



CNY REGIONAL MARKET AUTHORITY

STRATEGIC PLAN

Our Mission:

“The mission of the Authority is to provide facilities, programs and services to promote opportunities for Agriculture and commerce in Central New York.”



Vendor Testimonies:

“Selling here has helped my business jump 1,000% in growth along with other factors in the year of 2021. We have been able to connect and create personal relationships with our customers that we normally would not have been able to create on a weekly basis... This market is one of a kind and I hope it continues to flourish .”

“The CNYRMA has given my business so much growth and has been the main way my business has grown with the Syracuse community. I also love the community we build with vendors. Being only 22 years of age, these relationships have helped me grow as a small business owner.”



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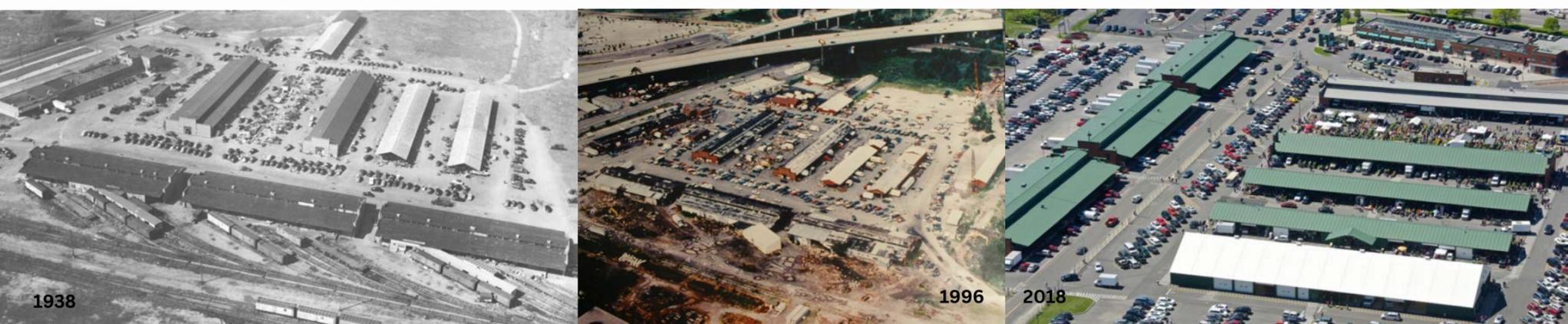
Background:

New York State established the Central New York Regional Market Authority (Authority) in 1935 through our enabling statute, with the purpose of serving the counties of: Cayuga, Cortland, Madison, Oneida, Onondaga, Oswego, and the portion of Wayne County that lies east of the pre-emotion line. Groundbreaking for the construction of our market took place in 1936 as a PWA project under Roosevelt's New Deal. Our gates opened on April 1, 1938 and we have been providing opportunities for agriculture and commerce for the community we serve ever since.

As the Authority operated over the years, the facility had fallen into disrepair by the late 80s and the early 90s. At this time, the Authority was lucky to receive \$8.4 million from the State of New York, in conjunction with the new construction of the transportation center and baseball stadium. for a large-scale restoration project. This was pivotal for operations, as a majority of the facility was restored to its former glory. However, due to inflation between the time the money was granted to the Authority and the time the project began, there was not enough money to complete the entire project. This left a large amount of paving, underground infrastructure, and more untouched. Moreover, as the facility was restored, this presented (and still presents to this day) several challenges in regards to operating modern agricultural businesses and distribution -- with all of the standards and regulations -- in facilities that were built for the standard and scale of practice in the 1930s.

At this time, we are now more than 20 years removed from this project. Not only are we left with portions of infrastructure that date back to the 1930s, but we still have tenants operating out of spaces that are not fully equipped for modern day compliance with the cold chain, FSMA, and more. Additionally, much of our infrastructure is now experiencing large-scale failure.

Since the completion of the Restoration Project more than 20 years ago, the Authority has sustained operations and responded to the ever-changing needs of needs of the community by relying exclusively on the revenue generated from the rental of space. At this time, however, the Authority requires outside funding to effectively reinvest in our region's food system in the modern era, realize new opportunities, and revitalize the Authority's infrastructure to meet today's needs.



Facility Goals

Facility Map and Key:



A. Administration Building

- Full restoration of brickwork and underlying steel structure
- Replacement/ repair of roof and skylights on the Regional Market Commons
- Repair of under-slab waste removal line in the Regional Market Commons
- Addition of a certified community kitchen in the south end of the Regional Market Commons
- Complete repairs to interior damages caused by water intrusion through damaged brickwork
- Renovate and update office space
- Repair and/or replace deteriorated metal window and door frames
- Complete sidewalk and entryway revisions and repairs to increase ADA accessibility
- Remove inoperable scale and fill to create additional parking
- Update piping for boiler system
- Update all lighting to LED fixtures
- Update bathrooms



B. Welcome Center

- Restoration of brickwork, concrete work, and underlying steel structure
- Repair and/or replace deteriorated metal window and door frames
- Update and upgrade outdated electrical
- Replace and update the sewage transfer system
- Update exterior lighting
- Replace roof



C. Retail Unit B

- Replace HVAC system
- Update bathrooms
- Replace water meter



D. Guard Shack

- Demolish and reconstruct
- Improve security camera system for full facility surveillance



E. A-Shed

- Restoration of brickwork and concrete work
- Repair and/or replace deteriorated metal window and door frames
- Update solar panels, battery bank, and inverter system
- Update overhead doors
- Update heaters and fans



F. B-Line

- None at this time

G. C-Shed

- Restoration of brickwork and concrete work
- Repair and/or replace deteriorated metal door frames
- Update solar panels and add a mezzanine, battery bank, and inverter system
- Update heaters and fans
- Install fire protection system
- Remove inoperable fire hydrant
- Update LED lighting



H. D-Shed

- Update remaining two food sheds to new storage container style sheds
- Clean and restore steel structure



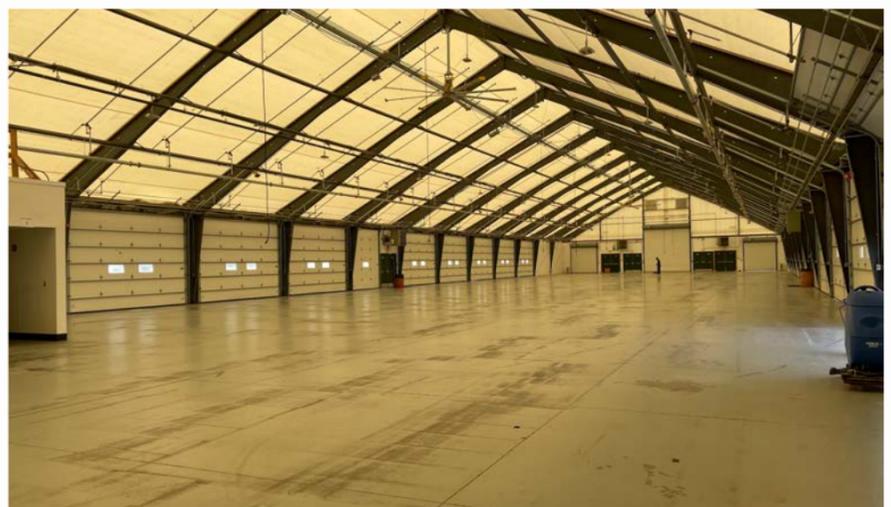
I. E-Shed

- Repair ground connection for portions of the steel structure
- Redesign and update bathrooms
- Update overhead doors
- Update heaters and fans
- Repair and restore steel structure



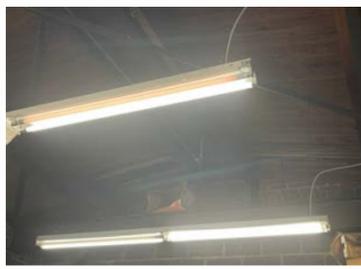
J. F-Shed

- Re-work sprinkler system
- Replace roof panels damaged by sprinkler system
- Repair or replace heaters damaged through overuse during COVID testing
- Remove of cover access venting in the building that leads to heat loss



K. Commission Houses:

- Restoration of brickwork and underlying steel structure
- Repair upper window and roof deterioration
- Repair interior surface damage caused by building settling
- Update all lighting to LED
- Update electrical run to each of the buildings
- Repair paving and drainage surrounding and behind the buildings
- Re-locate wholesale tenants into new updated warehouse facility
- Gut and restore the inside of all three Commission Houses
- Make repairs and improvements to dock areas
- Add ramps and railings, creating ADA compliant outdoor seating areas on the front docks
- Prepare Commission House 1 and 2 in a condition suitable for food hall style tenant, brewery, or distillery use
- Create event venue space in all or a portion of Commission House 3
- Update HVAC for heating and cooling of units



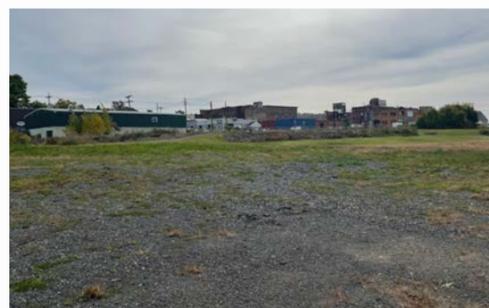
L. Tractor Barn - New Maintenance Shop:

- Gut and restore the existing structure
- Add an addition onto the structure to create an indoor shop space of 80' x 120' with 14' overhead doors to accommodate equipment
- Run water, electric, and sewer to the site
- Install heating in the facility
- Equip the new structure with a bathroom (including a shower), washer and drier hookup, small locker room space, small office space, small break room space, and
- Add large fenced in storage area connected to the building



M. Old Foundation Behind Birchmire Building - New Wholesale Distribution Warehouse Site:

- Remove remaining foundation
- Excavate and lay foundational work
- Construct new warehouse facility with updated cooler space, and loading docks offering features suitable for cold chain and FSMA compliance
- Develop surrounding property with paving rated for large truck traffic and parking
- Move all existing wholesalers into this updated warehouse space.
- Repair and pave stone driveway leading to Hiawatha Blvd.



N. Halal:

- Complete paving around the building
- Add bollard in front of meter for protection



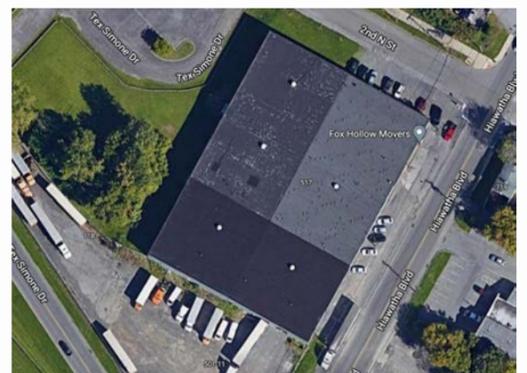
O. Storage Facility:

- Excavate property adjacent to existing storage facility
- Construct additional facility to mirror the existing one



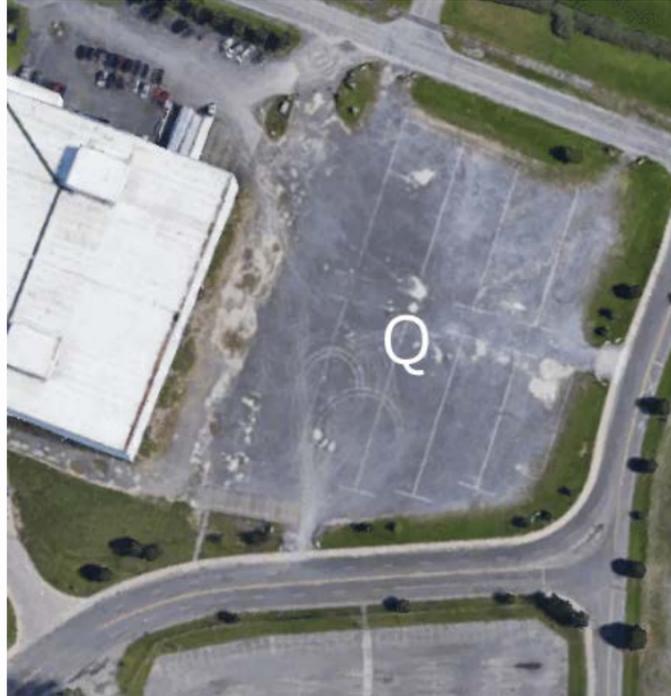
P. Hiawatha Warehouse:

- Complete roof tear off and replacement (as is being required by the Syracuse City School District in order to extend their lease and equip their portion with freezers and coolers)
- Restore any damaged portions of vacant space, and prepare in renter ready condition
- Repairs and upgrade to exterior of the building - to include gutter repair and painting the building "Regional Market Green"



Q. Swing Lot

- Explore options for development of this area. Possible options for development include:
 - addition to expand current Byrne Dairy facility
 - paving and striping for more developed parking
 - addition of parking garage for additional parking



R Vacant Lot- Hiawatha Blvd.

- Explore options for development of this area. Possible options for development include:
 - gas station/ convenience store
 - grocery store
 - other unassigned commercial space



S. Overall Facility/ Farmers Market Drive:

- Re-stripe parking, stalls, crosswalks, etc.
- Repair underground infrastructure and catch basin failure that is leading to sinking and heaving in the pavement and sidewalks
- Repair cracking asphalt and uneven sidewalks
- Replace missing lighting, and update existing lighting to LED
- Repair any damaged portions of fencing
- Pavement repair to drip edge around buildings
- Install electric vehicle charging stations
- Upgrades to dated gas and electric connections and meters
- Update facility to utilize key fob system for improved safety and security



***Urgent* Short Term Needs: (Less than 2 years)**

A. Administration Building

- Full Restoration of brickwork and underlying steel structure
- Replacement/ Repair of roof and skylights on the Regional Market Commons
- Repair of under-slab waste removal line in the Regional Market Commons
- Complete repairs to interior damages caused by water intrusion through damaged brickwork
- Repair and/or replace deteriorated metal window and door frames
- Remove inoperable scale and fill to create additional parking
- Update all lighting to LED fixtures

B. Welcome Center

- Restoration of brickwork, concrete work, and underlying steel structure
- Repair and/or replace deteriorated metal window and door frames
- Update Exterior Lighting
- Replace Roof

C. Former Buda Unit

- Replace HVAC system that was removed by former tenant
- Update Bathrooms
- Replace water meter that was damaged by former tenant

D. Guard Shack

- Demolish and Reconstruct - include HVAC, and internet

E. A-Shed

- Restoration of brickwork and concrete work
- Repair and/or replace deteriorated metal window and door frames
- Update solar panels, battery bank, and inverter system

G. C-Shed

- Restoration of brickwork and concrete work
- Repair and/or replace deteriorated metal door frames
- Update solar panels and add a mezzanine, battery bank, and inverter system
- Install fire protection system
- Update LED lighting

H. D-Shed

- Update remaining two food sheds to new storage container style sheds

I. E-Shed

- Repair ground connection for portions of the steel structure
- Redesign and update bathrooms

J. F-Shed

- Re-work sprinkler system
- Replace roof panels damaged by sprinkler system

K. Commission Houses

- Restoration of brickwork and underlying steel structure
- Repair upper window and roof deterioration
- Repair interior surface damage caused by building settling
- Update all lighting to LED
- Update electrical run to each of the buildings
- Make repairs and improvements to dock areas

L. Tractor Barn - New Maintenance Shop

- Gut and restore the existing structure
- Add an addition onto the structure to create an indoor shop space of 80' x 120' with 14' overhead doors to accommodate equipment
- Run water, electric, and sewer to the site
- Install heating in the facility
- Equip the new structure with a bathroom (including a shower), washer and drier hookup, small locker room space, small office space, small break room space, and
- Add large fenced in storage area connected to the building

M. Old Foundation Behind Birchmire Building - New Wholesale Distribution Warehouse Site

- Move all existing wholesalers into this updated warehouse space.

N. Halal

- Complete paving around the building
- Add bollard in front of meter for protection

P. Hiawatha Warehouse:

- Complete roof tear off and replacement (as is being required by the Syracuse City School District in order to extend their lease and equip their portion with freezers and coolers)
- Restore any damaged portions of vacant space, and prepare in renter ready condition
- Repairs and upgrade to exterior of the building - to include gutter repair and painting the building "Regional Market Green"

S. Overall Facility/ Farmers Market Drive

- Re-stripe parking, stalls, crosswalks, etc.
- Repair underground infrastructure and catch basin failure that is leading to sinking and heaving in the pavement and sidewalks
- Repair cracking asphalt and uneven sidewalks
- Replace missing lighting, and update existing lighting to LED
- Pavement and catch basin repair throughout the facility
- Pavement repair to drip edge around buildings
- Upgrades to dated gas and electric connections and meters
- Update Facility to utilize key fab system for improved safety and security

Medium Term Goals: (2-5 years)

A. Administration Building

- Addition of a certified community kitchen in the south end of the Regional Market Commons
- Renovate and update office space
- Complete sidewalk and entryway revisions and repairs to increase ADA accessibility
- Update piping for boiler system
- Update bathrooms

B. Welcome Center

- Update and upgrade outdated electrical, and potentially work with National Grid to update their high voltage room in the back of the building

E. A-Shed

- Update Overhead doors
- Update Heaters and Fans

G. C-Shed

- Update heaters and fans
- Remove inoperable fire hydrant

H. D-Shed

- Clean and restore steel structure

I. E-Shed

- Update overhead doors
- Update heaters and fans

J. F-Shed

- Repair or replace Heaters damaged through overuse during COVID testing
- Remove or cover access venting in the building that leads to heat loss

K. Commission Houses

- Repair paving and drainage surrounding and behind the buildings
- Re-locate wholesale tenants into new updated warehouse facility

M. Old Foundation Behind Birchmire Building - New Wholesale Distribution Warehouse Site

- Remove remaining foundation
- Excavate and lay foundational work, including water, sewer, gas, and electric
- Construct new warehouse facility with updated space space equipped for cooler installation, and loading docks offering features suitable for cold chain and FSMA compliance - 60,000 -100,000 square feet
- Develop surrounding property with paving rated for large truck traffic and parking
- Move all existing wholesalers into this updated warehouse space.

S. Overall Facility/ Farmers Market Drive

- Repair any damaged portions of fencing
- Install electric vehicle charging stations

Long Term Goals:

B. Welcome Center

- Replace and Update the sewage transfer system housed in the building

K. Commission Houses

- Gut and restore the inside of all three Commission Houses
- Add ramps and railings, creating ADA compliant outdoor seating areas on the front docks
- Prepare Commission House 1 and 2 in a condition suitable for food hall style tenant, brewery, or distillery use
- Create event venue space in all or a portion of Commission House 3
- Update HVAC for heating and cooling of units

O. Storage Facility

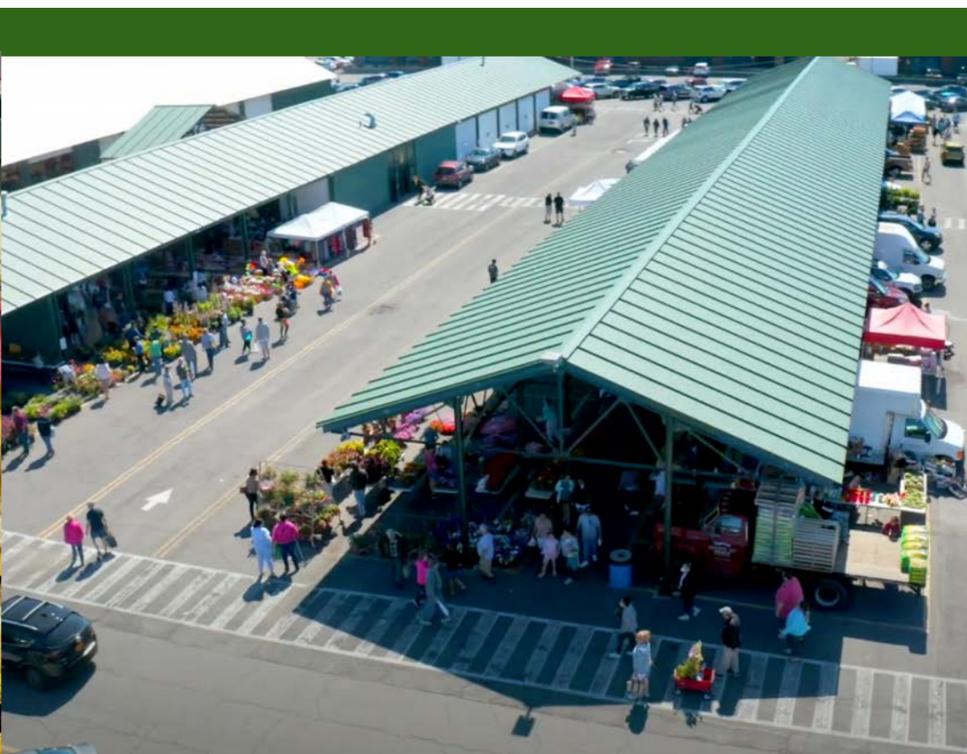
- Excavate property adjacent to existing storage facility
- Construct additional facility to mirror the existing one

Q. Swing Lot

- Explore options for development of this area. Possible options for development include:
 - addition to expand current Byrne Dairy facility
 - paving and striping for more developed parking
 - addition of parking garage for additional parking

R. Vacant Lot- Hiawatha Blvd.

- Explore options for development of this area. Possible options for development include:
 - gas station/ convenience store
 - grocery store
 - other unassigned commercial space



Programming Goals

Short Term Goals: (Next 2 years)

Creative Marketing and Community Outreach Opportunities

- Improve upon and grow: website, Facebook, Instagram, YouTube, and other online presence. Keeping potential paid opportunities in mind.
- Collaborate with other local organizations and publications for improved outreach.
- Collaboration with the Syracuse City School District, City, and County to establish relationships and aid in the process of getting fresh and local foods into the meals and the hands of the youth in the Syracuse area and encourage education and interest in local food and local food systems.
- Collaborate with community members and organizations for special events to include: Center for the Aging, heritage based community groups, youth based community groups, etc.
- Increased and Updated Signage in and around the retail market facility with possible paid opportunities for advertisement.
- Grow and expand in-house events, in coordination with the Market's Marketing and Events Coordinator.

Opportunities for Vendor Outreach, Collaboration, and Growth:

- Grow our monthly newsletter and email campaigns to keep vendors and the community informed and involved.
- Build Community through vendor events.
- Address issues with vendors claiming the wrong category, and develop a policy with strict and lasting effects to discourage violations of this rule.
- Continued growth of marketing initiatives, highlighting tenants and vendors to include possible paid opportunities in blog and website posts (as listed above).
- Collaborate with vendors to offer weekly or monthly raffles to increase awareness of both product availability and the market media that highlights vendors, tenants, products, and programming.



Medium Term Goals: (Within 5 years)

Creative Marketing and Community Outreach Opportunities

- Utilize online presence and facilities such as our demo kitchen to increase opportunities for public education. This can be done in the form of continued growth of our "What's Fresh," "Meet the Vendor," and "Prep and Process," online campaigns, and also in the form of reinstating use of demo kitchen for community demonstrations and guest chef demonstrations -- adding in an online live-streaming feature to increase reach.
- Walking tour program with talking points based around our history, local food systems, market operations, perks of buying local, etc.
- Provide classes for customers on topics such as: tips for shopping at the market, storing and freezing product, product education etc.
- Addition of Events to draw larger crowds to the Thursday and Sunday Markets.
- Continue to grow collaborations with educators working booths on the market for customer education opportunities
- Continued growth and distribution of benefits provided through many levels and programming (WIC, Sr. Nutrition, SNAP, FreshConnect, etc.)
- Possibility of evolving on the idea of the mobile market, through reinstatement of the program with the addition of educational factors, or creating a similar program with pre-packaged boxes to get healthy food into the food desert areas that surround the Market

Revitalization of the Regional Market Commons

- Renovate available space for use as community room for rental.
- Renovate former Mediterranean space to create a certified commercial grade community kitchen.-- opening opportunities for business opportunities, proving the community with healthy cooking lessons, and expanding the services available to our tenants and vendors.

Opportunities for Vendor Outreach, Collaboration, and Growth:

- Develop opportunities or establish connections for both new and established vendors, with business development tools

Customer Testimony:

" Love supporting local. Appreciate the variety and consistency of vendors. I consider a visit to the market an outing, not just a shopping trip. Love to wander and browse. I plan a trip to Syracuse around a visit to the market. "

Long Term Goals: (5-10 years)

Creative Marketing and Community Outreach Opportunities

- Continued growth of online presence to reach goal of paid opportunities with our online presence and on our social media platforms.

Revitalization of the Regional Market Commons

- Work toward our goal of developing a NY Grown store.

Long term collaboration with organizations and local community for development and implementation of programming aimed at strengthening the local food system and providing expanded opportunities for local agriculture and commerce.

Customer Testimonies:

“This market is the best EVER!!! Good people, good food, good prices. It is a long-standing staple and pillar of the Syracuse community. Its a beautiful representation of the diverse communities Syracuse has, both in its vendors and shoppers. It’s an amazing space for the community to gather each week to not only nourish themselves with local, beautiful food, but to connect with others and really feel grounded. This market is my therapy each week and a super fun time too!!... ”

“ have learned so much about food, farming, and this area from the CNYRMA. I cannot even begin to say how much the market means to me. I have a greater appreciation for fresh foods, I have learned how to use & preserve them, how to grow them myself, I have met so many amazing growers & small business people, all through the CNYRMA. I think it is one of the single greatest things CNY has to offer. ”



“The market can often offer affordable produce options as well as a connection to local business owners within the community. I try to go as often as I can! Every experience is a memorable one.”

“What an amazing resource our market provides for the community! This market is located very close to some of the poorest neighborhoods we have in our area, with very few stores and almost no close access to fresh produce. The market is a great place not only to shop, but to get to know local vendors and businesses and to learn more about the people that grow and create local food items. This is such an important part of our local community! ”

“I like buying locally grown/produced food I can trust. I also like supporting our local/regional farmers ”

“We love supporting local farms in the area and talking with people who are so passionate about what they do. We typically purchase seasonal vegetables and fruits, once a year we get our seedlings there for our home garden. We also will get pasta, pickles, seafood, bread, and fresh flowers on occasion. The kids also love getting a fried dough treat or baked good from a vendor. It's important for us to show our kids that even though we don't have a ton of money we can still do good and support our community. ”

“ It is one of the only places where people of all colors, abilities, and income levels share the same space & that is a special thing! ”

“I travel two hours to get to the market, but the produce quality and prices make it a necessity for me.”

“For over twenty years, the CNYRMA has made it possible for my family to eat according to our values: by purchasing an in-season, vegetable-centric diet; through buying directly from local producers to support our regional farm economy; by building friendly relationships over the years with farmers; and by reducing our carbon footprint through consuming local food and pasture-raised dairy and meat. We also appreciate how the market serves the very diverse population in our region. These things are really important to us, and we are grateful to have access to this unique, vibrant market. ”



Vendor Testimonies:

"My sales for this year to date are already 43% above all of last year's sales, with several months yet to go. The Regional Market has given me a consistent place and audience where I can present my products for sale. I am very grateful for the opportunity."

"The market has been a great way to connect with consumers all over CNY. It allows us to have some great face to face conversations that sometimes leads to lifetime customers.."

" In the six years selling at CNYRMA our business has probably tripled in size and the market has been a big part of why our business is doing so well."

" The CNYRMA has allowed us to grow our business. The CNYRMA Has really helped us connect with local customers first hand, we love we hearing feedback from our customers first hand and seeing the same faces each weekend!."

"The CNYRMA has given my business so much growth and has been the main way my business has grown with the Syracuse community. I also love the community we build with vendors. Being only 22 years of age, these relationships have helped me grow as a small business owner."

"Vending at the Regional Market has opened up doors to more exposure for my business than I could have ever accomplished on my own. This market, and the wide customer base it brings to my business has become vital to our survival and success."

