



AGENDA

MEETING OF THE START-UP NY APPROVAL BOARD

FRIDAY, APRIL 10, 2015, 12:00 P.M.

STATE CAPITOL, ROOM 131
ALBANY, NEW YORK

- I. Welcome and Introductions
- II. Ratification of Minutes from START-UP NY Approval Board Meeting of 02/27/15
- III. Consideration of Rochester Institute of Technology Plan Amendment
- IV. Consideration of Syracuse University Plan
- 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, 401,717 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, February 27, 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 12:10pm. Chairman Kennedy proceeded to ask for introductions, first introducing himself and then Mr. Cupoli and Mr. Lackman followed. The first item on the agenda was 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. Cupoli so moved and Mr. Lackman second the motion. The Board then proceeded to a vote, and approved the minutes 3-0.

At 12:11, the Board turned to consideration of Iona College’s plan to designate an additional 50,000 ft² of off campus space in the same building as their satellite campus in Pearl River, Rockland County. This is an addition to a total of 9,089 ft² of “campus” space located at McSpedon Hall (6,890 ft²) and Hagan Hall (2,199 ft²) previously designated in their Plan approved on September 25, 2014. Ms. Judi Tholl of Empire State Development provided a summary of Iona College’s plan. Ms. Tholl summarized Iona College’s plan as follows:

- Iona is applying for designation of a total of 9,089 ft² of campus space. 2,199 ft² of space is being designated at Hagan Hall and 6,890 ft² at McSpedon Hall. This space was previously designated in their original Designation Plan. With this amended application, they are also requesting the designation of 50,000 ft² at 2 Blue Hill Plaza in Pearl River, Rockland County.

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 is located in the same building as their satellite campus and is considered to be in upstate NY.

Ms. Tholl further noted that Iona College has identified high tech companies specializing in large data analytics as potential START-UP NY partners. To date, Iona has been in discussion with two prospective companies that are interested in partnering with the newly formed Center for Health Care Analytics (under the business analytics umbrella of the Hagan School of Business) at the Westchester main campus. The first is interested in the discovery and development of biomarkers, molecular diagnostics and personalized therapies and anticipates the creation of 3 new jobs in year one with continued expansion planned. The second is in the business of high scale web mining and projects an estimated 10 new jobs by the end of year one. The College is working closely with the Rockland County EDC negotiating with an out-of-state company to locate to the Pearl River location. This business provides data-intensive organizations across the big data continuum with an efficient way to collect and process an ever-expanding data avalanche. The business will create over 150 net new jobs, some of which will be relocating from their existing location. They are working with a tenant representative who is negotiating the potential lease at 2 Blue Hill Plaza directly with the owner of the Plaza. They will also actively recruit software developers, sales engineers and IT professionals from Stony Brook as well as from graduate programs outside of the tri-state area.

At 12:16, Chairman Kennedy opened the floor to questions and comments regarding Iona College's plan to designate additional space as a Tax-Free NY Area.

Mr. Cupoli inquired as to whether the college's data mining plan was focusing on specific industry segments. Ms. Tholl replied that they will be focusing on the health field, and then expanding. Mr. Cupoli then asked whether Iona's plan had a connection to a major hospital. Ms. Tholl reported that she was not sure, and Mr. Cupoli observed that a major field like health care is very important and it would be helpful to have Empire State Development look at the possibilities of connecting the college's plan to a major health facility, as both have major roles in the state economy. Mr. Lackman had no questions.

At 12:17, Chairman Kennedy then asked if there was a motion to move to a vote on Iona College's plan. Mr. Lackman so moved and Mr. Cupoli seconded the motion. By a vote of 3-0, the Board voted to approve Iona College's plan.

Chairman Kennedy then indicated that the Board would proceed to consideration of the SUNY Maritime College plan to designate a Tax-Free NY Area. He noted that, though it is a SUNY school, pursuant to legislation, the board has to take action because it is located in the Downstate region. Ms. Patricia Hartle of Empire State Development provided a summary of SUNY Maritime College's plan, including that:



- SUNY Maritime College is a maritime college located in the Bronx in Fort Schuyler
- SUNY Maritime College is proposing 1,700 ft² of vacant space on campus in Fort Schuyler.
- Fort Schuyler houses the Library, Maritime Industry Museum, and the Center for Simulation and Marine Operations. Students use simulation in fulfillment of the US Coast Guard requirements as well as their degree requirements.

Ms. Hartle further noted that the college is dedicated to establishing partnerships with businesses that offer opportunities for internships, vocational training and experiential learning. They will target businesses that specialize in maritime simulation to include navigation, bridge, engineering, liquid cargo handling systems, and pier/terminal crane and staging system, including businesses in the formative stage of development or engaged in the design, development, and introduction of new high-technology products.

To date SUNY Maritime College has had three inquiries from maritime simulation high tech software companies -- two from out of state. These companies do not need a large footprint, but would benefit from being at a Maritime College where they can interact with cadets and licensed mariners who are part of the college.

At 12:18, Chairman Kennedy opened the floor to questions and comments regarding SUNY Maritime College's plan to designate space as a Tax-Free NY Area.

At 12:18, Mr. Lackman thanked Mr. Harmonick from ESD for walking him through the statutory language on conflict of interest. He then observed that the definition for "business interest" which then triggers "conflict of interest" is too loose. He noted that 10% ownership of stock of a company that is applying for START-UP NY is too low of a bar. He prefers the Niagara conflict of interest, which has a dollar limit of \$10,000 or up to 5%. He notes that Mr. Harmonick pointed out that definition of business interest is in the statute, and while Mr. Lackman will continue to vote yes, he thinks the language in the statute is not tough enough and if there was ever an amendment he would recommend tightening up that number.

Mr. Cupoli asked if there would be engagement between the existing individuals at SUNY Maritime College with this company. Ms. Hartle indicated there would be. Facilities will be used, and internships will be offered to existing students.

At 12:20, Chairman Kennedy made a motion to move to a vote on SUNY Maritime College's plan. By a vote of 3-0, the Board moved to approve the SUNY Maritime College's plan.



Chairman Kennedy then indicated that the Board would proceed to consideration of Niagara University's plan to designate a Tax-Free NY Area. Ms. Hartle provided a summary of the Niagara University plan, including that:

- Niagara University is proposing to designate 24,409 ft² of vacant space on campus.
- The area being proposed consists of 9,409 ft² of vacant space at DePaul Hall -- once home to the science departments prior to the opening of the B. Thomas Golisano Center and 15,000 ft² of vacant land on campus - directly off the newly enhanced entrance to campus off NY Route 31 with direct highway access from the Canadian border crossing at the Lewiston Porter International Bridge.

Ms. Hartle indicated that Niagara University will work to attract businesses that will provide internships and training opportunities for students; workforce opportunities for students and graduates, as well as partnerships and advancement for faculty and students. The types of businesses Niagara University will target are technology-related hospitality and tourism, the health and life sciences, such as research and development of pharmaceuticals or devices, advanced manufacturing and advanced technology.

Ms. Hartle noted that the University has refrained from marketing the space to businesses until designation; however, to date they have received inquiries on the vacant land for construction of new facilities from interested businesses.

At 12:22, Chairman Kennedy opened the floor to questions and comments regarding Niagara University's plan to designate a Tax-Free NY Area. There were no questions. Chairman Kennedy made a motion to move to a vote on SUNY Maritime College's plan. By a vote of 3-0, the Board moved to approve the SUNY Maritime College's plan.

Chairman Kennedy then indicated that the Board would proceed to consideration of Villa Maria's plan to designate a Tax-Free NY Area. Ms. Hartle provided a summary of the Villa Maria College plan, including that:

- Villa Maria College is proposing to designate 2,324 ft² of vacant space on campus in the Student Center. The area being proposed consists of two office-ready spaces that can easily accommodate multiple businesses.
- Villa Maria College is dedicated to establishing partnerships through the START-UP NY program with entrepreneurial, innovative, high-tech, and high-growth potential business that will align with the mission of the college.



Ms. Hartle went on to note that the types of businesses Villa Maria College will partner with in the START-UP NY program are graphic design, animation, web design, digital media, interior design, recording studios, music industry, fashion industry and design, filmmaking companies, theatre companies, advertising films and public relations and communications.

Villa Maria College will seek businesses that stand out in terms of their commitment to the academic mission of the institution. In considering businesses for partnership, the college will weigh opportunities for student internships, mentoring, and training as well as opportunities to hire graduates and enhance current academic programs and potential partnership with faculty in terms of research and curriculum and promote local and regional economic development.

To date Villa Maria College has had an inquiry from an animation/software development company interested in locating at Villa Maria College for START-UP NY. If approved, they will further market their space to the industries identified.

At 12:24, Chairman Kennedy opened the floor to questions and comments regarding Villa Maria College's plan to designate a Tax-Free NY Area.

Mr. Cupoli asked whether there was an existing supply chain in the immediate area that would enhance or accelerate the growth in the area. Ms. Hartle noted that she was not sure if there were any in the immediate area.

Chairman Kennedy then asked if there were any more questions. There were none. At 12:25, Chairman Kennedy made a motion to move to a vote on Villa Maria College's plan. By a vote of 3-0, the Board moved to approve the Villa Maria College's plan.

Chairman Kennedy then moved on to administrative business of appointing staff to the board. He noted that during the December meeting, Ms. Jennifer Chung, Counsel to the Board left state government to pursue work in the private sector. He then identified Phillip Harmonick, Assistant Counsel at ESD and the current Secretary to the Board as a candidate for the position of Counsel to the Board. Mr. Cupoli made a motion to move to a vote on appointing Mr. Harmonick to Counsel of the Board. Mr. Lackman seconded the motion. Mr. Harmonick's appointment was approved by a vote of 3-0.

Chairman Kennedy then noted that Mr. Harmonick's appointment left the role of Secretary to the Board vacant. He then identified Alison Walsh, Assistant Vice President of Public Policy, Planning and Incentives at ESD as a candidate for the position. Mr. Cupoli made a motion to move to a vote on appointing Ms. Walsh to Secretary of the Board. Mr. Lackman seconded the motion. Ms. Walsh's appointment was approved by a vote of 3-0.



Chairman Kennedy then noted that the next meeting would be in April or May and indicated that the annual report on START-UP NY will be out in April. Chairman Kennedy then adjourned the meeting.

Respectfully submitted,

Alison Walsh



MEETING OF THE START-UP NY APPROVAL BOARD

FRIDAY, APRIL 10, 2015, 12:00 P.M.

**STATE CAPITOL, ROOM 131
ALBANY, NEW YORK**

Resolution 021

WHEREAS, Rochester Institute of Technology 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 Rochester Institute of Technology's amended Plan, a copy of which is attached hereto, proposing to remove the designation of vacant space on the first floor of the Center for Urban Entrepreneurship, located at 40 Franklin Street in Rochester, and to designate vacant space on the second floor of the Center for Urban Entrepreneurship, 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), Rochester Institute of Technology's amended Plan to sponsor alternative vacant space as a Tax-Free NY Area, resulting in a net decrease of 5,170 ft² of designated space.

Resolution 022

WHEREAS, Syracuse University has submitted a 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 Plan, a copy of which is attached hereto, proposing to designate 6,485 ft² of vacant space on the third floor of a warehouse, located at 110 Marcellus Street in Syracuse, 8,756 ft² of vacant space on the first floor of the King & King building, located at 358 West Jefferson Street in Syracuse, 6,720 ft² of vacant space on the fourth floor of the Rockwest Building, located at 1001 West Fayette Street



in Syracuse, 3,242 ft² of vacant space on the second floor of the CASE Science and Technology Building, located at 123 College Place in Syracuse, and 6,765 ft² of vacant space at the Syracuse Center of Excellence, located at 727 East Washington 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 Plan to sponsor a Tax-Free NY Area, encompassing the abovementioned vacant space, of 31,968 ft².

DRAFT

Rochester Institute of Technology

Presentation to Board

Rochester Institute of Technology 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).

START-UP New York and Key Business Sectors

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 will also correct an error in the calculation of square footage on floors three and four at 40 Franklin.

The amendment being proposed will result 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.

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.

The college has targeted businesses for high-tech; sustainability & green technology; manufacturing; game design & development; film and animation; software development; information technology; cyber security; aerospace and imaging. As a reminder, 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.

**SYRACUSE UNIVERSITY
PROPOSED DESIGNATION PLAN
APRIL 1, 2015**

Syracuse University (SU) is a private independent research university located in Syracuse, NY. The campus is located east and southeast of downtown.

Syracuse University will implement the STARTUP NY program by leveraging their nationally ranked programs, international locations, research concentrations and extensive network of alumni to attract eligible companies to underutilized urban properties in Syracuse. They will seek 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.

SUMMARY OF TAX-FREE SPACE PROPOSED FOR DESIGNATION

Syracuse University is proposing 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, Rockwest - part of one floor)

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.

The 31,968 ft² of space proposed for designation by Syracuse University would be applied against 2.4 million ft² that may be designated by private colleges and universities in upstate New York.

To date, 401,717 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.



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

Re: Rochester Institute of Technology Campus Plan for Designation of Tax-Free Area(s) ("Campus Plan")

Date: March 27, 2015

For campus Office of the President:

The arrangement documented in the attached Campus Plan is aligned to the academic mission of [insert campus name] and in accordance with all policies, procedures, and guidelines.

Signature of campus President

William W. Destler

Print Name

To: Howard Zemsky, President & CEO Designate, Empire State Development and
Acting Commissioner, NYS Department of Economic Development
From: President William W. Destler of Rochester Institute of Technology
Re: Rochester Institute of Technology's Campus Plan for Designation of Tax-Free Area(s)
Date: March 27, 2015

I, President Destler of Rochester Institute of Technology hereby certify the following:

- a.) 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

3/27/15
DATE



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

Campus Name: Rochester Institute of Technology
Campus Contact Name: Dr. Ryne Raffaele
Campus Contact Title: Vice President of Research
Campus Contact E-mail: rrsps@rit.edu
Campus Contact Phone: 585-475-2055

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: Rochester Institute of Technology
Campus Address: 30 Lomb Memorial Drive, Rochester, NY 14623
Address(es) of Proposed Tax-Free NY Area(s): (1) 40 Franklin Street, Rochester NY 14604 (2) 125 Tech Park Drive, Henrietta, NY 14623
Description of Physical Characteristics of Proposed Tax-Free NY Area(s): (1) Free standing building in core business area of Rochester, NY (2) Free standing building in office park adjacent to campus

- 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:

50,911 Square Feet

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

RIT will seek to establish partnerships through the START-UP NY program with high-tech, high-growth potential, job-generating companies that are aligned with RIT's academic and research and economic development priorities.

RIT has core strengths in sustainability, green technology, manufacturing, sustainable manufacturing, game design and development, film and animation, software development, information technology, cybersecurity, access technologies, aerospace, and imaging, among others.

- 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.

RIT's mission is to provide a broad range of career-oriented educational programs with the goal of producing innovative, creative graduates who are well-prepared for their chosen careers in a global society. RIT's cooperative education program, which requires career-related on-the-job experience as part of our degree programs, provides the university, and its students and graduates, with unique and extensive corporate partnerships. RIT has ongoing partnerships with nearly 2,000 companies across the country that employ our co-op students and graduates; each year 3,500 RIT students engage in cooperative education, more than 40 percent of these experiences are with companies in the greater Rochester region. In a typical year, one-third to one-half of greater Rochester's top 100 privately-held firms are employer partners of RIT.

- 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.

All of the properties proposed would be occupied by companies whose business and relationship to RIT will generate positive community and economic benefits.

40 Franklin Street

The property at 40 Franklin Street is located in an economically distressed area in the City of Rochester and will soon house the Center for Urban Entrepreneurship on the 1st floor.

The Center for Urban Entrepreneurship (CUE), located in the heart of the downtown business district at 40 Franklin Street (the historic Rochester Savings Bank), will help reshape the regional economy and build wealth within the urban community by being the hub for urban entrepreneurial programs and research. CUE provides a viable and successful vehicle to develop a new culture of entrepreneurship in the region, with a particular emphasis on the most underserved populations in the nine-county region. RIT is proposing the second, third and fourth floor of 40 Franklin Street for tax-free designation. Companies that will occupy this space will be high-tech businesses that will employ Millennial Generation young professionals dedicated to and supportive of the transformation of Rochester's urban core. RIT anticipates proposing businesses for 40 Franklin Street that have elected to grow in New York because of their immediate access to our students through our cooperative education program as well as our graduates. 21,075 SF (leasable) will be available on the designated floors.

Venture Creations

RIT's Venture Creations incubator is a place where mid-seed stage companies can advance their concepts on their way to joining the ranks of profitable, viable businesses in New York State. Located at 125 Tech Park Drive, adjacent to RIT's main campus, Venture Creations facilitates regional economic development and supports its member companies through a two-fold mission:

- To support the creation of new technology-based businesses which create well-paying jobs in the Finger Lakes region of New York State.
- To provide experiential learning in entrepreneurship to RIT's students and faculty

In furtherance of its mission, Venture Creations provides companies with:

- Experienced on-site staff who can provide assistance in evaluating business opportunities, support for developing business plans or preparing grant applications, and coaching/guidance in the development of your business
- Access to RIT's faculty and wide range of resources
- Access to our service provider network
- Connections to potential investors
- Student co-ops and interns
- A venture mentoring service

RIT's Venture Creations incubator has had a strong track record of success in graduating companies and retaining those companies and their employees in the region. At least two of the current companies located in Venture Creations are poised to "graduate" and have the potential to take advantage of the START-UP NY program. RIT will work with these companies to help them identify appropriate START-UP facilities in the

region for them to relocate. This will free up space in Venture Creations for new companies to locate and to utilize the benefits of START-UP NY in our START-UP designated space. We are proposing designation of the entire Venture Creations space as eligible for START-UP, and as new companies come to us we will work with them to develop their applications for START-UP benefits

- 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?

RIT has sought to create a process that is transparent and accessible to any business interested in partnering with us to advance the Rochester and Finger Lakes Region economy.

STEP #1 – SUBMIT APPLICATION TO RIT FOR UNIVERSITY'S DESIGNATED START-UP FACILITIES

Applicants will apply on-line by filling out an application at www.rit.edu/startup. Information required will include: contact information, company description, and the START-UP NY business category under which the applicant will be applying. The State designated business categories are: New Business, Existing NYS Business Expanding, Previous NYS Business relocating to NYS, and NYS Incubator Graduate.

The output of Step #1 will be a completed application received by RIT.

STEP #2 – CONDUCT PRELIMINARY ELIGIBILITY ASSESSMENT

Applicant will meet with RIT Evaluation Team to review:

- The Applicant's business,
- The RIT and State selection processes,
- The State's requirement for a competitive analysis, and
- The potential job creation opportunities associated with the applicant business.

The Evaluation Team will consist of a representative from the RIT Office of Government & Community Relations, the Office of the Senior Vice President for Finance & Administration and the Office of the Vice President for Research.

The output of Step #2 will be confirmation that the Applicant meets all the State's requirements related to Sponsor's Core Mission, Prohibited Businesses, Liabilities, Business Category, and Job Creation. See SELECTION CRITERIA below.

STEP #3 – COMPLETE COMPETITIVE ANALYSIS

The Applicant and the RIT Evaluation Team will collaborate on completing the competitive analysis as required by the State process. This will include:

- Reviewing the selected "Community," as defined by the START-UP NY regulations
- Advising the Applicant on selecting their NAICS code (if not previously selected and reported to a government agency).
- Reviewing a list of commercially available databases to determine if there are any obvious competitors in the defined "Community"
- Reviewing any companies in the "Community" that might be considered possible competitors.

If this analysis does not identify any competitors, a request will be submitted to ESD to determine if their confidential DOL database identifies any competitors.

If both the RIT and ESD review fail to identify any competitors, a notice will be put in the local newspaper per the START-UP NY regulations for five days, allowing potential competitors to identify themselves.

The output of Step #3 will be formal documentation related to possible competitors in the local community. Confirmation that there are no competitors or approval by ESD that an exception is granted will be required to advance to Step #4.

STEP #4 – VALIDATE APPLICANT

If a company passes the competitive analysis test, the next step will be to more thoroughly validate the applicant's business model and technology. The nature of the review will be based on the START-UP NY business category chosen by the Applicant and its alignment with RIT's programs and job creation potential.

The output of Step #4 will be a formal presentation that will be given to the RIT Approval Committee.

STEP #5 – PRESENT TO RIT APPROVAL COMMITTEE

The final step in the RIT evaluation process will be a formal review and approval by a three person Review Committee made up of RIT's Vice President of Research, RIT's CFO, and a member of the RIT Board of Trustees.

The output of Step #5 will be the Approval Committee's agreement to be the Applicant's sponsor.

STEP #6 – SUBMIT FINAL APPLICATION TO STATE

If the Review Committee approves the Applicant, RIT will then work with the Applicant to develop the balance of the information required by the Sponsor application to NYS, with the focus being on new job creation.

The output of Step #6 will be a completed application accompanied by all the required supporting documentation.

SELECTION CRITERIA

If RIT is to “sponsor” an Applicant, the Applicant must meet the following criteria:

Core Mission – Applicant must “align with or further the academic mission” of RIT.

Eligible Business – Applicant must not be any of the business types that are prohibited by the State from being in a START-UP NY program.

Liabilities – Applicant must not owe taxes or be in violation on any “worker protection and environmental laws and regulations”.

Business Category – Applicant must prove its eligibility for one of the four State-defined business categories that are eligible for START-UP NY, as listed in Step #1.

Job Creation – Applicant must be willing to commit to specific job creation upon applying for START-UP NY, with milestones for achieving new jobs identified. Number of new jobs and timing for achieving them will be a factor in selecting companies for RIT’s designated START-UP facilities.

Competitors – Applicant must have no competitors in the community in which it will be located.

LISTING

Location	16V Incubator	Owner	Property Type*	StreetAddress	City	ZipCode	ParcelID	Building	SpaceType**	SqFt	Acres	Description	onCampus
hester	no	RIT	1	40 Franklin St.	Roch.	14604	106.80-1-30	40 Franklin	B	21,075	n.a.	2nd, 3rd & 4th Floors	Yes
Irletta	yes	RIT	1	125 Tech Park Dr.	Roch.	14623	161.03-1-18.1	125 Tech Park Dr.	A	29,836	n.a.	1st & 2nd Floors	Yes

** 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

= on campus
 1 mile off campus
 state Asset

Conflict of Interest Policy for START-UP New York Program

I. Introduction

Rochester Institute of Technology (the "University") participates in New York State's START-UP 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 university, the University 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 University's START-UP 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 University becomes aware of in the course of administering the University's START-UP NY program. This policy states the University's Conflict of Interest Policy as it relates to the Start-Up New York Program and is designed to protect the integrity of the University and the Start-Up New York Program.

II. Scope of Policy

This policy applies to Officials of the University and requires that any Conflict of Interest, real or perceived, be self-disclose to the President of the University.

III. Definitions

The definitions in this policy are drawn primarily from the New York Economic Development Law § 439 and 5 NYCRR § 220.2.0. Terms not defined elsewhere in this policy are defined below:

"Conflict of Interest" means any circumstance in which the personal, professional, financial, or other interests of a University Official may potentially or actually diverge from, or may be reasonably perceived as potentially or actually diverging from, his or her obligations to the University and the interests of the University in connection with the University's START-UP NY program. It includes indirect conflicts, such as benefits provided to a Relative of a University Official. Notably, University Official does not have to actually do anything improper for a Conflict of Interest to exist; the conflict exists by virtue of a relationship that could result in an undue influence on the University Official's judgment.

"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.

"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.

"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.

“University Official” means any Trustee of the University, any employee or other person involved in the administration of the University at the level of dean and above, as well as any other person with decision-making authority over the University’s START-UP NY Program.

IV. Statement of Policy

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

No Official who is a vendor, or employee of a vendor, of goods or services to the University that is a participant in the START-UP NY Program or 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 University of any transaction with such vendor. Service as a University Official shall not be used as a means for private benefit or inurement for the University Official, a Relative thereof, or any entity in which the University Official or Relative thereof has a Business Interest.

V. Procedures

Upon becoming aware of an actual or potential conflict of interest, a University Official shall advise the University president of his or her or a Relative’s Business Interest in any such existing or proposed vendor with the University. The University president, in consultation with appropriate individuals, shall determine whether the Conflict of Interest exists, and the appropriate resolution. The existence and resolution of the Conflict of Interest must be documented by the University president or his or her designee, and reported to the Vice President of Research, and the University’s auditors. The University shall forward such reports to the Commissioner of Economic Development for the State of New York annually.

VI. Record Management

The existence and resolution of the Conflict of Interest must be documented by the University president or his or her designee, and reported to the Vice President of Research and the University’s auditors. The University shall forward any such reports to the Commissioner of Economic Development for the State of New York by January 31 of each year.

VII. Responsible Office

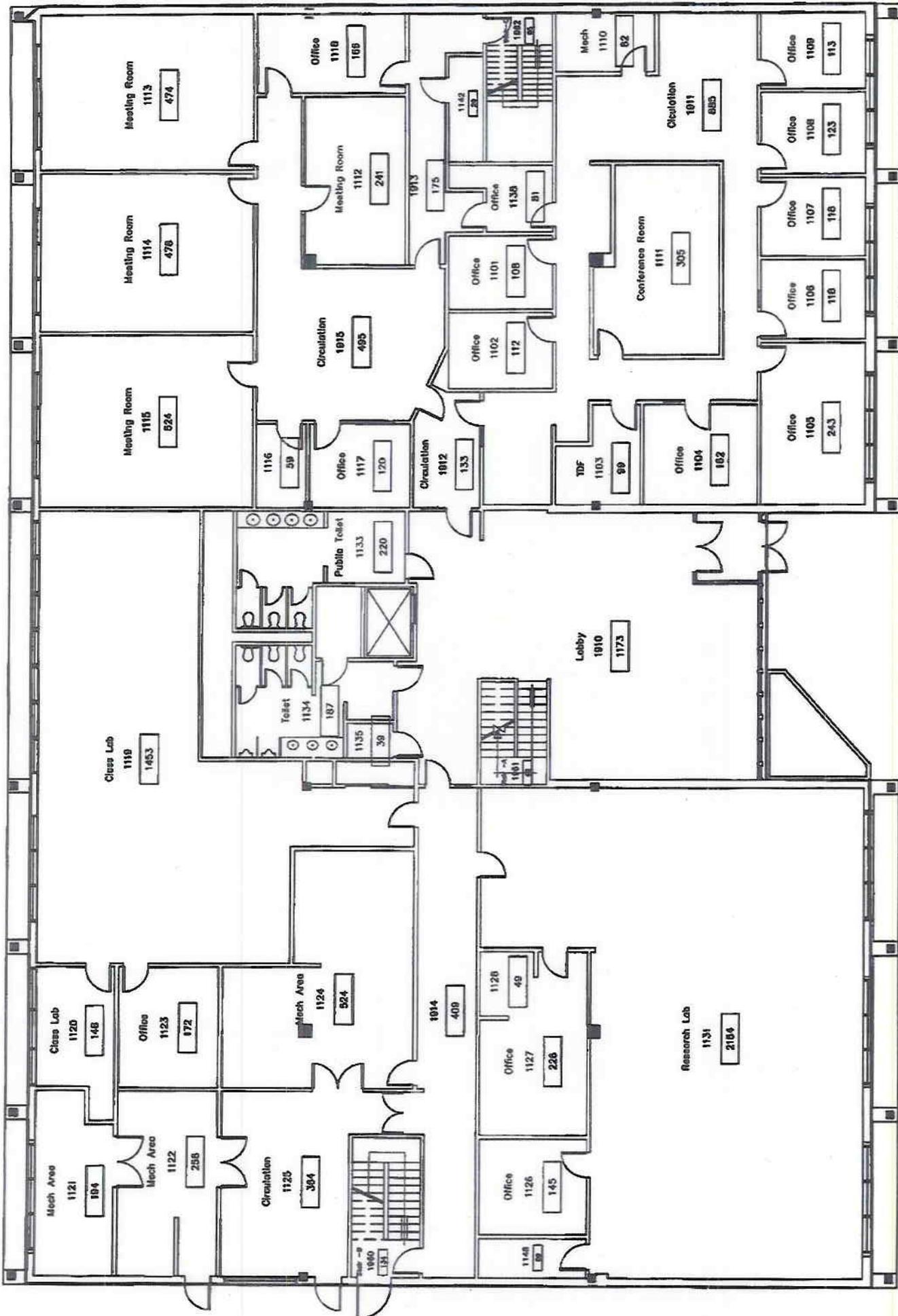
The Office of Vice President of Research, in consultation with appropriate University offices, shall may make changes to this policy from time to time, as deemed appropriate. The Vice President for Research shall oversee the implementation of this policy.



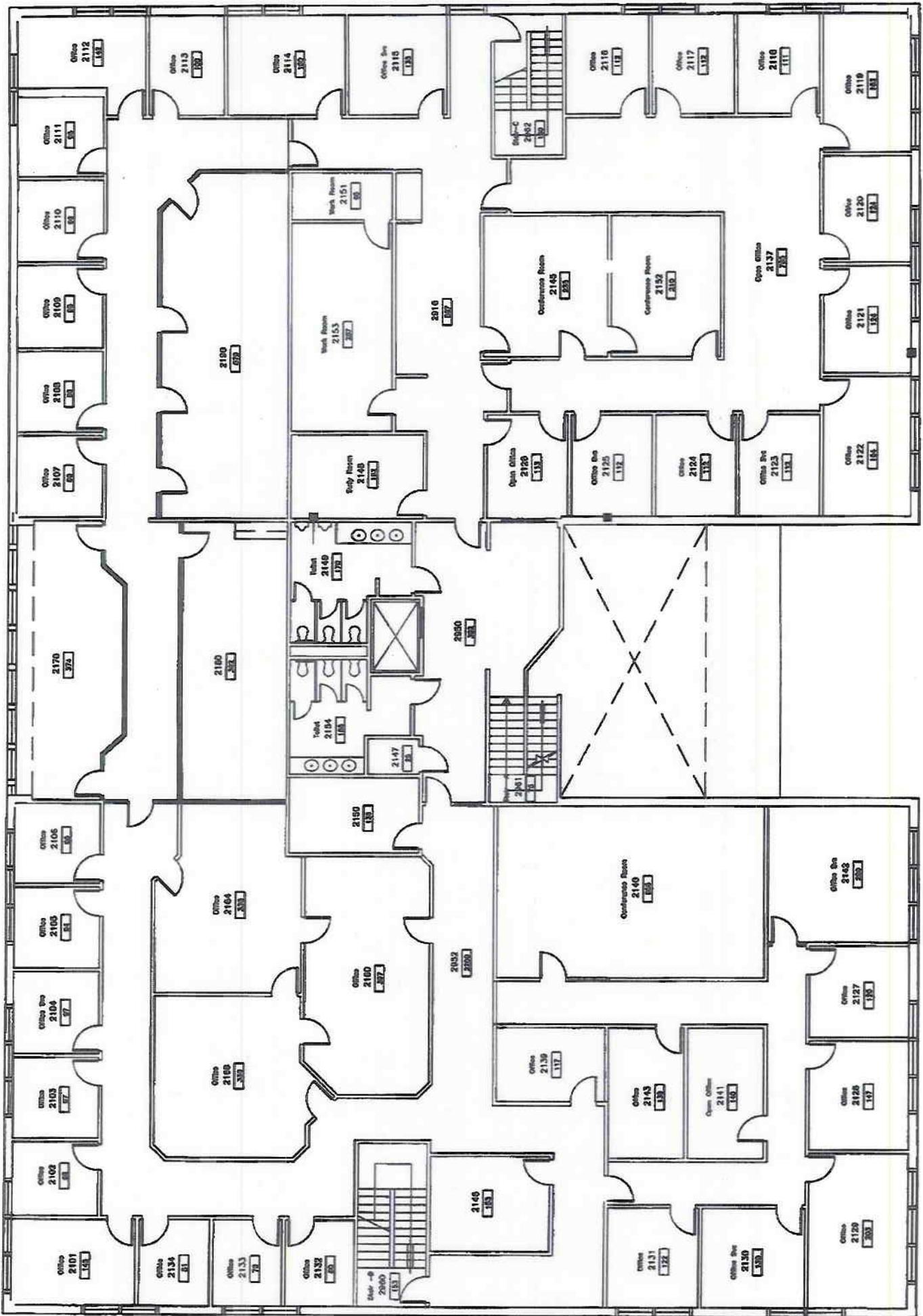
Google earth



125 TECH PARK DRIVE



Venture Creations Incubator-VCI-Building 150-First Floor Plan



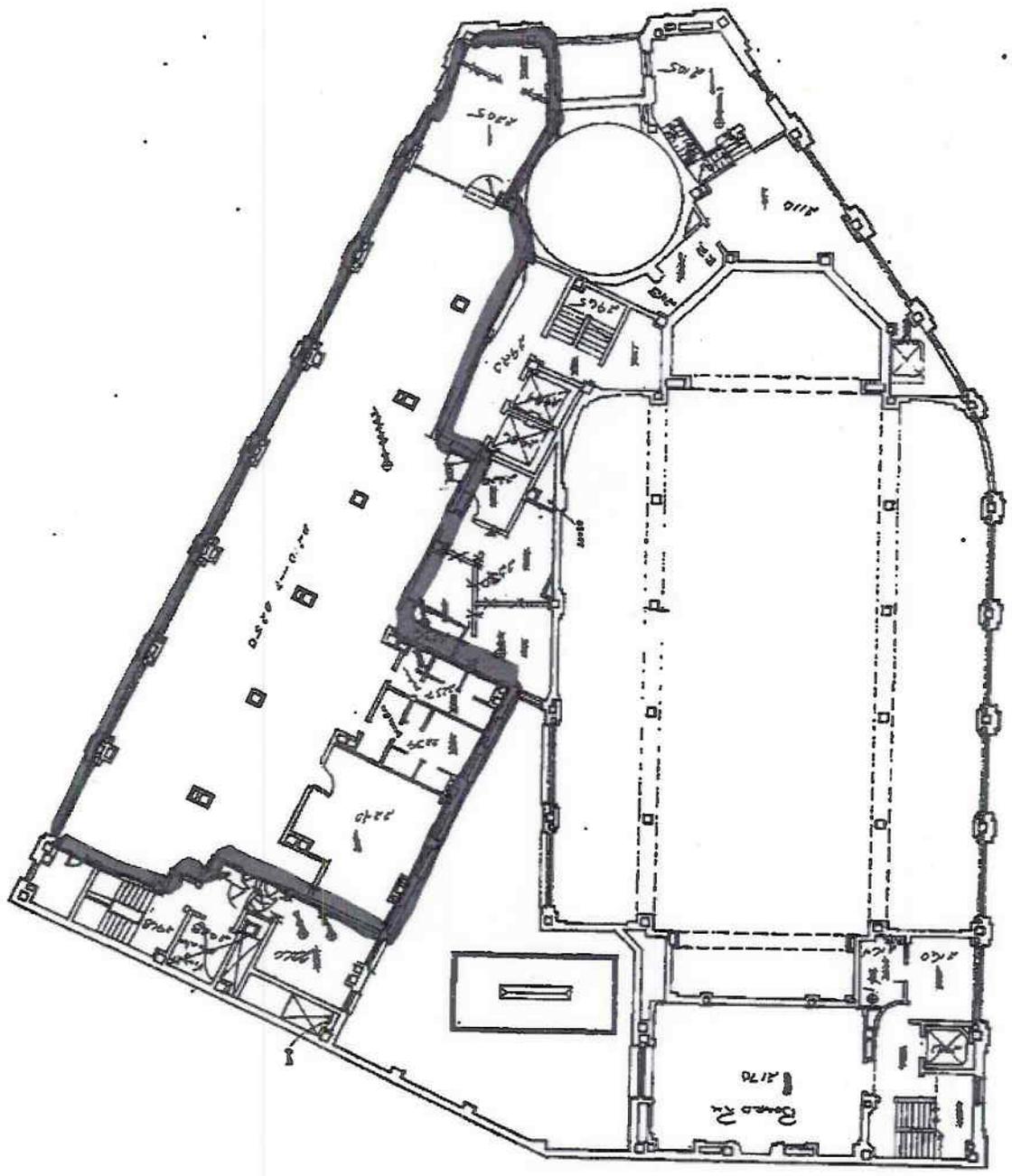
Venture Creations Incubator-VCI-Building 150-Second Floor Plan



Google earth



40 FRANKLIN ST.



SECOND FLOOR

4,000 sq ft

Consultant Name and Logo

Consultant Stamp with Logo

Consolidated Project Reference
System No. _____ Checkbook No. _____
Proj. No. _____ Proj. P. _____
Client No. _____

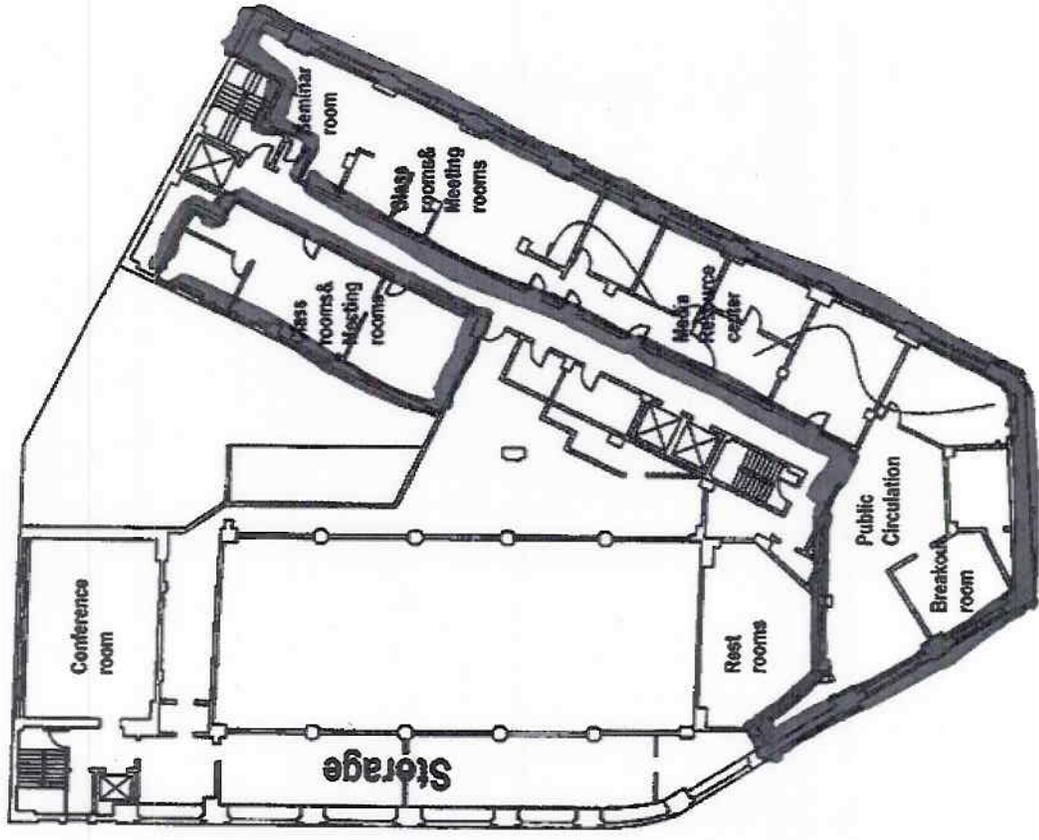
Issuing Office Code
Approved Signature & Date
Checkbook No. _____ Date _____
Checkbook _____ Date _____
Drawn _____ Date _____
Checked _____ Date _____

Architect/Engineering Firm
R I T
40 Franklin St.
Rochester, NY

Project Name
40 Franklin St.
Rochester, NY
Proj. No. _____
Proj. P. _____
Client No. _____

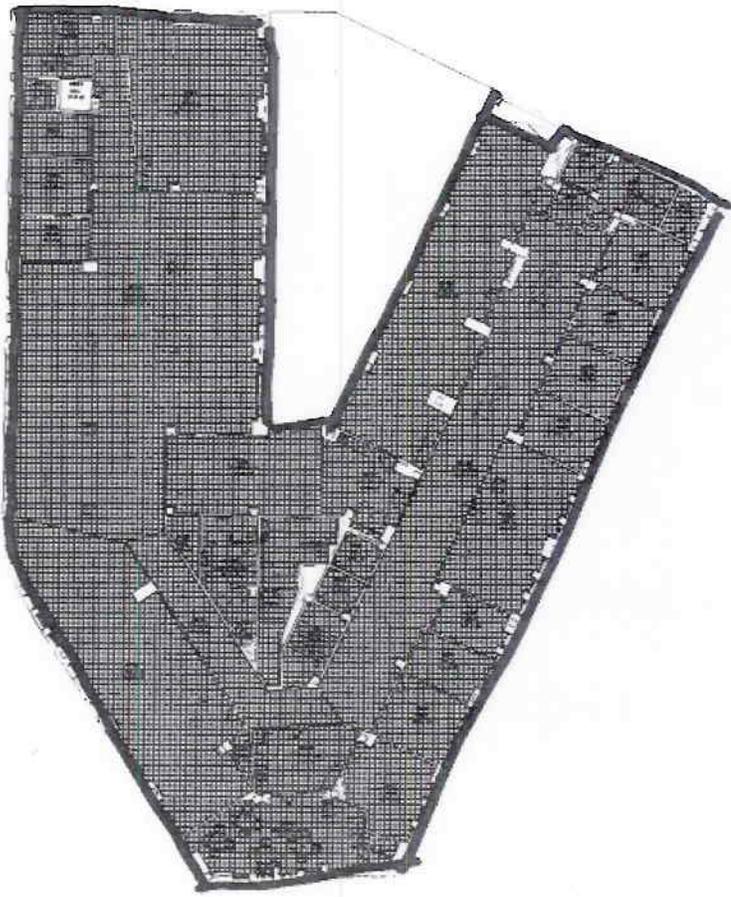
Revision
No. _____ By _____ Description _____

Scale
40 Franklin St.
Third Floor

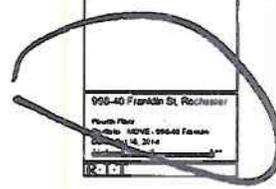


THIS GENERAL DRAWING IS DATED

5,000 sq ft



RIT	
Department	
<input type="checkbox"/> 1000	1000
<input type="checkbox"/> 1001	1001
<input type="checkbox"/> 1002	1002
900-40 Franklin St, Rochester	
Fourth Floor	
Project: 1000E, 00000 Form	
10/18/14	
10/18/14	



4th Floor
12,075 sq ft

**SYRACUSE UNIVERSITY
START-UP NEW YORK PLAN**

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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

Campus Plan for Start-Up New York

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 31,968 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 seeks 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

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

March 2015

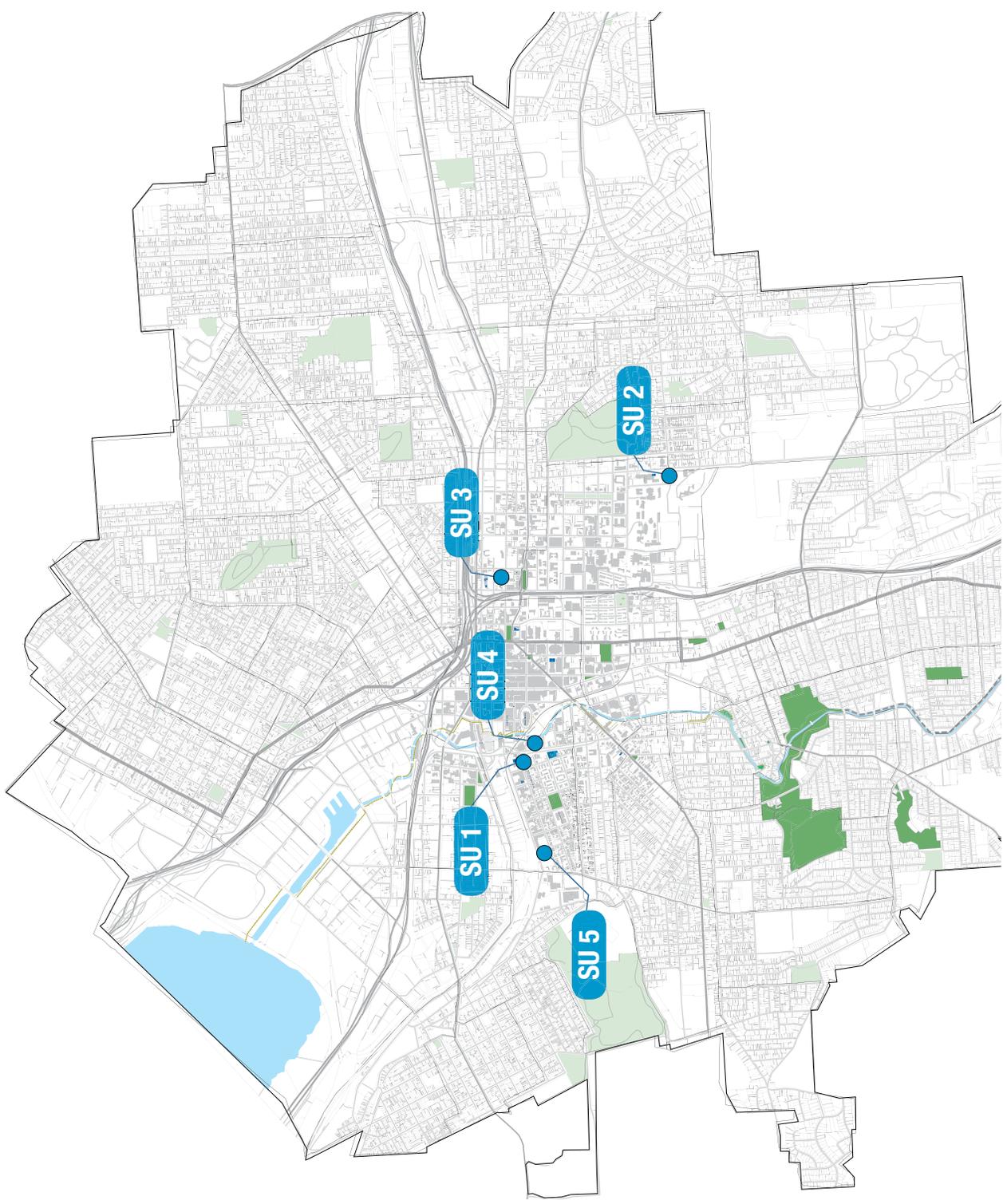
Location	UniqueID	Owner	PropertyType	StreetAddress	City/Town	ZipCode	Parcel ID	Building	Space Type	Sq Ft.	Description	Latitude	Longitude
City of Syracuse	SU1	Near West Side Initiative, Inc.	2	110 Marcellus Street	Syracuse	13204	100.-06-01.1/3	Case 3	C	6,485	Part of 3rd floor	43.025228N	76.093444W
City 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	KINK 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

* 1= on campus
2= off campus

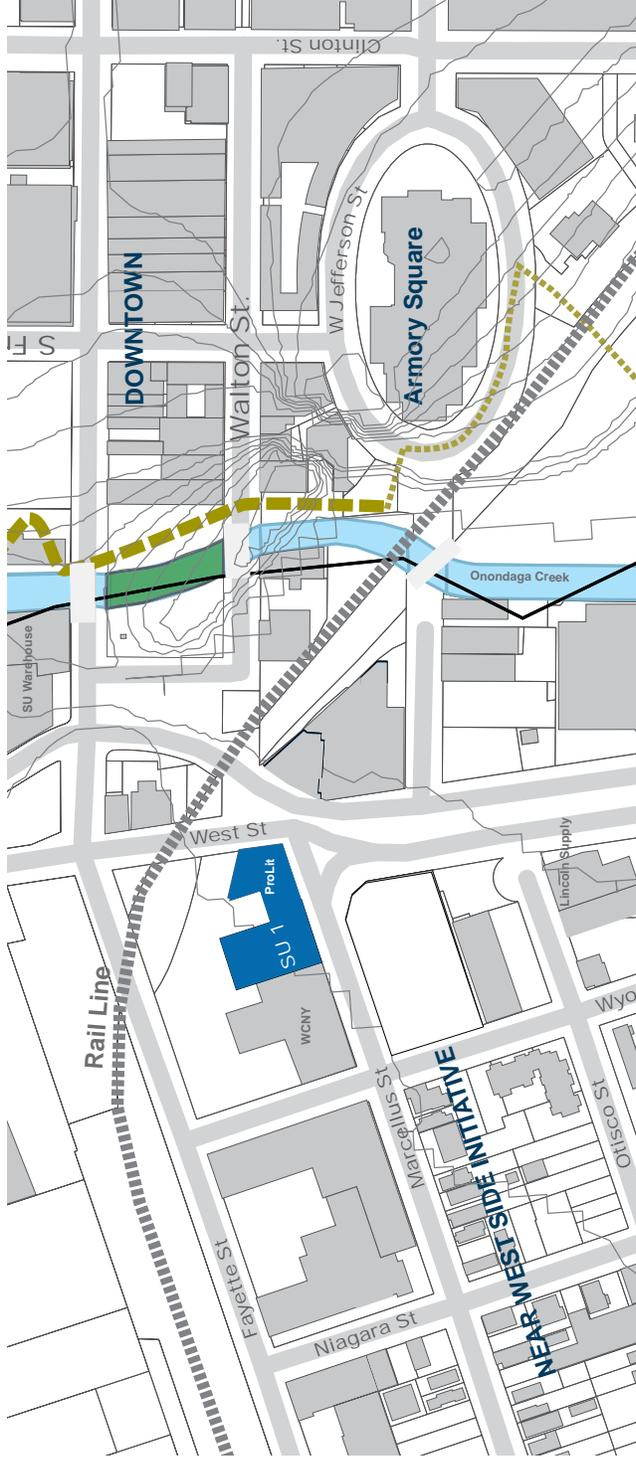
** C=Area within building

Total Square footage: 31,968

2.) Start-Up NY Master Map

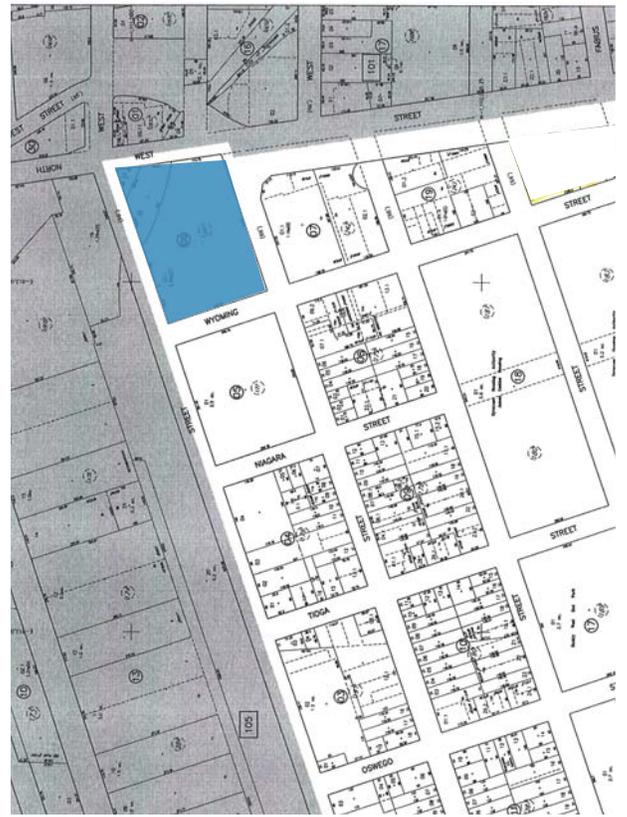


3.) SU 1 - CASE 3 Building - Neighborhood Map



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



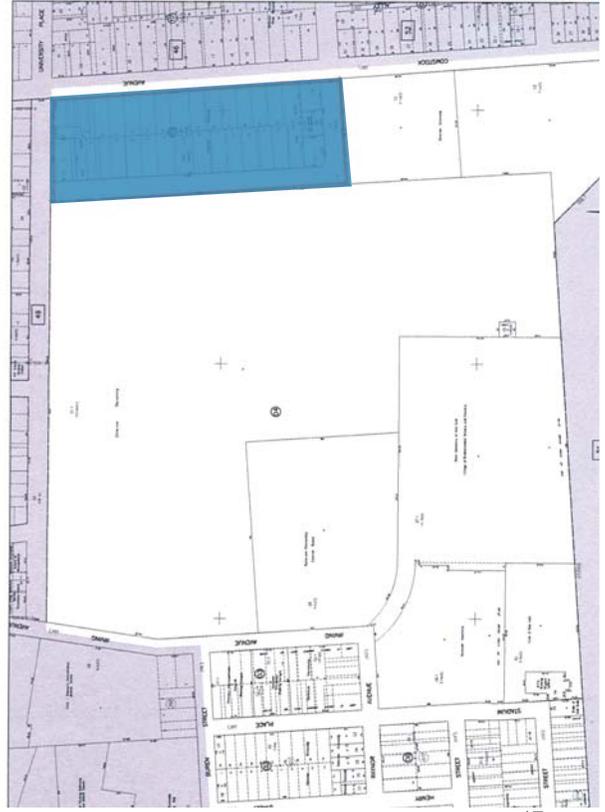
Parcel Map

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



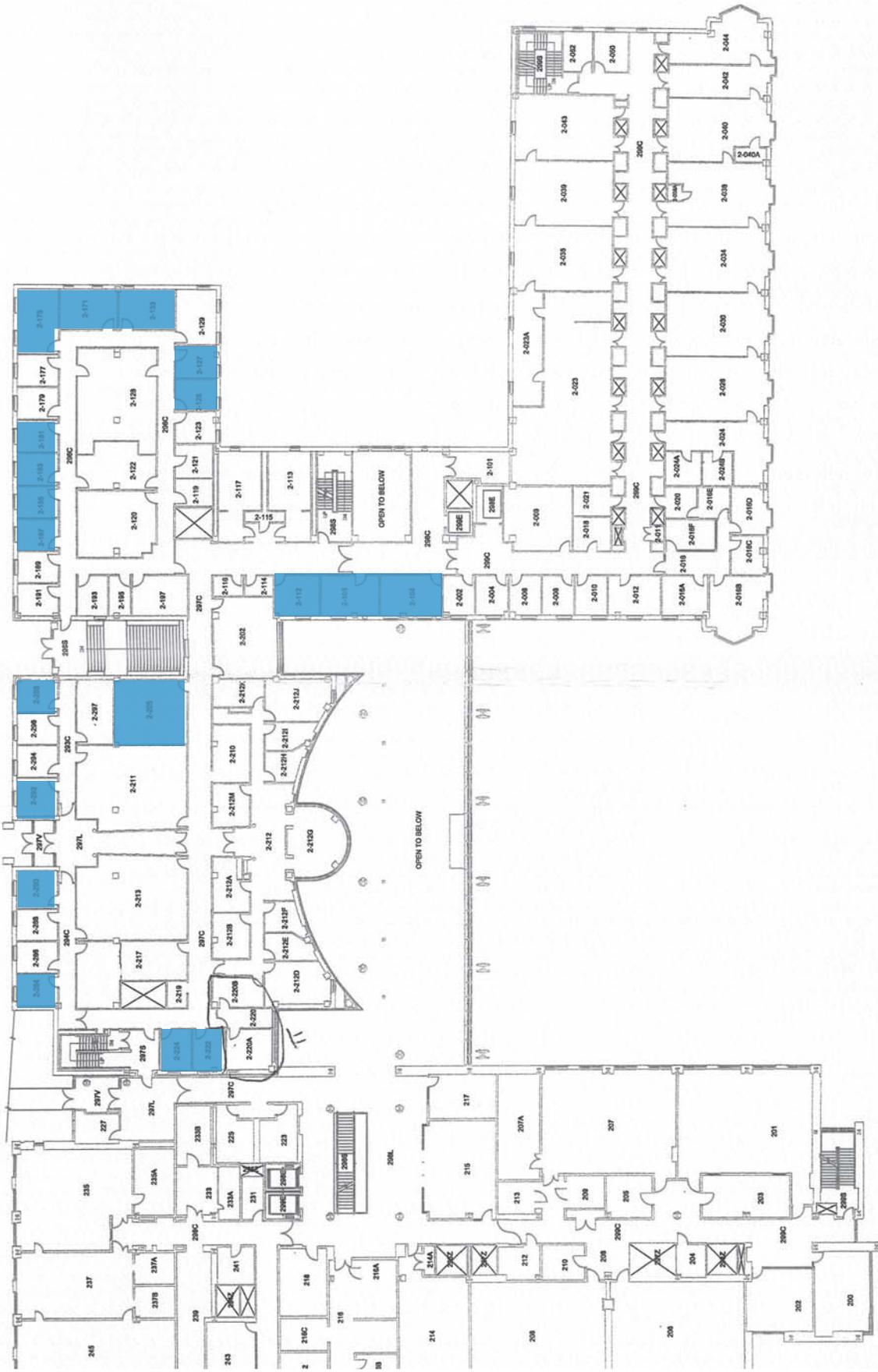
Property Information
 City of Syracuse
 Syracuse University
 On Campus
 123 College Place
 Syracuse, 13210
 Parcel ID: 050.-05-09.1
 Case Science and Tech
 3,242 sq sf
 Parts of 2nd floor
 Census Tract 43.02.2

Site Plan



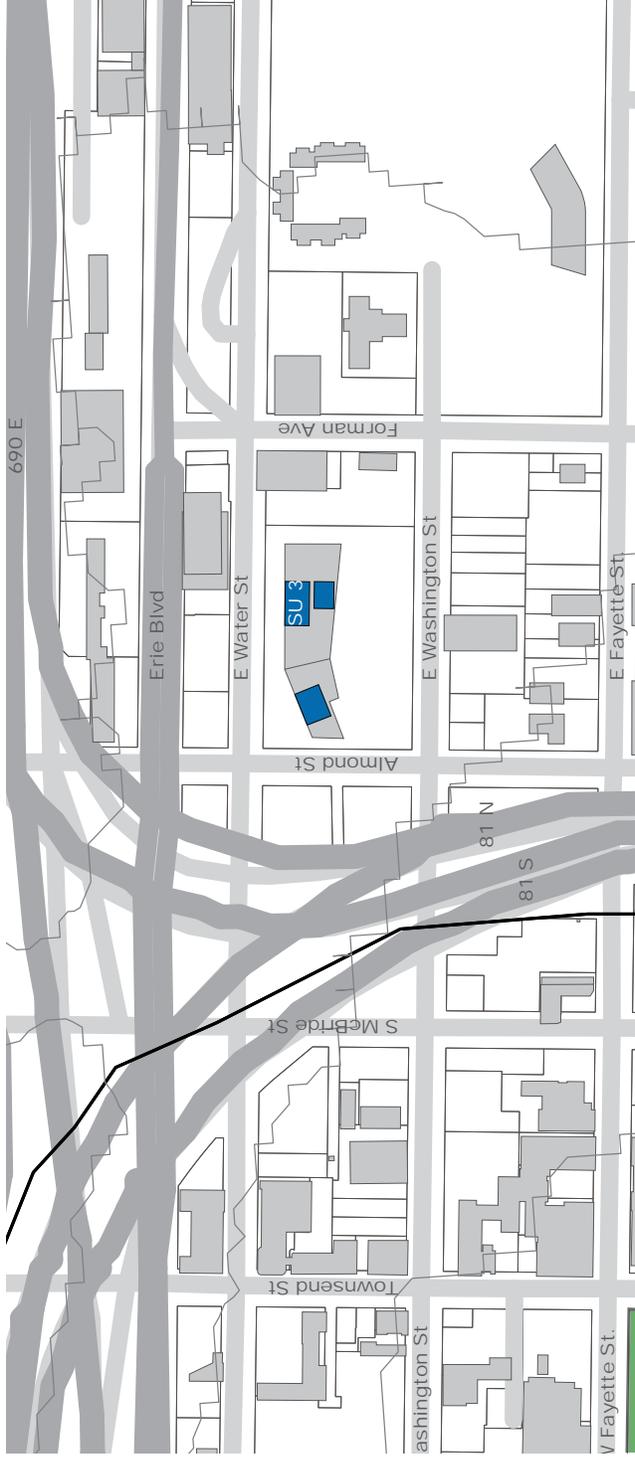
Parcel Map

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



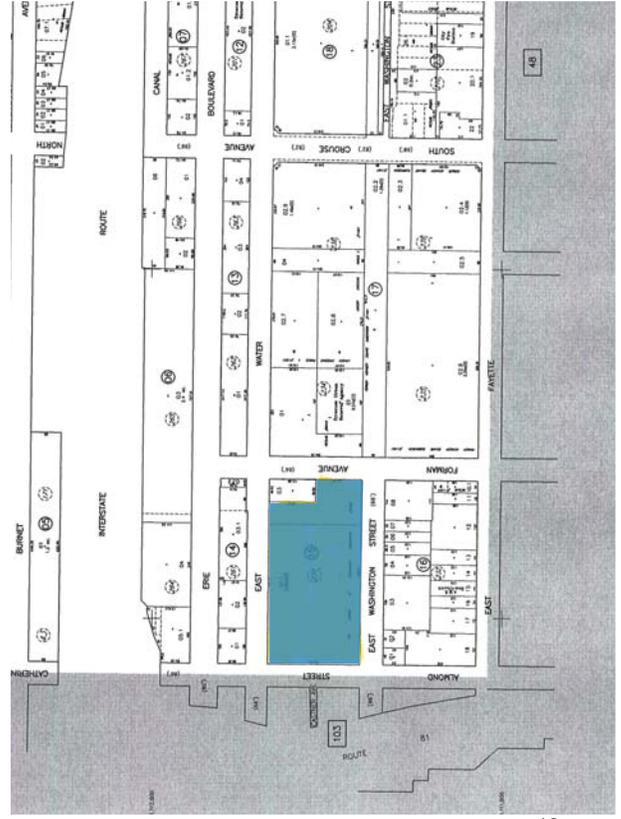
- Room #
- 2-104
- 2-106
- 2-112
- 2-125
- 2-127
- 2-133
- 2-172
- 2-175
- 2-181
- 2-183
- 2-187
- 2-205
- 2-222
- 2-224
- 2-284
- 2-290
- 2-292
- 2-298

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



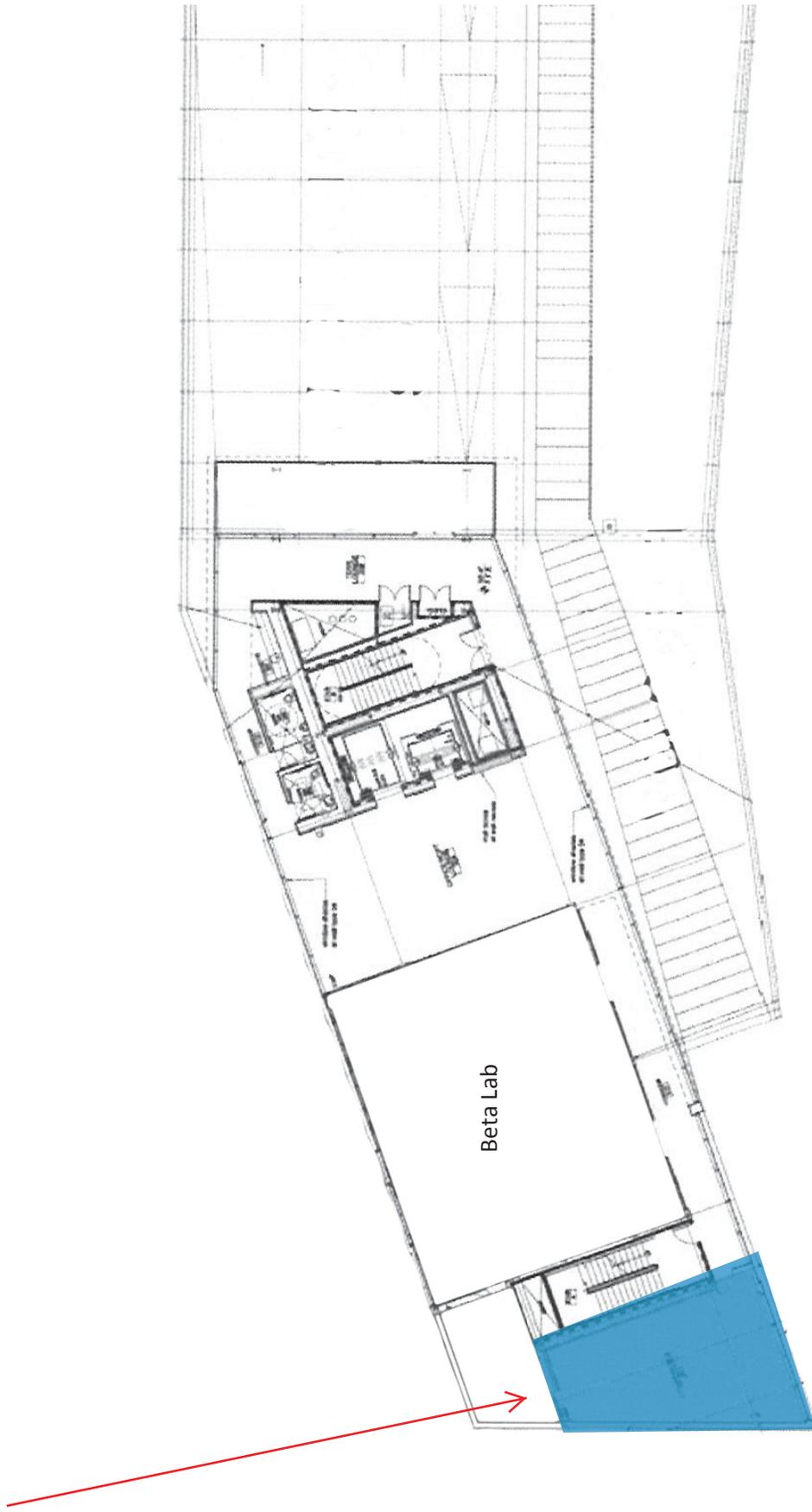
Property Information
 City of Syracuse
 Syracuse University
 On Campus
 727 E. Washington
 Syracuse, 13210
 Parcel ID: 030.-15-01.1
 Center of Excellence
 6,765 sq ft
 Part of floors 1 and 3
 Census Tract 34.1

Site Plan

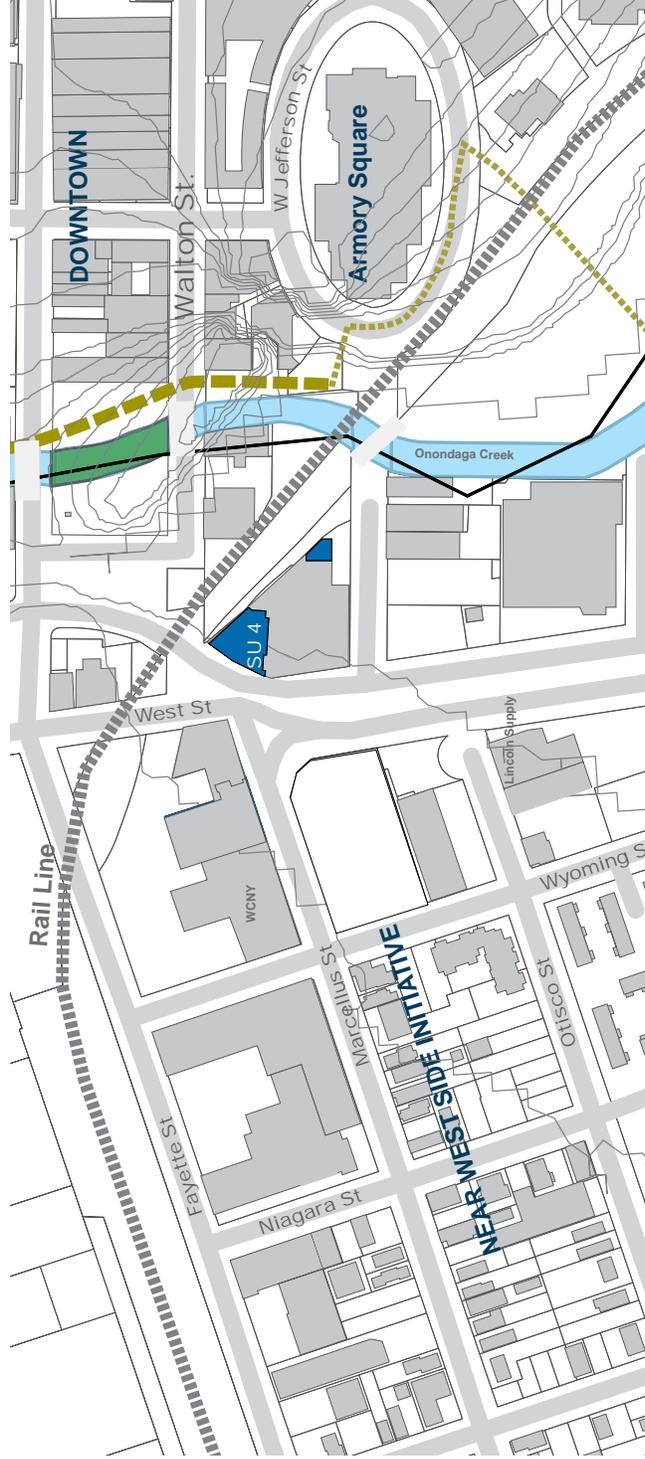


Parcel Map

**9.) SU 3 - Center of Excellence - Floor Plan Layout - Floor 3 (654sq ft)
Start-Up New York designated space**

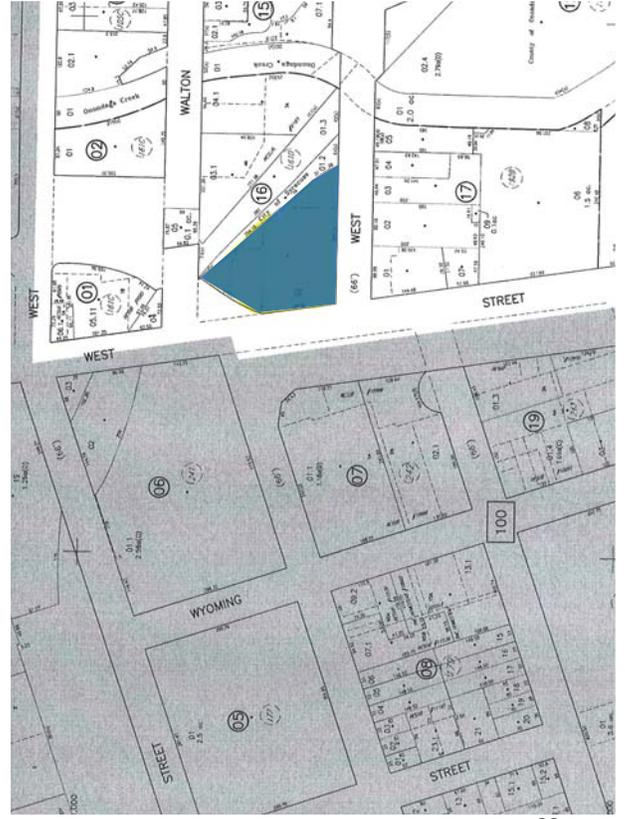


10.) SU 4 - Near Westside King + King -Neighborhood Map



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

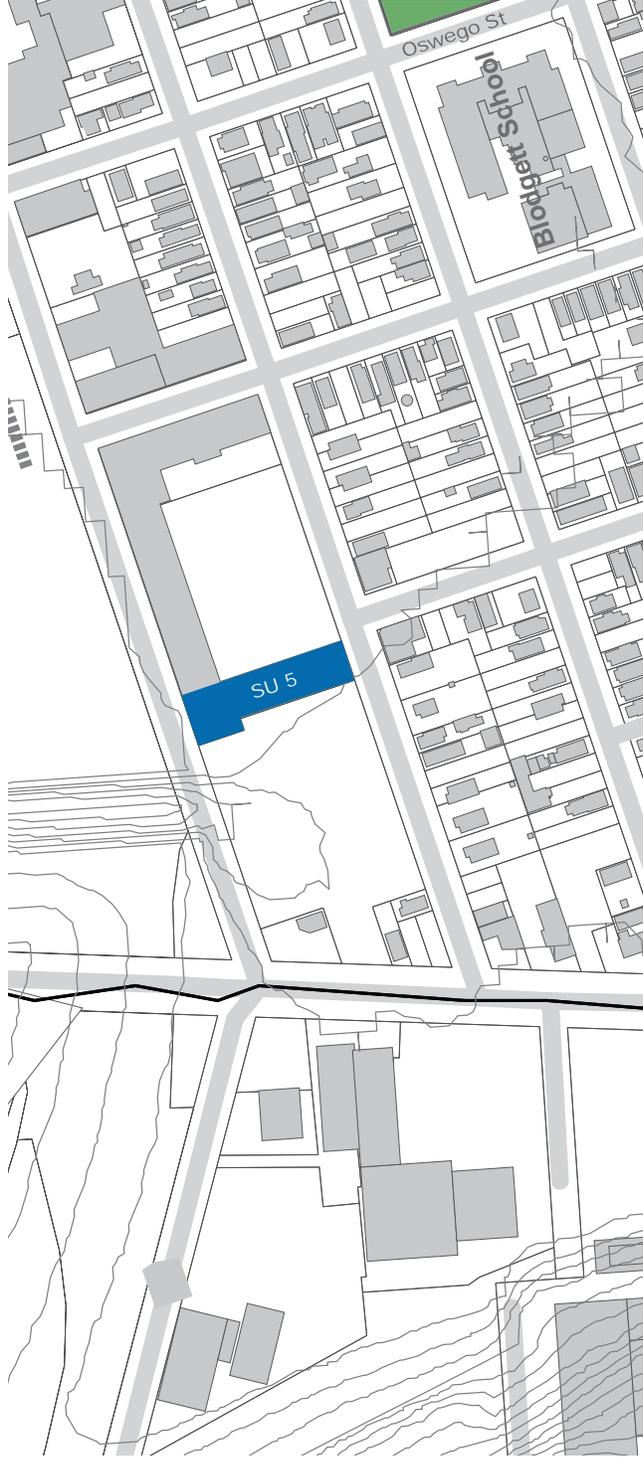


Parcel Map

11.) SU 4 - Near Westside King + King - Floor Plan Layout - Floor 1 (8,756 sq ft)



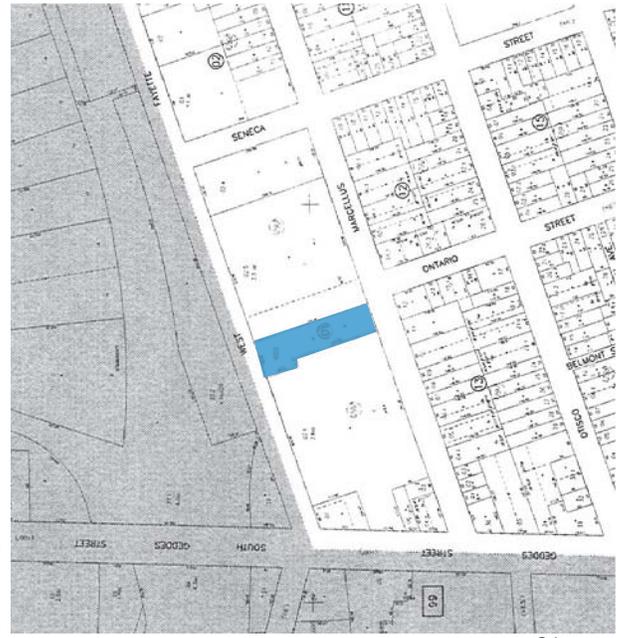
12.) SU 5 - Rockwest - Neighborhood Map



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

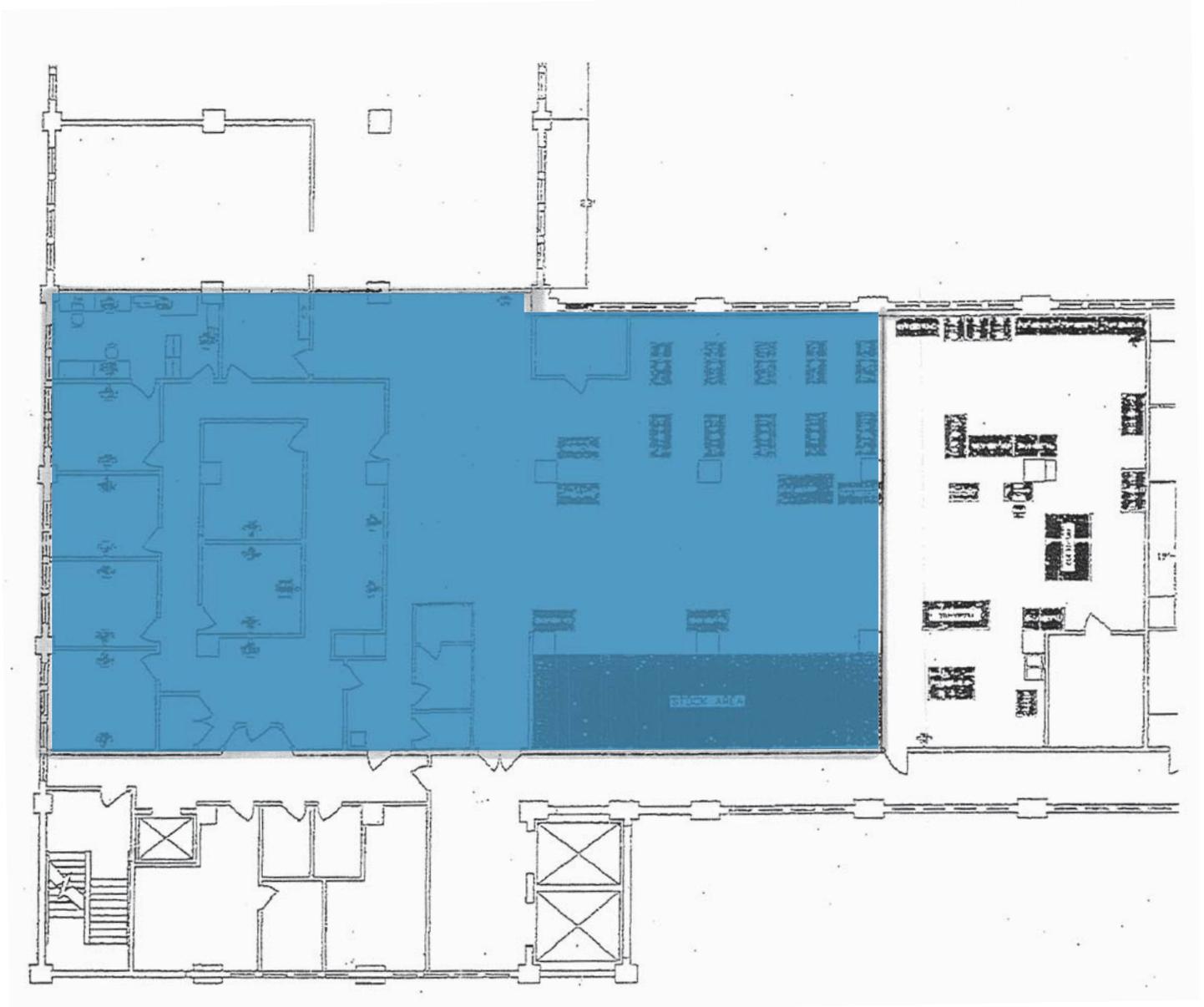
Census Tract 30.1

Site Plan



Parcel Map

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



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

September 26, 2014

Syracuse University
Syracuse, New York

Re: START-UP NY – Syracuse University – Series 1995 Bonds

Ladies and Gentlemen:

We acted as counsel to Syracuse University (the “University”) in connection with the issuance of the Project Revenue Bonds (Syracuse University Center for Science and Technology Loan), 1995 Refunding Series in the aggregate principal amount of \$31,160,000 (the “Series 1995 Bonds”) by the New York State Urban Development Corporation d/b/a Empire State Development (the “Issuer”). Proceeds of the Series 1995 Bonds were used to refinance the Project Revenue Bonds (Syracuse University Center for Science and Technology), Series 1987 (the “Series 1987 Bonds”) issued by the Issuer. Proceeds of the Series 1987 Bonds were used to fund a portion of the cost to construct and equip the Case Science and Technology Building (the “Building”) on the campus of the Syracuse 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 Compliance Agreement dated as of June 1, 1987 (the “1987 Tax Compliance Agreement”) relating to the Series 1987 Bonds from the University to the Issuer;

(b) the Certificate of Syracuse University as to 501(c)(3) Status and Use of Proceeds dated November 14, 1995 (the “1995 Tax Certificate”) relating to the Series 1995 Bonds from the University to the Issuer;

(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 1995 Bonds) and the Private Business Use (as defined in the 1995 Tax Certificate) 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 1995 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 1995 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 1995 Bonds and will continue to comply with the provisions of the 1995 Tax Certificate. 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 1995 Bonds, any investment of such proceeds or of any moneys or securities that may be deemed to be proceeds of the Series 1995 Bonds under the provisions of the Code, the payment of any arbitrage rebate with respect to the Series 1995 Bonds or any other matters occurring prior to or subsequent to the issuance of the Series 1995 Bonds that may affect the tax exemption for the Series 1995 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, Schoeneck & King, PLLC

CERTIFICATION AS TO PRIVATE BUSINESS USE
OF THE CASE CENTER FOR SCIENCE AND TECHNOLOGY

I, David J. Smith, Treasurer of Syracuse University (the "University") hereby certifies as follows:

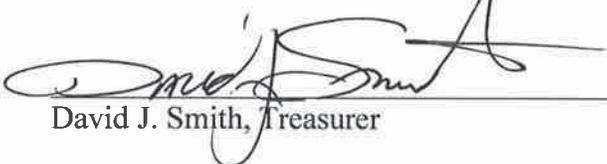
1. Portions of the Case Center for Science and Technology Building (the "Building") are used in connection with activities that may be considered private business use under Section 141 of the Internal Revenue Code of 1986 and the income tax regulations promulgated by the Department of Treasury ("Private Business Use"), including (a) use for sponsored research that does not meet the safe harbor guidelines described in Section 2.1(M) of the Tax Regulatory Agreement dated as of January 14, 2010 relating to the Revenue Bonds (Syracuse University Project), Series 2010 in the aggregate principal amount of \$107,335,000 (the "Series 2010 Bonds") of the Trust for Cultural Resources of the County of Onondaga (the "Trust") from the University to the Trust, The Bank of New York Mellon, as Trustee, and The Bank of New York, N.A. and (b) use of certain incubator and other space by private businesses.

2. In excess of 45% of the cost of the Building was funded with University equity and other sources other than tax-exempt bond proceeds. In connection with prior financings of the Building, including, but not limited to, the Series 2010 Bonds and the New York State Urban Development Corporation, d/b/a Empire State Development Project Revenue Bonds (Syracuse University Center for Science and Technology Loan), 1995 Refunding Series (the "Series 1995 Bonds"), the University expressly allocated its equity and other non-bond financing sources to any Private Business Use of the Building.

3. The value of Building facilities that have been used, and are reasonably expected to be used, for Private Business Use has not exceeded, and is not reasonably expected to exceed, 45% of the value of all Building facilities in the aggregate. The University hereby represents that no Building facilities financed with tax-exempt bond proceeds have been used, or are reasonably expected to be used, for Private Business Use. Private Business Use within the Building occurs only within the portion of the Building funded with University equity and other sources other than tax-exempt bond proceeds.

4. The University is aware of the limitations on Private Business Use of the Building. The University will take appropriate steps to prevent any Private Business Use of the Building from causing interest on the Series 1995 Bonds or Series 2010 Bonds to be included in the gross income of the holders thereof for federal income tax purposes.

IN WITNESS WHEREOF, I have executed this certificate this 18th day of March, 2015.



David J. Smith, Treasurer

**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.