What is Syracuse's JPMorgan Chase Advancing Cities: an Executive Summary

The City of Syracuse, in partnership with Onondaga County, is working with New York State (NYS) to launch Syracuse Surge (Surge), an unprecedented series of investments in tech infrastructure that will position Syracuse as one of America's "smartest" cities and a global leader in the New Economy. Under this effort, the City and County are partnering with Syracuse University, Le Moyne College, and CenterState CEO – "the Challenge Team" – to translate imminent economic growth related to Surge into shared prosperity among all Syracuse residents. Considering that tech investment has often been a driver of inequality in other places, this is a challenge, but one the Team is primed to tackle.

Under the Surge banner, the City and County are working with NYS to fund the Southside Campus for the New Economy (Campus), which will include a new regional STEAM high school and the expansion of both a workforce training center (SUNY EOC) and adjacent technology business incubator (the Tech Garden). The campus, located within Syracuse's Census Area 42 (CA 42)- a historically low-income neighborhood- will create onramps into the New Economy for nearby residents. Through *Advancing*Cities, the Challenge Team will bring the Campus to life by facilitating the industry-workforce partnerships necessary to develop training and education strategies that empower residents to access New Economy careers, while infusing tech fluency into training for traditional industries that are experiencing New Economy disruption.

Beyond workforce development, the Challenge Team will also foster a vision for shared prosperity by building capacity among firms led by women, veteran and diverse founders (XBEs) within Syracuse's already emerging tech clusters (e.g. drones, cybersecurity, sensing technology). Additionally, we will develop tools and incentives to help locate these firms within and near the campus – and also attract similar XBEs from outside the region to also relocate there.

These are problems Syracuse seeks to address.

Syracuse thrived in the 1st and 2nd Industrial Revolutions, creating prosperity for immigrant and southern black workers. This changed in the mid-20th Century as Syracuse failed to respond to the 3rd industrial revolution while also driving racial disparities via urban renewal. Today, Syracuse is poised to thrive again with the 4th Industrial Revolution, but there is no guarantee that all residents will benefit. In the nation's 9th poorest city, this is imperative.

What are the Goals and Outcomes; why this is the right moment in time to pursue the approach and why this solution will be transformative in addressing this core challenge to economic mobility.

> The Challenge Team will develop workforce innovations to link hundreds of LMI individuals to New Economy careers, establishing a long-term workforce blueprint. Efforts will leverage local best practices (Work Train, Erie 21) and will be informed by local industry needs, poverty research, and community engagement.

> We will establish Syracuse as a welcoming city for XBEs in the tech ecosystem, leveraging a portfolio of small business programs to target regional tech XBEs; build their capacity through technical assistance, financial resources, and incubation; and facilitate their location within Opportunity Zones. We will focus business attraction efforts on tech XBEs through tailored marketing and incentives.

> These efforts are made possible through the forward-thinking, collaborative leadership of newly elected independent Mayor Walsh and newly appointed Onondaga County Executive McMahon, who have rallied diverse stakeholders around an inclusive growth and shared prosperity vision.

CenterState CEO states in the application, "*Our project will be successful when* Syracuse is a model for inclusive growth, where the city is surging into the New Economy; nurturing and attracting diverse firms within a dynamic business ecosystem; and all residents are able to access career pathways that allow them to thrive.

During the initial 3 Year period this is the Timeline and Incremental Milestones program leaders are expecting to achieve.

> **Year 1:** We will be dedicated to building partnerships, researching, designing and piloting our approaches and strategies. This includes forming Workforce Readiness and Small Business task forces and formalizing partnerships necessary for authentic community engagement. We will develop an evaluation framework with SU and establish a data collection plan across our partners. This allows us to track progress, identify lessons learned and develop feedback loops to ensure improvement.

> **Year 2:** We will be fully executing our strategies and scaling programming and collecting quantitative/qualitative data in order to refine approaches, strategies and programs in year 3.

> **Year 3:** The Challenge Team will prepare to scale and sustain effective strategies in the years ahead. Our strategies will be operating at relative scale and will be engaged in intensive evaluation to inform how to refine models, secure resources and maintain partnerships necessary for lasting impact.

Local Community Engagement in key, proposal designed to include perspective and leadership from local residents and community organizations.

> The Challenge Team will engage residents in and around CA 42 through direct outreach and community events/meetings to educate them on Surge and its potential impact and opportunities. Using Human Centered Design, we will assess residents' aptitudes, skills, and barriers to develop education, training, and remediation strategies that empower them to participate in the New Economy. We will also facilitate ongoing community planning to ensure their input on capital investments.

How will this effort be continued in the future, beyond, the initial JPMC Foundation grant?

> *Advancing*Cities funds will be used to design, pilot, and refine strategies that will then be sustained through their alignment with public funding systems, public-private partnerships, and ongoing investments from philanthropy and private sector firms. Comprised of strong political leadership and high capacity organizations and institutions, the Challenge Team has the collective capacity and influence to secure the resources needed to sustain best practices.

This solution deploys a new or disruptive approach to drive inclusive growth, including creative collaboration and use of resources to advance this effort.

> The Challenge Team will crack the code on diversity and shared prosperity in the New Economy, translating tech investment into inclusive growth. We will develop cross sector partnerships that lift individuals out of poverty and ensure diversity in Syracuse's New Economy workforce. We will also develop the tools and cultural capital necessary to become a magnet for diverse founders in emerging high growth sectors, narrowing wealth gaps among women, veterans, and diverse individuals.

What's the Impact and how will this be Evaluated?

> We will build a model for inclusive growth in the New Economy. Through cross-sector partnerships, we plan to engage 900 LMI individuals in workforce readiness, immersion, and remediation programs over three (3) years. We estimate nearly 500 will see appreciable improvements in employment. Leveraging Challenge funds, we will engage over 2,500 LMI youth, grades 6-12, within intensive enrichment programs that lead to career pathways. These successes will be refined, scaled, and sustained into the future through a collaborative process of continuous improvement.

> Our small business agenda increases the number of XBE firms in high growth ecosystems, ensuring equitable wealth generation and empowering diverse entrepreneurial role models. We will engage 50+ XBE firms to build their capacity ensuring growth among 60%+ (increased jobs, revenues, etc.) and enabling 5 firms to

access VC tracks. These efforts, coupled with business attraction, will yield 8+ XBE firm placements in Opportunity Zones.

What's anticipated outcomes and timeline for achieving them over the next three years?

Work Train will engage 700 job seekers/workers in training/apprenticeships, with 560 completing trainings and 450 placed into jobs, retaining employment beyond industry norms and/or achieving career advancement/wage growth. We will design community engagement strategies that offer 200 individuals tech immersion and skill remediation. Le Moyne, in partnership with Syracuse City Schools, will enroll 2,500 youth in Erie 21 enrichment programs, leading to increases in overall education attainment/graduation.

To achieve and sustain these successes, we will establish a Talent Task Force to coordinate employer engagement; design and adapt curricula; pilot remediation/barrier mitigation strategies; raise funds; and manage data.

We will convene an XBE Task Force that will assist 50+ businesses, 30 of which will increase profits. 15 will add jobs, and we aspire to enroll 5 firms in local incubators, enabling them to attract up to $20 million in investment beyond

How will success be measured?

CEO will partner with local evaluator, Syracuse University (SU), to compile/evaluate outcomes in line with the JMPC evaluation team. At the request of CEO, contracted workforce community partners and training providers (e.g. LeMoyne, SUNY EOC) will responsibly collect and maintain workforce program data, outputs/outcomes, and stories. CEO and SU will design/coordinate qualitative data collection methods to evaluate participant and employer outcomes. We will also design/coordinate community-based research, to be conducted by community organizations, which is used to enhance workforce programs, customize life-skill/remediation strategies, and inform systems change evaluation. This will be designed in Challenge Year 1. Small Business metrics will be collected/tracked by the organizations providing these services. CEO will facilitate a partner taskforce and ensure data is collected and aggregated. The City and CEO will collect Opportunity Zone and real estate placement data.

The Challenge Team's Target Geography and Populations

The target geographic area, CA-42, is the city's most impoverished census tract, with 55% of the population below 30% AMI and 32% between 30-50% AMI. This tract is 71% Black and 24% Hispanic.

The Challenge Team will initially target this tract and expand its reach to other LMI tracts over time, to positively impact Syracuse's stunning poverty statistics. Today,

Syracuse has the lowest median income and percentage of residents not in the labor force among peer cities in the state, with its median income at $33,000 and Black/Hispanic households earning 25-30% less than whites. Surge, through its digital inclusion strategies, will also impact the 22% of residents lacking Internet access and home computers.

Our target populations include justice-involved/returning citizens, people with limited English proficiency, Military Veterans, opportunity youth, and refugees/internally displaced people, as this tract and other target areas include high percentages from these populations.