



CENTRAL NEW YORK COMMUNITY
ENGAGEMENT COMMITTEE

Harnessing Opportunity: Community Priorities for Central New York

Executive Summary

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)



I ♥ CNY



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The Urgency of Now: Shaping Our Shared Future

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 also established an unprecedented \$500 million Green CHIPS Community Investment Fund over twenty years focused on the Central New York community.

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.



In October 2022, Governor Kathy Hochul, Senator Chuck Schumer, Onondaga County Executive Ryan McMahon, and Micron CEO Sanjay Mehrotra announced \$100 billion in private investment to create a mega-complex of computer chip plants in Central New York, creating 9,000 direct jobs over twenty years and more than 50,000 new jobs in total. It will be the largest single private investment in New York State history. (Photo: Mike Groll/ Office of Governor Kathy Hochul)

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, aiming to reflect these insights in the Community Priorities Document — a community-wide document that can help guide investments beyond just the Green CHIPS Community Investment Fund.

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 for Central New York. 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.

Emphasizing not a static list but a vibrant, living document, the Community Priorities Document is a reflection of Central New York's adaptive strategy to the changing dynamics of community needs. 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 Central New York stands 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 to 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.

The Community Priorities 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. This document aims to reflect and support the needs of all Central New York residents, including people of all races, ethnicities, genders, sexual orientations, ages, abilities, and socioeconomic backgrounds. Some strategies, programs, and activities included here might already exist in one place, yet other places might still need investment and support.

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.

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.



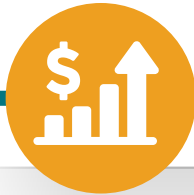
Data-Driven and Community-Centered Approach

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 people of all backgrounds, identities, and orientations 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.



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. 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, the LGBTQIA+ community, veterans, and individuals with disabilities.

The Significance of Community-Driven Decision-Making

The Role of 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.

Broad-Based Community Engagement

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 that the voices of residents were central to the process. We heard from **more than 12,700** residents, ensuring that their voices were incorporated at every step of the process. The Community Engagement Committee made concerted efforts to reach out to and hear from diverse voices including people of all races, ethnicities, genders, sexual orientations, ages, abilities, and socioeconomic backgrounds, to ensure our priorities reflect the needs of all residents.

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.

Engagement by the Numbers



3,274
postcards distributed



316+
organizations engaged



1,301
reached through focus
groups, 1:1 interviews, public
meetings, and other events



3,239
survey respondents



4,920
reached through
cnycec.org and email



12,734
total participants reached

The Community Priorities Document: The Key to Unlocking the Potential of This Historic Moment

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. While 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 Community Investment Fund purview.

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 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

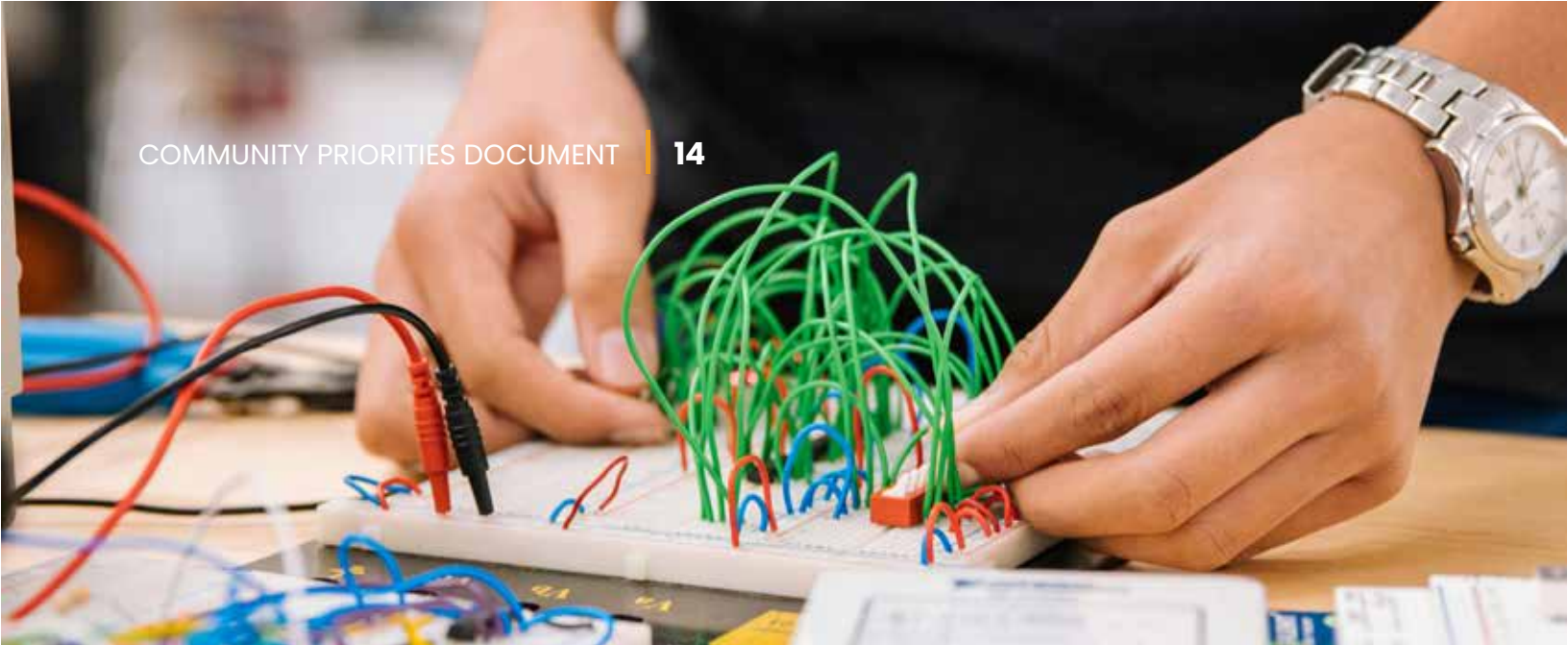
- Enhance and develop diverse and sustainable housing development initiatives

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 12th grade has been identified as a top priority by community members, who reported that bolstering education in the region would be “paramount” to ensuring Central New Yorkers 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, the region’s average high school graduation rate of 86% is slightly lower than the state average of 87% and the national average of 89%. Additionally, graduation rate disparities exist across counties, race and ethnicity, and city and central school districts.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 graders 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, including paid job experiences, technical training, and access to mentors in targeted career pathways for students – especially those from historically underrepresented backgrounds – could significantly boost opportunities for high school and post secondary success, preparing students for jobs of the future and solidifying diverse talent pipelines for industry employers in the region.

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

Priorities	Strategies
<p>Immediate Priority: Strengthen the integration of STEAM, literacy, and social-emotional supports programming into the K–8 education system</p>	<ul style="list-style-type: none"> ▪ 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 research-based literacy practices, professional development, literacy support professionals, and research-based out-of-school-time programs. ▪ Critical Skills Development: Enhance resources for support for cognitive behavioral therapy, social skills, and teamwork.
<p>Immediate Priority: Create career and workforce readiness opportunities in grades 8–12</p>	<ul style="list-style-type: none"> ▪ 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.



Photo: VIP Structures



Priority Area: Workforce Exposure, Development, and Job Opportunities

The announcement of Micron's \$100 billion investment and its plan to create nearly 50,000 jobs across New York 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, diversify employment opportunities, and secure a prosperous future for all Central New Yorkers. Importantly, New York State is already making significant strides through its recent commitment to create the flagship One Network for Regional Advanced Manufacturing Partnerships (ON-RAMP) in the City of Syracuse and the initial planning work provided by the Future-Ready Workforce Innovation Consortium.

Central New York 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.

Priorities	Strategies
<p>Immediate Priority: Actively engage high school students and lifelong learners in workforce exposure programs to align their skills with evolving industry needs</p>	<ul style="list-style-type: none"> ▪ 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.

<p>Immediate Priority: Strategically develop and expand workforce development and opportunity programs to enhance skill sets, meet industry demands, and foster employment growth</p>	<ul style="list-style-type: none"> ▪ Increased Output in Technical Programs: Boost efficiency and participation and graduate rates of technical degree and nondegree 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 post secondary education with expanded scholarship programming and wraparound supports. ▪ Non-traditional 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.
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Priorities	Strategies
<p>Immediate Priority: Develop and implement workforce support services</p>	<ul style="list-style-type: none"> ▪ 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.



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

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 in this economic expansion. 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.

Central New York recognizes the pivotal role of MWVBes and small businesses 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, Central New York aims to 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.

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.

Priorities	Strategies
<p>Immediate Priority: Actively enhance and support minority-, women-, and veteran-owned business enterprises</p>	<ul style="list-style-type: none"> ▪ Certification and Access: Expand initiatives to assist more qualifying minority-, women-, and veteran-owned businesses in achieving MWVBE certification. ▪ Capacity Building and Scaling: Expand existing and launch more programs, accelerators, and incubators that assist small and MWVBE 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 MWVBEs such as low-interest loans, grants, and financial literacy programs. ▪ Inclusive Procurement Practices: Partner with larger regional businesses to drive stronger utilization of MWVBE 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.
<p>Immediate Priority: Strategically support and grow the small business support ecosystem</p>	<ul style="list-style-type: none"> ▪ 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 business adoption of 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.



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

As Central New York 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.

The area’s 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.

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 Central New York’s 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 the sense of belonging and cultural richness that defines vibrant living spaces.

Priorities and Strategies

Priorities	Strategies
<p>Immediate Priority: Enhance and develop diverse and sustainable housing development initiatives</p>	<ul style="list-style-type: none"> ▪ 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 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.

Priorities	Strategies
<p>Enhance and develop diverse and sustainable housing development initiatives (continued)</p>	<ul style="list-style-type: none"> ▪ 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. ▪ Urban Residential Revitalization: Revitalize urban residential areas to improve housing quality and availability.
<p>Additional Priority: Revitalize and connect community spaces and recreation</p>	<ul style="list-style-type: none"> ▪ 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.



Priority Area: Community Health and Family Supports

Community health and family support systems form the bedrock of a thriving Central New York, 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.

We recognize that holistic community health includes addressing the specific health disparities and needs of various groups, including the LGBTQ+ community. 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.^{3, 4}

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.⁵ 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.

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

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

5. Fourth Economy Analysis of the Department of Labor Women's Bureau National Database of Childcare Prices, 2016–2018

Priorities	Strategies
<p>Immediate Priority: Strengthen child care and family supports initiatives</p>	<ul style="list-style-type: none"> ▪ 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.

Priorities and Strategies

Priorities	Strategies
<p>Additional Priority: Enhance community health and healthcare</p>	<ul style="list-style-type: none">▪ 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.



Priority Area: Sustainable and Equitable Infrastructure Development

Central New York 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 also preparing for the expected influx from Micron’s expansion and its associated supply chain businesses. This shift toward 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 Central New York navigates 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.

Priorities	Strategies
<p>Additional Priority: Create a sustainable and inclusive transportation network that enhances connectivity, prioritizes safety, supports economic growth, and minimizes environmental impact</p>	<ul style="list-style-type: none"> ▪ Diverse Multi-modal 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 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.

<p>Additional Priority: Modernize and sustainably manage utilities and natural resources for a resilient and sustainable Central New York</p>	<ul style="list-style-type: none"> ▪ 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.
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A Guide for Using the Community Priorities Document and Recognition of Initiatives Underway

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. Additionally, the Community Engagement Committee collaborated with diverse community influencers and leaders, provided materials in multiple languages, and employed various engagement formats to ensure inclusive participation. This comprehensive approach helped identify and integrate community needs and perspectives into the Community Priorities Document, highlighting the interdependence of different priority areas. This 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.

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 Community Investment Fund purview.

The Community Priorities Document is a dynamic and evolving guide, meant to 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. As we move forward, it is crucial that the implementation of these priorities uplifts and empowers all members of our diverse community, ensuring that the benefits of economic growth are shared equitably. 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.**

“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.”

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

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



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.

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