

CenterState NY Smart Systems Cluster Coalition
Build Back Better Regional Challenge Phase 2 - Overarching Narrative -REVISED

1. Synopsis of the CenterState NY Smart Systems Cluster Growth Project: In today's digitally connected world, the ability to manage, sense, analyze, and interpret data and information in real time has become essential for making the human and autonomous decisions necessary for commerce to thrive. The technical and analytic capabilities that make this possible serve as the backbone of CenterState NY's growing information technology *Smart Systems* cluster. These core industrial capabilities are being deployed in our region to solve real-world problems in market verticals that are critical to our national economic competitiveness including semiconductor chip manufacturing and unmanned systems technology (UST), radar and sensing, Internet of Things (IoT), and 5G telecommunications. Cluster growth interventions are intentionally designed to drive equitable access to opportunity for *all* our region's residents.

Our Vision and "North Star": To further position the region as a global leader in the research, development, manufacturing, and deployment of Smart Systems. The Smart Systems cluster will drive the region's full recovery from the COVID-19 pandemic while building inclusive regional prosperity and resilience to future economic shocks. It will help America innovate, reshore, and develop critical advanced manufacturing and supply chain networks. A diverse leadership table will facilitate decision-making and investments that are designed intentionally and inclusively to ensure economic benefits flow to *all* residents through the following interventions:

Infrastructure & Supply Chain: Developing shovel-ready real estate and infrastructure to attract a wide range of advanced manufacturing companies and accompanying supply chain firms. Based on the high potential of existing assets to meet specific industry needs, particular emphasis is placed on the semiconductor computer chip sector, which aligns with federal efforts to re-shore advanced manufacturing supply chains critical to ensuring national security and resilience.

Innovation & Commercialization: Developing specialized infrastructure, equipment, and commercialization projects to nurture industry partners as they build Smart Systems technologies, components, and products. Enhanced by quantum R&D and technology, these innovations address everyday problems in real-time data management, healthcare access, municipal systems, delivery of goods and services, aerospace and national defense, communications, civil defense, and agriculture.

Education & Talent: Building a more diverse and inclusive Smart Systems talent pipeline through (1) highly coordinated, employer-led and employee-informed workforce development programs that uncover untapped talent in the region's urban and rural communities; (2) K-12 education career orientation infrastructure and programming; and (3) high-tech talent attraction and education.

Entrepreneurship: Providing entrepreneurial assistance across the full life cycle of business ideation, formation, growth, and expansion, leveraging successful models to drive stronger XBE¹ startup activity. Supporting quantum R&D to build a sustainable pipeline of new cluster companies, innovative technology, and next generation products and services for the global marketplace.

Coalition Members: Cayuga Community College*; CenterState Corporation for Economic Opportunity (Lead Institution)*; Central New York Regional Planning and Development Board;

¹ XBEs refers to small businesses owned by people from historically excluded populations.

The City of Syracuse*; County of Oswego Industrial Development Agency (COIDA); Density; Griffiss Institute; Helen Hudson, President-Syracuse Common Council; Le Moyne College*; Mohawk Valley Community College*; Mohawk Valley EDGE; New York State Empire State Development*; NexGen Power Systems; Northeast UAS Airspace Integration Research Alliance (NUAIR Alliance); Oneida County*; Onondaga Community College*; Onondaga-Cortland-Madison Board of Cooperative Education Services (OCM BOCES)*; Onondaga County*; Onondaga County Industrial Development Authority; Operation Oswego County; Oswego County*; Refugee Center (“The Center”)*; Saab; South Side Innovation Center*; SUNY Educational Opportunity Center (SUNY EOC)*; SUNY Morrisville*; SUNY Polytechnic Institute*; SUNY Upstate Medical University*; Syracuse City School District*; Syracuse University; and Wolfspeed (also see attached Partner Support letters).

Component Projects & Timeline: The proposed grant start date is October 15, 2022, with all projects anticipated to be completed by October 14, 2026 (see project proposals for details).

White Pine Commerce Park. Cluster Intervention Focus: Infrastructure/Supply Chain.

Infrastructure improvements at this 1,300-acre site will complement existing assets to accommodate the specific site needs of a large-scale semiconductor manufacturer or a group of smaller advanced manufacturing companies and supply companies, helping build the infrastructure needs necessary to grow the cluster.

Marcy Nanocenter Supply Chain Flex Space. Focus: Infrastructure/Supply Chain. Building of a flex-space facility for lease to supply chain firms looking to co-locate with Wolfspeed and Danfoss Silicon Power that have already invested \$1.5B at the site bringing 900 jobs and other end-users. The project anticipates creating 100 jobs. Multiple semiconductor companies with projects ranging from \$1B to \$9B and job creation ranging from 500 to 1,500 are interested.

Oswego County Supply Chain Site Readiness. Focus: Infrastructure/Supply Chain. Develop 10 shovel ready sites supporting a minimum of 700,000 SF of new industrial facilities for employers that would create up to 1,200 new jobs. Strategically located within 10 miles of White Pine Commerce Park and with jobs accessible to disconnected rural populations.

Advanced Manufacturing Training Consortium. Focus: Education & Talent. A consortium of education/training providers and industry employers will engage and train 3,000 residents, focused on women and people of color. Anticipated placement rate is 80% into seven Smart Systems demand occupations to help increase and diversify the cluster’s workforce .

Regional STEAM School. Focus: Education/Talent. Renovation of a historic school building located in a historically disinvested Syracuse neighborhood within the Syracuse City School District (enrollment 20,000) into a regional “STEAM” high school. It will enroll a socio-economically, racially, and geographically diverse population of 1,000 public school students from urban, suburban, rural and Tribal Nation areas in science, technology, engineering, arts, and math education. Industry informed CTE programs in robotics/automation, remotely piloted aerial systems (UAS), data analytics, work-based learning, entrepreneurship, college pathways, and real-world programs will help the cluster diversify and meet future occupational demand.

Center City Innovation Hub. Focus: Entrepreneurship. Construction of two floors and renovations to CenterState CEO’s Tech Garden business incubator building, creating a new

“Center City Innovation Hub.” Adds space to accommodate additional startups and incubate the NYS Center for Smart Cities to serve as a test site for smart cities technology and city data hub. The interior space and equipment original to its EDA-funded opening in 2004 will be updated.

UAS Healthcare Commercialization. Focus: Innovation/Commercialization. Tests the safe and reliable commercial use of drones in a healthcare setting (SUNY Upstate Medical University Hospital) using NUAIR Alliance’s FAA Certificate of Authorization to fly beyond visual line of sight (BVLOS). Leveraging the Hospital’s recent investment in automation, the project will use specialized equipment to test hand-off from drone to robot to increase healthcare materials delivery efficiencies, such as from regional blood bank; increase hospital staff’s time providing direct healthcare to patients; improve access to healthcare for patients with barriers; and prove out safe and reliable commercial use of UAS to build market opportunities.

Innovare Quantum Runways. Focus: Innovation/Commercialization; Education/Talent; Entrepreneurship. Accelerates quantum science and technologies, critical for advancing Smart Systems components, technologies, and product development. Three quantum “runways” include fellowships for quantum scientists and engineers modeled after the U.S. Department of Energy’s “Cyclotron Road;” proof-of-concept, prototyping, and testing at Innovare Advancement Center; and a summer camp for high school students to stimulate a more diverse and inclusive STEM talent pipeline, engaging underrepresented groups in both urban and rural areas.

CenterState NY Smart Systems Cluster Governance. Focus: Cluster Enablers. Builds the Coalition’s capacity to design, implement, and iterate critical cluster enabler strategies around governance, DEI, equitable benefits, and cluster growth sustainability.

CEDS Alignment: All component projects align closely with the CNY and Mohawk Valley CEDS (see attached EDD letters). They also closely align with the economic development plans developed collaboratively through each sub-region’s [Regional Economic Development Councils](#), which focus on building strong cluster ecosystems focused on entrepreneurship and workforce development, as well as building infrastructure to facilitate high growth clusters and industries.

Complementary Initiatives: Complementary Coalition initiatives to be leveraged include:

Syracuse Surge: A systems-change focused mayoral initiative designed to bring more women and people of color into the regional tech economy through venture and workforce development.

Syracuse Developmental Center Redevelopment: A joint initiative of the City of Syracuse and New York State to redevelop the site of a former state institution in a disinvested city neighborhood. The result will be a mixed-use, high-tech manufacturing and housing project, featuring 576 units, and anchored by a global UAS firm investing \$21M in a new facility, creating 200 jobs, match by \$29M included in the state budget.

JMA Wireless Facility: A \$25 million investment in an advanced manufacturing facility for 5G components, bringing 200 new jobs to a historically disinvested Syracuse neighborhood.

Blueprint 15: A collaborative, inclusive effort to reimagine and revitalize Syracuse’s historically disinvested 15th ward, which was devastated in the 1950s/60s by the construction of Interstate 81 through a predominantly Black neighborhood. This initiative complements a \$2.25 billion U.S. Federal Highway Authority and NYS Department of Transportation project to reroute and rebuild the Interstate 81 viaduct to transform this neighborhood by engaging residents.

Griffiss Business and Technology Park/Griffiss International Airport: A former Oneida County U.S. Air Force Base that was realigned by the 1993 BRAC round. Now designated as one of seven U.S. UAS test sites, the 3,500-acre site was redeveloped, attracting over \$900M in public/private investment to house technology, manufacturing, logistics/distribution, aviation, office, commercial, education, residential-mixed use and recreation sector tenants with 72 private and public employers and 6,000 jobs.

Oneida County Semiconductor Facilities: Facilitated by Coalition member Mohawk Valley EDGE, **Wolfspeed** is constructing the world's largest Silicon Carbide fabrication facility in Oneida County. This state-of-the-art power wafer fabrication facility will be automotive-qualified and 200mm-capable and involves a \$1.2 B company investment to create over 600 jobs with expansion space for a second fab. Facilitated by NYS and NY CREATES, **Danfoss Silicon Power** has located its power module packaging center at the SUNY Polytechnic Marcy campus investing \$300M and serving the growing power electronics market for automotive, 4G/5G mobile, industrial, and renewable energy markets. The project is anticipated to create 300 jobs.

Metrics of Success: Across the Coalition application, we anticipate 23,060 jobs created directly among component and complementary projects over the next decade. We also expect these projects will help spur an additional \$11,350,750,000 in private sector investment and increase the region's GDP by 3.5%. Additional metrics of success include creating 588 new startups over 12 years; investing \$80 million in startups over the next four years; engaging 3,000 individuals through Advanced Manufacturing Training Consortium workforce programs; 80% of individuals who complete Consortium programs securing quality Smart Systems related jobs; educating 250 per year from the STEAM School; and investing \$6M over three years in XBE² startups.

2. Project Location, Region, and Primary Service Areas: The CenterState NY region includes eight counties = containing the Syracuse and Utica-Rome MSAs and the Syracuse-Auburn and Ithaca-Cortland CSAs: Cayuga (FIPS #36011), Cortland (36023), Herkimer (36043), Madison (36053), Oneida (36065), Onondaga (36067), Oswego (36075), and Tompkins (36109) counties. The region (p. 1,183,118; *2020 Census*) is one of the largest and most diverse economies in the northeastern U.S., offering exceptional talent, natural assets, and opportunity. It boasts robust interdependent economic activity and comprises a balance of an urban centers, suburban communities, small cities, rural towns and villages, and farming communities. The labor force stands at 581,810 (*JobsEQ, March 2022*) and boasts a high concentration of higher educational institutions: 35 serving over 140,000 students. Centrally located in both the state and Northeast, the region enjoys easy access to 1.5 million businesses and 53 million people within a 300-mile radius of Buffalo, Toronto, Ottawa, Montreal, Boston, NYC, Washington, D.C., Pittsburgh, Philadelphia, and Cleveland.

The Coalition will focus on expanding economic opportunity to historically excluded populations in both urban and rural settings, including but not limited to women, Black, Indigenous, and People of Color, Veterans, people with LMIs, and people living in disinvested neighborhoods or rural areas. These populations were disproportionately impacted by the pandemic due in part to overrepresentation in hard hit industries such as retail, restaurants, and hospitality. In general, According to StatsAmerica *distress* measures, the region's threshold

² XBE refers to startups led by diverse founders, including women, BIPOC, veterans, and people with LMIs.

calculations are 88.5 (PCPI) and 92.4 (PCMI). Its cities struggle with high rates of concentrated poverty, particularly for Black and Latino populations³: Syracuse (Onondaga County), 31%; Utica (Oneida County), 29.4%, and Ithaca (Tompkins County), 39.2%. As of 2020, total GDP in the region was \$55.64 billion, a 3.6% decline from 2019 (*Jobs EQ*), which is 57% higher than the decline in U.S. GDP over the same period (from \$21.43T to \$20.94T or 2.3%, *World Bank*). In the third quarter of 2021, total regional employment was 507,940, a 3.8% increase from 2020, but a 5.5% decrease from pre-pandemic totals. In terms of overall jobs, Syracuse experienced the 4th largest jobs shortfall in the country among large metros during the pandemic: 17.1% of jobs were lost early on and the MSA still has 8.1% fewer jobs than before March 2020. Utica-Rome MSA has 6.5% fewer jobs (NY Federal Reserve, 2022).

Among others, the following Smart Systems *assets* give the CenterState NY region a competitive advantage the Coalition will leverage to fully recover and ensure future resilience:

- CNY has ***abundant available land, a large supply of power and fresh water, and wastewater capacity*** to meet the specific, high demands of advanced manufacturers/semiconductor firms;
- A significant and longstanding concentration of ***electronics manufacturers***, many of which are in defense electronics, radar, sensing, and electronic components. The region’s LQ for electronics firms (NAICS 334) is 2.28, more than double the concentration than in the U.S. Between 2015 and 2019 CNY gained 1,000 jobs in this cluster;
- A ***high-tech workforce*** graduating from universities including Cornell, Syracuse, Colgate, RPI, RIT, University of Rochester, Clarkson, Alfred, and multiple campuses of the State University of New York including a strong network of Community Colleges;
- ***Untapped, un/underemployed talent*** in the region’s urban and rural centers, largely from historically excluded populations;
- The ***NY UAS Test Site*** is one of only seven FAA-Designated Sites in the United States. The UAS testing facility at Griffiss International Airport in Rome, NY includes NY’s ***50-mile UAS Traffic Management Corridor*** (\$50M state investment), the most advanced U.S. drone testing corridor and the first true “Beyond Visual Line of Sight” (BVLOS) authority from the FAA;
- Investments in the ***NYS Semiconductor Corridor*** along the I-90 Thruway that runs through CenterState NY including \$15B in public/private investment at SUNY Polytechnic Institute/Albany Nanotech Site; Global Foundries’ \$12B investment in manufacturing facilities in Saratoga, NY; \$1.5B industry investments in the Marcy Nanocenter and SUNY Polytechnic Institute Marcy campus for Wolfspeed and Danfoss.
- The ***U.S. Air Force Research Laboratory (AFRL)***. Located at Griffiss Business and Technology Park, AFRL serves as the Information Directorate for the Air Force with \$1.5B in annual funding for research and operations with a focus on C4I and cybersecurity technologies. AFRL was recently designated by the Air Force and US Space Force as the Quantum Science Information Science Research Center and develops information technologies for air, space and ground systems partnering with other federal agencies, allied nations, state, and local governments and more than 50 major universities.

³ Jargowsky, P. “Architecture of Segregation: Civil Unrest, the Concentration of Poverty, and Public Policy.” The Century Foundation, 2015. Available at: [tcf.org/content/report/architecture-of-segregation/](https://www.tcf.org/content/report/architecture-of-segregation/)

- The *Tech Garden (TTG)* anchors the region’s high-tech entrepreneurial ecosystem providing entrepreneurs with a full range of incubation services. TTG operates state-funded *GENIUS NY*, the world's largest business accelerator competition for unmanned systems, IoT and big data that invests \$3 million in startups attracted from all over the world each year with funding committed through 2027. GENIUS NY participants and other UAS-focused ventures also have access to the *NYS UAS Job Fund*, with over \$4M available to ventures creating jobs.

3. Private/Philanthropic Sector Participation Overview: The CenterState NY Smart Systems cluster includes highly engaged and expanding industry partners, leading to its selection for this challenge and signaling high potential for additional investments beyond the grant period. While the expansion plans of every individual firm are not fully described within this application, every private partner engaged in this effort has indicated their intent to expand operations, investment, and jobs locally. Aside from engagement and support listed below, these employers are deeply engaged in the design of training curricula, physical infrastructure, research focus areas, equity strategies, and technological capabilities. Each private partner has either signed an equity pledge and/or committed to participating in DEI activities (also see industry partner letters).

Advanced Manufacturing Training Consortium: Anheuser-Busch, Giovanni Foods, Westrock, Raymond Corp, NexGen Power, ICM Controls, Chimera, INFICON, Cryomech, Truweather, SRC and TTM have committed to participate in curriculum development, partner on establishing welcoming environments for underrepresented workers and hire graduates of this program.

Regional STEAM School: ResilienX, JMA Wireless, Fotokite, Lockheed Martin, SRC, TruWeather, Density, and Amazon have committed to join industry councils, advise on program design, and participate in ways for students to better explore employment opportunities in Smart Systems firms.

Center City Innovation Hub: ResilienX, Fotokite, TruWeather, Density, and Airtonomy have committed to growing operations in the expanded Tech Garden. These additional firms have committed to join the New York Center for Smart Cities and advise on smart city project deployment: ResilienX, Saab, Microsoft, TruWeather, US Ignite, Density, Fotokite, Knowles, JMA Wireless, Thales, and Wireless Business Group.

Oswego County Industrial Park: The project will create 700,000 sq ft of new space with the anticipated creation of approximately 1,200 jobs across site end users investing \$265M.

Marcy Nano Flex Space: Mohawk Valley Edge is lead developer and owner of the Flex Space facility that would serve supply chain firms for Wolfspeed, Danfoss, and other end-users that locate at the balance of the site. EDGE is working with prospective supply chain customer and multiple semiconductor firms in need of additional fab capacity with potential investments of \$1 B to \$9 B and new job creation of 500 to 1,500 exclusive of supply chain growth.

White Pine Mega Campus: The Onondaga Industrial Development Agency, is in advanced conversations with a semi-conductor end-user to build a multi-billion-dollar manufacturing facility with the potential to create up to 5,000 jobs.

UAS Demonstration Project: Thales, ResilienX, OneSky, The Flight Corp., TruWeather, and AX Enterprize have provided guidance, advice, and technological capability feedback to the NUAIR Alliance and SUNY Upstate Medical University.

Quantum Runways Projects: The Griffiss Institute will partner with the following industry and regional partners: Air Force Research Lab Information Directorate, AX Enterprize, Qunnect, TOPTICA Photonics, Syracuse University, and SUNY Polytechnic Institute.

The Coalition will leverage over \$1 million philanthropic investments made over the past five years to advance CenterState CEO’s Work Train initiative: an employer-led, employee-informed workforce development intermediary focused on access to quality jobs along career pathways for historically excluded populations. Work Train is an affiliate of the National Fund for Workforce Solutions, a national network implementing best practices and pursuing systems change in communities across the U.S. Through this partnership, Work Train has access to funding, technical assistance, and best practices in the field, contributing to national strategies that align community and industry needs. Work Train’s successful model forms the core architecture upon which Advanced Manufacturing Training Consortium strategies are built.

The local philanthropic community has also invested in “Syracuse Surge,” whose initial efforts resulted in the development of both the Regional STEAM School component project and the Syracuse Surge XBE Smart Systems Accelerator (as part of the Center City Innovation Hub component project).

4. Cluster Sustainability: CenterState NY Smart Systems cluster growth strategy sustainability is built on a solid foundation of engaged industry partners, a high concentration of colleges and universities yielding R&D and talent, and strong market forces that show significant and ongoing demand for Smart Systems technologies and products. Proposed cluster interventions and regional networks will strive to ensure that expertise and R&D transfer freely to long-time industry partners, as well as new ventures incubated across the region’s high-tech entrepreneurial ecosystem. CenterState CEO’s extensive experience innovating and reimagining the local workforce system will ensure that untapped talent across the region is reskilled and upskilled to build a significantly more diverse labor force responsive to employer demand.

Cluster building is not new to the CenterState NY region. The Brookings Institution’s 2018 [*Rethinking Cluster Initiatives*](#) study highlights the region’s successful development of its UAS cluster; a market vertical within the Smart Systems cluster. Based on this experience, the proposed Smart Systems cluster growth strategy combines traditional cluster interventions (infrastructure/supply chains, talent development, research and commercialization, and entrepreneurship) with foundational enablers (equity, governance, resilience), all necessary to grow a thriving cluster in the 21st century global economy.

Now is the time to invest in CenterState NY and the growth of its Smart Systems cluster. The region is experiencing an unprecedented level of nonpartisan collaboration across political, business, and community leadership. Coalition members have over 25 years of collaborative experience helping the region rebound from decades of economic losses. This has already led the region to attract significant outside investment, including a \$3M JPMorgan Chase *Advancing Cities* Challenge award to build a more inclusive tech-based economic ecosystem, as well as a \$2B commitment from the Biden Administration to reroute and rebuild Interstate 81.

The cluster is also tied to strong market forces that show significant and ongoing demand for Smart Systems technologies and products, including semiconductor chips, UAS, and 5G

telecommunications. Cluster strategies aligns directly with federal initiatives to reshore manufacturing supplier networks, especially those with significant national security and defense implications, including semiconductor chips. This, coupled with political will and industry demand, signals the cluster's high potential for growth, as evidenced by recent investments including building the NYS Semiconductor Corridor. The Coalition will also work closely with EDA to identify additional sources of federal and private funding to support future cluster projects and strategies.

5. Community/Labor Union Engagement Plans: The CenterState NY Smart Systems Coalition intentionally selected projects and designed interventions that will benefit residents traditionally left behind in the high-tech economy. The Coalition has begun briefing core community-based organizations and inviting them to serve on the Coalition's Leadership Council as well as assist with strategy design and implementation. For example, the *South Side Innovation Center*, a microenterprise incubator focused on assisting entrepreneurs from marginalized populations, will help design and implement the proposed Surge XBE Accelerator as part of the Center City Innovation Hub project. *The Center*, a refugee resettlement non-profit, will also participate in the Leadership Council. And a diverse and existing network of community-based organizations and industry employees have and will continue to help design and implement Advanced Manufacturing Training Consortium project strategies.

This application also leverages *Syracuse Build*, an initiative designed to diversify the region's construction industry. In partnership with trade unions, training providers, and the private sector, Syracuse Build is increasing the number of low-income Syracuse residents, particularly people of color and women, working on public construction projects and successfully entering and advancing in union apprenticeships. Syracuse Build union partners include the Central and Northern New York Building and Construction Trades Council; Carpenters Local 277; International Brotherhood of Electrical Workers (IBEW) Local 43; Ironworkers Local 60; International Union of Operating Engineers (IUOE) Local 1158; International Union of Painters & Allied Trades, District Council 4; and UA Local 81 Plumbers & Steamfitters. We will leverage this initiative to increase the workforce for Coalition's construction-related projects.

In New York State, capital construction projects supported by grants, hiring incentives, and/or tax abatements are generally subject to Minority- and Women-owned Business hiring goals, local contracting provisions, and local hiring provisions. Project Leads working with their respective jurisdiction's industrial development agency will typically be required to use local contractors for all phases of construction, and to purchase equipment, furniture, and fixtures. The state requires a total of 30% MWBE contractor participation on projects it supports. Further, NYS requires job postings to be listed on its centralized job board to connect with local workforce investments boards and un- and underemployed clients statewide. The Upstate Minority Economic Alliance (UMEA), the region's minority business chamber, will work with Project Leads to help minority-owned contractors seek and obtain NYS MWBE certification. UMEA will also help facilitate stronger procurement opportunities.

6. Equitable Cluster Benefits: Recognizing that traditional economic development strategies had not translated to wealth generation for marginalized residents, regional partners pioneered

programs and investments under the basic premise that companies, community groups, institutions, public partners, and social service groups can and should be working collectively toward common goals and outcomes to achieve inclusive economic prosperity for all of the region's residents. This work spanning over a decade has been recognized at the national level through, for example a \$3 million grant from JPMorgan Chase's *Advancing Cities Challenge* to explore new economic opportunities for historically excluded populations. The lessons learned and success of the region's authentic attention to economic inclusion not only informed how Build Back Better component projects were selected and cultivated, but also create a baseline of activities upon which we can routinize focus on equity and inclusion across cluster growth activities. Outlined below, these strategies are further described in the Smart Systems Cluster Coalition Governance component project application.

Equity Pledge: For Coalition members and eventually industry and community partners to take [CenterState CEO's Equity Pledge](#) launched in early 2021 or another similar pledge of action around improving diversity, equity, and inclusion.

Representation in Decision making: Further diversifying the Coalition's Leadership Council, ensuring the representation of various types of power.

Communications/Community Engagement: Culturally relevant and inclusive strategies focusing on creating access for diverse stakeholders to share ideas and experiences.

Equitable Outcomes: Ensuring the approaches used to drive planned equitable outcomes across component projects are rooted in proven and successfully tested efforts (see Outcomes section).

Equity Scorecard: The scorecard outlines strategies for fostering diversity, equity, and inclusion and ensuring shared benefits. Component project leads will use it to guide conversations with stakeholders tailoring based on the type of cluster intervention.

Resources, Programs, and Support: Leveraging DEI experience and expertise among Coalition members, all Coalition partners will have access to various resources including DEI Training, MWBE contracting and procurement strategies and procedures.

7. Expected Outcomes: For the regional economy, the growth of the Smart Systems cluster will be a powerful engine for inclusive economic growth. Industries within the cluster currently employ more 40,869 people in the area with mean salaries 33% higher than the region's average. Altogether, we expect the projects in this proposal, along with our complementary initiatives, to create 23,060 jobs over the next decade. We also expect these projects will help spur an additional \$11,350,750,000 in private sector investment.

Increasing access to the benefits of this growth for historically excluded populations is at the core of the cluster's vision. Working across our stakeholder groups, the Coalition's Leadership Council will strive to identify and eliminate barriers to employment such as lack of reliable transportation to jobs sites and inhospitable work environments for historically disadvantaged groups such as women and people of color. CenterState CEO's Advanced Manufacturing Training Consortium program will recruit between 3,000 candidates over a four-year period to train for high demand cluster occupations and anticipate that 80% of individuals who complete Consortium programs will secure jobs within three months of graduation. For those who were already employed full-time prior to the training period, we expect average wages to increase by

19%, upon successful completion of the program. We plan to disaggregate the data where possible to understand where economic benefit is actually being felt and whether historically excluded populations are truly included.

Our private sector partners are deeply committed to the principles of equitable growth, and each has agreed to undertake extensive diversity and inclusion training led to help make their work environments a more welcoming place for historically marginalized groups. The majority of our 50+ partners have taken the CenterState Equity Pledge and will participate in ongoing DEI work over the next four years. Outcomes will also include positive progress using the Coalition’s Equity Scorecard, to be used as a roadmap for all industry partners and organizations engaged to think through their individual impact towards shared benefits from cluster growth.

8. Phase 1 Activities

Overview: Since Phase 1 submission and award, the CenterState NY Smart Systems Coalition has undertaken the following activities: The hiring of a full time Regional Economic Competitiveness Officer (RECO); One-to-one and group convenings with industry partners to understand how they can contribute to component project and overall Coalition outcomes; Honing targeted outputs, outcomes, and success metrics; Weekly coalition member meetings to discuss strategy and proposal development; Coalition conversations about developing strategies for how the Coalition will ensure equitable outcomes and include diverse voices, including consensus agreement to take an equity pledge and commit to a continuously evolving “equity scorecard”; Discussions with and invitations to new and diverse coalition members and partners; White Pine Mega Campus advancing from semifinalist to finalist for a new semiconductor manufacturing facility; Considerable planning, permitting, fundraising, and design work continued for White Pine Mega Campus, Marcy Nanocenter Flex Facility, Oswego Industrial Park, and Center City Innovation Hub; Deep engagement with industry, academic institutions, and not-for-profit partners especially around the Center City Innovation Hub, Training Consortium, and STEAM School; Approval of the Regional STEAM School lease to Onondaga County by the Syracuse Common Council; and Strong public outreach and media resulting in dozens of press hits, presentations to stakeholder groups, and stronger diverse leadership engagement for the Leadership Council.

List of Changes: The composition of proposed component projects has remained unchanged, having already been selected for their feasibility, potential economic impact, alignment with cluster growth goals, and ability to provide equitable benefit from a larger list of projects designed to advance the CenterState NY Smart Systems cluster. Since Phase 1, the Coalition has added 11 new Coalition members and 11 new partners. We anticipate this list will continue to grow as we engage more stakeholders across the region throughout the grant period and beyond. During the Phase 1 process, the Coalition also built a strong governance, equity and resiliency plan that is represented in a new Cluster Governance component application. This plan intends to fund and execute on strategies to strengthen critical cluster enablers, including wraparound services, programming, and evaluation that will be available to all project and program participants. Successful execution of these strategies will ensure the CenterState NY Smart Systems Cluster Coalition meets its vision and achieves equitable economic impact.