



MEETING AGENDA
OCDC Regular Meeting
8:30am Economic Development Conference Room
March 12, 2015

8:30am Call to Order

- A. Approval of January 23, 2015 Meeting Minutes**
- B. Treasurer's Report**
- C. Payment of Bills**
- D. Conflict of Interest**

Action Items

1. Near West Side Initiative, Inc.

The Warehouse Theatre project will operate to serve the core market segment of community arts organizations that need rehearsal/performance space with a cost structure intended to accommodate their budgets.

Board Action Requested: A Resolution of the Board approving an Economic Growth Fund service contract to fund up to \$150,000 over three years to support three year operational phase in expenses and authorizing the signing of the service contract and all other related documents by an officer of the Corporation.

Representative: Marilyn Higgins, Near West Side Initiative

2. Central New York Technology Development Organization Lean Foundations Certificate

The CNY TDO is requesting funding from the Economic Growth Fund to support a new Lean Foundations Certificate program to provide students to strengthen their prospective employment marketability.

Board Action Requested: A Resolution of the Board approving funding of up to \$15,000 from the Economic Growth Fund and authorizing an officer of the Corporation to sign the necessary documents.

Representative: Bob Kocik, Sr. Project Manager, CNY TDO

3. Walking Wednesdays

The Cornell Cooperative Extension of Onondaga County, American Heart Association, SUNY Oswego Metro Center, Downtown Committee, and YMCA will be launching a program to build comfort and enjoyment among downtown employees and residents in walking downtown Syracuse through a weekly guided walk. Walks will be focused on the dual purpose of the health benefits as well as encouraging familiarity with downtown's amenities in an effort to encourage economic growth.

Board Action Requested: A Resolution of the Board approving funding of up to \$2,500 from the Economic Growth Fund and authorizing an officer of the Corporation to sign the necessary documents.

Representative: Kim Armani, Director, SUNY Oswego Metro Center

ADJOURN

ONONDAGA CIVIC DEVELOPMENT CORPORATION
Regular Meeting Minutes
January 23, 2015

The Regular meeting of the Onondaga Civic Development Corporation was held on Thursday, January 23, 2015 at 333 West Washington Street, Syracuse, New York, 13202, in the large conference room on the 1st floor.

Cydney Johnson called the meeting to order at 8:33 am with the following:

PRESENT:

Cydney Johnson
Len Manfrates
James Farrell
Ben Dublin
Matthew Marko
Ravi Raman
Alison Miller

ALSO PRESENT:

Julie Cerio, President/CEO
Honora Spillane, Secretary
Kristi Smiley, Treasurer
Karen Doster, Recording Secretary
Linda McShane, Office of Economic Development
Chris Andreucci, Harris Beach
Ann Rooney, Office of the County Executive
Garth Coviello, Strathmore Huntley Group, LLC
John Lacey, Strathmore Huntley Group, LLC
Sue Kuhns, CNYTDO
James Mahaney, Onondaga County Legislature

APPROVAL OF REGULAR MEETING MINUTES – December 11, 2014

Upon a motion by James Farrell, seconded by Leonard Manfrates, the OCDC Board approved the regular meeting minutes of December 11, 2014. Motion was carried unanimously.

TREASURER'S REPORT

Honora Spillane gave a brief review of the Treasurer's Report for the month of December 2014.

Upon a motion by Leonard Manfrates, seconded by James Farrell, the OCDC Board approved the Treasurer's Report for the month of December 2014. Motion was carried unanimously.

PAYMENT OF BILLS

Honora Spillane gave a brief review of the Payment of Bills Schedule #046.

Upon a motion by James Farrell, seconded by Leonard Manfrates, the OCDC Board approved the Payment of Bills, Schedule #046 with General Expenses being \$153,297.57 and marketing expenses being \$4,207.00. Motion was carried unanimously.

CONFLICT OF INTEREST

The Conflict of Interest was circulated and there were no comments.

JAMESVILLE DOG SHELTER

Ann Rooney stated that this is a 20 bed facility for dogs. She stated that this project started in late 2013 with discussions with the County Executive and their team was having regarding the number of euthanized dogs in our County. She stated that they have talked with DeWitt Animal Hospital who shelters these dogs but can only keep them for a certain amount of time in allowing for the adoption process. She stated that during this time they have also been doing some work around the fact that the prevention of recidivism that can come from the rehabilitation of taking care of dogs in a correctional facility. She stated that there are other models for this around the country of the benefit to inmates for caring for dogs in their care when they get out. She stated that the plan in 2013 was to allocate \$350,000 from the County Budget. She stated that that the County Executive's budget contained \$350,000 for that purpose to build a shelter up at Jamesville. She stated that it would be built on the property where it is a 24-7 facility. She stated that the inmates who are in good stead would be taking care of the animals on a daily basis. She stated that at the same time they engaged several volunteer organizations including the Syracuse Pit Crew, the Syracuse Animal Alliance and several veterinarians who are all on board as far as doing the volunteer piece. She stated that they would train the inmates on how to care for the animals. She stated that they originally were allocated \$250,000 in the 2014 budget although all the figures say it was \$350,000. She stated that they spent of the first half of 2014

really trying to make the \$250,000 work. She stated that it was put out to bid, went back to bidders to see if thing could be cut out, they tried to look at it differently. She stated that at the end of the day it is \$350,000 that they need and they have a \$100,000 shortfall. She stated that with the County Executive's 2015 budget it included the shortfall of the \$100,000. She stated that it was never voted on by the County Legislature but it was pulled out with the request that it come to OCDC. She stated that the letter that was sent to the OCDC Board is in terms of requesting the additional \$100,000 so that they can move forward. She stated that all the food and supplies are donated. She stated that this has gotten national attention

James Farrell thanked Ann Rooney for answering a substantial amount of the questions he asked previously. He asked if all groups are actively involved and expect them to be actively involved in this effort going forward. Ann Rooney stated of the groups listed absolutely yes.

James Farrell stated that he believes the reason they are coming before the OCDC Board is to lessen the burden of government. Ann Rooney and Chris Andreucci stated yes.

James Farrell asked if a dog is injured and goes to the vet, who makes the decision on these dogs because it can be costly. Ann Rooney stated that is part of what they are working out with DeWitt Animal Hospital. She stated that there will be vets on call but there will also allow in an unusual instance like that they can be sent back to the DeWitt Animal Hospital for care.

James Farrell asks if the dog becomes somebody else's responsibility. Ann Rooney stated yes.

Cydney Johnson asked if there was a reason given why the Legislature wouldn't cover the \$100,000 and only covered the \$250,000. Ann Rooney stated that there was no reason given and she thinks they believe it could be done for \$250,000.

Cydney Johnson stated that she thinks this is a great thing because she thinks there are very few no kill shelters in our area. She stated that being said she thinks this is a tremendously good reason for OCDC to lessen the burden but she doesn't like the precedent that it sets of a group getting in their mind that there is only so much they want to do and get them to bail you out. She stated that she believes that is not what OCDC is here for and they do a lot of different things and

she thinks the Board does a good job in the community of lessening the burden and helping the workforce. Ann Rooney stated that she agrees.

Matt Marko asked where in the budget sheet the \$100,000 comes out of. Honora Spillane stated that every year OCDC has a reserve set aside for projects like this and the things we do elsewhere in the community called the Economic Growth Fund. She stated that it will come out of that reserve.

Matt Marko stated that this is a new building built on grass outside the fence. Ann Rooney stated yes.

Matt Marko asked if the \$12,000 operating costs include the electricity to the facility. Ann Rooney stated yes and that is the operation part of it.

Matt Marko stated that he thinks this is a great program beyond the benefit to pets but to the penitentiary as well.

Ben Dublin stated that even though there is a small cost to the County, keeping one inmate out of jail again is a far greater savings than the \$12,000 so he thinks it is a very worthy goal and it is a great project.

Matt Marko stated that even the benefit that it is outside the walls of the facility shows a transition period and that is all that we read about is transition from incarceration into society and if this is outside the fence line it is one more step towards that.

Ben Dublin stated that it goes to Jim Farrell's point as well about lessening the burden of government if we can help keep people out of prison which is a significant savings.

Upon a motion by Alison Miller, seconded by Ravi Raman, the OCDC Board approved a resolution approving funding to the Jamesville Dog Shelter up to \$100,000 from the Economic Growth Fund and authorizing an officer of the Corporation to sign the necessary documents. Motion was carried unanimously.

STRATHMORE HUNTLEY GROUP, LLC

John Lacy stated that he is a partner in the Strathmore Huntley Group who is a group of neighbors who are trying to redevelop a dilapidated property in the Strathmore neighborhood.

Honora Spillane asked for a quick project description for the new board members. John Lacy stated that back 2010 HUD foreclosed on 9 properties that were managed by the LJ Company. He stated that at that time a number of neighbors stepped up to try to find a developer for the property. He stated that it is a property that was originally built in 1928 and had fallen on hard times. He stated that it has been 4 years putting together a redevelopment plan which brings them to the Board today.

Garth Coviello stated that the last piece in their financial puzzle is signing and restoring the tax credits. He stated that there is a state portion and a federal portion of the tax credits and the NYS portion passed legislation about a year ago making the State credits a refundable credit for projects that were going into service in 2015 or thereafter. He stated that made it possible for them to take advantage of the NYS refund and use it as leverage to secure the bridge loan that is being presented to the Board. He stated that they would use the money up front and it is similar to selling the tax purchaser.

Honora Spillane stated that this came to the OCDC partly at a request from the City's Economic Development Corporation where they have a revolving loan fund and the entire amount of the bridge loan was a big lift for them. The City's staff asked if OCDC could come in and help out so it is being split 50/50. She stated that there will be identical terms.

Cydney Johnson stated that this is a loan agreement and not a grant so it will be paid back over the terms set.

Jim Farrell asked what the maturity of the loan is. Chris Andreucci stated that it matures in 2017.

Matt Marko asked if OCDC has partnered with SEDCO on things like this before. Honora Spillane stated that OCDC had done one other guarantee on a loan with them. She stated that the Southside Food Coop looked to get funding and there is a \$150,000 guarantee that we are sharing currently.

Matt Marko asked if this is outside the bounds of OCDC's mission or the legal aspects. Chris Andreucci stated that OCDC has the legal authority to make loans and make guarantees. He stated that it is certainly well within the mission because it builds up the community and provides housing for folks to support business in that area.

Matt Marko stated that he is concerned about the fact that we are making a loan and they are making a loan and asked if we are any way tied into their operation. Chris Andreucci stated that OCDC will share security with them but there will be a lender above us. He stated that we will get paid back from the tax credits.

Cydney Johnson stated that one of the questions the Board asks when we talk about anything with construction, are the contractors and workman local. Garth Coviello stated that Rich and Gardner is their contractor and Randy Crawford is the architect to oversee and follow through to make sure they get their tax credits.

Cydney Johnson stated that OCDC urges when they are involved to use local workers and people within our community so that the money is reinvested back into the community that we all live in. She stated that is always a strong suggestion that they like to make as Strathmore Huntley Group takes on this project so that the workforce does benefit within our County.

Ravi Raman asked if this is a non-recourse loan, are we taking a second position on it and are their personal guarantees. Chris Andreucci stated that there are personal guarantees and is recourse against the four guarantors.

Alison Miller asked if SEDCO and OCDC are getting paid back from the credits. Chris Andreucci stated yes.

Alison Miller asked if there may be a residual if it matures in 2017, or when they get their credit, and they only get \$460,000 and they owe \$450,000 and \$100,000 to SEDCO. She stated that there is a deficiency. Chris Andreucci stated that OCDC is doing \$225,000 and SEDCO is doing \$225,000 so it is \$450,000 total. eE stated that the tax credits are estimated to be about \$460,000.

Alison Miller asked how it is going to be managed going forward. She stated that she thinks it is a great and supports it but from the individuals involved is there any property, management or landlord experience. She stated that there are a lot of units. Garth Coviello stated that he has been a landlord since 2000 and owns 3 multifamilies in Binghamton. He stated that he does have experience but they plan to hire a property manager to manage the property as well.

Upon a motion by James Farrell, seconded by Leonard Manfrates, the OCDC Board approved a resolution approving the terms of the Strathmore Huntley Group, LLC loan agreement and authorizing an officer of the Corporation to sign the necessary contracts and documents. Motion was carried unanimously.

EXPORT NY TRAINING PROGRAM

Sue Kuhns stated that first she would like to thank OCDC for the support of the 2014 program. She stated that in the second session they ran 10 companies through and they are all well on their way to developing their export businesses. She stated that TDO is a not for profit organization and their mission is to support manufacturers and technology entrepreneurs in Central New York. She stated that they help them with operational excellence, continuous improvement, lean manufacturing, business growth, technology innovation and commercialization. She stated that they are a part of state and federal network. She stated that federal is Manufacturer Extension Partnership (MEP) and State is the Regional Technology Development Centers.

Sue Kuhns stated that Export New York is a program that has been running since the late 1990's and the County has generously supported that all these years. She stated that they have run over a 100 companies through the program in that time. She stated that it is not just a series of lectures but about helping a company develop and export international business development

plan. She stated that in a very condensed amount of time they support businesses, analyzing target markets, developing a market entry strategy and educating them in all the pitfalls they can get into doing business internationally. She stated that they walk out of the program with a full plan customized to their business to enter international markets and mitigate risks. She stated that it is more than just a series of educational programs because that is relatively easy to put together but they support the businesses with staff who has a lot of expertise and with interns to do the research. She stated that these are business owners, marketing executives, sales executives and sometimes finance executives who are very busy people often with travel schedules so they don't necessarily have time to do that leg work so they put graduate students to work for them to do that market research and to tap into all the resources and data. She stated that it is a program with a huge support network to accelerate the businesses progress that they probably couldn't do certainly in that time frame on their own. She stated that the program is integrated into the Metropolitan Export Initiative and is very supportive by the Initiative but not supported by it.

Sue Kuhns gave examples of companies that went through the Export NY program.

Cydney Johnson asked what Export NY is asking for as it relates to ongoing. Sue Kuhns stated that they Export NY is asking for \$20,000 to support a program with a budget of \$100,000 and that is helpful in keeping the costs down to the participants.

Cydney Johnson asked if OCDC is one of several funders. Sue Kuhns stated yes. She stated that there is a tuition line and one of the other funders who is a workforce development institute and they gave the money directly to the program. She stated that their normal modal of operation is to give the money directly to the company so they asked Export NY to have each individual company apply which is a lot more paperwork. She stated that the tuition had to be raised with the understanding that they would be reimbursed \$2,500 each company.

Julie Cerio stated that we often find that some of our bigger projects come from helping the smaller entities and she asked Sue Kuhns when they do the training are the businesses made aware or part of the curriculum of what OCDC or OCIDA does for companies and if not would she be willing to consider it. Sue Kuhns stated that they had in the past but last session they did

not. She stated that they have opened the meetings to anyone who would like to attend from the County and welcome that.

Julie Cerio asked Sue Kuhns to reach out to Honora Spillane and herself when it is coming up and they will come and speak to the businesses and let them know what our various organizations do. Sue Kuhns stated yes.

Cydney Johnson asked if OCDC has funded this before. Honora Spillane stated that this is OCDC's second funding round and the IDA had previously funded the program for about a decade.

Cydney Johnson stated that there has always been some type of support. Honora Spillane stated yes. She stated that Air Innovations went through the program about 8 to 10 years ago and they are doing great business in China and Mr. Wetzel would say it is due in large part to this program.

Cydney Johnson stated that this is one of those very nicely aligned projects that really fit to the things that OCDC feels strongly about.

Matt Marko asked if they are all Onondaga County based companies that are participating. Sue Kuhns stated that not always because their mission is five counties. She stated that 8 out of the 10 companies last time were.

Matthew Marko stated that it is a regional program. Sue Kuhns stated yes.

Upon a motion by Ravi Raman, seconded by Ben Dublin, the OCDC Board approved a resolution approving funding of up to \$20,000 from the Economic Growth Fund and authorizing an officer of the Corporation to sign the necessary documents. Motion was carried unanimously.

OFFICER APPOINTMENTS

Cydney Johnson stated that she has been on the Board since the beginning and this is a great board. She stated that one of the things she likes about this Board is that they do very good things and they don't always do things in agreement. She stated that they have had some very active discussions and she hopes that continues because that is why we are all here. She stated that we are here to help the community, to lessen the burden, support workforce and community development. She stated that the staff looks out for the Board Members, provide tremendous information, do a lot of leg work and never leave the Board hanging so we always use them as our go to people for anything that comes up.

James Farrell stated that he is very pleased to nominate Cydney Johnson as the Board's chairman moving forward and thinks she will do a great job. He stated that he has stayed on this Board because he truly enjoys the work of this Board. He stated that this morning's discussion is typically the way it happens but the board doesn't always agree. He stated that the Board does a good job and the staff does a superb job. He stated that this is the best staff that he has worked with.

Upon a motion by James Farrell, seconded by Ravi Raman, the OCDC Board approved a resolution appointment Cydney Johnson as Chair. Cydney Johnson abstained. Motion was carried unanimously.

Cydney Johnson stated that Honora Spillane has come on 4 years ago and she has easily come in and has added and added. She stated that she covers all the Boards here and does a tremendous job. She stated that she is happy to see Honora take on this responsibility.

Upon a motion by Leonard Manfrates, seconded by James Farrell, the OCDC Board approved a resolution appointing Honora Spillane as Treasurer and Public Hearing Officer. Motion was carried unanimously.

Julie Cerio stated that there was an email sent out with the dates of the PAAA webinar training that are coming up and it is a required training. She stated that it is incredibly helpful and you will understand the requirements that we have as a Board that we have to meet. She stated we really need to dot our I's and cross our T's which means the Board has to take the PAAA training because at the end of the year they are going to ask if it has been completed

Upon a motion by Ben Dublin, seconded by Matthew Marko, the OCDC Board adjourned the meeting at 9:31 am. Motion was carried unanimously.

Honora Spillane, Secretary

DRAFT



ONONDAGA CIVIC DEVELOPMENT CORPORATION
 333 WASHINGTON STREET, SUITE 130, SYRACUSE, NY 13202
 PHONE: 315.435.3770 • FAX: 315.435.3669

February 28, 2015

Revenue / Expense / Income	Current Period	Year to date	2015 Budget Amount	Current YTD Change to Budget
Operating Revenue	724	2,094	110,280	(108,186)
County Contract Expense	8,412	18,188	173,193	(155,005)
Operating/Program Exp.	162	22,983	563,964	(540,981)
Net Ordinary Income	(7,850)	(39,077)	(626,877)	587,800

Current Assets	Current YTD	Prior YTD
Total Cash	1,840,088	1,524,939
Less Pass Through Received	-	-
Available Cash	1,840,088	1,524,939
Receivables (less pass through rec.)	175,223	197,393
Other	-	-
Total	2,015,311	1,722,332

Reserve for Contracts	
County Operations	155,005
Marketing	20,307
Economic Growth Fund 2015	255,000
Furniture & Equipment	1,974
Micro Loan Loss Fund	54,200
ETL Food Co-op Loan Guarantee	75,000
Jameville Dog Shelter	100,000
Total	661,486

Receivables	
0-120 days	20,964
> 120 days	154,259
Total	175,223



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February 28, 2015

Growth Fund Detail				
Service Provider	Contract Amount	Approval Date	Amount Paid	Contract Due
2014 Service Contracts				
OCC Workforce PILOT Program				
	\$40,000	2/13/2014	-	40,000
Schneider EPP	\$9,610	9/11/2014		9,610
Sutherland EPP	\$25,000	10/9/2014		25,000
CABVI	\$50,000	12/11/2014	-	50,000
Strathmore Huntley Loan	\$225,000	12/11/2014	-	225,000
2015 Service Contracts				
Centerstates CEO Community Prosperity Initiative 2nd Payment				
	\$125,000	10/9/2014	-	125,000
Export NY Training Program	\$20,000	1/23/2015	-	20,000

Onondaga Civic Development Corporation Balance Sheet Prev Year Comparison As of February 28, 2015

	Feb 28, 15	Feb 28, 14	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
100 · M&T Checking	0.00	139,307.18	-139,307.18	-100.0%
100.5 · M&T M-M Savings	1,729,034.55	957,052.09	771,982.46	80.7%
101 · Petty Cash	9.13	9.13	0.00	0.0%
102 · First Niagara Checking	111,044.64	428,570.28	-317,525.64	-74.1%
Total Checking/Savings	1,840,088.32	1,524,938.68	315,149.64	20.7%
Other Current Assets				
400 · County Copier Reimbursement	315.57	159.96	155.61	97.3%
401 · City Copier Reimbursement	316.76	178.43	138.33	77.5%
401.5 · GSPDC Copier	47.93	16.09	31.84	197.9%
402 · County Internet Reimbursement	245.53	245.54	-0.01	0.0%
402.5 · GSPDC Internet	12.57	12.59	-0.02	-0.2%
403 · City Internet Reimbursement	126.49	183.17	-56.68	-30.9%
405 · OCIDA Marketing due	3,025.66	410.33	2,615.33	637.4%
406 · OC Marketing due	16,873.65	14,520.66	2,352.99	16.2%
450 · Loans Rec.	154,259.19	181,666.63	-27,407.44	-15.1%
Total Other Current Assets	175,223.35	197,393.40	-22,170.05	-11.2%
Total Current Assets	2,015,311.67	1,722,332.08	292,979.59	17.0%
Fixed Assets				
15000 · Furniture and Equipment	32,752.08	32,752.08	0.00	0.0%
Total Fixed Assets	32,752.08	32,752.08	0.00	0.0%
Other Assets				
18600 · Other Assets	0.00	4,655,000.02	-4,655,000.02	-100.0%
Total Other Assets	0.00	4,655,000.02	-4,655,000.02	-100.0%
TOTAL ASSETS	2,048,063.75	6,410,084.18	-4,362,020.43	-68.1%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
600 · Accounts Payable	70,590.58	65,699.61	4,890.97	7.4%
Total Accounts Payable	70,590.58	65,699.61	4,890.97	7.4%
Total Current Liabilities	70,590.58	65,699.61	4,890.97	7.4%
Long Term Liabilities				
27200 · Other Liabilities	0.00	4,736,666.68	-4,736,666.68	-100.0%
Total Long Term Liabilities	0.00	4,736,666.68	-4,736,666.68	-100.0%
Total Liabilities	70,590.58	4,802,366.29	-4,731,775.71	-98.5%
Equity				
31500 · Reserve for Contracts	661,486.00	625,037.00	36,449.00	5.8%
31600 · Equity - Unreserved	-607,285.77	-570,836.77	-36,449.00	-6.4%
32000 · Unrestricted Net Assets	1,962,350.10	1,644,436.92	317,913.18	19.3%
Net Income	-39,077.16	-90,919.26	51,842.10	57.0%
Total Equity	1,977,473.17	1,607,717.89	369,755.28	23.0%
TOTAL LIABILITIES & EQUITY	2,048,063.75	6,410,084.18	-4,362,020.43	-68.1%

9:19 AM
03/05/15
Accrual Basis

Onondaga Civic Development Corporation
Profit & Loss YTD Comparison
February 2015

	<u>Feb 15</u>	<u>Jan - Feb 15</u>
Ordinary Income/Expense		
Income		
45000 · Investments	724.31	2,094.06
Total Income	<u>724.31</u>	<u>2,094.06</u>
Expense		
62890 · Rent, Parking, Utilities	0.00	19,621.16
63000 · OED Contract	8,412.33	18,188.04
65000 · Operations	161.57	3,362.02
Total Expense	<u>8,573.90</u>	<u>41,171.22</u>
Net Ordinary Income	<u>-7,849.59</u>	<u>-39,077.16</u>
Net Income	<u><u>-7,849.59</u></u>	<u><u>-39,077.16</u></u>

ONONDAGA CIVIC DEVELOPMENT CORPORATION
PAYMENT OF BILL - SCHEDULE #047
March 12, 2015

GENERAL EXPENSES

1.	<u>HARRIS BEACH PLLC</u>	\$	2,772.00
	Inv#2084238 & 2087552, General Legal thru Jan. 31, 2015		
2.	<u>TIME WARNER CABLE*</u>	\$	125.95
	February 2015 Internet		
3.	<u>ONONDAGA COUNTY**</u>	\$	63,667.81
	Final 2014 OED Contract Payment		
4.	<u>ONONDAGA COMMUNITY COLLEGE</u>	\$	40,000.00
	1st and Final Workforce PILOT Program Service Contract Payment		
5.	<u>CARDMEMBER SERVICE***</u>	\$	123.90
	Food Service January Meeting and Fees		
6.	<u>TOSHIBA BUSINESS SOLUTIONS****</u>	\$	320.96
	Inv#11617236, February 2015 Copier Service		
7.	<u>HARRIS BEACH PLLC</u>	\$	1,587.00
	Inv#2087689, Van Duyn Nursing Home Purchase		
8.	<u>ONONDAGA COUNTY</u>	\$	48,413.00
	Payment of Van Duyn Deposit Remainder		
9.	<u>REPUBLIC PARKING SYSTEM</u>	\$	3.00
	Inv#15-03-11, Parking for January 2015 Meeting		
10.	<u>TIME WARNER CABLE*****</u>	\$	125.95
	March 2015 Internet Service		

Schedule #047

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11. <u>WASHINGTON/WALTON COMPANY LLC</u>	\$ 19,621.16
March and April 2015 Rent	
12. <u>CABVI</u>	\$ <u>50,000.00</u>
1st and Final Service Contract Payment	
	Total
	\$ 226,760.73

* Ratification of Check dated January 29, 2015

** Ratification of Check dated February 5, 2015

*** Ratification of Payment dated February 11, 2015

**** Ratification of Check dated February 13, 2015

***** Ratification of Check dated March 3, 2015

**ONONDAGA CIVIC DEVELOPMENT CORPORATION
PAYMENT OF BILL - SCHEDULE #047
March 12, 2015**

MARKETING

1. <u>DATAMYNE</u>	\$	375.00
Inv#54239, Subscription and Profiles		
2. <u>CARDMEMBER SERVICE*</u>	\$	<u>112.99</u>
Website Hosting and 2015 Retention		
	Total	\$ 487.99

* Ratification of Payment dated February 11, 2015

Economic Growth Fund Application

To apply applicants should submit:

1. A signed application.
2. A project description of no more than three (3) pages including:
 - a. Description of the project, its core activities and goals
 - b. Number of persons and geographic distribution to be served directly by the project.
 - c. Detailed description of all sources and uses of funding required to complete the project as well as identifying funds that have already been committed.

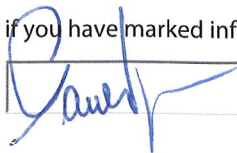
**Applicants may be required to submit additional information that the Office of Economic Development deems necessary*

Organization Name:	Near West Side Initiative, Inc.			
Mailing Address:	350 West Fayette Street			
City:	Syracuse	State:	New York	Zip: 13202
Phone:	(315) 443-5593	Fax:	(315) 443-6153	
Contact Person:	Marilyn Higgins			
Email Address:	mrhigg@syr.edu			
Executive Director/ President:	Paul Nojaim			
Executive Director/ President's Email:	pnoj@aol.com			
Title of Proposed Project:	Case Warehouse Theatre			
Primary Purpose of Proposed Project:	Community Arts Performance Space			
Estimated Project Start Date:	March 2015	Estimated End Date:	October 2015	
Total Project Budget:	1,665,091			
Amount of Funding Requested:	150,000			
Primary Purpose of Requested Funds:	Support operating deficit during years 1 - 3			
Type of Funding Requested:	Economic Growth Fund			

I have read paragraph 4.2 of the instructions and understand that the applicant must identify in writing and
 state the reasons for withholding information it deems proprietary and is requesting not be made publicly available.

Please check here if you have marked information as confidential/proprietary.

Title



Date:

**Onondaga County Office of Economic Development
Economic Growth Fund Application for Funding
Case Warehouse Theatre
October 30, 2014**

1. Project Description

The Near West Side Initiative, Inc. (NWSI) is proposing to build performance and rehearsal space within a 8,300 square foot vacant portion of CASE Unit 3, property owned by the NWSI that is located at 110 Marcellus Street.

The Warehouse theatre project will operate to serve the core market segment of community arts organizations that need rehearsal/performance space with a cost structure intended to accommodate their budgets.

Renovation of the first and portions of the second floor will accommodate one multi-purpose theatre/performance space with a flat floor, removable/ adjustable seating for up to 150, and with projection, sound and lighting systems. Support spaces to include rehearsal space, restrooms, reception area and pre/post function space, entrance, box office, dressing rooms, and equipment storage areas. Parking for the theatre and rehearsal space for up to 110 cars will be available in an adjacent lot owned by the NWSI.

The NWSI plans to begin work on the project in early spring of 2015 with the facility available for performance and rehearsal events in October of 2015. The cost of the renovation project will not exceed \$1,500,000, including all soft, indirect, construction, equipment and furnishing costs. The NWSI will secure funding for this capital cost from a NYS grant.

Once the renovations are complete, the NWSI projects a 3 year period operational phase-in period when the revenues from the performance space, rehearsal space and day-time parking revenue will not be sufficient to cover the forecasted operational costs. To cover the gap between expected revenue and costs, the NWSI is requesting a \$150,000.00 grant to be used over the three year ramp-up period.

The NWSI has formed a theatre project advisory board to provide advice and guidance concerning the operational practices of arts organizations and technical expertise regarding the facility design and operation. The advisory board includes the following members:

William Morris, former Director of Visual and Performing Arts at LeMoyne College
Jeff Woodward, Managing Director of Syracuse Stage
Eddie Green, attorney and long-time supporter of performing arts
Bill Delavan, NWS board member and owner of the Delavan arts center

Stephen Butler, Executive Director of CNY Arts

Project development will be managed by the NWSI based on its experience with the completed reconstruction of 109 Otisco Street (the Lincoln Building), 104 Marcellus Street (ProLiteracy), and 115 Otisco Street (Saltquarters building), and the separate project it will be doing on the third floor of the Case 3 building to create 12 apartments and 6,000 square feet of makerspace.

2. Core Activities

The core activity of the Case Warehouse Theatre is to create and operate a rehearsal and performance venue that is dedicated to use by community arts organizations. To support this activity the NWSI is making available a portion of an existing vacant facility that it owns and an adjacent vacant lot to be used for supporting parking purposes. The NWSI has held a series of meetings with representatives of community arts groups, including the Symphoria, Syracuse Opera and Syracuse City Ballet to discuss the needs of the organizations, their reactions to the proposed project and the status of other facilities in the community. The NWSI has also contacted 20 other arts organizations to collect information on rehearsal, performance, storage and office/conference preferences. This information will be used to guide the design, budget, scheduling and management structures of the project.

3. Employment and Number of Persons Served

The NWSI will retain the services of CNY Arts to manage the facility schedule during the three year ramp-up period. The additional staff required for this facility include management services, operation of food concessions during performances and events, parking operations, and personnel for technical services and property management. In aggregate the project will create two full-time equivalent jobs.

The theatre and associated rehearsal space will serve 16,000 persons annually based on the following assumptions:

Performances: 2 events per week/50 weeks per year/100 attendees = 10,000 persons

Rehearsals: 8 events per week/50 weeks per year/15 participants = 6,000 persons

4. Alignment with the mission of the Office of Economic Development

The Case Warehouse Theatre project aligns with the mission to improve the general prosperity of the people of Onondaga County by providing the facility for growth and development of businesses engaged in the performing arts. Additionally, facility operations are projected to create two full-time equivalent jobs.

The project is aligned with the IDEAS Collaborative focus on audience development and related income support for the arts, cultural, heritage, entertainment and sports programs in Onondaga County. The Case Warehouse Theatre and related support facilities will supply accessible and affordable performance-arts specific space to not-for-profit arts organizations. These organizations are businesses with staff that purchase goods and services within the local economy and stimulate cultural activity. In this regard these businesses serve and foster an interest for a portion of the population in the same way as do local sports teams. The availability of such a venue will provide a focused central facility for the performance arts organizations. Such a facility will make it possible for arts organizations to schedule rehearsal and performance time in a facility designed and managed for their purposes. With the certainty of facility availability any issues concerning the facility adequacy will diminish, allowing more resources to be devoted to the quality of performances.

5. Description of All Sources and Uses of Funds

A. Source:	NYS Member Item Grant:	\$ 1,500,000
	Economic Growth Funds grant:	\$ 150,000
	CNY Community Foundation grant:	\$ 13,000
	Operating revenue years 1 - 3:	<u>\$ 308,520</u>
		\$ 1,971,520
B. Uses:	Construction:	\$ 1,500,000
	Start-up costs:	\$ 39,340
	Operating expense years 1 – 3:	<u>\$ 434,271</u>
		\$ 1,973,611

A five year operating pro-forma is attached.

Case Warehouse Theatre DRAFT

October 2014

PROJECTED 5 YEAR INCOME / EXPENSE SCHEDULE - (with 2% annual expense increases)

INCOME	Year 1	Year 2	Year 3	Year 4	Year 5
Performance space	\$20,800	\$31,200	\$41,600	\$46,800	\$46,800
Rehearsal spaces	\$16,640	\$24,960	\$33,280	\$37,440	\$37,440
Parking	\$26,320	\$39,480	\$52,640	\$59,220	\$59,220
Food/Drink	<u>\$4,800</u>	<u>\$7,200</u>	<u>\$9,600</u>	<u>\$10,800</u>	<u>\$10,800</u>
Total Income	\$68,560	\$102,840	\$137,120	\$154,260	\$154,260

=====

EXPENSES					
1. Electric & Gas	\$30,000	\$30,600	\$31,212	\$31,836	\$32,473
2. Water & Sewer	\$2,000	\$2,040	\$2,081	\$2,122	\$2,165
3. Phone	\$800	\$816	\$832	\$849	\$866
4. General repair, paint	\$8,000	\$8,160	\$8,323	\$8,490	\$8,659
5. Trash Removal	\$2,000	\$2,040	\$2,081	\$2,122	\$2,165
6. Cable/intenet	\$2,400	\$2,448	\$2,497	\$2,547	\$2,598
7. Insurance	\$10,000	\$10,200	\$10,404	\$10,612	\$10,824
8. Legal/Audit Fees	\$1,500	\$1,530	\$1,561	\$1,592	\$1,624
9. HVAC maintenance	\$3,000	\$3,060	\$3,121	\$3,184	\$3,247
10. Snow removal	\$3,500	\$3,570	\$3,641	\$3,714	\$3,789
11. Security monitoring	\$1,200	\$1,224	\$1,248	\$1,273	\$1,299
12. Janitorial	\$14,500	\$14,790	\$15,086	\$15,388	\$15,695
11. Inspections and testing	\$1,500	\$1,530	\$1,561	\$1,592	\$1,624
12. Cleaning supplies	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412
13. Management, building and program	\$28,000	\$28,560	\$29,131	\$29,714	\$30,308
14. Parking lot operating expenses	<u>\$28,500</u>	<u>\$29,070</u>	<u>\$29,651</u>	<u>\$30,244</u>	<u>\$30,849</u>
Total Operating Expenses	\$141,900	\$144,738	\$147,633	\$150,585	\$153,597

=====

One- Time Start-Up costs

1. Opening event	\$4,340
2. Marketing/Web/Social Media	\$25,000
3. Ticketing software/Equipment	<u>\$10,000</u>
	\$39,340

Net Income	(\$112,680)	(\$41,898)	(\$10,513)	\$3,675	\$663
Net Income years 1-3:	(\$165,091)				

**Onondaga County Office of Economic Development
Economic Growth Fund Application for Funding
Case Warehouse Theatre
October 30, 2014**

1. Project Description

The Near West Side Initiative, Inc. (NWSI) is proposing to build performance and rehearsal space within a 8,300 square foot vacant portion of CASE Unit 3, property owned by the NWSI that is located at 110 Marcellus Street.

The Warehouse theatre project will operate to serve the core market segment of community arts organizations that need rehearsal/performance space with a cost structure intended to accommodate their budgets.

Community Need:

At the request of NYS Senator John Defrancisco, the Near Westside Initiative explored the need for an affordable warehouse theatre to serve community arts organizations from January through October of this year. With the help of Lisa Smith of Syracuse Opera, Catherine Underhill of Symphoria, and Steve Butler of CNY Arts, the Near Westside Initiative held a series of meetings to assess the need for performance and rehearsal space in light of the current inventory and cost structure of such spaces in the region.

What we learned from those meetings and the one-on-one conversations that followed, is that small arts organizations often pay to rehearse in church basements with cumbersome columns and other spaces without heat or appropriate bathroom facilities. We also learned that the concept of an accessible, cooperatively managed complex that would provide small arts organizations with fair and equal access for scheduling performances, storage space, and potentially shared offices is of great interest to these organizations.

Groups like LaCasita and the Paul Robeson Performing Arts Company provide unique opportunities for underserved populations in our community to participate in life-changing experiences through performance. Their ability to grow and serve more people is directly related to their ability to secure rehearsal and performance spaces that will allow them to attract wider audiences. The proposed Case Warehouse Theatre on the Near Westside with direct proximity to parking for 110 cars, can serve this need and strengthen these organizations.

Affordability:

Affordability is the key to making this project meet its goals. With the help of an advisory committee the Near Westside Initiative has created a business plan that will allow an organization to rent space for a production that runs from Wednesday through Sunday for a \$1,000 flat fee. Rehearsal space for a six hour block of time will be available for \$50. These rates are only possible because Senator Defrancisco's capital grant of \$1.5m will allow the theatre to be built without a mortgage and because the Near Westside Initiative is going to dedicate revenues from an adjacent 110 space parking lot to the operation of the facility. Even with these advantages, without the start-up assistance of the Onondaga County Development Corporation this affordable rate structure cannot be put in place.

Why the Near Westside?

Art has been a major driver of the revitalization that is taking place on Syracuse's Near Westside. The creative placemaking that began when the NWSI hired public artist Steve Powers to transform the rusty railroad trestles that connect the neighborhood to Armory Square, has continued unabated for seven years and received national recognition. Already home to a concentration of working artists in the Delevan Center, the Near Westside neighborhood is now a burgeoning creative community. The NWS hosts SALTQUARTERS, a live/work/ gallery that houses national and local artists; 601 Tully, an innovative neighborhood arts center, the Talent Agency, an arts development program for neighborhood teens; WCNY Public Broadcasting; Patchwork Studio, run by artist in residence Juan Cruz; and the Lincoln Building which is home to ten fully occupied artists work/live apartments and LA Casita, Syracuse's first Latino cultural center.

Through Syracuse University's Scholarship in Action program 1,089 students and over 50 faculty have been directly engaged in creative activities in the neighborhood including the creation of a neighborhood press, literary journals, photography contests and three "Little Free Libraries". However, since the closure of the Blodgett School auditorium decades ago, the performing arts have not had a home in the Near Westside. This project will provide that home, improve the quality of life in the neighborhood and introduce all of the educational opportunities that accompany these art forms to underserved families. The NWSI will also recruit Veterans organizations that utilize music and art therapy to the complex.

The Plan:

Renovation of the first and portions of the second floor will accommodate one multi-purpose theatre/performance space with a flat floor, removable/ adjustable seating for up to 150, and with projection, sound and lighting systems. Support spaces to include rehearsal space, restrooms, reception area and pre/post function space, entrance, box office, dressing rooms, and equipment storage areas.

The NWSI plans to begin work on the project in early spring of 2015 with the facility available for performance and rehearsal events in October of 2015. The cost of the renovation project will not exceed \$1,500,000, including all soft, indirect, construction, equipment and furnishing costs. The NWSI will secure funding for this capital cost from a NYS grant.

Once the renovations are complete, the NWSI projects a 3 year operational phase-in period will ensue. The revenues from the performance space, rehearsal space and day-time parking will be ramped up over this period of time becoming sufficient to cover the forecasted operational costs. The NWSI is requesting a \$150,000.00 grant to be used over this three year ramp-up period.

The NWSI has formed a theatre project advisory board to provide advice and guidance concerning the operational practices of arts organizations and technical expertise regarding the facility design and operation. The advisory board includes the following members:

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preferences. This information will be used to guide the design, budget, scheduling and management structures of the project.

3. Employment and Number of Persons Served

The NWSI will retain the services of CNY Arts to develop an arts cooperative to manage the facility during the three year ramp-up period. The additional staff required for this facility include management services, operation of food concessions during performances and events, parking operations, and personnel for technical services and property management. In aggregate the project will create two full-time equivalent jobs.

The theatre and associated rehearsal space will serve 16,000 persons annually based on the following assumptions:

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4. Alignment with the mission of the Office of Economic Development

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		\$ 1,971,520
B. Uses:	Construction:	\$ 1,500,000
	Start-up costs:	\$ 39,340
	Operating expense years 1 – 3:	<u>\$ 434,271</u>
		\$ 1,973,611

A five year operating pro-forma is attached.

Case Warehouse Theatre DRAFT

September 2014

PROJECTED 5 YEAR INCOME / EXPENSE SCHEDULE - (with 2% annual expense increases)

<u>INCOME</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Performance space	\$25,920	\$43,200	\$57,600	\$68,400	\$68,400
Rehearsal space	\$9,000	\$15,000	\$20,000	\$23,750	\$23,750
Parking	<u>\$23,688</u>	<u>\$39,480</u>	<u>\$52,640</u>	<u>\$62,510</u>	<u>\$62,510</u>
Total Income	\$58,608	\$97,680	\$130,240	\$154,660	\$154,660
=====					
<u>EXPENSES</u>					
1. Electric & Gas	\$30,000	\$30,600	\$31,212	\$31,836	\$32,473
2. Water & Sewer	\$2,000	\$2,040	\$2,081	\$2,122	\$2,165
3. Phone	\$800	\$816	\$832	\$849	\$866
4. General repair, paint	\$8,000	\$8,160	\$8,323	\$8,490	\$8,659
5. Trash Removal	\$2,000	\$2,040	\$2,081	\$2,122	\$2,165
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13. Management, building and program	\$28,000	\$28,560	\$29,131	\$29,714	\$30,308
14. Parking lot operating expenses	<u>\$28,500</u>	<u>\$29,070</u>	<u>\$29,651</u>	<u>\$30,244</u>	<u>\$30,849</u>
Total Operating Expenses	\$141,900	\$144,738	\$147,633	\$150,585	\$153,597
=====					
Net Income	(\$83,292)	(\$47,058)	(\$17,393)	\$4,075	\$1,063

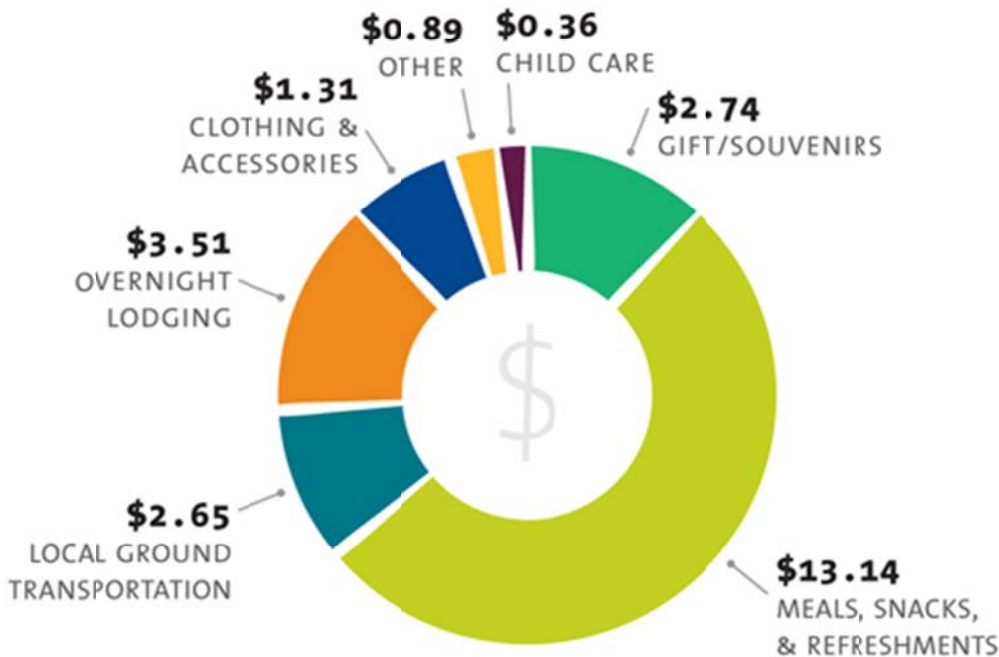
Additional Information for Onondaga Civic Development Corporation
Request for Case Warehouse Theatre Start-Up Assistance
Near Westside Initiative

Economic Impact

At full occupancy, estimating a conservative average performance size of 75 people, this project will bring an additional 11,700 people to the gateway of Armory Square annually, strengthening the businesses there and improving the vitality of the City.

Americans for the Arts conducts economic impact studies of the arts around the county and they conclude “What makes the economic impact of arts and culture organizations unique is that, unlike most other industries, they induce large amounts of event-related spending by their audiences. For example, when patrons attend a performing arts event, they may purchase dinner at a restaurant, eat dessert after the show, and return home and pay the babysitter. All of these expenditures have a positive and measurable impact on the economy”

AVERAGE PER PERSON AUDIENCE EXPENDITURES: \$24.60



\$72,800 per year

Rehearsal Spaces

The rehearsal space will be available for rent Monday through Thursday (it will not be available for rent on Friday through Sunday so as not to interrupt performances) in two blocks of time: 9am to 3pm, and 4pm to 10pm. The cost to use the rehearsal space for a block of time will be \$50.

Based upon this rate, **if rented at full capacity**, the rehearsal space could generate \$20,800 per year.

Food and Drink

The Theater will be equipped with a modest bar and warming station that will allow for the sale of food and drinks during performances. We anticipate making arrangements that could generate, **with the maximum number of performances** \$12,000 per year.

Parking

Directly across from the theater is a surface parking lot owned by the Near Westside Initiative with the capacity to hold 110 cars. By offering monthly weekday parking permits, as well as performance/event parking, the NWSI could generate **up to** \$65,800 per year from this lot. The NWSI will dedicate these revenues to cover the cost of operating the theatre.

Based upon all of these revenues sources, if operating at full capacity, the complex could potentially generate

\$142,900 annually.

ANTICIPATED OPERATING EXPENSES

Property Costs

Utilities (gas and electric)	30,000.00	Management	8,000.00
Water/Sewer	2,000.00	Janitorial	14,500.00
Phone (for security system)	800.00	Snow removal off lot	3,500.00
Trash	2,000.00	Paint/General Repairs	8,000.00
Cable/Internet	2,400.00	Insurance	10,000.00

Security Monitoring	1,200.00	Cleaning Supplies	5,000.00
Legal	1,500.00	HVAC Maintenance	3,000.00
Systems Testing	1,500.00		

Management Costs

Program Director/CNY Arts (20 hours per week) 20,000.00

Parking Lot Operating Expenses

Taxes	6,500.00	Maintenance	5,000.00
Insurance	5,000.00	Utilities	2,000.00
Labor	10,000.00		

TOTAL ESTIMATED ANNUAL OPERATING EXPENSES = \$141,900.00

5 Year Projection

Recognizing that the performance and rehearsal spaces and the parking will not immediately reach full occupancy, we have projected revenue over a five year span, with a 3 year ramp up model. The numbers are as follows:

	Year 1 40% occupancy	Year 2 60% occupancy	Year 3 80% occupancy	Year 4&5 90% occupancy
Revenue				
Theatre Rental	\$37,440	\$56,160	\$74,880	\$84,240
Parking	\$26,320	\$41,100	\$52,640	\$50,220
Food/Drink	\$4,800	\$7,200	\$9,600	\$10,800
Total Revenue	\$68,560	\$104,460	\$137,120	\$145,260
Operating Costs	\$141,900	\$141,900	\$141,900	\$141,900
Ramp-Up Costs	-\$73,340	-\$37,440	-\$4,780	\$3,360

The occupancy related ramp-up costs are typical for the development of a new performance facility. In addition the following one time start-up costs are anticipated.

Grand Opening Event 4,340.00

Marketing/Web/Social Media 25,000.00

Ticketing Software/Equipment 10,000.00

ONE-TIME START UP COSTS = \$39,340.00

To cover critical ramp-up and start-up costs the NWSI is requesting \$150,000 from the Onondaga Cultural Resources Trust, and \$13,000 from the CNY Community Foundation.

- Ramp-Up costs years 1-3 = \$115,560
- One time startup costs = \$39,340
- Total Ramp-up assistance required= \$163,000

With Senator Defranco's construction grant, the help of the Cultural Resources Trust and the CNY Community Foundation, the dedication of Near Westside Initiative parking revenues and real estate, and the assistance of CNY Arts a team atmosphere can be created whereby arts organizations become vested in the success of this theatre. Under these circumstances this project can achieve its purpose and thrive in the SALT District without ongoing subsidies. All of the performing arts organizations that participate can be strengthened economically from this project. Employment at the facility itself will be 1.5 people.

Implementation Timeline

The NWSI will begin the planning work required and start building the management cooperative with CNY Arts in spring of 2014. The NWSI will begin construction of the Theatre in August 2015 and have the facility available for performance and rehearsal events in the spring of 2016.



The mission of the Office of Economic Development is to improve the general prosperity and economic welfare of the people of Onondaga County by creating job opportunities and expanding the tax base, and to provide unparalleled service to existing businesses and businesses interested in relocating to Onondaga County.

The Economic Growth Fund is supported by fee revenues from the Onondaga County Industrial Development Agency (OCIDA) and the Onondaga Civic Development Corporation projects (OCDC). Economic Growth Fund monies are subject to the criteria below and approval by the funding entity.

APPLICATION PROCESS

To be considered for Economic Growth Funds, the applicant must submit an application cover page (Page 2) and a project description of no more than three (3) pages that provides a thorough understanding of the project and its impact on the residents of Onondaga County.

Please include in all project applications:

- A description of the project, its core activities and goals, and how it aligns with the mission of the Office of Economic Development.
- Detailed descriptions of *all* sources and uses of funding required to complete the project as well as funds that have already been committed.

The Economic Growth fund will consider applications at the regularly scheduled public meetings of either OCIDA or OCDC. Applicants are strongly encouraged discuss project requests with a member of the staff prior to submitting an application. Office of Economic Development staff will review applications on a rolling basis and determine, in cooperation with the applicant and at the discretion of the Board, when funding decisions will be made. Typically, funding decisions will be made within six weeks of application. There is a limited pool of funds available. Applications may be returned to the Applicant and/or not considered solely due to the lack of available funding.

Applications and attachments may be submitted by ground mail or email (preferred):

Applications may be emailed to: economicdevelopment@ongov.net
Applications may be mailed to: Onondaga County
Office of Economic Development
Attn: Economic Growth Fund
333 W. Washington Street, Suite 130
Syracuse, NY 13202

Please call the Office of Economic Development at 315-435-3770 if you have questions about the applications process or the availability of funding.

EVALUATION OF APPLICATIONS

Once deemed eligible, the application will be further evaluated on:

Job Creation/Retention: The likelihood of the project to create or retain jobs in Onondaga County.

Quality of Life: The likelihood of the project to improve the quality of life of Onondaga County citizens, generate prosperity, and/or encourage economic vibrancy in the region.

Project Personnel: That the project personnel are qualified.

Capital Contribution: Whether the project sponsor is a significant contributor to the project's budget.

OTHER CONSIDERATIONS

Please note that Article 6 of the Public Officers Law declares that all records in the possession of the Office of Economic Development (with certain limited exceptions) are open to public inspection and copying. If the Applicant feels that there are elements of the Project which are in the nature of trade secrets which, if disclosed to the public or otherwise widely disseminated, would cause substantial injury to the Applicant's competitive position, the Applicant must identify such elements in writing, request that such elements be kept confidential and provide an explanation as to the possible injury to the Applicant. In accordance with Article 6 of the Public Officers Law, the Office of Economic Development may also redact personal, private, and/or proprietary information from publicly disseminated documents.

The Office of Economic Development reserves the sole right to determine the eligibility of an organization.



Economic Growth Fund Application

To apply applicants should submit:

1. A signed application.
2. A project description of no more than three (3) pages including:
 - a. Description of the project, its core activities and goals
 - b. Number of persons and geographic distribution to be served directly by the project.
 - c. Detailed description of all sources and uses of funding required to complete the project as well as identifying funds that have already been committed.

**Applicants may be required to submit additional information that the Office of Economic Development deems necessary*

Organization Name:	CNY Technology Development Organization		
Mailing Address:	445 electronics Parkway		
City:	Liverpool	State:	New York
		Zip:	13088
Phone:	(315) 425-5144	Fax:	(315) 233-1259
Contact Person:	Bob Kocik		
Email Address:	rkocik@tdo.org		
Executive Director/ President:	Cindy Oehmigen		
Executive Director/ President's Email:	coehmigen@tdo.org		
Title of Proposed Project:	CNY TDO Lean Foundations Certificate		
Primary Purpose of Proposed Project:	Provide students an opportunity to strengthen their prospective employment marketability		
Estimated Project Start Date:	April 2015	Estimated End Date:	June 2015
Total Project Budget:	15,000		
Amount of Funding Requested:	15,000		
Primary Purpose of Requested Funds:	Participants who elect to engage in the training will leave with a new series of lean skills		
Type of Funding Requested:	Economic Growth Fund		

I have read paragraph 4.2 of the instructions and understand that the applicant must identify in writing and state the reasons for withholding information it deems proprietary and is requesting not be made publicly available.

Please check here if you have marked information as confidential/proprietary.

Title Date:



The goal of the plan is to provide our adult students an opportunity to strengthen their prospective employment marketability through a series of trainings. These trainings will enable our graduates to be leaders in a competitive and complex global environment. This initiative fits well within our Strategic Plan to increase added-value offerings to students.

Columbia College does not currently offer certificates in the type of training that is being requested through this initiative. As this is a non-credit bearing opportunity, funding for such an initiative is critical. The campus is in need to have the curriculum delivered to interested students/employees from an outside source. That said, an opportunity to allow Columbia College to become a relevant and full-service academic entity, with partnerships to create collaborative relationships, is essential as the college not only services the local Private student community but also supports the mission and students of the local 174th fighter Wing.

Participants who elect to engage in the training will leave with a new series of skills and skill sets to assist their employer with a variety of cost-saving and leadership abilities. In doing so, the successful achievement of completion of the training program(s) affords a renewed vision of potential for the individual, and their respective employer. Participants will exit the program with the ability to have long-term, sustainable value for the organization. It is highly likely that the individual(s) will be attractive candidates for prospective employers through the training using industry standard models for efficiency and production.

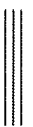
We will know that our program is successful by the anecdotal evidence provided by participants. The expectation is that all participants demonstrate personal and professional growth that is marked with strict accountability standards, outcomes, and efficiencies for their organization.

The application process will consist of the students filling out a one-page application that will then have to be approved by TDO staff based on the level of trainings. Classes with certain higher-level concepts will need some level of relevant understanding or TDO prerequisite class(s). Once the class work is satisfactorily completed, the TDO will invoice OCDC for \$1,000 per student to cover all relevant course costs. The initial roll out is aimed at 15 students, with a 15 student max for the first training wave.

Robert J. Kocik
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February 25, 2015



Course Title: Lean Foundations and TWI – Level 1: Building a Foundation

Class Day and Time: TBD

Instructor: Dr. Mark A. Finke

Catalog Description

Examination of the basic concepts, tools and impacts of lean and Training Within Industry (TWI) methodologies. Discussions consider how these approaches can produce process-improvements, higher quality and productivity and instill an organizational culture that is focused on meeting customer needs and expectations.

Assessment

Material from this course will be tested using quizzes, in-class demonstrations and a final report.

Text

The TWI Workbook, 2006

Authors: Patrick Graupp and Robert J. Wrona (Productivity Press)

ISBN: 978-1-56327-315-5

Lean text TBD

Authors:

ISBN:

Course Objectives

To develop a foundational knowledge of Lean and Training Within Industry (TWI) methodologies in current manufacturing, healthcare, Information Technology, education and service delivery environments.

Measurable Learning Outcomes

Demonstrate an understanding of the value and potential benefits of developing a lean culture that engages employees as full participants through the use of TWI.

Demonstrate an understanding of the relationship between process-management, quality and lean methodologies and the elimination of waste.

Demonstrate skills in TWI (JI & JR) methodologies through in-class demonstrations.

Instructional Methods

The Lean and TWI Foundation program will be taught using a blend of lecture, discussion, student-demonstrations and in-class simulations.

Graded Activities

- **Quizzes (48%)** - Quizzes will be on-line, open book, with multiple choice and short answer questions.
- **JI demonstration (12%)** - Each student will create a JIB sheet and train a learner
- **JR demonstration (12%)** - Each student will develop a JR case-study and lead a class-discussion
- **Critique JI & JR-demonstrations (12%)** - Students prepare critiques of peer JI & JR demonstrations
- **Report: VSM, Lean and TWI (16%)** Students complete a written report that presents her/his understanding of the topics presented.

Grading Scale

90	-	100	A
80	-	89	B
70	-	79	C
60	-	69	D
0	-	59	F

Schedule of Activities and Assignments

Week	Topic	
1	Process, Product, Quality-Tools, Metrics and Customer-Focus: The Big Picture and Key-Elements	
2	Principles and Practices of Lean With Live Simulation - Part 1	
3	Principles and Practices of Lean With Live Simulation - Part 2	
4	Job Instruction - Foundation for Application	Job Relations - Foundation for Application
5	Job Instruction - Scaffolding	Job Relations - Scaffolding
6	Job Instruction - Demonstration(s)	Job Relations - Demonstration(s)
7	Job Instruction - Demonstration(s)	Job Relations - Demonstration(s)
8	Value Stream Mapping - Foundation for Application	