



SYRACUSE RISING – A PLAN TO HELP ALL SYRACUSANS RISE ABOVE

Vision & Full Platform

Rise Above. It's more than a slogan – it's a call to action. We, as a community, can come together and make Syracuse reach our full potential. It's more than a tagline – it's a mindset that influences every decision. Is this action in the best interest of the citizens of Syracuse? Rise Above is a mission statement. Syracuse Rising is the vision for our resilient city and its resilient residents. I believe in collaborative leadership, and I am a citizen first. At my core, I believe in the same shared principles as my fellow Syracusans – Family. Community. The Greater Good. As residents, we share a unified goal to improve our city, our schools, our economy and our way of life. Together, we will Rise Above.

Together, we will make our shared vision a reality. As Mayor, my three top priorities will be –

(1) Enhancing the quality of life and safety in our neighborhoods

Working with each neighborhood to understand where the city's support is most needed, and providing responsive, efficient and high-quality services to improve the daily lives of our residents.

(2) Improving academic achievement and safety in our schools

Our city schools are home to some of the brightest and most diverse future leaders in the state – providing the appropriate leadership and resources to help teachers, students and families thrive is paramount to sustainable success for Syracuse.

(3) Reducing poverty by increasing access to economic opportunity for all

To reduce poverty, we must improve the economy. But improving the economy doesn't in and of itself reduce poverty. Inclusive economic prosperity takes long-term focus and determination, and a plan that will allow Syracusans of all skill sets, education levels and backgrounds to have the chance to provide for themselves and their families. This work is my passion, and we'll work together to make it happen.

Together, we will take challenges head-on, and we'll overcome barriers to Rise Above in an inclusive and collaborative way. Syracuse will Rise Above by unleashing the full potential of all our citizens. Leadership is built on action. Change is built on action. Syracuse Rising is built on action.

Imagine a Mayor that believes in every citizen's potential. Imagine a community bound by their shared vision of a healthy, strong and vibrant Syracuse. Imagine Syracuse Rising.



Platform Pillar 1: Enhance the Quality of Life and Safety in our Neighborhoods

Strong neighborhoods make a strong city. In Syracuse, we are blessed to have many unique parts of our community, but in recent years, quality of life issues have begun to undermine even our most stable neighborhoods. As Mayor, I will double down on our neighborhoods by focusing on the issues that matter most to neighbors. From more proactively addressing crime, vacancy and blight, to reinvesting in our schools and parks and other community assets, I will ensure our neighborhoods get the attention they (and you) deserve.

Imagine Skiddy Park, neatly-manicured fields and flowers blooming to match the vibrant, all-inclusive sense of community that blankets the residents of the Near West Side. By increasing safety, care for our parks and schools, we'll empower the Near West Side community, already built of strong, independent residents. Rise Above.

- **Increase Safety Through Community-Based Policing & New Technology**

As Mayor, I will immediately take four actions to make our city safer. First, I will *hire more police officers and provide additional training to existing officers*. Second, I will *ensure more officers are living in the city*. Third, I will *hire a new police chief who will establish a culture of accountability, customer service, and compassion*. Fourth, I will *expand the use of cameras and other technology* to give our officers the tools they need.

Action – Reinforcements: The addition of new police officers will decrease the amount of overtime paid to compensate for current understaffing. More boots on the ground and additional training will also help strengthen relationships between officers and residents through community-based policing.

Action – Residency & Diversity: I will incentivize officers to live in the city and recruit new officers from underrepresented populations to ensure the department fully represents the population it serves. To do this, I will implement the following three-pronged plan: (1) work with the SPD and union leadership to negotiate a reasonable residency requirement into the next PBA contract; (2) partner with local lenders to develop a home finance and guaranteed mortgage program for officers; and, (3) work with the School District's Public Service Leadership Academy (PSLA) at Fowler to develop a pipeline of homegrown candidates.

Action – Cross-Agency Collaboration: As staffing increases I will place an enhanced focus on quality-of-life issues like larcenies, drug dealing and noise complaints. I will start by beefing up the underutilized multi-agency service team (MAST) initiative, which brings together multiple agencies (ex. SPD, DPW, Codes, etc.) to focus on nuisance crimes.

Action – Protective Technology: To support the work on the ground I will add cameras in neighborhoods where they are needed and wanted and fully institute the use of police body cameras and dashboard cameras to better protect citizens and officers alike. Furthermore, I will ensure the police department coordinates more closely with other law enforcement agencies.



- **Establish a Quality of Life Commission**

As mayor, I will establish a Quality of Life Commission made up of city department heads, common councilors, residents, and business owners. The commission will focus on three areas:

Action – Beautification: To address beautification, the commission will rely on municipal and volunteer resources to develop a comprehensive approach to *litter prevention, flower and tree plantings, and gateway enhancements*. Programs will include **Adopt-A-City-Block**, **Adopt-A-Trashcan**, and an expansion of the **Onondaga Earth Corps' Clean Streets Crew**, a youth employment program I initiated during my time at the city to better maintain local business districts.

Action – Nuisance Crimes: To address nuisance crimes like larcenies, noise, dumping, illegal motorized vehicles, and drugs, the commission will build upon the city's underutilized *multi-agency service team (MAST)* model. MAST will bring together multiple city departments (SPD, DPW, Codes, etc.) to address environmental conditions like removing overgrowth, boarding up vacant houses, and installing speed bumps/humps.

Action – Ordinance Enforcement: To address ordinance enforcement, the commission will assist city departments in developing and tracking *neighborhood-specific priorities and metrics*, as well as solutions to chronic neighborhood problems. Examples include everything from sidewalk repair and snow removal, to illegal land use and deer management.

- **Create a Can-Do Culture in City Hall and Make Syracuse Fun**

Too often in our city creative and fun new ideas are met with resistance, cynicism and ultimately opposition in favor of how things have always been done. True leaders lead by example, and as Mayor, I'll always be open to new ideas. I won't be afraid to take smart risks in the interest of helping our city Rise Above.

Every great idea and positive action is born of conversation, open-mindedness, and a culture of idea-sharing. Providing opportunities for creativity and fun is imperative for any city on the rise. Here are some ideas to get us started:

Action – Bring Back Sledding: The existing ban on sledding on city property is a well-intentioned but unnecessarily punitive local law that takes the fun out of one of our greatest assets – snow! As Mayor, I will work with the Commission and the Common Council to *make sledding both legal and safe* in designated public areas in the city.

Action – Film Floats: We'll erect a screen at the Inner Harbor or Onondaga Park, where residents and families can watch movies from their boats/kayaks/canoes. Drive-In experience, Syracuse-style.

Action – Event Hosting: Our committee will focus on attractive free public events in our parks and public spaces. Imagine wearing your Stormtrooper outfit to Middle Ages Brewery after



attending ComiCon Saturday in Leavenworth Park, or taking the kids to Gannon's after a Wiffle Ball tournament in the Valley.

Action – Activate City Waterways: We will maximize Onondaga Lake and the Inner Harbor, Onondaga Creek, Hiawatha Lake and our other waterways by increasing fishing access and providing affordable kayak, canoe and paddle boat launches and rentals.

Action – Support the Arts: We will commission new works of public art and encourage community members to passionately pursue their creative endeavors throughout the city.

Action – Constant Ideation: Building a culture of can-do could lead to an indoor motocross facility (providing a safe outlet for the dirt bike and ATV enthusiasts currently using our neighborhood streets as test tracks), a downtown playground, more dog parks, chess boards and climbing walls.

- **Implement Neighborhood-Based Deer Management & Lyme Disease Prevention Plans**

I have deer in my backyard daily. I know what it's like to have to check my children for ticks when they come in from playing outside. I pulled dozens of ticks off my dog over the years, who ended up contracting Lyme disease. In addition to the very serious public health threat stemming from Lyme, deer also wreak havoc on yards and urban landscapes and regularly cause car accidents.

As Mayor, I will take immediate steps to develop and implement neighborhood-based deer management and Lyme disease prevention plans where they are most needed.

Action – Culling: I am prepared to pursue lethal methods (aka culling of the deer population) in neighborhoods that support this action, and that safety can be assured.

Action – Non-Lethal Methods: I will also explore more humane, non-lethal methods like spaying and neutering. While these methods are more expensive, research suggests they may be an effective part of a long-term management strategy. It's also important to note that deer ticks acquire Lyme disease from infected mice, not deer, so plans should also address the carriers of the disease (imagine [tick tubes in every park](#)).

Action – Resources: I will work with our local, state and federal partners to secure the necessary funding to drive results. This includes working with the Onondaga County Deer & Tick Management Advisory Committee.

- **Support & Improve The Land Bank**

I take great pride in the role I played in creating the Land Bank. I convened community meetings at the Dunbar Center, Assisi Center, and St. Lucy's in 2007 when neighbors demanded a solution to the city's growing number of vacant properties. I led the charge to push the state to pass land bank legislation and I was at the table when city and county leaders worked hand-in-hand to establish New York State's first and most successful land bank in 2012.



The Land Bank is a shining example of what we are capable of when we Rise Above political self-interests to do what's best for the community. To date, the Land Bank has seized approximately *1,300 tax delinquent properties, demolished 184 vacant structures* and put *440 properties back on the tax rolls* where they are generating *\$800,000/year in property taxes*. In doing so, the Land Bank improved public safety by removing neighborhood blights that regularly attracted crime, and improved the city's financial position by *increasing the collection rate of current and delinquent property taxes*.

As Mayor, my administration will work closely with the Land Bank to make sure they have the necessary resources to be successful, while at the same time making sure we are holding them accountable to the community and addressing existing neighborhood concerns.

Action – Planning & Development: In neighborhoods disproportionately impacted by abandoned Land Bank-owned properties, I will ensure the Land Bank works with neighborhood stakeholders to strike the right balance between necessary short-term emergency demolitions and longer-term preventative maintenance and neighborhood planning to support future housing development and homeownership opportunities (ex. interest rate buy-down program to provide 1% home improvement loans to city residents).

Action – Board Development: I will use my authority as Mayor to ensure Land Bank board members are sensitive to, and reflective of, the neighborhoods they serve.

- **Tackle the Lead Crisis & Other Home Health Hazards**

We know young children in our most distressed neighborhoods, predominantly children of color, are disproportionately impacted by lead paint poisoning and substandard rental housing. We know children with high blood lead levels have lower IQs, higher suspension rates, and other behavioral health problems. And we know other toxins in the home like radon, asbestos, mold and infestations are also poisoning our children.

We know the time to act is now, and as mayor, I will bring the right people together and take immediate action to protect our children.

Lead poisoning among children is a crisis in our community and under my administration it will be treated as such. As mayor, I will immediately take four actions to facilitate the prompt remediation of home health hazards throughout the city.

Action – Financial Support: I will aggressively seek new funding through the HUD Lead Hazard Control grant program and all other available sources.

Action – Holistic Approach: I will build upon the existing Green & Healthy Homes Initiative Greater Syracuse model and bring together the NYS Attorney General's Office, Home Headquarters, the County Health Department, and other community partners to take a more holistic and collaborative approach to home health.



Action – Enforcement: I will implement a more proactive code enforcement model that will detect and prioritize properties most at risk, and hold non-compliant property owners accountable by refusing occupancy.

Action – Community Responsibility: I will leverage my relationships with area lenders to develop a revolving loan fund to connect responsible property owners with financial resources to eliminate hazards and improve housing quality.

- **Combat the Opioid, Synthetic Drug, and HIV/AIDS Epidemics**

Our city is under attack. Facing this siege head-on is paramount to Syracuse's future. The current opioid, synthetic drug, and HIV/AIDS epidemics have touched many lives in our city, county and state, including my own. These are community-wide health issues that require a community-wide response.

Building a unified front, with a complete understanding of the main contributing factors, including identifying at-risk behaviors and launching appropriate preventative actions is key to turning the tide. Together, we can make a difference.

Action – Cross-Sector Collaboration: I will work hand-in-hand with our leaders in government, law enforcement, and healthcare to combat these epidemics at every level.

- **Downtown & Neighborhood Business Corridors**

The construction boom that has taken place in downtown and throughout the urban core over the past decade has transformed our city. Downtown, University Hill, and the Lakefront are now home to some of the most sought after residential and commercial real estate in the region. Residential occupancy rates continue to hover around 99% and businesses are increasingly moving back into the city from the suburbs to attract and retain young talented professionals who prefer vibrant urban environments over isolated suburban office parks.

During my time at City Hall I worked with the Mayor to carry downtown's momentum into our neighborhood business corridors through the creation of the Syracuse Main Street Program, which provided grants for façade and other property improvements for small businesses in designated areas.

Businesses can't flourish unless they have places and avenues to grow. My administration will be committed to creating an environment that allows businesses to establish roots. As these businesses grow, so will career opportunities.

Understanding how these districts and corridors can be most successful and then aggressively taking the right steps to maximize impact will be a major initiative in my first few weeks of taking office.

Action – Clean, Safe, & Affordable: As our urban core continues to grow, I will work closely with business associations and other community stakeholders to protect recent investments by ensuring the neighborhoods are clean and safe. I will also work to incentivize more mixed-



income and affordable housing options to ensure these neighborhoods are accessible to everyone in our community.

Action – Neighborhood Job Creation: I will expand the Syracuse Main Street program with a specific focus on job creation and new investment in the neighborhoods that need it most.

Action – Historic Preservation: I will work with the Syracuse Landmark Preservation Board and State Historic Preservation Office to inventory and list more historic properties and districts listed on the National Register of Historic Places. In doing so, they will become eligible for state and federal historic tax credits and therefore better positioned for future redevelopment.

- **Civic Engagement**

Each area of the city has its own unique challenges and opportunities, which is why as Mayor, I will always make sure residents are at the table when decisions are made. Every citizen deserves the right to have a say in any change that impacts their neighborhood. While neighborhood associations, Neighborhood Watch groups, and Tomorrow's Neighborhoods Today (TNT) sectors all provide citizens with the opportunities to get involved, the city's current process for community engagement is fractured, at best.

Imagine being able to log into a city website that gives you immediate, free live-stream access to every Planning Board, Zoning Board and Common Council meeting. Actively participating in budgeting from your couch during cold winter months. Full access to City Hall, just a tablet, mobile phone or laptop screen away.

Imagine teenagers on the Northside who are looking for a safe place to skate, business owners who want skateboards off North Salina Street, and parents who want their children safe. Now imagine a public meeting in the neighborhood where all voices can be heard, a decision can be made, and funding can be allocated in a collaborative manner.

Under my administration community engagement won't just be a box to check, it will serve as the foundation for local governance. From implementing participatory budgeting practices to holding public meetings (Common Council, Planning Commission, etc.) in different neighborhoods at different times of the day, we are going to bring local government back to the people.

Action – Regular, Scheduled Constituent Dialog: While citizens will be encouraged to reach out to our office at any time, we will also provide a series of opportunities for regular dialog. We will have monthly meetings within each quadrant of the city, with a rotating standing meeting occurring at a different location every month. This will allow for clear communication and transparency between City Hall and our neighborhoods. No one will go unheard. Each of these meetings will be live-streamed online so any citizen can access the meetings, regardless of where they are.



Action – Expand DataCuse: We will continue to expand the open data portal developed by the Syracuse Innovation Team (i-team) to increase transparency, encourage inter and intra-department collaboration, and engage citizens in crowdsourcing solutions for local government.

- **Infrastructure & Transportation**

In order to maintain and enhance our quality of life and remain economically competitive, our city must have working infrastructure. We are blessed to have access to an abundant supply of the best drinking water in the world, but we must maintain our ability to deliver it to our residents safely and efficiently. Short-term, reactive repairs must give way to long-term, capital improvement planning and investment. Inefficient and outdated operations models must be replaced by innovative partnerships and shared services.

Specific to transportation, every resident should be able to move around the city efficiently, cost effectively, and most importantly, safely. While continuing to accommodate vehicular traffic, we should invest in multi-modal transportation infrastructure to accommodate those that walk, bike, and ride public transportation.

Imagine attending St. Lucy’s Sunrise Easter Mass at the Zoo, and warming up with a cup of hot chocolate at the Gem Diner or Modern Malt 10-minutes later without ever having to take your car out of the driveway.

Action – Water & Sewer: We will end the current administration’s practice of diverting revenue from the water and sewer funds into the general fund. My administration will use any revenue generated from the water and sewer funds to leverage additional outside resources and reinvest back into their respective systems.

Action – Transportation: Focal points for our staff will include the following priorities – A Comprehensive Sidewalk Replacement Program; New Bike Lanes; A Bike Sharing platform; Greenways; Road Diets; Downtown One-Way to Two-Way Conversions and Residential Parking Programs (ex. Park Ave.), all leading to a Universally Designed City.

Platform Pillar 2: Improving Academic Achievement and Safety in our Schools

With our first daughter currently enrolled in the Syracuse City School District and our second soon to follow, my wife and I couldn’t be more invested in the future of our schools. While I am encouraged with the recent progress made in our high schools with an increase in the graduation rate and the closing of the racial achievement gap, I also know there is much work to be done. As Mayor, I will work hand-in-hand with Superintendent Alicea and the School Board to ensure our children have the resources they need to succeed.

I imagine a School District that is embraced and supported by the City, and that inspires our students to exceed their educational goals and fulfill their potential. Every city child, regardless of race or socioeconomic status should not only be encouraged to dream, but be provided with the foundation to achieve those dreams.



- **Invest in Career and Technical Education (CTE) and Pathways in Technology Early College High School (P-TECH) Programs**

To better prepare our residents for the workforce, I will work with the Superintendent, School Board, and local colleges, universities and businesses to expand the School District's CTE and P-TECH programs, which cover everything from cosmetology and culinary arts, to automotive technology and unmanned aerial systems. Studies show CTE and P-TECH students have better grades, less absences, and higher graduation rates.

Action – Business Summit & Internship Program: I will convene a summit of regional businesses, colleges and universities to meet with School District officials and students to expand the CTE and P-TECH programs and develop related internship programs for students.

- **Improve Community Engagement and Curriculum Development**

I will be a strong advocate for students, parents, teachers, and administrators to have more input into the curriculum development process. New York State's revised standards appear to be a step in the right direction from the Common Core, but more must be done on the local level to ensure the voices of all stakeholders in the community are heard.

Action – Curriculum Development: I will work with School District, State, and federal officials to regularly gather input from the community on future curriculum development.

- **Increase School Safety**

I will work with the School District to further revise the Code of Conduct to implement fair and equitable school discipline practices to ensure the safety of students, teachers, and administrators alike.

Action – School Safety Dialogue Circles: I will work with School District officials to host ongoing dialogue circles to allow school administrators, teachers, parents, and students to gain a better understanding of each other's perspectives as it relates to school safety.

- **Joint Schools Construction Board (JSCB)**

To fully deliver on the promise of all our schools, I will use my authority chair of the JSCB to make the following improvements in future phases.

Action – Maximum Cost Allowance (MCA): Increase the maximum cost allowance (MCA) to complete unfinished schools in JSCB Phase 3.

Action – Board Development: Increase community, School Board and Common Council representation on the board.

Action – New Construction: Allow funds to be used for new school construction when rehabilitation is not practicable.



Action – Leverage Funds: leverage JSCB funds with outside resources (ex. philanthropy, trades, private capital, etc.) to maximize impact.

- **Fiscal Policy Summit**

To ensure we effectively balance the need to deliver basic city services with the responsibility to provide our children with the world-class education they deserve, I will convene a fiscal policy summit where we will bring policy experts together with local, state and federal partners to chart a new course for fiscal stability and prosperity for all in Syracuse.

Action – Summit: Convene a fiscal policy summit within my first 44 days in office.

Platform Pillar 3: Reducing Poverty by Increasing Access to Economic Opportunity for All

As the former deputy Commissioner of Neighborhood & Business Development, I have a proven track record of helping entrepreneurs and small businesses create and retain jobs, and invest in Syracuse. As Mayor, I will continue the progress I made at City Hall, removing barriers to growth and ensuring limited public resources are being invested where they are most needed and will maximize community benefit.

City Hall must develop stronger relationships with our community partners to help citizens who need it most. With over 16 years of experience working in the public, private and non-profit sectors, I will bring the right people together to help Syracuse residents rise above poverty.

- **Incentivize Home Ownership and Mixed-Income Housing**

Due to decades of poor planning and discriminatory policies, housing in Syracuse is highly segregated. As executive director of SIDA, I piloted a mixed-income requirement for residential projects in targeted neighborhoods, which has since been formally adopted as an official policy of the Agency. As Mayor, I will continue to incentivize home ownership and mixed-income housing to deconcentrate poverty and build wealth in our neighborhoods.

Action – Home Ownership: I will partner with local lenders to develop an interest rate buy-down program for down payment assistance and 1% home improvement loans for city residents.

Action – Water Bill Affordability Programs: We will replicate Baltimore’s water bill affordability programs. The programs are as follows: Low-Income Water Bill Assistance Program; Senior Citizen Water Bill Assistance Program; Hardship Water Bill Discount Program; Monthly Water Bill Payment Plan Program; and, Medical Exemption Program. Research suggests these programs generate the same or more revenue; preserve social equity as water rates increase to support infrastructure investments; decrease delinquent water bill collections costs; and, decrease family displacements.

- **Remove Barriers to Opportunity and Economic Inclusion**

To remove barriers to opportunity and growth, I will better connect people to jobs. I will do this by leveraging my relationships in the business community to bring living wage jobs back to



neighborhood business corridors, as well as by supporting public transportation and making the city more walkable and bikeable.

Innovations in the manufacturing industry have resulted in many leading manufacturers requiring smaller footprints for their operations. This industry shift creates an opportunity for our city to market former industrial sites and brownfields for redevelopment. In doing so, for the first time in decades Syracuse has a real opportunity to attract new, living-wage manufacturing jobs to our urban core.

Action – Property Inventory: I will work with property owners, real estate brokers, and business associations to maintain an inventory of developable and shovel-ready sites in neighborhood business districts.

Action – Set Inclusion Goals: To ensure inclusive new development, I will set lofty goals for MWBE (Minority & Women Business Enterprise) and local labor on city contracts and city-supported projects. I will also support programs that build their capacity to meet these goals.

- **Create a Culture of Innovation & Accountability in City Hall**

By committing to a culture of innovation and accountability in City Hall we will increase efficiency, cost savings, and service delivery. Most importantly, we will send a strong message that Syracuse is a smart and progressive city on the rise.

One of the most common complaints I hear from business owners throughout the city is that all the red tape (permits, zoning, etc.) and inefficiency in city government discourages new investment. During my time at City Hall I am proud of the leading role I played creating the Central Permit Office (CPO), which consolidated the issuance of 95% of permits into one location. Before the CPO, the City issued 62 permits out of five different locations. I also assisted with the implementation of Integrated Property System Software, which created a web portal for constituent service requests and automated the permit approval process.

Action – Predevelopment: I will continue to automate and consolidate predevelopment functions into the CPO, including the City's Office of Zoning Administration to ensure a more efficient permitting and approval process.

Action – Cultural Competency: I will enhance cultural competency in City Hall to ensure constituents for whom English is a new language, and/or are new to our country, are equitably served.

Action – Performance Management System: I will require all city departments involved in the process to establish approval timeframes and associated metrics by which they can be measured to ensure full accountability. With the demise of SyraStat in 2009, the City of Syracuse hasn't had a comprehensive, data-driven approach to improving internal operations. Using models like Denver's Peak Academy and Cincinnati's CincyStat Program as guides, I will develop a new, cutting-edge performance management system for Syracuse.



- **Support Dual Client Workforce Development Models**

To address unemployment and underemployment, I support “dual client” workforce development models, which bring both employers and prospective employees together to ensure people are being trained for jobs that are available.

Action – Dual Client Model: Expand and replicate [Work Train](#), an innovative local workforce development model funded by a consortium of local organizations and foundations.

- **Grow a Creative, Sustainable, and Innovative Economy from the Bottom Up**

I will work with our regional economic development partners to build a creative and sustainable economy powered by innovation and growth in tomorrow’s industries. From unmanned systems and data to decisions applications, to environmental systems and indoor air quality, we will grow our economy from the bottom up by supporting entrepreneurs and businesses already established here, and by leveraging the intellectual capital from our legacy industries where our region has a competitive advantage.

Imagine Downtown Syracuse, home to the region’s first Innovation District, serving as a test bed for urban drone deliveries or driverless flying vehicles and attracting companies like Google, Uber, and Amazon to pilot their newest technologies here.

Action – Applied Research: Partner with regional economic development organizations to connect local businesses with our educational and medical institutions to cultivate more university-industry applied research partnerships.

- **Consolidate City-County Economic Development**

Over the course of the last decade working in economic development I have witnessed firsthand what our community is capable of when we work together. I was involved in the early efforts to merge the former Chamber of Commerce and MDA into what is now CenterState CEO, and when I moved over to City Hall I oversaw the co-location of the city and county economic development offices to provide a one-stop shop for businesses. This unified approach produced immediate dividends as transformational projects like the Land Bank and Hotel Syracuse benefited greatly from the enhanced collaboration.

More recently, however, we have seen what can happen when our efforts are not coordinated. With city-county collaboration at an all-time low and the development offices no longer co-located, we currently find ourselves in a race to the bottom as private interests pit governments against each other in a zero-sum game where the taxpayers never win. We deserve better.

As an independent leader, I will always rise above parochial self-interests to ensure our economic development efforts benefit all in our community.



Action – Economic Development Consolidation: I will take immediate action to consolidate the economic development functions of the city and county, beginning with the two municipalities' industrial development agencies. I will accomplish this by drawing upon my economic development experience and leveraging my strong relationships in city and county government. The result will be a fully integrated, accountable, and inclusive city-county economic development office laser-focused on growing business and creating jobs from the inside out.

- **Pursue Additional Opportunities for Shared Services**

I will take a measured, deliberate approach to shared services, focused on achieving short-term wins and building trust. While I am open to exploring new and innovative governance models, I do not believe the consolidated City-County governance structure proposed in the Consensus Report is in the best interests of the City, nor do I believe we should rush the process or predetermine the outcome.

My priorities as Mayor will be to protect the jobs of the hardworking men and women in our City, and to ensure the voices of all residents are heard throughout the process, particularly those who have been marginalized by our current system.

Action – Shared Services Plan: Within the first 44 days of my administration, I will ask my department heads to undertake a thorough review of Onondaga County's Shared Services Plan and prioritize recommendations for immediate consideration.

- **Tie Economic Development Incentives to Community Benefits**

As the City's head of economic development, I went to great lengths to ensure public benefits (PILOTs, tax exemptions, low-interest loans, etc.) were granted in a strategic, consistent, and transparent manner. As executive director of the Syracuse Industrial Development Agency (SIDA), I worked with the board to overhaul the Agency's uniform tax exemption policy for the first time in over a decade.

The new policy prioritized development in neighborhood business districts and commercial corridors that created new jobs and incorporated valued principles like green technology, mixed use, historic preservation and the use of local labor and MWBE contractors and suppliers. It also subjected every project to a thorough financial analysis to ensure incentives were provided only when truly needed. The result was a policy that aligned with the community's collective economic development priorities and provided developers and entrepreneurs with the guidance and predictability they needed to invest and grow their business in the city.

Action – Maximize Community Benefits: I will continue to work in a collaborative manner with public and private stakeholders alike to develop a fair and equitable process by which property tax exemptions, PILOTs and all other public incentives are used to maximize community benefit and support critical economic development throughout our community.



- **Aggressively Advocate for the I-81 Community Grid Option**

When it comes to the I-81 debate, I believe Syracuse needs a solution that will elevate the city, not the road. That is why I strongly support the community grid option, which will reroute through traffic around the city, bring local traffic back down to street level, and begin to restore the community fabric that was lost when the highway was first built. In addition to putting more property back on the tax rolls and spurring additional economic development, the community grid option will minimize the number of private property takings, building demolitions, and the relocation of existing residents.

Action – Workforce Development: I will work with the State to ensure we use the I-81 project as an opportunity to train and hire city residents to do the work.

Action – Transit Systems: I will work with the State and CENTRO to ensure we use the I-81 project to enhance our transit systems to better serve the transportation needs of everyone in our community.

Action – Neighborhood Development: I will work with the Syracuse Housing Authority and other surrounding property owners to restore the surrounding urban fabric by developing inclusive, mixed-income, mixed-use neighborhoods.

As a community, we are ready to Rise Above. Together, and only together, will we be able to cross party lines, cross neighborhood divides and unify our great city. This platform is built as a living, breathing document to help us guide our decision making. It is meant to foster collaboration, progress and unity. Together, we will enhance the quality of life and safety in our neighborhoods. Together, we will improve academic achievement and safety in our schools. Together, we will reduce poverty by increasing economic opportunity for all.

Together, and only together, we are Syracuse Rising.