

ONONDAGA CITIZENS LEAGUE

Report # 8

BLUEPRINTS FOR THE FUTURE:

Recommendations for the Syracuse Area in the Year 2000

Approved and Issued

by

**Board of Directors
Onondaga Citizens League
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PREFACE

In 1978, several members of the Thursday Morning Roundtable at Syracuse University's University College explored the need for, and the feasibility of, establishing a broad-based citizen organization to study and make recommendations on long-range problems facing Onondaga County. The idea for the citizens group was inspired by the successful 25-year history of the Minneapolis-St. Paul Citizens League, which has been responsible for initiating many of the progressive developments in that metropolitan area.

After much discussion, 21 people, who were active in the community and interested in the concept, were convened by University College Dean Lee Smith, to serve as an advisory board and to develop plans for an Onondaga Citizens League. They established guidelines for members, prepared and adopted by-laws, and oversaw the operations of the Citizens League in its early months.

The Onondaga Citizens League was incorporated in 1980 and received non-profit, tax-exempt status in 1981. The League's purpose is to encourage citizen education and involvement in public issues and problems. Members study all aspects of selected public issues. They review the facts, make considered judgments on approaches, alternatives and solutions, and develop recommendations to present to the community. The organization's objective is to forestall the development of problems into real crises. The League's mission is to encourage and provide civic education for local residents, not to promote specific legislation or function as a lobbying group.

The Onondaga Citizens League with a current membership of 150, is open to all residents in Onondaga County. While some choose to join in order to study a specific topic, others join and renew their membership because they support the principle of citizen study of issues of major concern to the community. In its 10-year history, the Citizens League has issued seven reports.

Reports of the Onondaga Citizens League:

"Equality and Fairness in Property Assessment"	June 1979
"Young People in Trouble: Can Our Services Be Organized and Delivered More Effectively?"	May 1980
"The County Legislature: Its Function, Size and Structure"	August 1981
"Declining School Enrollments: Opportunities for Cooperative Adaptations?"	July 1982

"Onondaga County Public Works Infrastructure:
Status, Funding and Responsibilities"

July 1983

"Police Services in Onondaga County: A Review
and Recommendations"

August 1984

"The City and County Charters: Time for
Revision?"

July 1985

APPRECIATION

In our community, as in many others, the dedication and active participation of volunteers is an essential ingredient in all civic enterprises. This is especially the case in regard to the work of the Onondaga Citizens League. The League is comprised of volunteers. Officers, Board members, Committee chairpersons and committee members give freely much time and thought to planning and carrying out the work of the League.

The study resulting in this report extended over two years and was the most complex and difficult of all OCL studies. Committee members, listed in an appendix, deserve great credit for their substantial investment of time, thought and perseverance.

The League is most appreciative of the outstanding contributions to this study made by the co-chairpersons, Robert McAuliffe and Eleanor Shopiro. During Phase I of the study, Helen Anderson also served admirably as a co-chairperson.

The many local officials and experts on public issues who served as consultants or speakers for the study committee gave freely of their time and knowledge. Their names are listed in an appendix.

The OCL Board of Directors acknowledges the superior performance of the study committee secretary and writer of this report, Laurel Saiz. Without her complete and accurate meeting records and her writing skills, this report would have been impossible.

University College provided staff support, office and meeting facilities, telephone and other forms of assistance as a community service to implement the work of the Onondaga Citizens League. The College has continued this substantial contribution through the League's history. Bridget Solan served as secretary/typist of OCL during the year.

I. INTRODUCTION

Purpose of Study

Two years ago, members of the Onondaga Citizens League expressed their concern about the future vitality of the Syracuse area in light of numerous corporate lay-offs and factory closings. League members were not just concerned about the Allied Corporation closing and lay-offs at other local corporations, such as Carrier, General Electric, and Bristol-Myers. They were also concerned about the larger ramifications of these job losses, including the long-term effects on the overall quality of life in the Syracuse area.

Citizens League members were aware of successful projects other communities, such as Philadelphia, San Francisco and New York City, where similar groups were helping plan for their community's future. The League undertook a broad look at economic and other trends to provide a blueprint for Syracuse and Onondaga County in the coming years. The members decided that a study of Syracuse in the year 2000 would be its next major project.

Study Methodology

For the first time in the 10-year history of the Citizens League, the project became a two-year, rather than a one-year study. This reflected the amount of research and work needed to make the findings both comprehensive and viable. Called "Blueprints for the Future," the study was designed to take a look at Syracuse and the surrounding area and ask: What is the area like today? What could it be in the year 2000? How do we achieve the goals projected for the year 2000? While the project refers to "Syracuse 2000," all of Onondaga County was covered. In addition, as the project developed, the importance of viewing Syracuse and Onondaga County in the context of a larger geographic region became evident.

During Phase I, the Onondaga Citizens League study committee met to identify topics for research. Six specific task forces were established to deal with the broad and highly complex issues to be considered. The task forces met frequently from November 1985 through May 1986 and looked at: population; education; human services and health; the economy; the public sector; and physical development.

Phase I was designed as a "fact-finding mission," with the task forces considering trends and issues within the Syracuse area, including its strengths and areas in need of improvement. Findings were presented in a number of documents totalling hundreds of pages. Phase I culminated in a review of the research given at University College's annual Community Leadership

Conference, which was held in mid-May 1986 at the Minnowbrook Conference Center in the Adirondacks. Phase I findings were also presented at a special conference in October at University College, to give additional members of the community an opportunity to hear and comment on the findings. Numerous neighborhood, minority and other local groups were invited to attend this conference.

A steering subcommittee of five members was appointed at the end of the first phase of the project. The group worked during the summer of 1986 to outline the course of action for Phase II of the "Blueprints for the Future." The committee developed a utopian blueprint, called "Syracuse 2000," which was presented at the Citizens League's annual meeting.

The report contained an idealized statement of goals and conditions for which the Syracuse area should strive. The document looked at what was "realistic, positive and optimistic" and was designed to elicit comment both from League members and the community. "Syracuse 2000," served as the foundation of the Citizens League's work during the second phase. The League's task was then to develop strategies and plans for action to achieve the outcomes identified by the committee. "Syracuse 2000" was designed to be the starting point for discussion, not the final model projected by the Onondaga Citizens League.

The study committee met weekly from January to May of this year to work on Phase II of "Blueprints for the Future." Fifteen community leaders, representing a variety of private and public agencies and organizations, presented their comments and reactions to the "Syracuse 2000" report to the study committee. They covered the six issue areas researched during Phase I of the League's study, and presented concerns on additional issues. During Phase II, the committee reviewed the myriad data accumulated during the first year. The committee analyzed the speakers' comments, and reassessed the facts, trends, goals and objectives presented in the "Syracuse 2000" report.

An analysis of the areas of concern and the "Syracuse 2000" report was also the topic of the Community Leadership Conference, conducted May 18, 19 and 20, 1987. About a dozen community leaders, including Onondaga County Executive John Mulroy, City of Syracuse Mayor Tom Young and Syracuse School Superintendent Lionel R. Meno, presented their thoughts on Syracuse in the year 2000. Seventy-five participants responded to the speakers' comments and to the findings of the Onondaga Citizens League.

Following the Minnowbrook conference, final decisions were made by the committee on goals and strategies for the Syracuse area in the year 2000. These suggested strategies represent the product of the Onondaga Citizens League's "Blueprints for the Future" study.

Report Structure

This report represents the final analysis of the research undertaken over the two-year period. Section IV contains an analysis of the issue areas studied: economic development; health and human services; education; arts and culture; and physical development, which includes infrastructure and the environment. Each section includes: a review of the trends and issues that must be dealt with; the stated goals for the Syracuse area in the year 2000; and the recommended strategies for achieving the goals.

The five subsections in Section IV represent broad issue areas used as a basis for research and analysis for "Blueprints for the Future." These areas are not discrete. They are, in fact, highly interactive. A change or development in one area may be closely related to changes and developments in other areas. A strategy for educational improvements will affect the training of potential workers, and thus enhance opportunities for economic development. A plan to improve the water quality of Onondaga Lake will improve recreational activities, and strengthen the assets Syracuse can offer in terms of "quality of life." And any change in quality of life has broad implications for the mental, physical, social and economic well-being of the citizens of Syracuse and Onondaga County. These areas are interrelated, and must be viewed as such.

Equally important is the role of the public and private sectors in all of these areas. Although no sections exist that are specifically marked "Public Sector-Government" or "Private Sector," the roles of both government and private enterprise have been continuously researched and discussed through both phases of the study. The driving force for a change may come from the community or the private sector, but often the agent that implements the change is the public sector. However, there may be inherent impediments to change in the public sector. These and related issues, such as the concept of public-private partnership and greater private-sector involvement, are discussed throughout this report.

Any vision of the future cannot end with a report of 20 or 30 pages. Enactment of such a vision must include proactive work by all members of the community. The Onondaga Citizens League recognizes that much work has already been undertaken by various local governments and economic development groups, such as the Chamber of Commerce or Metropolitan Development Association, to implement some of the plans discussed in this report. The League applauds this work and hopes that these efforts will become more coordinated and broadly focused.

An overall strategy is needed to help realize these goals for the future. Section II discusses how "Blueprints of the

Future" can be implemented to make it a reality. This section describes a major recommendation for a Community Commission on "Syracuse 2000." This has implications for how the strategies will be studied further, how they will generate additional discussion, and how they will be implemented. The appendix provides interested readers with a list of resources they can use to help in their work to implement these strategies--these blueprints for the future.

II. IMPLEMENTATION

The Role of the Onondaga Citizens League in Disseminating This Report

The classic role of a citizens league is to encourage citizen education and involvement in public issues. League members select public issues they believe are relevant and timely. They review the facts concerning the issues, come to conclusions, and then develop recommendations on possible approaches or solutions to be presented to the community. Like the citizens leagues in other cities, the Onondaga Citizens League has prided itself on its role as a leader in citizen education--rather than advocacy. The Onondaga Citizens League's role has been to study an issue before it develops into a real crisis. One of the League's major objectives has been to pass along recommendations to key leaders in the community--from the public and private sectors. The League has not promoted specific legislation or functioned as a lobbying group, but has encouraged civic education and involvement for local residents.

With this report, the Onondaga Citizens League has completed its most extensive effort to date. "Blueprints for the Future" reflects two years of research on the major issues and trends affecting the Syracuse area as we approach the year 2000. "Blueprints for the Future" also presents a number of goals and strategies for achieving that vision of the future. The League will distribute this report widely and encourage media coverage, to insure that area leaders, community groups, and public and private agencies are fully aware of the recommendations. Consistent with its role, the Citizens League does not intend to lobby for implementation or legislation of its key recommendations. That mission must now fall to the community as a whole. The League believes that members of the community can engage in a number of proactive activities that will help make these goals for our future a reality.

The Role of the Community in Implementing This Report

Public officials, business leaders, community groups and citizens will all be the "actors" in the process that will make the recommendations in this report a reality. These individuals will be able to use this report in a variety of ways as they too look toward the year 2000.

First, the report can be viewed as a "data base" and a source of information. It contains an analysis of trends and issues which can be helpful to other citizens or groups. The appendix of "Blueprints for the Future" lists additional sources of information relating to the areas studied.

Second, the report can be used as a tool to allocate

resources and establish priorities as agencies and groups plan for the future. Third, the report can be used for civic education, serving as an informational tool and as a base for discussion.

The Citizens League hopes that this report will encourage broad community discussion of the issues and help in the formation of public policy to address them. The report can provide a better understanding of the interrelationships of the areas studied. This suggests the possibility of the formation of new coalitions to deal with the issues in a more coordinated manner than is done presently.

While "Blueprints for the Future" provides a citizen's perspective on goals and strategies, the League believes that another step in the process of planning for the year 2000 is needed. This crucial phase will require the involvement of all components of the community.

Recommendation for a Community Commission on "Syracuse 2000"

To insure that this report does not become another well-meaning document collecting dust on a shelf, the Onondaga Citizens League recommends the establishment of a Community Commission on "Syracuse 2000," which would include representatives from government, business, labor, educational institutions, community and civic groups and be jointly funded by public and private organizations. The purposes of the Community Commission of "Syracuse 2000" would be:

- * To seek consensus on goals and strategies.
- * To secure acceptance and commitment on the part of the decision makers.
- * To develop and monitor an action plan to implement the agreed upon programs.

The commission should not be a government commission, but should represent all segments of the community: educational institutions, government, business, labor, professional organizations, civic and community groups. It is recommended that a 10-member steering committee convene, with one member appointed by each of the following:

- * The County of Onondaga
- * The City of Syracuse
- * The Association of Town Supervisors
- * The Association of Mayors

- * Syracuse University
- * The Black Leadership Congress
- * The Metropolitan Development Association
- * The Greater Syracuse Chamber of Commerce
- * The United Way
- * The Onondaga Citizens League

This steering committee would decide how many members the final commission would have, and how those additional members would be appointed. The commission should have sufficient funding, from public and private sources, to employ its own staff. Timely action is needed on many of the issues discussed in this report. Therefore, an expeditious schedule of operation is important: a start-up date no later than January 1988, with a 12-month period to get the work done.

III. DEMOGRAPHIC CHARACTERISTICS OF THE SYRACUSE AREA

As it approaches the last decade of the 20th Century and the first decades of the 21st Century, the Syracuse area has a population that is generally older, more dispersed and made up of fewer traditional "nuclear families." At the same time, the Syracuse area's population is not growing substantially and its employment patterns reflect far fewer workers in the manufacturing industries. The Syracuse area is part of a state--New York--and a region--the Northeast--that have also experienced limited population growth and the loss of a number of jobs to other areas.

Population Characteristics

Population growth nationwide is slowing down and the population in the Northeast is growing at a much slower rate than the rest of the country. However, unlike the rest of the nation, the Syracuse area grew faster during the early 1980s, rather than in the 1970s. This factor is largely attributable to increased births, rather than a reduced outmigration of residents. Nationwide, population migration to the South and West has continued through the early 1980s, although recent population estimates show a slight leveling off of this trend. In New York State, the population loss of the 1970s has ended. Due to increased births and the fact that fewer residents were leaving the state, New York's population increased during the early 1980s.

This does not mean that the Syracuse area will experience major increases in population in the foreseeable future. On the contrary, it is likely that there will be little or no real growth in the number of residents in the City of Syracuse and Onondaga County as we approach the year 2000. In addition, any further major industrial losses may lead to a decrease in population. Demographic trends indicate the area will experience a stable population rate, or slight population growth at best.

The median age of the population in the Syracuse area is rising, due to longer life spans and the fact that people born during the "Baby Boom" are aging. The number of children under the age of five is increasing, however, after decreasing in number during the 1970s. The increases in this age group are lower than the national average. The school-age population decreased during the 1970s and continued to decline during the first half of the 1980s. As with the under-five group, the rate of decline for school-age children is greater for New York State and the Northeast, compared to the rest of the country. Increases in population for other age groups are generally less than the national average, although the relative gap has narrowed in recent years.

These population trends indicate there will be increases in elementary school enrollment for several more years. This slight increase in the number of children will not hit the middle schools until 1990, and the high schools in the mid-1990s. There will be increasing pressures on the local labor force, as the number of new job entrants drops off sharply. Lastly, increases in the number and percent of elderly in the population will have implications for health care, social services and other areas.

Household Characteristics

There is a recent boom in the number of new houses being built in the Syracuse area. This apparent housing boom, however, is "demographically fueled." It is caused by a redistribution of population, rather than population growth. The population is being dispersed throughout the Syracuse area, rather than being concentrated in and around the City of Syracuse, as people move into previously rural and undeveloped areas.

The population in the Syracuse area is also becoming more dispersed due, in part, to the changing composition of households. There are fewer people per household, so more housing units are needed to house the same or fewer numbers of people. Family households are decreasing as a percent of all households, and "non-family" households are increasing. Non-family households include people who live alone or who live with people who are not relatives. Another trend is the increased number of one-parent families. During the early 1980s, families headed by a person without a spouse surpassed non-family households as the fastest growing household. The traditional nuclear family--households with married parents and children under the age of 18--grew at the slowest rate of all households in the 1970s and actually decreased in number in the early 1980s.

In the 1970s, New York State and Onondaga County lagged behind the growth rate in all types of households compared to the rest of the country. Onondaga County, however, has had higher growth rates for all types of households than New York State as a whole.

Employment Characteristics

Employment in the metropolitan statistical area of Onondaga, Madison and Oswego counties grew from 225,000 in 1970 to 294,000 in 1985. In 1984, there were 5,000 more manufacturing jobs than at the end of 1975, although that number comprised a smaller percentage of total enrollment. However, the number of factory workers in the Syracuse area dropped by 4,000 from March of 1984 to March of 1987--a decrease of 7 percent. New York State as a whole lost 100,000 manufacturing jobs in the same three-year period. Not all of this reduction is caused by corporations moving factories to the Sunbelt states. Increasingly, operations

are being moved to other, less-developed countries with drastically lower labor costs and minimal business regulations.

At the same time, New York State has the lowest unemployment rate in 14 years and the per-capital income in Syracuse is still rising, despite the loss of manufacturing jobs. This is due to the increases of jobs in the service and trade sectors, and because the local job force is older and has more tenure at their jobs. Yet the continuing loss of manufacturing jobs--which generally pay higher wages than service and trade jobs--has significant implications in terms of overall growth and prosperity of the Syracuse area.

PART FOUR:

Trends and Issues

and

Goals and Strategies

ECONOMIC DEVELOPMENT

Trends and Issues

1. Syracuse is no longer the headquarters of major corporations. This outside ownership of industry means a continued loss of decision making by local residents. "Absentee" owners are less likely to base their decisions on what is good for the community. In addition, firms nationwide are restructuring, in an effort to become more competitive in an increasingly global economy.

2. Manufacturing employment in the Syracuse area will continue to decline as a percentage of total employment. Employment in some large firms, such as General Electric and Carrier, which have been mainstays in the past, will likely decline below current levels. This will have potentially serious multiplier effects for the local economy.

3. Employment in service and trade industries, such as finance, insurance, real estate, will continue to experience the greatest growth. Up to 80 percent of new job expansion will be in the more than 10,000 small businesses in Onondaga County. Jobs in government, transportation, and utilities will probably increase, but not at the rate expected in services.

4. The concern for the year 2000 relates to the kinds of jobs, the pay scales, and the proportion of part-time jobs, rather than the number of jobs that will be available. Jobs in the service and trade industries generally pay lower wages than in manufacturing. This decline in income due to the shift in employment may slow the local economy. People will not be able to support themselves on minimum-wage, part-time jobs.

5. There will be more women and fewer teenagers in the work force. With fewer teenagers, it may be difficult to fill the low-skill, low-prestige jobs such as fast food servers or gasoline station attendants.

6. Workers laid off from manufacturing jobs will have to be retrained, since not all employee skills in the declining industries are transferable. New entrants to the labor force will require job skills to land the better jobs, as the work place becomes more technologically-oriented.

7. While the family-owned and operated farm continues to be the backbone of American agriculture and will remain so for the foreseeable future, many family farms are in financial difficulty. The number of dairy farms in Onondaga County will probably decrease by 10 to 30 percent in the next five years. Small, part-time farms will increase in number, while average-

size farms will decrease. Farmers who leave agriculture will have to be retrained for other types of employment.

8. Farm troubles continue to create economic problems for many local suppliers, especially the farm equipment industry for rural communities. At the same time, there is a growing dependency of local communities on food products produced outside the region.

9. Economic and agricultural development efforts lack cohesiveness on the local, regional and state levels.

Goals and Strategies

Goal 1: Expand the industrial base or maintain it at the current level. Identify industries with the potential for expansion, and encourage and facilitate that growth.

Strategies:

1. Existing business and industry should be made aware of the support systems already in place. New support systems should be created if necessary to provide financial assistance and to encourage entrepreneurship.

2. Programs that would make the region "technologically ready" to compete in the year 2000 should be established. These should include advances in information infrastructure (such as fibre optics), increased computer capabilities, technology transfer to low-tech manufacturing.

3. Concerted and cooperative efforts by government agencies and economic development groups should identify and actively market the county's most suitable sites for industrial/commercial development. Water and sewer infrastructure should be extended to those sites to foster development.

4. Training and retraining programs should be developed and offered on a cooperative basis, relying on private and public agencies, to provide a well-trained, highly-skilled work force.

5. Seed capital funding should be established. The use of incubator centers should be increased, in order to encourage entrepreneurs to take the risk and start their own businesses.

6. There should be targeted economic development efforts to upgrade obsolete industrial areas and previously

marginal commercial areas in downtown Syracuse.

7. Enterprise zones to foster new commercial industrial development should be established.

8. A regional, more effective approach to economic development should be utilized.

9. A task force should be established to expand the role of higher education institutions in the area's economic development programs.

Goal 2: Take advantage of the economic development potential offered by emerging technological industries.

Strategies:

1. New technologies should be applied to existing businesses, as well as used to foster new "spin-off" businesses.

2. Research in higher education institutions, corporations and industry in the entire region should be encouraged to make the Syracuse area well-known and economically competitive on a national scale.

3. There should be a recognition of the importance of the relationship between the community and Syracuse University. SU's new Science and Technology Center will help to stimulate the development of small, high-tech businesses in the area. Communications between the university and the business community should be strengthened.

4. One or more high-tech industrial parks should be established. These would serve as the home for small companies that "spin off" the developments at the SU Science and Technology Center. A possible site is the Drumlins/Skytop area. The current incubators sites should also be encouraged to utilize technological spinoffs from research done in the area.

Goal 3: Promote cooperative efforts on the part of all governments and agencies working toward economic development. Coordinate efforts to reduce taxes and ease government regulations on business.

Strategies:

1. The consolidation of government services and a reduction of the size of government should be encouraged.

2. Alternative funding sources should be found to reduce government costs and lower taxes.

3. The county government should assume a leadership role in promoting greater cooperation among local governments in dealing with issues affecting economic growth.

4. A clearinghouse should be established to serve as a central location to assist developers in getting governmental approval during various stages of a development project.

5. An umbrella group should be established to bring more coherence and focus to economic development and encourage long-range views in thinking, planning and acting. The keys to future economic development in the Syracuse area are:

* Communication

* Cooperation

* Coordination

6. Work should be directed toward the reduction of New York State and local taxes to a level comparable with other large industrial states and the easing of certain business regulations.

7. Retraining programs for displaced manufacturing workers, as well as specialized training to prepare for new industries, should be coordinated.

Goal 4: Incorporate agriculture fully into the economic development efforts of the Syracuse area.

Strategies:

1. Farmers should maximize high-tech utilization and strengthen management skills. Programs should be established to support technological advances in agriculture and to use the latest research to enhance product quality, produce products that respond to changing consumer demands, and identify new markets.

2. Opportunities to increase the sales and consumption of locally-grown food in the region, state and nation should be identified and acted upon.

3. Training and education services for farmers should be expanded. Farmers who must leave the field of agriculture should be retrained. Displaced farm workers should be provided other support services, similar to other

displaced workers.

4. The expansion into food processing and packaging should be promoted.

5. Farm policies at the state and federal levels should be evaluated. Local public policies, particularly regarding land use, should be supportive of continued agricultural production, and include mechanisms to protect land from suburbanization and other developments.

6. The Regional Market facilities should be renovated and modernized to improve the availability of locally-grown produce.

Goal 5: Expand regional and national economic opportunities.

Strategies:

1. The convention center and primary hotel space should be a priority. All relevant agencies and organizations should cooperate in developing special promotional efforts, with attractive and appealing packages, to draw increased numbers of visitors.

2. The retailing strength in this area should be capitalized on by reaching out to a broader marketing region (Canada, the Southern tier, and Northern New York State) through specialization and diversification.

3. Opportunities should be identified to increase the sales and consumption of locally-grown food in the region, state and nation.

Goal 6: Enhance all components of the Syracuse area community, including infrastructure, the environment and recreational opportunities, to promote economic development and improve the overall quality of life.

Strategies:

1. The existing system of parks should be maintained.

2. The former air base at Hancock Field should be developed.

3. A master plan for Onondaga Lake should be undertaken. The development of Onondaga Lake should include multi-purpose business and recreation facilities, as well as housing, restaurants and a performing arts center.

Goal 7: Insure the economic vitality of downtown Syracuse.

Strategies:

1. The successful development and implementation of the Galleries should be promoted. This should include methods to attract customers from suburban and rural parts of Onondaga County and from outlying counties.
2. The new convention and hotel complex should be constructed in order to attract increased tourism and visitors.
3. The skybridge system should be expanded.
4. The efforts to redevelop Armory Square should continue.
5. Residential options should be developed downtown.
6. Reasonably-priced, and sufficient state of the art parking facilities should be available.

EDUCATION

Trends and Issues

1. Relatively modest growth in the school population is expected, as a result of the "mini baby boom" of the 1980s. Because of personal financial constraints, more people may opt to send their children to public schools.

2. Single parents and parents in two-income families will continue to rely on day care centers or schools to provide care for their children while they are on the job.

3. There will be increasing numbers of children with special problems, such as: "latch key" children with little or no after-school supervision; children from single-parent homes and homes affected by divorce; the children of teen mothers who may be ill-prepared to be parents; children of alcoholics and drug abusers; and children who suffer from child abuse, neglect and poverty.

4. There will be increasing numbers of children whose first language is not English.

5. More disabled children will be attending public schools, because of mainstreaming of the physically handicapped and mentally handicapped.

6. Blacks and other minorities in our community will experience growing economic and social problems. Despite significant steps to integrate the schools in the Syracuse City School District, school leaders indicate that prejudice and racial tensions in the schools are increasing, and are more serious than they have been in a number of years.

7. These social factors will place increasing demands on our educational system, by adversely affecting the children's ability to learn.

8. More highly-trained workers will be needed as society continues to shift from a manufacturing economy to a technical and service-oriented one. Large numbers of potential workers may not have the needed skills to obtain the available jobs. Entry-level jobs in manufacturing, financial and service corporations will most likely require at least two years of college or technical study beyond high school.

9. A continuing problem will be finding enough competent teachers to fill available positions in elementary and secondary schools, especially in the areas of math and science. If salaries for teachers and school administrators are maintained at the present level, there will be little incentive for professionals to enter the field of education.

10. As the pool of the traditional college-age students continues to decrease, colleges and universities in the Syracuse area will find it increasingly difficult to maintain high enrollments.

11. Colleges and universities will be called upon to participate in programs to promote economic development.

Goals and Strategies

Goal 1: Provide an excellent educational program, stressing the "basics," as well as the emerging areas of learning, such as computers and technology. Emphasize preschool preparedness and skill-building in elementary school. One specific goal might be having all students become "computer literate" by the age of 10. Emphasize the Regents academic courses for middle and high school students.

Strategies:

1. An expanded school year should be made available to those who choose it because of their job constraints. It should be mandatory for those students in need of remedial help. However, making an expanded school year mandatory for everyone, would create a tremendous load for school districts and make it prohibitively expensive.
2. New teachers hired should be given the option of working in the 12-month expanded school program.
3. Consideration should be given to lengthening the school day, as studies have shown the educational advantages of a longer school day.
4. A way to achieve excellence in our educational system should be to offer "classes of excellence" in local school buildings. A BOCES-type cooperative approach could be taken to provide additional classes of excellence in specialty areas.

Note: Strategies calling for increased cooperation between school districts reflect the findings in Report # 4 of the Onondaga Citizens League, "Declining School Enrollments: Opportunities for Cooperative Adaptations?"

Goal 2: Provide a safe and stable school environment for all students. Provide equal access to school services to all students, including minorities and the economically underprivileged.

Strategies:

1. Mechanisms should be established to deal with racial concerns. One possible method would be establishing student councils in each integrated school. These councils would emphasize the biracial nature of the school environment, discuss racial and other issues, and come up with strategies to deal with racial problems.

Goal 3: Emphasize technical training for non-college bound students to prepare them for technical careers and more advanced jobs in the new service-oriented economy. Promote the involvement of educational institutions in retraining displaced workers.

Strategies:

1. Job training undertaken by educational institutions should be part of a coordinated network involving private and public job training programs.

2. Strong consideration should be given to merging the Onondaga-Madison Board of Cooperative Educational Services and the Syracuse City School District's technical and vocational training programs.

Goal 4: Utilize school buildings completely, to help meet the social and other needs of the people in the Syracuse area. Do this in a way that will not increase the financial and administrative burden on the school districts, and possibly jeopardize the quality of the educational program.

Strategies:

1. Services should be offered in school buildings year-round, from 7:30 a.m. to 5:30 p.m. each weekday. These programs, housed in our public school buildings, would include day care services, after-school programs, recreation, athletics, extracurricular activities, and special academic programs--both remedial and for enrichment. Some of these services should be offered on Saturday and Sunday, as well.

2. These programs should be supported by business and private funds, as well as public monies. The social needs of the populace should be met by the combined efforts of the school district, external agencies and private enterprise. The additional programs housed in our school

buildings would underscore the school's traditional role as a central part of any community. But these expanded, and improved, services should be removed from the current method of educational funding. An alternative funding method should be developed, which will not be tied to the regressive property tax. Equitable and sufficient funding for quality educational programs and services housed at the schools should be developed if we are to meet the challenges of a new century.

3. The additional services, such as day care, recreation and the after-school program, should be offered autonomously from the school program and utilized only by people who need them. This goal will be easier to achieve in school buildings that already have an attached neighborhood center. In this case, what will be needed is increased cooperation between the neighborhood centers and the school districts. Private sources should be located to help run the additional services offered in the centers.

4. In school buildings that have no current "neighborhood center" component, the school principal should serve as the administrator of the educational program. There should be a building facilities administrator to allocate space and manage the programs operated outside of the regular school day. Private resources should be developed to provide both for the position of the building administrator and the additional services.

Goal 5: Promote diverse student enrollments, in terms of age, background and socio-economic class, at local higher education institutions. Maintain the colleges' and universities' emphasis on liberal arts as a "base," but utilize the potential of these institutions in economic development.

Strategies:

1. Colleges, universities and professional schools should increase the number of courses geared toward local citizenry and developed specifically for local business and industries. The community and the institutions of higher education should work together to ensure that research initiatives, such as the Science and Technology Center and the CASE Center, are successful in attracting outside support. This would provide for prosperity for the home institutions, and would play a major role in the Syracuse area's economic vitality.

HEALTH AND HUMAN SERVICES

Trends and Issues

1. As federal funds decrease and programs become more decentralized, the responsibility for funding and administering human services is shifting to the state and local levels. The federal government is becoming an auditor and monitor of human services, rather than a planner or leader.
2. Family and personal problems associated with unemployment have increased. These include spouse and child abuse, substance abuse, mental and emotional problems, homelessness, and hunger.
3. A continuing breakdown of the traditional family structure is resulting in increased needs for institutional support systems.
4. There is an increase in poverty, especially with respect to children in female-headed households.
5. There are economic disincentives to getting off welfare and returning to work. Costly and inadequate day care services also hinder attempts to return to work.
6. Prepayment plans for health services are mushrooming. The "commercialization" of the health field is increasingly controlling and limiting access to providers and services. Some people, who have not been served in the past, will continue to be adequately served.
7. As people live longer and the percentage of senior citizens in the society increases, care and problems of the elderly will continue to be a major concern. There will be increased demand for long-term services. Ethical concerns, such as the continuance of extraordinary measures to sustain life, will continue.
8. More procedures are being performed on an outpatient basis, and the average length of stay in hospitals is decreasing. Current funding methods encourage hospitals to cut back their capacity. If the area loses population, capacity may be cut further.
9. Increased awareness of nutrition and health-conscious lifestyles are improving the general health of most segments of the population.
10. New or recently-recognized diseases, such as AIDS and Alzheimer's Disease, are commanding increasing attention and resources of the health care systems.

Goals and Strategies

Goal 1: Meet the needs of the socially and economically disadvantaged, including the unemployed and underemployed, and those suffering from the breakdown of the family.

Strategies:

1. Programs and services to increase the social functioning abilities of target groups should be coordinated, or developed where needed. This includes literacy education services, among other areas.
2. Additional support services networks for the unemployed should be established, and extensive training/retraining programs should be continued for unskilled and low-skilled workers.
3. Health insurance coverage for unemployed should be expanded to include coverage of substance abuse and other counseling needs.
4. The welfare system should be transformed into a "workfare" program. Public assistance should be restructured to eliminate employment disincentives. Public assistance should be viewed as supplemental, not the sole source of income, wherever possible.
5. Support services that encourage employment participation should be provided. These include transportation and day care services for single-parent and low-income families.
6. Services offered at public schools should correspond to the needs of working parents. These should include additional after-school activities and programs that extend throughout the summer months. This strategy is described further under Goal 4 in the Education section.
7. Widespread and effective pregnancy prevention services should be promoted and coordinated.
8. Human services should be coordinated to provide additional support networks for independent living arrangements, such as for the elderly and disabled.
9. Programs and processes should be established to accommodate the needs of the homeless and the "housing vulnerable."
10. A high quality of life for the elderly should be maintained. Reasonably-priced congregate housing options

should be provided.

Goal 2: Develop cooperative and coordinated methods to collectively address and seek solutions to local human service problems.

Strategies:

1. A community problem-solving model should be utilized to address issues of broad community interest, which cannot be solved by one entity acting alone.
2. A range of community leaders in both the public, private and volunteer sectors should meet to establish a framework to address human service concerns. Funders, planners, service providers and advocates should participate in this process.
3. This method should emphasize inclusive, timely and flexible responses, and avoid unnecessary duplication of services.
4. Agendas for action should be community-endorsed, with the community, rather than one agency, assuming responsibility for carrying out the agenda.

Note: The need for a cooperative approach in human services delivery was also addressed in Report # 2 of the Onondaga Citizens League, "Young People in Trouble: Can Our Services Be Organized and Delivered More Effectively?"

Goal 3: Insure that the health delivery system is fully integrated, with all necessary elements of the system in place.

Strategies:

1. Health care options should also include care by visiting nurses and nurses aides, and support and respite for care provided by families.
2. A network should be established to coordinate all the institutional and voluntary sources of alternate and independent care.
3. Home care and support for home care providers should be promoted.

Goal 4: Promote wellness for all Syracuse area residents.

Strategies:

1. A five-year plan should be established to monitor the health of county residents. This plan should encompass testing for high blood pressure, high cholesterol levels, breast cancer, colon and rectal cancer, and other illnesses and should incorporate private sector and media cooperation.
2. Services should be provided for the disenfranchised and underinsured.
3. Health education efforts, relating to nutrition and poor health habits, should be continued and be specifically targeted to groups, which have not yet been reached.
4. Tax incentives should be adopted to encourage the private sector to sponsor wellness-oriented programs.
5. Employee assistance programs should be promoted in both the public and private sectors.

Goal 5: Maintain the hospital patient capacity and the medical infrastructure. Promote the long-term survival of the Upstate Health and Science Center.

Strategies:

1. Since the Syracuse area hospitals currently have the lowest admission rate and number of patient days in the state, care should be taken not to reduce the hospital infrastructure. While nursing home care is preferred for long-term patients, hospital capacity should be maintained to deal with anticipated increases in AIDS patients and the growing elderly population.
2. Economic development efforts should view health as an "export industry," particularly in terms of the research and training undertaken at the Upstate Health and Science Center.
3. Local control and leadership in area hospitals should be maintained.

ARTS AND CULTURE

Trends and Issues

1. Syracuse is unique for a city its size in its long-standing tradition of outstanding cultural activities and facilities. These include the Everson Museum, which was designed by I.M. Pei, Syracuse Stage, the Landmark Theater and the Carrier Dome. In addition, Syracuse is the smallest city in the United States to be the home of a major orchestra.

2. The major professional performing arts organizations and the major visual arts organizations have all grown in activity, audience and budget in recent years.

3. However, there will be little or no population growth in the Syracuse area, so arts organizations will be drawing from the same size population base for their audiences. Shifting demographics mean that potential audiences will be older. There will be fewer teenagers and young adults to draw from.

4. Although all areas of arts funding have produced greater dollars over the past several years, funding continues to be an ever present problem. Funding has been provided by government, foundations, corporations, and individuals; and through the use of special fund-raising benefits and projects.

5. The loss of major corporations and local economic problems may jeopardize future sources of funding.

6. Major advances in audio, video and communications technology mean that concerts, ballets, plays and other events can be transmitted live or reproduced for later viewing with "true-to-life" clarity. Arts leaders believe this could reduce the number of people attending the live events.

7. Changes in the tax laws, especially governing the deductibility of charitable gifts, will continue to adversely affect not-for-profit institutions.

8. Because of financial instability, there has been a large personnel turnover in local arts and organizations. Local artists may be forced to continue to emigrate to try to gain recognition.

9. Changes in educational curriculum that stress basic competencies will favor the basic subject areas at the expense of the art and music.

10. There will be a "collision" of the arts--that is, new combinations of previously distinct art forms will emerge by the year 2000.

Goals and Strategies

Goal 1: Insure that the public in the year 2000 recognizes that the arts are relevant and central to a community's survival and well-being.

Strategies:

1. Arts organizations should capitalize on the new options made available by the technological advances to expand the audience base, utilizing innovative methods to attract viewers and listeners. Organizations should work with, rather than against, the technological changes.
2. The availability of quality indoor and outdoor facilities should be expanded to make arts and culture increasingly accessible to new audiences. These facilities could include an amphitheater in the Armory Square district, and a performing arts center in Onondaga Lake Park.
3. Promotional and educational activities should be expanded and directed to new audience groups, particularly senior citizens.
4. Special grants from foundations, government and business should be secured. These would help fund educational programs in cooperation with local schools, colleges and universities to educate and encourage young people's involvement in the arts.
5. The amount of "public art," especially in downtown Syracuse, should be increased. This would spark an awareness and interest in fine arts.
6. Educational programs on the area's historic architecture should be developed to increase awareness and appreciation of architecture.
7. The local, regional and national market for art works created in the Syracuse area should be expanded.

Goal 2: Insure that the Syracuse Symphony, Syracuse Opera Theater, Syracuse Stage and the Everson Museum--the "backbones" of the Syracuse area's cultural establishment--will prosper and continue to provide a strong base for cultural excellence.

Strategies:

1. The Symphony, Stage and Opera's touring should be expanded. They should travel not only throughout New York State, with annual performances at Saratoga, Art Park and

Chautauqua, but also hold regularly scheduled tours in other states. The Symphony should arrange an annual Carnegie Hall concert and plan for a European tour.

2. A new wing of the Everson should be constructed. This would house the entire, permanent collection of ceramics and American art, and a "State of the Art Educational Center" would serve budding artists from kindergarten students through senior citizens.

Goal 3: Provide fiscal stability for all the arts organizations to insure the existence of a diversity of outstanding cultural activities and facilities.

Strategies:

1. There should be a commitment on the part of public and community leadership, as well as the media, that the arts are something that must be supported. Support for the arts should not be relegated to annual debates during budget crises, when people question if the arts are "really" needed.

2. Efforts should be undertaken to increase the visibility of the local arts and to develop their regional and national reputations. This would result in increased earned and contributed income, and a greater share of government support.

3. A more permanent and reliable method of financial support should be established.

4. All of the arts organizations in the Syracuse area should work in a coordinated fashion to develop new audiences and new funding sources.

2. Efforts should be undertaken to increase the visibility of the local arts and to develop their regional and national reputations. This would result in increased earned and contributed income, and a greater share of government support.

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4. All of the arts organizations in the Syracuse area should work in a coordinated fashion to develop new audiences and new funding sources.

PHYSICAL DEVELOPMENT

Trends and Issues

1. One of the Syracuse area's major assets is the diversity and quality of its natural environment. Its clean and abundant water supply is an important resource for industrial and residential development. These assets will have a significant influence on quality of life in the year 2000.
2. Various subsystems are growing because of population relocation, as opposed to population growth. This expansion creates an economic burden, because the incremental costs of providing services over an expanded area are not related to incremental growth in resources. In addition, the existing infrastructure will be underutilized in older areas and inadequate in other areas.
3. Currently, there is no mechanism in place where costs for system expansion can be passed on to those who create the need for the expansion. Subsidies have hidden the true costs of infrastructure and operating transportation systems.
4. Decreasing federal aid means the burden of infrastructure construction and maintenance is shifting more and more to local government. The growth in the local tax base will not be sufficient to fund infrastructure needs.
5. The dispersed development pattern will mean increasing dependence on private automobiles and the reduced effectiveness of public transportation.
6. Land-use decisions being made at the local town and village level will have significant implications for county services, especially highways and waste water treatment.
7. Federal and state regulations relating to waste water control and treatment, and waste disposal are becoming increasingly stringent and will require costly modifications to the physical plant.
8. The physical plant of the city, as well as the older suburbs, is aging. The physical plant in general, including roads, sidewalks, parks and structures, is not consistently maintained reflecting a lack of caring, concern and pride.
9. There is a growing problem of hazardous waste contamination of land and water resources related to former industrial and landfill sites. These former dump sites, some of which contain toxic and hazardous contaminants, continue to threaten the area as a result of surface runoff, soil and water

contamination.

10. Visual and auditory pollution continues to impact our developed areas.

Goals and Strategies

Goal 1: Maintain and develop the infrastructure in the Syracuse area, while not imposing excessive and unequitable financial burdens on any one sector.

Strategies:

1. Infrastructure, including water and waste water systems, needs to be a focus of business as well as government. New public and private partnerships should be cultivated to deal with infrastructure concerns.

2. There should be a better rationalization of highway ownership and responsibility. This responsibility should be relative to road function and control, such as land use and speed limits. In addition, accurate and full costs of services should be determined. Responsibility should be assigned to developers or public/private partnerships for necessary enhancement and modifications.

3. These public/private partnerships should utilize creative strategies to finance construction and expansion of public services.

4. Plans for orderly development should be established to minimize future infrastructure development and promote infill development. This would be designed to maximize existing infrastructure investment.

5. Consideration should be given to the consolidation of services for maintaining a functioning system of roads in the Syracuse area.

Note: These strategies reflect recommendations included in Report #5 of the Onondaga Citizens League, "Onondaga County Public Works Infrastructure: Status, Funding and Responsibilities."

Goal 2: Protect all of the land resources in the Syracuse area, including rural areas such as farms, orchards, timber stands and groundwater sources, consistent with judicious development and economic growth. Include factors such as appearance and noise in the overall quality of environmental resources.

Strategies:

1. Urban services should be limited to established population centers. Continuous strip residential development along highways should be discouraged.
2. Plans for orderly development should be adopted to make the most efficient use of infrastructure investment and to promote infill development.
3. Plans and mechanisms should be developed to address institutional commercial and industrial expansion and redevelopment needs, consistent with maintaining the integrity of nearby residential areas, such as University Hill, the Lodi-Burnet-James Street area, Armory Square, downtown, and the Southwest side.
4. The reuse or demolition of obsolete and/or vacant commercial and industrial sites should be encouraged.
5. Unsightly debris and unpleasant noise should be alleviated.

Goal 3: Operate a comprehensive solid waste system, which incorporates recycling, land-filling and burning, with the capacity to handle the community's solid waste for the year 2000 and the foreseeable future.

Strategies:

1. A landfill in Onondaga County should be located and put into operation, to enable the resource recovery plant to be implemented.
2. The economic feasibility of a recycling system should be investigated, in which area residents separate glass, metal, paper and other recyclable items.
3. Build a modified "trash to energy" plant.

Goal 4: Maintain tight standards of air and water quality, consistent with continued economic development and industrial expansion. Clean up current pollution problems, including areas with toxic waste contamination.

Strategies:

1. An interagency approach should be developed to deal with toxic substance contamination, accidents and clean-up, as well as the human needs arising from hazardous waste contamination problems.

2. Local industry and the public sector should assume joint financial responsibility for damage to the environment. New public/private partnerships should be established, in order to deal with environmental concerns.

3. Improved waste water treatment facilities should be constructed, allowing for increased development and improved quality of area waterways. Efforts to abate the combined sewer and water overflows and to replace the obsolete and failing waste water system should be endorsed.

4. Continued work should be done to clean up Onondaga Lake and its tributaries.

Goal 5: Utilize Syracuse Hancock International Airport to the fullest extent, to provide economic development potential for the entire region.

Strategies:

1. Hancock Airport should continue to be viewed as a key part of the economic development effort.

2. Services at Hancock should be expanded and enhanced, including development of an air-carrier runway on the north side of the airport.

3. Alternative ownership/management options of the airport should be explored.

4. Efforts should be undertaken to attract both passenger and cargo carriers which will use Hancock as a major operating hub.

V. CONCLUSION

"Blueprints for the Future: Recommendations for the Syracuse Area in the Year 2000" presents a vision of the future. If all of the recommendations were successfully carried out, the Syracuse area would be characterized by economic prosperity, a strong educational system, a healthy populace, a vibrant arts community, a clean environment, and a superior infrastructure. All of these would measure up to an excellent quality of life for Syracuse area residents, and would make the Syracuse area a highly-successful and widely-recognized community.

The Onondaga Citizens League recognizes that the realization of some of these goals depends on national factors, such as the inflation rate and the overall economic picture. Some depend on state or regional factors, such as the lowering of New York State taxes to make them on the average with other large industrial states. The Citizens League recognizes that these advances carry a price tag; all require expenditure of time, energy, resources and money.

However, funds are continually being earmarked by the public and private sectors for the categories studied in this two-year report: economic development, education, health and human services, arts and culture, and infrastructure. Some of the strategies described in the report are already being studied, or are already underway. What the guidelines in this report emphasize are ways to facilitate cooperative and cost-efficient means of funding and implementation to arrive at the maximum results. Lastly, the recommendation for a Community Commission on "Syracuse 2000" underscores the League's strong belief that only proactive work by all facets of the community--government, business, education, social service agencies, citizens and civic groups--can make these goals for the year 2000 a reality.

APPENDIX

The following lists the resources used by the Onondaga Citizens League in carrying out its two-year study, "Blueprints for the Future." Section A lists written documents. Section B lists interviews and presentations. The third section lists the minutes of Citizens League meetings and conferences, as well as subcommittee reports. The titles following the experts' names reflect the positions held at the time of the research.

A. Studies, Papers and Articles:

- Annual Labor Area Report, Greater Syracuse MSA, Fiscal Year 1986
New York State Department of Labor, Division of Research and Statistics
- Annual Report, Onondaga County Health Department, 1985
- Bernstein Research Report, 1985
- Bulletin of the New York Academy of Medicine, January 1985 and January 1986
- Business Trends in New York State, New York State Department of Commerce, December 1985
- Community Perspectives on Human Needs, The United Way of Central New York
- Conference Proceedings, Regional Economic Development Strategy Conference, May 1986, Central New York Regional Planning and Development Board
- Counterbudget '87, SENSES
- County Profiles: Socio-Economic Characteristics of Onondaga County, New York State Department of Labor, Division of Research and Statistics
- Demographic and Economic Statistics, the Syracuse/Onondaga County Planning Agency
- Environment of Medicine, American Medical Association, 1985
- Health Planning Agenda for the American People, Vol.1, 1984
- Human Services Directory, Syracuse/Onondaga County, The Volunteer Center
- Medical News, American Medical Association, 1985-86
- Policy Paper, Central New York Health Systems Agency
- Report, Council on State Priorities, New York State Department of Social Services, 1982
- Social Transformation of American Medicine, Paul Starr, 1982
- Some Good News and Some Bad News About Onondaga County, a report of the Coalition for Health and Welfare of Onondaga County
- Statement of Regents Goals for Elementary and Secondary School Students, 1984
- Syracuse and Onondaga County Fact Book: Summary of Area Resources, 1985 Edition, Syracuse and Onondaga County Planning Agency
- Resources, Syracuse and Onondaga County Planning Agency
- The United Way and Health, the United Way of America
- Tough Economics for the 1980s, United Way of America
- Various memoranda, New York State Department of Health, 1986

Various memoranda, The Onondaga County Child Care Council
Various issues of the following newspapers and periodicals: The Herald Journal, The Herald-American, The Post-Standard, The Wall Street Journal, Barrons, Business Week, Forbes, Fortune
Various studies prepared by the Syracuse Research Corporation, and the Greater Syracuse Program of the Greater Syracuse Area Chamber of Commerce

B. Interviews and Presentations:

James Abbott, Administrator
St. Joseph's Hospital

Louise Birkhead, Director
Office of Federal and State Aid Coordination
City of Syracuse

John Caezza, Executive Director
Central New York Health Service Agency

Charles Chappell, Executive Vice President
Chappell's Department Stores

Don Chappell, President
Chappell's Department Stores

Lynda Clifton, County Administrator for Human Services
County Executive's Office

Donald F. Colon, County Legislator, 1st District,
Past President, Onondaga County Mayor's Association

Bill Connor, Staff Member
New York State Department of Commerce

John Dietz, Chief Executive Officer
Community Foundation

Roger Evans, Senior Economist
New York State Department of Labor

John Henry, M.D., President
SUNY Health Science Center at Syracuse

Peggy Hleboski, Director of Research and
Economic Development
Greater Syracuse Chamber of Commerce

Jerry Hoffman, Executive Secretary
Onondaga County Medical Society

David Krietor, Vice President for
Economic Development
Greater Syracuse Area Chamber of Commerce

Ron Lague, Executive Director
Hospital Executive Council

Donald J. Lawless, Deputy Director
Onondaga County Department of Research and Communications

William Leavy, Deputy Commissioner
New York State Health Department

Dean Lesinski, Executive Director
Gifford Foundation

Joe Mareane, Director of Management and Budget
City of Syracuse

James Miller, M.D.
Health Commissioner
Onondaga County

Martin Nagelkirk, Staff Member
Cooperative Extension of Onondaga County

Walter Neuhauser, Staff Member
Cooperative Extension of Onondaga County

Frank O'Connor, Regional Director
New York State Department of Commerce

Peggy Ogden, Executive Director
Community Foundation

John Rees, Associate Professor of Technology and
Public Policy
Syracuse University

Stephan Rogers, President
The Syracuse Newspapers

Erwin G. Schultz, President
The Greater Syracuse Area Chamber of Commerce

Janet Starr, Executive Director
New York State Home Health Association

Shirley Wester, Executive Director
American Health Planning Association

Arnie Will, Staff Member
New York State Department of Commerce

Fred Yanni, Executive Director
Central New York Health Services Center

Note: Minutes are available for presentations made by the following people:

Irwin Davis, Executive Director
Metropolitan Development Association
Jan. 21, 1987

Barbara Blanchard Whispell, Director of Planning
Central New York Regional Planning and Development Board
Jan. 28, 1987

J. Michael Kelly, Agriculture Reporter
The Herald Journal
Feb. 4, 1987

Ann Michel, Chairperson
Regional Economic Development Council
President, Knowledge Systems and Research Inc.
Feb. 11, 1987

Roger Evans, Senior Economist
New York State Department of Labor
Feb. 18, 1987

Karen Hilemae, Vice President for Graduate Studies and Research
Syracuse University
Feb. 25, 1987

Stephen Buechner, Landscape Architect
Reimann Buechner Partnership
March 4, 1987

Carter Chase, Attorney
Syracuse, N.Y.
March 11, 1987

Joe Golden, Executive Director
Cultural Resources Council
March 18, 1987

Harry Honan, Executive Director
The United Way of Central New York
March 25, 1987

Tom Quinn, Vice President for Corporate Services
Community-General Hospital

April 1, 1987

Joseph Barry, Public Health Administrator
Onondaga County

April 8, 1987

Lionel Meno, Superintendent of Schools
Syracuse City School District

April 15, 1987

Edward Kochian, Deputy County Executive
Onondaga County

May 6, 1987

C. Frank Harrigan, Corporation Counsel
City of Syracuse

May 13, 1987

C. Citizens League Committee Reports and Conference Proceedings:

Executive Summary: 33rd Community Leadership Conference,
Continuing Education Center for Public Service, May 12-14,
1986, Minnowbrook Conference Center

Executive Summary: 34rd Community Leadership Conference,
Continuing Education Center for Public Service, May 18-20,
1986, Minnowbrook Conference Center

Human Services Sub-Committee Report, Chris Buscher, Chairperson
Local Economy Sub-Committee Report, Eleanor M. Shopiro,
Chairperson

Minutes of Annual Meeting, Nov. 18, 1986, University College

Minutes of Blueprints for the Future Conference, Oct. 10, 1986,
University College

Minutes of Orientation Meeting, Phase II, Jan. 14, 1986,
University College

Minutes, Review Session, Onondaga Citizens League, April 22, 1987

Minutes, Review Session, Onondaga Citizens League, April 29, 1987

Public Sector Sub-Committee Report, Caryl Frawley, Chairperson

Physical Development of Onondaga County Sub-Committee

Report, Marty Duggan, Chairperson

Syracuse 2000, prepared by John E. Cerio, Darlene D. Kerr, Mark
G. Mazzie, Francis J. O'Connor and Debbie Williams