



CENTERSTATE NEW YORK AGENDA FOR ECONOMIC OPPORTUNITY

EXECUTIVE SUMMARY

METROPOLITAN BUSINESS PLAN



CENTERSTATE NEW YORK AGENDA FOR ECONOMIC OPPORTUNITY

A METROPOLITAN BUSINESS PLAN PREPARED IN COLLABORATION WITH THE BROOKINGS INSTITUTION METROPOLITAN POLICY PROGRAM

NOVEMBER 2013

The generous financial support of the following regional partners made this project possible:

- CenterState CEO
- City of Syracuse
- Onondaga County
- Onondaga Civic Development Corporation
- Syracuse University
- Mohawk Valley EDGE
- The Community Foundation of Herkimer and Oneida Counties, Inc.
- Central New York Community Foundation, Inc.
- National Grid
- Welch Allyn
- The Allyn Foundation
- Seneca County IDA
- Central New York Technology Development Organization
- Operation Oswego County
- The Gifford Foundation

Clarkson University | Cornell University | Syracuse University | the CNY Regional Planning and Development Board | the Syracuse Center of Excellence | Onondaga County | the City of Syracuse | Saab Sensis Corporation | SUNY Environmental Science and Forestry | Mohawk Valley Edge | Excellus BlueCross BlueShield | Tompkins County Area Development | Welch Allyn | KS & R | M & T Bank | CNY Community Foundation | Bristol Myers Squibb | Bousquet Holstein PLLC | SUNY Upstate Medical University | the Gifford Foundation | Cayuga Community College

CENTERSTATE NEW YORK AGENDA FOR ECONOMIC OPPORTUNITY

A MESSAGE FROM THE CENTERSTATE NEW YORK REGION

Over the last decade, the CenterState region bore witness to manufacturing decline, the Great Recession, and a long, sluggish recovery. These realities have created new competitive dynamics that now demand new interventions. The imperative we face is to carefully craft strategies to transform our unique strengths into globally competitive assets.

The CenterState Agenda for Economic Opportunity responds to that imperative. Steeped in extensive data analysis, it reflects more than two years of work. It drew from the engagement of hundreds of stakeholders across the region as well as national experts. Anchored in the commitment to grow opportunity across the entire twelve-county region, together we designed a comprehensive, strategic approach to make the most of our opportunities and address our challenges.

CenterState CEO convened leading institutions from the public, private, and non-profit sectors to guide development of the Agenda for Economic Opportunity. A steering committee composed of representatives from business, government, philanthropy, and education worked in collaboration with the Brookings Institution Metropolitan Policy Program and RW Ventures as part of a national pilot. Battelle Technology Partnership Practice provided extensive assistance, along with KS&R, which expanded input from regional stakeholders through an interactive on-line forum.

The work proceeded in tandem with the New York State Regional Economic Development Councils. It drew extensively from the unprecedented public input and planning by the Central New York, Southern Tier, North Country, Finger Lakes, and Mohawk Valley Regional Economic Development areas, all of which include some counties in the region.

We are grateful to all of our partners for the time, resources, and insights they provided. But publication of the Agenda marks only a beginning as it inaugurates a new approach to economic development and a new way of doing business centered on closer coordination and collaboration across the region. It is intended as a living document that will grow and change as new partners become engaged and new opportunities and challenges arise.

It will only gain traction with the support of citizens and leaders, however. As a region, we must continue to think through the value proposition we offer to the global market. We need the involvement of many more citizens and organizations to carry out the strategies presented here and to expand their reach to push the region forward in the transition to its next economy.

We invite you to join with us.



INTRODUCTION

Global economic forces buffeted Central Upstate New York over the closing decades of the last century, eroding its traditional industrial base and economic vitality. For more than a decade, regional partners have worked collaboratively to strengthen the region's knowledge assets and define a new economic profile for the new century.

Today, the region is in transition. Investments to spur entrepreneurial activity have generated new energy and opened new pathways. Cities and town centers are seeing new vibrancy, and universities and other anchor institutions are investing to attract knowledge workers and firms. Local government leaders are testing new approaches to gain efficiency and cost effectiveness.

Building on that momentum, the Agenda for Economic Opportunity charts a next phase in the

work to further the region's economic transformation and establish a new center of gravity for the next economy.

The region possesses significant assets for that purpose: emerging and established technology sectors, enhanced infrastructure for innovation, expanding entrepreneurial networks, and an extraordinary network of 35 colleges and universities that give the region one of the highest concentrations of college students in the nation.

CENTERSTATE NEW YORK IS A 12-COUNTY REGION THAT INCLUDES THE SYRACUSE, ITHACA, UTICA/ROME, AND WATERTOWN METROPOLITAN AREAS. Treated as one region, it equates to the 55th largest region in the country, home to 1.5 million people, with total employment of just over 650,000 and economic output of \$62.9 billion in 2012.



At one time, the region's natural resources provided the foundation for its economy, advanced in the early 19th Century by the Erie Canal and growing demand for its products up and down the Eastern Seaboard. The Syracuse area became a great manufacturing center, attracting major firms and large production plants. Ithaca grew around Cornell University; Utica/Rome became a center for U.S. Air Force operations and research. Farmland and the waterways of Lake Ontario and the St. Lawrence River defined Watertown and the North Country.

It was a region of educators, farmers, and makers, with original equipment manufacturers providing business and civic leadership. Over the last decades of the 20th century, new service sectors grew up, but many large manufacturers closed production plants or left the region. That decline continued through the decade of the Great Recession, when another 40 percent of its manufacturing base decamped.

Decades of de-industrialization left a region of older cities, small towns, and rural communities characterized by low wages, long-term unemployment, hollowed out urban neighborhoods, and obsolete

industrial land and buildings. Since the beginning of this century, total economic output in the region increased 11.8 percent, well below the national average of 19.7 percent. The region's productivity—or output per job—of \$91,105 is rising but registers slightly below the national average of \$96,024. Productivity in the Syracuse region is notably higher than the national average, however, at \$102,900.

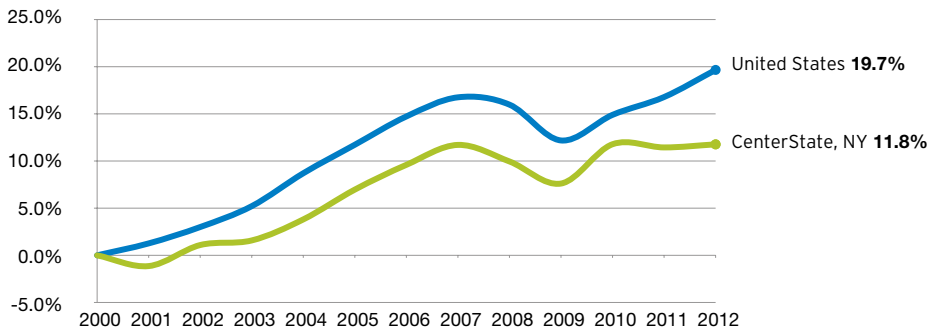
Employment in the region did not fall as drastically during the Great Recession as it did nationally, but it dipped again over the last year. And the average wage of \$39,660 is almost 20 percent lower than the national average.

Poverty rates in some areas have risen significantly with high concentrations in both urban and rural areas. In the city of Syracuse, 38 percent of residents live below the poverty line, among the highest concentrations of poverty in the country.

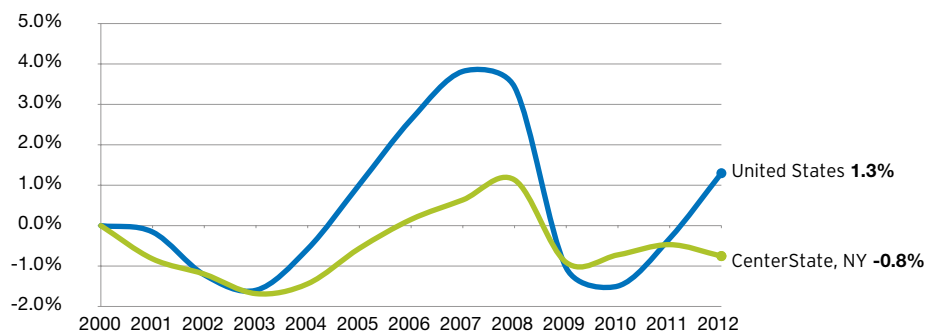
Beneath those troubling indicators lie others that hold more promise: the potential for a next economy and renewed competitive strength based on capacities in regional firms that have emerged from legacy manufacturing sectors and defense research. ■

THE CENTERSTATE REGION LAGS THE NATION IN MOST CRITICAL INDICATORS OF ECONOMIC PERFORMANCE

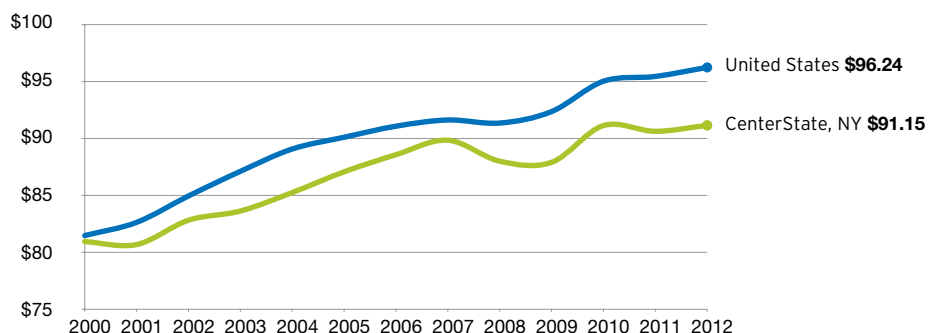
1. CHANGE IN ECONOMIC OUTPUT, 2000-2012 compared to national average



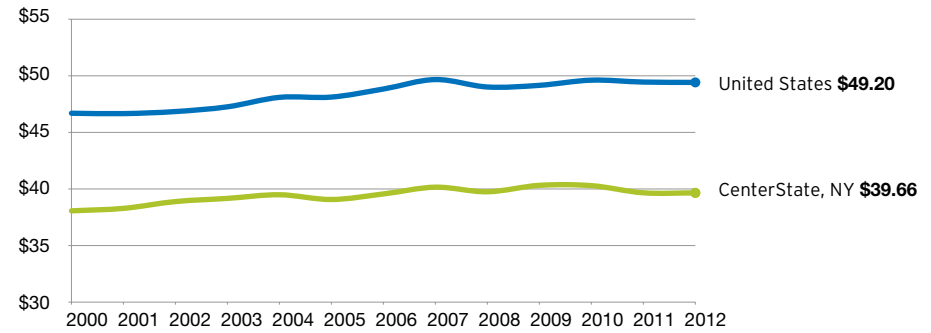
2. CHANGE IN EMPLOYMENT, 2000-2012 compared to national average



3. CHANGE IN OUTPUT PER WORKER, 2000-2012 compared to national average



4. CHANGE IN HOUSEHOLD INCOME, 2000-2012 compared to national average





THE NEXT ECONOMY

A fundamental transformation is underway in the global economy, where knowledge assets centered in people and technology are prized and concentrated in metropolitan areas. The rise of technology, innovation, and globalization are changing the dynamics of productivity and economic growth. Market dynamics are more fluid and geared to reward continuous innovation in products, production techniques, and business models.

The global economy is rapidly evolving toward even greater integration as well, with goods, services, talent, capital, and supplier relationships seamlessly crossing national boundaries. Metropolitan regions have emerged as the vital hubs of these activities, the engines and essential units of the new economy.

This more dynamic environment demands a new approach to economic development: one that is anchored in a deep understanding of the region's market assets and challenges, focused on carefully calibrated strategies built on strengths and designed to foster a culture of collaboration between public and private sector institutions and leaders.

Regions with the greatest capacity to think strategically, act globally, and build on their unique strengths will forge ahead in this new environment. Those that don't will fall further behind.

ESTABLISHING A NEW CENTER OF GRAVITY

This new reality shaped the Agenda for Economic Opportunity developed through the metropolitan business planning process. It is a business plan in the best sense of the term: Objective and based on rigorous data analysis, it evaluates the region's strengths and weaknesses along five mutually reinforcing market levers that, when aligned, drive productivity and prosperity.

Among the five market levers, the region's economic clusters, or concentrations of related industries, and the quality and effective deployment of its human capital, along with its capacity for innovation, impact the productivity of firms directly. The quality of government and civic governance—the cross-sector networks that enable economic activity—along with the built environment and the region's physical form create underlying conditions that support or hamper growth.

The long-term strategic actions proposed in the Agenda for Economic Opportunity represent tangible steps designed to build momentum and synergy to enhance those capacities in the region. It is grounded in market realities and confronts head-on the challenges facing the region. It recommends eight integrated strategies and three ambitious initiatives as a first wave of implementation.

Additionally, the agenda is committed to inclusive growth and the expansion of opportunity to all parts of the region, recognizing that, in a metropolitan economy, the prosperity of all communities and populations is inextricably linked. Reversing the impact of long-term job losses, low growth rates, and rising poverty is not only a matter of equity: inclusive growth is good for business. Regions that develop and deploy more of their total human capital, land, and production assets do better in the long run than those that do not.

For more than a century, CenterState New York represented a production center fueled and driven by innovative entrepreneurs and skilled workers who created and built the legacy industries for which it became known. Its challenge going forward is to re-create an ecosystem that is as supportive of new entrepreneurial energy and innovation but focused on 21st century industries, technologies, and skills.

The region's current industry profile encompasses thirteen sectors identified as pivotal to its economic health and prospects. Accounting for a third of all employment, eight of those sectors are more highly concentrated in the region than across the country. Six are in manufacturing, which are tradable sectors (those that bring outside resources into the region rather than serving only local markets) and exert strong multiplier effects throughout the economy. Those include biomedical, clean technology, digital and electronic devices, metals production and manufacturing, packaging, and precision metalworking.

The region's best promise for the future lies beyond those traditional industry classifications, however. At the points of intersection between its technology, production, human capital and innovation capacities lies the potential to establish a new center of gravity in emerging markets and new products. ■





KEY FINDINGS:

Extensive market analysis conducted over the last two years produced key findings with clear implications for redefining the region's economic profile for the knowledge economy.

It identified new areas of strength and understanding of its competitive assets. It also crystallized points of weakness and challenges that the region must confront in order to establish that new economic profile. The full market analysis that produced the Agenda for Economic Opportunity can be read at www.centerstateopportunity.com

Key findings critical to shaping the Agenda for Economic Opportunity include:

KEY FINDING:

THE REGION HOLDS STRONG POTENTIAL TO EXCEL IN NEW TECHNOLOGY FIELDS

'DATA TO DECISIONS' OFFERS A PLATFORM TO ESTABLISH A GLOBALLY COMPETITIVE NICHE IN RAPIDLY DEVELOPING FIELDS

From across several of the region's most prominent industry concentrations, at least 50 technology companies create and build systems or components for an emerging field identified as "Data to Decisions," or D2D.

Along with cutting-edge researchers in the region's universities and labs, D2D firms share expertise in a variety of fields involved in the processing of massive flows of information to manage increasingly complex systems in real time. They possess world-class capabilities in sensing technology, signal processing, cybersecurity, systems integration and engineering, data mining, and decision support.

This group of firms employs more than 9,000 workers, and overlaps with closely related sectors which

currently use and offer opportunities for dramatically expanding markets for this potential global specialization in D2D technologies. Those sectors include digital electronics primarily in defense and aerospace applications, equipment to monitor and control energy use and environmental quality in buildings, diagnostic and remote monitoring technology for healthcare, and information technology for data management, analysis, transmission, and security.

Sectors that have D2D components represent a highly innovative part of the CenterState economy, accounting for nearly half of all patents generated in



the region in recent years, including many that have emerged from the United States Air Force Research Laboratory in Rome, which is a powerhouse of enormous importance for the region. Major universities also play an active role in development of this specialized knowledge, particularly Cornell, Syracuse,

KEY SECTORS USING TECHNOLOGY:

- Digital Electronics
- Information Systems
- Medical Equipment and Applications
- Environmental Products



and Clarkson whose faculties are leading regional generators of D2D intellectual property, indicating strong potential for new ventures based on cutting-edge research.

Building on these capabilities, D2D represents an exciting platform upon which to establish a globally competitive niche for the region in market sectors that are growing and expanding rapidly.

The potential impact of that specialized niche goes beyond the D2D cluster itself with the prospect that building world-class capacity in D2D applications will strengthen the competitive positions of four larger clusters that D2D serves: digital electronics, information systems, medical equipment and applications, and environmental products.

Developing this platform requires a multi-pronged approach to fuel innovation and growth in the D2D cluster, particularly the formation of new partnerships to adapt technologies and product to new markets across sectors. It requires complementary action to strengthen the involvement of the region's research centers to build overall capacity for innovation and simultaneously build a competitive workforce in these fields.

RISING DEMAND OFFERS OPPORTUNITIES FOR TARGETED TECHNOLOGY SECTORS

Among tradable sectors in the region's top concentrations, three in particular are experiencing rising global demand and new market opportunities. Two of them—thermal and environmental control systems and cybersecurity—overlap with the D2D cluster. The region must also recognize ongoing investment in computer chip manufacturing and R&D facilities in the town of Marcy and at Cornell University.

Many of the 40 firms that make up the thermal and environmental control systems cluster trace their roots to the Carrier Corporation. They occupy a wide variety of specialty niches related to heating and cooling, water filtration, and commercial and residential control systems—all fields that are seeing significant

market growth and offer opportunities for the region.

Another small but significant cluster centers on the rapidly evolving field of cybersecurity, working primarily with the U.S. Air Force Research Lab in Rome. The challenge for those firms is to move beyond defense contracting to enter the private market, which is expected to double by 2017.

In another key area, rising global demand for food and energy offers opportunities for growth in the region's strong biosciences sectors, with implications for agriculture and natural resources. The recent boom in the dairy industry that created thousands of jobs in the production of yogurt illustrates the potential in new agricultural techniques and products.

KEY FINDING:

THE GROWTH IN GLOBAL MARKETS CAN BOOST THE REGION'S EXPORTS AND GLOBAL FLUENCY

While many of the CenterState region's economic strengths are rooted in major multi-nationals and globally competitive firms, as they relocated production away from the region global market orientation waned. In an increasingly global economy, and with consumption expected to more than double in emerging markets by 2025, the CenterState region must become more "globally fluent."

Currently, the region exports approximately \$8.7 billion annually to international markets with firms in emerging technology sectors playing significant roles. But that total represents only 11.5 percent of the region's total economic output. The region must boost its orientation to international markets and ramp up exports.

Many of the region's most significant technology sectors and clusters present compelling opportunities for expanding the region's global reach. Products and services related to the Data to Decisions cluster, agribusiness, clean technologies, higher education,

Global fluency is defined as the level of global understanding in a region, its competence, level of practice, and reach into world markets in an increasingly interconnected global economy.



healthcare and engineering all represent areas for potential expansion in the global marketplace.

On another front, not all parts of the region are attracting foreign-born workers at adequate levels, or retaining the international talent that earns degrees in the region's universities.

KEY FINDING:

THE REGION'S INNOVATION ECOSYSTEM IS STILL EMERGING AND REQUIRES NEW INVESTMENT

The region's investments over the last decade to renew its entrepreneurial ecosystem catalyzed more than a hundred companies now involved in its networks and a growing base of entrepreneurs and startup firms. Through these programs the region is identifying small businesses with high growth potential and connecting them to the resources they need to grow and stay within the region.

Those investments represent only a down payment on the long-term strategy to rebuild the region's innovation capacity. The next stage requires new vehicles for investment in companies with significant potential to support their sustained contribution to the CenterState economy, as well as strengthening other aspects of the innovation ecosystem.

A snapshot of the Syracuse region shows that the rate of new business formation still lags behind national averages for larger metropolitan regions. Venture capital flow into the region averaged \$27 per capita over the last decade compared to \$933 per capita in larger regions. Between 2005 and 2008, firms in the region attracted a cumulative total of only 0.1 percent of the \$2.8 billion invested annually by venture capital firms located in New York State, prompting a series of studies that have described the region as a venture capital desert.

The region boasts an exceptional research base in its universities and institutes with \$600 million in

ENTREPRENEURIAL NETWORKS AND PROGRAMS:

- Syracuse Student Sandbox
- Emerging Business Competition
- Startup Weekend
- Startup Labs
- Grants for Growth
- Tech Garden
- Syracuse Center of Excellence
- CNY Biotech Accelerator
- Rehs Center for Entrepreneurship at Clarkson University
- Thrive Incubator at SUNY Oswego
- Cayuga Venture Fund
- EDGEcellerator
- Shipley Center for Innovation at Clarkson University



annual funding, plus \$800 million through the Rome Air Force Lab. Further, industries in the Syracuse region appear to be investing in research and development, indicating that closer alignment between firms and the region's research institutes could generate greater economic impact.

KEY FINDING:

THE REGION MUST RETAIN AND EXPAND A SKILLED WORKFORCE TO GROW ECONOMIC OPPORTUNITY

The CenterState region is a strong talent generator with its exceptional concentration of colleges and universities enrolling approximately 140,000 students and awarding thousands of degrees each year. Yet one of the region's greatest challenges lies in meeting the need for higher-skilled workers for the knowledge economy.

Disruptions in the region's labor markets over several decades created long-term unemployment and limited opportunities for many workers. As a result, the regional workforce today is both older than the national average and actually smaller than it was five years ago, dropping from slightly above 720,000 five years ago to just over 700,000.



Education levels in the region remained virtually unchanged during those years, with high school attainment rates above the national norm but college attainment slightly below the national average. The presence of so many college and university students complicates an accurate assessment of education levels and skills in the workforce, but what is known is that between 2006 and 2010, the region experienced a net annual reduction in the number of residents with graduate degrees, resulting in the loss of nearly 3,600 potential higher-skilled workers.

The skills gap spans the full spectrum—from the challenge of recruiting and retaining the most highly educated workers, to shifting demand for “middle skill” workers, to effective entry and re-entry portals for workers struggling to gain a toehold in the new economy. National estimates are that half of all new jobs over this decade will require middle skills—meaning some postsecondary training but not necessarily a degree—including technical jobs that form the backbone of the knowledge economy.

In addition to skills, the current geography of economic growth limits access to opportunity, particularly in older urban neighborhoods and rural

accessible on public transportation. National comparisons have identified the Syracuse area as one of the most racially and economically segregated regions in the country.

KEY FINDING:

THE 21ST CENTURY REQUIRES MODERNIZING LOCAL GOVERNMENT

The next economy favors regions that are highly networked with fluid movement of goods, people, and ideas. It favors regions in which both government and civic governance are transparent, open, and adept at working collaboratively across sectors. The Center-State region faces formidable challenges in this area largely related to the structure of local government and tax climate.

The region has nine times the average number of governmental units per capita compared to the largest U.S. metropolitan areas. National comparisons also rank the tax climate in New York State among the worst, with a combined state and local tax burden that is the second highest in the nation as a percentage of income. Property taxes in five counties in the region are among the highest in the nation as a percentage of home values.

Local government leaders in Onondaga County have taken initial steps to address this critical issue through the consolidation of some agencies and services, and they support the need to bring about further change.

In addition to cost and efficiency, the large number of government jurisdictions also complicates decision-making in critical areas, such as investments in infrastructure. CenterState faces significant needs to upgrade infrastructure for the 21st century, including utility systems, electricity transmission, air service, freight capacity, and the extension of broadband in rural areas. ■

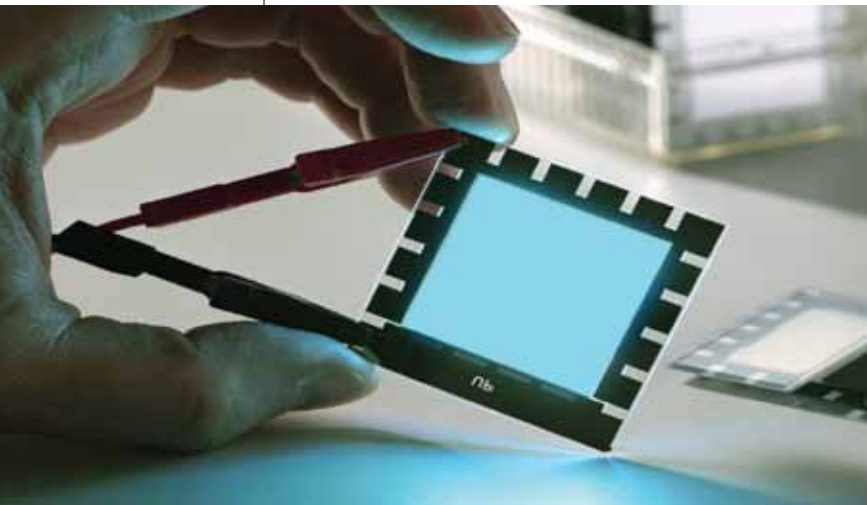


areas. Traditional urban-suburban growth patterns characterize the region, along with small towns and rural areas. Center cities are experiencing a resurgence that is an asset in the knowledge economy, but newer job centers have developed in areas not easily



AGENDA FOR ECONOMIC OPPORTUNITY

Based on these findings, the Agenda for Economic Opportunity recommends eight strategies designed to drive growth, build synergies across the region and create a new center of gravity for the next economy.



STRATEGY 1:

ESTABLISH THE REGION AS A GLOBAL CENTER FOR DATA TO DECISIONS FIRMS, PEOPLE, AND IDEAS

The businesses that form the emerging D2D cluster have individual market opportunities for growth but a potentially larger opportunity exists for the region to carve out a specialized niche in the application of technologies across multiple sectors. To pursue that opportunity as a platform for growth, the region will undertake a multi-pronged approach: develop a cluster with world-class capabilities, provide a skilled workforce, and create stronger connections to the region's formidable research institutions:

- ▶ **Establish the Data to Decisions Innovation Alliance** with the mission to grow and expand the cluster and related innovation capacity across the region
- ▶ **Create a Skills Broker** to match pre-qualified candidates with job openings in the D2D cluster particularly high-skilled positions in engineering and technical fields
- ▶ **Position the Region as a Leading Center for D2D Research through Stronger Linkages** between this critical growth sector and the region's universities and research institutes.

STRATEGY 2:

STRENGTHEN THE REGION'S POSITION AS A LEADER IN CYBERSECURITY, THERMAL AND ENVIRONMENTAL CONTROL SYSTEMS, AND AGRIBUSINESS

The region's strong natural resources, 21st century manufacturing sectors, and capacity for research and technology development position it for growth but require sustained focus on key tradable sectors. To that end, the region will:

- ▶ **Accelerate the Growth of the Thermal and Environmental Control Systems Cluster**, particularly the region's small and medium-sized firms
- ▶ **Establish the Region as a Center for Cybersecurity**, maintaining the critical asset offered by the Rome Laboratory and assisting the industry to enter new markets such as finance and healthcare
- ▶ **Grow Agribusiness, Bioscience and Natural Resource-based Industries** leveraging the region's logistics capabilities, land and water resources, aligning research and technology development to support innovation in agriculture and other industries.





STRATEGY 3:

GROW EXPORTS AND FOREIGN DIRECT INVESTMENT

With 95 percent of the world’s consumers living outside the United States, the region must strengthen its presence in the global marketplace and grow exports. First steps:

- ▶ **Implement the Metropolitan Export Initiative** to double regional exports in five years
- ▶ **Support Immigration Reform** to increase opportunities for international students to work in the region
- ▶ **Seek Foreign Direct Investment** to attract new sources of capital.

STRATEGY 4:

BUILD OUT A WORLD CLASS ECOSYSTEM FOR INNOVATION AND ENTREPRENEURSHIP

The region must take to the next level its agenda to develop a robust innovation ecosystem by enhancing the range of capital resources available to entrepreneurs and building stronger connections between the region’s research institutions and firms in its critical growth sectors. In addition to the pilot for D2D research described above, the region will:

- ▶ **Create a Regional Seed and Venture Fund**
- ▶ **Build the Entrepreneurial Ecosystem** by expanding incubation space, strengthening support for student entrepreneurship, and forging stronger relationships between entrepreneurs and mentors.



STRATEGY 5:

DEVELOP EMPLOYER-DRIVEN APPROACHES TO ALIGN WORKERS AND JOBS

Higher skills command higher wages and drive economic growth. Meeting the region’s pressing need to increase the talent and skills of its workforce requires expanding the portfolio of education support, effective workforce training, and talent attraction initiatives and aligning them with targeted growth sectors. To strengthen the human capital pipeline and skills at all levels, the region will:

- ▶ **Establish a Demand Aggregator** to catalyze an employer-driven workforce development system, beginning with the proposed skills broker for firms in the D2D cluster
- ▶ **Strengthen the Human Capital Pipeline** through community initiatives focused on raising education attainment across the board, with particular focus on lower-performing school districts and groundbreaking initiatives such as Say Yes to Education
- ▶ **Build on Existing Efforts to Engage, Retain, and Attract Talent** by expanding successful programs, particularly those focused on younger workers.
- ▶ **Expand training programs** that address the issue of re-connecting low-income workers to new economic opportunities, such as Green Train, Health Train and Visions for Change.





STRATEGY 6:

SET PRIORITIES FOR INFRASTRUCTURE INVESTMENTS AND IMPROVEMENTS

In an era of limited resources, the region must set priorities among competing needs for investments in 21st century infrastructure. Top priorities should include:

- **Attract New Air Service** to reduce costs and increase available flights
- **Develop an Inland Rail-Freight Port and Upgrade Capacity of the Port of Oswego**
- **Create a Transformative Approach to Renovate the I-81 Viaduct in Downtown Syracuse**
- **Enhance Transit Services** linking neighborhoods to job centers
- **Support Extension of Broadband** into the North Country and underserved rural areas
- **Support Infrastructure Upgrades** by helping communities locate new sources of funding.

STRATEGY 7:

CULTIVATE OPPORTUNITY RICH ENVIRONMENTS

The smaller metropolitan and rural areas that make up the CenterState region require different approaches to create communities that attract the firms and workers that drive the next economy. Among approaches to consider are initiatives designed to:

- **Leverage Anchor Institutions** in higher education, healthcare, and the arts as key partners for jobs and community development
- **Strengthen the Job Pipeline in Communities of Need** through neighborhood-based training and strong linkages to employers with middle-skill jobs



- **Enhance Transportation to Employment Centers** particularly those with high concentrations of entry-level and middle-skill jobs
- **Develop and Promote Market Rate Housing and Urban Infill** through programs such as land banks
- **Implement Onondaga County's Sustainable Growth Plan** and encourage development of similar plans in other counties.



STRATEGY 8:

BUILD EFFECTIVE PUBLIC AND CIVIC INSTITUTIONS AND CULTURE

Community structures for making decisions, responding to changing economic conditions, and delivering critical public services must be nimble and effective. To lay the groundwork for proposing improvements to local government structures in the region, regional leaders should undertake to:

- **Develop a Government Modernization Commission for Onondaga County** viewing it as a pilot for other counties
- **Support Regional Economic Development Councils** as powerful drivers of economic development
- **Support Citizen-Driven Solutions** by making government data publicly available and encouraging innovative, citizen-driven solutions.

IMPLEMENTING ACTION TO BUILD THE NEXT ECONOMY

The Agenda for Economic Opportunity offers a roadmap for the region to adopt a shared vision for the future, align priorities, organize collaborative action, and engage a widening circle of leaders and stakeholders.

The leadership team that oversaw development of the Agenda is committed to continuing its work, guiding and honing its strategies, and translating strategy into action. CenterState CEO will serve as the hub and guardian of the Agenda, taking responsibility for implementation of its first wave of initiatives, securing resources, and expanding the circle of engaged partners throughout the region. It will establish and track performance metrics and report progress, monitoring regional economic output, job growth, wages, productivity, and poverty rates to measure impact.

An immediate step will involve integrating the Agenda with the work of major partners, beginning with the five Regional Economic Development Councils that include counties in the region.

Across three critical fronts, in the first wave of implementation the region will strengthen its technology sectors, build out its innovation ecosystem, and launch development of a pragmatic approach to modernizing local government.

ESTABLISH THE DATA TO DECISIONS INNOVATION ALLIANCE

The Data to Decisions (D2D) Innovation Alliance will create a membership-based, business-driven entity that will serve as a hub for firms and entrepreneurs involved in all aspects of this rapidly evolving field.

In partnership with a committee of leaders from firms in Data to Decisions sectors and advised by a panel of industry experts convened online, Battelle Technology Partnership Practice has drafted a full business plan for the Alliance that is available at www.centerstateopportunity.com.

Its mission will focus on forging connections across industries to advance the D2D cluster through market scouting and deal matching, supporting new product development within companies, and new venture development. Implementation will require intense engagement with D2D businesses, the entrepreneurial ecosystem, and resources for commercialization and research.

Conservative projections indicate that by its fifth year of operation, the Alliance will enroll a hundred companies and generate up to fifty deal matches annually. Its activities will grow sales for member companies by more than \$20 million annually, and, by its tenth year, twenty new firms will exist as a result of its work.

The expectation is that the Alliance's impact will expand geometrically as it develops cross-sector partnerships among firms that use D2D technology in digital electronics, information systems, medical equipment and applications, and environmental products clusters.

Transferring knowledge and technologies among several of the region's most significant production sectors will create competitive advantage as a global center for D2D, leading to the establishment of new firms and products, creating new jobs, and providing global leadership for research, people, and companies in these important sectors.

CREATE A REGIONAL SEED AND VENTURE FUND

With an initial capital call of \$15 million and a goal to raise up to \$40 million, the new regional Seed and Venture Fund will close a significant gap in capital infrastructure to support entrepreneurs and early-stage firms.

Operating in alignment with CenterState CEO, the fund will work with entrepreneurial networks throughout the region, targeting companies seeking private financing in the \$500,000 to \$2 million range for expansion or growth. It will focus on firms in the region although it will not be restricted to regional firms or target industries.

ESTABLISH A GOVERNMENT MODERNIZATION COMMISSION

A Commission on Government Modernization will explore approaches for improving local government in Onondaga County and propose a practical plan, based on public input and rigorous analysis of the costs and benefits of existing government structures.

The Commission will evaluate government modernization efforts around the country to develop recommendations for improving the delivery of services and increasing cost effectiveness. ■





A CALL TO ACTION



CenterState New York holds the potential to change its economic trajectory, overcoming the losses of the past decades and establishing the region as a global center for innovation and technology in emerging knowledge industries.

The Agenda for Economic Opportunity is ambitious and comprehensive and will require sustained, focused effort backed by significant resources. CenterState CEO and its partners will take the lead in communicating the plan and pushing forward the work already underway to launch three lead initiatives.

The ultimate success of the Agenda is up to the region. It must make the commitment to stay the course, building on initiatives already underway, expanding the reach of collaborative action, and undertaking significant new initiatives to change the region's economic path. Working together, its leaders and key institutions can redefine the region's economic profile and establish a new center of gravity for the next economy. ■

CENTERSTATE NEW YORK AGENDA FOR ECONOMIC OPPORTUNITY

A METROPOLITAN BUSINESS PLAN
PREPARED IN COLLABORATION WITH
THE BROOKINGS INSTITUTION METROPOLITAN POLICY PROGRAM

NOVEMBER 2013

- CenterState CEO
- City of Syracuse
- Onondaga County
- Onondaga Civic Development Corporation
- Syracuse University
- Mohawk Valley EDGE
- The Community Foundation of Herkimer and Oneida Counties, Inc.
- Central New York Community Foundation, Inc.
- National Grid
- Welch Allyn
- The Allyn Foundation
- Seneca County IDA
- Central New York Technology Development Organization
- Operation Oswego County
- The Gifford Foundation

FOR MORE INFORMATION

David Mankiewicz

Senior Vice President Infrastructure and Urban initiatives

CenterState CEO

dmankiewicz@centerstateceo.com

Clarkson University | Cornell University | Syracuse University | the CNY Regional Planning and Development Board | the Syracuse Center of Excellence | Onondaga County | the City of Syracuse | Saab Sensis Corporation | SUNY Environmental Science and Forestry | Mohawk Valley Edge | Excellus BlueCross BlueShield | Tompkins County Area Development | Welch Allyn | KS & R | M & T Bank | CNY Community Foundation | Bristol Myers Squibb | Bousquet Holstein PLLC | SUNY Upstate Medical University | the Gifford Foundation | Cayuga Community College

ABOUT THE BROOKINGS-ROCKEFELLER PROJECT ON STATE AND METROPOLITAN INNOVATION

This is part of a series of papers being produced by the Brookings-Rockefeller Project on State and Metropolitan Innovation.

States and metropolitan areas will be the hubs of policy innovation in the United States, and the places that lay the groundwork for the next economy. The project will present fiscally responsible ideas state leaders can use to create an economy that is driven by exports, powered by low carbon, fueled by innovation, rich with opportunity, and led by metropolitan areas.



ACKNOWLEDGMENTS

The Brookings Metropolitan Policy Program thanks the Rockefeller Foundation for support of this work.

Brookings also thanks the Metropolitan Leadership Council—a bipartisan network of individual, corporate, and philanthropic investors that provide it financial support but, more importantly, are true intellectual and strategic partners.

The Brookings Institution is a private non-profit organization. Its mission is to conduct high-quality, independent research and, based on that research, to provide innovative, practical recommendations for policymakers and the public. The conclusions and recommendations of any Brookings publication are solely those of its author(s), and do not reflect the views of the Institution, its management, or its other scholars.

Support for this publication was generously provided by the Rockefeller Foundation.

Brookings recognizes that the value it provides to any supporter is in its absolute commitment to quality, independence and impact.

BROOKINGS

1775 Massachusetts Avenue, NW
Washington D.C. 20036-2188
telephone 202.797.6000
fax 202.797.6004
web site www.brookings.edu

Metropolitan Policy Program at BROOKINGS

telephone 202.797.6139
fax 202.797.2965
web site brookings.edu/metro



Rockefeller Foundation
Innovation for the Next 100 Years