



Oswego County Micron Strategy Steering Committee: 2023 Annual Report

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The Oswego County Micron Strategy Steering Committee was conceived in October 2022 shortly after Micron's history-making announcement...

Table of Contents

A Region Prepares	5
Childcare Work Group	6
Economic Development Work Group	7
Education (Pre K - 16) Work Group	8
Healthcare Work Group	9
Hotel, Restaurant and Tourism Work Group	10
Housing Work Group	11
Public and Private Infrastructure Work Group	12
Transportation Work Group	13
Workforce Development Work Group	13
Steering Committee Members	14
Work Group Contributors	14 - 15



SUNY Oswego as seen from the shores of Lake Ontario.

A Region Prepares



The Oswego County Micron Strategy Steering Committee was conceived in October 2022 shortly after Micron’s history-making announcement of planning to invest \$100 billion in Central New York over the next 20 years through the creation of Micron’s megafab chip plant, located just over Oswego County’s border in Clay, NY.

As the region’s most mission-critical public comprehensive university and as an economic driver for the state, SUNY Oswego serves as the lead convener of the Oswego County Micron Strategy Steering Committee. The Steering Committee was formed by community leaders in Oswego and Onondaga counties and launched in early 2023.

The Steering Committee exists to bring together stakeholders and interested members of the public to discuss and plan for Oswego County’s role in contributing to the success of Micron and all related industries.

The Oswego County Micron Strategy Steering Committee members represent a broad range of stakeholders across Oswego County and are committed to the following driving principles:

- > **Serve as a comprehensive, unified, and strategy-creating and implementing body** with a focus on how Oswego County can be transformed over the next two decades;
- > **Include, welcome, and engage colleagues, constituents, partners, and community members** from across the Central New York region and beyond;
- > **Effectively gather information to help inform Oswego County’s advancement** in areas including, but not necessarily limited to: childcare; economic development; first responder; healthcare; hotel, restaurant and tourism, housing; PreK-16 education; public and private infrastructure systems; transportation and logistics; and workforce development;
- > **Identify obstacles and collaboratively create and act upon solutions** that will contribute to the common good;
- > **Generously and appropriately share information and goals with each other;** and
- > **Seek opportunities to regularly align priorities and efforts to secure greater local, state, and national funding and resources for the region.**

A special thank you to the Steering Committee members for working together to inclusively form a committee that closes the 2023 year with 37 members and more than 85 public and private organizations represented in the work groups.

All of these diverse stakeholders generously came together to share their time and minds with each other over the past year with a driving commitment to the common goal of contributing to the quality of life, social mobility, and economic advancement of Oswego County.

Please see the following pages of this report for a summary of each work group’s key achievements in 2023, goals for 2024, and lists of all steering committee members and work group contributors.

In the words of the age old African proverb, which I have often cited, “If you want to go fast, go alone. If you want to go far, go together.” As a region, we chose to go together.

Be well,

Peter O. Nwosu, Ph.D.
President, SUNY Oswego



Childcare Work Group

Key Achievements

- > Child Care Business Training Program was implemented through a partnership between Oswego County Workforce NY and Integrated Community Planning of Oswego County, Inc., funded through an Oswego County ARPA award
- > State investments including stabilization and workforce retention grants for existing child care programs, and desert funding to establish new or expand existing child care programs
- > Establishment and launch of the Oswego County Early Childhood Alliance, supported by Oswego County ARPA funds and a grant from the Health Foundation for Western and Central New York

Goals for 2024

- > Increase participation in the Child Care Business Training Program, culminating with a cohort of newly registered/licensed child care programs in Oswego County
- > Increase outreach and education efforts to promote child care as a viable and worthy small business or career to attract more individuals to the field and grow supply
- > Seek additional supports to assist all modalities of care with barriers to opening a childcare program or expanding an existing program

Economic Development Work Group

Key Achievements

- > Application for federal funding (EDA) for expansion of Oswego County Industrial Park \$4M, Total project cost \$16.5M. Partners: COIDA, Operation Oswego County (OOC), Oswego County, Town of Schroepfel, Village of Phoenix, CNYRPDB, CenterState CEO
- > Provided financial assistance for redevelopment of 800,000 SF Riverview Business Park complex to support advanced manufacturing, semiconductor supply chains Total Project Cost \$25M. Partners: COIDA, OOC, TDJ Properties, Town of Volney, Oswego County
- > New York Forward Funding awarded to Village of Phoenix \$4.5M awarded, \$53M in total project cost (current partners: Village of Phoenix, OOC, LPC, Oswego County, NYS DOS, Empire State Development
- > Development in Progress of CNY Strategic Sites Database – 30+ regional sites, 8 Oswego County Partners: CNYRPDB, CenterState CEO, OOC, Oswego County
- > Port of Oswego awarded \$4M in federal funding for cargo handling equipment and rail track improvements. Partners: Port of Oswego, OOC, City of Oswego, Oswego County, CSX
- > Collaborative development of promotional materials about Oswego County assets and quality of life. Partners: OOC, COIDA, Oswego County, SUNY Oswego, Port of Oswego, Novelis, Constellation Energy, Oswego Health, CenterState CEO, Greater Oswego Fulton Chamber of Commerce
- > Development of Regional Workforce Attraction, Retention & Advancement Strategy – \$10M application, will leverage additional resources – Total Project cost TBD. Partners: Central New York Regional Economic Development Council (CNYREDC), Empire State Development, CenterState CEO, CNYRPDB, 5 Counties
- > Meetings with over 40 of identified 70+ stakeholder groups about Micron since beginning of 2023.

Goals for 2024

- > Work toward achieving economic development objectives the work group has identified and continue to revise them as needed.



Education (Pre K-16) Work Group

Key Achievements

- > Oswego County P-TECH launches Associate of Applied Science in Electromechanical Technology degree pathway customized for semiconductor manufacturing careers
- > Cayuga Community College (CCC) opening of Advanced Manufacturing Institute in Fulton
- > CCC launches Advanced Manufacturing Early College Pathway in collaboration with Oswego County School Districts
- > SUNY Oswego KidsTech programs in fall 2022 and spring 2023
- > SUNY Oswego TechWars program in spring 2023
- > Fulton City School District – two Early College High School programs – Information Technology & Health Professions
- > CiTi BOCES and Children’s Museum of Oswego (CMOO) partner for Oswego County Mobile STEM Lab visitations to district elementary schools
- > CiTi BOCES collaborates with districts and Oswego County Workforce Development on offering STEM Connection Challenges to middle school students throughout the county

- > Fulton Family Welcome Center and Pulaski Family Welcome Center – Free Work Ready Support and Community Resource Hubs

Goals for 2024

- > Align Micron career skills to academic standards, technical knowledge and skill standards, employability or 21st century skills and identify skill gaps within current curriculum.
- > Design, advocate use of, and support a comprehensive program of non-cost STEM activities and experiences that ensure equal access, foster inclusivity, and promote equity among students and families across various educational stages, starting from PreK and continuing throughout their academic journey in both classroom and community settings.
- > Design professional development activities and experiences tailored to PreK-16 teachers, staff, school counselors, administrators, advisors, and community educators aiming to support staff in empowering students in their pursuit of STEM pathways.



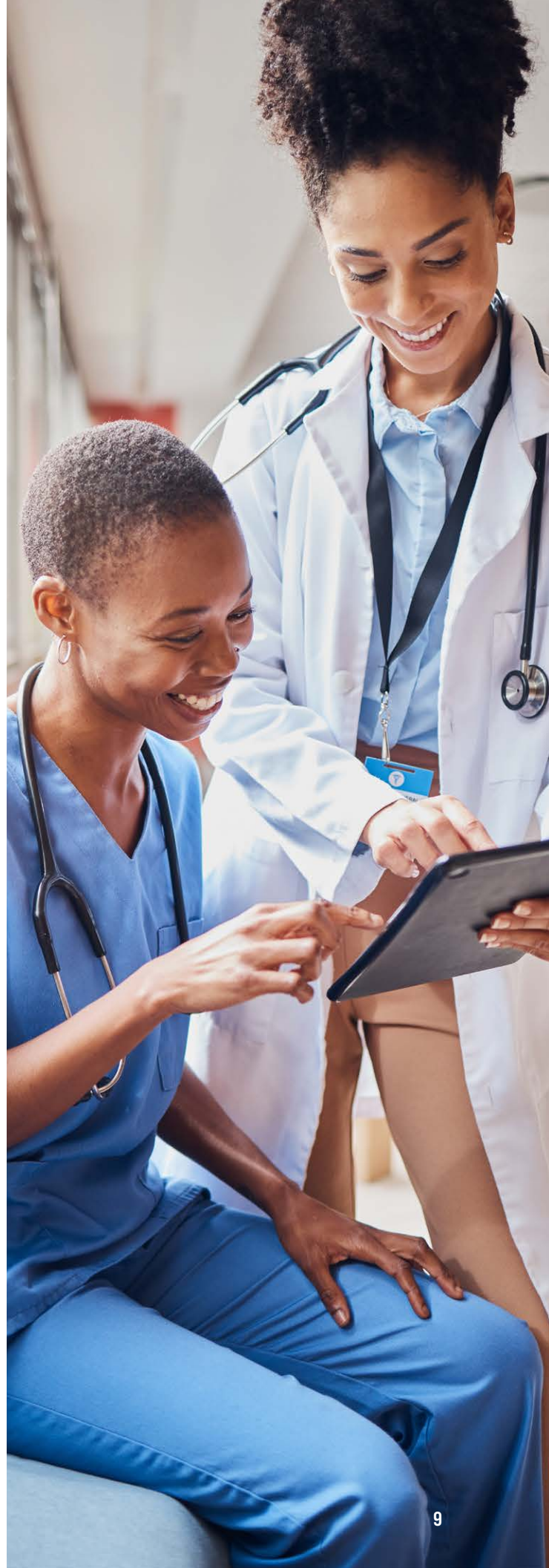
Healthcare Work Group

Key Achievements

- > Discussed each organization's intentions and plans to work together, serving different areas of the county and different populations
- > Oswego Health moved forward on development and expansion in Fulton as part of Fulton's Downtown Revitalization Initiative serving to both improve the community and expand healthcare access in Oswego County
- > Oswego Health adopted a strategic plan, highlighting a "go-south" strategy while still expanding services in Fulton and Oswego
- > From offering free paid training for Certified Nurse Assistants to deploying a career pathway program specific to the field of nursing and medical imaging, as well as providing tuition assistance to advance clinical training; the largest private employer in Oswego County with 1300+ employees, and ranked as one of the greatest community hospitals across the country by Becker's Hospital Review, developing the future healthcare workforce has been a critical focus for Oswego Health
- > Oswego Health cares about meeting the healthcare needs of the community and is proud to partner with Upstate Urology to expand access to urological care locally. With increasing demand for urological care, and the announced retirement of two local prestigious urologists, Upstate Urology and Oswego Health have partnered to provide access to the community

Goals for 2024

- > Engage with state Department of Health leaders on funding opportunities to aid in expansions



Hotel, Restaurant and Tourism Work Group

Key Achievements

- > Over 40 ribbon cuttings to celebrate new businesses, anniversaries, and milestones in Oswego County
- > City of Oswego was the first in the state to complete all projects funded by the Downtown Revitalization Initiative
- > Splash Indoor Waterpark grand opening; the waterpark provides increased value and attraction for tourists
- > Fulton Special Events Committee & Parks and Recreation contributed to annual community events and initiatives attracting over 50,000 attendees
- > City of Oswego and Community Development maintained a full events schedule
- > Grand Opening of Cahill Pier held, the pier transformed the waterfront attractiveness
- > \$2 million from Oswego County was invested at Legends Fields
- > Masterplan in development for Fulton Recreation Park on Lake Neatahwanta
- > The Children's Museum of Oswego saw a large increase of admissions (26,000+ in 2023) and expanded its STEM programs including offering a traveling STEM mobile and childcare services to the region
- > CNYREDC Consolidated Funding Application (CFA) workshop hosted in partnership with Operation Oswego County, Oswego County and the Greater-Oswego Fulton Chamber of Commerce (GOFCC) to educate business and community members on funding opportunities and the CFA process
- > Network with Purpose: Creating Connections in Oswego County was held to bring together key

stakeholders from public, private and nonprofit sectors to showcase Oswego County as an attractive place to work, live and play

- > New York State Tourism Conference selected Oswego as the site for the 2023 annual event
- > National Oceanic and Atmospheric Administration (NOAA) moved closer to designating Lake Ontario as a National Marine Sanctuary

Goals for 2024

- > Share a unified message with business and community members that Micron is coming and will have immense positive economic impact on the CNY region, specially benefiting hotel, restaurant and tourism providers
- > Identify funding opportunities to support hospitality and tourism
- > Create or identify the owner of one cohesive website that encompasses all of Oswego County's hotel, restaurant, and tourism offerings
- > Increase programming and educational incentives for students with a focus on culinary and hospitality skills to develop a workforce pipeline
- > Establish real estate/potential building site options for hotel and short-term stay development
- > Further develop the waterfront throughout Oswego County
- > Continue to facilitate work group meetings to stay updated and continue to steady and ready Oswego County



Housing Work Group

Key Achievements

- > Identified and unified key stakeholders – these relationships will be crucial to any future conversations, county-wide related to construction of new housing as well as best use for increasing quality and affordability of current housing.

Goals for 2024

- > In partnership with the Infrastructure work group, begin to identify possible locations that could be appropriate for new construction. This will consider infrastructure needs as well as conversations with the municipalities most likely to be affected by population growth.
- > Begin to build a pathway for construction taking into account possible growth areas and potential difficulties to be addressed.
- > Continue to regularly encourage all parties to work together to move the county-wide vision for housing forward.





Public and Private Infrastructure Work Group

Key Achievements

- > Assess existing and inspire new local land use planning – In concert with the Economic Development Committee, met with the towns of Hastings, Schroepfel, West Monroe and Constantia, the Tug Hill Commission director and planning staff and the villages of Phoenix, Central Square and Cleveland to discuss plans to promote their communities to new developers
- > Met with the Oswego County Associations of Mayors and Town Supervisors to encourage them to prepare their communities for the anticipated growth that is likely to occur
- > Assess existing water and wastewater assets – Kicked off a study (co-funded by the County and the IDA) to get an in-depth inventory of these assets throughout the county so we can help focus future efforts to maintain and/or grow these systems. The report also explores the pros and cons of forming a county-wide infrastructure development authority. Met with employees of Development Authority of the North Country (DANC) to discuss their processes and related experiences
- > Broadband data collection – Continued our efforts with the Tug Hill Commission and the CNY Regional Planning and Development Board to fully understand those areas of the county that are unserved or underserved so that we can successfully compete for funding to resolve those concerns. Met with DANC technology staff to discuss their assets and potential partnerships.
- > Issued an RFP for broadband deployment, interviewed respondents and currently waiting for additional information
- > Oswego County identified infrastructure as a high priority initiative

Goals for 2024

- > Pending funding for the Phoenix/Schroepfel wastewater project, secure procurement for engineering services, construction, and construction management services
- > Continue to work with local communities to address land use planning initiatives and support the infrastructure analysis study
- > Negotiate an agreement with a broadband provider

Transportation Work Group

Key Achievements

- > 481 Redesign and Master Plan for Fulton NY
- > Various DRI awards along the 481 corridor from Micron site to Oswego
- > Oswego County creation of Mobility Management department and programs
- > Oswego Port Authority expansion and growth including \$5 million grant for rail to port project, development of a heated warehouse, logistical reconfiguration in Oswego, larger Foreign Trade Zone (FTZ) designation

Goals for 2024

- > Create additional public transit hub locations (used for transferring buses, shared-transit, first mile-last mile connection, electric bike and scooter drop off etc.) in Fulton and Oswego.
- > Identify DRI communities and impact
- > Build and/or strengthen key stakeholder relationships
- > Centro (smaller micro transit, carpool option)
- > Conduct Traffic Study from Oswego to Micron site
- > Obtain Route 31 Traffic Study from Town of Clay
- > Connect with I81 Project, Strategic Team
- > Recommend Update to County Comprehensive Plan
- > Obtain, review and align with municipal comp plans along the various routes through Oswego County to the Micron site
- > Identify grants available
- > Oswego County-wide broadband (fiber and wireless) to support all modes of transport's need for access to smart technology

Workforce Development Work Group

Key Achievements

- > MACNY – Real Life Rosie's program with Mohawk Valley Community College for entry-level advanced manufacturing and work readiness
- > TDO (Train.Develop.Optimize.) – Awarded grant for supply chain assistance through NYSTAR for assessment, scouting, attracting and coaching of current and new companies
- > SUNY Oswego launched an Instructor Bootcamp with a \$340,963 operating grant from Empire State Development Office of Strategic Workforce Development (for additional information, visit oswego.edu/instructor-bootcamp)
- > Cayuga Community College – Awarded Years 1 and 2 of Reimagine Workforce Training Grant through SUNY for Electro Mechanical Systems Fundamentals noncredit Microcredential; Hosted Advanced Manufacturing Expos for high school upperclassmen and for families
- > Oswego County Workforce New York (OCWNY) – CDL Training Initiative; outreach and career exploration for existing industry businesses and career training pathways
- > Member representation on Micron Future-Ready Workforce Innovation Consortium and the various taskforce groups

Goals for 2024

- > Share a unified message with community members that Micron is coming and will have immense positive economic impact on the CNY region
- > Educate the emerging workforce on the opportunities currently available through career pathways training, apprenticeships, and job opportunities
- > Continue to build industry partnerships, focusing on construction and advanced manufacturing, for business support as we work to obtain funding and expand existing successful training programs

Steering Committee Members

Michael Backus *Oswego Health*
 Cheryl Baldwin..... *Oswego YMCA*
 Mayor William (Billy) Barlow... *City of Oswego and Oswego Health*
 David Bottar *Central New York Regional Planning and
 Development Board*
 Sara Broadwell *Greater Oswego-Fulton Chamber of Commerce*
 John Camp..... *C&S Companies*
 Pam Caraccioli *Fulton Savings Bank*
 Pat Carroll..... *Plumbers and Steamfitters Local #81*
 Phil Church..... *Oswego County Administrator*
 Jamal Coleman *SUNY Oswego*
 Robert Corradino *7th Ward Councilor Common Council President
 City of Oswego Mayor-elect*
 Jim Dowd..... *Pathfinder Bank*
 Brian Durant *Cayuga Community College*
 Aimee Durfee *CenterState CEO*
 Kristi Eck..... *SUNY Oswego*
 Scott Furlong..... *SUNY Oswego*
 Victoria Furlong *SUNY Oswego*
 Marc Greco *Oswego County Legislature*
 Brian Heffron..... *CiTi BOCES*
 Jennifer Hill *SUNY Oswego*
 Brittney Jerred..... *Honorable Assembly Minority Leader William
 Barclay New York Assembly District 120*
 Keiko Kimura *Cayuga Community College*
 Daniel Kolinski..... *Empire State Development*
 Brandy Koproski *Integrated Community Planning of Oswego
 County*
 Honorable John Mannion *New York Senate District 50*
 Mayor Deana Michaels..... *City of Fulton*
 Peter Nwosu..... *SUNY Oswego Chair of Oswego County Micron
 Strategy Steering Committee*
 Joshua Pearlman..... *U.S. Senate Majority Leader Charles E. Schumer*
 Rachel Pierce *Oswego County Workforce Development Board*
 William W. Scriber..... *Port of Oswego Authority*
 Honora Spillane *CenterState CEO*
 Heather Snow..... *Oswego County Mobility Management*
 Tim Stahl *City of Oswego*
 Mary Toale *SUNY Oswego*
 Chris Todd..... *CiTi BOCES*
 David Turner..... *Oswego County Office of Strategic Initiatives*
 Austin Wheelock..... *Operation Oswego County*

Work Group Contributors

CHILDCARE

Chaired by Brandy Koproski

Children’s Museum of Oswego
 Citi BOCES
 Fulton Family YMCA
 Little Lukes
 NYS Office of Children and Family Services
 Oswego County Opportunities
 Oswego YMCA

ECONOMIC DEVELOPMENT

Chaired by Austin Wheelock

C&S Companies
 Carpenters Local 277
 Cayuga Community College
 CenterState CEO
 Central New York Regional Planning
 and Development Board
 CiTi BOCES
 City of Fulton
 City of Oswego
 City of Oswego Economic
 Development Office
 Constellation Energy
 Construction Design Management
 Council of Oswego County Mayors
 County of Oswego Industrial
 Development Agency
 CSX Rail
 Empire State Development
 Fulton Community Development Agency
 Fulton Savings Bank
 Greater Oswego-Fulton Chamber of
 Commerce
 Huhtamaki
 IBEW Local 43
 Laborers Local 633
 M&T Bank
 MACNY
 National Grid
 Northshore Council of Governments
 Novelis
 NYS Assemblyman William
 Barclay’s Office
 NYS Department of State

NYS Senator John Mannion's Office
Onondaga Small Business
Development Center
Operation Oswego County
Oswego County Airport
Oswego County Department of
Tourism and Planning
Oswego County Legislature
Oswego County Workforce
Development Board
Oswego County Office of Strategic
Initiatives
Oswego YMCA
Pathfinder Bank
Plumbers and Steamfitters Local 81
Port of Oswego Authority
Pulaski Economic Development
Task Force
SUNY Oswego
Town of Constantia
Town of Hastings
Town of Richland
Town of Schroepfel
Town of West Monroe
Train, Development, Optimize (TDO)
Tug Hill Commission
USDA Rural Development
Village of Central Square
Village of Cleveland
Village of Mexico
Village of Phoenix
Village of Pulaski

EDUCATION: PREK-16
Chaired by Brian Heffron

Cayuga Community College
CiTi BOCES
Fulton Common Council
Fulton City School District
North County Library System
Oswego County YMCA
Phoenix City School District
SUNY Oswego
Town of Granby

HEALTHCARE
Chaired by Billy Barlow

Allied Health
ConnexCare
Elemental Management
Oswego Health
Upstate Physical Therapy

HOTEL, RESTAURANT & TOURISM
Chaired by Sara Broadwell

Broadwell Hospitality
Canale's Restaurant
CenterState CEO
Childrens Museum of Oswego (CMOO)
City of Fulton
City of Fulton Parks and Recreation
City of Oswego
City of Oswego Promotion and Tourism
Discover Upstate NY
Dougston Salmon Run
Fulton Special Events
Fulton YMCA
Greater Oswego-Fulton Chamber
of Commerce
Operation Oswego County
Oswego Community Development Agency
Oswego County
Oswego County Tourism
Oswego YMCA

HOUSING
Chaired by Tim Stahl

C&S Companies
City of Fulton Community
Development Office
City of Oswego Housing Office
Fulton Savings Bank
Furdis Construction
Housing Visions
Oswego County
Oswego County Opportunities
Rowlee Construction
Town of Granby
Town of New Haven
Town of Schroepfel
Tug Hill Commission

PUBLIC AND PRIVATE
Infrastructure
Chaired by David Turner

NYS Assemblyman William
Barclay's Office
CNY Building Trades (Plumbers and Fitters)
C&S Companies
CenterState CEO
Central NY Regional Planning and
Development Board
City of Fulton
City of Oswego

County of Oswego Industrial
Development Agency
Fulton Community Development Agency
Operation Oswego County
Oswego County
Port of Oswego Authority
Town of Hastings
Town of Schroepfel
Town of West Monroe
Tug Hill Commission
Village of Mexico
Village of Phoenix

TRANSPORTATION & LOGISTICS
*Co-Chaired by Deana Michaels
and Heather Snow*

City of Fulton
Laser Transit
Nazarian Law, P. C.
Oswego County
Oswego County Office of Mobility
Management
Oswego County Opportunities:
Transportation Division
Page Trucking
Port of Oswego Authority
SUNY Oswego

WORKFORCE DEVELOPMENT
Chaired by Rachel Pierce

Cayuga Community College
CenterState CEO
CITI BOCES
MACNY
Oswego County Workforce New York
SUNY Oswego
TDO
Workforce Development Institute



Empire State Development



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