



The State University of New York

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

To: SUNY Chancellor

From: Carole A. McCoy, President, SUNY Jefferson

Re: SUNY Jefferson Campus Plan for Designation of Tax-Free Area(s) ("Campus Plan")

Date: February 9, 2015

For campus Office of the President:
The arrangement documented in the attached Campus Plan is aligned to the academic mission of SUNY Jefferson and in accordance with all SUNY policies, procedures, and guidelines.
Signature of campus President: Carole A. McCoy
Print Name: Carole A. McCoy

FOR SUNY SYSTEM ADMINISTRATION USE ONLY

For SUNY's START-UP NY Proposal Review Team Co-Chair: It is recommended by the SUNY START-UP NY Proposal Review Team that SUNY [approved] the attached Campus Plan:
Signature of Proposal Review Team Co-Chair: Jeffrey A. Boyce
Date: 2-24-15
Print Name: Jeffrey A. Boyce

For SUNY Office of the Chancellor:
The attached Campus Plan is hereby [approved] for campus submission to the NYS Commissioner of Economic Development.
Signature of the Chancellor or designee: Sandra M. Casey
Date: 2-25-15
Print Name: Sandra M. Casey



The State University  
of New York

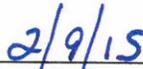
To: Mr. Kenneth Adams, NYS Commissioner of Economic Development  
From: President Carole A. McCoy, President of SUNY Jefferson  
Re: SUNY Jefferson's Campus Plan for Designation of Tax-Free Area(s)  
Date: February 9, 2015

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I, President, Carole McCoy of SUNY Jefferson hereby certify the following:

- a.) we have provided a copy of the enclosed Campus Plan for Designation of Tax-Free NY Area, to the municipality or municipalities in which the proposed Tax-Free NY Area is located, local economic development entities, the applicable faculty senate, union representatives, and student government at least 30 days prior to submitting the plan to you and attached evidence of submission herewith; and
- b.) we comply with Public Officers Law Section 74; State University of New York's Policy on Conflict of Interest and attached copies of the policies and/or guidelines herewith; and
- c.) we comply with the Commissioner's rules and guidelines on anticompetitive behavior (NY EDL, art. 21, sect. 440); and
- d.) 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
- e.) we consulted with the municipality or municipalities in which such land or space is located prior to including such space or land in the proposed Tax-Free NY Area and we have given preference to underutilized properties; and
- f.) we have not relocated or eliminated any academic programs, any administrative programs, offices, housing facilities, dining facilities, athletic facilities, parking, or any other facility, space or program that actively serves students, faculty or staff in order to create vacant land or space to be designated as a Tax-Free NY Area; and
- g.) the information contained in the enclosed application is accurate and complete.

  
\_\_\_\_\_  
PRESIDENT'S SIGNATURE

  
\_\_\_\_\_  
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** outline and shaded delineation of proposed tax-free area on a campus aerial photo and/or campus map shaded to indicate land or building containing proposed tax-free space, and floor plans of building space with designated space clearly labeled and shaded.
- 2.) Excel spreadsheet of property to be designated
- 3.) Applicable conflict of interest policies
- 4.) Evidence of submission of Tax-Free Area Plan to interested parties



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

Campus Name: \_\_\_\_\_SUNY Jefferson\_\_\_\_\_
Campus Contact Name: \_\_Carole A. McCoy\_\_\_\_\_
Campus Contact Title: \_\_\_\_\_President\_\_\_\_\_
Campus Contact E-mail: \_\_\_\_cmccoy@sunyjefferson.edu\_\_\_\_\_
Campus Contact Phone: \_\_\_\_ (315) 786-2200\_\_\_\_\_

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 SUNY, CUNY or community college 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: SUNY Jefferson

Campus Address: 1220 Coffeen Street, Watertown, NY 13601

- SUNY Jefferson does not have any space or sites available on its campus to include in the Start-Up NY program.
• Since the expansion of Fort Drum in 1985, the physical campus has grown significantly. Most recently, the college added 98,000 square feet of residential living space accounting for 294 beds.
• There are properties within the community that may be suitable for targeted business development but are not being identified as part of the Plan at this point in time.
• Any eligible business that locates at one of the identified sites or spaces would meet the mission of SUNY Jefferson either through workforce training, scholarships, or internships.

Table with 2 rows: Address(es) of Proposed Tax-Free NY Area(s): 800 Starbuck Avenue, Suite A-10, Watertown, NY 13601; Description of Physical Characteristics of Proposed Tax-Free NY Area(s): 1,900 square feet of vacant space located within the Watertown Center for Business and Industry...

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<b>Description of Physical Characteristics of Proposed Tax-Free NY Area(s):</b>

- ii. Complete the Excel spreadsheet template provided with this document, noting the instructions on page 2. Include the official SUNY Physical Space Inventory (PSI) building number and a clear description of the spaces in the building or floor (when the entire floor is under consideration), or floor/wing (with outer rooms defining the space specifically listed). Include only properties sought to be designated now and exclude potential sites that may be considered in the future (see 2a below). Attach the completed spreadsheet to this plan.

See attached.

- iii. Provide also a representation of each proposed site drawn in AutoCAD 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.

See attached.

- iv. Provide a campus map with each proposed building shaded. Label each building with the official building number as listed in the SUNY Physical Space Inventory (PSI) along with the building name. For each building shaded and labeled, include floor plans of all areas under consideration with the specific spaces clearly shaded and labeled with official PSI room numbers. 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.

See attached.

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

1,900 square feet
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2a) *If applicable:* You may include here a description of any potential space or acreage of land that you may seek to designate as a Tax-Free NY Area under the START-UP NY Program in the future. This may include campus property that may become vacant, or other properties in your community that are not currently part of your campus but may be desirable for a company partner and with which you may consider an affiliation if an appropriate partner is identified. Do not include these properties in the Excel spreadsheet.

- Sites located in the Jefferson County Business Park and its Corporate Airport Park which are owned by the Jefferson County Industrial Development Agency. The Business Park is within 1 mile of SUNY Jefferson and the Airport Park is within 4.5 miles of the College. The Parks are also designated a foreign trade zone. Prime location with access to Interstate 81, Watertown International Airport, Canadian Highway 401 across bridge at Alexandria Bay, low cost power, and traditional IDA programs. Excellent location for manufacturer or value-added agriculture producer. Potential business would fit well with SUNY Jefferson's workforce training programs. Sites are being marketed by Jefferson County IDA and through the Drum Country Business regional marketing initiative.
- Site located in the City of Watertown's business park and is not currently on the tax rolls. Site is owned by the City of Watertown. The site is approximately 1 mile from SUNY Jefferson. The business park is also designated a foreign trade zone. Prime location with access to Interstate 81, Watertown International Airport, Canadian Highway 401 across bridge at Alexandria Bay, low cost power, and traditional IDA programs. Excellent location for manufacturer or value-added agriculture producer. Potential business would fit well with SUNY Jefferson's workforce training programs. Site already being marketed by Jefferson County Industrial Development Agency, Watertown Local Development Corporation and through the Drum Country Business regional marketing initiative.
- Developable greenfield sites located in a privately owned commercial business park immediately adjacent to Interstate 81 at exit 47.
- Building located in Lyons Falls, Lewis County and owned by Black Moose Ltd. Building is located on the site of the former Lyons Falls Paper Mill identified as a Priority Project by the North Country Regional Economic Development Council. The site is currently on the tax rolls. Known as the Chemical Building, the building can be ready for occupancy immediately. It is conducive to manufacturing and value-added agriculture and biomass. The facility has access to State Highway 26 to the NYS Thruway in Utica and traditional IDA programs. Potential business would fit with SUNY Jefferson's workforce training programs, scholarship programs, or internships.

2b) *If applicable:* The total square footage of the space or acreage of land that you may propose to designate as a Tax-Free Area as identified in 2a, if known.

**Not applicable at this time.**

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

- i. Manufacturing firms promoting the area's proximity to Canada for importing/ exporting opportunities, skilled workforce, workforce training programs through community college, access to low cost power, access to I-81, airport and rail.
- ii. Businesses that develop, produce, process, or package value-added agricultural and biomass products. Types of value-added agri-businesses may include, but are not limited

to, food, breweries, cideries, wineries, distilleries, maple producers. Retail and service businesses associated with value-added agribusinesses are excluded.

- iii. Information and technology related firms targeting software development, bio-medical (3-D imaging), agri-biotics, and technology transfer in partnership with Clarkson University's Innovation Hot Spot program.
- iv. Defense-related firms (other than retail or service related) that further the mission of the Army installation at Fort Drum marketing the areas military-trained workforce, retirees from Fort Drum, quality of life, and quality housing options. This may also include firms developing or producing for Homeland Defense as well.

- 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.

Through excellence in teaching, innovative services, and community partnerships, SUNY Jefferson advances the quality of life of its students and community. Jefferson has identified 13 statements on how it fulfills its mission. The following four (4) statements speak directly to the college's participation in the proposed Start-Up New York program at the College.

- To provide Associate Degree programs in the arts, sciences, and professional fields enabling graduates to transfer and continue their study.
- To provide Associate Degree and certificate programs in career-oriented fields designed to prepare graduates for employment in a variety of vocational and technical areas;
- To provide opportunities for lifelong learning and for specific job training through certificate, workshop, seminar, and community service programs.
- To expand the educational opportunities by establishing partnerships with area businesses, colleges, schools, and community organizations and agencies.

As a community college, SUNY Jefferson plays an important role in the development of our workforce. In addition to its own program, Jefferson has established four year degree programs in partnership with other colleges to offer much needed skill sets in our workforce. Partner institutions and degree programs include:

- Bryant & Stratton College – Health Services Administration, B.S.,
- SUNY Cobleskill – Early Childhood: Birth to Age 5, B.S.,
- SUNY Empire State College-Individually designed degree programs (B.A., B.S., B.P.S.),
- Greater Rochester Collaborative (SUNY Brockport and Nazareth College)-Master's of Social Work,
- Keuka College - Criminal Justice Systems, B.S., Nursing, B.S., and Social Work, B.S.,
- SUNY Potsdam-Business Administration, A.S./B.S., Organizational Leadership, M.S.Ed., Curriculum & Instruction, M.S.Ed., Literacy Specialist, M.S.Ed., Literacy Educator, M.S.Ed., and Childhood Education, M.S.T.,
- Upstate Medical University - Family Nurse Practitioner, M.S., Family Psychiatric Mental Health Nurse Practitioner, M.S.

In total, Jefferson has 36 partnerships and articulation agreements with colleges to provide North Country residents with opportunities for a successful education.

The Start-Up NY Program at SUNY Jefferson will leverage the college's ability to educate

the workforce for targeted industries. Start-Up NY will also provide an opportunity to keep many of the students educated at Jefferson and through its affiliated and partner institutions in the North Country by providing jobs.

Businesses identified that develop, produce, process, or package value-added agricultural products, as well as manufacturers align with Jefferson’s mission in providing degree and certificate programs in career-oriented fields designed to prepare graduates for employment in a variety of vocational and technical areas. Jefferson provides an A.A.S. in Business Administration, an A.S. in Business Administration, and a A.S./B.S. in Business Administration (jointly registered with SUNY Potsdam). These programs provide students with skills in business administration that are sought after by employers.

In addition to Business Administration, Jefferson has recently created an A.A.S. in Winery Management and Marketing Concentration. This was created in response to the demand for qualified workers in the growing winery industry in Jefferson County. A Renewable Energy Management Certificate was created in response to growing demand in the renewable energy field in the North Country. Finally, with the continuing growth of agriculture and agribusinesses in the North County, Jefferson has created an Agribusiness Program with the intent of making it an Associate’s Program in Fall 2014.

SUNY Jefferson has programs available through Continuing Education to provide workforce training designed to meet manufacturers’ employment needs. The examples below are major employers, all manufacturers or distributors with the exception of the two medical facilities, which have recently been assisted by Jefferson:

<u>Business</u>	<u>Type(s) of Training</u>
H.P. Hood	Microsoft Excel and Performance Goals
Hi-Lite Markings	Microsoft Excel and Executive Team Building
Jain Irrigation	Workforce Violence and Sexual Harassment
Renzi Food Service	Microsoft Excel
Samaritan Medical Center	Creative Problem Solving and Powerpoint
NY Air Brake	Leading Virtual and Remote Teams and Effective Presentations
Knowlton Technologies	Advance Planning Systems Projects
Current Applications	Lean Training and Process Mapping
River Hospital	Executive Team Building

In regard to firms developing or implementing information or technology-related products, the college offers Associates Programs in Computer Information Systems, Computer Information Technology, and Computer Science. The College will also work with Clarkson University which was recognized as an Innovation Hot Spot by Governor Cuomo.

Clarkson is located 72 miles north of Jefferson. In its model as an Innovation Hot Spot, Clarkson identified itself as the center of a spoke that will be the clearinghouse for information, programs and services related to the Hot Spot. Clarkson identified in its application to New York State locations throughout the North Country Regional Economic Development Council’s footprint to foster the development of innovative firms. The City of Watertown was one of the identified locations. SUNY Jefferson recognizes the importance of the Innovation Hot Spot to technology transfer and economic development in the North Country, and will work with Clarkson in identifying a location(s) for a Hot Spot in

Watertown. Therefore, SUNY Jefferson is including IT-related firms as a targeted industry for its Start-Up NY Program.

Finally, over 35% of Jefferson's enrollment is military-related whether active duty, dependents, reservists, or veterans. In addition, between 20-25% of the soldiers stationed at Fort Drum retire to the area. Together, the area provides a trained and ready workforce for defense-related firms looking to benefit from this expertise. Defense-related firms could be in manufacturing, or research and development of next generation equipment. Also in the category of defense-related would be homeland security and associated programs and production.

As noted among its objectives, SUNY Jefferson benefits by expanding educational opportunities through partnerships with area businesses, colleges, schools, and community organizations. Thus, increased business in the region benefits opportunities for the college to grow as more jobs mean more students to the college that can graduate and stay within the community. Jefferson also benefits through the placement of students in internship programs at businesses that participate in Start Up NY.

- 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.

Jefferson County, home to SUNY Jefferson Community College, has adopted a Comprehensive Economic Development Strategy, or CEDS, report. This report is required by the U.S. Economic Development Agency in order to access their funding programs. It serves as a strategic planning document for the County to identify goals and implement strategies to improve the economic climate in Jefferson County. The 2012 update included extensive data research coupled with public input.

The targeted industries for this program are consistent with the Counties targeted industries as identified in its CEDS plan. The County's CEDS is also consistent with the endorsed strategic plan of the North Country Regional Economic Development Council.

#### Manufacturing

Manufacturing is a target for Jefferson County for a number of reasons, including historic strength, existing levels of export from manufacturing (wealth generation), wage potential, available space, and the ability to attract Canadian production firms. While it is true that the levels of manufacturing employment have decreased throughout the Country due to increased productivity and automation and the economic recession, manufacturing jobs are still an important part of the County's economy that should be targeted for support and

attraction. Manufacturing firms today are much smaller, more nimble, and more innovative than the more traditional manufacturing companies of the last century. In fact, Jefferson County saw an increase in manufacturing jobs in November 2013 over the prior year November 2012.

The entrepreneurs and small manufacturing firms that will participate in Start Up NY will build on the existing infrastructure and manufacturing presence in the area, helping Jefferson County to build its manufacturing cluster which will, in turn, attract other production firms. Advantages gained from locating near other production firms include access to specialized workers, access to suppliers and customers, and also access to support firms with legal, management, consulting and finance skills.

Innovation is a key piece of manufacturing and manufacturing firms are more likely to introduce new products and new production or business processes than non-manufacturing firms. Some highly innovative manufacturing industries include those related to computers, communications and pharmaceuticals. Additionally, innovation requires the technical and analytical skills of engineers. And, while SUNY Jefferson has programs for Computer Technology, Computer Information Systems, and Computer Science, its proximity to Clarkson University provides a pipeline for engineers. Jefferson County is a good location for manufacturers.

The average annual salary for a manufacturing employee in Jefferson County is \$56,000, providing good paying jobs of approximately \$10,000 more per year than the average annual wage for all sectors in Jefferson County. At the same time, compared to a national average of \$73,000 per year for manufacturing employees, Jefferson County offers a competitive labor cost to a manufacture locating here.

Education requirements for manufacturing jobs have been rising over the past decade as the work required has become more complex and technical. The increased productivity related to the higher levels of automation requires employees to be proficient in computers and have some technical skills to be able to operate the complex and expensive equipment. SUNY Jefferson offers Associate Programs in Business Administration along with a joint A.S./B.S. in Business Administration with SUNY Potsdam. SUNY Jefferson also offers programs in Computer Technology, Computer Information Systems, and Computer Science. These programs enhance the skills of our workforce to meet the technological requirements of today's manufactures.

SUNY Jefferson will also promote internship programs with manufacturers participating in Start Up NY. Internship programs will provide on-the-job training and experience to SUNY Jefferson students. The internship program will create a pipeline of skilled and trained workers for manufacturers.

#### *Value Added Agri-Businesses*

Another great opportunity for Jefferson County is in increasing food product manufacturing activity. Access to raw materials and water/sewer capacity are two of the major requirements of food manufacturing firms and they are available in Jefferson County. Helping the County's farmers focus on adding value to their products by processing them for the end user will help farmers remain profitable and help generate wealth for the County.

Specifically, we are focusing on marketing and promoting local products to build regional and national recognition as an indicator of high quality unique products. The County has historic and current strength in dairy products (the County has a high location quotient for dairy product manufacturing) and should build on this strength as well as the regional cluster of dairy product manufacturers.

In addition to the dairy product manufacturing, another aspect of food product manufacturing that is gaining traction in Jefferson County and presents an opportunity for the future is the growth of grapes and hops for wine and beer production. Wineries throughout New York State have become significant drivers of tourism (wine trails and tours such as the Thousand Islands-Seaway Wine Trail) as well as a quality value-added product for farmers looking to increase their revenue. Jefferson, and Lewis, County vineyards and wineries are able to offer a different product compared to other grape-producing areas of the State which could help drive tourism and improve the profitability of farms. In fact, this industry is growing so rapidly that SUNY Jefferson recently created a Winery Management and Marketing Certificate to meet industry demand. This Certificate program is now moving into a credit program.

Beyond vineyards, some farmers are also experimenting with hops for beer production. There are approximately 100 microbreweries in New York State that support the smaller hops growers that have sprung up in the last few years in a response to a hops shortage in 2007. Craft brewers and their consumers are increasingly interested and concerned with where the hops are coming from and are willing to pay a higher price for local, high quality hops that could be produced in Jefferson, or Lewis, Counties. Hops are known to be difficult to grow (best grown in northern climates) and expensive to propagate and process.

In term of cross-border trade, one particular industry where there could be synergy between Ontario and Jefferson County is within the food product manufacturing cluster, which is a targeted industry cluster in both geographies. Canadian food product manufacturers, who need access to US markets and to our substantial dairy assets, may be attracted to Jefferson County to open a second location.

Increasing export potential is another opportunity for Jefferson County businesses. The 2010 Manufacturers Survey completed by the Jefferson County Job Development Corporation noted that currently 50% of manufacturers surveyed were exporting globally. Exporting goods brings wealth into the community.

There is significant growth potential for manufacturing and production of value-added agriculture products. In addition to lower taxes associated with eligible new businesses locating in a Start Up NY location, businesses will benefit from the expertise and resources at SUNY Jefferson. In addition, for firms looking to do business with the state or federal government, the community is home to the North Country Procurement Technical Assistance Center, which can help businesses access government procurement opportunities. Jefferson County businesses may be eligible for allocations of low cost power from the NY Power Authority, and Jefferson County can designate eligible businesses as part of its Foreign Trade Zone.

#### Information Technology

The North Country has a world-class telecommunications carrier network that is unsurpassed for a rural region. Businesses locating within the SUNY Jefferson Start Up NY

program will have access to high speed, redundant, advanced telecommunications infrastructure. This infrastructure allows a business to operate in the North Country with access to information throughout the world.

As more and more business is conducted over the internet, IT occupations are no longer relegated to just traditional IT industries and firms; IT occupations have found their way into almost every industry sector. There are Chief Technology Officers at many companies and some level of computer skill is a requirement for many jobs. Information technology is an important part of the County's economy as there is increased interest in telemedicine, health care related call centers and general innovation and advanced manufacturing.

The median income for Jefferson County employees within the information industry sector is \$40,000 a year on average, compared to \$81,000 nationally. In terms of educational requirements, those in information industry occupations typically have a Bachelor's degree and some on-the-job training.

Information technology occupations are growing throughout the country. In particular, health care and information technology have intersected due to increased interest in electronic medical records, telemedicine, and regional networking of information and resources. In response, SUNY Jefferson has created a health-care information technology certificate. There is virtually no limit to the benefit that combining health care in the Counties with improved telecommunications technology will create for residents and regional providers. The benefit will come in the form of improved medical care, increased recognition as a center for health sciences, and increased job opportunities. Partnerships between major medical providers and health information vendors can be brokered to increase the use of technology throughout the field which may lead to spin off technology and start up firms.

Beyond the expanded use of information technology within the medical field and improved service provision, there will also be an opportunity for new jobs for people trained to service the equipment. These jobs will require skilled labor which can be trained through local internship programs. Finally, the skills to be able to build databases and manage websites and networks is essential to building an interconnected system in Jefferson and Lewis Counties and an opportunity exists to increase those with network development and maintenance skills.

SUNY Jefferson has programs for Computer Technology, Computer Information Systems, and Computer Science. In addition, SUNY Jefferson is able to tailor workforce training programs, as it did for Stream Global, to train staff. It also can utilize its network of affiliate colleges in order to meet workforce training needs. In the medical field, this is true of its relationship with Upstate Medical, Syracuse.

#### *Relationship between Industries and SUNY Jefferson*

The above industries were identified because of their natural affinity with SUNY Jefferson's mission and programs. SUNY Jefferson offers Associate Programs in Business Administration along with a joint A.S./B.S. in Business Administration with SUNY Potsdam.

In addition to Business Administration, Jefferson has recently created an A.A.S. in Winery

Management and Marketing Concentration. This was created in response to the demand for qualified workers in the growing winery industry in Jefferson County. A Renewable Energy Management Certificate was created in response to growing demand in the renewable energy field in the North Country. Finally, with the continuing growth of agriculture and agri-businesses in the North Country, Jefferson has created an Agribusiness Program with the intent of making it an Associate's Program in Fall 2014.

SUNY Jefferson also promotes entrepreneurship through classes offered through the Business Division. This class gives participants the ability to work through the process of starting their own business. If longer term assistance is needed, the campus is home to a NYS Small Business Development Center. The SBDC helps new and existing businesses grow. Finally, across from the campus is the North Country Procurement Technical Assistance Center (PTAC). The PTAC provides assistance to businesses that are looking to sell to the federal or state government. These resources are available to assist a business locating within Start-Up NY.

SUNY Jefferson's Continuing Education Division provides a variety of educational and workforce training programs. The Office of Continuing Education has worked with several large employers recently, primarily manufacturers with the exception of two medical facilities, to provide skills and leadership training to the companies' workforces. In addition, SUNY Jefferson is able to tailor workforce training programs, as it did for Stream Global, to train staff. It also can utilize its network of partner and affiliate colleges in order to meet workforce training needs. In the medical field, this is true of its relationship with Upstate Medical, Syracuse.

Jefferson will also work with employers to establish internship programs where appropriate. The College has a Center for Community Studies that may be able to provide analytical and statistical assistance to employers working to overcome issues or to employ new tactics through an analytical approach. Jefferson may also work with employers to establish scholarships through their Foundation.

Finally, Jefferson will work with Clarkson University in identifying locations for the Innovation Hot Spot program in Watertown. These businesses will most likely have some form of technology transfer and may likely fall in the IT sector.

#### Marketing Start Up NY

SUNY Jefferson will work with its economic development partners in marketing the qualified Start Up NY sites and properties. This will be accomplished by partnering with the Jefferson County Local Development Corporation, Watertown Local Development Corporation, Watertown Industrial Center Local Development Corporation, and the Drum Country Business regional marketing initiative to utilize their pre-existing marketing channels to promote SUNY Jefferson and its Start Up NY Program. Drum Country Business is currently participating in a statewide effort to attract businesses to New York State and the Start Up NY initiative is a key marketing point. In addition, Jefferson County is marketing to Canada to attract businesses to the County, primarily manufacturers. The sites identified for the Start Up NY Program fit these targets. Drum Country Business, the JCLDC, and Watertown Local Development Corporation utilize websites, print media, direct mailings, trade shows, and social media to market locations. Jefferson will also work with Clarkson University in identifying locations for its Innovation Hot Spot program in Watertown.

### Foreign Direct Investment and Exports

Beyond the innovation and technological advances that can come out of manufacturing firms, there is significant wealth creation from these firms as they tend to export their goods to other states and countries. A unique opportunity for Jefferson and Lewis Counties in terms of manufacturing is to continue to attract Canadian firms to the area and also to expand export of Jefferson and Lewis County goods to Canada. Jefferson County economic development professionals are working diligently to market the County and build connections with Canadian partners. The County will continue to focus on the ease of access between the two countries over the Thousand Islands Bridge and the access to new markets when conducting marketing and promotion.

Many of the manufacturers in Jefferson County have been started or purchased with foreign direct investment. These funds support many jobs in the county. In fact, our proximity to Canada makes the country one of our prime investors in businesses in our area. There continues to be opportunities for greater FDI, as well as our manufacturers exporting to foreign countries including Canada. The presence of a foreign trade zone in Jefferson County is a tool to assist businesses that rely on imports for processes, or export.

In fact, while many manufacturers in the two counties export, there are opportunities to grow exports. The Jefferson County IDA continues to work with partners to provide workshops to businesses that want to increase exports to Canada. These workshops provide expertise on brokering, legal, and other issues.

- 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?

SUNY Jefferson will enter into an Agreement with the Development Authority of the North Country to provide technical services related to implementing the Start Up NY program. The Development Authority of the North Country is a NYS public benefit corporation. Its mission is to promote the health and well-being of the residents of Jefferson, Lewis and St. Lawrence Counties. The Authority owns and operates water/wastewater infrastructure, a regional solid waste facility, 1,400+ mile open access telecommunications network, and administers business and housing loan programs. Its staff has expertise in administering state and federal economic development programs. The Development Authority is an objective third party with no ownership interest in any land or space being considered for inclusion into Start Up NY.

SUNY Jefferson will maintain all responsibility over the Start Up NY program. The Authority will be asked to oversee implementation of the Program. This will be accomplished through the formation of an advisory panel. The advisory panel will be composed of a total of seven designees representing the following:

- One (1) representative from SUNY Jefferson Community College;
- One (1) representative from the SUNY Jefferson Faculty Senate;
- One (1) representative from Jefferson County;
- One (1) representative from the Jefferson County Local Development Corporation;
- One (1) representative from the Watertown Local Development Corporation;
- One (1) representative from the SUNY Jefferson Small Business Development Center;
- and
- Depending upon where the project is located off-campus, the advisory panel will invite one (1) representative from the municipality in which the project is located to participate on the panel.

The Development Authority will oversee the advisory panel and serve as the liaison between the advisory panel and the College. The panel will review applications received from SUNY Jefferson to the Start Up NY Program. Applications will require a business plan including financial information. The business plan will include the following:

- Description of the project to be undertaken;
- Description of market;
- Description of competition;
- Description of location;
- Breakdown of existing and newly created jobs including types of skills; wages; hours;
- Project budget including sources and uses of funds, providing proof of funding commitments;
- For a start-up business, they will need to provide 3 years profit/loss and cash flow projections.
- For an existing business, they will need to provide last 3 years tax returns or audited financial statements, and 3 years profit/loss and cash flow projections, as well as any interim financial statements.
- Personal financial statements for those with 20% or more ownership in the company;
- Authorization to review the company's credit history.

In addition to the business plan, the proposed projects will need to demonstrate the following:

- Must be aligned with the mission of the College;
- Must identify at least one of the following: opportunities for internships or full-time jobs for students of SUNY Jefferson; the establishment of a scholarship; area of partnership or advancement for faculty of SUNY Jefferson; or contribute to instruction or student mentoring;
- Community support;
- Utilization of the local workforce.

The panel will review the application to determine the project's viability. Through review of the business plan, the committee will identify all leverage and private investment being injected into the project. It will also determine the likelihood of long term success for the business.

If the review of the business plan is deemed acceptable, a written recommendation will be provided to the President of SUNY Jefferson for review. The President of SUNY Jefferson will make the final determination on campus if a business should be included in the college's Start Up NY program. If JCC's President determines that the project should move forward, it will then be submitted to the SUNY Chancellor for consideration into the Program. Upon acceptance by the SUNY Chancellor, the project will be forwarded to ESD for final acceptance into the Start Up NY program.

# PUBLIC OFFICERS LAW

## § 74. Code of ethics.

1. **Definition.** As used in this section: The term "*state agency*" shall mean any state department, or division, board, commission, or bureau of any state department or any public benefit corporation or public authority at least one of whose members is appointed by the governor or corporations closely affiliated with specific state agencies as defined by paragraph (d) of subdivision five of section fifty-three-a of the finance law or their successors.

The term "*legislative employee*" shall mean any officer or employee of the legislature but it shall not include members of the legislature.

2. **Rule with respect to conflicts of interest.** No officer or employee of a state agency, member of the legislature or legislative employee should have any interest, financial or otherwise, direct or indirect, or engage in any business or transaction or professional activity or incur any obligation of any nature, which is in substantial conflict with the proper discharge of his duties in the public interest.

### 3. Standards.

- a. No officer or employee of a state agency, member of the legislature or legislative employee should accept other employment which will impair his independence of judgment in the exercise of his official duties.
- b. No officer or employee of a state agency, member of the legislature or legislative employee should accept employment or engage in any business or professional activity which will require him to disclose confidential information which he by reason of his official position or authority.
- c. No officer or employee of a state agency, member of the legislature or legislative employee should disclose confidential information acquired by him in the course of his official duties nor use such information to further his personal interests.
- d. No officer or employee of a state agency, member of the legislature or legislative employee should use or attempt to use his or her official position to secure unwarranted privileges or exemptions for himself or herself or others, including but not limited to, the misappropriation to himself, herself or to others of the property, services or other resources of the state for private business or other compensated non-governmental purposes.
- e. No officer or employee of a state agency, member of the legislature or legislative employee should engage in any transaction as representative or agent of the state with any business entity in which he has a direct or indirect financial interest that might reasonably tend to conflict with the proper discharge of his official duties.
- f. An officer or employee of a state agency, member of the legislature or legislative employee should not by his conduct give reasonable basis for the impression that any person can

improperly influence him or unduly enjoy his favor in the performance of his official duties, or that he is affected by the kinship, rank, position or influence of any party or person.

- g. An officer or employee of a state agency should abstain from making personal investments in enterprises which he has reason to believe may be directly involved in decisions to be made by him or which will otherwise create substantial conflict between his duty in the public interest and his private interest.
- h. An officer or employee of a state agency, member of the legislature or legislative employee should endeavor to pursue a course of conduct which will not raise suspicion among the public that he is likely to be engaged in acts that are in violation of his trust.
- i. No officer or employee of a state agency employed on a full-time basis nor any firm or association of which such an officer or employee is a member nor corporation a substantial portion of the stock of which is owned or controlled directly or indirectly by such officer or employee, should sell goods or services to any person, firm, corporation or association which is licensed or whose rates are fixed by the state agency in which such officer or employee serves or is employed.

**4. Violations.** In addition to any penalty contained in any other provision of law any such officer, member or employee who shall knowingly and intentionally violate any of the provisions of this section may be fined, suspended or removed from office or employment in the manner provided by law. Any such individual who knowingly and intentionally violates the provisions of paragraph b, c, d or i of subdivision three of this section shall be subject to a civil penalty in an amount not to exceed ten thousand dollars and the value of any gift, compensation or benefit received as a result of such violation. Any such individual who knowingly and intentionally violates the provisions of paragraph a, e or g of subdivision three of this section shall be subject to a civil penalty in an amount not to exceed the value of any gift, compensation or benefit received as a result of such violation.



Category:  
HR / Labor Relations  
Legal and Compliance

Responsible Office:  
[University Counsel](#)

**Policy Title:**

Conflict of Interest

Document Number:  
6001

Effective Date:  
October 01, 1995

This policy item applies to:  
State-Operated Campuses

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**Summary**

Faculty and staff of the State University of New York (University) are encouraged to foster an atmosphere of academic freedom by promoting the open and timely exchange of scholarly knowledge independent of personal interests and are required to avoid conflicts of interest. Where potential or actual conflicts exist, faculty and staff are expected to consult with appropriate University officers and abide by University policy. This policy represents a restatement of existing University policy and pertinent state and federal law and regulations.

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**Policy**

Faculty and staff of the State University of New York (University) are encouraged to foster an atmosphere of academic freedom by promoting the open and timely exchange of scholarly knowledge independent of personal interests. In keeping with this obligation, they are also required to avoid conflicts of interest.

In instances where potential or actual conflicts exist, faculty and staff are expected to consult with appropriate University officers and abide by this University policy. It is the responsibility of campus officials charged with implementing this policy to identify potential or actual conflicts of interest and take appropriate steps to manage, reduce, or eliminate them.

This policy represents a restatement of existing University policy and pertinent state and federal law and regulations.

1. University faculty and staff may not engage in other employment which interferes with the performance of their professional obligation.
2. University faculty and staff are expected to comply with the New York State Public Officers Law provisions on conflict of interest and ethical conduct.
3. University faculty and staff, to the extent required by law or regulation, shall disclose at minimum whether they (and their spouses and dependent children) have employment or financial interests or hold significant offices, in external organizations that may affect, or appear to affect, the discharge of

professional obligations to the University.

4. University campuses shall ensure that all faculty and staff subject to pertinent laws and regulations disclose financial interests in accordance with procedures to be established by the Chancellor or designee. Campuses shall retain the reported information as required, identify actual or apparent conflicts of interest and seek resolution of such conflicts.

5. Each campus president shall submit to the chancellor's designee the name and title of the person or persons designated as financial disclosure designee(s) and shall further notify the chancellor's designee when a change in that assignment occurs. The chancellor's designee shall also be notified of any reports regarding conflict of interest that are forwarded to state or federal agencies.

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## Definitions

**Conflict of interest** — any interest, financial or otherwise, direct or indirect; participation in any business, transaction or professional activity; or incurring of any obligation of any nature, which is or appears to be in substantial conflict with the proper discharge of an employee's duties in the 'public interest. A conflict of interest is also any financial interest that will, or may be reasonably expected to, bias the design, conduct or reporting of sponsored research.

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## Other Related Information

[Outside Activities of University Policy Makers](#)

[Ethics in State Government - A Guide for New York State Employees](#)

[National Science Foundation, Grant Policy Manual](#)

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## Procedures

There are no procedures relevant to this policy.

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## Forms

There are no forms relevant to this policy.

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## Authority

[42 CFR 50, Subpart F](#)

The following link to FindLaw's [New York State Laws](#) is provided for users' convenience; it is not the official site for the State of New York laws.

[NYS Public Officers Law, Section 73-a, and 73 and 74](#)

In case of questions, readers are advised to refer to the New York State Legislature site for the menu of [New York State Consolidated](#).

[Board of Trustees Policies - Appointment of Employees \(8 NYCRR Part 335\)](#)

State University of New York Board of Trustees Resolution adopted June 27, 1995

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## History

Memorandum to presidents from the office of the University provost, dated June 30, 1995 regarding revision to University conflict of interest policy to bring it in conformity with federal guidelines issued by the National Science Foundation and the Public Health Service.

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## **Appendices**

There are no appendices relevant to this policy.



Category:  
Academic Affairs  
Community Colleges  
Legal and Compliance  
Research

Responsible Office:  
[Academic Affairs](#)

**Policy Title:**  
START-UP NY Program Participation Policy

Document Number:  
6800

Effective Date:  
February 10, 2014

This policy item applies to:  
Community Colleges  
State-Operated Campuses

## **Table of Contents**

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## **Summary**

START-UP NY is a state economic development program that positions SUNY campuses as magnets for entrepreneurs and businesses from around the globe. START-UP NY aligns with SUNY's mission of teaching, research and public service; enabling engagement with industry, knowledge acceleration, translation of research into practical applications, and delivering the 21<sup>st</sup> century workforce businesses need to grow and thrive. START-UP NY will transform university communities to deliver unprecedented economic benefits to New York. To participate in the program, all campuses must comply with this policy and any applicable rules and regulations issued by the NYS Commissioner of Economic Development.

This policy governs the review process that all participating campuses must follow to secure SUNY's approval of the plans, applications, and other documents required by the NYS Commissioner of Economic Development to participate in the START-UP NY program. It also prescribes special requirements for the disclosure and management of actual or potential conflicts of interest in matters pertaining to the campus' START-UP NY program. Any conflict between this policy and any other applicable Conflict of Interest policy shall be resolved in favor of disclosure of any potential, actual, or perceived conflict of interest relating to the campus' START-UP NY program to the President or Chief Executive Officer of the sponsoring campus.

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## **Policy**

- A. **Campus Plans for Designation of Tax-Free Area(s):** Any campus intending to submit a Campus Plan for Designation of Tax-Free Area(s) ("Campus Plan") to the NYS Commissioner of Economic Development must first have it reviewed and approved by the Chancellor or designee. The Chancellor or designee shall approve or reject all Campus Plans within fifteen (15) business days of receipt. Any rejected Campus Plan shall be accompanied by an explanation of the basis for rejection. Once approved by the Chancellor or designee a campus may submit its Campus Plan to the NYS Commissioner of Economic Development in accordance with the Commissioner's rules and regulations. Any Campus Plan that is rejected can be resubmitted for Chancellor

or designee approval and will be reviewed in accordance with this policy and related procedures. Any amendments to approved Campus Plans must be submitted for Chancellor or designee approval and will be reviewed in accordance with this policy and related procedures.

- B. Sponsoring University or College Applications for Business Participation:** Any campus intending to submit a Sponsoring University or College Application for Business Participation ("Sponsor Application") to the NYS Commissioner of Economic Development must first have it reviewed and approved by the Chancellor or designee. The Chancellor or designee shall approve or reject all Sponsor Applications within thirty (30) business days of receipt. Any rejected Sponsor Application shall be accompanied by an explanation of the basis for rejection. Once approved the campus may submit the Sponsor Application to the NYS Commissioner of Economic Development in accordance with the Commissioner's rules and regulations. Any Sponsor Application that is rejected can be resubmitted for Chancellor or designee approval and will be reviewed in accordance with this policy and related procedures. Any amendments to approved Sponsor Applications must be submitted for Chancellor or designee approval and will be reviewed in accordance with this policy and related procedures.
- C. Delegations:** The Chancellor or designee may charge a group of individuals, collectively called the SUNY START-UP NY Proposal Review Team, to evaluate all submitted Campus Plans and Sponsor Applications prior to accepting or rejecting them.
- D. Conflicts of Interest:** Service as an Official shall not be used as a means for private benefit or inurement for any Official, a Relative thereof, or any entity in which the Official or Relative thereof has a Business Interest. A conflict of interest exists whenever an Official has a Business Interest or other interest or activity outside of the university that has the possibility, whether potential, actual, or perceived, of (a) compromising the Official's judgment, (b) influencing the Official's decision or behavior with respect to the START-UP NY Program, or (c) resulting in personal or a Relative's gain or advancement. Any Official who is an owner or employee of an entity that is the subject of any matter pertaining to the university's START-UP NY Program, or who has a Business Interest in any entity that is the subject of any matter pertaining to the university's START-UP NY Program, or whose Relative has such a Business Interest, shall not vote on or otherwise participate in the administration by the university of any START-UP NY matter involving such entity. Any Official or other campus representative who becomes aware of a potential, actual or apparent conflict of interest, either their own or that of another Official, related to a sponsoring university or college's START-UP NY program must disclose that interest to the President or Chief Executive Officer of the sponsoring college or university. Each such President or Chief Executive Officer shall maintain a written record of all disclosures of actual or potential conflicts of interest made pursuant to this policy, and shall report such disclosures on a calendar year basis, by January 31<sup>st</sup> of each year, to the University Auditor or to the Chancellor's designee, in which case the University Auditor shall be copied on the correspondence to such designee. SUNY shall then forward such reports to the Commissioner of Economic Development for the State of New York, who shall make public such reports.
- E. Exceptions:** There are no exceptions to this policy.

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## Definitions

**Business Interest** means that an individual (1) owns or controls 10% or more of the stock of an 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 an entity.

**Official** means an employee at the level of dean and above as well as any other person with decision-making authority over a campus' START-UP NY Program, including any member of any panel or committee that recommends businesses for acceptance into the START-UP NY program.

**Relative** means any person living in the same household as another individual and any person who is a direct descendant of that individual's grandparents or the spouse of such descendant.

**Sponsoring College or University** means any entity defined or described in NYS Education Law Sec. 352 and Article 126.

**START-UP NY Program** means the SUNY Tax-free Areas to Revitalize and Transform Upstate New York Program established by Article 21 of the Economic Development Law.

**Tax-Free NY Area** means vacant land or space designated by the Commissioner of Economic Development Article

21 of the Economic Development Law that is eligible to receive benefits under the START-UP NY program.

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## Other Related Information

[Start-Up NY Regulations](#); available at the [Start-Up NY Website](#).

At least thirty days before submitting the Campus Plan to the Commissioner of Economic Development the campus must provide a copy of the Plan to the chief executive officer of the municipality or municipalities in which the proposed Tax-free NY Area is located, local economic development entities, the applicable university or college faculty senate, union representatives and the campus student government. The campus shall include in their submission to the Commissioner of Economic Development certification of such notification, as well as a copy of any written response from chief executive officer of the municipality or municipalities in which the proposed Tax-free NY Area is located, local economic development entities, the applicable campus or college faculty senate, union representatives and the campus student government.

[StartUp-NY.gov](#) website and program information.

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## Procedures

[START-UP NY Program Participation, Procedures for](#)

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## Forms

[SUNY START-UP NY Campus Plan for Designation of Tax-Free Area\(s\) Memorandum](#)

[SUNY START-UP NY Campus Plan for Designation of Tax-Free Area\(s\) Template](#)

[START-UP NY Sponsoring University or College Application for Business Participation Memorandum](#)

[ESD START-UP NY Sponsoring University or College Application for Business Participation](#)

[ESD START-UP NY Business Application Instructions](#)

[ESD START-UP Business Application](#)

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## Authority

[State University of New York Board of Trustees Resolution 14-\( \) . START-UP New York Program Administration, adopted January 14, 2014](#)

[Law, New York Economic Development Law Article 21 \(Start-Up NY Program\)](#)

[Start-Up NY Regulations](#)

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## History

Enacted into law in June 2013, START-UP NY is a groundbreaking new initiative from Governor Andrew M. Cuomo that provides major incentives for businesses to relocate, start up or significantly expand in New York State through affiliations with public and private universities, colleges and community colleges. Businesses will have the opportunity to operate state and local tax-free on or near academic campuses, and their employees will pay no state or local personal income taxes.

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**Appendices**

There are no appendices relevant to this policy.

## ITEMS TO INSERT:

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

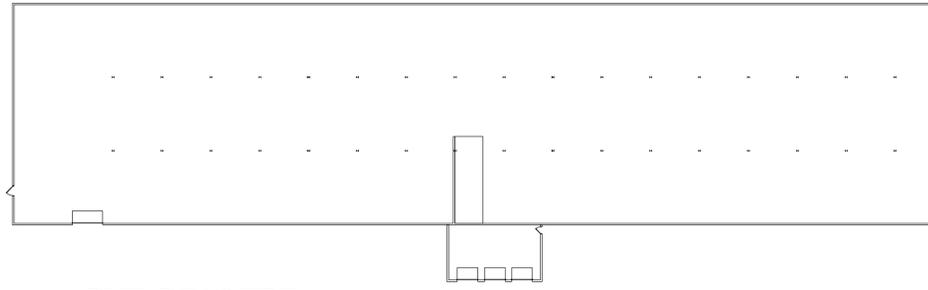
2.) COPY OF ANY OTHER APPLICABLE CONFLICT OF  
INTEREST POLICIES OR GUIDELINES

3.) EVIDENCE OF SUBMISSION OF TAX-FREE AREA  
PLAN TO INTERESTED PARTIES, I.E., COPIES OF  
CORRESPONDENCE SENT AND RECEIVED

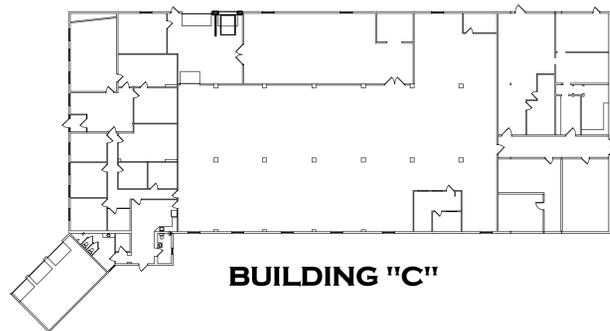
Note that program regulations require 30-day notice to potential stakeholders, including the chief executive officers of the municipality or municipalities in which the subject properties are located, a local economic development entity, faculty senate, campus student government, and union representatives, and require “evidence” of the campus’ communications to these local stakeholders. Please note that you **MUST** include copies of all correspondence in your formal submissions to SUNY and ESDC. It is important that the plan be mailed **via first class mail** to each of the unions representing state employees, including the local (or statewide if no local exists) leadership for UUP, CSEA, PEF, PBA, GSEU and NYSCOPBA. Community colleges must also notify the unions representing their employees. If you are unsure whom to contact, please let us know and we can assist you in making this notification.

# SUNY Start-Up NY Campus Plan

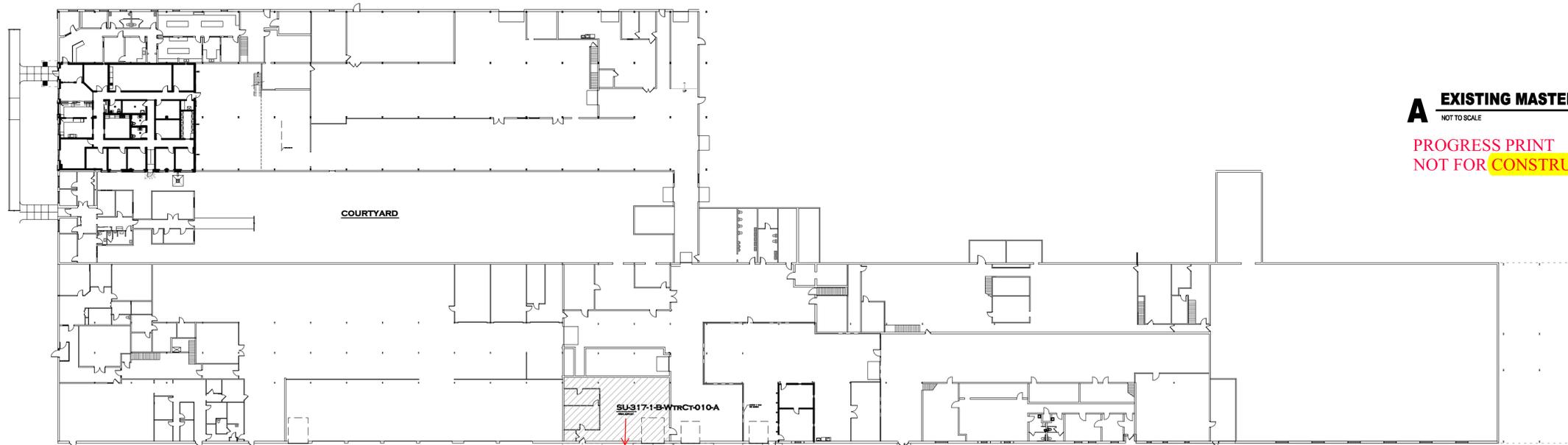




**BUILDING "D"**



**BUILDING "C"**



**BUILDING "A"**

**BUILDING "B"**

**STARBUCK AVE**

**A EXISTING MASTER PLAN**  
NOT TO SCALE  
**PROGRESS PRINT**  
**NOT FOR CONSTRUCTION**



522 Bradley Street  
 Watertown, New York 13601

[aubertinecurrier.com](http://aubertinecurrier.com)

Phone: (315)782-2005  
 Fax: (315)782-1472

The above Architect, Engineer or Land Surveyor states that to the best of his or her knowledge, information and belief, the plans and specifications are in accordance with applicable requirements of New York State. It is a violation of New York State Law for any person, unless acting under the direct supervision of a Registered Architect, Licensed Professional Engineer or Licensed Land Surveyor to alter this document in any way. If altered, such licensee shall affix his or her seal and the notation "altered by" followed by his or signature, date and a specific description of the alteration.  
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 AUBERTINE and CURRIER ARCHITECTS, ENGINEERS & LAND SURVEYORS, PLLC

**WATERTOWN INDUSTRIAL COMPLEX  
 MASTER PLAN**

**NEW YORK**

PROJECT NO:  
 SCALE: NOT TO SCALE  
 DRAWN BY: BMK  
 CHECKED BY:  
 ISSUE DATES:  
 02-09-2015

**MASTER PLAN**

**C1**





Parcel Boundary

N



0 80 160 Feet



**WIC 1**

**4-09-102.004**



E Hoard St

Purdy Ave

Henry St

Starbuck Ave

Grant St

Source: Esri, DigitalGlobe, GeoEye, i-cubed, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

Location	UniqueID	Owner
Watertown Center for Business and Industry	SU-317-1-B-WtrCt-010-A	Watertown Industrial Center Local Development Corporation

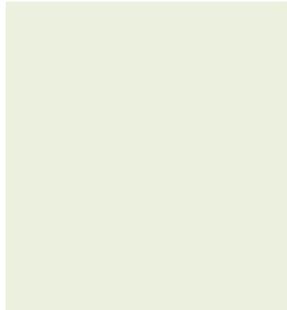
\* 1= on campus  
 2= 1 mile off campus  
 3= State Asset

\*\* 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

**Designated Land or Buildings Unique ID Standard**

*See Sheet 2: SUNY Unique ID Codes*

PropertyType	StreetAddress	City	ZipCode	ParcelID	Building	SpaceType	SqFt
1	800 Starbuck Avenue, Suite A-10	Watertown	NY	4-09-102.004	A-10	C	1900



Acres	Description	onCampus	Within1mileOfCampus	Latitude	Longitude
	1,900 s/f leasable space in Watertown Center for Business and Industry	Yes	Affiliation	43.986718	-75.893411

<b>Note</b>