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Co-managed by Cornell’s Community and Rural Development Institute (CaRDI) & CCTEC’s Office of Economic Development
The Finger Lakes region of Upstate New York is the geographic center of diverse beverage production within the state. Known primarily for its wine, the region hosts value-added production in other fermented beverages (beer, fruit wines, mead), distilled beverages (fruit port), as well as a wide range of fruit juices. Established beverage businesses in Western New York provide the foundation for the region’s beverage bounty, including many of the state’s 220 wineries such as Constellation Brands, Inc, National Grape Cooperative, Cadbury Schweppes, Inc., Seneca Foods, Birds Eye, Inc. Some sectors of the region’s fruit enterprise have suffered due to expanding production (and overproduction) in other parts of the world.

Growers and processors are looking for new and unique uses for their products. The healthful qualities of many fruit beverages have created new opportunities for producers and processors, and have spurred the development of new enterprises for start-up and existing businesses. This process can be greatly enhanced with targeted research and outreach. In addition, the newly created Cornell Agriculture and Food Technology Park (The Technology Farm) provides new opportunities for potential new beverage businesses to incubate in close proximity and with considerable access to Cornell facilities and expertise. Seed funding provided by the EDA University Center is being used to create local industry alliances to help support entrepreneurial activities related to beverages including awareness by regional agricultural- and technology-based economic development specialists about the potential and resources available to emerging beverage enterprises.

Milestones:

The **Beverage Innovation Center** is a newly built (2006) processing facility located within the Flexible Technology Building at the Cornell Agriculture & Food Technology Park. The Center supports small- to medium-scale beverage production and serves as a scale-up processing facility for small companies that have graduated from the nearby New York State Agricultural Experiment Station’s Fruit and Vegetable Processing Pilot Plant. The facility consists of a 3,000-square-foot, high bay (21’) work area that can support New York State Department of Agriculture & Markets-approved food processing. It has water, steam, gas, and high-demand electrical service. Wet labs and cold storage rooms are available adjacent to the processing area. A variety of processing equipment can be accommodated including user-owned equipment as well as movable equipment shared by the Fruit and Vegetable Processing Pilot Plant. Technical assistance is provided by the faculty and staff at the Experiment Station.

Cherrypharm, a startup located in The Technology Farm, struggled to find a production facility with a small-scale, but flexible production line for beverages. The owners of Cherrypharm, searched the country for such a facility. They discovered that no such facility exists. The Park Corporation then made the decision to modify plans already in motion to build out the next phase of its FlexTech building. A 3000 sq. ft. section was designated as a processing area and was designed, built and approved for food processing (NYS DAM) in under two months. Cherrypharm is now in production mode in the Beverage Innovation Center.

With EDA Center support, capacity assessments that focused not only on internal capacity at Cornell, but inventoried beverage businesses across Western New York were completed. A web presence and databases with searching capabilities will be the next phase. A huge challenge faces small beverage companies which divides the development phase of a new beverage development and the large-scale production obtainable through co-pack operations. Through the development of the consortium with EDA support, the Beverage Innovation Center will continue to assist beverage companies in the critical stages of development and growth.
Onondaga County: Syracuse Tech Link Project

This EDA project seeks to connect university technology research with existing businesses in economically depressed communities in Onondaga County within the hamlet of Mattydale, Town of Salina, and the Village of East Syracuse.

The anticipated result will be wealth creation and quality of life improvements for those communities. The goal is to link strong local collaborators in businesses, capital, and technology development, with university research to enhance business growth and community development. The project team is a collaboration between the County's Office of Economic Development, the NYSTAR Regional Technology Development Center, and Cornell Cooperative Extension (CCE).

Concurrently, Onondaga CCE is partnering with a local NYSTAR Regional Technology Development Center to provide practical training for business employees and managers. This training will lead to increases in efficiencies for the companies, as well as provide assessments for future planning that will ultimately lead to new and retained jobs and investment.

Project Phases:

**Phase 1:** Identified over 125 collaborating companies through the partnership with Onondaga County's Office of Economic Development.

**Phase 2:** Hosted a workshop to educate local businesses about Cornell resources. Fifty businesses heard presentations from CCTEC, CCE, Onondaga County Office of Economic Development, and two local examples of already successful business-Cornell connections.

**Phase 3:** Began piloting Cornell business connections through field trip of 10 businesses to Cornell centers.

Milestones:

During year one of CCE Onondaga County's “Syracuse Tech Link Project”, 50 businesses learned how to connect to Cornell University resources in a workshop setting, 10 businesses experienced hands-on learning through a trip to Cornell, and project collaborators developed into a team dedicated towards the project.

EDA Outreach Session in Montgomery County, NY:

On March 20th, Montgomery County Industrial Development Agency, Cornell Cooperative Extension of Fulton and Montgomery Counties, Cornell’s Office of Economic Development, and the Cornell Community and Rural Development Institute (CaRDI) held an event called “Creating Innovative Partnerships with Cornell University: Community, Technology, and Economic Development Outreach.” The session held at Fulton-Montgomery Community College attracted 40 local companies and community members and focused on exploring ways to partner with Cornell in the area of economic and community development, technology transfer, and technology and industrial development. Participating Cornell organizations included Community and Rural Development Institute, CCTEC, and the Cornell Center for Life Enterprise.
Chemung County: Growing an Entrepreneurial Community

This EDA project seeks to identify processes for three entrepreneurial technology developments within Chemung County. The project focuses on processes for entrepreneur identification, identification of businesses for technology transfer, and assessment of the entrepreneurial climate in a community. An entrepreneurial identification process in Chemung County and other locations will discover individuals and teams that can provide leadership, management, and direction for technology-driven businesses. A goal of the project is to develop the process to identify firms that would be ideal partners for technology transfer through “grafting” and identify the characteristics of business, customer, and manufacturing/delivery in a given firm that fit the criteria to form a “grafting” partnership with colleges and universities. Those characteristics would define not only those businesses that would be technology-grafting possibilities, but also what core technology the business uses. Finally, an entrepreneurial climate assessment tool will identify characteristics for the community that support entrepreneurial outcomes with emphasis on how changes could be made to accentuate the assets and improve the weaknesses of a given community.

Milestones:

In January 2006, Cornell Cooperative Extension (CCE) of Chemung County met with economic/business development stakeholders discuss the project and share resources. After doing some research, CCE identified potential businesses and a business interview protocol that would allow the project team to make personal contact via a short interview and identify a business’s entrepreneurial interest and core competencies. CCE invited 20 businesses to meet and completed nine interviews. The three promising business interviews identified entrepreneurs with potential to develop relationships with Cornell technology. The project team identified specific needs and interests of each business that could result in some metal “cluster” collaboration, in the fruitful use of byproducts or in creating other connections that are beneficial to local businesses.

Using available entrepreneurial and creative communities assessments, it was evident that Chemung County scores low on most critical indicators. “Energizing Entrepreneurs assessments” and the work of Richard Florida, Rebecca Ryan and Susan Christopherson were helpful resources. The EDA project team chose to collaborate with local groups to offer a community series on creative communities/creative economies. Funding was solicited from local businesses and the community foundation. The series included a program by Rebecca Ryan, a nationally recognized consultant, who spoke on “Attracting and Nurturing Human Creativity”; Sounding a Call for Creative Community Action, as well as several presentations by local and regional experts.

CCE invited community members who are leading projects or interested in cultivating Elmira as a creative community to work collectively on systemic change. To date the “Celebrate Elmira” project has created an inventory of Elmira enhancement project, planned a “Celebrate Elmira” week, and facilitated a community workshop for citizen leaders. Recommendations from the workshop will include strategies for change and next steps for strengthening community action.
Cornell Cooperative Extension of Schuyler County and Schuyler County Partnership for Economic Development (SCOPED), collaborated on a successful year one EDA University Center proposal for funding. The Schuyler-Cornell EDA Connections project was formed to take advantage of the unique opportunity to link research and project development resources available at Cornell with the ongoing economic and community development efforts of neighboring Schuyler County. As one of the poorest counties in New York State indicated by both household and per-capita income, a major part of Schuyler County’s economic development efforts is raising incomes through higher-skill, higher-wage jobs. The connections project focused on four main areas of effort: Tech Grafting, Tourism Development & Value-Added Agricultural Products/Experiences, Entrepreneur Development and Emerging Sectors/Clusters for Further Exploration.

Project Phases and Milestones:

- Staff, local elected officials and regional economic developers met with Daniel Fessenden of the Cornell Agriculture and Food Technology Park to discuss value-added agriculture and potential connections for Schuyler County entrepreneurs.

- Cornell Cooperative Extension staff attended the NAREA post-conference workshop on the Rural Creative Economy.

- Patrick Govang of Cornell’s Center for Materials Research met with staff, local elected officials and regional economic developers to discuss the Center’s work and potential points-of-entry for local firms and entrepreneurs.

- The owner of a local historic hotel property is receiving assistance from a School of Hotel Administration student project team.

- With assistance from Prof. Susan Christopherson of the Dept. of City and Regional Planning, Cornell Cooperative Extension hired a graduate student intern for Spring 2006 and participated in the cooperative internship program during the summer. The project intern provided basic demographic and economic analysis for Schuyler County, recommended future study of select regional clusters and emerging sectors, and has produced a final report that makes specific recommendations for targeting three established or emerging industries. The recommendations from the final report are the basis for the year two EDA request.

- Project partners worked with an intern from the Cornell Center for Global Sustainable Enterprise, and the county as features in the intern’s report on adapting the Base of the Pyramid model to domestic communities

- Based on findings by Peggy Arcadi, a 2005 Cornell Center of Public Service civic leader fellow, and a Spring 2006 workshop by Prof. Mildred Warner on the economic impact of child care, Cornell Cooperative Extension and SCOPED have begun to work with the Schuyler County Child Care Coordinating Council to address workforce and entrepreneurial development needs surrounding childcare. An exploratory meeting was held in September 2006, and year one funds will provide seed money for a countywide childcare needs assessment (Schuyler County has no agency-run child care centers).

With EDA support, significant benefits for Schuyler County have been realized, including: networking with on-campus resources; providing basic economic data analysis on the Schuyler County economy; targeting of workforce and community child care needs; and identification of significant regional industrial clusters and emerging sectors.
Revitalizing downtowns and main streets are an important part of building economic growth for distressed communities in New York State. The objective of this project is to profile market conditions faced by merchants in downtown shopping districts and to train downtown managers to be able to use these profiles in strategic planning. Rather than act as a consultant, the intent is to provide technical assistance to build local capacity. As word of this project spreads, there is more demand for technical assistance from private businesses, merchant associations, and municipalities. Below is a listing of the clients who are currently taking part in the project.

**City of Auburn, Cayuga County**—Project with team of 4 graduate students from Cornell’s Department of City and Regional Planning to explore the potential for business development in the Business Improvement District due to the opening of a Bass Pro Store on the outskirts of the city.

**Village of Brockport, Monroe County**—At request of Genesee/Finger Lakes Regional Planning Council, work with Village of Brockport economic development committee to prepare project proposal to Preserve America, a White House initiative, to revitalize Main Street area bordering on the Erie Canal.

**Village of Hamburg, Erie County**—Provide assistance to Village’s Economic Development Committee to prepare a project proposal to the New York State Department of State’s Quality Communities Initiative program. Met with the committee and Village Administrator in Hamburg.

**Ithaca/Tompkins County Convention and Visitors Bureau**—Provide technical assistance to the Bureau’s Marketing and Strategic Planning Board for ongoing effort to increase overnight visitors to the county and grow the accommodation industry (hotels and B&Bs).

**City of Oswego, Oswego County**—Provide assistance to the city’s Director of Economic Development on evaluating the economic impact and market potential for the city’s annual Harborfest. Prepared an analysis and report on visitors to the festival.

Additionally, project staff have conducted workshops in response to requests from around the state. This is an important part of the project. Program staff led or participated in the following training programs and conferences: Cornell Cooperative Extension, Program Work Team on Economic Vitality; New York State Canals Conference; Population Association of America, Session on Business Demography; Urban Markets Initiative, Brookings Institution, Washington, D.C.; New York Conference of Mayors; Governor’s Office for Small Cities, New York State; New York State Data Center Program; and Tioga County Rural Economic Area Partnership.
Community Planning Assistance

The EDA University Center serves as a point of entry to many of the University's resources and expertise in community development, local governance, and economic development. Working with community leaders, educators, elected officials and citizens who are interested in the vitality of their communities, the Center in partnership with the Community and Rural Development Institute provided assistance to communities in a variety of programs and direct technical assistance.

In the area of economic development, the University Center applied various tools and resources to assist local communities representing several different areas of the state - Western NY, the North Country including the Adirondacks, and much of Central NY & the Southern Tier in developing strategic plans and implementation efforts for improving the local economic climate - from basic planning and visioning to direct assistance in Main Street revitalization. Thirteen communities received direct programming and technical assistance.

Rural Vision Project: Focusing on the needs of rural upstate New York

Cornell’s EDA University Center was a co-sponsor of the Rural Vision Project (RVP). RVP was implemented by Cornell Cooperative Extension, Cornell's Department of Development Sociology, the Community and Rural Development Institute, and the NYS Legislative Commission on Rural Resources. The Project's goal has been to identify the short-term and long-term challenges and opportunities facing New York's rural communities and to develop strategies to help guide effective policy decisions in the decade ahead.

The Rural Vision Project commenced in late 2005 and early 2006 with eleven regional "Rural Listening Sessions." To begin to understand the present-day challenges and concerns facing rural New York, it was critical to hear firsthand from today's rural leaders and citizens. The first rural listening session was held in Van Etten, Chemung County, in late December 2005. By May 2006, 11 listening sessions had been conducted across upstate New York -- from the Southern Tier-Finger Lakes region to the North Country, and from central and western New York to the Capital Region and eastern Long Island.

Attendees included local elected officials, leaders of non-profit organizations, state agency representatives, business owners, farmers, social service agency representatives, policymakers, extension educators, community college representatives, BOCES and school district administrators, and other rural New Yorkers.

The listening sessions covered eleven policy theme areas: Local Economic Development; Rural Health Care; Environment, Land Use, & Natural Resources; Poverty; Rural Schools & Youth; Local & Regional Governance; Agriculture & Food Systems; Community Capacity & Social Networks; Housing & Transportation; Energy; Workforce Development

The regional listening sessions and the Phase I Report provided a foundation for discussions at a comprehensive Future of Rural New York Symposium held in Syracuse, New York, July 19-21, 2006. Nearly 200 participants representing a spectrum of rural New York constituencies met to establish a concrete working agenda for local and state policymakers. The rural vision emerging from these efforts represents the diverse opportunities and challenges of our state's unique regions. As participants at the listening sessions and Symposium urged, rural development in New York in the 21st Century requires strong networks and partnerships, pride of place, solid citizen support, engaged Federal, state and local governments and non-governmental entities, and enhanced regional collaboration and coordination.

All supporting information can be found on the Rural New York Initiative's website at http://rnyi.cornell.edu and by following the links to the Rural Vision Project.
Biofuel Industry Education and Development

The continuing increase in petrol-related costs borne by both the transport and housing sectors nationally and statewide offers a clear opportunity to initiate education, development, and investment in the industrial sector via analysis and siting of new biodiesel (BD) refining and distribution in/near New York City.

Main Goals & Objectives:

- Educate and heighten awareness via media outreach of the economic and environmental benefits of biofuel use;
- Expand and report on utilization of biodiesel as heating fuel in NYC;
- Organize network of producers and processors as the basis for a viable industry;
- Assist those in the industry to develop and site plants.

Cornell Cooperative Extension’s NYC Program has become known for its role in promoting and educating professionals and building managers about B20 use, advantages, and the options for supply within the region. A list of available suppliers is being maintained and distributed on an ongoing basis to interested building owners and managers in New York City who have become aware of the program during the course of the 2005-06 heating season. In addition, numerous public presentations, on the Cornell campus and throughout the region, have been conducted for engineers and owners in the building industry.

The project staff is also working closely with Dutchess County Extension and participates fully in the Biofuel Working Group, which meets bi-monthly in the Mid-Hudson region. These sessions provide a good link between City and nearby businesses, and provide an opportunity to share ongoing projects and initiatives. With increasing interest in biofield crop production for liquid, as well as palletized fuel use, and the project team is working with Dutchess colleagues to develop a GIS-based mapping of projects and initiatives. This work is linked to the ongoing development and innovation supported by the SUN Grant Institute for Bio development on the Cornell campus. Sun Grant Director, Dr. Larry Walker, (in Cornell’s Department of Biological and Environmental Engineering), is strongly supportive and interested in the development of this project.

Milestones:

- Ongoing education, publication of articles and items in news outlets, conference talks both in NYC and in the Northeast (ACCEE, Syracuse, NY, June ’06; Affordable Comfort, NYC, July ’06; World Energy Congress, Washington, DC Sept.’06);
- Ongoing contact with/negotiations among 50+ multi-family building owners re-adoption of B20 as heating fuel;
- Coordinating with REEC/PWT to develop regional survey and analysis of mid-Hudson producers interested in growing feedstock for BD industry in NY State;
- Site visit with major NYC refiner (Metro Fuels) interested in securing regionally-produced feedstock.
Hospitality Service Sector Training and Education

The hospitality sector is among the key industries in New York City’s economy, with the leisure and hospitality sector employing nearly 280,000 workers to attend to visitors spending over $15 billion in NYC alone. Many hotel-related jobs are low-wage opportunities, and there is an ongoing need to maintain standards and representation to allow wage income to provide for ‘living wage’ jobs at all levels. Smaller ‘boutique’ hotels along with a growing bed & breakfast (B&B) industry in the City's neighborhoods offers real potential for a new range of training and education.

This project identifies those education and training needs beginning with the emerging bed & breakfast and small hotel sector. Given a clearer understanding of that sector’s needs, project staff will work with Cornell’s School of Industrial and Labor Relations (ILR) and industry trade associations to tailor a training and certification program for owner/operators of these facilities. A broad perspective will be entertained in this effort, and will examine direct hotel services along with issues of historic preservation, business management, and local service provision particular to this sector. Many of the newest B&B facilities in New York City are located in previously distressed communities such as Harlem, Bedford-Stuyvesant, and Brooklyn. While real estate and development changes have altered the economic landscape for owners, speculators, and urban pioneers in a number of cases, the underlying economic opportunities available to residents of these neighborhoods remain limited. Given the broad and daily needs of B&B operators for everything from laundry to local food provision services, numerous job- and entrepreneurial opportunities can be defined and ‘linked’ to local providers, using the “Oregon Marketplace” model of promoting business-to-business trade within a given state or in this case, neighborhood.

This model can also be replicated or extended to the region as well, with smaller outlying communities involved in a ‘network of learners’ including the Hudson River Valley and Long Island. As New York continues to be a top tourist destination, demand will increase for hospitality services and skills. Competition will also increase as more and more hospitality operators increase their presence in New York City in order to take advantage of the growing market. Smaller operators may have an advantage in identifying themselves as community-oriented, energy efficient, and offering personalized services at a competitive price. Identifying potential entrepreneurial opportunities will open doors to community residents that are not presently benefiting from the emergence of the bed and breakfast accommodations in their communities.

On March 10th, the Cornell EDA University Center hosted a workshop for project teams and partners. The purpose of the workshop was to help participants learn more about Cornell resources and the best way to connect communities, businesses, and entrepreneurs to Cornell. Participants included economic developers, regional planning board staff, and Cooperative Extension educators. The workshop included presentations from Cornell representatives on the following topics: Cornell Technology Transfer; Community Resources; Main Street Program and Consumer Demographics; Johnson School Resources; the Center for Sustainable Global Enterprise (CSGE); the day ended with a roundtable including representatives from the Center for Life Science Enterprise, the College of Engineering and the Center for Materials Research.

The ultimate goal of the workshop is to connect EDA project teams with the Cornell resources they will need to leverage new growth for their communities. Additionally, by having access to what is available at Cornell, project teams can develop new relationships with partners in their communities to further economic growth initiatives.
Advanced Manufacturing in Upstate New York: The Indoor Environmental Quality Industry in Central NY

This project was the second in a series of efforts to research the economic development potential of what have been dubbed “phoenix” industries in manufacturing. These new industries have grown out of old industries (in this case air conditioning and heating) that once employed thousands of people in upstate New York in conventional mass manufacturing. Although the mass manufacturing jobs have been lost, these industries have left a valuable legacy. The long term investments in university research and engineering programs and in workforce skills (as well as the existence of critical business support services) have produced new industries, focused on process and product innovation and business services. The new industries are primarily made up of small and medium size (SME) firms although in some cases, a large employer in the original industry remains in the region.

In the central upstate region, indoor environmental quality is a particularly interesting and potentially valuable industry because it is linked to a broader set of firms in “green design”, and employs people with a wide range of skills because of its connection with the building industry.

Main Goals & Objectives:

The purpose of this study was to establish a base line of information on the indoor environmental quality industry in Central New York and identify barriers to the growth of small and medium sized enterprises and of this industry as an export sector and an important contributor to a diversified upstate New York economy.

Key Successes & Accomplishments:

Research in the Spring of 2006 established:

- The significance of this industry to the Upstate economy based on its location quotient and the number of firms identified in relevant industry codes;

- The relationship of indoor air quality to the broader field of indoor environmental quality and to the yet broader field of “green design.” Firm interactions across this field of production and design are potentially significant;

- The lack of support for small firms in this industry in the Center for Excellence established to support research in indoor environmental quality;

- The need for intermediaries, including trade associations and other actors (such as Cornell Cooperative Extension), to help SMEs market this new industry, identify public policies that would build industry strength; identify labor force skills and how to meet them and find ways to help SMEs reach global markets. By contrast with the photonics industry in Rochester, the indoor environmental quality industry is poorly organized and the needs of SMEs are neither articulated nor met. Many of Cornell’s most effective industrial assistance programs are aimed at individual firms. While these are important, there also appears to be a need to build collective capacity among the SMEs.

One major accomplishment of this study is the beginning of a comparative understanding of how these new industries in advanced manufacturing are faring across New York regions. This can potentially inform programs that will build the capacity of these new industries.
Cornell's Center for Sustainable Global Enterprises, Cornell Cooperative Extension, and Cornell's EDA University Center joined forces this summer to hire a graduate student, Sean Miskell, to explore a unique protocol, used in developing countries, and its applicability to New York State's rural communities. The student worked with Cornell Cooperative Extension educators in Greene, Schuyler, and Steuben Counties in adapting the Base of the Pyramid, BoP Protocol™ to a domestic, rural context. The concept of Base of the Pyramid (BoP) is defined as “...a socio-economic designation for the 4 billion people who live primarily in developing countries and whose per-capita falls below $1500 (PPP).”

The project exploration in Greene County was with the Agroforestry Resource Center in Acra, NY for the development of a marketing scheme to promote agroforestry products and to test market products at various farmers markets with the eventual goal of establishing a unified forest farmer's market. The work in Schuyler County involved a collaboration between Cornell Cooperative Extension and Schuyler County Partnership for Economic Development for identifying opportunities for a more efficient and effective utilization of the waste streams in Schuyler County. The grass pellet biofuel project in Steuben County was focused on a long-term goal of creating an economy based on energy production from grass pellets. Next steps were identified such as research on the efficient burning of grass pellets in stoves.

In addition to keeping track of these project opportunities, there is interest in more fully defining a domestic place-based approach where this protocol might augment other community and economic development processes.

### Student Project: Exploring the Environment and Economic Development

Jeremy Zambrowski, a Cornell student working with Professor Susan Christopherson in Cornell's Department of City and Regional Planning, has completed work on an environmental systems cluster of firms in Central New York and prepared materials for a Spring economic development workshop on “The Environment and Economic Development.”

In the workshop, several projects will be highlighted: 1) a report on the costs and benefits of independent municipal energy generators in New York state; 2) a consulting report for the Tompkins County Green Design and Alternative Energy resource hub. This organization is attempting to build a center that would help develop the market for green design and alternative energy products and services in the Finger Lakes region of New York State. The consulting report focuses on assessing the business plans and marketing strategies of similar resources hubs in other parts of the country.

In conjunction with this project, Zambrowski and Professor Christopherson helped plan and carry out a planning meeting at Ithaca High School on April 2006 for the firms and community organizations involved in the project. They are also helping the group construct a proposal to obtain seed funding from NYSERDA and the MDA in Syracuse.

Additionally, Zambrowski is engaged in helping Professor Christopherson design a presentation for The Fingerlakes Institute conference on “The Environment and Economic Development,” which will be held in June 2006 in Auburn, NY. The presentation will utilize materials developed in the student workshop this Spring. For more information on Professor Christopherson's work visit: http://www.nyecon.cornell.edu/.
About Cornell’s EDA University Center

Cornell’s Center is an innovative partnership between Cornell’s Community and Rural Development Institute (CaRDI), which supports community and economic development programs for the Cornell Cooperative Extension (CCE) system, and the Cornell Center for Technology, Enterprise and Commercialization (CCTEC), which directs the University’s technology-based venture creation. This partnership links technical innovation and business creation with entrepreneurs and businesses in economically distressed areas of New York State to launch new companies, help existing companies to become more competitive, and create new investment.

For more info, visit www.oed.cornell.edu/EDA.htm

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