



AGENDA

MEETING OF THE START-UP NY APPROVAL BOARD

MONDAY, DECEMBER 07, 2015, 12:30 P.M.

**633 THIRD AVENUE, 33RD FLOOR
NEW YORK, NEW YORK
AND
STATE CAPITOL, ROOM 131
ALBANY, NEW YORK**

- I. Welcome and Introductions
- II. Ratification of Minutes from START-UP NY Approval Board Meeting of 04/10/15
- III. Consideration of Medaille College Plan
- IV. Consideration of Syracuse University Plan Amendment
- V. Other issues



SUMMARY OF START-UP NY DESIGNATED LAND & SPACE

Pursuant to Econ. Dev. L. § 432(2), private colleges and universities in New York State may designate up to 3 million ft² of vacant land or space. Of this 3 million ft², 600,000 ft² is available for designation by certain colleges and universities in Nassau, Suffolk, and Westchester counties and the five boroughs of NYC. Each county is allocated 75,000 ft² of vacant land or space.

In any county where the allocated 75,000 ft² is designated as a Tax-Free NY Area, an additional 75,000 ft² shall be eligible for designation by the START-UP NY Approval Board as a Tax-Free NY Area.

DESIGNATED LAND & SPACE: DOWNSTATE

To date, 85,385 ft² has been designated against the 600,000 ft² limit for private universities and colleges downstate. The following indicates the land or space designated to date against the 75,000 ft² available to each of the following counties:

Bronx County: 1,700 ft²

Kings County: 12,500 ft²

New York County: 23,241 ft²

Queens County: No space designated

Richmond County: No space designated

Nassau County: 6,721 ft²

Suffolk County: No space designated

Westchester County: 41,223 ft²

DESIGNATED LAND & SPACE: UPSTATE

To date, 428,515 ft² has been designated against the 2.4 million ft² limit for private universities located upstate.



DRAFT – SUBJECT TO REVIEW AND REVISION¹

START-UP NY Approval Board

Meeting Minutes

State Capitol, Room 131, Albany

12:00 P.M., Friday, April 10, 2015

The following Board members were present: Andrew Kennedy (Chair), Governor’s Appointee, Deputy Director of State Operations for Policy; Abraham M. Lackman, Temporary President of the Senate’s Appointee, Senior Officer for Civic Affairs at the Simons Foundation; Edward M. Cupoli, Speaker of the Assembly’s Appointee, Professor Emeritus at the University at Albany and Trustee Emeritus at Cornell University.

The meeting was called by Chairman Kennedy at 12:05pm. Chairman Kennedy proceeded to outline what the board would address. First, the board will be review the current RIT plan, followed by a new plan from Syracuse University. He then turned to the first item on the agenda: the adoption of the minutes from the Board’s previous meeting, and Chairman Kennedy asked if there was a motion to move to a vote on the minutes. Mr. Lackman so moved and Mr. Cupoli seconded the motion. The Board then proceeded to a vote, and approved the minutes 3-0.

At 12:06, the Board turned to consideration of Rochester Institute for Technology’s plan amendment. Rochester Institute for Technology (RIT) is applying to designate the second floor of 40 Franklin Street, while removing the first floor of the same building, which was originally designated but is no longer available for leasing as it is being renovated for its Center for Urban Entrepreneurship. This amendment also corrects an error in the calculation of square footage on floors three and four at 40 Franklin Street.

The amendment being proposed results in a net reduction of 5,170 ft². The amended square footage at 40 Franklin will be 21,075 ft² and 29,836 ft² of space at the Venture Creations Incubator for a total of 50,911 ft².

Ms. Hartle summarized RIT’s amended plan as follows:

¹ The video recording of this meeting of the START-UP NY Approval Board constitutes the official record of the meeting. To the extent of any conflict between these minutes and the video recording, the conflict should be resolved in favor of the video recording.



- This space change will allow RIT to accommodate businesses that cannot currently locate to the floor designated.
- RIT would like to again amend their campus plan in the future once space becomes available in order to accommodate other expanding businesses.

Ms. Hartle further noted that RIT has targeted businesses for high-tech; sustainability and green technology; manufacturing; game design & development; film and animation; software development; information technology; cyber security; aerospace and imaging. Ms. Hartle also reminded the board that RIT's plan is located in a city with a population of 100,000 or more without a SUNY University Center.

To date, RIT has 4 approved business applications in the areas of information technology, surgical and medical manufacturing, and custom computer programming services, with 121 projected net new jobs over the next five years as well as several pending applications submitted for consideration by the university and additional business inquiries.

At 12:08, Chairman Kennedy opened the floor to questions and comments regarding RIT's plan amendment.

Mr. Lackman commented that while he does not want any one school to get a huge allocation, he would be sympathetic if RIT came back for more space. Mr. Coupoli agreed with the comment and supported it, citing that more jobs are being created in places that have the capability to internally and externally benefit the community. Mr. Lackman noted that there has been potential of a major announcement, and Mr. Kennedy confirmed, saying federal grant funds could be available to partnerships with University of Rochester, RIT, and the SUNY System. Mr. Kennedy noted that RIT has had success bringing businesses into downtown and most of their space is being utilized. The balance that the board should consider is the balance between not banking space, but having space available to implement their business plan. Both Mr. Cupoli and Mr. Lackman agreed with Chairman Kennedy.

At 12:11, Chairman Kennedy then moved to a vote on RIT's plan amendment. By a vote of 3-0, the Board voted to approve RIT's amendment.

Chairman Kennedy then indicated that the Board would proceed to consideration of the Syracuse University's plan for a Tax-Free NY Area. He noted that this would be the first space to be designated at a private university in Central New York.

Ms. Patricia Hartle of Empire State Development provided a summary of Syracuse University's plan, including that:



- Syracuse University is in the heart of New York State, centrally located to many cities in the northeast and Canada. Ranked in the top 75 universities in the nation, SU offers hundreds of majors, flexible study options, and research opportunities for students all in an ideal campus setting.
- Syracuse University is proposing to designate 31,968 square feet both on and off campus.
 - 10,007 ft² of on-campus space, including partial space at the Syracuse Center of Excellence in Energy and Environmental Systems and will offer laboratory space and partial space at the Case Science and Technology Building that will offer resources for advanced technology.
 - 21,961 ft² is being proposed for off-campus space, including various commercial and renovated office space in a distressed, but revitalizing neighborhood adjacent to Syracuse University's major instructional facility in downtown Syracuse.

Ms. Hartle further noted that Syracuse University will work to attract businesses that will provide opportunities for internships, vocational training and learning experiences, increase employment opportunities, and encourage entrepreneurship. SU will target businesses in the fields of biomaterials, green building product manufacturers, data media analytics, advanced manufacturing, pharmaceutical production, design, film computer art and transmedia.

The University has refrained from marketing potential space to businesses until designation approval, but remains confident the program will provide distinctive opportunities for businesses to leverage SU's greatest strengths in research and teaching, thereby advancing both the mission and economic development and the mission of Syracuse University in Central New York.

At 12:13, Chairman Kennedy opened the floor to questions and comments regarding Syracuse University's plan to designate space as a Tax-Free NY Area.

Mr. Cupoli requested it be put on the record that he is a graduate from the Maxwell School at Syracuse University, and he goes there from time to time to speak, but not about START-UP NY. He noted that SU has been inviting people and businesses to come to campus to talk to them about how they could fit into the campus' START-UP NY plan. He further noted that that is something he would like to see more of – having businesses on campuses because they fit the plan, and create a synergy.



Mr. Cupoli went on to say that he hopes that eventually either the executive or the private sector puts out data that talks more about the long term. He noted that we cannot create a thousand jobs tomorrow. He would like a third party to track the tremendous potential for job creation.

Mr. Cupoli also noted that he grew up in Syracuse on the North Side and he can see what Syracuse University has been doing, and the measurement of the greater impact of the START-UP NY program should be examined by the executive. By doing that, something that has not been done before can be tracked.

Chairman Kennedy then asked Counsel Tom Regan if these measurements are something we could ask the individual universities to include as part of their plans and designations off campus, noting that it is difficult to discern economic benefit occurring around a space that was designated on campus, but when you take an example like Syracuse's space, in which they have invested and better connected to the west side and the urban core, you can see the demonstrated commitments as part of their progress, and they have become an anchor in the community.

Mr. Lackman noted that, in many ways, START-UP NY, as an entity, is still a start-up itself, but within a few years, there will be a good track record to look back on, and we can point to direct and indirect jobs. Mr. Lackman went on to say that indirect jobs are something we should not lose sight of and we should try to capture them because it is a very important experiment on the policy level.

Mr. Kennedy noted that capturing indirect job numbers is something we have been thinking about, and is something that can be part of the requirements or part of the information schools provide to the Department of Economic Development (DED) when they submit their progress reports. Mr. Kennedy also noted again that on-campus space means something different than off campus space.

Mr. Lackman agreed, and said he would also be curious about the longevity of the development in terms of which companies succeed and which companies do not.

Mr. Cupoli noted that some of the success stories may be spin offs of companies that came through the program and the indirect impact could be a big part of the story down the road. He went on to say that he is not worried about any one plan or business – he would like to see them try and there will hopefully be some big time home runs within the program, and if we can capture those along the way, and note the type of things that are successful, we can identify them and do more of those things.



At 12:20, Chairman Kennedy thanked Mr. Lackman and Mr. Cupoli for their dialogue and asked if there were any further questions. There being none, Chairman Kennedy moved the item to the floor and asked for a motion.

Mr. Lackman made a motion, and Mr. Cupoli seconded the motion. By a vote of 3-0, the plan was approved.

Chairman Kennedy then noted that several plans are nearing the point where they could be reviewed, and Empire State Development would work with the board to determine the time of the next meeting, estimating it would be take place in approximately one month.

At 12:21, Chairman Kennedy adjourned the meeting.

Respectfully submitted,

Alison Walsh



MEETING OF THE START-UP NY APPROVAL BOARD

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Resolution 023

WHEREAS, Medaille College has submitted a Plan to designate vacant space as a Tax-Free NY Area pursuant to Econ. Dev. L. § 435 and the Commissioner of Economic Development, having determined that the Plan meets the statutory and regulatory requirements for approval, has forwarded the Plan to the Board.

WHEREAS, the Board has determined that Medaille College's Plan, a copy of which is attached hereto, proposing to designate 1,690 ft² of vacant space located at 121 Humboldt Parkway in Buffalo, complies with the eligibility criteria of 5 NYCRR § 220.5 and the space described therein is eligible to be approved as a Tax-Free NY Area.

NOW, THEREFORE, BE IT RESOLVED, that the Board does hereby approve, pursuant to Econ. Dev. L. § 435(2), Medaille College's Plan to sponsor a Tax-Free NY Area, encompassing the abovementioned vacant space, of 1,690 ft².

Resolution 024

WHEREAS, Syracuse University has submitted an amendment to its existing Plan to designate vacant land and space as a Tax-Free NY Area pursuant to Econ. Dev. L. § 435 and the Commissioner of Economic Development, having determined that the Plan meets the statutory and regulatory requirements for approval, has forwarded the Plan to the Board.

WHEREAS, the Board has determined that Syracuse University's amended Plan, a copy of which is attached hereto, proposing to designate 8,780 ft² of vacant space on the first floor of AXA Tower II at 120 Madison Street in Syracuse, complies with the eligibility criteria of 5 NYCRR § 220.5 and is eligible to be approved as a Tax-Free NY Area.



NOW, THEREFORE, BE IT RESOLVED, that the Board does hereby approve, pursuant to Econ. Dev. L. § 435(2), Syracuse University's amended Plan to sponsor additional vacant space as a Tax-Free NY Area, resulting in a net increase of 8,780 ft² of designated space.

DRAFT

Madaille College
PROPOSED DESIGNATION PLAN

Madaille College is a private independent liberal arts college located in the historic Olmsted Crescent of Buffalo, NY, an historic area of parkways and landscape designed by Frederick Law Olmsted.

Madaille College will partner with businesses offering internships, employment opportunities, guest lectures and other educational experiences for their students. Madaille College will seek to identify companies that can participate in professional development events, speaker series, campus wide community service projects and more

SUMMARY OF TAX-FREE SPACE PROPOSED FOR DESIGNATION

Madaille College is proposing a total of 1,690 ft² of on campus space at 121 Humboldt Parkway within the boundaries of the college's campus. This building is not utilized by the college and provides an array of office space, formal and informal meeting spaces, common areas and other amenities found in most modern work spaces.

TYPES OF BUSINESSES

- Marketing and communications
- Information systems and management
- Security
- Medical research and development
- Advanced manufacturing
- Health sciences

STATUTORY AND REGULATORY REQUIREMENTS

Pursuant to Econ. Dev. L. § 432(2), private colleges and universities in New York State may designate up to 2.4 million ft² of vacant land or space in upstate New York.

The 1,690 ft² of space proposed for designation by Madaille College would be applied against 2.4 million ft² that may be designated by private colleges and universities in upstate New York.

To date, 428,515 ft² has been designated and applied toward the 2.4 million ft² for private universities located upstate.

ESD has conducted a review of Madaille College's designation package and has found it to be in compliance with all statutory and regulatory requirements.

SYRACUSE UNIVERSITY
Proposed AMENDED Designation Plan

Syracuse University (SU) has submitted an amended designation plan pursuant to §220.9 of the Economic Development START-UP NY regulations. According to §220.9 a Sponsor may seek to amend or modify the approved Plan at any time, and the amendment shall be submitted in the same manner as the original Plan. The amendment must be submitted for approval pursuant to the procedures and requirements set forth in § 220.8 (Application process for eligible private university or college campuses for approval as a Tax-Free NY Area.)

SUMMARY OF TAX-FREE SPACE PROPOSED FOR DESIGNATION

Syracuse University wishes to add 8,780 ft² of space in the Tech Garden 16-v incubator. The space added by this amendment will allow for businesses entering the incubator to apply for STARTUP NY and any future incubator graduates.

Syracuse University previously designated a total of 31,968 ft² of on and off campus space
On-Campus - 10,007 ft²

- 6,765 ft² within the Syracuse Center of Excellence in Energy and Environmental Systems building, providing unoccupied laboratory and office space
- 3,242 ft² within the Case Science and Technology building providing space for advanced technology

Off-Campus - 21,961 ft²

- 6,485 ft² (110 Marcellus Street, Case 3 Building --part of one floor)
- 8,756 ft² (358 W. Jefferson Street, King & King Building -- part of one floor)
- 6,720 ft² (1001 West Fayette Street- part of one floor)

The addition of this proposed space will allow Syracuse University to accommodate businesses wishing to locate to an incubator or graduate from the incubator to other TFA space.

TYPES OF BUSINESSES

Biomaterials

Green building product manufacturers

Data media analytics

Advanced manufacturing

Pharmaceutical production

Design, film computer art and transmedia

STATUTORY AND REGULATORY REQUIREMENTS

Pursuant to Econ. Dev. L. § 432(2), private colleges and universities in New York State may designate up to 2.4 million ft² of vacant land or space in upstate New York.

In addition, a New York State incubator with a bona fide affiliation to the private university or

college shall be eligible for designation as a Tax-Free NY Area and shall be subject to the limitation on eligible square footage.

The addition of 8,780 ft² of space proposed for designation by Syracuse University would be applied against 2.4 million that may be designated by private colleges and universities in upstate New York.

To date, 428,515 ft² has been designated and applied toward the 2.4 million ft² for private universities located upstate.

ESD has conducted a review of Syracuse University's designation package and has found it to be in compliance with all statutory and regulatory requirements.

STARTUP NY

Proposal for 121 Humboldt Parkway in Buffalo, NY 14214

 **Medaille College**
18 Agassiz Circle, Buffalo, NY 14214 | (716) 880-2879



START-UP NY
Campus Plan for Designation of Tax-Free Area(s) Memorandum

Re: Medaille College Campus Plan for Designation of Tax-Free Area(s) ("Campus Plan")

Date: June 18, 2015

For campus Office of the President:

The arrangement documented in the attached Campus Plan is aligned to the academic mission of Medaille College and, in accordance with all policies, procedures, and guidelines.

A handwritten signature in black ink, appearing to read "K Macur", written over a horizontal line.

Signature of campus President
Kenneth Macur, PhD

Kenneth Macur
Print Name

To: Howard Zemsky, President & CEO Designate, Empire State Development and
Acting Commissioner, NYS Department of Economic Development
From: President Kenneth Macur of Medaille College
Re: Medaille College's Campus Plan for Designation of Tax-Free Area(s)
Date: June 18, 2015

I, President Macur of Medaille College hereby certify the following:

- a.) If applicable, we have consulted with the chief executive officer of the municipality or municipalities and notified the local economic development entity representing the area that a proposed Tax-Free NY Area is locating outside the campus boundaries at least 30 days prior to submitting the plan to you and
- b.) we comply with Conflict of interest guidelines and attached copies of the polices and/or guidelines herewith; and
- c.) we are aware of the non-governmental use limitations associated with state issued tax exempt bonds and if our proposed Tax-Free NY Area was financed with tax exempt bonds, we will: 1.) make potential businesses aware of these limitations when marketing property; and 2.) take appropriate steps to ensure that non-governmental use of property funded with tax-exempt bonds will not jeopardize the tax exempt status of state issued bonds; and
- d.) the information contained in the enclosed application is accurate and complete.



PRESIDENT'S SIGNATURE

6-18-2015
DATE

Attachments/Enclosures:

- 1.) Tax-Free Area Plan with Polygon shapefile of campus area (if available) and/or point data of vacant space (if available), **OR** AutoCAD rendering of proposed tax-free area on a scaled campus map and/or campus map shaded to indicate building containing proposed tax-free space
- 2.) Excel spreadsheet of property to be designated
- 3.) Applicable conflict of interest policies
- 4.) Where applicable, comments received from interested parties



START-UP NY CAMPUS PLAN FOR DESIGNATION OF TAX-FREE AREA(S)

Campus Name: Medaille College
Campus Contact Name: John Crawford
Campus Contact Title: VP for College Relations
Campus Contact E-mail: jpc334@medaille.edu
Campus Contact Phone: (716) 880-2879

THE TAX-FREE NY AREA PLAN SHALL BE DEVELOPED BY THE CAMPUS TEAM AND PROVIDE THE FOLLOWING REQUIRED INFORMATION:

- 1) Specification or identification of space or land proposed for designation as a Tax-Free NY Area identifying the following:
 - i. Provide the name and address of the college/university seeking approval as a Sponsor, the address of the space or land proposed for designation as a Tax-Free NY Area, and a written description of the physical characteristics of the area for designation.

Name: Medaille College
Campus Address: 18 Agassiz Circle, Buffalo, NY 14214
Address(es) of Proposed Tax-Free NY Area(s) : 121 Humboldt Pkwy, Buffalo, NY 14214
Description of Physical Characteristics of Proposed Tax-Free NY Area(s): Medaille College is designating 1690 square feet of our building at 121 Humboldt Parkway as Tax-Free NY areas within the boundaries of the college’s campus. This building is currently vacant. It is not utilized by the college and provides an array of office space, formal and informal meeting spaces, social areas, a kitchen, wifi, and other amenities found in the most modern work spaces. It provides Start-Up NY businesses with the opportunity to choose a location that best suits their operational needs while assisting the college in utilizing unused space. Medaille is already in discussions with business interests to identify businesses that can utilize space in the building.

- ii. Complete the Excel spreadsheet template provided on the START-UP NY Website,. Include only properties sought to be designated. Attach the completed spreadsheet to this plan and provide in electronic form.
- iii. Provide also a representation of each proposed site drawn on a scaled campus map with boundaries drawn clearly. Two versions should be created; one including an imbedded layer from Google Earth or other aerial photograph of the property. The second version should exclude the photographic imagery. Each parcel under consideration must have a unique alpha numeric identifier, clearly labeled on each plan which ties to identifiers in the Excel spreadsheet. If digital files containing Polygon shapefile that delineates area for designation are available, provide these as well. Attach these materials to this plan.
- iv. Provide a campus map with each proposed building shaded. Label each building with the official building number with the building name. For each building shaded and labeled, include floor plans of all areas under consideration. If digital files containing Point shapefiles that provide locations of area for designation are available, provide these as well. Attach these materials to this plan.

2) The total square footage of the space and/or acreage of land proposed for designation as a Tax-Free NY Area is:

1690

3) Provide a description of the type of business or businesses that may locate in the area identified in #1.

<p>Medaille is open to attracting entrepreneurial, innovative and high growth potential businesses that can offer internships, employment opportunities, guest lectures and other educational experiences for our students. We would also like to host businesses that can add to and take advantage of the expertise of our faculty and other characteristics of our college such as our professional development events, speaker series, campus wide community service projects and more. To achieve the greatest synergy, Medaille would like to attract businesses most aligned with our academic programs and our concomitant role in the Western New York community. Businesses in marketing and communications, information systems and management, security and medical research and development requiring laboratory animals are particularly suitable.</p>
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4) Provide a description of the campus academic mission, and explain how the businesses identified in #3 will align or further the academic mission of the university or college.

Medaille College concentrates on excellence in teaching, with an emphasis on personal attention to its diverse student body. Its curriculum provides a solid liberal arts and sciences foundation with early access to career-oriented education. The faculty and all of those involved in the mission of education challenge students and themselves to the highest possible standards of achievement, but that challenge is balanced by support for every individual student and a concern that each one succeeds.

Medaille students benefit from a variety of high-impact educational practices. At Medaille, students learn by doing and experiential learning is at the heart of education. Students are placed in the field with internships, preceptorships and student teaching assignments. Medaille has interactive labs that provide students with invaluable hands-on experience. Further enrichment comes from speaker series, team and cohort learning environments and observations. Many students also complete a capstone project to sum their education up and create meaningful solutions to real issues in their field. Many Medaille faculty are themselves practitioners and professionals in their industries.

Medaille College also has a proven system in place that helps ensure academic success and timely graduation. Our bridge programs between high school and the freshman year of college also prepare students for the rigors of higher education and remediate academic deficiencies. Additionally, we have developmental courses during the freshman year for students who need further help.

Our Student Support Center provides tailor made services that include placement testing, peer and professional tutoring, mentoring, reading, writing and math specialists, support for setting academic goals, computer access and academic success plans. This one-stop shop functions toward the same goal: degree completion in the shortest possible time. Medaille is also the recipient of \$4 million in federal student support grants.

Through close mentorship and guidance, faculty and advisors help students develop academic success plans, get the support they need to succeed, assist with class scheduling, help set attainable goals and help ensure on time graduation. Students are never left without someone to turn to for guidance.

The things students experience and do in the community help shape not only their own future, but the future of others. Medaille students learn beyond the four walls of the classroom. The community is their learning environment. Through active, community based learning, Medaille College focuses on civic sustainability. Medaille teaches undergraduates how to identify, assess and solve real issues in their own communities. Every student is capable of great change, and faculty link on-campus learning with real-world problem solving. What students learn today gets applied tomorrow, and makes an impact in the larger community. While learning, Medaille students directly affect their

surroundings in positive ways.

StartUP NY is an opportunity to attract businesses in the aforementioned industries that align with our academic philosophy and programs and can offer our students even more real-world, hands on internship experiences that augment their formal academic education. This is particularly important for resident students with transportation challenges. As a large majority of Medaille's adjunct faculty are employed full time in industries aligned with our academic programs, StartUP NY companies on campus provide another pool from which to recruit talented faculty with a particular entrepreneurial spirit who can help motivate and encourage our students to start their own businesses and contribute to economic development in our region. If appropriate, we will also invite StartUP NY business leaders to guest lecture in our classrooms and provide additional real world insight and entrepreneurship lessons. Additionally, we will invite StartUP NY employees to participate in our student mentoring program if appropriate. Mentoring can provide our students additional academic and social support that aligns with their education and career prospects. All of this – internships, new adjunct faculty, guest lecturers, and mentors – will help afford our students the opportunities they need for academic success, strong social and professional networks and career success in our burgeoning Western New York economy.

- 5) Provide a description of how participation by these types of businesses in the START-UP NY Program will generate positive community and economic benefits, including but not limited to:
- Increased employment opportunities;
 - Increased opportunities for internships, vocational training and experiential learning for undergraduate and graduate study;
 - Diversification of the local economy;
 - Environmental sustainability;
 - Increased entrepreneurship opportunities;
 - Positive, non-competitive and/or synergistic links to existing businesses;
 - Effect on the local economy; and
 - Opportunities as a magnet for economic and social growth.

Simply put, Medaille is Buffalo's College. We serve a unique niche in the Western New York higher education landscape, educating students from diverse socio-economic backgrounds and providing them with the tools to succeed. For example, of Medaille's 2014 freshman class at our Buffalo campus: 46% are non-Caucasian; 73% receive Pell grants, indicating substantial financial need; 81% are first generation college students, and 52% are from the City of Buffalo. Additionally, incoming freshman SAT scores are relatively low compared to our peer institutions in Western New York.

Despite the challenges that our students face, the vast majority thrive at Medaille. Our graduation rate, for example, has increased 15% points over the last seven years and is now 49%. This rate is better than four of our eight peer institutions that have significantly higher incoming SAT averages. Approximately, 95% of Medaille graduates are employed within a year after graduating, 70% in a field related to their degree. Additionally, 68% of graduates remain in Western New York and 30% choose to pursue a graduate education. Medaille alumni also enjoy one of the lowest average student loan debts in Western New York.

The WNY Regional Economic Development Strategic Plan emphasizes the priority of inclusiveness. Clearly, Medaille plays a leading role in opening up the middle class for those who need it most. StartUp NY businesses on the Medaille campus can provide our students...

- Opportunities to become better connected to the business world;
- Increased employment opportunities;
- Increased opportunities for internships, vocational training and experiential learning for undergraduate and graduate study;
- Increased entrepreneurship opportunities through business collaboration;
- Positive, non-competitive and/or synergistic links to existing businesses; and
- Opportunities to be part of a magnet for economic and social growth.

As students participate in the success and growth of on campus businesses, they participate in the growth of the local economy and, ultimately, the well-being of our community. To further multiply the effect of StartUP NY on our region, Medaille students and faculty can also tie businesses to a variety of community service organizations and activities.

Industries we would like to host, such as marketing and communications, information systems and management, and security are necessary to support the priorities of the regional development council to take advantage of our expanding tourism, advanced manufacturing and health sciences industries.

- 6) Provide a description of the process the Sponsor (campus) will follow to select participating businesses. The description should identify the membership of any group or committee that may make recommendations, the final decision-maker, and the criteria that will be used to make decisions. This group or committee must include representation from faculty governance.

The criteria may include some or all of the following:

A. Academic and Research Alignment

1. Is the business in an industry aligned with current and/or developing University research, scholarly, and creative activity?
2. Does the business provide experiential learning and workforce opportunities (e.g., internships, fellowships, full-time jobs) for students and graduates?
3. Does the business provide areas for partnership and advancement for faculty and students?
4. Will the business provide access to research instrumentation, tools, and/or equipment necessary to advance the academic and research mission?
5. Will the business fund scholarships, campus facilities or other academic services or amenities?
6. Will the business and/or its employees contribute to instruction or provide student mentoring?
7. Does the business offer the use of company resources, intellectual property or expertise to support the academic mission?

B. Economic Benefit

1. How many net new jobs will be created?
2. Is the business viable in both the short- and long-term?
3. Will the business attract private financial investment?
4. Does the business plan to make capital investments (e.g., renovation, new construction)?
5. Are the new jobs in critical areas of the economy?
6. How will the University financially benefit from the terms of the lease?

C. Community Benefits

1. Does the business have the support of one or more municipal or community entities?
2. Is the business recruiting employees from the local workforce?
3. Does the business invest in underserved, economically distressed regions?
4. Will the business rely on suppliers within the local and regional economy?

The Medaille StartUP NY selection

Selection Process for Business Participation

Medaille College has established the following system to provide businesses interested in partnering with the college in the START-UP NY Program with an accessible, collaborative and transparent application and selection process.

Step #1: Submit the START-UP NY Business Application to Medaille College

Businesses interested in participation in the START-UP NY Program with Medaille College will first contact the Vice President for College Relations who will describe

the available space and the aforementioned criteria for participation. The VP will also provide, via email, a questionnaire for the business to provide the following information and responses to Medaille's selection criteria:

Questions:

- contact information
- description of the business
- general alignment with Medaille's academic mission
- proposed community and economic impact
- employment projections

Selection Criteria:

- Is the business in an industry aligned with current and/or developing University research, scholarly, and creative activity?
- Does the business provide experiential learning and workforce opportunities (e.g., internships, fellowships, full-time jobs) for students and graduates?
- Does the business provide areas for partnership and advancement for faculty and students?
- Will the business provide access to research instrumentation, tools, and/or equipment necessary to advance the academic and research mission?
- Will the business fund scholarships, campus facilities or other academic services or amenities?
- Will the business and/or its employees contribute to instruction or provide student mentoring?
- Does the business offer the use of company resources, intellectual property or expertise to support the academic mission?

All Applicants must fall under one of the following State designated business categories: New Business, Existing NYS Business Expanding, Previous NYS Business relocating to NYS or NYS Incubator Graduate.

The goal of Step #1 will be receipt of a completed START-UP NY Medaille questionnaire.

Step #2: Participate in an Eligibility Assessment Meeting

Once Medaille College has received the completed START-UP NY questionnaire, an eligibility assessment meeting will be convened at the college. The Applicant will meet with the Medaille START-UP NY Campus Team to review:

- The Applicant's business

- The business's alignment with the college's mission and vision
- The Medaille and State selection process,
- The State's requirement for a competitive analysis,
- The potential job creation opportunities associated with the Applicant business.

The Campus Team consists of representatives from the Medaille College Offices of Business, College Relations, and Academic Affairs.

The goal of Step #2 will be to determine the Applicant's fulfillment in meeting the State's "Eligibility criteria for businesses" to participate in the START-UP NY Program, and alignment to the college's mission and vision.

Step #3: Comprehensive Competitive Analysis

The Applicant and the Medaille START-UP NY Campus Team will collaborate on completing the competitive analysis as required by the State process. This will include:

- Review of the selected "Community," as defined by START-UP NY regulations.
- Review of North American Industry Classification System (NAICS) codes of businesses in the same Community as required by START-UP NY regulations.
- Review of commercially available database lists in determining potential Competitors in the selected Community.
- Review of any businesses in the Community which may be considered Competitors.

If no Competitors are identified through the Comprehensive Competitive Analysis, a formal request will be submitted to the Empire State Development (ESD) for cross reference checking of their Department of Labor (DOL) database to determine if there are any Competitors. If no Competitors are identified through the Medaille College and ESD comprehensive review process, then a notice will be published in a local daily print or online newspaper for five days, allowing potential business Competitors to identify themselves, per the STARTUP NY regulations.

The goal of Step #3 will be formal documentation of completion of a Comprehensive Competitive Analysis confirming that there are no Competitors in the community. In the event that a potential Competitor is identified, Medaille College will formally request review by the Commissioner. The Commissioner will make the final determination, per the START-UP NY regulations.

Step #4: Applicant Presentation to Medaille START-UP NY Campus Selection

Team

Upon successful completion of the Comprehensive Competitive Analysis, the Applicant business will be required to formally present its business model and how its participation in the START-UP NY Program will have positive community and economic benefits. The Applicant business will formally present to the Selection Committee, which will be comprised of the Vice President for Finance, the Vice President for College Relations, The Vice President for Academic Affairs, the Vice President for Enrollment Management, a representative of the Faculty Senate, and a representative from the Student Government Association.

The goal of Step #4 will be final review of the proposed business partnership and determination as to whether the Medaille College Campus Selection Team agrees to Sponsor the Applicant business for participation in the START-UP NY Program.

Step #5: Submit Final Application to the State

If the Medaille College START-UP NY Campus Selection Team approves the Applicant business, the Campus Team will then collaborate with the Applicant to complete the required information for the Sponsoring Application to NYS, with the primary focus being new job creation in the designated area.

The goal of Step #5 will be the successful submission of a completed application, with all required supporting documentation.

Sponsoring Criteria

In order for Medaille College to Sponsor an Applicant, the Applicant business must meet all of the following eligibility criteria, as established through the START-UP NY regulations:

Prohibited Businesses: The Applicant must not be any of the business types that “are prohibited from participating in the START-UP NY Program.”

Eligible Business: The Applicant must prove its eligibility to participate in the START-UP NY Program by qualifying under one of the following business categories:

- New Business
- Existing NYS Business Expanding
- Previous NYS Business Relocating
- NYS Incubator Graduate

Non-Competitive: The Applicant must prove to have no business competitors in the community in which it will be located.

Compliance: The Applicant “business must be in compliance with all worker protection and environmental laws and regulations. In addition, the business may not owe past due federal or state or local property taxes.”

Mission Alignment: “The mission and activities of the business must align with or further the academic mission” (and vision) of Medaille College.

Beneficial Contributor: The Applicant must prove that “the business’s participation in the START-UP NY Program will have positive community and economic benefits.”

Job Creation: The Applicant “business must demonstrate that it will, in its first year of operation, create net new jobs.”

Sustainability: The Applicant must satisfy all criteria to remain eligible as set forth by the START-UP NY regulations, as they pertain to “net new jobs created” and all Program reporting requirements.

INSERT:

1.) DEPARTMENT OF ECONOMIC DEVELOPMENT EXCEL SPREADSHEET TEMPLATE LISTING ALL DESIGNATED PROPERTIES

2.) COPY OF APPLICABLE CONFLICT OF INTEREST POLICIES OR GUIDELINES

3.) WRITTEN RESPONSES OR COMMENTS RECEIVED THROUGH CONSULTATION WITH THE CEO OF THE MUNICIPALITY(IES) AND LOCAL ECONOMIC DEVELOPMENT ENTITY(IES)

Medaille College

Conflict of Interest Policy Related to StartUp NY Program

Purpose of the Policy and General Principles

Medaille College (the College) participates in the New York State's StartUp NY program, which offers tax incentives for new and expanding businesses in New York State that are associated with a sponsoring university or college. As a sponsoring college, the College must adopt a conflict of interest policy pursuant to New York Economic Development Law 439 and 5 NYCRR 220.20 that 1) prohibits persons from participating in any activity related to the College's StartUp NY program that would cause those persons to experience a conflict of interest and 2) requires the reporting of all actual or potential conflicts of interests the College becomes aware of in the course of administering the College's StartUp NY program.

Scope of this Policy

This policy applies to Officials of the College and to Medaille College START-UP NY Campus Team Members of the College's StartUp NY program. The definitions in this policy are drawn largely from the New York Economic Development Law 439 and 5 NYCRR 220.2.0.

Policy Definitions

A "conflict of interest" means any circumstance in which the personal, professional, financial, or other interests of an Official or Medaille College START-UP NY Campus Team Member may potentially or actually diverge from, or may be reasonably perceived as potentially or actually diverging from his or her obligations to the College and the interests of the College in connection with the College's StartUp NY program. It includes indirect conflicts, such as benefits provided to a relative of an Official or Medaille College START-UP NY Campus Team Member.

"Business Interest" means an interest in an entity where the person with the interest (1) owns or controls 10% or more of the stock of the entity or 1% in the case of an entity the stock of which is regularly traded on an established securities exchange); or (2) serves as an officer, director or partner of the entity.

"Official" means a University Trustee, a University employee at the level of chair and above, and any other College employee with decision-making authority over the College's StartUp NY program.

"Medaille College START-UP NY Campus Team Member" means any person who serves on the College's StartUp NY Medaille College START-UP NY Campus Team that recommends businesses for acceptance into the College's StartUp NY program.

“Relative” means any person living in the same household as an Official or Medaille College START UP NY Campus Team Member and any person who is a direct descendant of that Official’s or Medaille College START UP NY Campus Team Member’s grandparents or the spouse of such descendant.

Policy

The College is committed to operating in an ethical manner and in compliance with applicable legal and regulatory requirements.

No Official or Medaille College START-UP NY Campus Team Member may participate in any aspect of the College’s StartUp NY program that would result in that Official or Medaille College START-UP NY Campus Team Member experiencing a Conflict of Interest. Service as an Official or Medaille College START-UP NY Campus Team Member may not be used as a means for private benefit or inurement for the Official, Medaille College START-UP NY Campus Team Member, a Relative thereof, or any entity in which the Official, Medaille College START-UP NY Campus Team Member, or Relative thereof, has a Business Interest.

No Official or Medaille College START-UP NY Campus Team Member who is a vendor, or employee of a vendor, of goods or services to the College that is a participant in the StartUp NY Program who has a Business Interest in such vendor, or whose Relative has a business Interest in such vendor, may vote on, or participate in, the administration by the College of any transaction with such vendor.

Procedure for Implementation

Disclosing Conflicts of Interest

Officials and Medaille College START-UP NY Campus Team Members have a duty to disclose on an ongoing basis any current, proposed, or pending situations that may constitute a Conflict of Interest related to the College’s StartUp NY program, including (but not limited) the Business Interest of an Official, Medaille College START-UP NY Campus Team Member, or Relative thereof, in an existing or proposed vendor of the College that is a participant in the College’s StartUP NY program.

Such disclosures should be made to the Vice President for College Relations in case of Medaille College START-UP NY Campus Team Members and Officials who are employees below the level of chair and should be made to the College’s Counsel in the case of Officials who are Trustees or employees at the level of chair and above. The Vice President for College Relations will promptly report to the College’s Counsel all such disclosures received by the Office of College Relations.

Process Relating to Conflicts of Interest

If the College’s Counsel determines that an Official or Medaille College START-UP NY Campus Team member has a Conflict of Interest relating to the College’s StartUp NY Program, the College’s Counsel in conjunction with the College’s President will determine next steps with respect to the Conflict of Interest. The existence and resolution of the Conflict of Interest must be documented by the College’s Counsel and reported to the College’s President and auditor, as described below.

Record Keeping and Reporting

The College's Counsel will maintain a written record of all Conflicts of Interest disclosures made under this policy, and will report such disclosures, on a calendar year basis, by January 31st of each year, to the University's President and to the College's auditor. The College's auditor will forward such reports to the Commissioner of Economic Development, who will make public such reports.

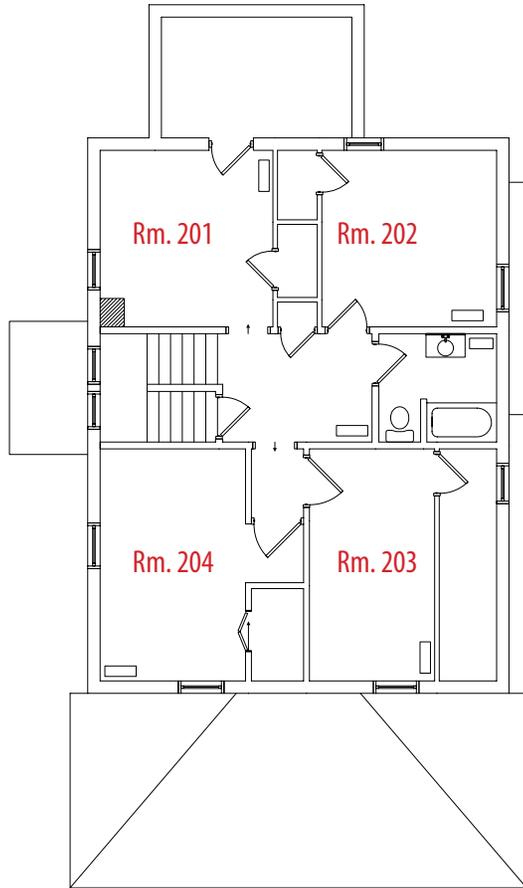
Oversight and Administration

The Office of College Relations, together with the Office of General Counsel, may make changes to this policy from time to time, as they deem appropriate. The Vice President for College Relations will oversee the implementation of, and compliance with, this policy.

Related Policies

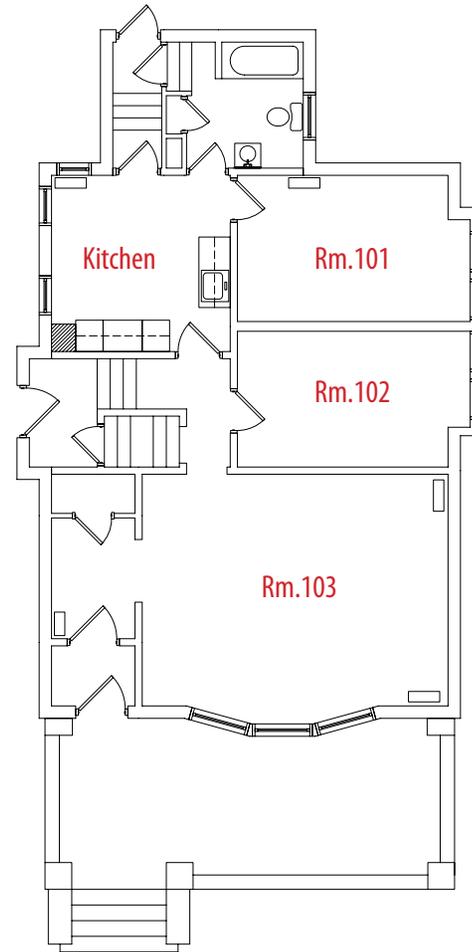
Conflict of Interest for the Board of Trustees

121 Humboldt Parkway
1690 sq ft



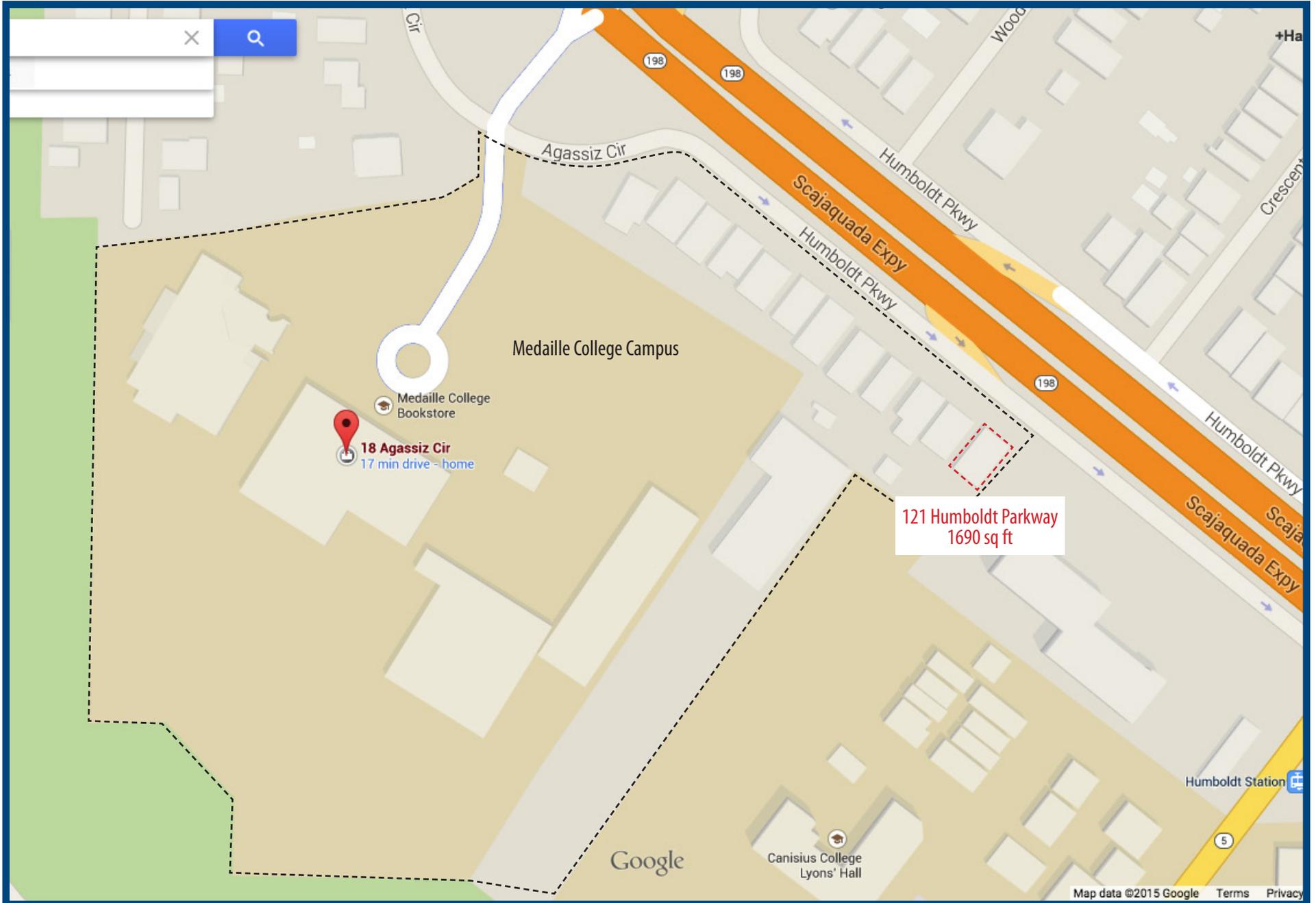
EXISTING SECOND FLOOR PLAN 
SCALE: 1/4" = 1'-0"

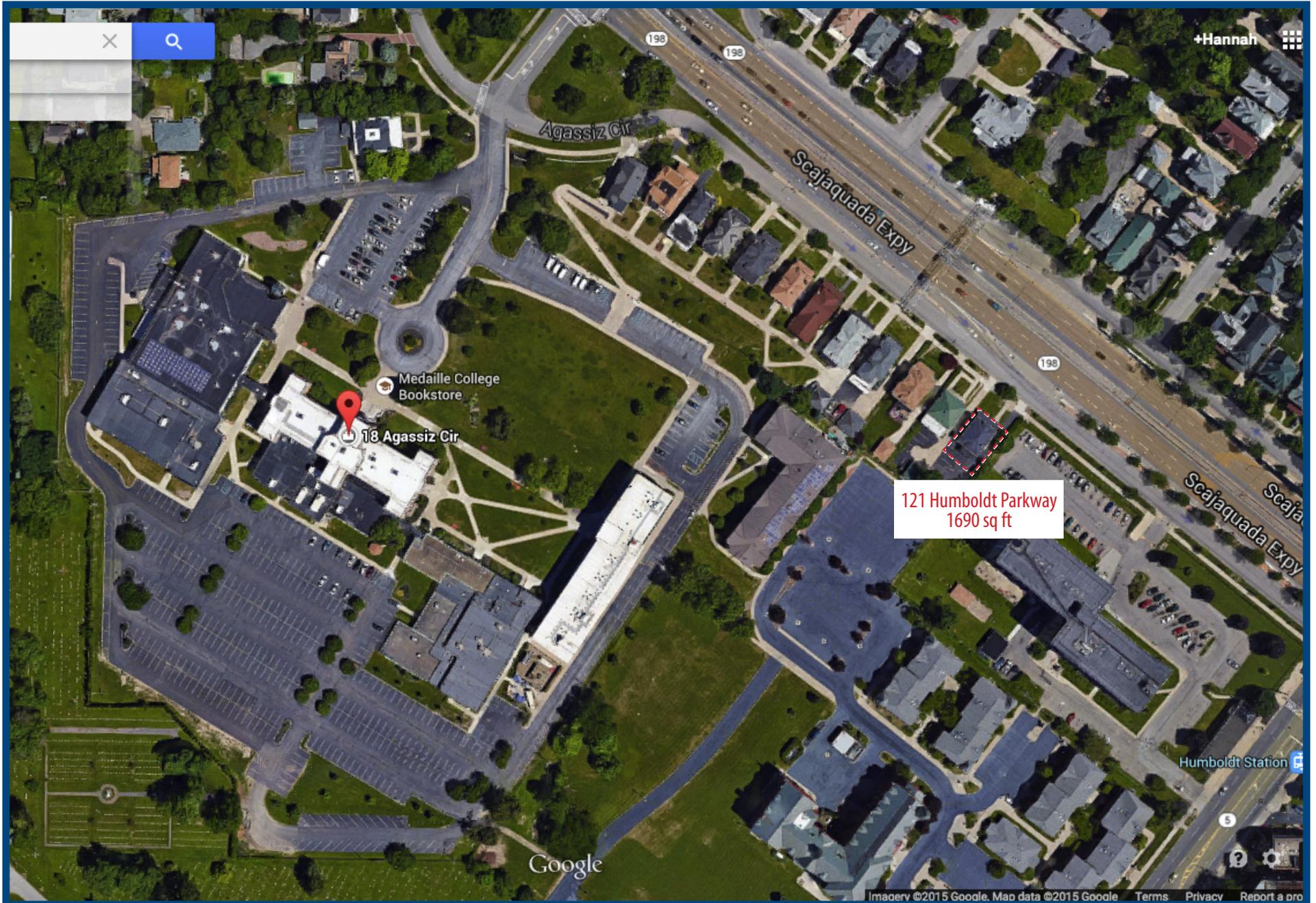
Second Floor
796 sq ft



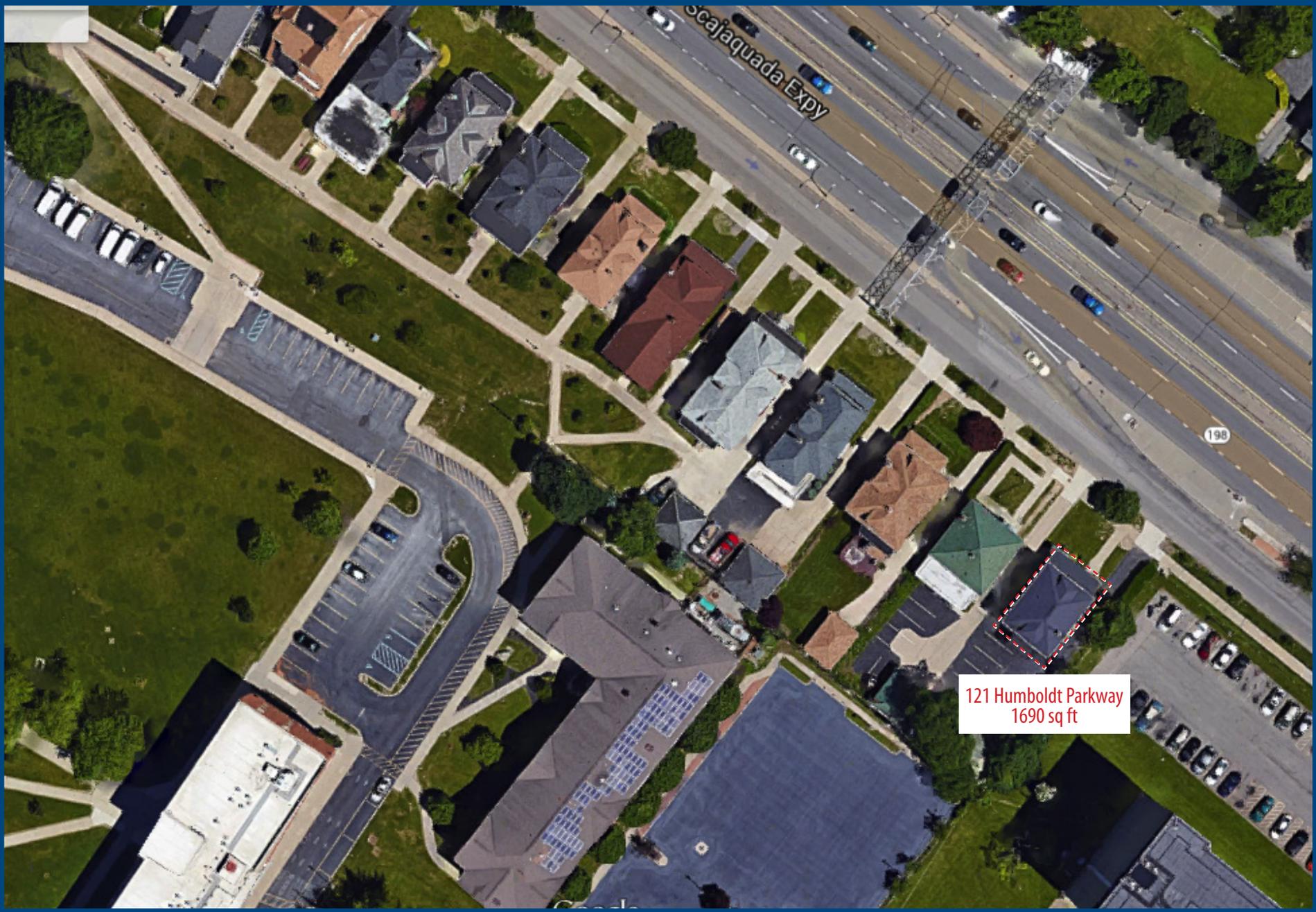
EXISTING FIRST FLOOR PLAN 
SCALE: 1/4" = 1'-0"

First Floor
894 sq ft





121 Humboldt Parkway
1690 sq ft





121 Humboldt Parkway
1690 sq ft

Sponsor	Location	UniqueID	16V Incubator	Owner	PropertyType*	StreetAddress
Medaille College	Buffalo, NY	Medaille	no	Medaille College	1	121 Humboldt Pkwy, 1st Floor
Medaille College	Buffalo, NY	Medaille	no	Medaille College	1	121 Humboldt Pkwy, 2nd Floor

* 1= on campus
2= 1 mile off campus
3= State Asset

** A=entire building
B=floor within building
C=Room within building
D=land on campus
E= land off campus
F=entire building off campus
G=partial building off campus
H=state asset

City	ZipCode	ParcelID	Building	SpaceType**	SqFt	Acres	Description	onCampus
Buffalo	14214	89.57-5-12	Community Partnerships	B	894		First Floor	Yes
Buffalo	14214	89.57-5-12	Community Partnerships	B	796		Second Floor	Yes

Within1mileOfCampus	More than 1 mile off campus (requires waiver)	Latitude	Longitude	Note	County
NA	NA	42.9285390	-78853078.0000000		Erie
NA	NA	42.9285390	-78853078.0000000		Erie

SYRACUSE UNIVERSITY
AMENDED START-UP NEW YORK PLAN
SEPTEMBER 2015

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SPONSOR CERTIFICATIONS

Kent D. Syverud, as the Chancellor and President of Syracuse University and as evidenced by his signature below, certifies that Syracuse University, as Sponsor of the foregoing Start-Up NY Plan, complied with the requirements governing the Start-Up NY program, including, without limitation each of the following:

1. Sponsor duly adopted conflict of interest guidelines as required by Section 439 of Article 21 of the New York State Economic Development Law;
2. The proposed Tax-Free NY Areas within the attached Plan either: (i) were not financed with tax-exempt bonds, or (ii) if financed with tax-exempt bonds, Sponsor obtained a formal opinion from counsel with expertise and experience in bond tax matters, or other documentation deemed acceptable by the Commissioner of Economic Development, that designation of the Tax-Free NY Area will not jeopardize or conflict with any existing tax-exempt bonds used to finance any of the property of Sponsor;
3. Sponsor did not relocate or eliminate any academic programs, any administrative programs, offices, housing facilities, dining facilities, athletic facilities, or any other facility, space, or program that actively serves students, faculty, or staff in order to create vacant land or space designated as a Tax-Free NY Area in the foregoing Plan; and
4. Sponsor consulted with the chief executive officer of Syracuse and notified a local economic development entity representing Syracuse of the location of the Tax-Free NY Areas located beyond the Sponsor's boundaries at least thirty (30) days prior to submission of the foregoing Plan to the Commissioner of Economic Development.
5. Sponsor will be compliant with the anti-competition provision of the statute.
6. The information contained in the foregoing Plan, to the maximum extent possible, is accurate and complete.

SYRACUSE UNIVERSITY

By: 
Kent D. Syverud, Chancellor and President

Syracuse University

Amended Campus Plan for Start-Up New York

September 2015

1.) Syracuse University

Contact Person:

Marilyn Higgins, Vice President for Community Engagement and Economic Development

The Warehouse/350 West Fayette Street

Syracuse, New York 13244-3050

Email: mrhigg01@syr.edu PH: (315) 443-6009

2.) Introduction

Syracuse University will implement the Start-Up New York program by leveraging our nationally ranked programs, international locations, research concentrations and extensive network of alumni to attract eligible companies to underutilized urban properties in Syracuse, New York. Our strategy is to identify and cultivate companies with the potential for long term mutually beneficial relationships with Syracuse University and to encourage their location in Syracuse as a part of the broader urban revitalization that is occurring in the City. Through ground breaking initiatives such as the on-campus J.P. Morgan Chase Technology Center, the SU-IBM Green Data Center, The Connective Corridor and the Near Westside Initiative, Syracuse University has demonstrated the creativity and flexibility required to attract private investment to upstate New York. We have confidence that the Start-Up New York program will provide distinctive opportunities for businesses to leverage SU's greatest strengths in research and

teaching and thereby advance both our mission and economic development in Central New York.

3.) Designated Space/Land

Syracuse University’s property strategy for Start-Up New York is to designate a diverse collection of vacant properties on and off campus to accommodate the needs of the broad variety of prospective new companies related to Syracuse University’s eleven schools and colleges. The University requests approval for 40,748 square feet of vacant space for Start-Up New York as follows.

Near Westside Properties

Owner	Street Address	Building	Sq. Ft.	Description
Near West Side Initiative, Inc.	110 Marcellus St.	Case 3	6,485	Part of floor 3
King & King, LLC	358 W Jefferson St.	King & King	8,756	Parts of 1 st floor
Rockwest Center Realty Corp.	1001 West Fayette St.	Rockwest	6,720	Part of 4 nd floor

The properties above include commercial and renovated office space in a distressed, but revitalizing neighborhood, Syracuse’s Near Westside. This impoverished neighborhood borders the prosperous Armory Square section of Syracuse and is adjacent to Syracuse University’s major instructional facility in downtown Syracuse.

The University has made a significant investment in the economic, social and physical infrastructure of the Near Westside neighborhood over the past seven years with 46` faculty and 1,109 students implementing projects related to their studies in architecture, design, communication, social work, green technology and library sciences. Through the Near Westside Initiative, Inc., a local development corporation that is staffed by the University’s Office of Community Engagement and Economic Development, over \$70 M in

new investment and 339 new jobs have been attracted to this blighted community and 81,000 square feet of vacant and underutilized former warehouse space has been renovated. The area, now called the SALT District (Syracuse Art, Literacy, & Technology) is transforming without gentrification into a creative community of artists, longtime residents, environmentalists, designers and media professionals. The proposed properties have the potential to attract creative industries closely aligned with the University’s design, film, computer art and transmedia programs along with advanced manufacturing and pharmaceutical production. Syracuse University has the academic programs, relationships with local residents, property control and partnerships in place to continue to deliver high quality projects for companies in the Near Westside through the Start-Up New York program.

University Properties

Owner	Street Address	Building	Sq. Ft.	Description
Syracuse University	727 E. Washington St.	Center of Excellence	6,765	Part of floors 1 and 3

Listed above is unoccupied laboratory and office space within the recently completed Syracuse Center of Excellence in Energy and Environmental Systems. This space is well suited to companies conducting research and development on and producing green building products, for example, new sensors for lighting controls and indirect evaporative coolers. This synergy will tie Start-Up New York benefits to the New York Energy Regional Innovation Cluster (NYE-RIC) project currently being undertaken by the Syracuse COE with the City University of New York (CUNY), NYSTAR and the SUNY Research Foundation.

Owner	Street Address	Building	Sq. Ft.	Description
Syracuse University	123 College Place	Case Science & Tech	3,242	Part of 2 nd floor

On campus the University **includes** Start-Up designation for 3,242 vacant square feet within the Case Science and Technology building. The CASE center is the location for our state-designated center for advanced technology, with expertise in software engineering and computer applications, and is a demonstrated leader in regional economic development with greater than 680 jobs created over the past thirteen years and partnerships with fifty five companies. This location could provide an excellent place for firms desiring access to faculty associated with many of Syracuse University’s interdisciplinary research clusters.

These clusters include the following:

- Biomaterials
- Citizenship & Governance
- Collaborative Design
- Disability
- Entrepreneurship
- Environmental Systems
- Gerontology, Health & Policy
- Global Enterprise Technology
- Inclusive Urban Education
- Physics
- Public/Collaborative Arts & Humanities
- Forensic and National Security Sciences

Incubator Property

Owner	Street Address	Building	Sq. Ft.	Description
Syracuse Industrial Dev. Ag.	120 Madison Street	AXA Tower II	8,780	1 st floor

Listed above is property located within the Syracuse Technology Garden, a 16-v incubator certified by ESD under the New York State Business Incubator and Innovation Hot Spot Act. The Tech Garden is an affiliate of the CenterState Corporation for Economic Opportunity,

which is the local economic development entity that represents the area in which the Syracuse University Campus Plan is located. Amendment of the plan to include this property is a result of discussions between the University and CenterState in which the role of tax free area status as an attribute for sustaining business growth was recognized. By including the first floor of AXA Tower II in the plan, it will be a tax free area that a qualified business can locate in and be treated as a new business for purposes of Start-Up NY participation eligibility. It will also be in a position to avail itself of the support and business development services available from the incubator.

4.) Business Targets

Syracuse University is comprised of eleven schools and colleges offering undergraduate and advanced degrees in a variety of diverse disciplines. Business investment in upstate New York was historically tied to available land, transportation systems, energy infrastructure and proximity to market. In today's global economy a much more nuanced and deliberate approach is required to identify potential investors and create opportunities that make an upstate New York location a sound business choice. A significant differentiating factor in creating those opportunities can be access to specialized talent. In addition to the research concentrations noted above, SU has nationally top ranked programs in journalism, public administration, information systems, architecture, design and film studies. The excellent reputation of these and other emerging programs at SU has created an accessible reservoir of outstanding talent in what is a relatively low cost area. This pool of talent, combined with the prestigious international network of trustees and alumni with whom SU enjoys close ties and frequent contact, can help to attract new business to the Central New York region. Potential companies include New York City and west-coast based post-production companies, specialized bio-medical firms, green building

product manufacturers and companies that perform big data media analytics. Businesses targeted for the Near Westside properties include design, film, computer art and transmedia, advanced manufacturing and pharmaceutical production.

Given the variety of companies that align with our academic mission and the inherent difficulty of transforming prospects into investments, the University has decided to put in place a robust lead qualification system and a disciplined, team-based approach for cultivating prospects with personal contact, following up on requests for information, conducting site tours and negotiating contracts and incentives.

5.) Academic Alignment

As outlined in the program regulations, there are many ways that participating companies can align with SU's academic mission. SU enjoys a long history of successful corporate partnerships that have involved student internships, designated faculty chairs and fellowships and the creation of joint applied research projects, grant applications, seminars and programs. Most recently SU has forged innovative partnerships focused on economic development with companies such as Anaren, Welch Allyn and Syracuse Research Corporation.

To assess how a potential Start-Up NY business aligns with the academic mission of the University, and to ensure that each partnership has the possibility to be as robust as possible, each qualified applicant will be provided with the opportunity for a week long "Planned Experience" at Syracuse University. This experience will provide the company with the access and opportunity to meet with the appropriate deans, faculty, students and career and placement staff related to their company. At the completion of the Planned Experience the prospective company will complete their own assessment of the contributions they can make to the University's instruction, research portfolio, culture and student internships and job opportunities. The SU Start-Up New York Council will invite

comments from the SU representatives who participated in the companies' Planned Experience.

6.) Community and Economic Benefits

Similarly, staff from SU's Department of Community Engagement and Economic Development will prepare a summary of the positive community and economic development benefits of the companies' participation in Start-Up New York for the consideration of the SU Start-Up New York Council. This will include an eligibility assessment completed in cooperation with Empire State Development, job projections, capital investment and an analysis of any potential unfair competition with local firms that could result from the companies' acceptance into the program.

The University will look to assist companies in making intellectual, capital and management investments in the community. We will align these companies with the assets of the University so that the businesses will prove successful and create competitive products. Measureable outcomes will be capital investment, employment and physical presence in the community, enabling these businesses to do the following;

1. increase employment opportunities
2. increase opportunities for internships, vocational training and learning experiences for undergraduate and graduate study
3. diversify the local economy
4. effect environmental sustainability
5. encourage entrepreneurship
6. create a positive, non-competitive and synergistic link to existing businesses with a positive effect on the local economy
7. induce additional economic and social growth

Syracuse University Start-Up New York Program

Process

1.) Recruitment

The SU Office of Community Engagement and Economic Development (CEED) will scan the campus community to develop and continually refresh a lead list of eligible companies. CEED personnel will make a special effort to personally query SU faculty and staff engaged in the Institute for Veterans and Military Families (IVMF) in the Whitman School of Management. As the first institute of its kind in the nation, the IVMF leverages the intellectual, programmatic and human capital resources of higher education in support of the post-service life course of the nation's veterans and military families. The IVMF focuses on developing impactful programming, cultivating actionable research, conducting policy analysis and providing technical assistance positioned to address the social, economic and public policy challenges facing the veterans' community. The IVMF team approaches this mission as a collaboration, forging enduring partnerships with government, private industry, institutions of higher education, philanthropic organizations and stakeholders committed to supporting transitioning service members, veterans and their families. IVMF is a unique asset for SU's Start-Up New York program with the potential to attract companies from the national network of employers committed to providing jobs for our nation's veterans.

Letters describing the designated properties and the eligibility criteria for SU's Start-Up New York program will be provided to the University's deans to send, at their discretion, to Advisory Board members, donors, alumni, and partner companies. The preliminary leads generated through this process, as well as those received from the University's Office of Strategic Business Development and Innovation and Office of Research, will be reviewed on a quarterly basis by a flexible interdisciplinary SU Start-Up New York Council. A sponsor

(faculty or staff member proposing the company as a possible Start-Up NY participant) and a primary contact will be identified for each lead. Qualifying research will then be conducted by the CEED office, identifying the industry type, headquarters and satellite locations, number of employees, history, and recent news on new products, contracts and/or acquisitions, financial data and connections to Syracuse University.

2.) The Syracuse University Start-Up New York Council will consist of the following individuals:

Interim Vice Chancellor and Provost, Academic Affairs
Dean/Professor, School of Management, Whitman School of Management
Dean, College of Arts and Sciences
Dean, College of Visual and Performing Arts
Director Purchasing and Real Estate
Dean, Office of Undergraduate Admissions
Associate Vice President, Government Relations
Managing Director, Programming, Co-Founder Institute for Veterans and Military Families
Director, Department of Design and Construction
Director/Associate Professor, Center of Excellence
Senior Director, Strategic Business Development and Innovations
Assistant Dean, Maxwell
Professor, Syracuse Biomaterials Institute
Director MediaWorks, School of Design
Assistant Dean for Advancement, iSchool
Comptroller
Director, CASE Center and Distinguished Professor Electrical Engineering and Computer Science
Director, Student Venture Development and The Student Sandbox, Program Manager
Information Studies
Three students to be named in Whitman School of Management and Maxwell School

The council will meet on a quarterly basis to review the research, rank the leads and identify the next steps to be taken and who will take them with each company. The council's goal will be to advance 25% of the leads to site tours within 18 months. Major campus celebrations, including alumni weekends and athletic events can serve as opportunities to meet with company representatives, review Start-Up NY program eligibility and show the designated properties. Other than the designated space in the CASE Science and Technology building on campus and the Center of Excellence, real estate negotiations will transpire solely between the property owner and the prospect. Once companies from the lead list are scheduled to arrive for site tours, Empire State Development, the regional economic development agency, Centerstate CEO and local government will be invited to participate with the SU Start-Up New York Council on a confidential basis. Once a site tour has occurred the lead will be reclassified as a prospect.

3.) Prospect Cultivation

The SU Start-Up NY Council will create a cultivation plan for those prospects identified as having the potential to bring very significant benefits to the University and the community. These plans could include special mailings, monthly phone calls on topics of mutual interest, customized calculations of the financial benefits of Start-Up New York incentives and invitations to prestigious events at the Chancellor's residence and major SU locations in New York City, Los Angeles, Atlanta and international locations such as Florence, London and Dubai.

The goal will be to have a minimum of one significant contact for priority prospects per month for 12 months, at which point a reassessment will take place by the SU Start-Up team.

4.) Application/Approval

Companies interested in participating in SU's Start-Up NY program will complete a preliminary application. Following an initial review Community Engagement and Economic Development (CEED) may create a Planned Campus Experience for the applicants. This planned experience will include access and opportunities to meet with deans, faculty, student groups and career and placement counselors related to the applicant's business. Applicants will complete their final applications and submit them to CEED, the Council and then to the Chancellor's senior leadership team for review and disposition.

In addition to the final application, the Chancellor and his senior leadership team will be provided with the following documents to assist with their review.

- a.) For new locations and expansions, an eligibility and community impact assessment prepared by the CEED office after consultation with Empire State Development.
- b.) For all applicants, a campus impact assessment prepared by SU personnel within the related school or college(s) and reviewed and approved by the Provost,
- c.) For businesses seeking to locate in SU owned real estate, a recommendation on the terms and conditions of a lease agreement prepared by SU's Real Estate Department and reviewed and approved by the Executive Vice President and Chief Financial Officer.

Syracuse University - Start-Up NY Tax-Free NY Areas

Location	UniqueID	Owner	PropertyType	StreetAddress	City/Town	ZipCode	Parcel ID	Building	Space Type	Sq Ft	Description	Latitude	Longitude
City of Syracuse	SU1	Near West Side Initiative, Inc.	2	110 Marcellus Street	Syracuse	13204	100.-06-01.1/3	Case 3	C	6,485	Part of 3rd floor	43.025228N	76.093444W
City of Syracuse	SU2	Syracuse University	1	123 College Place	Syracuse	13210	050.-05-09.1	CASE Science and Tech	C	3,242	Part of 2nd floor	43.021474N	76.074909W
City of Syracuse	SU3	Syracuse University	1	727 E. Washington	Syracuse	13210	030.-15-01.1	Center of Excellence	C	6,765	Part of floors 1 and 3	43.030040N	76.082708W
City of Syracuse	SU4	KJNK LLC	2	358 W. Jefferson St.	Syracuse	13202	101.-16-02.0	King + King	C	8,756	Two areas on the 1st floor	43.025019N	76.092933W
City of Syracuse	SU5	Rockwest Center Realty Corp.	2	1001 West Fayette St.	Syracuse	13204	100.-01-02.2	Rockwest	C	6,720	Part of 4th floor	43.024474N	76.100522W
City of Syracuse	SU6	Syracuse Industrial Dev. Ag.	2	120 Madison Street	Syracuse	13202	102.-12-01.3	AXA Tower II	C	8,780	1st floor	43.024235N	76.085780W

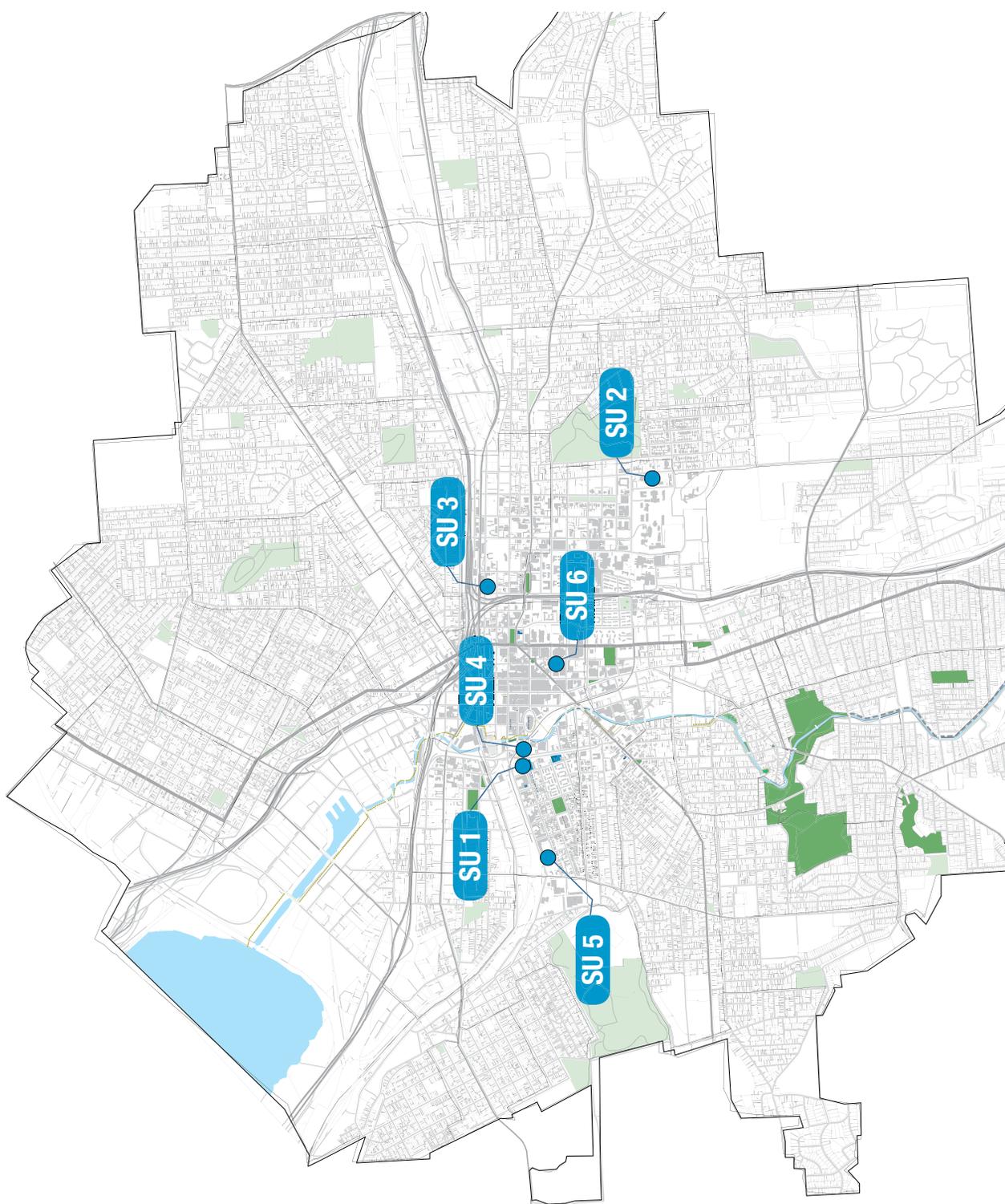
* 1= on campus
2= off campus

** C=Area within building

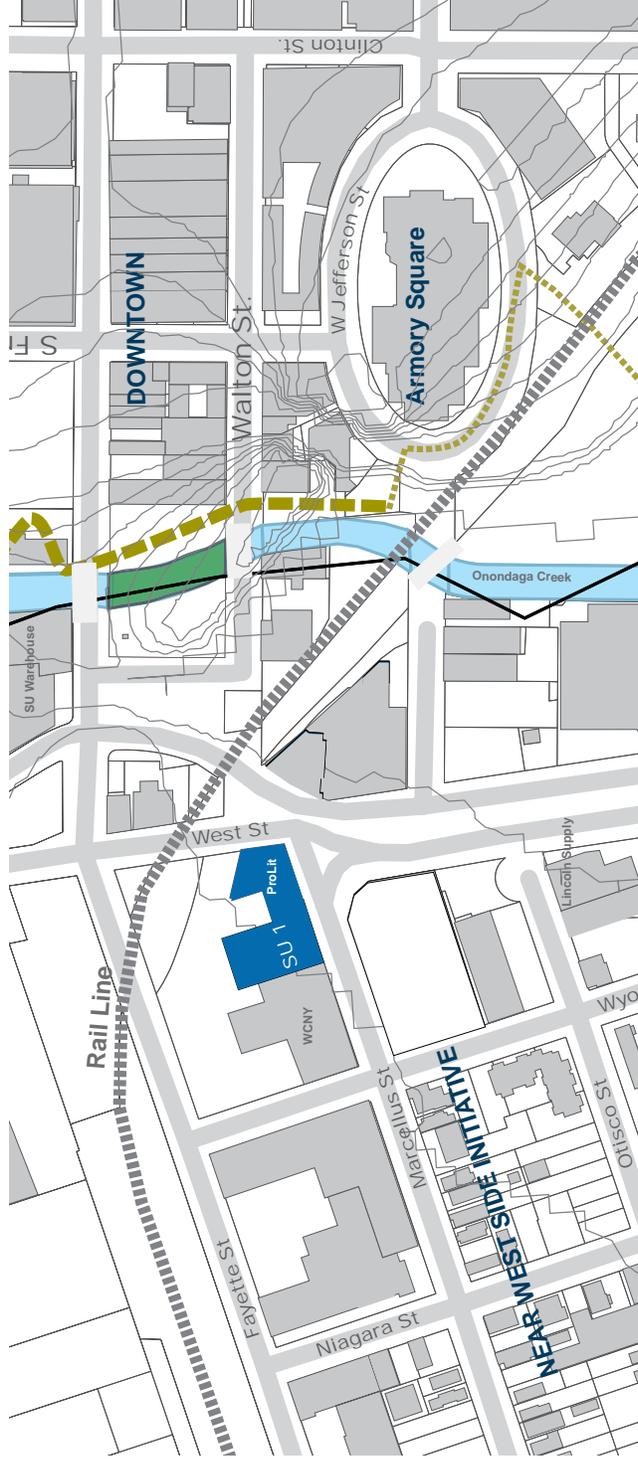
Total Square Footage:

40,748

2.) Start-Up NY Master Map



3.) SU 1 - NWS CASE 3 Building - Neighborhood Map



Property Information
 City of Syracuse
 Near West Side Initiative, Inc.
 110 Marcellus Street
 Syracuse, 13204
 Parcel ID: 100.-06-01.1/3
 Case 3
 Partial Building off Campus
 6,485 sq ft
 Part of floor 3
 Census Tract 30.1

Site Plan



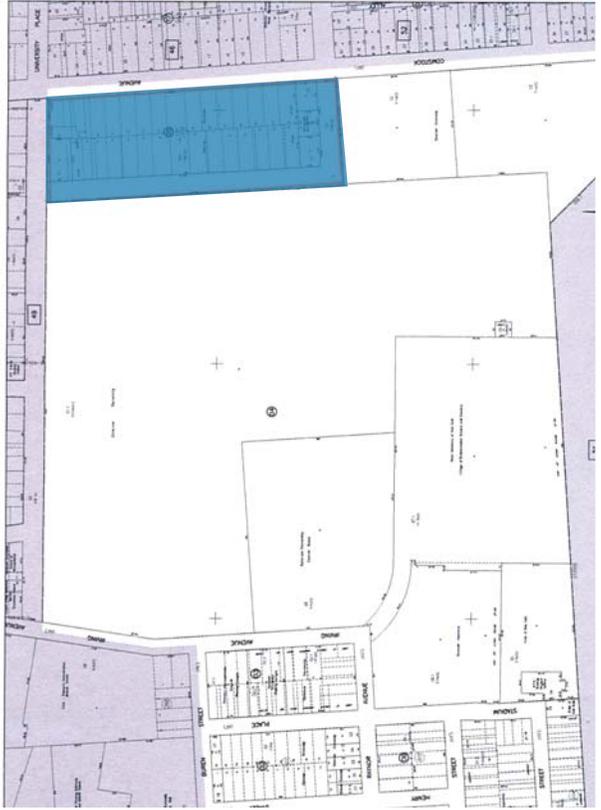
Parcel Map

5.) SU 2 - On Campus CASE Center - Neighborhood Map



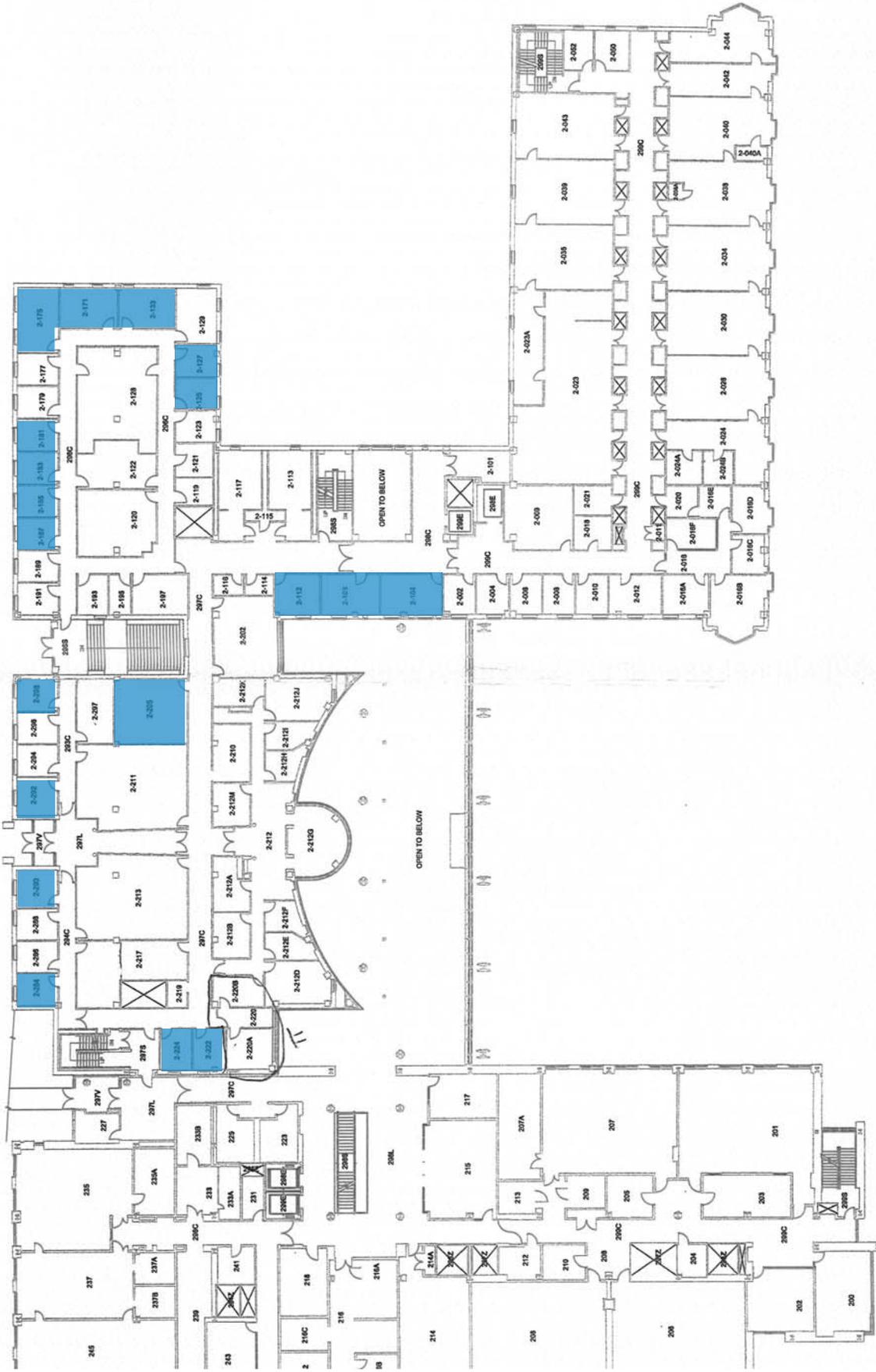
Property Information
 City of Syracuse
 Syracuse University
 On Campus
 123 College Place
 Syracuse, 13210
 Parcel ID: 050.-05-09.1
 Case Science and Tech
 3,242 sq sf
 Parts of 2nd floor
 Census Tract 43.02.2

Site Plan



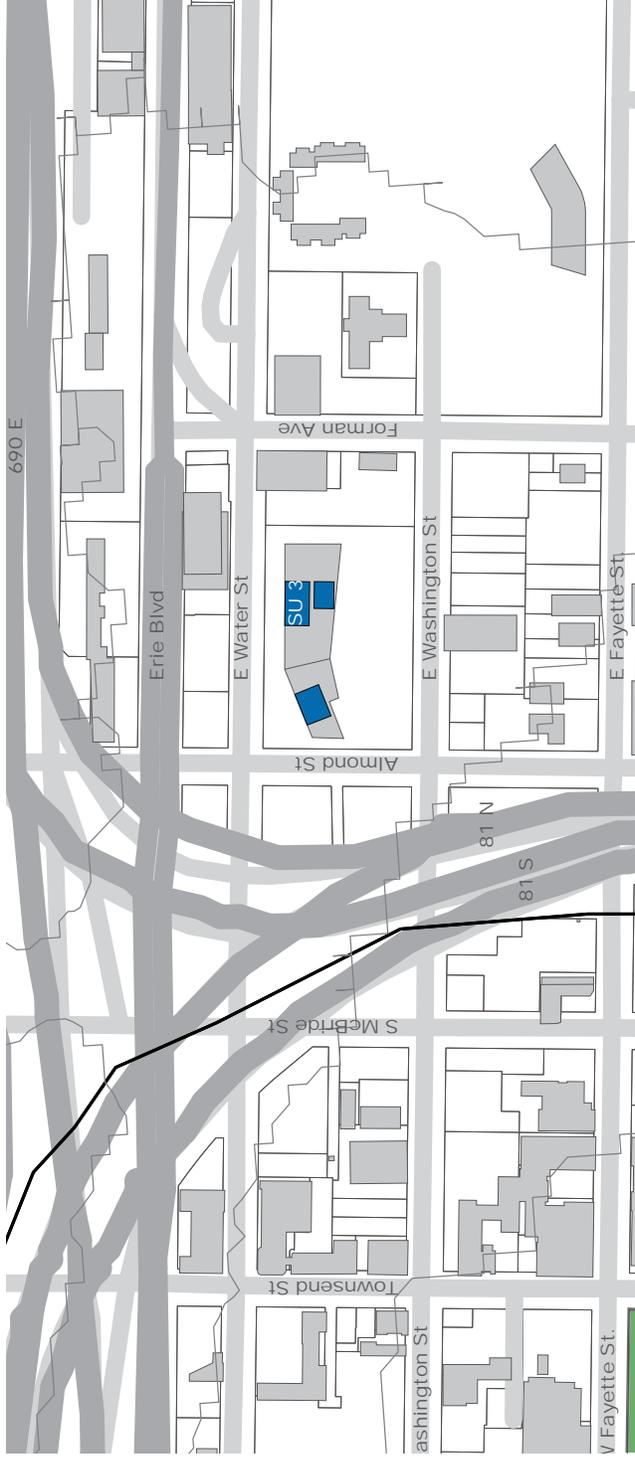
Parcel Map

6.) SU 2 - On Campus CASE Center - Floor Plan Layout - Floor 2 (3,242 sq ft)



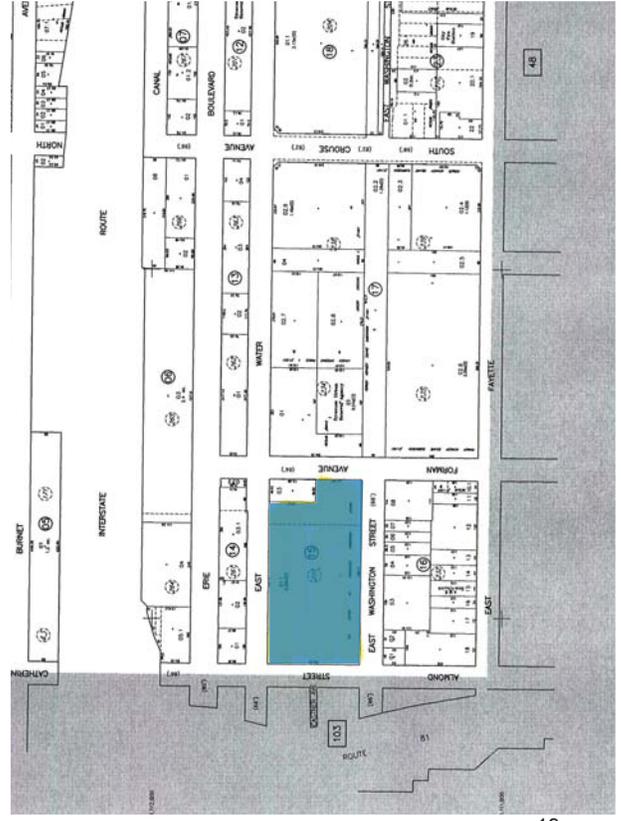
- Room #
- 2-104
- 2-106
- 2-112
- 2-125
- 2-127
- 2-133
- 2-172
- 2-175
- 2-181
- 2-183
- 2-187
- 2-205
- 2-222
- 2-224
- 2-284
- 2-290
- 2-292
- 2-298

7.) SU 3 - Center of Excellence - Neighborhood Map



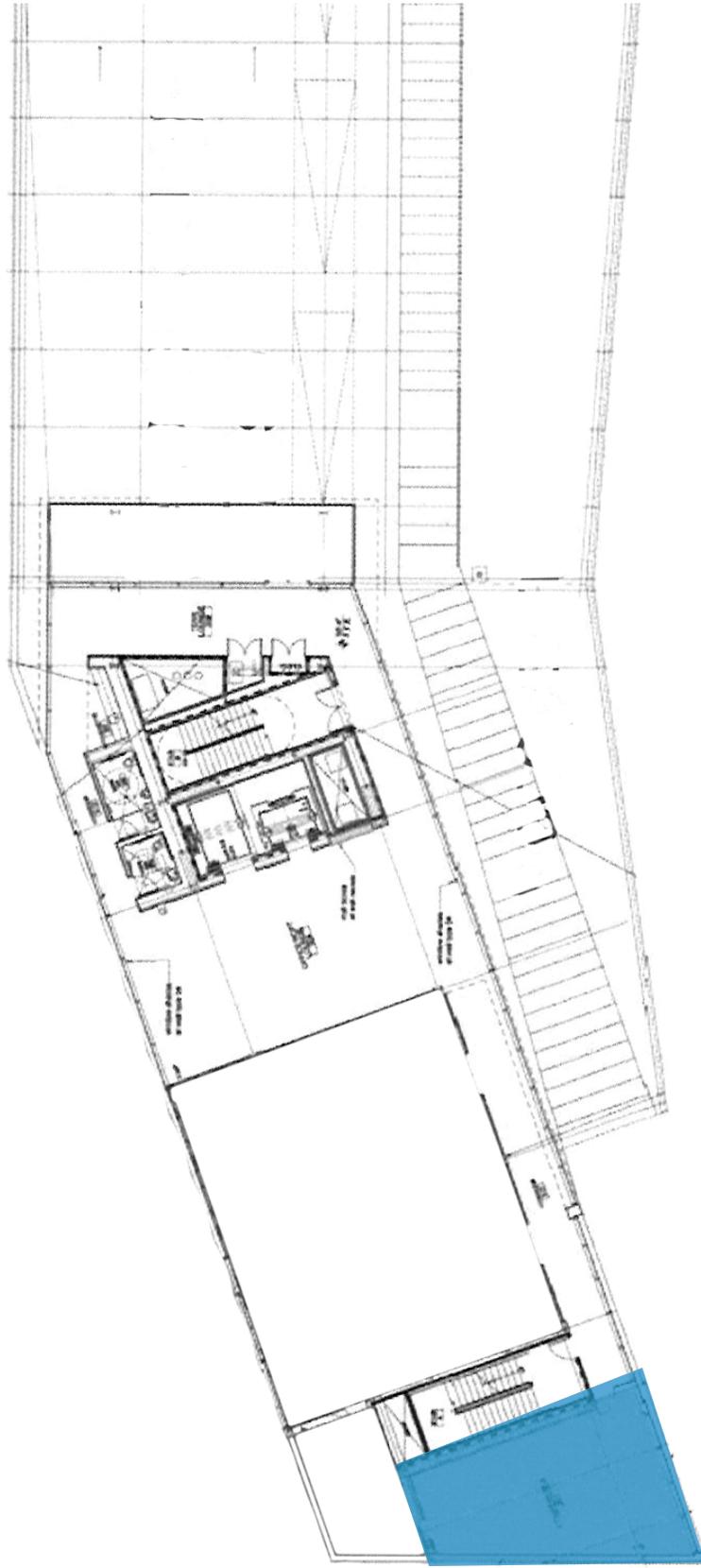
Property Information
 City of Syracuse
 Syracuse University
 On Campus
 727 E. Washington
 Syracuse, 13210
 Parcel ID: 030.-15-01.1
 Center of Excellence
 6,765 sq ft
 Part of floors 1 and 3
 Census Tract 34.1

Site Plan

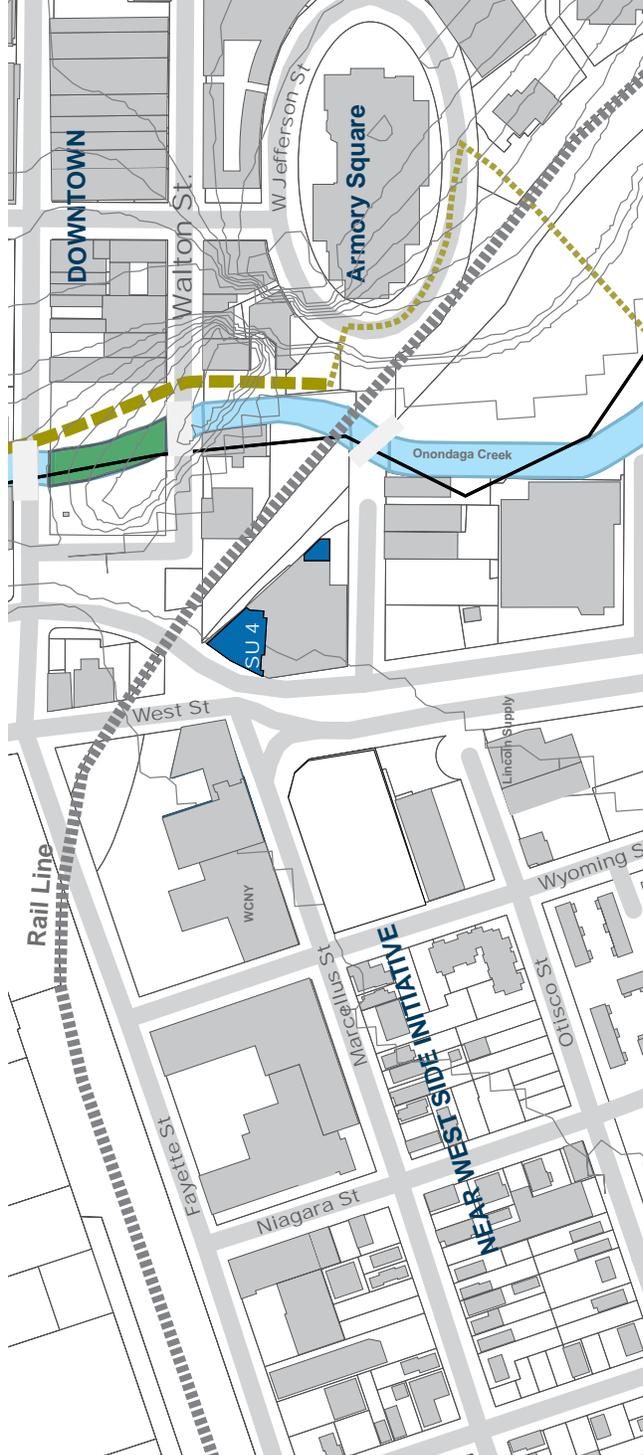


Parcel Map

9.) SU 3 - Center of Excellence - Floor Plan Layout - Floor 3 (654 sq ft)



10.) SU 4 - NWS King + King - Neighborhood Map



Site Plan

Property Information
 King & King LLC
 Off Campus
 358 W. Jefferson St.
 Syracuse, 13202
 Parcel ID: 101.-16-02.0
 Partial Building off Campus
 8,756 sq ft
 Two areas on the 1st floor
 Census Tract 30.1



Parcel Map

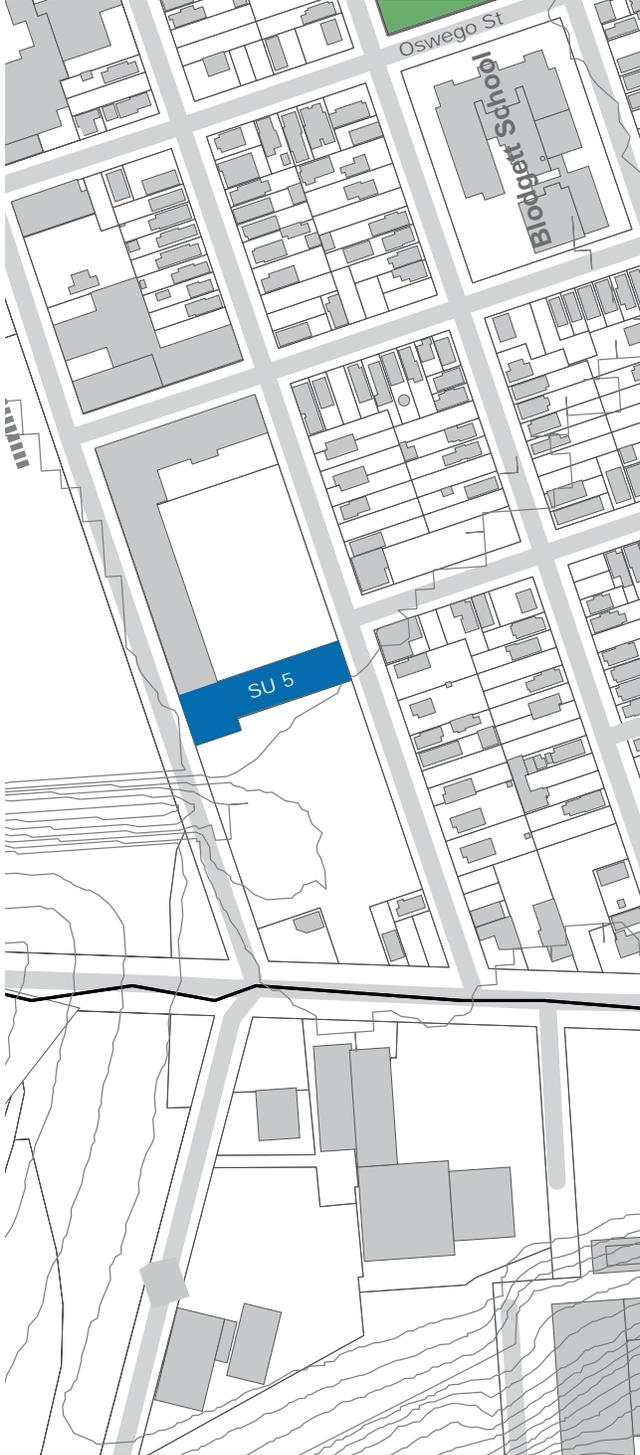
II.) SU 4 - NWS King + King - Floor Plan Layout - Floor I (8,756 sq ft)



I2.) SU 5 - Rockwest - Neighborhood Map

Property Information
City of Syracuse
1001 W. Fayette Street
Syracuse, NY 13204
Parcel ID: 100.-01-02.2
Part of floor within a building
6,720 sq ft
Floor 4

Census Tract 30.1

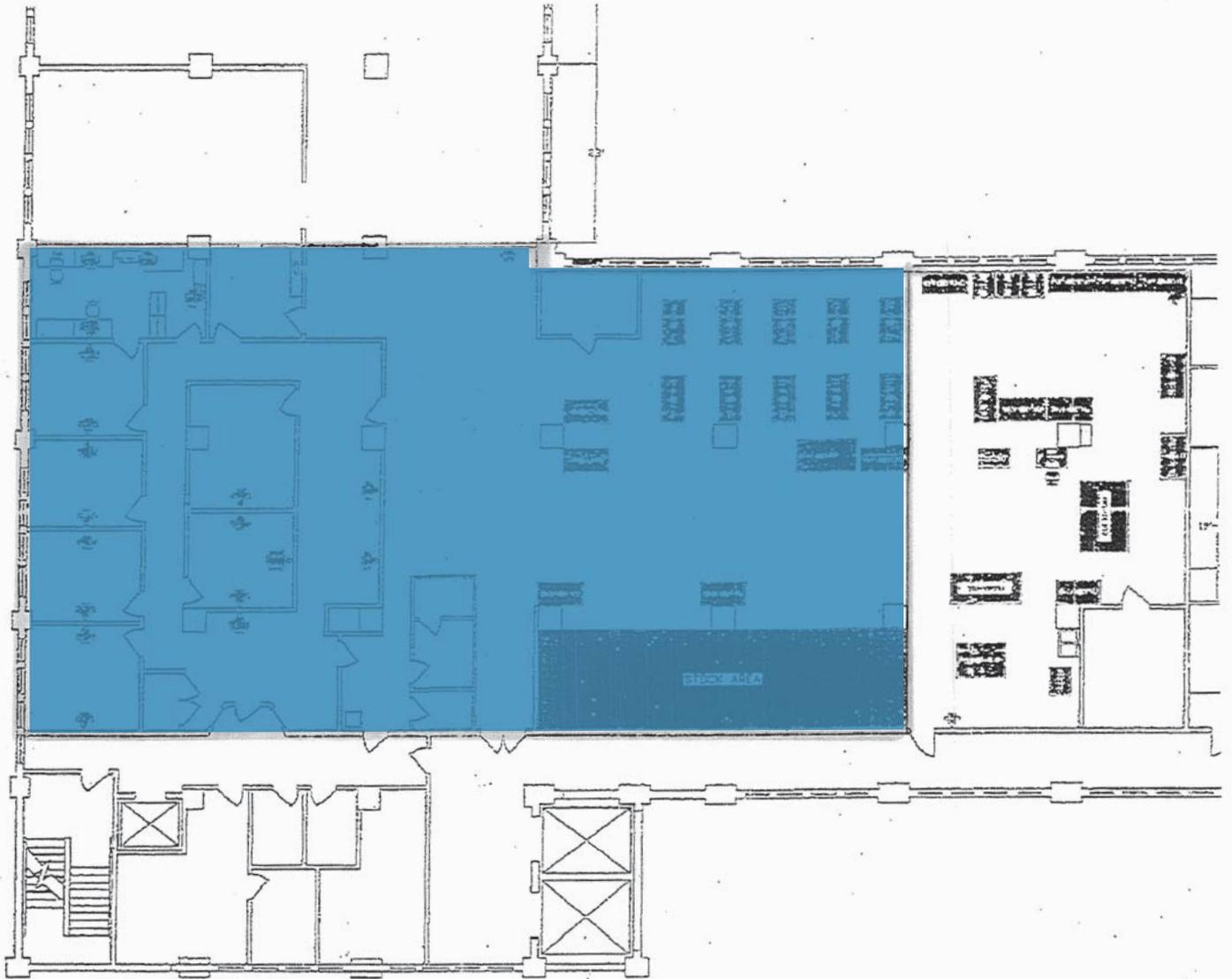


Site Plan

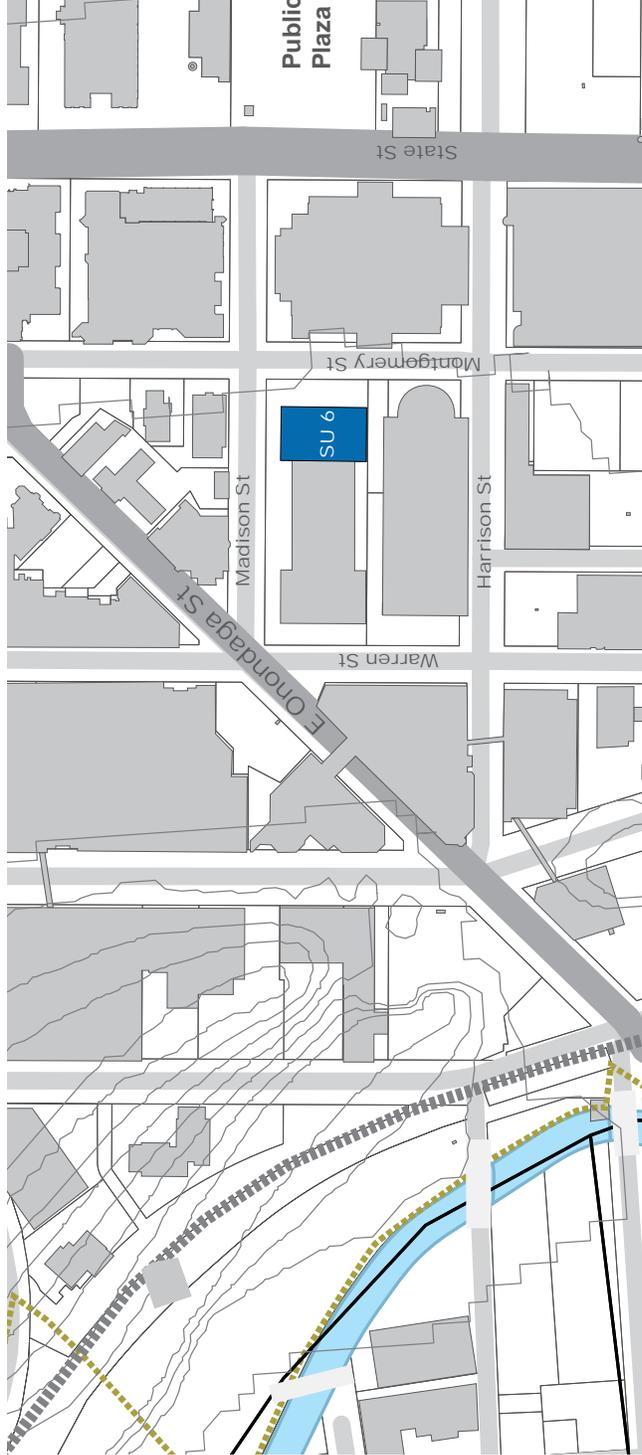


Parcel Map

13.) SU 5 - Rockwest - Floor Plan Layout - Floor 4 (6,720 sq ft)

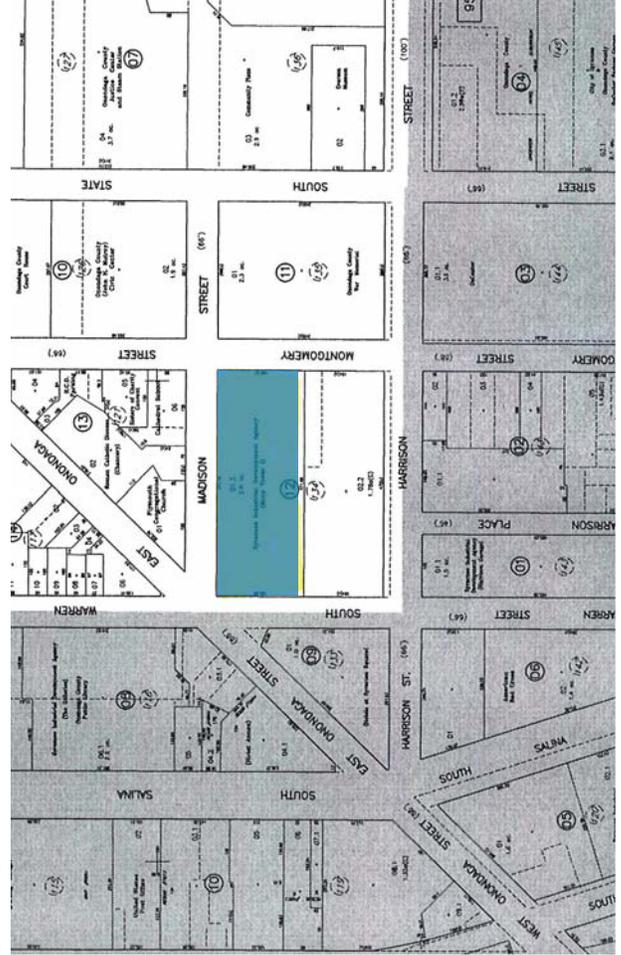


14.) SU 6 - AXA Tower II - Neighborhood Map



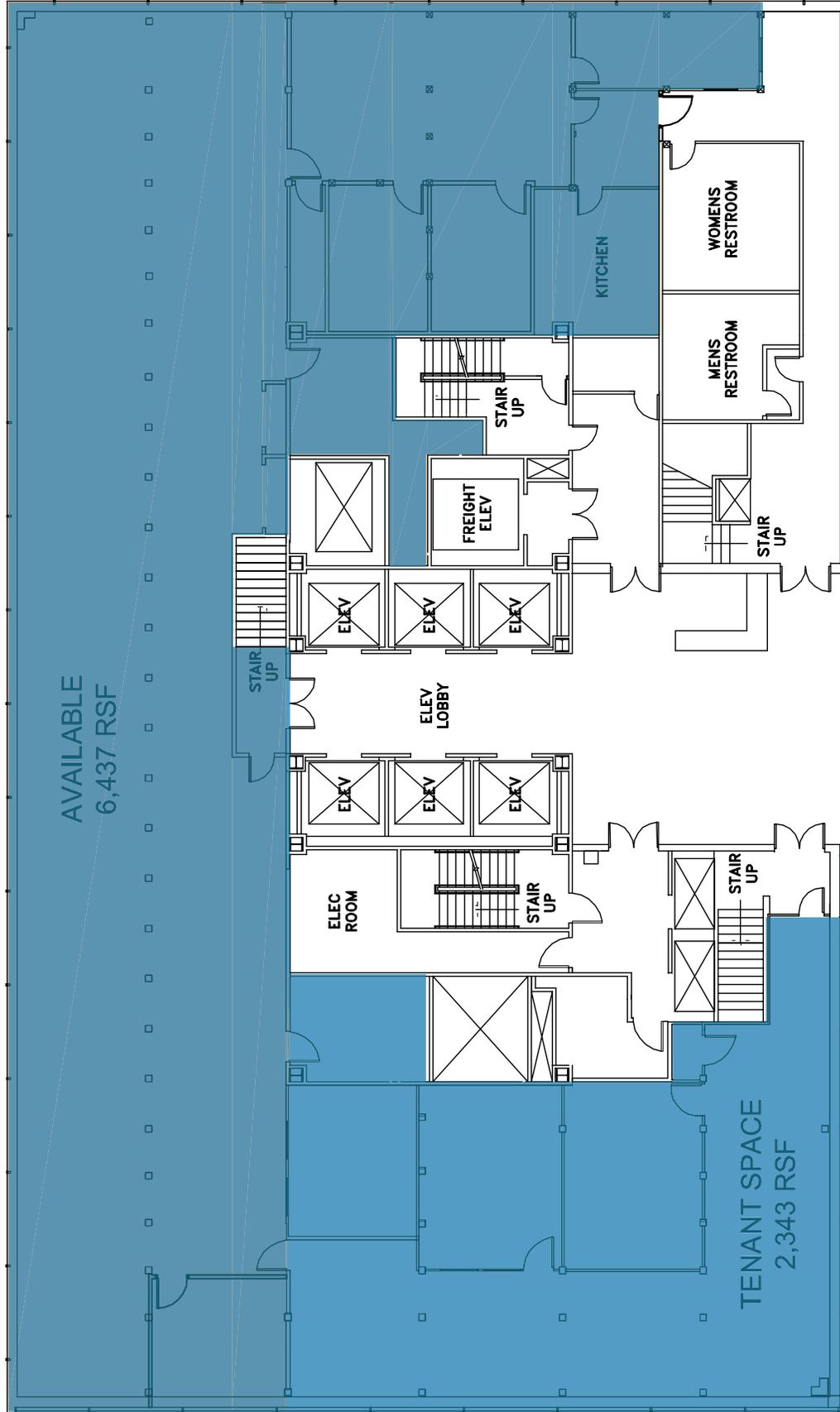
Property Information
 City of Syracuse
 Syracuse Industrial Dev. Ag.
 Off Campus
 120 Madison Street
 Syracuse, NY 13204
 Parcel ID: 102.-12-01.3
 AXA Tower II
 Partial Building
 8,780 sq ft
 Floor 1
 Census Tract 43.02.2

Site Plan



Parcel Map

15.) SU 6 - AXA Tower II - Floor Plan Layout - Floor I (8,780 sq ft)



September 26, 2014

Syracuse University
Syracuse, New York

Re: START-UP NY – Syracuse University –Series 2010 Bonds

Ladies and Gentlemen:

We acted as bond counsel in connection with the issuance of the Revenue Bonds (Syracuse University Project), Series 2010 in the aggregate principal amount of \$107,335,000 (the "Series 2010 Bonds") by the Trust for Cultural Resources of the County of Onondaga (the "Trust"). A portion of the proceeds of the Bonds were used to refinance the Civic Facility Variable Rate Revenue Bonds (Syracuse University Project), Series 1999 (the "Series 1999 Bonds") issued by the City of Syracuse Industrial Development Agency ("SIDA"). A portion of the proceeds of the Series 1999 Bonds were used to fund improvements to the Case Science and Technology Building (the "Building") on the campus of Syracuse University (the "University").

In connection with its participation in the START-UP NY program (the "Program") under Article 21 of the Economic Development Law of New York, as amended, and Part 220 of the Regulations of the Commissioner of the Department of Economic Development (collectively, the "Act"), the University now wishes to have a portion of the Building, consisting of approximately 4,500 square feet (the "Proposed Space"), designated as a Tax-free NY Area (as defined in the Act) under the Program. Upon designation of the Proposed Space as a Tax-free NY Area, that space will then be occupied by third parties and used for their for-profit business or other purposes.

In rendering the opinions set forth below, we have reviewed:

(a) the Tax Regulatory Agreement dated as of December 8, 1999 (the "1999 Tax Regulatory Agreement") relating to the Series 1999 Bonds from the University to SIDA and The Chase Manhattan Bank, as trustee;

(b) the Tax Regulatory Agreement dated as of January 14, 2010 (the "2010 Tax Regulatory Agreement") relating to the Series 2010 Bonds from the University to the Trust, The Bank of New York Mellon, as trustee and Bank of America, N.A.;

(c) relevant provisions of the Internal Revenue Code of 1986, as amended (the “Code”) and related United States Treasury Department Regulations;

(d) a certification from the University as to the sources of funding of the Building (including proceeds of the Series 2010 Bonds) and the Private Business Use (as defined in the 2010 Tax Regulatory Agreement) of the Building exclusive of the Proposed Space; and

(e) such other documents as we deemed necessary to render the opinions set forth below.

Based on our examination of the foregoing and subject to the limitations contained herein, we are of the opinion, as of the date hereof and under existing law, that the designation of the Proposed Space as a Tax-free NY Area and the use of that space by third parties, other than the University, for their business purposes will not, in and of itself, cause interest on the Series 2010 Bonds to be included in the gross income of the holders thereof for federal income tax purposes.

For the purposes of our opinion above, we have assumed, without investigation, that the interest on the Series 2010 Bonds was excludable from gross income for federal income tax purposes immediately prior to the designation of the Proposed Space as a Tax-free NY Area and the use of the space by third parties and that the University has complied during all periods subsequent to the issuance of the Series 2010 Bonds and will continue to comply with the provisions of the 2010 Tax Regulatory Agreement. Without limiting the generality of the foregoing, we have made no investigation of, and are rendering no opinion regarding, the status of the University as an organization described in Section 501(c)(3) of the Code, the use of the proceeds of the Series 2010 Bonds, any investment of such proceeds or of any moneys or securities that may be deemed to be proceeds of the Series 2010 Bonds under the provisions of the Code, the payment of any arbitrage rebate with respect to the Series 2010 Bonds or any other matters occurring prior to or subsequent to the issuance of the Series 2010 Bonds that may affect the tax exemption for the Series 2010 Bonds.

The opinions expressed herein are limited to the matters set forth above, and no other opinions should be inferred beyond the matters expressly stated. We assume no obligation to supplement this opinion if any applicable laws or interpretations thereof change after the date hereof or if we become aware of any facts or circumstances that might change the opinions expressed herein after the date hereof.

The opinions expressed herein are solely for the use of the addressee in connection with the designation of the Proposed Space as a Tax-free NY Area and use of that space by third parties, and may not be quoted in whole or in part or otherwise referred to in any legal opinion, document or other report, and may not be furnished to any other person or entity, without our

Syracuse University
September 26, 2014
Page 3

prior written consent. Without limiting the generality of the foregoing, this opinion may not be relied upon by any person or entity to whom it is not specifically addressed.

Very truly yours,

Bond, Schoenack & King, PLLC

**SYRACUSE UNIVERSITY
START-UP NY
CONFLICT OF INTEREST GUIDELINES**

Syracuse University as and for its conflict of interest guidelines with respect to all matters related to the Start-Up NY program, as such program may be amended, modified, renamed, or otherwise revised from time to time, adopts each and all of the following (collectively, the “**Guidelines**”):

1. As a general principle, service as an official of the University (a) shall not be used as a means for private benefit or inurement for the official, a relative thereof, or any entity in which the official, or relative thereof, has a business interest; (b) no official who is a vendor or employee of a vendor of goods or services to the University or who has a business interest in such vendor, or whose relative has a business interest in such vendor, shall vote on, or participate in the administration by the University of any transaction with such vendor; and (c) upon becoming aware of an actual or potential conflict of interest, an official shall advise the Chancellor and President of the University of his or her or relative’s business interest in any such existing or proposed vendor with the University.
2. The University shall maintain a written record of all disclosures of actual or potential conflicts of interest made pursuant to “1(c)” and shall report such disclosures on a calendar year basis, by January 31st of each year, to the auditor for the University. The auditor shall forward such reports to the Commissioner of the New York State Department of Economic Development, who shall make public such reports.
3. For purposes of the Guidelines: (a) an official of the University has a “business interest” in an entity if the individual: (i) owns or controls ten percent (10%) or more of the stock of the entity (or one percent (1%) in the case of an entity the stock of which is regularly traded on an established securities exchange); or (ii) serves as an officer, director, or partner of the entity; (b) a “relative” of an official of the University means any person living in the same household as the individual and any person who is a direct descendant of that individual’s grandparents or the spouse of such descendant; and (c) an “official” of the University means an employee at the level of dean and above, any members of the Board of Trustees, as well as any other person with decision-making authority over the Start-UP NY program.