and infrastructure. Since August 2023, the Community Engagement Committee has gathered community input through various methods to create a community-wide document that will help guide investments beyond just the Green CHIPS Community Investment Fund.

The Urgency of Now: Shaping Our Shared Future

The creation of the Community Priorities Document emerges at a crucial juncture, embodying a blueprint for action and collaboration. It's not merely a catalog of aspirations but a testament to the sense of urgency and collective resolve that defines this moment. While some initiatives under the document's purview are already unfolding—thanks to efforts by Micron, Empire State Development, and local partners—the document serves as a beacon, guiding ongoing and future investments to areas most critical for sustainable, inclusive growth.

The Community Priorities Document is meant to be a dynamic and evolving guide and will adapt to changing community needs and priorities over time. It underscores the region's readiness to pivot, innovate, and capitalize on the unprecedented opportunities the Micron investment brings. With a forward-looking gaze, it calls on every community member to lend their voice, vision, and vitality to this transformative endeavor.

As we stand on the precipice of an era defined by innovation, growth, and shared prosperity, the Community Priorities Document encapsulates our collective commitment to not just envision a brighter future but actively forge it. It beckons the community to rally, to participate, and to shape the trajectory of growth, ensuring the Micron investment becomes a cornerstone of a prosperous legacy for generations to come. This is our moment—urgent, pivotal, transformative.

A Guide for Using the Community Priorities Document and Recognition of Initiatives Underway

The Community Priorities Document is meant to be a dynamic and evolving guide, and will adapt to changing community needs and priorities. It doesn't rank priorities or guarantee funding from the Green CHIPS Community Investment Fund but reflects the region's collective responsibility.

The document is based on extensive feedback from residents, leaders, experts, and service providers and captures needs across the entire region. It is not meant to suggest a one-for-one approach across counties and municipalities. Some strategies, programs, and activities included here might already exist in one place, yet other places might still need investment and support.

The Community Engagement Committee emphasizes the importance of ongoing public engagement to ensure the community's evolving priorities are accurately represented. This process is vital for shaping a thriving future and harnessing the investment for lasting positive change in the region. Community members are encouraged to stay involved and contribute to this transformative journey.

Community Engagement Committee Mission Statement

The Community Engagement Committee is steadfast in its mission to discern and prioritize the needs of Central New York, crafting a strategic framework to guide investments across various key sectors. We aim to ensure that our community thrives today and evolves into a beacon of prosperity and opportunity for future generations.

Our approach is rooted in comprehensive and inclusive engagement. We are committed to fostering bottom-up participation and harnessing the collective wisdom of our diverse communities. Through this, we aim to capture a wide spectrum of perspectives, ensuring every voice from our multifaceted populace is heard, acknowledged, and valued.

About the Community Engagement Committee

Constituted by diverse community leaders, experts, and advocates, the Community Engagement Committee represents a broad swath of perspectives, experiences, and expertise.

Key Responsibilities of the Community Engagement Committee

- **Broad-Based Community Involvement:** Promoting and facilitating inclusive participation from all corners of Central New York, engaging residents, local groups, and stakeholders in meaningful dialogue and feedback loops.
- **Development of the Community Priorities Document:** Meticulously compiling and synthesizing community inputs to craft a comprehensive document that reflects the collective vision and aspirations of the region.
- **Advisory Role:** Offering informed guidance to Micron, Empire State Development, and other potential investors regarding the community's priorities, ensuring that investment decisions resonate with the needs and desires of the community.

It's important to note that the Community Engagement Committee's function is advisory and consultative. **The committee does not engage in direct funding allocation, project evaluation, or solicitation on behalf of funders.** Moreover, the Community Engagement Committee operates independently of processes involving environmental assessments, sustainability studies, or governmental incentives.

Though this document will help guide the implementation of the Green CHIPS Community Investment Fund, not every priority area identified by the Community Engagement Committee will receive funding from the Green CHIPS Community Investment Fund.

The Significance of the Community Engagement Committee's Involvement in Grounded Decision-Making

The Community Engagement Committee's engagement process is a testament to the power of community-driven decision-making. Members of the CEC engaged with the community for over 400 hours from August to February 2024. This extensive effort includes:

- Proactive outreach, extending invitations for broad-based participation in the Community Engagement Committee's initiatives.
- Empathetic listening to the diverse experiences and needs of residents, ensuring diversity of voices are heard.
- Diligent organization and analysis of extensive community feedback, shaping a nuanced and reflective Community Priorities Document.

This ground-up approach underscores the Community Engagement Committee's commitment to placing the community's voice at the forefront, ensuring that the strategies and recommendations within the Community Priorities Document genuinely resonate with and reflect the aspirations, concerns, and needs of our community

Through public listening sessions, focus groups, surveys, direct input, and more, we heard from more than 10,000 individuals and over 316 organizations, ensuring that the voices of residents were incorporated at every step of the process in developing the Community Priorities Document.



Core Considerations

The Community Priorities Document focuses on key factors ensuring effective and equitable development strategies. These include prioritizing benefits for socially and economically disadvantaged groups to address the impact on vulnerable populations. Not all priority areas identified in the document will receive funding from Micron or Empire State Development through the Green CHIPS Community Investment Fund. Economic considerations involve assessing potential growth or savings and ensuring a positive return on investment. Practical aspects like time, resources, and capacity are critical in assessing feasibility. Community engagement is gauged through demand and support, ensuring projects resonate with local needs. Strategic alignment is crucial, with investments needing to match broader regional objectives such as *CNY Rising*. Finally, sustainability and long-term viability are evaluated to ensure enduring benefits and adaptability of the investments.

- **Impact on Vulnerable Populations:** Prioritizing benefits for socially and economically disadvantaged groups.
- **Economic Return on Investment:** Focusing on potential economic growth or savings.
- **Feasibility Assessment:** Considering practicality regarding time, resources, and capacity.
- **Community Demand & Support:** Measuring community interest and backing.
- **Alignment with Strategic Goals:** Ensuring investments align with broader regional objectives.
- **Sustainability & Long-Term Viability:** Evaluating investments' immediate impacts, lasting benefits, and adaptability.

Embedding Equitable Economic Development in the Community Priorities Document

Equitable economic development is achieved when the policies and programs used to spur growth are specifically designed to ensure that historically socially and economically disadvantaged communities and individuals share in the benefits of growth — including job creation and retention, wealth creation, and overall improvements in economic well-being.

The Community Priorities Document recognizes priorities that speak to the needs of socially and economically disadvantaged communities and residents, which is a term that the Community Engagement Committee has adapted from the Small Business Administration and other federal agencies. Socially and economically disadvantaged residents are residents who have been subjected to racial or ethnic prejudice or cultural bias within society because of their identities as members of groups and without regard to their individual qualities, stemming from circumstances beyond their control. This also includes individuals whose ability to compete in the free enterprise system has been impacted due to diminished capital and credit opportunities as compared to others in the same or similar line of business who are not socially disadvantaged. Further included are individuals from underrepresented populations, such as rural poor, LGBTQIA+, veterans, and individuals with disabilities.

Community Priorities Document Guiding Principles

The Community Priorities Document is a guiding framework for Central New York, focusing on impactful, economically viable, and feasible investments aligning with regional strategic goals. The following principles are necessary, across all areas of investment, to ensure a vibrant future for all Central New York community members.



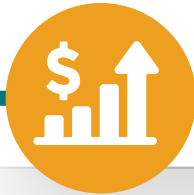
Data-Driven and Community-Centered Approach

Elevating community interests through comprehensive data analysis and diverse community engagement, fostering strategies with broad support to ensure equitable outcomes.



Transparency

Collecting and communicating relevant information to advance informed decision-making and accountability based on metrics and lived experience to achieve successful implementation.



Equitable Development

Maximizing economic returns and advancing equitable economic development, especially for historically socially and economically disadvantaged populations, so that all community members benefit.



Diversity Enhancement

Enhancing regional diversity through equitable and inclusive policies, practices, and programs necessary to build a vibrant, connected region where all people and businesses can prosper.



Smart Growth

Emphasizing strong economies, communities, and environments by promoting diverse building and housing options and transportation systems, concentrating development to reduce sprawl, and optimizing infrastructure investments.



Good Jobs

Creating access to good jobs with fair wages, career advancement opportunities, job security, and safe, engaging work environments so that all community members have access to economic mobility.



Sustainability and Adaptability

Emphasizing long-term viability through adaptable investments that can be practically implemented to create enduring community benefits for all.



Community Engagement and Data Assessment

Community Engagement Methodology

Members of the CEC engaged with the community for over 400 hours from August to February 2024. The Committee adopted a comprehensive and inclusive methodology to develop the Community Priorities Document, ensuring that the voices of residents were central to the process. This approach involved:

- **Inclusive Outreach and Continuous Engagement:** The Community Engagement Committee is committed to ongoing dialogue and partnership with the community, making the community's voice a driving force in decision-making.
- **Collaborative Efforts with Local Leaders and Credible Messengers:** Working with local leaders and credible messengers, the Community Engagement Committee endeavored to raise awareness and encourage broad participation, especially from underrepresented groups.
- **Co-Creation and Tailored Recommendations:** The Community Engagement Committee emphasized co-creation with the community and stakeholders, ensuring that the Community Priorities Document's recommendations were relevant and resonated with local needs.
- **Language Accessibility and Bilingual Support:** To ensure inclusivity, the Community Engagement Committee provided materials in Spanish and employed bilingual facilitators to address language barriers.
- **Diverse Outreach and Engagement Formats:** The Community Engagement Committee used a hybrid approach, including in-person workshops, virtual focus groups, interviews, and an extensive online engagement platform.
- **Regular Review and Reflection in Community Engagement Committee Meetings:** Monthly meetings were held to analyze engagement metrics, review community feedback, and adapt engagement strategies.
- **Surveys for Broad Community Insight:** Two-phase surveys, available in English and Spanish, gathered community sentiments, needs, and priorities, helping to shape the Community Priorities Document.
- **Focus Groups for Detailed Feedback:** The Community Engagement Committee conducted focus groups across five counties (Cauyga, Cortland, Madison, Onondaga, and Oswego), in various formats, ensuring diverse community participation.
- **Public Meetings for Direct Community Engagement:** Two significant public meetings were held to introduce the Community Priorities Document initiative, share progress, and gather community input.

This methodology ensured a dynamic, responsive, and inclusive engagement process, adapting to community input and refining strategies. The insights and outcomes from these diverse engagement activities are comprehensively detailed in the appendix, providing a complete overview of the engagement activities and their impact on shaping the Community Priorities Document.



Data Assessment Methodology

The planning team engaged in a comprehensive analysis of qualitative and quantitative data to support the development of the Community Priorities Document. This analysis incorporated data from a range of sources, including CNY Vitals, the American Community Survey (ACS), Lightcast™, United for ALICE, and the National Equity Atlas, among others. The process involved carefully examining these diverse datasets to ensure a data driven approach in stakeholder engagement, strategy formulation, and overall planning. The quantitative approach included accessing the most up-to-date available data, studying recent trends, reviewing each county and the region as a whole, and making comparisons to the state and US data where possible.

The key findings from this data assessment were integrated throughout the Community Priorities Document to substantiate and validate the community priorities identified. This methodology ensured that the Community Priorities Document was grounded in factual, comprehensive data analysis, reflecting the real needs and circumstances of the community.

Harnessing Opportunity: Community Priorities for Central New York

Process of Identifying Priorities and Organizing Priority Areas

Bringing together community-identified needs and opportunities in the Community Priorities Document involved continually reviewing engagement feedback from various sources. Feedback was gathered from the project's dedicated CNYCEC.org website, surveys, focus groups, and public meetings. Regular meetings with community leaders and organizations were held to ensure diverse representation and understanding of cross-cutting themes. This comprehensive approach helped identify and integrate community needs and perspectives into the Community Priorities Document, highlighting the interdependence of different priority areas. Though not every priority area can be supported by the Green CHIPS Community Investment Fund, additional resources will be sought to address the priorities that fall outside of the fund's purview.

A key realization emerged in identifying and organizing the document's six key priority areas. **It is clear that most community priorities are deeply interconnected and cannot be addressed in isolation.** To build a more equitable

and prosperous future, especially in the context of rapid economic growth, addressing certain priorities will almost certainly produce impacts on other priorities. For instance, investing in child care and family support services can help working parents enroll in job training programs and embark on lucrative new careers.

This comprehensive approach recognizes that improvements in one area, such as housing or workforce development, can have significant ripple effects on others, like community health and small business support. A holistic strategy that concurrently tackles the priority areas is essential for sustainable and inclusive growth in the region.

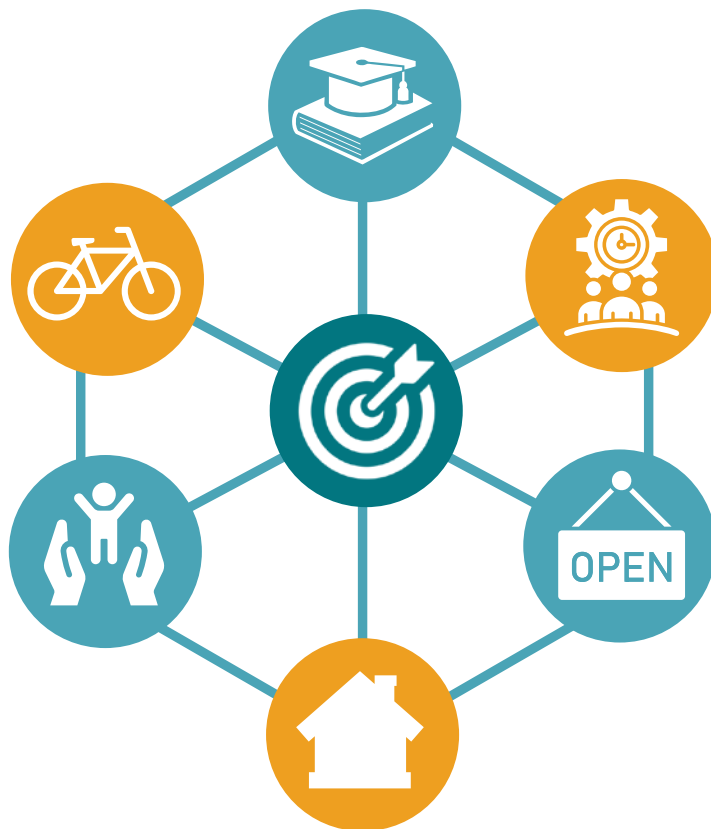
Progress on some priorities is already underway through initiatives by Micron, Empire State Development, Onondaga County, and other state and local partners. This document does not comprehensively capture all the efforts that are currently underway.

This document captures needs across the entire Central New York region and is not meant to suggest a one-for-one approach across counties and municipalities — while some strategies, programs, and activities included in the Community Priorities Document might already exist in one place, other places might still require continued investment and support.

Identifying Community Needs and Priority Areas

The Community Priorities Document identifies a set of priorities, strategies for addressing them, and indicators for measuring progress. These priorities, strategies, and indicators are arranged by priority area and informed by the guiding principles and core considerations established by the Community Engagement Committee.

This comprehensive approach helped identify and integrate community needs and perspectives into the Community Priorities Document.



Priority Areas

1. **Educational Resources and Access**
2. **Workforce Exposure, Development, and Job Opportunities**
3. **Minority-, Women-, Veteran-Owned Business Enterprises and Small Businesses**
4. **Housing, Community Development, and Quality of Place**
5. **Community Health and Family Supports**
6. **Sustainable and Equitable Infrastructure Development**

A key realization emerged in identifying and organizing the document's six priority areas. Community priorities are **deeply interconnected and cannot be addressed in isolation**. Though not every priority area can be supported by the Green CHIPS Community Investment Fund, additional resources will be sought to address the priorities that fall outside of the fund's purview.



Community Priorities

Micron’s historic investment represents a once-in-a-generation opportunity to remake our region and our economy. The Community Engagement Committee was formed to ensure that the benefits of this moment are felt in every corner of Central New York’s communities. To seize this moment, we need to connect Central New Yorkers to new opportunities while mitigating the risks that can come with economic growth. While all the priorities identified through our wide-ranging community engagement efforts are critical, these immediate priorities require resources in the short term to amplify the benefits of this moment for those who need it most while protecting vulnerable communities from any challenges posed by rapid economic growth.

Educational Resources and Access

- Strengthen the integration of STEAM, literacy, and social-emotional supports programming into the K–8 education system
- Create career and workforce readiness opportunities in grades 8–12

Workforce Exposure, Development, and Job Opportunities

- Actively engage high school students and lifelong learners in workforce exposure programs to align their skills with evolving industry needs
- Strategically develop and expand workforce development and opportunity programs to enhance skill sets, meet industry demands, and foster employment growth
- Develop and implement workforce support services

Minority-, Women-, Veteran-Owned Business Enterprises and Small Businesses

- Actively enhance and support Minority, Women, and Veteran-Owned Business Enterprises
- Strategically support and grow the small business support ecosystem

Housing, Community Development, and Quality of Place

- Enhance and develop diverse and sustainable housing development initiatives

Community Health and Family Supports

- Strengthen child care and family supports initiatives

Additional priorities include:

- **Housing, Community Development, and Quality of Place:** Revitalize and connect community spaces and recreation
- **Child Care and Family Supports:** Enhance community health and healthcare
- **Sustainable and Equitable Infrastructure Development:** Create a sustainable and inclusive transportation network that enhances connectivity, prioritizes safety, supports economic growth, and minimizes environmental impact, and modernize and sustainably manage utilities and natural resources for resiliency and sustainability



Priority Area: Educational Resources and Access

Improving the educational landscape for grades pre-K through grade 12 has been identified as a top priority by community members, who reported that bolstering education in the region would be “paramount” to ensuring our community can take advantage of economic opportunities, especially those Micron’s investment will bring.

The region has a higher share of students graduating high school with both career and technical education and science pathway completion compared to the state as a whole.¹ However, there are significant disparities within the Central New York region that must be addressed. While the high school graduation rate for the region of 86% is only slightly below the state average of 87% and the national average of 89%, just 69% of eligible students in the Syracuse City School District graduated last year.²

Through various engagement channels, community members have identified specific education priorities ranging from science, technology, engineering, arts, and mathematics (STEAM) programs to literacy integration for pre-K through 8th grade and career exploration programs. They advocated for expanded career and technical education access for high schoolers.

To build on the region’s success of STEAM integration and career and technical education and science pathway completion graduation rates, additional STEAM resources are needed. Paid job experiences, technical training, and access to mentors in targeted career pathways — especially when offered to students from historically underrepresented backgrounds — could significantly boost opportunities for high school and postsecondary success and prepare students for jobs of the future while solidifying diverse talent pipelines for employers in the region. Such efforts would ensure our youth are well prepared to thrive in a rapidly evolving global economy.

Feedback from community members has also highlighted the significance of early education. Additionally, there has been an emphasis on the crucial need for holistic supports beyond academic programming, particularly critical in pre-K through 8th grade as students develop key skills, foster a passion for learning, and develop cognitively and emotionally. These are all vital for students’ long-term educational and personal success.

1. Fourth Economy Analysis of New York State Education Department Data, 2021–2022

2. Fourth Economy Analysis of New York State Education Department Data, 2021–2022 and ACS 5-Year Estimates, 2017–2021



In Numbers

The region has a higher share of students graduating high school with both career and technical education and science pathway completion compared to the state as a whole. However, there are significant disparities within the Central New York region that must be addressed. While the high school graduation rate for the region of 86% is only slightly below the state average of 87% and the national average of 89%, just 69% of eligible students in the Syracuse City School District graduated last year.³ Given the growth of new technical education and STEAM programs in the region, and the increased need in the workforce to develop these skills, continued support of existing and new programs that expose students to STEAM and increase access to technology is critical to preparing students for jobs of the future and securing a strong talent pipeline.



What We Heard

“Curriculum for STEAM with focus on statewide K-12 education to build the [talent] pipeline will be critical.”

“The emphasis on education — STEAM education, early literacy, creating a learning culture — is an opportunity for our community.”



From Focus Groups

In focus groups with high school students, students themselves emphasized the need for more internships, and a more diverse range of class options.

In Community Engagement Committee working sessions, the group discussed that both workforce development and education recommendations should take a holistic life cycle approach to address needs at the household level rather than the individual level.



Community Input

Among survey respondents, education was ranked as the third-highest priority overall, with almost a quarter of respondents ranking it as one of their top two priorities for investment. Many survey respondents expressed that educational opportunity is the foundation for a healthy workforce, economy, and community: “Education is the essential foundation and best predictor of future success.”

3. Fourth Economy Analysis of New York State Education Department Data, 2021–2022

Immediate Priority: Strengthen the integration of STEAM, literacy, and social-emotional supports programming into the K–8 education system

Strategies:

- **Foundational Learning Programs in STEAM:** Emphasize foundational learning programs to build exposure to and excitement for STEAM topics and careers.
- **STEAM Integration:** Explore new ways to incorporate science, research-based technology, engineering, arts, and mathematics into everyday education.
- **Technology Access:** Enhance the availability of technology tools in the classroom for young learners.
- **Educator Resources:** Increase professional development opportunities and access to resources supporting STEAM programming for teachers and instructors.
- **Literacy Integration:** Support researched-based literacy practices, professional development, literacy support professionals, and research-based out-of-school-time programs.
- **Critical Skills Development:** Enhance resources to support development of teamwork and social skills through cognitive behavioral therapy or other means.

Informed by community engagement and underscored by compelling data, there's an urgent call to enhance STEAM (science, technology, engineering, arts, and mathematics) education and related programming across K–8 systems in Central New York. This initiative goes beyond responding to local demands, positioning itself as a strategic alignment with broader economic and educational trends. Current statistics spotlight a significant gap, revealing that only a small fraction of students complete high school with both career and technical education and science pathway credentials.⁴ This discrepancy highlights the critical need for a strong foundational education in these disciplines from an early age.

Community feedback has clearly underscored the importance of not only reinforcing STEAM disciplines but also integrating comprehensive literacy programs and holistic social-emotional supports within early education.

These components are crucial for students' holistic development, equipping them with essential skills, a passion for continuous learning, and emotional resilience to navigate future labor market complexities and societal challenges. Such educational strategies, deemed indispensable in pre-K through 8th grades, lay a solid foundation for students' long-term academic achievements and personal growth.

The urgency for action is amplified by the current economic landscape and rapid technological advancements. As Central New York emerges as a burgeoning hub for innovation and manufacturing, it becomes paramount to align educational outcomes with the skills demanded by the future workforce. Thus, enhancing STEAM and literacy programming, along with strong social-emotional learning frameworks, is a strategic economic necessity as much as an educational imperative.

4. Fourth Economy Analysis of New York State Education Department Data, 2021–2022

Immediate Priority: Create career and workforce readiness opportunities in grades 8–12

Strategies:

- **Advanced STEAM Learning:** Offer specialized research-based STEAM programs in alignment with the STEAM school and throughout the region.
- **Career and Technical Education:** Create and expand Career and Technical Education and Pathways in Technology Early College High School programming in high school settings throughout the region.
- **Career Exploration Programs:** Introduce diverse career paths through hands-on experience in career exploration programming.
- **Inclusive Workforce Readiness Initiatives:** Specifically target programming and supports in career exploration around socially and economically disadvantaged students.

In the critical developmental stage of grades 8–12, education plays a pivotal role in molding adolescents into informed, responsible adults.⁵ This period is marked by significant disparities in graduation rates across counties, races, ethnicities, and school districts in Central New York, notably among students with disabilities, those who are socially and economically disadvantaged, and English language learners.⁶ The number of “disconnected youth” (sixteen- to nineteen-year-olds who are neither working nor in school) in the region ranges from 4% in Madison County to 8% in Oswego County. Targeted educational investment is needed to bridge these gaps for young adults in the region.⁷

During this formative educational phase, students begin to carve out their future paths, diving deeper into subjects that pique their interest and laying the foundation for their professional journeys.

There’s a growing demand among high schoolers for a broader range of career and technical courses that not only impart practical skills but also open up avenues for career exploration. Innovative approaches, such as the partnerships forming around the STEAM school initiative, are essential in addressing these educational disparities and needs.

Identified priorities for this critical stage include the advancement of specialized, research-based STEAM programs aligned with regional initiatives and the expansion of career and technical education (CTE) and pathways in technology early college high school (P-TECH) programming. These efforts aim to introduce students to a variety of career paths through experiential learning and hands-on experience, with a keen focus on inclusivity and access for socially and economically disadvantaged students.

5. Fourth Economy Analysis of New York State Education Department Data, 2021–2022

6. Fourth Economy Analysis of New York State Education Department Data, 2021–2022

7. Fourth Economy Analysis of County Health Rankings, University of Wisconsin Population Health Institute, 2023

As the Community Investment Fund directs resources toward these initiatives, the expected outcomes include an expanded STEAM curriculum, more students pursuing CTE pathways, and targeted engagement efforts for economically disadvantaged students. The success of these investments should be measurable through increased completions of STEAM and CTE pathway programs, as well as postsecondary STEAM program completions, signaling a direct response to the urgent need for tailored educational opportunities that prepare all students for the complexities of the modern workforce and societal challenges. This strategic focus not only addresses immediate educational disparities but also aligns with broader economic shifts, positioning youth to thrive in an evolving global economy.

Indicators to Measure Progress

In the context of our region's evolving economic landscape, bolstered by unprecedented investments like Micron's, the need to track educational outcomes becomes even more significant. The chosen indicators to measure progress in educational resources and access not only reflect the commitment to enhancing STEAM education but also emphasize the importance of equitable access to these opportunities for all students, regardless of race or ethnicity.

Enrollment in Technical Pathways:

Recognizing the value of alternative career pathways, this indicator focuses on the completion rates in high school and post-high school technical and vocational programs. It underscores the importance of offering diverse

educational opportunities that cater to the varied interests and strengths of students. By tracking enrollment and completion rates in these areas, the region can ensure that its workforce development strategies are comprehensive, addressing not only traditional academic routes but also the technical skills required by emerging industries. (Source: Integrated Postsecondary Education Data System - Annually)

STEAM Program Enrollment and Completions at Postsecondary Institutions:

This metric provides valuable insights into the effectiveness of STEAM education initiatives at the higher education level, gauging how well current programs align with the demand for skilled workers in these critical fields. By tracking the number of students enrolling in, and completing, STEAM programs annually, stakeholders can assess the strength of the region's pipeline for delivering qualified candidates into the workforce. (Source: Integrated Postsecondary Education Data System - Annually)

Enrollment and Program Completions at Postsecondary Institutions by Race and Ethnicity:

This indicator sheds light on the inclusivity and accessibility of postsecondary education programs. By ensuring that students from all backgrounds are achieving program completions, this metric serves as a benchmark for the success of diversity and equity initiatives within educational institutions. It's a direct measure of progress toward breaking down systemic barriers and creating a more inclusive workforce. (Source: Integrated Postsecondary Education Data System - Annually)



Priority Area: Workforce Exposure, Development, and Job Opportunities

The announcement of Micron’s \$100 billion investment and the more than 50,000 new jobs it’s expected to generate marks a pivotal moment for our region. This investment is not just about job creation; it’s a transformative opportunity that necessitates immediate action to ensure our workforce is prepared for the influx of high-paying and diverse roles. The emphasis on workforce exposure, development, and job opportunities is critical now more than ever to bridge the current skills gap, enhance our educational systems, and align workforce development efforts with the fast-approaching economic expansion.

This priority area is designed to equip our residents, especially high school students and those entering the workforce, with the necessary skills, training, and exposure to thrive in a rapidly evolving job market. By aligning our workforce development strategies with the needs of the semiconductor industry and the broader economic landscape, we ensure that the region not only benefits from but also contributes significantly to the state’s growing semiconductor sector. This moment represents a unique opportunity to strengthen our economic foundation and is one that New York State has already taken strides to advance through the announcement that a flagship

One Network for Regional Advanced Manufacturing Partnerships (ON-RAMP) facility will be located in the City of Syracuse and the initial planning work provided by the Future-Ready Workforce Innovation Consortium

Micron’s investment is anticipated to generate over 50,000 new jobs statewide, most of which will be based in Central New York. Of these new jobs, 9,000 are new high-paying Micron jobs with an average annual salary of over \$100,000. An estimated 40,000 new community jobs will be created including suppliers and contractors as well as thousands of prevailing wage construction jobs. This growth will support the state’s already strong semiconductor industry, building on the current 76 semiconductor companies — including global leaders such as GlobalFoundries, Wolfspeed, onsemi, and IBM — that employ over 34,000 New Yorkers.^{8,9}

Residents have prioritized bridging the gap between education and the workforce by fostering a seamless transition for high school students and beyond. This priority area aims to provide diverse workforce exposure, enhance workforce development programs, and create ample job opportunities, ensuring a robust pipeline of skilled professionals ready to meet the region’s evolving economic demands.

8. [Hochul, Schumer, McMahon Announce: Micron is Coming to Onondaga County! Micron Will Invest an Unprecedented \\$100 Billion Over the Next 20-Plus Years to Transform Central New York Into a Global, Leading-Edge Semiconductor Manufacturing Hub](#), New York State, 2022

9. [Micron Agreement Frequently Asked Questions](#), Empire State Development



In Numbers

The region has 21 postsecondary institutions, with at least one in each county. In 2021, more than 18,000 programs were completed in the region. Yet, certificate program completions for the region declined 27% from 2016 to 2021, surpassing the state's decline of 13% and the reverse of the national trend of increased certificate completions, up 7%. Degree completions were similar in 2016 and 2021 and thus did not make up for the certificate declines.¹⁰



What We Heard

"One of the greatest challenges will be helping our neighbors from the community's poorest neighborhoods access the newly created jobs, especially those residents who do not have a strong record of employment or even the educational background to compete successfully for living wage jobs."



From Focus Groups

In one of the Community Engagement Committee focus groups, participants shared that, to deploy effective investments, it is critical to partner with trusted community leaders and organizations who can instill a belief in residents that opportunities are real and within reach. Offering programs during nondaytime hours, using simple language, providing translation and English language education, emphasizing representation through success stories, and administering programs recognizing international credentials are among the strategies identified for enhancing accessibility.



Community Input

Survey respondents ranked workforce development as the number one priority for community investment. Respondents mentioned the need to address workforce participation barriers like transportation, child care, and job training and support for young people entering the workforce for the first time. "Workforce development has been a need for a while, and now it will be exacerbated by the additional jobs needed by Micron. We need to work together to recruit more people into CNY and provide adequate training."

10. Fourth Economy Analysis of Lightcast™ and Integrated Postsecondary Education Data System, 2021

Immediate Priority: Actively engage high school students and lifelong learners in workforce exposure programs to align their skills with evolving industry needs

Strategies:

- **Job Shadowing and Career Exposure:** Enable observational learning experiences in various careers. Enhance outreach and career exploration, focusing on untapped talent.
- **Work-Based Learning Opportunities:** Broadly expand high school and early college internship opportunities. When appropriate, link these opportunities to on-the-job training or paid training programming.
- **Career-Specific Mentorship Programs:** Increase participation in new or existing mentorship programs in a variety of in-demand fields.

Lifelong learning and professional development opportunities are important for individuals at all education levels, including high school students, those with formal education, and those without. Certificate program completions for the region declined 27% from 2016 to 2021, surpassing the state's decline of 13% and the reverse of the national trend of certificate completions increasing 7%. Degree completions in the region were similar in 2016 and 2021, so they did not make up for the certificate declines.¹¹

Promoting lifelong learning in workforce exposure programs ensures everyone can adapt to and compete in a rapidly evolving job market. It benefits individuals in enhancing employability and career opportunities and supports community-wide economic growth and innovation, highlighting the importance of continuous learning across diverse educational backgrounds.

Now, as we stand on the brink of a significant economic shift, the focus on engaging high school students and lifelong learners in workforce exposure programs becomes crucial. These programs are not just about personal advancement; they are a strategic response to a changing job landscape, ensuring our community's readiness to embrace new opportunities and technologies. By promoting a culture of continuous learning and aligning training with future job requirements, we are preparing individuals and our community at large for a prosperous future in a competitive global economy.

11. Fourth Economy Analysis of Lightcast™ and Integrated Postsecondary Education Data System, 2021

Immediate Priority: Strategically develop and expand workforce development and opportunity programs to enhance skill sets, meet industry demands, and foster employment growth

Strategies Identified

- **Increased Output in Technical Programs:** Boost efficiency, participation, and graduate rates of technical degree and non-degree programs.
- **Employer Collaboratives:** Strengthen existing and launch new employer collaboratives to better link workforce development and curriculum development to current and projected demand.
- **Adult Learning Needs:** Implement skills-based recruitment and hiring practices, and develop adult education and certificate programs.
- **Upskilling and Reskilling Initiatives:** Better train and support educators and instructors on industry demand and skill needs.
- **Inclusive Hiring Practices:** Promote equitable hiring strategies.
- **Trade Schools and Career and Technical Education Investments:** Expand career and technical education focusing on practical skill development.
- **Traditional Pathways:** Support students' pursuit of postsecondary education with expanded scholarship programming and wrap-around supports.
- **Nontraditional Pathways:** Support students, adult learners, and community residents to pursue multiple career entry points, including bridge programs, certifications, apprenticeships, and other opportunities.
- **In-Demand Careers:** In addition to advanced manufacturing and technology-based careers, establish targeted workforce development programming in high-need areas, including child care, healthcare, construction, and education.

A study from the University at Buffalo Regional Institute found that lower-skilled workers in Syracuse are proximate to workforce training but not to job openings that are more abundant outside the city, such as areas to the north that are less accessible by public transit.¹² Lower-income rural and suburban residents often live closer to jobs, but the region's workforce training assets are concentrated around the urban centers.

Strategically developing and expanding workforce development and opportunity programs for all residents across the region is necessary to align the workforce's skills with current and future industry demands. This strategy not only enhances individual employability and career progression but also significantly drives overall employment growth and economic vitality. Feedback from stakeholders, including high school students, lifelong learners, and industry professionals, was integral to shaping these strategies.

12. *CNY Rising From the Ground Up*, Central New York Regional Economic Development Council, 2015

The University at Buffalo Regional Institute's findings illuminate a pressing challenge: the mismatch between the locations of lower-skilled workers and the burgeoning job opportunities, particularly those emerging in less accessible areas. This discrepancy not only highlights the geographic and logistical barriers to employment but also underscores the critical need for a comprehensive, region-wide approach to workforce development.

The time is now to bridge these gaps through strategic initiatives that not only bring training programs closer to where the jobs are but also tailor these programs to meet the evolving demands of industries poised for growth. By expanding workforce development efforts, we can ensure that all segments of our population—regardless of their current skill level or geographic location—have equitable access to the training necessary to participate in and benefit from the region's economic resurgence.

The Community Priorities Document identifies priorities related to traditional and nontraditional educational pathways. Traditional pathways include accredited public or private four-year colleges or universities with physical campuses. Nontraditional or nonlinear pathways include online degree programs, competency-based education, associate degree programs, career and technical education programs, certificate programs, apprenticeships, and military service.



Immediate Priority: Develop and implement workforce support services

Strategies Identified

- **Comprehensive Services:** Offer centralized, easy-to-access resources needed to connect employers in high-growth manufacturing industries with job seekers who want to pursue family-sustaining careers in those industries.
- **Career Counseling:** Assist with career planning and development.
- **Workforce Supports for New Americans:** Provide targeted support and assistance for New American communities, including language learning and cultural integration assistance for immigrants and refugees.
- **Workforce Supports for Socially and Economically Disadvantaged Communities:** Provide targeted support and assistance for socially and economically disadvantaged community members, such as paid internship programs for low-income students and reentry programs and employment programs for those who have been previously incarcerated.

Workforce support services are essential for promoting a robust and adaptable workforce. The region's labor force participation rates for those age sixteen and older tend to be at or below the national average, but this fluctuates significantly by race; for example, while the labor force participation rate for white, non-Hispanic residents ranges from 58% in Madison County to 64% in Cortland County against 62% nationwide; for Black, non-Hispanic residents this rate ranges from 19% in Cayuga County and 43% in Madison County to 62% in Cortland County against the national rate of 63%.¹³

By offering comprehensive services, such as centralized resources for employers in high-growth industries and job seekers, these programs aim to build a workforce capable of sustaining families and contributing to economic growth. Additional support for New Americans through language and cultural integration programs and career counseling services in various settings ensures inclusivity and accessibility in workforce development, addressing diverse community needs and facilitating career advancement for all individuals.

The Community Priorities Document recognizes New Americans consistently with New York State's Office for New Americans definition for its delivery of services. Accordingly, New Americans are any "individuals born abroad and their children, irrespective of immigration status, New York understands the complexity of each individual's situation and, as such, New Americans are not defined solely by their immigration status but by their desire to contribute to the State's social, civic, and economic life."¹⁴

13. Fourth Economy Analysis of ACS 5-Year Estimates, 2017-2021

14. *About the Office for New Americans*, Department of State, New York State, 2023

Indicators to Measure Progress

These investments herald a new era of economic growth, making it crucial to ensure the regional workforce evolves in tandem, equipped with the skills and opportunities to thrive in high-demand industries. The selected indicators aim not just to track immediate outcomes but also to ensure the equitable distribution of these burgeoning opportunities across all community sectors, particularly among historically disadvantaged groups.

Labor Force Participation Rate: A rise in the labor force participation rate signals the successful integration of marginalized community members into meaningful employment and ensures that the regional workforce is able to meet the demands of the Micron moment. (Source: Census American Community Survey - Annually)

Inclusivity and Diversity Metrics: This indicator will evaluate the diversity and inclusivity of the workforce by examining recruitment practices and employee demographics across industries. It aims to identify progress toward creating a workforce that mirrors the community's diverse composition, ensuring all groups benefit from economic opportunities. (Source: Labor Department and industry reports)

Skill Development Programs: By assessing the reach and impact of skill development programs, this indicator will gauge how well educational initiatives in our region are aligning with industry needs. It focuses on bridging the educational-to-industry gap, ensuring programs are responsive to the fast-evolving demands of the job market. (Source: Labor Department and industry reports)



Photo: VIP Structures



Priority Area: Minority-, Women-, Veteran-Owned Business Enterprises and Small Businesses

In light of the historic Micron–Empire State Development agreement, our region is poised for a transformative economic shift. Micron’s commitment to allocate a significant portion of its construction and annual operating expenses to diverse suppliers underscores the crucial role of Minority-, Women-, Veteran-Owned Business Enterprises (MWVBES) and small businesses as well as LGBTQIA+-owned enterprises and those owned by people with disabilities.¹⁵ This initiative not only facilitates direct participation in Micron’s development but also anticipates the broader economic ripple effects, including increased demand across sectors like food services, real estate, healthcare, and finance, essential for sustaining the region’s quality of life.

The Micron agreement is expected to add an annual average of \$16.7 billion in real economic output and \$9.6 billion in real gross domestic product to the state from 2025 to 2055.¹⁶ MWVBES and small businesses will continue to play a pivotal role in fostering economic growth. This priority area aims to empower these enterprises through enhanced certification access, capacity building, financial support, inclusive procurement practices, and a robust entrepreneurial ecosystem.

Recognizing the strategic importance of MWVBES and small businesses in harnessing this growth, the region can bolster these entities through targeted support measures. These include streamlining certification processes, expanding capacity for scalability, extending financial assistance, advocating for equitable procurement opportunities, and fostering a dynamic entrepreneurial ecosystem.

Such targeted support not only equips MWVBES and small businesses to capitalize on immediate opportunities arising from Micron’s investment but also prepares them to meet the evolving demands of a growing population. This concerted effort ensures that the impending economic transformation benefits a broad spectrum of the community, reinforcing the foundation for a resilient and inclusive economic future.

15. [Micron Agreement Frequently Asked Questions](#), Empire State Development, 2023

16. [Micron Agreement Frequently Asked Questions](#), Empire State Development, 2023



In Numbers

The region has 269 minority-owned businesses and 1,757 women-owned businesses. Most of these are small businesses and have been in operation for at least ten years.¹⁷



What We Heard

“There is a need to address specific small business needs, including bonding, banking, insurance, and back office support. Chambers of Commerce can help with business support. Still, there is also a need for a structured, sustainable mechanism to help businesses tap into the vast funding opportunities beyond just the Micron investment.”



From Focus Groups

In one of the Community Engagement Committee focus groups, participants emphasized the value of hands-on workshops to help businesses prepare, such as assistance with completing the MWVBE certification application. There is also a desire for educational resources to help businesses scale on contracting, insurance requirements, and lending. Participants expressed excitement about the business growth opportunities and the resulting job creation.



Community Input

Survey respondents who ranked small business supports as a top priority for investment mentioned how critical small businesses are to community success, growth, and innovation. “Thriving small businesses create thriving communities.”

17. Fourth Economy Analysis of Lightcast™ and DatabaseUSA.com Data, 2022

Immediate Priority: Strategically support and grow the small business support ecosystem

Strategies Identified

- **Entrepreneurial Ecosystem Enhancement:** Strengthen the overall entrepreneurial ecosystem by addressing lending needs and capital deserts, and supporting business expansion in an economic-growth environment.
- **Business Development and Market Expansion:** Enhance small business operational and financial capabilities while providing resources and guidance to expand market reach domestically and internationally.
- **Innovation and Technology Adoption:** Create resources and services to support small businesses' ability to adopt new technologies and innovative practices to remain competitive in a rapidly evolving business landscape.
- **Outreach and Communication:** Increase outreach efforts to small businesses to clarify future opportunities beyond construction and support for scale-up in response to a growing population.
- **Networking and Collaborative Opportunities:** Create platforms for priority businesses to connect with larger corporations and economic development organizations for mutual growth and opportunity expansion exploitation.
- **Focused Resource Allocation:** Direct specific resources and support services to businesses identified as critical or high priority within the community.

Enhancing the entrepreneurial ecosystem, particularly addressing lending needs and venture capital deserts, and supporting business growth postpandemic, will foster innovation and economic growth. Most of the region's businesses (85%) are small businesses with fewer than twenty employees; however, the region's share of these establishments is lower than the state's (89%) and the nation's (86%).¹⁸ The strategy involves building a network of investors, mentors, and entrepreneurs to nurture a dynamic and supportive business environment.

Immediate Priority: Actively enhance and support minority-, women-, and veteran-owned business enterprises

Strategies Identified

- **Certification and Access:** Expand initiatives to assist more qualifying minority, women, and veteran-owned businesses in achieving minority-, women-, veteran-owned business enterprise certification.
- **Capacity Building and Scaling:** Expand existing and launch more programs, accelerators, and incubators that assist small and minority-, women-, veteran-owned business enterprise businesses in scaling up, allowing them to handle larger contracts and effectively compete.

18. Fourth Economy Analysis of Census Bureau County Business Patterns, 2021

- **Funding and Financial Support:** Support and scale a variety of financial assistance avenues for minority-, women-, veteran-owned business enterprises, such as low-interest loans, grants, and financial literacy programs.
- **Inclusive Procurement Practices:** Partner with larger regional businesses to drive stronger utilization of Minority-, Women-, Veteran-Owned Business contractors and vendors.
- **Diverse Supply Chain Supports:** Provide targeted support and centralized resources to diverse suppliers so that they have proper policies, certifications, and other items their buyers require.

Enhancing and supporting minority-, women-, veteran-owned business enterprises fosters a diverse and inclusive business environment. This support not only helps level the playing field by providing equal opportunities for these businesses but also enriches the economic landscape by embracing diverse perspectives and approaches in the marketplace.

There are 173 New York State-certified minority business enterprises and 360 women business enterprises¹⁹, indicating an opportunity to increase the number of certified minority-owned businesses and women-owned businesses, connecting them with important resources and procurement opportunities.

There is a lack of minority-owned businesses that are less than 3 years old²⁰ which points to the importance of supporting the development of new minority-owned businesses.

Indicators to Measure Progress

The regional economic renaissance, driven by substantial investments like Micron's notable initiative, underscores the crucial role of MWVBES and small businesses in maintaining growth momentum. The identified indicators are critical benchmarks designed to ensure these entities are key participants in Central New York's economic uplift, emphasizing equitable access and expansion opportunities across all sectors, especially those experiencing rapid growth. These indicators aim to capture the dynamism and resilience of MWVBES and small businesses amid significant economic changes, ensuring their development is in sync with the larger goals of the region's evolving economy.

Access to Capital: This measure assesses the flow of venture capital and financial resources that will empower MWVBES and small businesses to capitalize on the region's coming economic growth. (Source: Financial institutions, venture capital reports - Annually)

Employment Growth: This indicator tracks employment trends within MWVBES and small businesses, which are often the backbone of local economies. An uptick in employment figures within these enterprises not only signifies their health and capacity for growth but also reflects the broader economic vitality of the region. (Source: Census County Business Patterns - Annually)

19. Fourth Economy Analysis of New York State Certified MWBE Directory Data, 2023

20. Fourth Economy Analysis of Lightcast™ and DatabaseUSA.com Data, 2022



Priority Area: Housing, Community Development, and Quality of Place

As our region transitions into a semiconductor and technology-driven economy, the need for quality, diverse, and accessible housing, alongside vibrant community spaces, has never been more pressing. This need is underscored by New York's high ranking for cost-burdened renters and homeowners, with the region's housing stock showing signs of aging—over 90% built before 2000.²¹ Compounding the challenge, residential building permits in Central New York have seen a significant decline, averaging a 62% drop since 1990. This is in contrast to the state, for which residential building permits increased by 15% for the same period, and for the nation as a whole, which saw a 50% increase in residential building permits.²²

Residents prioritize community development focused on creating diverse, sustainable, and accessible housing options alongside enhancing the quality of life through improved public spaces and cultural initiatives. This comprehensive approach aims to foster vibrant communities that cater to the needs of all residents.

Strategies for community development emphasize not just housing but the creation of environments that enhance the quality of life for its residents.

This approach includes prioritizing sustainable development, accessibility for all income levels, and the integration of public spaces and cultural initiatives designed to enrich community life.

Parallel efforts, highlighted in studies like the Syracuse, Onondaga County, and Empire State Development housing studies, shed light on the nuanced challenges facing the region, from the decline of local stores in smaller towns such as Marcellus and Camillus to the broader implications of housing shortages on community cohesion. Such changes threaten the fabric of local communities, highlighting the urgent need for comprehensive development strategies that address housing affordability, sustainability, and the preservation of community assets critical for attracting and retaining residents in this new era of economic growth.

This expanded vision for regional development recognizes the interconnectedness of housing, community spaces, and economic vitality, aiming to foster communities that not only meet the practical needs of residents but also nurture sense of belonging and cultural richness that defines vibrant living spaces.

21. Fourth Economy Analysis of ACS 5-Year Estimates, 2017–202

22. Fourth Economy Analysis of Census Bureau Building Permits Survey Data, 1990–2023



In Numbers

Total residential building permits for the Central New York region have declined by an average of 62% since 1990. This is in contrast to the state, for which residential building permits actually increased by 15% for the same period, and for the national as a whole, which saw a 50% increase in residential building permits.²³ Within the Central New York region there is a significant disparity in homeownership by race. 71% of white households own their home compared to 30% of Black households.^{24, 25}



What We Heard

There is a need for greater “access to affordable, safe housing – including rental property, property for purchase, senior housing, and transitional housing.”

“The quality of schools, livable housing, and safety of the neighborhoods also discourage people from moving to or staying in the region.”



From Focus Groups

In Community Engagement Committee focus groups, participants noted their desire for various housing types in each community, within proximity to parks and public spaces, rather than segregating housing types. Housing education related to home ownership, financing, and tenant-landlord relationships will be critical to ensuring access to affordable housing. Additionally, there is a need for measures to prevent gentrification. In multiple focus groups, participants mentioned the importance of arts and culture, recreational opportunities, and vibrant downtown spaces for keeping young people in the region.



Community Input

Housing was a top priority for survey respondents, with over half of respondents selecting it as one of their top five investment priorities. Respondents mentioned a shortage of affordable housing options, an aging supply of housing, and a pressing need for “affordable and safe housing to attract and keep folks in CNY” for all residents, “from seniors to families.”

23. Fourth Economy Analysis of US Census Building Permits Survey, 1990–2023

24. Fourth Economy Analysis of National Equity Atlas IPUMS Data, 2020

25. [Reducing the racial homeownership gap](#), Urban Institute, 2022

Immediate Priority: Enhance and develop diverse and sustainable housing development initiatives

Strategies Identified

- **Mixed-Income Housing:** Support and encourage mixed-income housing development and densification.
- **Community Preservation and Wealth Enhancement:** Explore methods to benefit existing neighborhood residents from rising home values.
- **Infill, Rehabilitation and Reuse:** Prioritize the development and redevelopment of housing in and around existing residential infrastructure especially in disadvantaged neighborhoods and communities.
- **Creative Solutions for Affordable Housing:** Explore creative financing solutions to build and preserve new and affordable housing.
- **Homeownership Education and Support:** Increase awareness and support around the benefits of home ownership, considering development challenges and credit market factors.
- **Missing Middle Housing:** Direct new programming and investments to develop more missing middle and multifamily housing options.
- **Sustainable, Innovative, and Green Housing Solutions:** Prioritize eco-friendly, energy-efficient, and innovative homebuilding techniques to promote environmental stewardship.
- **Historic Home Rehabilitation:** Provide grants for rehabilitating historic homes to preserve cultural heritage and enhance livability.

Implementing diverse and sustainable housing development initiatives is particularly important as it addresses the region's unique housing challenges and opportunities. Around 20% of homeowners in the Central New York Region are cost burdened, and nearly 40 to 50% of all renters are cost burdened.²⁶ The region has an old housing inventory; more than 90% of the housing was built earlier than 2000, and there is a need for more supply.²⁷ By focusing on these strategies and tactics, we can ensure equitable housing access, revitalize urban areas, and enhance the overall quality of life for its residents, while also supporting environmental sustainability and preserving community heritage.

Additional Priority: Revitalize and connect community spaces and recreation

Strategies Identified

- **Support for Municipal Centers, Main Streets, and Central Business Districts:** Strengthen the resilience and vibrancy of the region's many downtowns.
- **Local Recreation Access Expansion:** Enhance access to local recreational facilities across various neighborhoods for broader community inclusion and engagement.
- **Winter Indoor Recreation Facilities:** Develop indoor spaces for community recreational use during colder months.
- **Third-Space Creation:** Develop community spaces that act as social surroundings separate from home and the workplace, enhancing community identity and social interaction.

26. Fourth Economy Analysis of ACS 5-Year Estimates, 2017–2021

27. Fourth Economy Analysis of ACS 5-Year Estimates, 2017–2021

- **Public Transit to Parks:** Improve public transportation routes to ensure easy access to parks and outdoor recreation areas.
- **Trail System Connectivity:** Connect existing trail systems to create an integrated network for biking and walking.
- **Local Arts and Cultural Initiatives:** Offer grants and resources to foster local arts, culture, and heritage projects.

Arts, entertainment, and recreation assets are critical to ensuring a vibrant region that engages residents and fosters a strong workforce. While the region has many parks and ongoing investment in trail systems, some areas lack access to local parks and outdoor recreation opportunities and equitable access to recreational opportunities in the winter. According to CNY Vitals, “Art industries have a greater economic impact in the Greater Syracuse area compared to regions of similar population size nationally. In Onondaga County arts-related nonprofits, culture organizations and their audiences spent over \$148 million in 2018 in direct expenditures, much higher than the median of about \$58 million in similar-sized regions.”²⁸

This strategy enhances the vibrancy and resilience of municipal centers, main streets, and central business districts. It aims to expand access to local recreational facilities, develop indoor recreational spaces for winter, improve public transit to parks, and connect trail systems.

Indicators to Measure Progress

The indicators chosen for this area are designed to measure not just the tangible outcomes of these efforts but also their impact on fostering an inclusive, equitable community environment. These metrics aim to capture the essence of development efforts, ensuring that as the region evolves, it remains a place where diverse populations can thrive, with access to affordable, quality housing and a life marked by diminished financial strain.

Diverse Housing Availability: This indicator tracks our region’s ability to meet the varied housing needs of different demographics and income levels as Micron’s investment increases the demand for housing in Central New York. (Source: Housing and Urban Development reports, local permitting records, community development agencies)

Percentage of Households That Are Cost Burdened: A decrease in the percentage of cost-burdened households would indicate the region’s ability to mitigate issues of gentrification and potential displacement by making Central New York more affordable and financially sustainable for community members. (Source: Census American Community Survey - Annually)

28. Economy & Arts, CNY Vitals, 2022



Priority Area: Community Health and Family Supports

Community health and family support systems form the bedrock of a thriving community, ensuring that every resident can partake in burgeoning economic opportunities. Notably, the care of children and adult family members emerges as a significant barrier to employment, with a pronounced impact on women’s workforce participation. Concerns around the affordability and availability of care, coupled with the necessity for culturally competent healthcare services, underline the pressing need for enhanced healthcare accessibility and family supports. This encompasses a comprehensive spectrum of services, from mental health supports to child and dependent care, aiming to uplift the overall well-being and economic resilience of families across the region.

The urgency to fortify health and family support structures gains further momentum against the backdrop of Micron’s monumental investment, expected to catalyze substantial employment growth. With 12% of Central New York’s census tracts identified as medically underserved—markedly better than the state average, yet still a concern—paired with uninsured rates lower than the state average, the disparities, especially in rural areas like Oswego County, spotlight the demand for equitable healthcare solutions.^{29, 30}

Moreover, the acute shortage of licensed child care identified by the Early Childcare Alliance, particularly for infants and toddlers, underscores a critical gap; with costs surpassing recommended affordability thresholds, many families face significant financial strain. As Central New York’s residents continue to age, the expanding caregiving responsibilities for working adults further accentuate the need for strategic, inclusive investments in health and family support systems, setting a foundation for sustainable economic and social growth.

“Family supports” is defined as policies, practices, and programs that positively contribute to economic security and success for families, including access to affordable, quality child care; support for workers caring for aging adults and family members with a disability or chronic illness; paid family and medical leave; and a living wage for all.

29. Fourth Economy Analysis of PolicyMap Health Resources and Services Administration Data, 2023

30. Fourth Economy Analysis of ACS 5-Year Estimates, 2017–2021



In Numbers

12% of census tracts in the Central New York region are considered medically underserved in some way, compared to 27% of census tracts at the state level.³¹ The uninsured rate for the region is lower than for the state, at 3.7%.³² Rural residents, in particular, experience health disparities. For example, in Oswego County, the most rural of the five-county region, life expectancy is lower (77.9 versus 80.3 for the state, but 77 nationally in 2021), adults report higher numbers of physically and mentally unhealthy days, and 13% of residents experience food insecurity (versus 10% for the state but 13% nationally).^{33, 34, 35}

There is not enough licensed child care to meet demand in the region, particularly for families with infants and toddlers. Child care is unaffordable for many families in the region, with infant care at a registered center costing an average of \$12,000 a year, more than 15% of the region's median family income³⁶ (the US Department of Health and Human Services recommends that the average family pay no more than 7% of their annual income on child care). At the same time, many working adults have caregiving responsibilities for older adults or chronically ill family members.

As the region's population continues to age, with 17% of the population already aged sixty-five and older (compared to 16% nationally), the number of working adults with caregiving responsibilities will likely increase.³⁷



What We Heard

"From my particular perspective, the growing need for substance use and mental health treatment is a current and ongoing challenge."

"We hope there will be strategic investments that lift everyone by breaking down racial segregation, reducing poverty, and addressing social determinants of health."

"There are not nearly enough affordable, reliable, and safe places for child care in the region, specifically in counties around Onondaga county."

31. Fourth Economy Analysis of PolicyMap Health Resources and Services Administration Data, 2023

32. Fourth Economy Analysis of ACS 5-Year Estimates, 2017-2021

33. Fourth Economy Analysis of County Health Rankings, University of Wisconsin Population Health Institute, 2023

34. [2022 County Health Rankings National Findings Report](#), University of Wisconsin Population Health Institute, 2022

35. [USDA ERS - Food Security and Nutrition Assistance](#), U.S. Department of Agriculture

36. Fourth Economy Analysis of the Department of Labor Women's Bureau National Database of Child care Prices, 2016-2018

37. Fourth Economy Analysis of ACS 5-Year Estimates, 2017-2021



From Focus Groups

In Community Engagement Committee focus groups, participants described recruiting, retaining, and supporting a qualified child care workforce as an immediate need. Additionally, they discussed how critical it is to address children’s mental and behavioral health needs, as well as wraparound services for families, to support young children’s healthy growth and development. Participants also highlighted the critical need for more sustained state and federal funding to cover the “true” cost of child care.

In other focus groups, some participants discussed how rural communities lack access to quality healthcare, and how it can take a long time for people to get help if they need medical care. Many focus group participants mentioned the critical need for more mental health supports for all populations.



Community Input

Over a third of survey respondents put child care as one of their top five investment areas. Respondents mentioned a lack of access to quality, affordable child care and the problem that poses for working parents. Respondents also described the importance of safe, quality spaces for young children in the region. “Affordable and high-quality child care is imperative for parents to be able to work...and children to develop their social, emotional and communication skills.”

Over 30% of respondents ranked healthcare as a top priority, citing the importance of better mental health services, affordable healthcare, and improved facilities. “Rural healthcare and mental health services need bolstering; they are already overtaxed and unable to service residents and families in need.”



Immediate Priority: Strengthen child care and family supports initiatives

Strategies Identified

- **Child Care Start-Ups:** Drive the creation of new child care start-ups with resources to support licensing, training, and business planning.
- **Home-Based Child Care Support:** Promote and support home-based child care options, providing more personalized and accessible care for children in a home setting.
- **Child Care Facility Improvements and Expansion:** Improve on and expand child care facilities to meet growing demand, ensuring sufficient safety, capacity, and convenience for parents.
- **Child Care Workforce Support and Expansion:** Implement and support programs that improve wages and job quality, and provide professional development opportunities for child care workers.
- **Cultural Competency Training for Child Care Providers:** Offer trainings for child care providers to enhance their understanding of and ability to cater to diverse cultural backgrounds, fostering an inclusive and understanding care environment.
- **Enhanced Assistance for Child Care Services:** Expand financial assistance programs to make child care more affordable for low-income families, alleviating the financial burden on parents and guardians.
- **Public Awareness Campaign for Child Care Options:** Support campaigns to raise public awareness about the various child care options and funding options available, assisting families in making informed decisions about their child care needs.
- **Improved Systems for Mental and Physical Health in Child Care:** Strengthen the integration of mental and physical health support systems within child care settings, ensuring a holistic approach to the well-being of children under care.
- **Expanded Special Needs Support:** Expand services and resources for children and adults with special needs, ensuring tailored care and support for this critical segment of our community.
- **Dependent Care Support:** Provide resources and programs to support the care of dependents, including the elderly, individuals with disabilities, and those with chronic illnesses, addressing the broader spectrum of caregiving needs in the community.

Ensuring access to affordable, high-quality child care and supporting diverse caregiving needs are key elements for supporting families. Child care is inaccessible for many families in the region, with infant care at a registered center costing, on average, more than 15% of the region's median family income,³⁸ and a lack of available child care for children under five years of age, with some areas considered "child care deserts."³⁹

38. Fourth Economy Analysis of the Department of Labor Women's Bureau National Database of Child care Prices, 2016-2018

39. [U.S. Child Care Deserts](#), Center for American Progress

At the same time, many working adults have caregiving responsibilities for older adults or chronically ill family members in their lives.

There are an estimated 4.1 million caregivers in New York State who provide 2.68 billion hours of unpaid care. If paid for at market rate, the cost of that care would be \$32 billion annually.⁴⁰

This strategy includes a range of initiatives, from securing expanded special needs supports and empowering child care start-ups to providing increased access to assistance and supporting the child care workforce. These efforts aim to ensure equitable access to child care, support dependent care, and promote children's and caregivers' well-being.

Additional Priority: Enhance community health and healthcare

Strategies Identified

- **Expanded Healthcare Facilities:** Emphasize building or enhancing medical facilities in regions lacking adequate healthcare services, particularly in socially and economically disadvantaged neighborhoods and rural areas.
- **Food Access Enhancement:** Focus on improving food access by increasing the number and distribution of grocery stores as well as the availability of affordable and culturally preferred foods in communities while reducing the travel distance needed to access food.
- **Expanded Telehealth:** Expand telehealth services to increase access to medical care, especially in remote or socially and economically disadvantaged areas, enhancing healthcare delivery efficiency.
- **Mental Health Support Programs:** Strengthen mental health support through community programs, counseling services, and awareness initiatives to improve overall mental well-being.
- **Trauma-Informed Community Network:** Develop a network of healthcare services sensitive to trauma-related issues, ensuring comprehensive care that addresses physical and mental health needs.
- **Healthcare Awareness Campaigns:** Launch campaigns to increase public awareness about health issues, preventive care, and available healthcare services.

40. *The New York State Office for the Aging, the New York State Department of Labor, and the New York State Department of Health Join with Businesses to Better Understand and Support Working Caregivers.*

Enhancing community health and healthcare in the region involves several key strategies, including improving food access, expanding healthcare facilities, and strengthening mental health support. According to CNY Vitals, community health trends indicate several significant areas of need, especially among low-income residents and people of color, that suggest barriers to accessing a healthy lifestyle like affording fresh foods. These areas of need include addressing high obesity rates across the region, high rates of lead exposure, and mental health.⁴¹

Efforts to increase public awareness about health issues and expand telehealth services are crucial, as is developing a trauma-informed community network.

These initiatives, from establishing new healthcare clinics in rural areas to launching mental health workshops, are designed to comprehensively address physical and mental health needs. Collaboration with various stakeholders, including public health departments and technology companies, is vital in implementing these health improvement tactics.

Indicators to Measure Progress

The indicators outlined below are meticulously chosen to assess not only the direct outcomes of health and family support initiatives but also their broader impact on creating a community environment that is inclusive and equitable. These metrics aim to provide a comprehensive view of how well the region is meeting the healthcare and family support needs of its diverse population, particularly in response to the dynamic economic and social shifts influenced by significant investments like Micron's.

Healthcare Access Metrics: This indicator is crucial for gauging the availability and reach of healthcare services across the region. An improvement in healthcare access metrics indicates our region's ability to bridge healthcare gaps and provide broader, more inclusive healthcare coverage. (Source: Health department reports, community health organizations)

Child Care Capacity and Cost: This metric provides insight into our region's ability to empower parents to pursue career opportunities by providing more affordable and accessible child care. By monitoring child care cost and capacity, we can assess our region's progress in fostering a community that supports both the current and the future workforce. (Source: NYS Department of Labor and Office of Children and Family Services - Annually)

41. [Health](#), CNY Vitals, 2022



Priority Area: Sustainable and Equitable Infrastructure Development

Our region is on the cusp of significant growth, with over \$5 billion earmarked for transportation investments, including a pivotal \$2.25 billion project to reroute Interstate 81, known as the “Community Grid.” This endeavor aims to enhance connectivity, tackling long-standing segregation issues while positioning the city for growth moving forward. This shift towards growth presents a substantial departure from decades of steady or declining population trends, urging a transition from maintaining infrastructure to actively expanding and modernizing it. Key priorities include upgrading public transit, expanding EV charging networks, safeguarding watersheds, and embracing renewable energy, all geared toward bolstering environmental sustainability and improving access across the region.

Feedback gathered from community engagement underscores the urgency of adapting to this growth. Rural communities express concerns about the strain on infrastructure due to their proximity to burgeoning areas, while diverse groups emphasize the need for improved public transportation to access jobs, education, and healthcare. As we navigate this pivot from maintaining to growing its infrastructure, integrating best practices and leveraging regional expertise for zoning and planning become critical. The region stands at a unique juncture, facing the dual challenge of fostering economic development while preserving its rich natural resources and ensuring the inclusivity and sustainability of its growth.





In Numbers

Over the next decade, over \$5 billion in transportation investment is anticipated in the region, including \$2.25 billion to reroute Interstate 81 in a project called “Community Grid,” which will connect neighborhoods in historically segregated communities. 84–88% of residents drive to work by car, van, or truck compared to the national average of 82%.⁴²



What We Heard

“A lack of prior investment in housing and infrastructure will put a strain on rural communities that will inevitably see population growth due to proximity and commutability to Micron and supply chain businesses.”

From Focus Groups



In one of the Community Engagement Committee focus groups, participants reinforced the need for best practices and examples and shared regional expertise to assist villages, towns, and other municipalities with zoning and planning. In another focus group, high school students expressed concerns over being able to get to jobs and activities because of a lack of transportation options. Increased accessibility to robust public transportation was mentioned in various focus groups connecting to educational opportunities, quality of place, and healthcare access.

Community Input



Over a quarter of survey respondents ranked water, transportation, and sustainable environment investments among their top five priorities. Respondents mentioned concerns about water quality and infrastructure, the need for reliable, accessible transportation options; and the importance of environmental protections as the new Micron site is built. “The area is rich in natural resources. It’s important to preserve and protect those resources for our future economic viability.”

42. Fourth Economy Analysis of ACS 5-Year Estimates, 2017–2021

Additional Priority: Create a sustainable and inclusive transportation network that enhances connectivity, prioritizes safety, supports economic growth, and minimizes environmental impact

Strategies Identified

- **Diverse Multimodal Transportation:** Invest in a variety of transportation modes to cater to the community's different needs and preferences that promote environmental sustainability.
- **Public Transit:** Strengthen public transit options for efficient, reliable public transportation.
- **Alternative Energy Vehicle Infrastructure:** Expand the network of alternative energy vehicle charging stations and fueling stations to support eco-friendly transportation.
- **Enhance Rural Connectivity:** Improve transportation links in rural areas to enhance access to urban centers and resources.

Investing in diverse, multi-modal transportation in Central New York is crucial for meeting its community's varying needs and preferences while promoting environmental sustainability. The Central New York Regional Economic Development Council's Upstate Revitalization report found that "generally, the region succeeds in moving goods and people efficiently within the region but faces challenges linking low-wage workers to jobs."⁴³ 84-88% of residents drive to work by car, van, or truck, which is higher than the national average of 82%.⁴⁴ Bus service doesn't reflect the needs of the entire community, and it is a means of last resort for commuters due to lack of frequency and routes. Currently, 2% of commuters in the Syracuse Metro Area use public transit.⁴⁵ That said, Centro is expanding services for Bus Rapid Transit; in fact, more people rode a Centro bus in September 2023 than in any month since October 2019.⁴⁶ Developing a robust Bus Rapid Transit system, expanding electric vehicle charging infrastructure, and enhancing Erie Canal pathways support efficient, eco-friendly, and recreational transit options. Improving rural connectivity is also key to ensuring equitable access to urban centers and resources, fostering regional growth and accessibility.

43. [Upstate Revitalization Initiative](#), Central New York Regional Economic Development Council, 2015

44. Fourth Economy Analysis of ACS 5-Year Estimates, 2017-2021

45. Fourth Economy Analysis of Center for Neighborhood Technology AllTransit™ Data, 2019

46. [Centro's Post-Pandemic Ridership Recovery](#), inthesalt.city, 2023

Additional Priority: Modernize and sustainably manage utilities and natural resources for a resilient and sustainable Central New York

Strategies Identified

- **Freshwater Infrastructure Rehabilitation and Technology-Driven Water Management:** Modernize water infrastructure and implement technology-driven management to ensure sustainable water supply.
- **Watershed Conservation Initiatives:** Implement conservation projects to protect watersheds and maintain water quality.
- **Stormwater Mitigation Efforts:** Implement effective stormwater management solutions to reduce flood risks, protect water quality, and improve urban water resilience.
- **Sustainable Infrastructure Integration:** Incorporate sustainable practices in infrastructure development to reduce environmental impact.
- **Modernized Utility Infrastructure:** Upgrade utility systems with a focus on sustainable water management and expand high-speed broadband access, aligning with the region's growth and technological needs.
- **Resilient Public Infrastructure:** Enhance the durability and resilience of public infrastructure to better withstand climate change impacts and rising usage, ensuring sustainability and preparedness for future demographic and economic shifts.
- **Renewable Energy Transition:** Shift to renewable and clean energy sources to meet climate goals and enhance resilience in energy infrastructure.

Utilities and natural resource management in Central New York should be modernized and managed sustainably. The New York Central region has abundant freshwater bodies; the Finger Lakes provide water for human consumption and industrial use. However, the infrastructure is aging and in need of rehabilitation. The Central New York Regional Economic Development Council's Upstate Revitalization report found that "through investments in site readiness, utilities, roads, rail and sewer, the region could make more than 1,200 acres immediately ready for a relocating or expanding business."⁴⁷ ConnectALL, New York State's initiative to connect all residents through the internet, underscores the importance of equitable digital infrastructure. Key areas identified by community members as priorities include technology-driven freshwater infrastructure rehabilitation; watershed conservation; sustainable infrastructure practices; modernization of utilities with an emphasis on water management and broadband access; and enhancement of public infrastructure resilience against climate change. Additionally, the plan involves stormwater management solutions to reduce flood risks and the transition to renewable energy sources to meet climate goals and enhance energy infrastructure resilience.

47. *Upstate Revitalization Initiative*, Central New York Regional Economic Development Council, 2015

Indicators to Measure Progress

The imperative for Central New York to embrace sustainable and equitable infrastructure development is underscored by burgeoning economic activities and the escalating demand for modernized facilities that cater to a growing population. The selection of indicators for this priority area not only seeks to measure tangible outcomes but also aims to ensure that infrastructure improvements equitably benefit all community sectors, fostering an environment where diverse populations can access the opportunities arising from these developments.

Households without Access to Broadband: This indicator assesses regional progress in bridging the digital divide and facilitating broader participation in the digital economy by tracking the number of households without reliable internet access. (Source: Census American Community Survey - Annually)

Transportation Accessibility: This indicator assesses the region's progress in enhancing transportation accessibility, focusing on the expansion of public transit options and the connectivity between residential areas and places of employment, education, and healthcare. (Source: Environmental protection agencies, infrastructure development reports)

Appendices

Defining Priorities and Implementation Examples

The Community Priorities Document, a dynamic and evolving guide, adapts to changing community needs and priorities. It doesn't rank priorities or guarantee funding from the Green CHIPS Community Investment Fund but reflects the region's collective responsibility. Progress on some priorities is already underway through initiatives by Micron, Empire State Development, and other state and local partners, and this document does not exclusively capture all these existing activities. This document captures needs across the entire region and is not meant to suggest a one-for-one approach across counties and municipalities — while some strategies, programs, and activities included in the Community Priorities Document might already exist in one place, other places might still need continued investment and support.

This appendix expands on the priority areas and priorities identified in the Community Priorities Document. For each of the community priorities identified in the Community Priorities Document, it provides a definition and implementation examples that were developed based on input and ideas submitted by community members through various engagement channels.

Educational Resources and Access

Immediate Priority: Strengthen the integration of STEAM, literacy, and social-emotional support programming into the K–8 education system

Strategies Identified

- **Foundational Learning Programs in STEAM:** Emphasize foundational learning programs to build exposure to and excitement for STEAM topics and careers.
- **STEAM Integration:** Explore new ways to incorporate science, research-based technology, engineering, arts, and mathematics into everyday education.
- **Technology Access:** Enhance the availability of technology tools in the classroom for young learners.
- **Educator Resources:** Increase professional development opportunities and access to resources supporting STEAM programming for teachers and instructors.
- **Literacy Integration:** Support researched-based literacy practices, professional development, literacy support professionals, and research-based out-of-school-time programs.
- **Critical Skills Development:** Enhance resources to support development of teamwork and social skills, through cognitive behavioral therapy or other means.

Foundational Learning Programs in STEAM

Developing early exposure programs to spark interest in STEAM (science, technology, engineering, arts, and mathematics) lays the foundation for future innovation and problem-solving skills. By integrating hands-on learning experiences and real-world applications, these programs make STEAM subjects more relatable and engaging for students and help them understand the practical implications and career opportunities in these fields from an early age.

Potential Implementation Examples

- **STEAM Exposure Workshops:** Organize school workshops where students engage in hands-on STEAM activities. These workshops could be conducted by professionals from local tech companies or universities, providing students with practical experiences and insights into real-world applications of STEAM.
- **STEAM Career Days:** Host events where professionals from various STEAM fields share their experiences and career paths with students. This would help students understand the diverse opportunities in STEAM and relate their learning to potential careers.
- **Interactive STEAM Exhibits:** Collaborate with local science museums or technology centers to create interactive exhibits. These exhibits could be brought to schools or community centers, offering immersive learning experiences that are both educational and engaging.
- **STEAM Project Competitions:** Organize competitions where students work on real-world problems using STEAM principles. Collaborate with local businesses, universities, and educational institutions, to provide resources and mentorship to guide students in developing innovative solutions. This could also include providing small grants or scholarships for outstanding projects.

STEAM Integration

Integrating a robust STEAM curriculum and emphasizing research-based learning approaches are critical for fostering a well-rounded education. This integration enhances students' analytical and creative skills and prepares them to better understand and innovate in an increasingly complex, interdisciplinary world where scientific and artistic disciplines converge.

Potential Implementation Examples

- **Project-Based Learning Initiatives:** Launch initiatives where students engage in project-based learning, applying STEAM concepts to real-world problems. This hands-on approach encourages active learning and practical application of their knowledge.
- **Cross-Disciplinary Collaboration Programs:** Develop programs encouraging collaboration between different STEAM disciplines, such as art-and-science projects or math-and-technology competitions. This fosters an understanding of how these fields intersect and complement each other.

- **STEAM Clubs and Extracurricular Activities:** Establish STEAM-focused clubs and extracurricular activities that provide students with additional opportunities to explore and innovate in these fields outside the traditional classroom setting.
- **Partnerships with STEAM Organizations:** Partner with local museums, science centers, tech companies, and universities to bring external expertise into the classroom and expose students to real-world STEAM professionals and environments.
- **School Districts with Socially and Economically Disadvantaged Students:** Target STEAM enrichment programs toward school districts with socially and economically disadvantaged students.

Technology Access

Enhancing the availability of technology tools like computers, tablets, and internet access is important for young learners, as it bridges the digital divide and enhances their learning experiences. Access to these technologies supports educational equity, allowing students to develop digital literacy skills essential in today's technologically driven world and prepare them for future academic and career opportunities.

Potential Implementation Examples

- **Technology Lending Programs:** Develop programs in schools where students can borrow laptops or tablets for educational use, ensuring that all students have access to the necessary technology, even outside of school hours.
- **Public-Private Partnerships for Tech Funding:** Establish partnerships with local businesses and tech companies to fund or donate to schools computers and other tech tools, leveraging community resources for educational benefit.
- **Wi-Fi Expansion in Schools and Communities:** Work on expanding Wi-Fi access within schools and in community areas like libraries or community centers, providing students with more opportunities to access the internet for learning.
- **Tech-Savvy Training for Educators and Students:** Offer training sessions for both educators and students on how to effectively use and maintain technology tools, ensuring that they are not only accessible but also utilized efficiently and responsibly.

Educator Resources

Increasing professional development opportunities for educators, especially in STEAM education and innovative teaching methods, is important as it empowers teachers with the latest knowledge and skills to teach and engage students effectively. This investment in educators' growth enhances the quality of education and ensures that students are better prepared to meet the challenges of a rapidly evolving academic and technological landscape.

Potential Implementation Examples

- **Specialized Training Workshops:** Organize workshops for educators on the latest STEAM education methodologies and innovative teaching techniques, providing hands-on experiences and practical applications.
- **Online Professional Development Courses:** Offer online courses and webinars for educators to enhance their skills in STEAM and innovative teaching, enabling them to learn at their own pace and convenience.
- **Peer-Led Learning Communities:** Establish peer-led learning groups where educators can share experiences, resources, and best practices, fostering a collaborative environment for continuous professional growth.
- **Educational Conferences and Seminars:** Sponsor educators to attend national or international conferences and seminars on STEAM education and teaching innovations, allowing them to gain insights from leading experts in the field.

Literacy Integration

Supporting research-based literacy practices is essential for fostering strong reading and writing skills, foundational for academic success across all disciplines. By including professional development for teachers, literacy support staff, and out-of-school-time programs, this approach ensures that literacy education is effective, up to date, and tailored to meet the diverse needs of all students, laying the groundwork for lifelong learning and critical thinking.

Potential Implementation Examples

- **Reading Mentorship Programs:** Establish mentorship programs where older students or community volunteers mentor younger students in reading. This improves reading skills and fosters a sense of community and support around literacy.
- **Literacy-Focused Technology Integration:** Utilize technology in the classroom by incorporating educational software and apps that support literacy learning, providing students with engaging and interactive ways to improve their reading and writing skills.
- **Specialized Training for Literacy Educators:** Offer specialized training programs for teachers and literacy support staff, focusing on the latest research-based methods and strategies in literacy education, ensuring they are well equipped to address various learning styles and challenges.
- **Literature-Based Discussion Groups:** Organize after-school discussion groups or book clubs that encourage students to read and discuss literature, fostering critical thinking, comprehension, and a love for reading.

Critical Skills Development

Enhancing programs focused on the development of critical skills, such as social skills, and teamwork, is vital for comprehensive education. When embedded into the standard curriculum, these programs enhance students' emotional and psychological well-being and equip them with essential life skills, fostering better communication, collaboration, and problem-solving abilities necessary for their future personal and professional lives.

Potential Implementation Examples

- **Interactive Workshops:** Conduct interactive workshops in schools where students participate in role-playing activities and group discussions, focusing on developing social skills and teamwork.
- **CBT-Based Curriculum Modules:** Integrate cognitive behavioral therapy (CBT) principles into the curriculum through specific modules or lessons, helping students learn coping strategies and emotional regulation.
- **Peer Mentoring Programs:** Establish peer mentoring programs where older students guide younger ones in social skills, teamwork, and emotional intelligence, fostering a supportive learning environment.
- **Teacher Training Initiatives:** Provide professional development for teachers focused on critical skills development, enabling them to incorporate these practices effectively into their teaching methods.
- **Out-of-School-Time Programs:** Engage students in out-of-school-time opportunities to provide academic supports, enrichment opportunities, trauma-informed care, and/or violence prevention programming.

Immediate Priority: Create career and workforce readiness opportunities in grades 8–12

Strategies Identified

- **Advanced STEAM Learning:** Offer specialized research-based STEAM programs in alignment with the STEAM school and throughout the region.
- **Career and Technical Education:** Create and expand Career and Technical Education and Pathways in Technology Early College High School programming in high school settings throughout the region.
- **Career Exploration Programs:** Introduce diverse career paths through hands-on experience in career exploration programming.
- **Inclusive Workforce Readiness Initiatives:** Specifically target programming and supports in career exploration around socially and economically disadvantaged students.

Advanced STEAM Learning

Offering specialized, research-based STEAM programs beyond the standard curriculum is important because it allows students to delve deeper into science, technology, engineering, arts, and mathematics, fostering advanced skills and critical thinking. These programs cater to diverse learning styles and interests, encouraging innovation and potentially sparking a lifelong passion in these integral fields.

Potential Implementation Examples

- **Specialized STEAM Workshops and Seminars:** Organize workshops and seminars led by experts in various STEAM fields, allowing students to explore in depth topics such as robotics, coding, environmental science, and digital arts.
- **Real-World STEAM Challenges:** Develop programs where students work on real-world challenges or projects, encouraging them to apply STEAM knowledge to solve practical problems, fostering critical thinking and innovation.
- **Advanced STEAM Electives in Schools:** Introduce elective courses in advanced areas of STEAM, such as biotechnology, advanced mathematics, computer programming, and engineering design, providing students with opportunities to study these fields in greater depth.

Career and Technical Education

Creating and expanding Career and Technical Education and Pathways in Technology Early College High School programming in high schools helps to align education with regional industry needs. These programs provide students with practical skills and knowledge directly relevant to current job markets, enhancing their employability and ensuring local industries have a skilled workforce to support regional economic growth.

Potential Implementation Examples

- **Industry-Specific Training Programs:** Develop training programs in high-demand industries, such as information technology, healthcare, and advanced manufacturing, providing students with skills tailored to local industry needs.
- **Workplace Internship Opportunities:** Establish partnerships with local businesses to offer internship opportunities, allowing students to gain hands-on experience in their field of study.
- **Dual Enrollment Options with Technical Colleges:** Expand dual enrollment programs with nearby technical colleges, enabling students to earn college credits and gain advanced technical skills while still in high school.
- **Curriculum Development with Industry Input:** Collaborate with local industry leaders to develop Career and Technical Education and Pathways in Technology Early College High School curricula that reflect current industry standards and practices, ensuring students learn relevant, up-to-date skills.

Career Exploration Programs

Career exploration programs are designed to broaden students' horizons by introducing them to a diverse range of career options. Students gain insights into various professions through engaging activities like workshops, guest speaker sessions, and field trips, helping them make informed decisions about their future careers and educational paths.

Potential Implementation Examples

- **Virtual Career Fairs:** Host virtual career fairs that allow students to interact with professionals from various industries, providing an opportunity to learn about different career paths from the comfort of their classroom or home.
- **Job Shadowing Initiatives:** Create job shadowing opportunities where students can spend a day with professionals in their field of interest, gaining firsthand experience and understanding of the day-to-day activities in that career.
- **Career Exploration Workshops:** Organize workshops focusing on specific career fields, led by experts who can provide deeper insights into the skills and education required for those professions.
- **Internship Programs:** Establish internship programs with local companies where students can gain hands-on work experience in their areas of interest, helping them to make more informed career choices.

Inclusive Workforce Readiness Initiatives

Specifically target programming and supports in career exploration for socially and economically disadvantaged students.

Potential Implementation Examples

- **Mentoring Programs with Industry Professionals:** Develop mentoring programs that connect students with professionals in their fields of interest, particularly focusing on mentors from backgrounds similar to the students who can provide valuable guidance, inspiration, and networks critical to career development.
- **Specialized Career Workshops:** Offer workshops and seminars specifically designed for socially and economically disadvantaged students. These could cover topics such as resume writing, interview skills, and how to navigate workplace culture, with the goal of equipping students with the tools they need to succeed.
- **Scholarship Programs for Technical Education:** Create scholarship programs that cover tuition for technical education programs for students from low-income families. This would help alleviate the financial burden and make career advancement opportunities more accessible.
- **Cultural Competency Training for Educators and Employers:** Implement cultural competency training for educators and employers who participate in workforce readiness programs. This training can help create a more inclusive and supportive environment for all students.

- **Community Partnership Initiatives:** Establish partnerships with community organizations that serve socially and economically disadvantaged populations. These partnerships can provide additional resources, support networks, and opportunities for students to engage in career exploration and readiness activities.
- **Access to Technology and Resources:** Ensure that all students, regardless of their economic status, have access to the necessary technology and resources (like internet access and computer equipment) to participate in digital learning and career exploration opportunities.

Workforce Exposure, Development, and Job Opportunities

Immediate Priority: Actively engage high school students and lifelong learners in workforce exposure programs to align their skills with evolving industry needs

Strategies Identified

- **Job Shadowing and Career Exposure:** Enable observational learning experiences in various careers. Enhance outreach and career exploration, focusing on untapped talent.
- **Work-Based Learning Opportunities:** Broadly expand high school and early college internship opportunities. When appropriate, link these opportunities to on-the-job training or paid training programming.
- **Career-Specific Mentorship Programs:** Increase participation in new or existing mentorship programs in a variety of in-demand fields.

Job Shadowing and Career Exposure

Implementing job shadowing and career exposure initiatives are critical in providing real-world experience and insight into various careers. This strategy focuses on enhancing outreach and career exploration, particularly targeting untapped talent in the community.

Potential Implementation Examples

- **Career Exploration Partnerships:** Establish partnerships with local businesses to create job shadowing opportunities for individuals interested in exploring different career fields.
- **Interactive Career Expos:** Organize expos where professionals from diverse industries present their work, offering insights and networking opportunities.
- **Career Exploration Days in Schools:** Host career days in schools, inviting professionals to talk about their careers and providing students with exposure to various fields.

- **Virtual Job Shadowing Experiences:** Develop virtual job shadowing programs, especially beneficial in fields where in-person experiences are limited.

Work-Based Learning Opportunities

Establishing partnerships with local businesses for internships and on-the-job training programs is important for lifelong learning, as it provides continuous skill development and practical experiences that are often not available in traditional educational settings. These partnerships bridge the gap between academic learning and real-world application, ensuring that individuals remain adept and adaptable professionally, which is key for long-term career growth and success.

Potential Implementation Examples

- **Apprenticeship Programs:** Develop apprenticeship programs in collaboration with local industries, allowing learners to gain hands-on experience in trades or technical fields under the guidance of experienced professionals.
- **Cooperative Education (Co-Op) Programs:** Implement co-op programs where individuals alternate between classroom learning and full-time employment in their field of study, providing a comprehensive understanding of the industry.
- **Virtual Internships:** Offer virtual internship opportunities, especially in IT and digital marketing sectors, enabling remote learning and flexibility.
- **Project-Based Collaborations:** Create opportunities for learners to work on real industry projects, facilitating practical learning and direct application of theoretical knowledge.
- **Scholarships:** Improve accessibility through scholarships for low-income individuals.

Career-Specific Mentorship Programs

Career-specific mentorship programs are vital as they provide individuals with targeted guidance and insights from experienced professionals in their desired field. This mentorship helps develop industry-specific skills and knowledge and offers networking opportunities and career guidance, which are essential for professional growth and success.

Potential Implementation Examples

- **Professional Development Networks:** Develop networks where professionals at various career stages can connect for mentorship, facilitating the exchange of industry knowledge and experience beyond academic settings.
- **Sector-Specific Mentoring Workshops:** Organize workshops and events focused on specific sectors, providing mentorship opportunities for new entrants and experienced professionals seeking guidance or career transition.
- **Corporate-Employee Mentorship Programs:** Implement mentorship programs within organizations where seasoned employees mentor their less experienced colleagues, enhancing skill development and career progression within the company.

- **Community-Based Mentorship Initiatives:** Create community-driven mentorship initiatives that connect individuals with local industry leaders and experts, suitable for those seeking to enter a new industry or expand their professional network and skills.

Immediate Priority: Strategically develop and expand workforce development and opportunity programs to enhance skill sets, meet industry demands, and foster employment growth

Strategies Identified

- **Increased Output in Technical Programs:** Boost efficiency and participation, and graduate rates of technical degree and non-degree programs.
- **Employer Collaboratives:** Strengthen existing and launch new employer collaboratives to better link workforce development and curriculum development to current and projected demand.
- **Adult Learning Needs:** Implement skills-based recruitment and hiring practices, and develop adult education and certificate programs.
- **Upskilling and Reskilling Initiatives:** Better train and support educators and instructors on industry demand and skill needs.
- **Inclusive Hiring Practices:** Promote equitable hiring strategies.
- **Trade Schools and Career and Technical Education Investments:** Expand career and technical education focusing on practical skill development.
- **Traditional Pathways:** Support students' pursuit of postsecondary education with expanded scholarship programming and wrap-around supports.
- **Nontraditional Pathways:** Support students, adult learners, and community residents to pursue multiple career entry points, including bridge programs, certifications, apprenticeships, and other opportunities.
- **In-Demand Careers:** In addition to advanced manufacturing and technology-based careers, establish targeted workforce development programming in high-need areas, including child care, healthcare, construction, and education.

Increased Output in Technical Programs

Boosting the efficiency, participation, and graduate rates of technical degree and nondegree programs is essential for preparing a skilled workforce that meets modern industry standards. Enhanced technical training, supported by resource allocation for improved facilities and equipment, ensures students are well equipped with the necessary skills and knowledge.

Potential Implementation Examples

- **Upgraded Training Facilities:** Invest in state-of-the-art equipment and facilities to provide hands-on training experiences.

- **Enhanced Curriculum:** Revise and update technical education curricula to align with current industry technologies and practices.
- **Industry Partnerships:** Collaborate with local industries to provide students with real-world experience and insights.
- **Specialized Instructor Training:** Offer ongoing professional development for instructors to ensure they are equipped with the latest industry knowledge and teaching methodologies.

Employer Collaboratives

Strengthening existing and launching new employer collaboratives is essential to better linking workforce development and curriculum development to current and projected demand.

Potential Implementation Examples

- **Sector-Specific Consortia:** Establish consortia comprising businesses from specific sectors, such as healthcare, IT, or manufacturing, to directly inform curriculum development and provide hands-on training opportunities. This approach ensures that education programs are directly relevant to industry needs.
- **Apprenticeship Programs:** Create or expand apprenticeship programs in partnership with employers, allowing students to gain practical experience while completing their education. These programs can be designed to end with a guaranteed job offer, thereby ensuring students are trained to meet specific employer needs.
- **Curriculum Co-Design:** Involve industry leaders in the co-design of curriculum and training programs. This collaboration can ensure that the skills and knowledge imparted to students are what employers are actually looking for, reducing the skills gap.
- **Workforce Development Boards:** Collaborate with local workforce development boards to align educational programs with the strategic economic development goals of the region. These boards can facilitate connections among employers, educators, and policy-makers to create a cohesive workforce development strategy.
- **Shared Resource Pools:** Develop shared resource pools between educational institutions and employers, including shared use of facilities, equipment, and instructor expertise. This model can reduce the cost of cutting-edge training for institutions while providing employers with a say in the training environment, ensuring it mimics real-world conditions closely.

Adult Learning

Implementing skills-based recruitment and hiring practices, and developing adult education and certificate programs are important to connecting residents to job opportunities.

Potential Implementation Examples

- **Skills-Based Recruitment Platforms:** Develop or adopt online platforms that match job seekers with employers based on skills and competencies rather than traditional degrees. This approach can highlight the practical skills of adult learners and connect them directly with employers looking for those specific abilities.
- **Modular Certificate Programs:** Create flexible, modular certificate programs that allow adult learners to acquire specific skills in demand by local industries. These programs should be designed for part-time study to accommodate working adults and include options for evening or weekend classes.
- **Career Transition Services:** Offer comprehensive career transition services that include skills assessments, career counseling, resume writing, and interview preparation. These services can help adults identify the skills they already possess, determine which additional skills they need, and effectively present themselves to potential employers.
- **Corporate Training Partnerships:** Establish partnerships with local businesses to provide targeted training programs for their current employees. These programs can be tailored to upskill workers in areas critical to the company's future growth, ensuring that businesses have the skilled workforce they need to evolve and that employees have secure, advancing career paths within the company.

Upskilling and Reskilling Initiatives

Upskilling and reskilling initiatives are crucial in Central New York to ensure that both students and educators are equipped with the skills necessary for new and emerging careers. These initiatives play a key role in adapting to the ever-changing job market and technological advancements.

Potential Implementation Examples

- **Professional Development Workshops:** Organize workshops for educators and students on new technology and industry trends, ensuring they stay current with market demands.
- **Collaborative Learning Programs:** Create programs in collaboration with industry experts, focusing on developing skills required in emerging fields.
- **Career Transition Resources:** Provide resources and guidance for individuals looking to transition into new careers or sectors, supporting their skill development.
- **Technology Integration in Education:** Incorporate the latest technologies and software into the learning process, preparing participants for the digital aspects of modern careers.

Inclusive Hiring Practices

Promoting equitable hiring practices across industries is key to fostering a diverse and inclusive workplace in Central New York. It involves implementing strategies that ensure fairness and equity in the recruitment process.

Potential Implementation Examples

- **Inclusive Hiring Workshops:** Conduct workshops for employers on implementing inclusive hiring strategies, focusing on bias reduction and diversity awareness.
- **Recruitment Policy Consultation Services:** Offer consultation services to help businesses develop and refine their hiring policies to be more inclusive.
- **Diversity and Inclusion Training Programs:** Implement diversity and inclusion training programs for HR personnel and hiring managers.
- **Employer Incentive Programs:** Create incentive programs for businesses that implement and maintain inclusive hiring practices.

Trade Schools and Career and Technical Education Investments

Expanding career and technical education focusing on practical skill development is essential in the region. This approach caters to the growing demand for skilled labor in various industries and promotes alternative career pathways.

Potential Implementation Examples

- **Trade School Expansion Programs:** Develop initiatives to expand and modernize trade schools, enhancing their capacity to offer a wider range of career training programs.
- **Industry-Specific Training Facilities:** Build training facilities with the latest technology and tools relevant to specific industries.
- **Partnerships for Equipment and Resource Sharing:** Form partnerships with local businesses for equipment donations and resource sharing, enriching the practical learning experience.
- **Financial Aid and Scholarship Programs:** Implement financial aid and scholarship programs specifically for students pursuing career and technical education, making these career paths more accessible.

Traditional Pathways

Supporting traditional educational pathways in Central New York ensures students access postsecondary education, which is key for personal development and future career success. This support enhances individual opportunities and contributes to the region's economic and intellectual growth.

Potential Implementation Examples

- **Scholarship Programs:** Establish scholarships to financially assist students in pursuing higher education.
- **College Preparation Workshops:** Offer workshops in high schools to help students navigate college applications and entrance exams.
- **Partnerships with Local Colleges:** Create programs with local colleges to ease the transition from high school to higher education.
- **Career Counseling and Guidance:** Provide career counseling services to help students understand the benefits of postsecondary education and choose suitable paths.

Nontraditional Pathways

Promoting nontraditional educational pathways is vital for providing diverse opportunities to individuals who may not follow the conventional route to postsecondary education. These alternative paths are essential for catering to various learning styles and life circumstances, thereby ensuring broader access to skill development and career progression.

Potential Implementation Examples

- **Certification and Trade Programs:** Develop certification courses and trade programs that offer practical skills in specific industries, suitable for those looking for immediate employment opportunities.
- **Online and Distance Learning Options:** Provide flexible online and distance learning programs for individuals who require nontraditional education formats, such as working adults or those with family commitments.
- **Apprenticeship, On-the-Job Training, and Earn-and-Learn Programs:** Establish apprenticeships and on-the-job training opportunities in partnership with local businesses and educational institutions that combine career-oriented academic curriculum, work experience, and financial assistance or earnings.
- **Adult Education and GED Preparation:** Offer adult education classes and GED preparation courses to support those who did not complete traditional high school education, facilitating their entry or reentry into higher education or the workforce.

In-Demand Careers

In addition to propelling the growth of advanced manufacturing and technology-based careers, it's critical to craft workforce development programming specifically tailored for high-demand sectors like child care, healthcare, construction, and education. These sectors are not just areas of employment opportunity; they are foundational to the functioning of Central New York's economy. By directly addressing the shortage of skilled workers in these essential services, we can mitigate workforce participation barriers and alleviate constraints on economic growth across all sectors. Such targeted programming ensures a dual benefit: fulfilling the immediate need for skilled labor in critical fields and enhancing overall economic vitality by enabling broader workforce engagement in the region's expanding industries.

Potential Implementation Examples

- **Sector-Specific Training Programs:** Create specialized training courses tailored to each of these high-demand sectors.
- **Partnerships with Industry Leaders:** Collaborate with industry leaders in these fields to ensure training aligns with current market needs.
- **Career Pathway Initiatives:** Develop clear pathways for individuals to transition into these careers, including internships and apprenticeships.
- **Job Placement Assistance:** Provide support for job placement post-training, facilitating a smooth transition into these targeted industries.

Immediate Priority: Develop and implement workforce support services

Strategies Identified

- **Comprehensive Services:** Offer centralized, easy-to-access resources needed to connect employers in high-growth manufacturing industries with job seekers who want to pursue family-sustaining careers in those industries.
- **Career Counseling:** Assist with career planning and development.
- **Workforce Supports for New Americans:** Provide targeted support and assistance for New American communities, including language learning and cultural integration assistance for immigrants and refugees.
- **Workforce Supports for Socially and Economically Disadvantaged Communities:** Provide targeted support and assistance for socially and economically disadvantaged community members, such as paid internship programs for low-income students and reentry programs — employment programs for those who have been previously incarcerated.

Comprehensive Services

Providing comprehensive services with centralized resources for employers in high-growth industries and that job seekers aiming for family-sustaining careers supports economic growth and workforce stability. These services act as a bridge between dynamic industry demands and the workforce, ensuring that employers have access to skilled employees and job seekers can find meaningful, well-paying jobs, fostering a balanced and prosperous job market.

Potential Implementation Examples

- **Online Job Matching Portal:** Create an online portal that connects job seekers with employers in high-growth industries, offering a platform for job listings, applications, and skill matching.
- **Skills Development Workshops:** Organize workshops and training programs focused on skills relevant to high-growth industries, helping job seekers acquire the necessary qualifications and competencies.
- **Employer-Worker Networking Events:** Host networking events and job fairs where employers and job seekers can meet, facilitating direct connections and discussions about career opportunities.
- **Career Advisory and Support Centers:** Establish centers offering career advice, resume building, interview preparation, and other employment support services, assisting job seekers in effectively navigating the job market.
- **Adult Literacy Programs:** Provide resources and services for adults to improve their reading and writing skills.

Career Counseling

Assisting individuals with career planning and development through career counseling is an essential service to help guide them in their professional journeys. Implementing these services in schools and community centers and through online platforms makes them accessible to a broader audience, aiding in informed career decision making.

Potential Implementation Examples

- **Personalized Career Assessment Services:** Offer individualized assessments to help people understand their strengths and align their career paths accordingly.
- **Career Development Workshops:** Conduct workshops on resume writing, interview skills, and job search strategies.
- **Online Career Counseling Portals:** Develop online platforms providing resources and tools for career planning and development.
- **Community-Based Career Guidance Events:** Organize career guidance events in community centers to reach diverse groups, including adults considering career changes.

Workforce Supports for New Americans

Support for New Americans, including immigrants, refugees, and resettling populations, is vital as it helps integrate these diverse groups into the community, contributing to a rich, multicultural society. It ensures they have access to essential services, aids in cultural and linguistic integration, and supports their successful participation in the workforce and community life.

Potential Implementation Examples

- **Language Learning Programs:** Provide language classes to help New Americans improve English proficiency, essential for employment and daily interactions.
- **Cultural Orientation Workshops:** Organize workshops that help New Americans understand and navigate their new community's cultural norms and practices.
- **Employment Assistance Services:** Offer specialized employment services, including job training and placement programs, tailored to the unique needs of immigrants and refugees.
- **Community Integration Events:** Host cultural exchange events and community gatherings to foster mutual understanding and integration between New Americans and the local community.

Workforce Supports for Socially and Economically Disadvantaged Communities

Providing targeted support and assistance for socially and economically disadvantaged community members is essential to advancing inclusive workforce development practices and ensuring all residents have access to economic mobility opportunities.

Potential Implementation Examples

- **Paid Internship Programs:** Provide paid internship programs for low-income students, including assistance to qualifying employers to increase these opportunities.
- **Professional Skills Development:** Facilitate professional skills development targeting areas such as leadership, mentorship, and conflict resolution skills.
- **Veteran Transition Programs:** Offer resources to prepare and assist veterans transitioning to civilian jobs.
- **Reentry Employment Programs:** Expand reentry employment programs for those who have been previously incarcerated.

Minority-, Women-, Veteran-Owned Business Enterprises and Small Businesses

Immediate Priority: Actively enhance and support Minority, Women, and Veteran-Owned Business Enterprises

Strategies Identified

- **Certification and Access:** Expand initiatives to assist more qualifying minority, women, and veteran-owned businesses in achieving minority-, women-, veteran-owned business enterprise certification.
- **Capacity Building and Scaling:** Expand existing and launch more programs, accelerators, and incubators that assist small and Minority-, women-, veteran-owned business enterprise businesses in scaling up, allowing them to handle larger contracts and effectively compete.
- **Funding and Financial Support:** Support and scale a variety of financial assistance avenues for Minority-, women-, veteran-owned business enterprises, such as low-interest loans, grants, and financial literacy programs.
- **Inclusive Procurement Practices:** Partner with larger regional businesses on driving stronger utilization of minority-, women-, veteran-owned business contractors and vendors.
- **Diverse Supply Chain Supports:** Provide targeted support and centralized resources to diverse suppliers so that they have proper policies, certifications, and other items their buyers require.

Certification and Access

Expand initiatives to assist qualifying minority, women, and veteran-owned business enterprises in achieving certification is vital. This strategy focuses on enhancing the capabilities of and opportunities for these businesses in the market.

Potential Implementation Examples

- **Certification Assistance Programs:** Develop programs that guide minority-, women-, veteran-owned business enterprises through certification, providing step-by-step assistance.
- **Educational Workshops and Seminars:** Conduct educational sessions to demystify the certification process and requirements.
- **Online Certification Resources:** Create an online resource center with information, tutorials, and tools for minority-, women-, veteran-owned business enterprise certification.

- Outreach Campaigns: Initiate outreach campaigns to identify and encourage eligible businesses to pursue certification.

Capacity Building and Scaling

Expand existing, and launch more, programs, accelerators, and incubators tailored for minority-, women-, veteran-owned business enterprises to help these businesses scale up and secure larger contracts. This strategy is focused on strengthening their operational capacities and market presence.

Potential Implementation Examples

- Business Accelerator Programs: Create accelerators specifically for minority-, women-, veteran-owned business enterprises to fast-track their growth and market competitiveness.
- Contract-Readiness Workshops: Offer workshops that prepare businesses to handle larger contracts, focusing on bidding, negotiations, and project management.
- Mentorship with Industry Leaders: Facilitate mentorship programs by collaborating with business schools and industry experts, providing personalized guidance and industry insights.
- Networking and Partnership events: organize events for minority-, women-, veteran-owned business enterprises to network with potential clients and partners, fostering opportunities for growth and collaboration.

Funding and Financial Support

Support and scale a variety of financial assistance avenues for minority-, women-, veteran-owned business enterprises to support their growth and sustainability. This includes offering low-interest loans, grants, and financial literacy programs.

Potential Implementation Examples

- Tailored Loan Programs: Develop loan programs with favorable terms specifically for minority-, women-, veteran-owned business enterprises, assisting in their financial needs for growth and expansion.
- Grant Initiatives for Business Development: Create grant initiatives that target specific growth areas and challenges minority-, women-, veteran-owned business enterprises face.
- Financial Literacy Workshops: Conduct financial literacy and management workshops tailored for minority-, women-, veteran-owned business enterprise business owners.
- Collaborations with Financial Institutions: Partner with banks and financial organizations to create specialized financial solutions and services for minority-, women-, veteran-owned business enterprises.

- **Venture Capital Funding for Minority Start-Ups:** Establish dedicated venture capital funding to minority-owned startups.

Inclusive Procurement Practices

Partnering with larger regional businesses to drive stronger utilization of minority-, women-, veteran-owned business contractors and vendors is key to fostering a diverse and equitable supply chain. Tactics include training regional businesses on the benefits and methods of implementing diverse supplier practices.

Potential Implementation Examples

- **Inclusive Procurement Training Workshops:** Offer workshops to educate businesses on the importance and processes of inclusive procurement.
- **Supplier Diversity Fairs:** Organize fairs where diverse suppliers can showcase their products and services to potential business clients.
- **Online Resources and Guides:** Develop comprehensive online resources and guides on implementing and maintaining inclusive procurement practices.
- **Awareness Campaigns:** Launch campaigns to highlight the benefits of inclusive procurement for businesses and the community.

Diverse Supply Chain Supports

Providing support and resources to diverse suppliers to help them comply with policy and certification requirements is essential for creating a more inclusive and equitable supply chain. This involves establishing resource centers that act as centralized hubs for information and support.

Potential Implementation Examples

- **Certification Assistance Workshops:** Conduct workshops to assist diverse suppliers in understanding and meeting certification requirements.
- **Policy Compliance Consultation Services:** Offer consultation services for suppliers to navigate complex procurement policies.
- **Online Information Portal:** Develop an online portal providing resources and guidance on policy compliance and certification processes.
- **Supplier Development Programs:** Create programs aimed at developing the capabilities of diverse suppliers to meet procurement standards.

Immediate Priority: Strategically support and grow the small business support ecosystem

Strategies Identified

- **Entrepreneurial Ecosystem Enhancement:** Strengthen the overall entrepreneurial ecosystem by addressing lending needs and venture capital deserts and supporting business expansion in an economic growth environment.
- **Business Development and Market Expansion:** Enhance small businesses' operational and financial capabilities while providing resources and guidance to expand market reach domestically and internationally.
- **Innovation and Technology Adoption:** Create resources and services to support small businesses' ability to adopt new technologies and innovative practices to remain competitive in a rapidly evolving business landscape.
- **Outreach and Communication:** Increase outreach efforts to small businesses to clarify future opportunities beyond construction and support for scale-up in response to a growing population.
- **Networking and Collaborative Opportunities:** Create platforms for priority businesses to connect with larger corporations and economic development organizations for mutual growth and opportunity expansion exploitation.
- **Focused Resource Allocation:** Direct specific resources and support services to businesses identified as critical or high priority within the community.

Entrepreneurial Ecosystem Enhancement

Enhancing the entrepreneurial ecosystem, particularly in addressing lending needs and venture capital deserts, and supporting business growth post-pandemic, fosters innovation and economic recovery. The strategy involves building a network of investors, mentors, and entrepreneurs to nurture a dynamic and supportive business environment.

Potential Implementation Examples

- **Venture Capital Forums:** Host forums or events to connect entrepreneurs with potential investors, particularly in regions lacking venture capital.
- **Mentorship Programs for Start-Ups:** Develop mentorship programs linking new entrepreneurs with experienced business mentors.
- **Entrepreneurial Networking Events:** Organize networking events to foster connections and collaboration among entrepreneurs, investors, and business leaders.
- **Start-Up Incubators and Accelerators:** Create incubators and accelerators that provide resources, guidance, and support to start-ups, especially in emerging industries.

Business Development and Market Expansion

Enhancing small businesses' operational and financial capabilities and providing resources for market expansion are vital strategies for fostering business growth. This approach includes offering market research resources and strategic consulting for market expansion domestically and internationally.

Potential Implementation Examples

- **Financial Management Workshops:** Conduct workshops on financial management and market expansion strategies for small business owners.
- **Market Analysis Consultation Services:** Offer consultation services to assist businesses in conducting market analysis and identifying expansion opportunities.
- **Business Growth Grants:** Provide grants to support small businesses in implementing market expansion plans.
- **Digital Marketing Training:** Offer training programs in digital marketing to help businesses reach wider markets effectively.

Innovation and Technology Adoption

Adopting new technologies and innovative practices is key to ensuring small businesses stay competitive and relevant. This includes creating tech hubs and labs as spaces for technological experimentation and learning.

Potential Implementation Examples

- **Technology Training Workshops:** Host workshops to educate small business owners on the latest technologies and their applications in business.
- **Innovation Grants:** Provide grants to businesses adopting innovative technologies or practices.
- **Innovative Technology Centers:** Create dynamic spaces dedicated to fostering business innovation and learning, providing access to emerging technologies and collaborative opportunities distinct from existing tech hubs in the region.
- **Innovation Partnerships:** Form partnerships with technology companies to offer practical insights and support to small businesses integrating new tech solutions.

Outreach and Communication

Increasing outreach to small businesses is essential to clarify opportunities and support for scaling up. This involves utilizing various communication channels, like digital platforms and community events, for a wider reach.

Potential Implementation Examples

- **Digital Outreach Campaigns:** Launch targeted digital marketing campaigns to reach small business owners with information on growth opportunities and support.
- **Community Business Forums:** Organize small businesses' forums or town hall meetings to discuss opportunities, challenges, and solutions.
- **Informational Webinars:** Host webinars focusing on business development, scaling strategies, and available support resources.
- **Social Media Engagement:** Use social media channels to disseminate information and engage with the small business community.

Networking and Collaborative Opportunities

Creating platforms for networking and collaboration between small businesses and larger corporations is essential for mutual growth and opportunity exploitation. These platforms facilitate connections, knowledge sharing, and potential partnerships.

Potential Implementation Examples

- **Industry Networking Events:** Host industry-specific networking events, facilitating connections between small businesses and larger corporations.
- **Business Expos:** Organize expos where small businesses can showcase their products and services to larger companies and industry leaders.
- **Collaborative Workshops:** Conduct workshops that foster collaboration among businesses of different sizes.
- **Online Networking Platforms:** Develop online platforms to connect and engage businesses for continuous collaboration and networking opportunities.

Focused Resource Allocation

Directing specific resources to high-priority businesses within the community is essential for addressing their unique needs and challenges. This approach involves developing targeted support programs tailored to high-priority sectors' specific requirements.

Potential Implementation Examples

- **Customized Assistance Packages:** Create assistance packages that address the specific needs of identified high-priority businesses.
- **Grant Funding:** Offer grants specifically targeting very small businesses in socially and economically disadvantaged neighborhoods.
- **Sector-Specific Resource Centers:** Establish resource centers that provide specialized support for high-priority business sectors.
- **Tailored Business Advisory Services:** Offer business advisory services catering to high-priority businesses' unique challenges.
- **Specialized Training Programs:** Develop training programs focused on skills and knowledge crucial for the success of businesses in high-priority sectors.

Housing, Community Development, and Quality of Place

Immediate Priority: Enhance and develop diverse and sustainable housing development initiatives

Strategies Identified

- **Mixed-Income Housing:** Support and encourage mixed-income housing development and densification.
- **Community Wealth Preservation and Enhancement:** Explore methods to benefit existing neighborhood residents amid rising values.
- **Infill, Rehabilitation, and Reuse:** Prioritize the development and redevelopment of housing in and around existing residential infrastructure, especially in disadvantaged neighborhoods and communities.
- **Creative Solutions for Affordable Housing:** Explore creative financing solutions to build and preserve new and affordable housing.
- **Homeownership Education and Support:** Increase awareness and support around the benefits of home ownership, considering development challenges and credit market factors.
- **Missing Middle Housing:** Direct new programming and investments toward developing more missing middle and multifamily housing options.

- **Sustainable, Innovative, and Green Housing Solutions:** Prioritize eco-friendly, energy-efficient, and innovative homebuilding techniques to promote environmental stewardship.
- **Historic Home Rehabilitation:** Provide grants for rehabilitating historic homes to preserve cultural heritage and enhance livability.

Mixed-Income Housing

Encouraging the development and densification of mixed-income housing in Central New York aims to create diverse, inclusive communities by integrating various income levels within the same residential areas. This approach promotes social integration and contributes to balanced urban development.

Potential Implementation Examples

- **Subsidy Programs for Developers:** Create subsidy programs that incentivize developers to build mixed-income housing.
- **Funding for Comprehensive Planning Initiatives:** Comprehensive plans empower municipalities to change their zoning laws to make them more inclusive, equitable, and flexible.
- **Public-Private Partnerships:** Establish partnerships between government and private developers to fund and develop mixed-income housing.
- **Community Engagement Initiatives:** Involve community members in the planning process to ensure developments meet the needs of diverse income groups.

Community Wealth Preservation and Enhancement

Preserving and enhancing community wealth in Central New York involves creating a dedicated fund to support initiatives that enable residents to benefit from increasing property values. This approach focuses on maintaining affordability and bolstering local wealth.

Potential Implementation Examples

- **Community Investment Funds:** Set up funds to invest in local projects that enhance community wealth and living standards.
- **Homeowner Improvement Grants:** Provide grants for property improvements to boost neighborhood value and resident investment.
- **Local Business Support Programs:** Offer financial assistance to local businesses to promote economic growth.
- **Affordable Housing Development Grants:** Allocate grants for affordable housing development to preserve community wealth.

Infill, Rehabilitation, and Reuse

Prioritizing the development and redevelopment of housing in and around existing residential infrastructure, especially in disadvantaged neighborhoods and communities, is essential to meet the unique needs of the community. These initiatives include creating safe, accessible, and comfortable living spaces for seniors and people with disabilities, enhancing their quality of life and independence.

Potential Implementation Examples

- **Land Utilization Studies:** Conduct studies to identify the best uses for vacant parcels, considering community needs and urban aesthetics.
- **Developer Incentives for Vacant Land Use:** Incentivize developers to convert vacant parcels into residential properties, aligning with urban improvement plans.
- **Community Engagement in Planning:** Involve local communities in redevelopment plans to ensure developments align with their needs and visions for the area.
- **Collaborative Urban Development Projects:** Foster collaborations among government, developers, and urban planners for cohesive and beneficial use of vacant urban land.
- **Urban Redevelopment Projects:** Launch projects to transform vacant urban spaces into residential units.
- **Partnerships with Real Estate Developers:** Collaborate with developers to repurpose shopping malls and vacant lots for housing.
- **Community Consultation for Redevelopment:** Engage local communities in planning processes to ensure redevelopment meets their needs.
- **Fund Studies of Local Permitting and Zoning Laws:** Work with local authorities to study how to streamline zoning laws and permit processes for conversion projects, as well as to allow for accessory dwelling units.
- **Supports for People Experiencing Homelessness:** Understand and invest in resources for people experiencing homelessness.
- **Community-Driven Development Projects:** Initiate development projects based on the local community's specific needs and suggestions.
- **Public Spaces Enhancement:** Upgrade public spaces such as parks, playgrounds, and community centers to enhance the quality of urban living.
- **Infrastructure Improvement Programs:** Improve essential infrastructure like roads, lighting, and public transportation.
- **Cultural and Artistic Revitalization Initiatives:** Incorporate cultural and artistic projects to foster a sense of community identity and pride.
- **Accessible Housing Developments:** Collaborate with developers to construct new housing designed specifically for seniors and people with disabilities, with features like wheelchair accessibility and emergency response systems.
- **Conversion of Existing Properties:** Retrofit existing properties to meet the needs of senior residents and people with disabilities, ensuring they are safe and senior friendly.

- **Public-Private Partnerships for Senior Housing:** Establish partnerships between government entities and private developers to fund and develop affordable senior housing projects.
- **Community-Based Senior Living Projects:** Develop community-based projects that integrate senior housing with healthcare and social services, promoting holistic well-being for seniors.

Creative Solutions for Affordable Housing

Exploring innovative financing models for affordable housing in Central New York is vital to address housing affordability issues. This approach includes collaborating with financial institutions to develop creative funding solutions that make housing more accessible to a broader population.

Potential Implementation Examples

- **Affordable Housing Trust Funds:** Establish trust funds dedicated to financing affordable housing development.
- **Tax Credit Programs:** Utilize tax credit programs to incentivize developers to build or renovate affordable housing units.
- **Public-Private Investment Partnerships:** Form partnerships between the public sector and private investors to fund affordable housing projects.
- **Land Lease Agreements for Affordable Housing:** Implement land lease agreements where the government leases public land to developers at a nominal rate. This strategy can significantly reduce construction costs, making it easier to build affordable housing while maintaining control over land use.
- **Anti-displacement Initiatives:** Preserve affordability in neighborhoods facing risk of displacement.

Homeownership Education and Support

Increasing awareness and support around homeownership through education programs is key to helping potential homeowners navigate the complexities of buying a home. This involves addressing development challenges and credit factors to make homeownership more attainable.

Potential Implementation Examples

- **First-Time Homebuyer Workshops:** Offer workshops specifically tailored to first-time homebuyers, covering topics like progressing through the mortgage process, budgeting for homeownership, and understanding credit scores.
- **Online Homeownership Education Resources:** Create a comprehensive online resource hub with guides, tools, and webinars on various aspects of homeownership.
- **Credit Counseling Services:** Provide credit counseling to help potential homeowners improve their creditworthiness and understand financing options.

- **Real Estate Market Education Seminars:** Conduct seminars that inform potential homeowners about current market trends, property valuation, and investment strategies.

Missing Middle Housing

Directing new programming and investments toward developing more missing middle and multifamily housing options is essential to meeting demand.

Potential Implementation Examples

- **Incentive Programs for Developers:** Create financial or regulatory incentives for developers to invest in missing middle housing projects. This could include tax breaks, expedited permitting processes, or reduced development fees for projects that meet missing middle criteria.
- **Public-Private Partnerships:** Engage in public-private partnerships to develop underutilized public lands for missing middle housing projects. These partnerships can leverage the strengths of both sectors to create affordable housing solutions efficiently.
- **Community Land Trusts:** Support or establish community land trusts that can hold land for the development of affordable housing, including missing middle types. This model can help ensure long-term affordability and community stewardship of housing resources.
- **Flexible Financing Options:** Provide flexible financing options for small-scale developers and individuals looking to build or convert properties into missing middle housing. Access to capital can often be a barrier for smaller projects, and tailored loan programs can help overcome this.

Sustainable, Innovative, and Green Housing Solutions

Prioritizing sustainable and green housing solutions in Central New York focuses on enhancing homes' environmental friendliness and energy efficiency. This approach contributes to reducing the ecological footprint and supports long-term sustainability in housing.

Potential Implementation Examples

- **Green Building Certification Programs:** Implement certification programs for buildings that meet specific environmental and energy efficiency standards.
- **Sustainable Material Use Incentives:** Offer incentives for using sustainable building materials in construction and renovation projects.
- **Energy Efficiency Upgrade Grants:** Provide grants or assistance for homeowners to upgrade to energy-efficient appliances and systems.
- **Community Workshops on Green Living:** Conduct educational workshops to raise awareness about the benefits and practices of green living and sustainable housing.

Historic Home Rehabilitation

Providing grants for rehabilitating historic homes is a valuable strategy to preserve cultural heritage in Central New York. This approach not only maintains the region's architectural legacy but also helps conserve historical landmarks.

Potential Implementation Examples

- **Historic Property Restoration Funds:** Set up funding for the restoration and preservation of historic properties.
- **Educational Workshops on Historic Preservation:** Conduct workshops on historic preservation techniques and the importance of maintaining historic homes.
- **Collaborations with Preservation Societies:** Partner with local historical societies for expert guidance and support in restoration projects.
- **Tax Incentives for Preservation:** Advocate for the expanded use of tax incentives for homeowners who restore historic properties.

Additional Priority: Revitalize and connect community spaces and recreation in Central New York

Strategies Identified

- **Support for Municipal Centers, Main Streets, and Central Business Districts:** Strengthen the resilience and vibrancy of the region's many downtowns.
- **Local Recreation Access Expansion:** Enhance access to local recreational facilities across various neighborhoods for broader community inclusion and engagement.
- **Winter Indoor Recreation Facilities:** Develop indoor spaces for community recreational use during colder months.
- **Third-Space Creation:** Develop community spaces that act as social surroundings separate from home and the workplace, enhancing community identity and social interaction.
- **Public Transit to Parks:** Improve public transportation routes to ensure easy access to parks and outdoor recreation areas.
- **Trail System Connectivity:** Connect existing trail systems to create an integrated network for biking and walking.
- **Local Arts and Cultural Initiatives:** Offer grants and resources to foster local arts, culture, and heritage projects.

Support for Municipal Centers, Main Streets, and Central Business Districts

Strengthening the resilience and vibrancy of downtown areas, including municipal centers, main streets, and central business districts, is essential for the economic and social well-being of the community. This priority seeks the revitalization of these key areas through infrastructure improvements and business development, enhancing their appeal and functionality.

Potential Implementation Examples

- **Downtown Revitalization Grants:** Provide grants to businesses in downtown areas for facade improvements, expansions, or renovations.
- **Infrastructure Upgrade Projects:** Modernize public infrastructure like streets, lighting, and pedestrian areas.
- **Local Business Incentive Programs:** Implement incentive programs to attract new businesses and retain existing ones in these areas.
- **Community Event Sponsorships:** Sponsor and promote events that drive foot traffic and community engagement in downtown areas.

Local Recreation Access Expansion

Expanding local recreation access is essential for enhancing community well-being in Central New York. This strategy involves upgrading existing facilities and creating new recreational spaces, ensuring all communities have equal recreational opportunities.

Potential Implementation Examples

- **Development of New Parks and Playgrounds:** Build new recreational spaces in underserved neighborhoods.
- **Upgrading Existing Recreational Facilities:** Modernize and expand current facilities to meet community needs.
- **Accessible Recreational Design:** Ensure all recreational areas are designed for accessibility, catering to diverse abilities.
- **Community Recreational Programs:** Implement community-driven recreational programs and activities in local facilities.
- **Operational Grants for Recreational Organizations:** Offer grants to support the day-to-day operational costs of local recreation organizations.
- **Sponsorship for Community Recreational Events:** Allocate funds to sponsor local recreational events, promoting community engagement and participation.
- **Development Grants for New Programs, Equipment, and Supplies:** Offer grants specifically for developing and launching new recreational programs, equipment, or supplies.
- **Connectivity in Socially and Economically Disadvantaged Areas:** Ensure public transit upgrades improve connectivity in socially and economically disadvantaged areas.

Winter Indoor Recreation Facilities

Developing indoor recreational spaces for use during winter is important in Central New York, providing residents with active and engaging options during colder weather. This includes building new facilities or upgrading existing community centers to include indoor recreational areas.

Potential Implementation Examples

- **Multipurpose Indoor Sports Complexes:** Construct indoor sports complexes hosting various activities and sports.
- **Renovation of Existing Community Centers:** Upgrade current community centers to include indoor recreational amenities like pools, gyms, and activity halls.
- **Indoor Track-and-Field Facilities:** Build indoor track-and-field facilities for year-round athletic training and events.
- **Community Wellness Centers:** Develop wellness centers offering indoor exercise classes and health-focused activities.

Third-Space Creation

Developing “third-spaces” in Central New York aims to create community spaces that foster social interaction and enhance public life. These spaces, focused on inviting and inclusive urban design, are intended to be welcoming areas where people can gather, socialize, and engage in community activities.

Potential Implementation Examples

- **Community Gathering Hubs:** Create multipurpose community hubs in urban areas for socializing, events, and public meetings.
- **Public Art Spaces:** Integrate public art installations in these spaces to stimulate cultural engagement and aesthetic appeal.
- **Green Spaces and Community Gardens:** Develop green spaces or community gardens as part of these third spaces, offering relaxation and environmental benefits.
- **Interactive Urban Installations:** Incorporate interactive installations or features, like community notice boards or game areas, to encourage public engagement and interaction.

Public Transit to Parks

Improving public transportation routes to parks and outdoor recreational areas in Central New York enhances accessibility and encourages greater community engagement in outdoor activities. Collaborating with local transport authorities ensures these routes are effectively planned and integrated with existing transit systems.

Potential Implementation Examples

- **Dedicated Park Shuttle Services:** Introduce shuttle services for transporting residents to and from local parks.
- **Route Optimization for Existing Services:** Optimize current public transit routes to include more direct access to parks and recreational areas.
- **Park-and-Ride Facilities Near Parks:** Establish park-and-ride facilities near major parks to encourage the use of public transit.
- **Community Input in Transit Planning:** Involve community members in planning transit routes to ensure they meet the needs of park goers.

Trail Systems Connectivity

Connecting existing trail systems to create an integrated network will enhance recreational accessibility and promote outdoor activities. Coordinating with environmental and urban planners ensures the trails are seamlessly linked and environmentally sustainable.

Potential Implementation Examples

- **Intertrail Connectivity Projects:** Implement projects that physically connect separate trails to form a cohesive network.
- **Signage and Wayfinding Systems:** Install comprehensive signage and wayfinding systems to guide users through the connected trail network.
- **Collaborative Planning with Municipalities:** Work with neighboring municipalities for cross-jurisdictional trail connections.
- **Mobile Apps and Digital Mapping:** Develop digital tools, like mobile apps, that provide real-time information and maps of the trail network.

Local Arts and Cultural Initiatives

Supporting local arts and cultural initiatives in Central New York is essential for nurturing the region's cultural heritage and artistic vibrancy. Offering grants and resources, as well as collaborating with local cultural organizations and artists, helps sustain and promote the diverse cultural landscape of the community.

Potential Implementation Examples

- **Arts and Culture Grant Program:** Create a grant program specifically for local artists and cultural projects.
- **Artist-in-Residence Programs:** Establish artist-in-residence programs within community spaces to foster artistic creation and community engagement.
- **Cultural Festivals and Events Sponsorship:** Sponsor and support local cultural festivals and arts events.

- Collaborative Exhibitions with Cultural Institutions: Partner with museums and cultural centers to host exhibitions featuring local artists and cultural heritage.

Community Health and Family Supports

Immediate Priority: Strengthen child care and family supports initiatives

Strategies Identified

- Child Care Start-Ups: Drive the creation of new child care start-ups with resources to support licensing, training, and business planning.
- Home-Based Child Care Support: Promote and support home-based child care options, providing more personalized and accessible care for children in a home setting.
- Child Care Facility Improvements and Expansion: Improve on and expand child care facilities to meet growing demand, ensuring sufficient safety, capacity, and convenience for parents.
- Child Care Workforce Support and Expansion: Implement and support programs that improve wages and job quality and provide professional development opportunities for child care workers.
- Cultural Competency Training for Child Care Providers: Offer trainings for child care providers to enhance their understanding of and ability to cater to diverse cultural backgrounds, fostering an inclusive and understanding care environment.
- Enhanced Assistance for Child Care Services: Expand financial assistance programs to make child care more affordable for low-income families, alleviating the financial burden on parents and guardians.
- Public Awareness Campaign for Child Care Options: Support campaigns to raise public awareness about the various child care options and funding options available, assisting families in making informed decisions about their child care needs.
- Improved Systems for Mental and Physical Health in Child Care: Strengthen the integration of mental and physical health support systems within child care settings, ensuring a holistic approach to the well-being of children under care.
- Expanded Special Needs Support: Expand services and resources for children and adults with special needs, ensuring tailored care and support for this critical segment of our community.
- Dependent Care Support: Provide resources and programs to support the care of dependents, including the elderly, individuals with disabilities, and those with chronic illnesses, addressing the broader spectrum of caregiving needs in the community.

Child Care Start-Ups

Driving the creation of child care start-ups in Central New York involves providing comprehensive resources to assist aspiring entrepreneurs in the child care sector. This includes support for licensing, business training, and access to financial and business management workshops to ensure successful establishment and operation.

Potential Implementation Examples

- Child Care Business Incubator Programs: Establish incubators offering guidance on starting and running a child care business.
- Licensing Assistance Workshops: Conduct workshops to help start-ups navigate the licensing process for child care services.
- Financial Management Training for Child Care Entrepreneurs: Provide specialized training in financial management tailored to the child care industry.
- Start-Up Grants and Funding Support: Offer grants or funding assistance to support the initial costs of setting up a child care business.

Home-Based Child Care Support

Promoting and supporting home-based child care options in the region involves providing resources and training to home-based providers. This approach aims to enhance the quality and availability of child care in home settings, offering a more personalized and accessible option for families.

Potential Implementation Examples

- Training Workshops for Home-Based Providers: Conduct workshops on child care best practices, health and safety, and early childhood education.
- Resource Kits for Home-Based Child Care: Distribute resource kits that include educational materials, toys, and safety equipment.
- Support Network for Home-Based Providers: Establish a network for home-based child care providers for peer support, resource sharing, and professional development.
- Grants for Setting Up Home-Based Child Care: Offer grants to assist individuals in setting up certified home-based child care facilities.

Child Care Facility Improvements and Expansion

Expanding and improving child care facilities in Central New York is essential to meet the growing demand for child care services. This involves securing funding to construct and/or enhance facilities, ensuring adequate and quality care for children.

Potential Implementation Examples

- **Child Care Center Construction Grants:** Offer grants to support the construction of new child care centers in high-demand areas.
- **Renovation Funding for Existing Facilities:** Provide funds for capital/home improvement projects for existing child care facilities.
- **Public-Private Partnerships for Facility Development:** Foster partnerships between government and private entities to finance child care facility projects.
- **Community-Based Child Care Initiatives:** Encourage and support community-driven initiatives to establish local child care centers.
- **Alternative Forms of Public Funding:** Identify existing public funds that are not traditionally utilized for child care purposes (e.g. SBA funding or CDBG funding) and connect them with the early childhood field to fund renovations and improvements.

Childcare Workforce Support and Expansion

Supporting the child care workforce in Central New York involves implementing programs that improve wages and job quality and provide professional development opportunities. This strategy aims to enhance the overall standards of child care services by ensuring that caregivers are well compensated, skilled, and motivated.

Potential Implementation Examples

- **Wage Increase Initiatives:** Advocate for and implement initiatives to increase child care workers' wages.
- **Professional Development Workshops:** Offer ongoing training and workshops to enhance the skills and knowledge of child care providers.
- **Career Ladder Programs:** Create clear career advancement pathways within the child care sector.
- **Quality Improvement Grants:** Provide grants to child care centers for improving job conditions and resources, contributing to higher job satisfaction and retention.

Cultural Competency Training for Child Care Providers

Training child care providers in cultural competency is vital in Central New York to foster an inclusive and understanding environment for children from diverse backgrounds. It involves developing training modules and workshops focusing on diversity, inclusion, and cultural sensitivity.

Potential Implementation Examples

- **Cultural Competency Workshops:** Offer workshops for child care providers on understanding and respecting various cultures and traditions.

- **Inclusive Curriculum Development:** Assist providers in developing an inclusive curriculum that reflects diverse cultural perspectives.
- **Language and Communication Training:** Provide training in effective communication strategies to bridge language barriers in child care settings.
- **Cultural Sensitivity Assessment Training:** Provide training and resources to help providers implement ongoing cultural sensitivity assessments in their practice.

Enhanced Assistance for Child Care Services

Expanding financial assistance programs for child care services in Central New York aims to make child care more affordable for families. This includes advocating for increased funding and implementing policies to make subsidy programs more accessible.

Potential Implementation Examples

- **Continued Increase of Child Care Subsidy Limits:** Build on existing efforts to continue raising qualifying income limits for child care subsidies.
- **Government Funding Advocacy:** Advocate for increased government funding to fully fund the true cost of care.
- **Public Awareness Campaigns:** Launch campaigns to inform families about expanded eligibility for subsidies and how to apply.
- **Partnerships with Employers:** Collaborate with local employers to provide subsidized child care options for their employees.

Public Awareness Campaign for Child Care Options

Conducting public awareness campaigns about child care options in the community is key to ensuring families are well informed about available services, including expanded eligibility for child care assistance. These campaigns utilize various media platforms and community events for outreach, effectively disseminating information to a wide audience.

Potential Implementation Examples

- **Social Media Campaigns:** Utilize social media platforms to share information about different child care options and resources.
- **Community Workshops:** Host workshops in community centers to educate parents about child care choices.
- **Collaborations with Local Media:** Partner with local newspapers, radio, and TV stations to broadcast child care information.
- **Informational Brochures and Flyers:** Distribute brochures and flyers in public spaces like libraries, clinics, and schools to reach a broader audience.
- **Staff-on-Site Model for Parents:** Expand the Child Care Solutions staff-on-site model where parents and family members, as employees or clients of a particular company, have access to one-on-one assistance in navigating the child care landscape.

Improved Systems for Mental and Physical Health in Child Care

Integrating mental and physical health systems in child care settings in Central New York is crucial for the holistic well-being of children. Developing programs focusing on both aspects ensures comprehensive health support for children in these care environments.

Potential Implementation Examples

- **On-Site Health Screenings:** Provide regular physical and mental health screenings in child care centers.
- **Training Programs for Child Care Providers:** Offer training for providers on identifying and addressing mental and physical health issues in children.
- **Partnerships with Health and Behavioral Health Professionals:** Collaborate with healthcare and behavioral health professionals — including early interventionists and home visiting providers — to offer on-site consultations and interventions.
- **Well-being Curriculum:** Develop a curriculum in child care settings that includes activities promoting mental and physical health.

Additional Priority: Enhance community health and healthcare

Strategies Identified

- **Expanded Healthcare Facilities:** Emphasize building or enhancing medical facilities in regions lacking adequate healthcare services, particularly in socially and economically disadvantaged communities and rural areas.
- **Food Access Enhancement:** Focus on improving food access by increasing the number and distribution of grocery stores as well as the availability of affordable and culturally preferred foods in communities while reducing the travel distance needed to access food.
- **Expanded Telehealth:** Expand telehealth services to increase access to medical care, especially in remote or socially and economically disadvantaged areas, enhancing healthcare delivery efficiency.
- **Mental Health Support Programs:** Strengthen mental health support through community programs, counseling services, and awareness initiatives to improve overall mental well-being.
- **Trauma-Informed Community Network:** Develop a network of healthcare services sensitive to trauma-related issues, ensuring comprehensive care that addresses physical and mental health needs.
- **Healthcare Awareness Campaigns:** Launch campaigns to increase public awareness about health issues, preventive care, and available healthcare services.

Expanded Healthcare Facilities

Expanding healthcare facilities in Central New York, particularly in socially and economically disadvantaged and rural areas, is essential for improving access to medical services. This involves building new facilities and enhancing existing ones, with partnerships between healthcare providers and investors being crucial for successful development.

Potential Implementation Examples

- **Rural Health Clinics:** Establish new health clinics in rural areas lacking adequate medical facilities.
- **Hospital Modernization Projects:** Upgrade existing hospitals with advanced medical equipment and expanded services.
- **Public-Private Partnerships:** Form partnerships between government and private investors to fund the construction of new healthcare facilities.
- **Mobile Medical Units:** Deploy mobile medical units to provide healthcare services in remote locations.

Food Access Enhancement

Enhancing food access in the region involves increasing the availability of grocery stores and reducing the travel distance for food, especially in areas identified as food deserts. Collaborating with urban and rural planners and local governments is key to addressing these food access challenges.

Potential Implementation Examples

- **Mobile Grocery Services:** Launch mobile grocery stores to serve areas lacking permanent grocery stores.
- **Incentives for Grocery Store Development:** Incentivize businesses to open grocery stores in socially and economically disadvantaged areas.
- **Community Gardens and Urban Farms:** Promote the establishment of community gardens and urban farms to increase local food production.
- **Partnerships with Local Farmers:** Create partnerships between local farmers and communities to facilitate direct access to fresh produce.

Expanded Telehealth

Expanding telehealth services in Central New York is vital for enhancing healthcare access, particularly in remote or socially and economically disadvantaged areas. Investing in telehealth technologies and training providers is crucial for effectively implementing and utilizing these services.

Potential Implementation Examples

- **Telehealth Training for Healthcare Providers:** Offer training programs for healthcare professionals to use telehealth technologies effectively.
- **Telehealth Access Points in Community Centers:** Set up telehealth stations in community centers to serve residents in areas with limited healthcare facilities.
- **Mobile Telehealth Apps:** Develop and promote user-friendly mobile apps that provide easy access to telehealth services.
- **Partnerships with Technology Companies:** Collaborate with tech companies to secure advanced telehealth platforms and ensure their seamless integration into existing healthcare systems.

Mental Health Support Programs

Strengthening community mental health support in Central New York involves implementing a range of programs and services. This approach includes awareness campaigns and the establishment of counseling services to improve mental health care accessibility and awareness.

Potential Implementation Examples

- **Community Mental Health Workshops:** Conduct workshops on mental health awareness and self-care strategies.
- **Counseling Centers:** Establish new counseling centers offering services to various community groups.
- **School-Based Mental Health Programs:** Implement mental health programs in schools to support students and educators.
- **Mental Health Awareness Campaigns:** Launch public awareness campaigns to destigmatize mental health issues and promote available services.

Trauma-Informed Community Network

Developing a trauma-informed community network in Central New York focuses on creating healthcare services that are sensitive to the impacts of trauma, addressing both physical and mental health needs. This comprehensive care approach is essential for holistically supporting individuals affected by trauma.

Potential Implementation Examples

- **Trauma-Informed Training for Healthcare Providers:** Provide specialized training to healthcare professionals on trauma-informed care practices.
- **Community-Based Support Groups:** Establish support groups facilitated by trained professionals for individuals affected by trauma.

- **Trauma-Informed Care Facilities:** Develop healthcare facilities that address trauma-related health issues.
- **Outreach Programs for Trauma Awareness:** Initiate community outreach programs to educate the public about the importance of trauma-informed care and available services.

Healthcare Awareness Campaigns

Launching healthcare awareness campaigns in Central New York aims to increase public knowledge about various health issues and available healthcare services. Collaborating with public health departments and community organizations is essential for disseminating accurate information and promoting health education.

Potential Implementation Examples

- **Public Health Informational Campaigns:** Run informational campaigns on important health topics across various media platforms.
- **Health Fairs and Community Events:** Organize health fairs and events with public health departments to provide direct outreach and education.
- **Partnerships for Health Education:** Collaborate with schools and community centers to integrate health education into programs.
- **Social Media Outreach:** Use social media channels to regularly share health tips, updates on healthcare services, and preventive care information.

Expanded Special Needs Support

Enhancing services for children and adults with special needs in Central New York involves developing tailored care programs. These initiatives ensure specialized support, addressing this community segment's unique challenges and requirements.

Potential Implementation Examples

- **Specialized Educational Programs:** Develop educational programs in schools specifically designed for children with special needs.
- **Adult Day Care Services:** Create day care services for adults with special needs, providing structured and supportive environments.
- **Training for Caregivers:** Offer training programs for caregivers and family members on best practices in special needs care.
- **Accessibility Upgrades:** Implement accessibility upgrades in public facilities and services to better accommodate individuals with special needs.

Dependent Care Support

Providing resources for the care of dependents, whether children or elderly family members, is an important aspect of supporting the diverse needs of families in Central New York. This strategy involves establishing comprehensive care services that address a wide range of caregiving needs.

Potential Implementation Examples

- **Respite Care Programs:** Develop programs offering temporary relief for caregivers of dependents who are elderly or disabled.
- **Educational Workshops for Caregivers:** Conduct workshops providing skills and knowledge for effectively caring for dependents with various needs.
- **Support Groups and Networks:** Create support groups for caregivers to share experiences and receive emotional support.
- **Resource Centers:** Establish centers that provide information and access to services for dependent care.

Sustainable and Equitable Infrastructure Development

Additional Priority: Create a sustainable and inclusive transportation network that enhances connectivity, prioritizes safety, supports economic growth, and minimizes environmental impact

Strategies Identified

- **Diverse Multimodal Transportation:** Invest in a variety of transportation modes to cater to the community's different needs and preferences that promote environmental sustainability.
- **Public Transit:** Strengthen public transit options for efficient, reliable public transportation.
- **Alternative Energy Vehicle Infrastructure:** Expand the network of alternative energy vehicle charging stations and fueling stations to support eco-friendly transportation.
- **Enhance Rural Connectivity:** Improve transportation links in rural areas to enhance access to urban centers and resources.

Diverse Multimodal Transportation

Investing in diverse multimodal transportation in Central New York involves developing various transport options to meet community needs and promote environmental sustainability. This approach aims to provide efficient, eco-friendly travel choices for residents.

Potential Implementation Examples

- **Expanded Public Transit Options:** Enhance public transportation services to offer more routes and frequent service.
- **Bike-Sharing Programs:** Implement bike-sharing systems in urban areas to encourage cycling as a sustainable transport mode.
- **Pedestrian-Friendly Infrastructure:** Develop pedestrian-friendly pathways, promoting walkability in cities and towns.
- **Eco-Friendly Vehicle Incentives:** Provide incentives for using eco-friendly vehicles, such as electric cars, to reduce environmental impact.
- **Funding for Complete Streets Act Implementation:** Equip counties, cities, and local agencies with the resources necessary to consider the safety, accessibility, and mobility of all roadway users and implement and enforce the Complete Streets Act.
- **Development of Vision Zero Strategies:** Assist municipalities in developing and implementing Vision Zero strategies to enhance safe, healthy mobility for all.

Public Transit

Enhanced public transit options will provide efficient and reliable transportation, connectivity, and convenience.

Potential Implementation Examples

- **Dedicated Bus Rapid Transit Lanes:** Implement dedicated lanes for Bus Rapid Transit to ensure speedy and uninterrupted bus service.
- **Advanced Ticketing Systems:** Introduce advanced ticketing and fare collection systems for ease of use and efficiency.
- **Frequent and Reliable Scheduling:** Ensure public transit operates on a frequent and reliable schedule to meet commuter needs.
- **Strategic Transit Station Placement:** Place transit stations strategically to maximize accessibility and coverage across the region.
- **Enhanced Transit Links:** Improve transit links between isolated communities and key public amenities.

Alternative Energy Vehicle Infrastructure

Expanding the network of alternative energy vehicle charging stations and fueling stations in Central New York is pivotal for supporting eco-friendly transportation. This initiative will facilitate the widespread adoption of EVs by ensuring accessible and convenient charging options.

Potential Implementation Examples

- **Charging Stations in Public Areas:** Install electric vehicle charging stations in public places like shopping centers, parks, and municipal buildings.
- **Partnerships with Businesses:** Collaborate with local businesses to set up charging stations in their parking lots.
- **Grants for Electric Vehicle Charging Infrastructure:** Offer grants or incentives to encourage the installation of electric vehicle chargers in both public and private sectors.
- **Integration with Renewable Energy Sources:** Connect electric vehicle charging stations to renewable energy sources like solar or wind power to enhance sustainability.

Enhance Rural Connectivity

Improving transportation links in rural areas of Central New York is essential for providing better access to urban resources and services. This effort aims to bridge the gap between rural communities and urban amenities.

Potential Implementation Examples

- **Rural Bus Service Expansion:** Introduce or expand bus services in rural areas to improve connectivity with urban centers.
- **Road and Bridge Upgrades:** Invest in upgrading roads and bridges to facilitate smoother travel from rural to urban areas.
- **On-Demand Transport Services:** Implement on-demand transportation services like ride-sharing or community shuttles in rural regions.
- **Information and Communication Technology (ICT) Solutions:** Utilize ICT solutions for real-time transport information and improved navigation in rural areas.

Additional Priority: Modernize and sustainably manage utilities and natural resources for a resilient and sustainable Central New York

Strategies Identified

- **Freshwater Infrastructure Rehabilitation and Technology-Driven Water Management:** Modernize water infrastructure and implement technology-driven management to ensure sustainable water supply.
- **Watershed Conservation Initiatives:** Implement conservation projects to protect watersheds and maintain water quality.
- **Stormwater Mitigation Efforts:** Implement effective stormwater management solutions to reduce flood risks, protect water quality, and improve urban water resilience.
- **Sustainable Infrastructure Integration:** Incorporate sustainable practices in infrastructure development to reduce environmental impact.

- **Modernized Utility Infrastructure:** Upgrade utility systems with a focus on sustainable water management and expand high-speed broadband access, aligning with the region's growth and technological needs.
- **Resilient Public Infrastructure:** Enhance the durability and resilience of public infrastructure to better withstand climate change impacts and rising usage, ensuring sustainability and preparedness for future demographic and economic shifts.
- **Renewable Energy Transition:** Shift to renewable and clean energy sources to meet climate goals and enhance resilience in energy infrastructure.

Freshwater Infrastructure Rehabilitation and Technology-Driven Water Management

Modernizing water infrastructure with technology-driven management is vital for the community to ensure a sustainable water supply. This approach is essential for addressing growing water demand and the challenges of climate change, ensuring reliable access to clean water for all communities.

Potential Implementation Examples

- **Smart Water Management Systems:** Implement IoT-based systems for real-time water usage monitoring and management.
- **Advanced Water Purification Technologies:** Introduce cutting-edge purification technologies to enhance water quality.
- **Rainwater Harvesting Initiatives:** Develop rainwater harvesting systems for sustainable water sourcing.
- **Infrastructure Resilience Upgrades:** Upgrade existing water infrastructure to improve resilience against climate-induced impacts.

Watershed Conservation Initiatives

Watershed conservation initiatives in Central New York are crucial for protecting vital water sources and maintaining water quality, impacting ecosystems and human health. Effective management and conservation of watersheds ensure the long-term sustainability of water resources, which is crucial for both environmental balance and community well-being.

Potential Implementation Examples

- **Riparian Buffer Zones:** Establish and maintain riparian buffers along waterways to reduce runoff and protect water quality.
- **Community-Led Cleanup Projects:** Organize watershed clean-up events to engage the community and remove pollutants.
- **Erosion Control Measures:** Implement erosion control techniques to prevent soil degradation and maintain water clarity.

- **Educational Programs on Watershed Protection:** Develop educational programs to raise awareness about the importance of watershed conservation and sustainable practices.

Stormwater Mitigation Efforts

Stormwater mitigation efforts aim to implement effective solutions for managing stormwater to reduce flood risks, protect water quality, and enhance urban water resilience. These efforts are essential for mitigating the adverse impacts of heavy rainfall and ensuring the sustainability of water resources in urban areas.

Potential Implementation Examples

- **Green Infrastructure Installations:** Integrate green infrastructure elements, such as rain gardens, permeable pavements, and bioswales, into urban landscapes to absorb and filter stormwater naturally, reducing the risk of flooding and improving water quality.
- **Urban Drainage Improvement:** Upgrade urban drainage systems to accommodate increased stormwater runoff, reducing the risk of flooding in low-lying areas and ensuring that water is efficiently channeled away from critical infrastructure.
- **Floodplain Management:** Implement floodplain management strategies, including creating flood control structures and regulating development in flood-prone areas, to reduce flood risks and protect communities from inundation.
- **Upgrades in Disadvantaged Communities:** Prioritize stormwater upgrades in flood-prone, socially and economically disadvantaged neighborhoods.
- **Water Quality Monitoring:** Establish water quality monitoring programs to assess and maintain the quality of stormwater runoff, ensuring that pollutants are removed before the water enters local water bodies.

Sustainable Infrastructure Integration

Sustainable infrastructure integration involves incorporating sustainable practices into infrastructure development to reduce environmental impact. This approach prioritizes eco-friendly solutions to minimize environmental harm and promote long-term sustainability.

Potential Implementation Examples

- **Green Building Standards:** Implement green building standards and certifications like LEED (Leadership in Energy and Environmental Design) for new construction projects to ensure energy efficiency and sustainable materials.
- **Renewable Energy Integration:** Include renewable energy sources such as solar panels and wind turbines in infrastructure projects to generate clean energy and reduce the environmental footprint.
- **Sustainable Transportation:** Develop eco-friendly transportation infrastructure, such as expanding public transit, building bike lanes, and installing electric vehicle charging stations, to encourage sustainable commuting.

- **Natural Ecosystem Preservation:** Prioritize the preservation of natural ecosystems during infrastructure development by implementing conservation measures like easements and wildlife corridors to protect habitats and biodiversity.

Modernized Utility Infrastructure

Modernized utility infrastructure involves upgrading utility systems focusing on sustainable water management and expanding high-speed broadband access to align with the region's growth and technological needs. This approach aims to ensure that utility services are reliable, environmentally responsible, and capable of supporting the community's evolving requirements.

Potential Implementation Examples

- **Smart Water Management:** Implement smart water management systems that use data analytics and sensors to optimize water distribution, reduce leakage, and promote water conservation.
- **Renewable Energy Integration:** Power utility infrastructure with renewable energy sources like solar and wind to reduce carbon emissions and promote sustainable energy practices.
- **Broadband Expansion:** Develop high-speed broadband networks in underserved areas to bridge the digital divide, ensuring all residents can access essential online services, education, and job opportunities.
- **Utility Infrastructure Resilience:** Enhance the resilience of utility infrastructure to withstand extreme weather events and natural disasters, ensuring uninterrupted services during emergencies.

Resilient Public Infrastructure

Resilient public infrastructure focuses on enhancing the durability and resilience of public infrastructure to withstand the impacts of climate change and increased usage, ensuring sustainability and preparedness for future demographic and economic shifts. This approach aims to build infrastructure that can adapt to changing conditions and provide essential services to the community under various challenges.

Potential Implementation Examples

- **Climate-Resilient Construction:** Implement climate-resilient construction methods and materials for public infrastructure projects to withstand extreme weather events, flooding, and temperature fluctuations.
- **Smart Infrastructure:** Integrate smart technologies into public infrastructure, such as sensors and monitoring systems, to gather real-time data and respond to changing conditions more effectively.

- **Green Infrastructure:** Promote the development of green infrastructure solutions, including green roofs, permeable pavements, and urban forests, to mitigate the impacts of climate change, improve air quality, and enhance urban resilience.
- **Community Engagement:** Involve the community in infrastructure planning and decision making to ensure that public projects address the specific needs and vulnerabilities of the local population.

Renewable Energy Transition

The renewable energy transition focuses on shifting to renewable and clean energy sources to meet climate goals and enhance resilience in energy infrastructure. This transition is vital for reducing greenhouse gas emissions, combating climate change, and ensuring a sustainable and reliable energy supply.

Potential Implementation Examples

- **Solar Energy Expansion:** Promote the installation of solar panels on residential, commercial, and public buildings to harness solar energy. Incentivize solar adoption through assistance and tax credits, making it more accessible to a wider population.
- **Wind Energy Projects:** Invest in wind energy projects, both onshore and offshore, to harness the power of wind turbines. These projects can contribute significantly to renewable energy generation and reduce reliance on fossil fuels.
- **Energy Storage Solutions:** Develop energy storage systems, such as advanced batteries and pumped hydro storage, to store excess renewable energy for use during periods of high demand or when renewable sources are unavailable.
- **Grid Modernization:** Modernize the energy grid infrastructure to accommodate decentralized energy generation from renewable sources. Implement smart grid technologies to improve grid reliability and efficiency.

Engagement Activities and Summaries

Centering the Voice of Residents

Throughout the Community Priorities Document development, the Central New York Community Engagement Committee and its planning team dedicated themselves to a comprehensive and inclusive approach. Recognizing that diverse community input is vital to the integrity and effectiveness of the Community Priorities Document, they embarked on an expansive outreach and engagement strategy.

Inclusive Outreach and Continuous Engagement

The Community Engagement Committee understood that true community engagement extends beyond occasional consultations. It is an ongoing dialogue, a partnership where the community's voice is not only heard but a driving force in decision making. This belief in the transformative power of community participation shaped every aspect of the Community Engagement Committee's approach.

Collaborative Efforts with Local Influencers and Leaders

Recognizing the value of local knowledge and trust, the Community Engagement Committee collaborated with diverse community influencers, local leaders, and trusted figures. This network was imperative for raising awareness about the Community Priorities Document process and encouraging broad participation. They served as bridges, connecting the Community Engagement Committee with diverse and often underrepresented community segments.

Co-Creation and Tailored Recommendations

A core element of the Community Engagement Committee's strategy was co-creation. This involved working hand in hand with the community, stakeholders, and organizations to ensure that the Community Priorities Document's recommendations were relevant and resonated with local needs and aspirations. This collaborative process allowed for a nuanced understanding of community dynamics, ensuring that the Community Priorities Document was reflective of the unique character and challenges of Central New York.

Language Accessibility and Bilingual Support

To ensure inclusivity, the Community Engagement Committee provided key materials in Spanish and employed bilingual facilitators. This initiative aimed to eliminate language barriers, allowing broader participation from non-English-speaking community members. Bilingual facilitators played a crucial role in engagement events and workshops, ensuring clarity of communication and inclusiveness in discussions.

Diverse Outreach and Engagement Formats

Understanding the diverse needs and preferences of the community, the Community Engagement Committee adopted a hybrid approach to engagement. This included:

- **In-Person Workshops:** These sessions facilitated direct, face-to-face interactions, fostering deep discussions and relationship building. They provided a platform for community members to engage in meaningful dialogue, share stories, and voice concerns personally and effectively.
- **Virtual Focus Groups and Interviews:** Recognizing the barriers to physical attendance for some, the Community Engagement Committee also offered virtual focus groups and interviews. This approach ensured accessibility for individuals with transportation challenges, conflicting schedules, or a preference for digital participation. The virtual format also allowed for wider geographic reach, drawing participants from across the Central New York region who might otherwise have been unable to participate.
- **Online Outreach and Engagement:** CNYCEC.org is a dedicated outreach website to support the committee and its community engagement efforts. The website serves as a central hub for community members to access information, provide feedback, and stay updated on the progress of this project. The website includes newsletter subscriptions, blog posts, and news articles to inform the community about regional updates and ongoing Community Engagement Committee activities. These articles highlight milestones, success stories, and opportunities for community involvement. By disseminating these articles through various channels, the Community Engagement Committee has increased awareness and engagement among community members. The project website also has a contact form and served as a landing page for the surveys that were widely distributed to gather a broad understanding of community sentiments, needs, and priorities. To ensure robust community outreach, awareness, and participation, the team deployed various digital outreach methods, including text message outreach, thirty social media influencers, five media advertisements, and twenty-seven media outlet contacts.

Community and Stakeholder Engagement Activities

Community Engagement Committee Meetings

Regular Review and Reflection

The Central New York Community Engagement Committee and its planning team have established a consistent rhythm of monthly meetings, serving as a pivotal platform for reviewing and reflecting on community outreach and input. These gatherings are more than just formalities; they are active forums for gauging the pulse of the community's voice.

Comprehensive Tracking and Analysis

At each meeting, participants thoroughly analyze engagement metrics. This includes tracking the number of community members reached and a detailed demographics breakdown. This analysis spans a variety of outreach methods, such as:

- Public Events and Meetings: Assessing attendance and participation levels.
- Canvassing Efforts: Reviewing the reach and feedback from direct community interactions.
- Presentations: Evaluating the impact and reception of informational sessions.
- Focus Groups: Analyzing the depth and breadth of discussions and the diversity of viewpoints expressed.
- Digital Engagement: Monitoring interactions on the project website and responses to online and print surveys.

Dynamic Response to Community Feedback

A key aspect of these meetings is the real-time review of information received from community members. The Community Engagement Committee does not merely collect feedback; it actively listens and responds. This includes:

- Addressing concerns raised by community members.
- Discussing suggestions and ideas put forward by residents.
- Considering different perspectives and how they can shape the Community Priorities Document.

Adapting and Refining Engagement Strategies

One of the Community Engagement Committee's strengths lies in its ability to adapt and refine its engagement strategies based on community input. The team:

- Identifies successful outreach methods and explores ways to expand upon them.

- Recognizes areas where engagement could be improved and develops strategies to address these gaps.
- Continually seeks innovative ways to connect with diverse segments of the community.
- Implements feedback loops to ensure community suggestions are incorporated into future planning.

Ensuring Inclusive Outreach and Engagement

The core objective of the Community Engagement Committee meetings is to guarantee that the Community Priorities Document is the product of genuinely inclusive outreach and engagement. This means:

- Striving for a comprehensive representation of Central New York's diverse community in the engagement process.
- Ensuring that the voices of underrepresented and marginalized groups are heard and integrated into the planning.
- Maintaining transparency and accountability in the engagement process to foster community trust and credibility.

Moving Forward

As the Community Engagement Committee continues with its regular meetings, the focus remains steadfast on creating a Community Priorities Document that truly resonates with and represents the aspirations of all residents. The commitment to dynamic, responsive, and inclusive engagement is the guiding force behind these efforts.

Surveys

Survey 1.0: Laying the Foundation

The initial survey phase, Survey 1.0, was designed to establish a broad understanding of community sentiments, needs, and priorities. It served as the foundational step in our comprehensive engagement strategy.

- **Broad Reach and Accessibility:** The survey was available in English and Spanish, ensuring linguistic inclusivity. It was distributed online for digital convenience and in print for those preferring or requiring physical copies.
- **Key Priority Areas:** The survey touched on a range of topics, from education and housing to workforce development and infrastructure, aiming to gather a holistic view of community aspirations and concerns.
- **Community Participation:** Encouraged by the Community Engagement Committee's extensive outreach efforts, a diverse cross section of the community participated in the survey, providing valuable insights that helped shape the direction of the Community Priorities Document.

Survey 2.0: Refining and Prioritizing

Building on the insights from Survey 1.0, Survey 2.0 was developed to dive deeper into specific areas of interest and priority identified by the community.

- **Enhanced Focus:** This survey iteration concentrated on refining and prioritizing the strategies across each identified priority area. It aimed to zero in on specific initiatives and actions the community felt were most critical.
- **Continued Accessibility:** Maintaining our commitment to inclusivity, Survey 2.0 was also made available in English and Spanish, across digital and print platforms, ensuring widespread accessibility.
- **Dynamic Feedback Mechanism:** The survey acted as a dynamic feedback mechanism, allowing the community to see how their initial input had been interpreted and to provide further clarification, refinement, and prioritization of the issues that mattered most to them.

Impact and Outcomes

The dual-phase survey approach provided a comprehensive and evolving understanding of the community's perspectives. These surveys were instrumental in:

- **Identifying Core Community Values:** Insights gathered helped identify what the community valued most, guiding the strategic direction of the Community Priorities Document.
- **Ensuring Representativeness:** The wide reach of the surveys ensured that a broad spectrum of voices was heard, making the findings representative of the community's diverse population.
- **Informing Data-Driven Decisions:** The quantitative and qualitative data collected through these surveys provided a robust basis for data driven decision making in the Community Priorities Document development process.

Moving Forward with Community Insights

As the Community Engagement Committee continues to utilize these surveys' insights, the focus remains on aligning the Community Priorities Document with the authentic voice of Central New York. The surveys have been pivotal in ensuring that the Community Priorities Document reflects not only the community's immediate needs but also a visionary document that resonates with the long-term aspirations of its residents.

Focus Groups

The Central New York Community Engagement Committee prioritized leveraging diverse platforms to connect with the community, ensuring a broad range of voices contributed to the Community Priorities Document. Through a series of well-structured focus groups, the Community Engagement Committee engaged with a wide spectrum of community stakeholders. Across a combination of in-person and virtual sessions, the Community

Engagement Committee hosted focus groups in all five counties of the region. The approach captured nuanced perspectives and detailed feedback for developing the Community Priorities Document.

Engagement Platforms

The Community Engagement Committee collaborated with community groups, business owners, employers, the workforce, and direct service organizations and leveraged community events and meetings. Focus groups were conducted at a variety of locations, including at venues that were easily accessible and in areas traditionally underserved, to promote inclusivity.

The primary aim of these focus groups was to disseminate information regarding the Community Priorities Document while simultaneously gathering community feedback and sentiments. These sessions were designed to be open and inclusive, offering a platform for community members to express their views, share experiences, and propose ideas that would shape the Community Priorities Document. By integrating into existing community networks, the Community Engagement Committee ensured that the engagement process not only was accessible but also resonated with the needs and aspirations of the diverse population across the five-county region.

Insights and Outcomes

The insights gathered from these focus groups played a driving role in developing the Community Priorities Document. They provided a deeper understanding of community needs and aspirations. This methodology facilitated a two-way dialogue where community members felt heard and valued, fostering a sense of ownership and participation in the Community Priorities Document process. The locations and groups' diversity ensured a comprehensive collection of viewpoints, enriching the Community Priorities Document with varied perspectives and ideas. The focus groups were vital to the Community Engagement Committee's engagement strategy, providing an effective mechanism for inclusive and meaningful community participation. Through these discussions, the Community Engagement Committee successfully garnered valuable insights that significantly influenced the shaping of the Community Priorities Document, reflecting the community's diverse voices and aspirations.

Public Meetings

The Central New York Community Engagement Committee conducted two significant public meetings as part of the engagement process for developing the Community Priorities Document. These meetings, held in August and October, were critical in ensuring transparent and direct communication with the public.

First Public Meeting — August

Objective: To introduce the Community Priorities Document initiative, outline the Community Engagement Committee’s role, and explain how the community can participate.

Attendance and Participation: The meeting saw a diverse group of community members, including local leaders, residents, and stakeholders. Active participation was encouraged through Q&A sessions.

Feedback Collection: Community members were invited to share their initial thoughts, concerns, and aspirations regarding the Community Priorities Document and the broader investment in Central New York.

The August meeting established a foundational understanding of the Community Priorities Document process among the attendees and kick-started the community’s involvement in the dialogue.

Second Public Meeting — October

Objective: To provide updates the progress of the Community Priorities Document, share findings from previous engagement efforts (surveys, focus groups), and gather further input from the community.

Engagement and Accessibility: Efforts were made to accommodate a larger audience and facilitate more interactive discussions. The meeting was structured to allow for more in-depth conversations on specific topics.

Feedback Collection: Structured feedback sessions were incorporated, allowing attendees to comment on the evolving priorities and suggestions for the Community Priorities Document.



on of

Moving Forward with Community Insights

The October meeting deepened the engagement with the community, providing clearer insights into community needs and confirming or refining the priorities identified in earlier engagements.

Both meetings were instrumental in creating an open forum for community members to directly engage with the Community Engagement Committee, offering a platform for transparent communication and active community participation. These meetings helped to ensure that the Community Priorities Document development process remained aligned with community needs and expectations, reinforcing the commitment to a community-driven approach. Insights gained from these public meetings were vital in shaping the direction of the Community Priorities Document, ensuring that it truly reflects the voices and priorities of residents.





Empire State
Development



CENTERSTATE
CORPORATION FOR
ECONOMIC OPPORTUNITY



A Steer Company

Developed and designed by Fourth Economy.

Fourth Economy is a national community and economic development consulting firm. Powered by a vision for an economy that serves the people, our approach is centered on principles of competitiveness, equity and resilience. We partner with communities and organizations, public and private, who are ready for change to equip them with the tools and innovative solutions to build strategic, equitable, and resilient organizations and economies.

engage@fourtheconomy.com