FINGER LAKES REGIONAL ECONOMIC DEVELOPMENT COUNCIL
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MESSAGE FROM THE CO-CHAIRS

The Finger Lakes region of New York State is in the midst of a fundamental economic transformation. We have evolved from a community whose economy long relied on a small number of large manufacturing firms to one that is comprised of a diverse foundation of dynamic, innovative, and growing businesses.

The support and leadership of New York State has been critical to the region's progress to date. This includes $225 million awarded by the state to the Finger Lakes through the Regional Economic Development Council process over the last three years, $90 million secured by Governor Andrew Cuomo for the Interstate 390 project, the leadership shown by the Governor to resolve issues related to Eastman Business Park and support its redevelopment, and $38 million committed to the development of the Science and Technology Advanced Manufacturing Park (STAMP) in Genesee County, a priority for both the Finger Lakes and Western New York regions.

The progress that has been made in the revitalization of Eastman Business Park is an illustration of how the Governor's vision of regionally-driven economic development is succeeding. In our very first plan in 2011, the Council identified the Park as its highest economic development priority. This designation was the catalyst for a sustained effort that involved leaders on the local, state, and federal level to overcome the significant barriers to the Park's redevelopment. As a result, the Park is now poised to become one of the nation's premier centers for technological innovation, business creation, and a significant source of regional job growth. The Park has added 1,300 jobs since 2011 and is home to 56 companies and almost 4,500 non-Kodak employees.

There are many other examples of how the Council has created the framework for dialogue, problem solving, and collaboration that brought together individuals who otherwise would have never worked together and compelled them to set aside their own agendas and work collaboratively to serve the greater good. Complex, multi-million projects with multiple private and public sector components and participants, such as STAMP, and the Midtown Rising, College Town, and CityGate developments in Monroe County, have seen their progress accelerated because of the spirit of cooperation generated by this process.

The strategic framework created by the Council and the renewed optimism for our economic future has led us to set an ambitious goal of creating 50,000 new jobs by 2016. Despite ongoing challenges, we continue to believe that we will achieve this target, provided the state makes the necessary investments in the projects that we have identified as key to achieving this growth and allocates funds to the Finger Lakes region at a level commensurate with what has been provided to other upstate regions. The region has added 16,000 jobs since 2010.

What we have achieved as a Council would not have been possible without the contributions of the more than 400 individuals who comprise our 19 Work Groups. These individuals have demonstrated a tireless commitment to their charge to develop the strategies and identify the projects necessary to propel job growth, and monitor progress towards these goals. Their work has greatly enhanced the quality and success of the projects identified in this report.

The Council recommends that the state continue to support several multi-year projects identified in previous reports – especially Eastman Business Park – and has identified new priority projects that will foster innovation and technology commercialization, strengthen communities and key industrial sites, improve the quality of life of the region's residents, attract more visitors, address key infrastructural barriers to growth, enhance workforce development, expand access to foreign markets and capital, and extend economic opportunity to underserved communities and veterans of the Armed Services.

As co-chairs we are especially grateful to the Governor for his support. We also want to express our gratitude to the 35 members of our Council, our Executive and Scoring Committees, our Work Groups, the more than 1,500 public participants in this year's process, and the dedicated professionals in the Executive Chamber, Empire State Development, and all the state agencies that helped facilitate the Council's work. We also want to recognize and thank Mark Michaud for his help in once again preparing this document, as well as Bill Strassburg, Mitch Christensen, and Josh Farrelman for their contributions and the countless others who work so hard to ensure a bright economic future for our region.

Danny Wegman, CEO, Wegmans Food Markets

Joel Seligman, President, University of Rochester

OVERVIEW

The Finger Lakes is experiencing an economic resurgence.

The catalyst for this revival has been the unprecedented level of regional partnership fostered by the Governor's Regional Economic Development Council initiative. Starting in 2011, a wide cross section of leaders and stakeholders from all nine counties representing all key industry sectors have met on a regular basis to identify barriers to growth, develop solutions to overcome these challenges, establish goals and chart progress, and forge a shared vision for the region's economic future. This partnership and the economic development blueprint created by the Council has generated the consensus and focus necessary to strengthen the institutions and communities that make the Finger Lakes a special place to live, work, and play.

Many challenges remain. The region's historically largest employers have recently shed tens of thousands of jobs. Economic opportunity remains elusive for many residents living in underserved urban and rural communities.

Like many other areas of the state, small- and medium-sized businesses are playing a pivotal role in growth and job creation in the Finger Lakes. Accelerating this trend is an important priority and the Council has taken steps to ensure that companies with growth potential have access to the services, resources, and trained workers required to expand and succeed. New initiatives will help more of these companies access foreign markets and capital, benefit from the tax free incentives proposed in the START-UP NY program, and create more opportunities for veterans of the Armed Services.

The Council is also focused on the barriers that concentrated generational poverty and poorly performing urban schools create for many of the region's residents who struggle to take part in the Finger Lake's economic revitalization. The centerpiece of these efforts is the Council's Opportunity Agenda, which has been extended this year to include more of the City of Rochester.

The Council remains committed to creating a coordinated network of employers, schools, higher education institutions, non-profits, and workforce training organizations that will reach out to underserved and at-risk populations and ensure that they have the support and skills necessary to enter the workforce. A recent example is the partnership between the University of Rochester, the Rochester City School District, and the state Education Department to turn around the struggling East High School.

The Council also recognizes that quality of life is essential to attracting and retaining today's skilled and highly mobile workforce. This year's report recommends new investments in development projects that will strengthen communities. The Council understands the essential role that agriculture and food processing plays in rural communities and has identified several projects that will provide farmers and producers the capital and resources necessary to expand and access new markets for their products.

This year's report continues to track the meaningful progress that has been made toward the goals the Council established in 2011 – both region-wide and within each key industry sector – and the progress of the 266 individual projects that have received state support from the Consolidated Funding Application

process and other important economic development initiatives. The 2014 Progress Report also identifies new projects that will accelerate progress in several key areas.

The Council continues to rely upon a Work Group structure consisting of more than 400 individual stakeholders from across the region representing 19 sectors and special projects. These Work Groups have been essential to the Council's efforts to develop and refine strategies, monitor and measure progress, screen and identify new projects, and create the collaborative environment necessary to build consensus on regional priorities. A full list of Work Group members is included in Appendix A.

The Council's 2014 Progress Report emphasizes the following key initiatives:

- For the fourth consecutive year, the revitalization of Eastman Business Park remains the Council's highest priority. Significant progress has been made in resolving the complex obstacles to the Park's redevelopment. The site has been stabilized is now positioned for the next phase of growth and new public and private investments in resources and infrastructure and tax incentives provided by the state's START-UP NY program which will transform the Park into one of the nation's preeminent industrial parks for technological innovation.

- Another top priority is the development of the Science and Technology Advanced Manufacturing Park in Genesee County which will create a new center for high tech manufacturing. Recent commitments by the state to help bring this site to shovel ready status will be key to attracting the first major tenant to this multi-regional project.

- The Council will continue to support efforts to translate the scientific discoveries and expertise of the region's research universities and institutions of higher education into new generations of innovative products and companies. The Finger Lakes region leads upstate New York in external research funding – over the last five years, the University of Rochester and Rochester Institute of Technology (RIT) have attracted $2.1 billion – and possesses the technology commercialization infrastructure necessary to turn these discoveries into new commercial ventures. Governor Cuomo has consistently emphasized the importance of unlocking the economic potential of the state's higher education system by creating or expanding key programs such as the Centers of Excellence, Centers for Advanced Technology, Innovate NY, START-UP NY, and Innovation Hot Spots. The Council's plan will leverage these programs to accelerate the creation and growth of early stage technology companies and promote greater academic-industry R&D partnerships.

- The Council will continue to support new investment and expansion of academic-industry partnerships in the field of workforce development. These efforts are essential to maintaining the region's competitive advantage in possessing one of the nation's most highly-skilled workforces, addressing the skills gap necessary to fill a growing number of positions in healthcare, science, and engineering-related sectors, and extend these opportunities to the region's underserved communities, displaced workers, and veterans.

- The Council will reinforce the region's quality of life by continuing implementation of its five-year strategy to strengthen key innovation hubs, including higher education, agriculture and food processing, targeted fields of advanced manufacturing, life sciences, business services, optics/photonics/imaging, energy innovation, and tourism and the arts. The plan's priority

projects were chosen, in part, because they leverage significant private and federal investment and address critical economic development needs in these strategic sectors throughout the nine-county region.

The Council remains confident that our Strategic Plan and the continued support of New York State will enable the region to meet its goal to create at least 50,000 net new jobs by the end of 2016, despite the challenges created by the ongoing restructuring of the region's manufacturing sector and assuming the national economy continues to expand.

NEW STATE ECONOMIC DEVELOPMENT INITIATIVES

The Council has put forth proposals that respond to the Governor's initiatives to increase global trade, attract and grow new technology companies, confront poverty, strengthen the region's SUNY institutions, rebuild communities after natural disasters, and support the state's veterans:

- The **Finger Lakes Global NY Plan** will build upon the region's leadership in exports (second only to New York City) and create the comprehensive and coordinated set of international trade services necessary to both support existing exporters and enable more firms to enter global markets.

- The state's **START-UP NY** initiative will be an essential tool in creating the academic-private sector partnerships necessary to attract new companies and spur the growth of new firms based on academic innovation. The region's public and private universities and colleges have embraced this program and are among its first – and largest – applicants.

- The **SUNY 2020** program will provide the support necessary to build the education and training programs that will prepare the region's students and displaced workers to take advantage of the opportunities created by the region's growing high tech, advanced manufacturing, and agriculture-related industries at the five SUNY institutions in the region.

- The devastating **May 2014 floods in Yates County** generated an unprecedented and immediate community, state, and federal response. The resulting efforts will strengthen the affected communities, and make them more resilient and better prepared for future storms – consistent with the NY Rising efforts instituted in other parts of the state.

- New initiatives will better connect the region's **veterans of the Armed Services** with the coordinated resources, support, training, and counseling they require to enter the civilian workforce.

2014 TRANSFORMATIONAL PROJECTS:

The Finger Lakes Regional Economic Development Council recommends the following transformational priority projects for funding:

- The **Eastman Business Park Biosciences Manufacturing Center** will create a new shared fermentation facility that will establish the Park as a leader in R&D and the manufacture of

biofuels and biomaterials. The Center will enable the Park to attract new tenants and support the commercial activity of existing companies.

- The region will continue to expand the reach of its incubation and early stage business support services as well as accelerate the redevelopment of downtown Rochester and create an "innovation district" in the heart of the City by locating the new **Finger Lakes Business Accelerator** hub facility in the City center.

- Several new and ongoing community redevelopment projects will create focal points for new business, residential, and tourism activity throughout the region. These include the **Canandaigua Lakefront Redevelopment** project, expansion of the **Rochester Public Market**, the **Sibley Building Redevelopment** project, the **CityGate** development, and the new **Keuka Lake Hotel**.

- New investments will strengthen the region's leadership in biomedical research, optics, photonics, and imaging, and the graphic arts, lead to new innovation and job creation, and support the R&D needs of the region's technology companies. These include the **University of Rochester Institute for Data Science**, **RIT's MAGIC Spell Studios**, and the **Finger Lakes Regional Center for Advanced Optics Manufacturing**.

- Several new projects will help the region's farmers, food processors, and food entrepreneurs develop new products, expand their operations, identify and access new markets, reduce their environmental impact, and improve access to healthy foods for the region's low-income residents. These include renovations to the **New York State Food Venture Center**, the new **Rochester High Pressure Processing Center**, the **Winery Based Wastewater Treatment Systems** pilot project, the **Growing the Agriculture Industry Now! Fund**, the **Foodlink Food Hub**, and the **Wyoming County Dairy Initiative**.

- New tourism and arts projects will join ongoing projects to enhance the quality of life of the region's residents, attract more visitors to Finger Lakes cultural, educational, and recreational destinations, and expand local business activity. These projects include **The Strong and Toy Industry National Halls of Fame**, improvements to **Frontier Field** in Rochester, and the continued development of the **Finger Lakes Museum Discovery Campus** in Yates County.

- New and ongoing investment in the infrastructure and capabilities of key industrial sites will enable the region to attract the next generation of high tech manufacturers to the state and convert abundant food and agricultural waste into sources of energy to serve tenants at these sites. This includes the **Science and Technology Advanced Manufacturing Park** in Genesee County, the **Genesee Biogas** project serving the Genesee Valley Agri-Business Park in Batavia, and the **Seneca BioEnergy** project in the former Seneca Army Depot.

- New higher education projects will expand capacity and enable the region to meet the growing demand for skilled workers in healthcare, science, engineering, and business fields, and extend these opportunities to underserved communities, displaced workers, and veterans. These include the **St. John Fisher College Integrated Science and Health Sciences Building**, the **Roberts Wesleyan College NextGen Sciences Initiative**, and the **Keuka College Center for Business Analytics and Health Informatics**.

- The region's Opportunity Agenda plan will be enhanced by new programs that target at-risk students and prepare them for academic success and job opportunities, and provide underserved communities with affordable child care. These include the **Hillside Work-Scholarship Connection** project, the **Stepping Stones Learning Center's** new child care facility, and the expansion of the **Boys and Girls Clubs of Rochester**.

The Council is again recommending the creation of a **Finger Lakes Small Business Expansion Fund** and the allocation of **Excelsior Tax Credits** to support the growth of several small businesses.

The Council has identified a number of other projects that have applied for funding from various state agencies that it believes will advance important workforce training, community development, tourism, research and development, infrastructure, and small business expansion objectives. The Council has also listed "pipeline" projects that it believes should be considered for state capital funding in future years.

Implementation Overview

The Finger Lakes Regional Economic Development Council continues to rely upon the framework of regional and sector-specific strategies established in its 2011 Strategic Plan.

The Council responded to feedback from the state's review of its 2011 Strategic Plan and 2013 Progress Report and addressed new state initiatives by revisiting its strategies and reorganizing its Work Group structure so that it could: extend key workforce development and other services to more low-income neighborhoods in Rochester; encourage communication and collaboration between Work Groups on projects that are cross-cutting; and foster a dialogue with neighboring Councils to identify and promote projects that impact multiple regions.

Beginning last year, the Council has asked each Work Group to establish a "dashboard" to summarize goals and track progress on projects and actions. These dashboards, components of which were reviewed by the full Council at two separate public meetings in 2014, are again included in Appendix B.

This year, the Council created a new Work Group, Task Force, and sub-group to address strategies and projects arising from the state's Global NY, SUNY 2020, and Veterans initiatives. The Global NY Work Group consists of businesses that participate in international trade, economic development organizations, and local, state, and federal trade representatives. The Work Group has developed a plan to create a comprehensive and coordinated network of programs and support that will help businesses access foreign markets and attract foreign capital to the region.

A subcommittee of the Higher Education Work Group was formed to address the Governor's SUNY 2020 initiative. The group, which consists of leaders from the region's SUNY institutions, has helped the Council identify the key projects slated for funding under this program.

The Council created a Veterans Task Force under the Workforce Development Work Group consisting of the region's veteran support organizations and representatives of the region's workforce development agencies, higher education institutions, and private sector employers. The Task Force has completed a regional assessment and developed a series of recommendations to better connect veterans with training programs and potential employers.

The regional strategic categories developed by the Council remain as follows: Optimize Business Creation, Retention, and Expansion; Strengthen Academic and Industry Partnerships; Align Workforce Development Efforts with Sector Needs; and Invest in Community and Industrial Development and Infrastructure. The Council also continues to employ sector-specific strategies for: Advanced Healthcare; Advanced Manufacturing; Agriculture and Food Processing; Business Services; Energy Innovation; Life Sciences; Optics, Photonics, and Imaging; and Tourism and the Arts.

Within each category, the Council has articulated a series of detailed strategies. Actions consisting of specific projects, collaborative efforts, and initiatives that are both under way and in the planning stages and their current status have been associated with each strategy. Collectively, the Council believes that these actions represent region-wide and inter-regional efforts to mobilize and coordinate resources to address critical issues and advance projects with the potential for significant economic growth.

A Record of Progress

The Finger Lakes region has achieved substantial progress towards its goals to generate the programs, leverage the investments, and foster the collaboration necessary to accelerate the transformation of the region's economy and enhance the quality of life of its residents. These efforts have focused on laying a foundation for both immediate and sustained economic growth in key industry sectors and supporting projects necessary to promote innovation, enhance competitiveness, and supply companies with skilled employees.

Eastman Business Park

The preservation and revitalization of the 1,200 acre Eastman Business Park remains the Council's highest economic development priority and has the potential to be a significant source of regional business growth and job creation. Recent actions and investments by the state have enabled the Park to overcome significant barriers to redevelopment and will strengthen its ability to become a magnet for business attraction and expansion in a number of technology-driven fields.

Several major milestones were achieved over the course of the last 2 years, thanks in great part to significant state leadership. Kodak has emerged from bankruptcy reorganization and spun off some of its core technologies into a new company, Kodak Alaris. The Park's power utilities were sold to Recycled Energy Development with $7.1 million in assistance from the state, ensuring that necessary upgrades to electrical infrastructure will take place in order to provide the Park's tenants a reliable, long-term, and cost effective source of power. The state Department of Environmental Conservation also played a leading role in securing federal approval for a $49 million environmental trust – funded by Kodak and bolstered by additional state guarantees – that will be used to remediate the site and protect tenants from liability. Finally, Kodak announced that it would seek to sell the Park to new owners with more experience in industrial site redevelopment, and the marketing and recruitment of new tenants, a step that would not have been possible without the state supported actions listed above.

New York State has made critical investments in two projects that will make the Park a national leader for R&D and commercial activity in the fields of alternative energy and biomaterials. The unique capabilities of the NY-BEST Test and Commercialization Center and the Eastman Business Park Biosciences Manufacturing Center will make the Park a center of innovation in these emerging sectors.

The state has also played a direct role in efforts to attract several new businesses to the Park and enable existing businesses to expand through its Excelsior Jobs Program. These efforts will be accelerated with the designation of two buildings in the Park as eligible for the START-UP NY program in collaboration with the University of Rochester. The Park has already witnessed significant job growth. Since 2011, the number of companies located at the Park has more than doubled to 56 and the number of non-Kodak employees at the site has increased by more 1,300 to 4,475.

Interregional Collaboration

The Council understands that many of the economic challenges and opportunities facing upstate New York transcend regional boundaries. The co-chairs of the Finger Lakes Regional Economic Development Council were among the first to call upon the state to recognize and incentivize projects that may

benefit to multiple regions. The Council co-chairs, members, and Work Group leaders have also met with their counterparts in adjoining regions to identify important multi-regional projects.

The most prominent multi-regional project supported by the Council is the Science and Technology Advanced Manufacturing Park (STAMP) in Genesee County. The Finger Lakes and Western New York Councils have both agreed to support the development of this industrial mega-site which could attract the next generation of nano-scale manufacturing companies to the state and generate tens of thousands of jobs and significant economic activity in both regions. The state recently committed $33 million to help develop the STAMP site and prepare it for its first tenant.

Business leaders from the Finger Lakes have long partnered with colleagues from the Western and Central New York regions to support companies in their efforts to access overseas markets and direct foreign investment. For the last five years, Greater Rochester Enterprise (GRE) has hosted the Upstate New York Trade Conference & Expo which provides companies from the Rochester, Buffalo, and Syracuse regions access to expert counsel on international strategy, export controls, foreign trade zones, and trade finance. This collaboration will be strengthened under the new Finger Lakes Global NY plan.

The cultural, historic, culinary, and recreation attractions that draw hundreds of thousands of visitors to upstate New York every year are also spread across many regions. The potential to market the state's unique tourism assets to domestic and Canadian visitors has resulted in a number of multi-regional proposals that promote visits to upstate vineyards, breweries, golf courses, parks, lakes, and waterways. The Finger Lakes region is also actively engaged in Governor Cuomo's Path Through History Initiative, which promotes historic sites across New York State.

Agriculture and food processing is another sector that will greatly benefit from a multi-regional approach. RIT's Food Processing Cluster initiative, which is advancing the competitiveness of the food processing industry in the Finger Lakes region, is being carried out in collaboration with Regional Technology Development Centers in the Central New York and Western New York regions. As part of this initiative, the New York State Pollution Prevention Institute at RIT is working with food processing companies across regional boundaries to help companies minimize their environmental footprint and reduce operating costs. Several projects at the Geneva-based Cornell Agriculture and Food Technology Park support food processors and farmers throughout the state. Additionally, the $228 million that will be invested in new yogurt processing plants in Batavia in the coming years will create significant direct job growth in both the Western New York and Finger Lakes regions and will support dairy farmers across upstate New York.

Business Creation, Retention, and Expansion

The Finger Lakes region's economy is built on a foundation of entrepreneurship and innovation. The region's largest employers – current and historic – were all created, fostered, and thrived here. Many have grown beyond the region's borders, stimulating economic activity in other parts of the state and the across the nation.

The Council recognizes that small business creation and growth hold the key to the region's economic future. These companies not only employ a significant portion of the region's workforce, but many will go on to become the next major employers.

The region has created an expansive and coordinated infrastructure of business support services that enable new and existing companies to get the help they need to succeed and grow. Two state-supported projects – the Finger Lakes Innovation Hot Spot Consortium and the Finger Lakes Business Accelerator – will expand these services across the nine-county region. These projects are being supported by the region's network of incubation and business support organizations, including the University of Rochester-led High Tech Rochester and Rochester BioVenture Center, and RIT's Venture Creations and Center for Urban Entrepreneurship.

The Council is supporting a new initiative that will cement the region as a hub for innovation and bolster efforts to redevelop Rochester. The new Finger Lakes Business Accelerator hub will be located downtown, creating an "innovation district" that concentrates entrepreneurs, incubation resources, higher education institutions, mixed-use development, START-UP NY and Innovation Hot Spot business incentives, and residential activity in the heart of Rochester.

Excell Partners, which is supported by the Innovate NY program, and the state-supported Pathstone Finger Lakes Enterprise Fund, provide a range of small businesses – from high tech companies to those located in underserved urban and rural communities – with the capital necessary to stimulate early stage growth.

Greater Rochester Enterprise's Economic Gardening initiative – a statewide model for small business support – helps cultivate small- to medium-sized companies with high growth potential by connecting them with the technical, marketing, and research resources they need to expand operations. -During the pilot phase of this program, 117 new jobs were created and several firms executed acquisitions or expanded their operations. The Council continues to encourage the state to make available sources of funding for this type of innovative and successful program.

The Excelsior Jobs Program has been an essential source of support for small business expansion. Since 2011, the program has supported XX projects and created XXXX jobs in the Finger Lakes. The Council also anticipates that the START-UP NY program will be a powerful economic development tool and will help attract and grow technology companies in the region.

The Finger Lakes is already one of the state's leading export regions, only behind New York City in total exports. On a per capita basis, Greater Rochester ranks among the top exporting metro areas in the U.S. The new Finger Lakes Global NY plan builds upon this strength and will better coordinate international trade services and connect them with companies, actively identify and reach out to companies with export potential, promote the region's products and services internationally, and build export capacity.

The Council also recognizes the urgent need to address barriers to growth and competitiveness, lower the cost of doing business, and foster greater collaboration among municipalities and planning agencies.

The Finger Lakes Regional Sustainability Plan was developed in 2013 with the input of all nine counties, the City of Rochester and the regional transportation and planning councils. The regional leaders of this initiative are actively working with their partners to identify and promote projects that improve energy efficiency and waste water management, reduce greenhouse gas emissions and transportation energy consumption, and promote sustainable development, steps that will lower the cost of doing business.

Strengthen Academic and Industry Partnerships

The Finger Lakes region is home to leading research and development programs in medicine, energy, optics, photonics, and imaging, computer sciences, and other engineering-related fields. The Council continues to support projects that will create unique scientific programs, attract federal, state, and private research funding, generate new technologies with commercial potential, and help the region's and the state's companies meet their R&D needs and improve their business processes.

Over the last five years, the University of Rochester has received more than $1.9 billion in research funding. The Health Sciences Center for Computational Innovation, a partnership between New York State, IBM, and the University of Rochester to create the most advanced computational health research programs in the country has enhanced this effort and has generated more than $300 million in new research funding. New investments under way in the field of big data, along with New York State's recent designation of the University as a Center of Excellence in Data Science, will accelerate this growth, strengthen and expand collaboration with companies such as IBM, Xerox, Wegmans, and attract new private sector partners.

The state has provided important support for the Golisano Institute for Sustainability at RIT, which brings together universities, corporations, and governments to collaborate in the creation of innovative education and technology development systems related to sustainable design, life-cycle design, remanufacturing, and pollution prevention. RIT has also been designated by the state as a Center of Excellence in Sustainable Manufacturing. In addition, the New York State Pollution Prevention Institute at RIT partners with companies and universities across the state to increase efficiency, sustainability and environmental stewardship.

The Center for Emerging and Innovative Sciences, a NYSTAR-supported Center for Advanced Technology located at the University of Rochester, matches university researchers with corporate partners in the optics, photonics, imaging, biomedical, energy, and electronics fields. CEIS provides matching funds to help support these collaborations.

The NY-BEST Test and Commercialization Center at Eastman Business Park will foster greater collaboration between academic and industry research programs in the field of energy storage and accelerate the commercialization of technologies developed by research universities across the state.

Workforce Development

Middle skills positions – jobs that require more than a high school diploma, but less than a four year college degree – have been identified by the Council as key for future economic growth. Building the programs and the academic-industry partnerships necessary to fill these positions holds the greatest

potential to extend job opportunities to underserved communities in the region. These efforts are one of the centerpieces of the region's Opportunity Agenda initiative.

Monroe Community College (MCC), the Center for Governmental Research, and the *Rochester Business Journal* have partnered to conduct an annual survey of the region's employers to determine skills gaps and opportunities for job growth through targeted workforce training. The *Rochester Area Skills Needs Assessment and Business Climate Survey* helps guide the region's training programs and grant strategies to better address local worker pipeline deficits and help put displaced workers back to work. The survey estimates that there are roughly 26,000 positions in the Finger Lakes region that are "difficult to fill," half of which are middle skills positions.

MCC's Multiple Pathways to Middle Skills Jobs and its Precision Tooling Certificate Program (a partnership with the Rochester Technology and Manufacturing Association) targets students and displaced workers in underserved communities. The Multiple Pathways program consists of mobile simulation labs that focus on skills building and careers in healthcare, advanced manufacturing, and skilled trades. The Hillside Work-Scholarship Connection – which targets at-risk youth – has expanded its program to focus on middle skills careers and training in order to help program participants fill positions in five regionally important economic sectors – healthcare, advanced manufacturing, skilled trades, culinary trades, and information technology.

The region's workforce development efforts have garnered national recognition. In January 2014, Vice President Joseph Biden visited MCC's Applied Technologies Center to highlight the program's successful record of collaborating with industry to develop the training programs to fill middle skills jobs. The Center works closely with about 2,400 local businesses to provide customized training for high-tech manufacturing jobs.

New projects in six of the region's colleges will expand educational opportunities in the STEM fields. Keuka College, Nazareth College, Roberts Wesleyan College, RIT, St. John Fisher College, and University of Rochesterare all in the process of expanding their capacity to provide bachelors and advanced degrees in science, healthcare, and business. The majority of students in these programs – many of whom are from lower income families – stay in the area and meet the growing needs of the region's employers in these fields.

The Council is also committed to better understand the challenges and barriers that prevent veterans of the Armed Services from entering the workforce and creating the network of support services and training programs necessary to assist their transition to civilian life.

Community and Industrial Development and Infrastructure

Continued strategic investment in communities and industrial infrastructure are essential to propelling growth and enhancing quality of life. The Council has supported several projects that will encourage small business growth on Main Street and in rural communities, and create the conditions in industrial parks to attract and expand manufacturing and technology-based companies and jobs.

Ongoing state support for Eastman Business Park in Rochester and the STAMP project in Genesee County have created two sites in the region – each with a unique set of assets and infrastructure – which will attract a new generation of technology and manufacturing companies to the Finger Lakes. The Council has also supported efforts to strengthen and redevelop the Rochester Technology Park in Monroe County and the former Seneca Army Depot in Seneca County.

In Monroe County, the Midtown Rising project and the revitalization of the Sibley Building will breathe new life into downtown Rochester, creating a new vibrant core of residential, retail, office, and entertainment activity. New developments at College Town, the Port of Rochester, Rochester's Inner Loop, CityGate, the I-Square Project in Irondequoit, and improvements to the historic Rochester Public Market will create focal points of business activity and residential life.

Major redevelopment projects on the Canandaigua, Geneva, and Penn Yan waterfronts will revitalize these communities and attract more visitors to the region. State support has also been the catalyst for numerous other redevelopment and infrastructure projects in business districts and waterfronts across the region.

Ongoing state assistance will also be critical to the recovery and redevelopment efforts that are currently under way in Yates County to support the residents and businesses impacted by flash floods in May 2014.

Continued improvements to the region's transportation infrastructure are essential to enhancing the competiveness of industries in national and global markets. New York State has committed $90 million to the I-390 "Southern Gateway" and Kendrick Road Interchange Project. This project, along with the proposed NYS Route 390/I-490/Lyell Avenue Interchange project, will address key transportation bottlenecks in Monroe County and remove barriers to growth at the University of Rochester, RIT, MCC, Eastman Business Park and new private developments at College Town and CityGate.

Federal and state support has been instrumental in the creation of two new transportation hubs – the Rochester-Genesee Regional Transportation Authority's downtown Rochester transit station and the Rochester Intermodal Station. The state is also providing important support to improve the infrastructure at other key economic development sites in the nine-county region, including the STAMP site in Genesee County.

Agriculture and Food Processing

Thanks in great part to critical investments made by New York State, the Finger Lakes has strengthened its leadership as a national hub for food production and as the state's leading agricultural producer. These efforts have been enhanced by the state through its promotion of New York State's yogurt, wine, beer, spirits, cider, and other food products during annual summits, tours, and the Taste NY marketing campaign.

The Council has taken significant steps to provide the region's farmers and food processors with the resources and business support necessary to expand and improve their operations. The Growing New York Dairy Industry program, the Cornell Cooperative Extension of Wayne County Increasing Cooling

Space for Small Farms program, and the Finger Lakes Enterprise Fund provide important capital for the region's agriculture and related businesses. The Cornell Agricultural and Food Technology Park (Tech Farm) in Geneva and the Wyoming County Agricultural Business Center of Excellence bring together the business services to support agricultural and food processing businesses in the Finger Lakes and beyond.

Additional state supported and private sector projects will expand access to the materials, incubation facilities, and food processing equipment and facilities necessary to expand markets for agricultural and food products. Several new projects designed to expand agricultural and food production in the region have been proposed.

The state was instrumental in the creation of two major yogurt manufacturing facilities in Genesee County. Müller Quaker Dairy and Alpina Foods are in the process of investing more than $228 million at the Genesee Valley Agricultural Business Park in Batavia.

The region's institutions of higher education are a critical source of innovation and workforce development for these sectors. RIT's Finger Lakes Regional Sustainable Packaging Project works with food processors to develop new food packaging and distribution technologies. RIT is also leading the Finger Lakes Food Processing Cluster Initiative which provides training to workers in the food processing industry. Finger Lakes Community College's Viticulture and Wine Technology Facility in Geneva will help the region's growing wine industry meet its need for trained workers. Genesee Community College has successfully created new training programs to produce workers for the region's new yogurt plants and other emerging food processing opportunities.

Advanced Manufacturing

The Finger Lakes manufacturing sector is in the midst of both a transformation and a revival. While large scale industrial manufacturing is declining, this activity is being replaced by medium- to smaller-sized firms that focus on sophisticated, technology-driven manufacturing processes. This trend is being aided by academic R&D and expertise, new state and federal investments, a concentration of highly trained workers and skills-based workforce development programs, and innovative companies.

The Golisano Institute for Sustainability at RIT, the Center for Emerging and Innovative Sciences, the NY-BEST Test and Commercialization Center, the New York State Pollution Prevention Institute at RIT, the Smart Systems Technology Commercialization Center in Canandaigua, High Tech Rochester's Manufacturing Extension Partnership, and cluster-based associations all support existing manufacturers and start-ups and enable them to develop new technologies, improve manufacturing processes, and create jobs.

State support for Eastman Business Park and the STAMP project, as well as efforts to redevelop other industrial sites in the region, provide the infrastructure, facilities, and access to the shared resources necessary to attract and grow manufacturing activity.

The recent recognition of Rochester as a "manufacturing community" by President Obama will enable the region to more effectively compete for federal support for manufacturing activity. Additionally, the

Finger Lakes Global NY plan will enable more manufacturing companies to expand by accessing foreign markets for their products and services.

A partnership consisting of CEIS, the City of Rochester, Eastman Business Park, the Rochester Regional Photonics Cluster, High Tech Rochester, and others, have secured several additional federal awards from President Obama's advanced manufacturing initiatives.

Business Services

The Finger Lakes is home to a strong concentration of some of the nation's most innovative and fastest growing business services, telecommunication, and software companies. These companies have benefited from the massive growth in third-party business processing and a recent trend that has seen many of these services – and related jobs – return to the U.S. from overseas.

Sutherland Global Services, Xerox, Coast Professional, and Claims Recovery Financial Services have all received state support for relocation and expansion plans and are on pace to create more than 1,700 new call center jobs in the coming years.

Continued investment from the state – in the form of Excelsior Job Credits and other support – and the tax benefits of the START-UP NY program will be critical to the continued growth in this sector.

Energy Innovation

The Finger Lakes is at the nexus of several trends in alternative/clean energy that position the region as a national leader in the field. These regional assets – which include leading academic R&D programs, a strong commercialization infrastructure, and industrial sites with capacity uniquely suited to the field – have been further leveraged by key state investments.

A strong foundation of university-based research programs at the University of Rochester and RIT in fields such as energy storage, solar energy, and nuclear fusion is a source of innovation and skilled engineers for local companies.

In April, NY-BEST opened its Test and Commercialization Center in Eastman Business Park. The $23 million Center, which has received critical support from New York State and will soon add a shared use prototyping facility at RIT, provides the consortia's 150 plus academic and industry members with the R&D and product development tools necessary to test the viability of new energy storage technologies. The Center will enable New York State to maintain its leadership in the field of energy storage and will be a magnet for new companies and innovation.

Eastman Business Park is home to a cluster of energy-related companies in the fields of next generation energy storage and biofuels. The site is uniquely suited to the development of these technologies due to the presence of not only NY-BEST, but also a 125 megawatt power station which allows for the testing of industrial scale batteries. The new Bioscience Manufacturing Center at the Park, which is being constructed with support from New York State, will enable companies to develop new technologies that convert biomass into biofuels and biochemicals.

The state has also provided critical support to the Seneca AgBio Green Energy Park at the former Seneca Army Depot. A significant focus of this project is on the conversion of agricultural waste into biofuels.

New initiatives will support the commercialization of clean energy technologies emerging from the state's research universities and innovative companies. High Tech Rochester's state-supported New Energy Xcelerator of Upstate New York (NEXUS-NY) supports early-stage energy companies with seed funding and professional and technical guidance. SUNY College of Nanoscale Science and Engineering's new Solar Rochester facility will provide companies with the R&D and manufacturing resources necessary to develop new solar energy technologies.

Optics, Photonics, and Imaging

The Finger Lakes region is a global leader in the field of optics, photonics, and imaging (OPI) manufacturing. Built on a 125 plus year history of innovation and excellence and buttressed by some of the nation's leading academic programs, the more than 50 OPI-related companies in the Finger Lakes region are responsible for $2.5 billion in industrial output per year.

The global market for OPI-related technologies is rapidly expanding, with massive growth anticipated in the fields of industrial manufacturing, consumer electronics, healthcare, transportation, and communication. The region is well positioned to capture the economic benefits of this growth with a cluster of well-established industry leaders and innovative start-up ventures.

The region is home to the University of Rochester's Institute for Optics, the nation's first optics research program, and RIT's Chester F. Carlson Center for Imaging Sciences. Last year, the University of Rochester partnered with other research institutions and leading technology companies to create the Center for Freeform Optics, which will develop R&D and technology commercialization programs in this field. These research programs, along with the Optical Systems Technology program at Monroe Community College, provide the state's OPI industry with a steady supply of innovation and highly skilled workers.

The University of Rochester's CEIS is leading the development of a national roadmap for photonics. CEIS will work with its partners including RIT's Center for Imaging Science, New York Photonics, SPIE (the international society for optics and photonics), and the National Photonics Initiative to strengthen the competitiveness of domestic photonics companies and expand photonics manufacturing in New York State and across the U.S.

A new project sponsored by the Photonics Industry Association of New York will strengthen academic and industry collaboration and enable companies across the state to more effectively innovate and compete for contracts in the growing fields of free form optics and infrared imaging.

Healthcare and Life Sciences

The Healthcare sector in the Finger Lakes is both a source of significant regional job growth and – with some of the lowest healthcare costs in the nation – a competitive advantage for business attraction and expansion.

The region has a long history of collaboration and is uniquely positioned to develop the kind of innovative programs that control costs, improve health, and extend access to care for underserved populations. These efforts have yielded significant benefits for the region's economy. The Finger Lakes has the lowest Medicare spending rates in the U.S. and commercial health insurance rates 25 percent below the national average.

Programs, such the Finger Lakes Health Collaborative – a partnership led by the Finger Lakes Health Systems Agency and consisting of more than 100 leaders representing the region's healthcare providers, health systems, insurers, businesses, and non-profit organizations – have spearheaded community-wide efforts to control high blood pressure, increase generic drug prescription rates, and tackle other important public health challenges.

Led by the University of Rochester's School of Medicine and Dentistry, the region has a national reputation for educational excellence and innovation. Launched in March, RIT's Wegmans School of Health and Nutrition will provide education and leadership in health and wellness. Rochester's health systems are leading a consortium that includes more than 200 community-based organizations that will work together to redesign the way that healthcare is delivered to the region's 320,000 Medicaid recipients. The goal is to reduce avoidable hospital admissions by 25 percent over five years.

The Finger Lakes also possesses the elements necessary to become a national Life Sciences hub, including leading biomedical research programs, a strong technology commercialization infrastructure, and a robust cluster of pharmaceutical, biotech, medical device, and healthcare informatics companies.

The University of Rochester is upstate New York's foremost academic medical center and attracts more research funding from the National Institutes of Health than institutions in Buffalo, Syracuse, and Albany combined. The state-supported Health Sciences Center for Computational Innovation will enhance the University's ability to attract research funding and scientific talent, create new technologies, and meet the R&D needs of private sector partners. The University has also recently created – with support from NYSTEM – a stem cell bio-manufacturing facility that will support private and academic research across upstate.

The region is also home to the Rochester BioVenture Center, a biotech incubator with the facilities and business services necessary to support early stage life science companies. Expanding this capacity is a key regional priority; the demand for the Center's facilities and services currently exceeds its capacity.

Tourism and the Arts

The Finger Lakes' rich variety of historic, cultural, artistic, culinary, and recreational attractions are a vital contributor to the region's high quality of life and an important source of jobs and economic activity, particularly in rural communities.

Numerous tourism and arts-related projects in the Finger Lakes region have benefited from state investments that have enabled them to expand capacity, upgrade facilities, preserve and enhance historic structures, develop new programs, and draw more visitors to the region. The Finger Lakes

region has embraced Governor Cuomo's new Market NY program and has submitted more applications for funding in 2013 and 2014 than any other region.

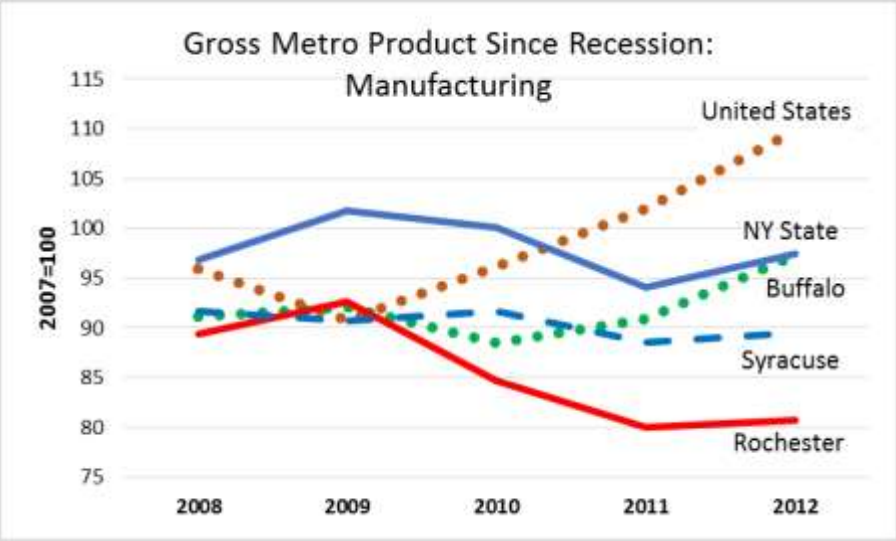
These projects include the new Seneca Arts and Cultural Center at the Ganondagan State Historic Site, renovations to the Sonnenberg Gardens and Mansion State Historic Park, a new Performing Arts Center at Hobart and William Smith Colleges, the new Finger Lakes Museum on Keuka Lake, renovations to the Little Theatre and Geva Theatre in Rochester, and new facilities at the Seneca Park Zoo, among others.

The state has also provided critical support for development and marketing projects for Finger Lakes' parks, waterfronts, and other recreational destinations that help attract visitors, enrich the lives of the region's residents, and spur local business activity.

Performance Measures

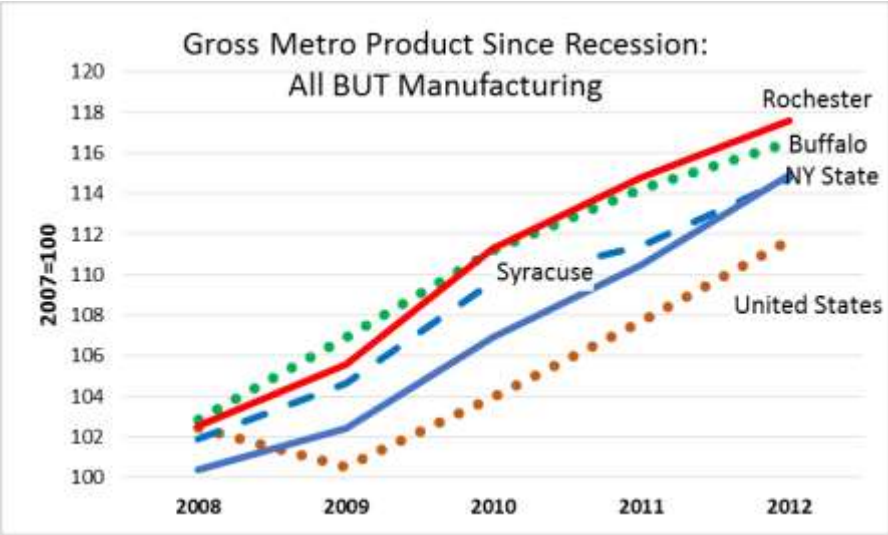
Fighting an Uphill Battle

Since its formation, the Finger Lakes Regional Economic Development Council has identified Eastman Business Park as its top priority project. This decision reflects the Council's understanding of its past and confidence in its future: Kodak – and Rochester manufacturing in general – has been the engine of prosperity for generations.



The challenge of Kodak's bankruptcy reorganization and similar issues facing the region's other large manufacturers have dominated the economy and significantly dampened economic growth. Since 2007, compared to Buffalo, Syracuse, New York State as a whole, and the nation, the Rochester metro area lost ground as Kodak struggled to survive, General Motors closed a major facility, Bausch & Lomb's private equity owners slashed jobs, and supplier firms to these companies sought new markets. While manufacturing gross product grew by 10 percent nationally, Rochester fell by nearly 20 percent.

It was another story for the rest of the economy. Rochester's gross product outside manufacturing actually led other upstate metros, the state as a whole, and the nation. While the nation grew 12 percent over the period, Rochester grew 18 percent.



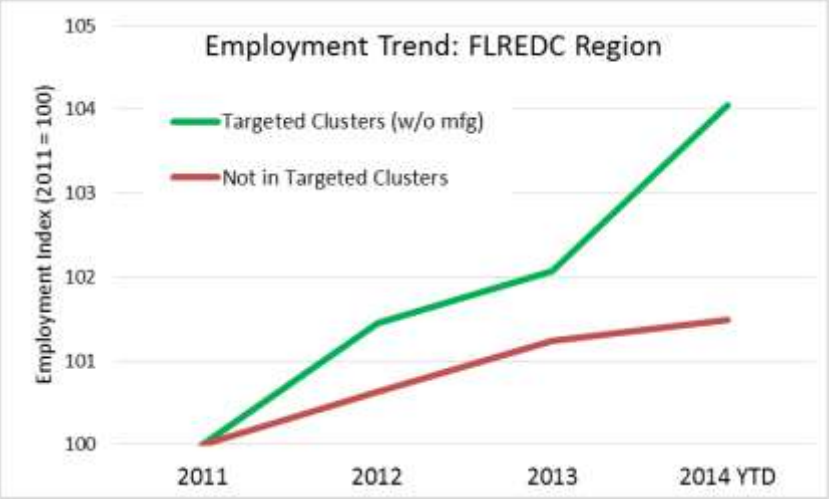
The trend in manufacturing gross product is reflected in manufacturing jobs. Since 2001, Rochester lost over 40,000 manufacturing positions and $2.5 billion in payroll – $1.2 billion since 2007. The fact that the rest of the economy grew at an accelerated rate despite these losses is remarkable.

Our Manufacturing Future

The Council's decision to make Eastman Business Park its highest priority reflects a commitment to build a future on the labor force, intellectual capital, and world class infrastructure that is the legacy of Kodak and the region's other manufacturing giants. While the Park no longer employs the more than 60,000 people who worked on the site at Kodak's peak, the 56 firms that now occupy its labs, clean rooms, and production spaces represent a new generation of innovative companies that, with the support of New York State, will grow to surpass the firm that built this massive facility.

Our Strategy is Working

The Council set an ambitious jobs target back in 2011 and has achieved solid growth within target clusters. Total employment growth from 2010 to May 2014 is about 16,000. The growth in the target clusters outpaces the rest of the economy, when manufacturing is excluded.



Job Growth Falls Short of Potential

Despite the success of strategic and focused investments, the losses in manufacturing have weighed the region down. Annual growth in employment from 2011-12 was half that of the state. In 2012-13, total jobs barely grew at all when the nation's growth rate neared 2 percent. Given the centrality of the job losses at Kodak to these numbers and the fact that the bulk of these cuts are now in the past, the Council believes that employment numbers will accelerate in coming years.

Employment							
	Total Employment (1000s)				Employment Change		
	2010	2011	2012	2013	**2010-2011**	**2011-2012**	**2012-2013**
Finger Lakes	557	564	568	569	1.3%	0.7%	0.2%
New York	8,557	8,678	8,798	8,909	1.4%	1.4%	1.3%
United States	130,275	131,842	134,104	136,368	1.2%	1.7%	1.7%
Source: Economic Modeling Specialists Inc, U.S. Bureau of Labor Statistics (Current Employ. Statistics)							
Establishments							
	Total Establishments (1000s)				Establishment Change		
	2010	2011	2012	2013	**2010-2011**	**2011-2012**	**2012-2013**
Finger Lakes	28.8	28.9	28.7	28.5	0.3%	-0.7%	-0.7%
New York	584.9	592.1	600.4	611.3	1.2%	1.4%	1.8%
United States	8,993.1	9,072.8	9,121.9	9,223.6	0.9%	0.5%	1.1%
Source: U.S. Bureau of Labor Statistics (Quarterly Census of Employment and Wages)							

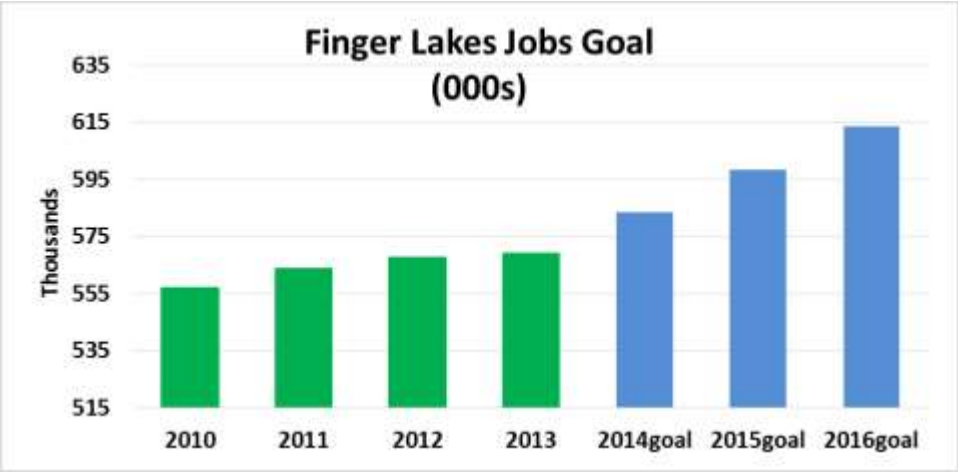
Quality of Life Indicators					
	Year 1 Baseline	Year 2	Year 3	Year 4	Trend
Share Lacking Health Insurance (U.S. Census, American Community Survey 3-year average)	RMSA: 7.9% NYS: 11.4% (2007-2009)	RMSA: 7.6% NYS: 11.5% (2008-2010)	RMSA: 7.9% NYS: 11.6% (2009-2011)	RMSA: 7.7% NYS: 11.4% (2010-2012)	Down 0.2 (positive)
Estimated Visitor Spending (Tourism Economics)	$1.40 billion (2010)	$1.47 billion (2011)	$1.49 billion (2012)	Still waiting	
Attendance in NYS Parks, FLREDC counties (NYS Parks, Recreation & Historic Preservation)	2.09 million visitors (2010)	2.07 million visitors (2011)	2.13 million visitors (2012)	2.07 million visitors (2013)	Down 3%
Participation in Culture/Recreation (Rochester Business Journal Book of Lists)	4.1 m participants (2010)	3.6 m participants (2011)	3.7 m participants (2012)	Released—compiling	pending
Age/Sex/Race-Adjusted Medicare Spending per Beneficiary (% of U.S.)	22% lower (2008)	21% lower (2009)	24% lower (2010)	Not updated yet	pending

Overview of Job Creation and Investment

Direct Job Creation & Investment

From 2010 through May 2014, the Finger Lakes region added approximately 16,000 jobs. The Council remains committed to its 50,000 jobs target and believes that job creation will accelerate as the projects and strategies identified by the Council begin to bear fruit. The Council believes that, with sufficient state support, that region can meet these goals.

Several clusters have performed quite well during the period. Business Services added about 4,000 jobs, or about 7 percent; Higher Education added 3,000, or about 9 percent; and Healthcare/Life Sciences added 6,300, or about 8 percent. These are the traditional growth sectors of the Finger Lakes region and – with the support of Council-sponsored initiatives – have continued to play this role in recent years. As referenced elsewhere in this document, the manufacturing sector has continued restructuring with losses of about 4 percent since 2010.



Direct Impact: Council Supported Job Creation & Investment

To date, the Finger Lakes region has been awarded over $224.8 million for 266 projects in the first three rounds of the CFA process. Combining the job creation and investment estimates provided by the these initiatives, total employment impact is projected to create XXXX new jobs and retain over XXXX jobs, and total investment is expected to reach more than $XXX million over the next five years – leveraging nearly $XXX million in additional private and public investment.

Public Engagement

Work Groups

Work Groups are the engine that runs the Finger Lakes Regional Economic Development Council. They perform a significant and vital portion of the Council's work, acting as the primary vehicle for gathering input on improvements to the strategic plan, tracking progress toward goals, and identifying and vetting priority projects on the Council's behalf.

In 2014, more than 400 community stakeholders actively participated in 19 Work Groups and associated subgroups. By design, engaging such a large number of individuals in the Work Groups process provides the Council with a broad-based, regional perspective on economic and community development issues. This year, the Council increased stakeholder participation by adding and expanding Work Groups to address the Governor's new focus on veterans employment, the Global NY initiative, and SUNY 2020.

By bringing together Council members, elected representatives, government officials, business and labor leaders, private sector experts, non-profit executives, higher education leaders, and members of the public, the Work Groups foster the dialogue, collaboration, and innovation necessary to identify and, in many cases, create projects that drive job creation goals. As in previous years, Work Groups also monitor and report the status of previously recommended projects and progress on performance measures. In 2014, the Work Groups presented to the Council and the public on two separate occasions (see below).

Throughout the course of the year, the Work Groups have remained highly active and engaged, with most meeting on a regular basis. In 2014, there were more than 100 Work Group meetings. For example, core members of the Workforce Development Work Group meet every week and the Tourism and Arts Work Group has expanded to create five additional subcommittees that have more than 60 additional members who reviewed and prioritized more than 80 potential Consolidated Funding Application projects this year alone.

Public Meetings

The Finger Lakes Regional Economic Development Council held seven public meetings in 2014 which were collectively attended by more than 1,000 individuals.

In May, the Work Groups presented their dashboards, providing the community with information on existing conditions in the various sectors of the local economy, and updating the Council on the implementation of priority projects. Later that month, the Council held two workshops on the Consolidated Funding Application process in Batavia and Rochester. These sessions were attended by nearly 300 individuals.

In June, the Work Groups were once again before the Council, presenting priority project recommendations. At the July and August meetings, the Council finalized its project recommendations and Progress Report for submission to the state. As in previous years, all Council meetings were open to the public.

Community Outreach
In 2014, staff and Council members continued their close contact with elected officials, labor and business leaders, community-based organizations, industry associations, and others organizations and key stakeholders. These meetings and presentations served to promote funding opportunities through the Consolidated Funding Application process, inform community groups about the workings of the Council, and recruit area leaders to participate as Work Group members. Organizations such as UNICON, the Wayne County Business Council, and the Rochester Hispanic Business Alliance were among the many that received presentations from Council representatives.

Council staff continued to grow its email database throughout the year. This list is used to directly inform interested individuals about Council meetings, events, and milestones. The email database list now includes nearly 1,000 individuals.

This year, the Genesee/Finger Lakes Regional Planning Council will share the results of its stakeholder input sessions as they conduct a biennial assessment of the area economy. The Planning Council covers the same counties as the Finger Lakes Regional Economic Development Council. The result of these input sessions will assist the Council as it further refines its strategic plan, updates existing economic conditions, and identifies possible future priority projects.

Media and Internet Outreach
Local media coverage of Council meetings, project groundbreakings, workshops, and other events have been essential in informing the public of Council activities. Key initiatives such as Eastman Business Park and the STAMP project in Genesee County received extensive media coverage. Other Council priorities such as the Canandaigua Lakefront Redevelopment, College Town, and I-390 reconstruction were highlighted as they achieved project milestones.

The Council's website continues to be a primary source of public information about its actions and activities. The website is regularly updated to present visitors with a clear understanding of the Council's process. Information on meetings, workshops, funding opportunities, and important documents are regularly posted to the site.

For example, in August, the full draft of the Council's Progress Report was posted for public access. In 2014, the website was revamped to provide streamlined access to more information, including an updated Work Group member list, a New York State Agency Resource Team contact list, all past meeting agendas and presentation materials, and an updated archive of all press releases from the Council, Empire State Development, and Governor Cuomo related to economic development announcements in the region.

The Council also drives awareness of the website through its Facebook page, which continues to attract new viewers. The Facebook site saw hundreds of hits as it shared news on Council activities and promoted upcoming meetings and events.

New Pre-Application "Letters of Interest"

The biggest and most successful change implemented this year to increase public engagement was the creation of an optional pre-application form for organizations that were considering submitting a Consolidated Funding Application.

In April of this year, the new Letter of Interest form was added to the website which enabled the Council and Work Groups to promote and solicit potential projects well in advance of the formal acceptance of Consolidated Funding Applications in May.

This new tool proved extremely effective. Almost 190 Letters of Interest were submitted in April and May, mirroring the number of Consolidated Funding Application projects that were ultimately determined to be eligible for the region. The benefit of possessing basic project information well in advance of the abbreviated Consolidated Funding Application window allowed the Work Groups to better review projects and make priority recommendations to the Council and also allowed applicants to receive feedback from various stakeholders that should result in higher quality applications, more successful projects, and increased economic impact.

The Council intends to expand and improve the use of the Letter of Interest tool throughout the year to better develop the region's project pipeline.

Local Government Engagement

The Finger Lakes region's government and elected officials are an integral part of the Council process. Government leaders help identify priority projects in their communities, assist in developing regional and sector strategies, and work on strategic plan implementation. Twelve local government leaders and two members of the New York State Legislature serve as ex-officio members of the Council.

Most importantly, elected officials and government administrators actively participate in the Council's Work Groups. Embedding government leaders in the Council's extensive Work Group structure ensures their much-needed input is heard and valued throughout the Council process.

In addition, Council members and staff continue to meet and consult with local government leaders and organizations, providing guidance on funding opportunities, working together on the implementation of funded priority projects, and discussing a wide range of other Council activities.

FINGER LAKES PROJECT DASHBOARD				
Project Statue	**2011 (Round 1)**	**2012 (Round 2)**	**2013 (Round 3)**	**Total**
On Schedule	95	65	69	229
Contract Pending	0	0	13	13
Delayed	1	3	1	5
Concerns	0	1	0	1
Terminated	2	5	0	7
Total	**98**	**74**	**83**	**255**

IMPLEMENTATION: Project Status Updates

This section describes the status and progress of past priority projects and other economic initiatives in the region that are supported by the Finger Lakes Regional Economic Development Council and New York State. The projects are organized within the corresponding Regional Strategies and Sector Strategies from the five-year strategic plan.

Project Status	2011 (Round 1)	2012 (Round 2)	2013 (Round 3)	Total
On Schedule (Green)	95	70	77	242
Contract Pending (Orange)	0	2	13	15
Delayed (Yellow)	1	3	1	5
Concerns (Red)	0	1	0	1
Terminated (Black)	2	5	0	7
Total	**98**	**81**	**91**	**270**

Regional Strategies

Optimize Business Creation, Retention, and Expansion

Regional Strategy: Address local and statewide barriers to growth and competitiveness, including exploring ways to reduce the cost of doing business by strengthening regional planning efforts, developing cooperative agreements, and streamlining services.

ACTION	PROGRESS	TIMELINE
The **Finger Lakes Regional Sustainability Plan**, created under Governor Cuomo's Cleaner, Greener Communities (CGC) Program, will build upon existing and planned sustainability efforts and smart growth plans. The plan was created with the input of all nine counties in the region, the City of Rochester, the Genesee Transportation Council, and the Genesee/Finger Lakes Regional Planning Council.	The final Finger Lakes Sustainability Plan was unanimously approved by the FLREDC in May 2013. Subsequently, the FLREDC created a new Sustainability Work Group that includes many of the governmental members of the consortium who wrote the Sustainability Plan as well as members from higher education, private business, and other non-profit organizations. STATUS: ONGOING	Phase 2 of the NYSERDA CGC program consists of a 3-year funding commitment by NYS to leverage investment in projects that help meet the goals of CGC as identified in the regional Sustainability Plans – primarily to reduce greenhouse gas emissions. The FLREDC Sustainability Work Group will help oversee implementation of Phase 2 funding and help instill sustainable practices during the overall implementation of the FLREDC Strategic Plan.

Regional Strategy: Strengthen and expand (both in terms of capacity and geographic reach) the region's network of incubation and acceleration facilities as well as business support and networking services.

ACTION	PROGRESS	TIMELINE
The **Finger Lakes Innovation Hot Spot Consortium** is a partnership between the University of Rochester's High Tech Rochester (HTR), RIT's Venture Creations and Center for Urban Entrepreneurship, the Upstate MedTech Centre in Batavia, the Cornell Agricultural Food Technology Park in Geneva, and the Rochester BioVenture Center to increase capacity and coordinate and extend business support and incubation services throughout the nine-county Finger Lakes region.	The project will expand HTR's existing Entrepreneurship-In-Residence (EIR) program by hiring 5 local business executives with start-up experience to advise and mentor companies. New EIR positions will be based at HTR and Venture Creations and will also be assigned to counties without incubators and colleges without technology commercialization offices. Project was one of five to receive $250,000 through ESD	Hiring of new EIRs and commencement of programs will begin immediately upon the receipt of state support.

	Hot Spot program in 2013 REDC process. STATUS: ON SCHEDULE	
The **Finger Lakes Business Accelerator Cooperative** project, sponsored by HTR, will create an interconnected hub and node business support infrastructure that will provide needed incubation facilities and extend support services throughout the nine-county Finger Lakes region. The project consists of three main components: 1) the establishment of a new hub facility in the City of Rochester; 2) the creation of a region-wide video conferencing system; and 3) the establishment of an online entrepreneurial resource center. HTR is partnering with RIT's Venture Creations on the Finger Lakes Innovation Hot Spot Consortium.	HTR was awarded a total of $5 million during the 2011 & 2012 CFA process. HTR has established 7 out of 9 satellite nodes across the region and acquiring and installing video conferencing equipment. The online entrepreneurial resource guide, "RocGrowth.com," is completed and in use to increase collaboration and to serve as a resource to grow companies. HTR is currently in talks regarding a location for the hub facility in downtown Rochester that will consolidate staff, resources, and incubation facilities in one location, and catalyze a new downtown "innovation district." STATUS: ON SCHEDULE, PRIORITY PROJECT	Additional node sites will have video conferencing capability finalized by the end of 2014. Groundbreaking for the first phase of construction of the new hub facility is expected to take place by the end of 2014. HTR has submitted a 2014 CFA application to support the construction of its new hub facility, which is expected to be completed in 2015. HTR will also be applying for U.S. Economic Development Administration support for the project and has launched a $5 million private sector capital campaign.
RIT's **Venture Creations** provides incubation facilities, business support services, coaching, and access to low-cost services for early stage technology companies. Venture Creations is partnering with HTR on the Finger Lakes Innovation Hot Spot Consortium.	Venture Creations is currently home to 24 companies. Eight companies have graduated since 2012. These companies employ more than 350 people. Recent graduates include Vnomics, Cerion, OptiCool, Sweetwater Energy, Strong Arm Technologies and	Venture Creations' goal is to limit its tenants to 3 years of occupancy in the incubator and to graduate one-third of its tenants per year. In April 2014 the Venture Creations site was designated a tax-free zone as part of RIT's START-UP NY campus plan.

	FluxData. RIT's NYSERDA-funded Clean Energy Incubator, part of Venture Creations and one of six such incubators statewide, has helped companies raise $34 million in capital, develop 18 new products and create and retain 130 jobs. NYSERDA has renewed and extended funding for an additional 4 years. STATUS: ONGOING	
The **RIT Center for Urban Entrepreneurship** (CUE) will be located in the historic former home of the Rochester Savings Bank on 40 Franklin Street in downtown Rochester. The Center will stimulate economic activity, build wealth, and serve as a hub for entrepreneurial programs that support job creation in underserved urban communities.	Building renovation will create business incubator and accelerator space, inventor labs, meeting and events rooms, and modular work centers. While the new facility is still being renovated, the CUE is offering a capacity building program to city-based entrepreneurs. The first class of 6 participants completed the program this summer. The Center also runs the Future Business Leaders Experience program for city high school juniors and seniors. This program gives students real world business problems to solve and helps them build problem solving, presentation and leadership skills. Project received $1,000,000 through ESD in 2013 REDC process, and an additional $1,600,000 through New York State in 2014 to complete the renovations	RIT plans to open the CUE in 2014 with full construction completed in 2015. In April 2014, 3 of the 4 floors in this facility were approved in RIT's START-UP NY campus plan. The first tenant, Datto, will occupy the fourth floor in August 2014.

	STATUS: ON SCHEDULE	
HTR's **Lennox Tech Enterprise Center** is a 50,000 square foot facility that houses HTR's administrative offices, training programs, workshops and events. HTR is a NYSTAR Regional Technology Development Center, a federal National Institute of Standards and Technology Manufacturing Extension Partner, an Innovation Hot Spot, and recently named a NYSERDA proof-of-concept center (NEXUS-NY) for commercializing clean energy innovations. Lennox Tech Enterprise Center is currently home to 25 companies and 170 people.	In 2012, Lennox Tech celebrated its 15 year anniversary. Over the last 5 years, HTR has had an estimated total economic impact of $496 million and created/retained 2,554 jobs. In March 2014, HTR selected 13 software developers to participate in a highly focused software accelerator program – LaunchPad Lab. In June 2014, three teams of student entrepreneurs from SUNY Geneseo took up residency at Lennox Tech Enterprise Center. The three companies – VisoWorld, Plastofuel and Skooloko – were started at SUNY Geneseo's School of Business. STATUS: ONGOING	In July 2014, Lennox Tech was designated a tax-free zone as part of UR's START-UP NY campus plan. Pending state support, HTR will relocate its staff and programs to the new Finger Lakes Business Accelerator hub facility in downtown Rochester.
The **Rochester BioVenture Center** is the region's first and only technology incubator with the wet lab facilities required by biotechnology companies. The Center is a part of the University of Rochester and operated by HTR.	The Center is currently home to 7 early and seed-stage life science companies representing over 140 employees. The Center has been operating at full occupancy for the past 2 years, with a waiting list of scientists and entrepreneurs seeking to develop their technologies at the incubator. STATUS: ONGOING	The Center may eventually become part of the new Finger Lakes Business Accelerator Cooperative hub facility (see above).

Regional Strategy: Expand access to seed, early-stage, venture, and public/private capital.

ACTION	PROGRESS	TIMELINE

PathStone has created a **Finger Lakes Enterprise Fund** to offer loans with flexible terms and conditions to microenterprise and small businesses. Priority effort will be made to support businesses located in main street corridors in both urban and rural communities, women- and minority-owned businesses (MWBE), and value-added agriculture.	PathStone was awarded $2 million in funding from NYS in 2012**.** PathStone has received $800,000 of its new fund and is actively making loans to companies in our nine county region. Since receiving the funds, PathStone Enterprise Center has closed on 5 loans totaling $225,000 and 4 additional loans totaling $110,000 are in progress. These state loan dollars have been matched more than one-to-one with other loan funds for a total of $685,000 in new loans committed for capital expenses by 9 small businesses in the Finger Lakes region since receiving the funding in late 2013 STATUS: ONGOING	PathStone Enterprise Center is on target to deploy the entire $2 million in state capital loans funds by the end of 2016.
The FLREDC recognizes the critical role that **Excell Partners** plays in fostering the growth of early stage technology companies primarily through seed-stage investments and will continue to support its efforts to secure additional funding to carry out its operations.	In 2012, Excell Partners received $5.1 million from the Innovate NY program which provides seed-stage equity to support innovation, job creation, and high growth entrepreneurship throughout the state. The application was actively supported by the FLREDC. To date, Excell has invested 50 percent of its Innovate NY funding in 11 companies. These funds will supplement a $4.5 million seed fund Excell Partners received from ESD in previous years. In total, Excell has more than $9 million under management in 39 companies.	Excell is leading a new initiative to raise a $25-50 million Western New York inter-regional venture capital fund. Fundraising is currently under way in both Rochester and Buffalo.

	Excell was nationally Ranked in Top 20 Most Active Seed Funds in 2013 STATUS: ONGOING	

Regional Strategy: Increase the number of entrepreneurs through education/training programs and recruitment, particularly those with domain experience in key sectors.

ACTION	PROGRESS	TIMELINE
The Finger Lakes region possesses a rich array of resources and programs designed to cultivate entrepreneurship. These include The Entrepreneur Network, High Tech Rochester, the BioVenture Center, the Simone Center for Student Innovation and Entrepreneurship, RIT's Venture Center and Clean Energy Incubator, RIT's new Center for Urban Entrepreneurship, the Center for Entrepreneurship at the University of Rochester, and SCORE Rochester. FLREDC will continue to work to strengthen and better coordinate programs that both train entrepreneurs and connect them with the resources necessary to successfully grow their businesses.	The Finger Lakes Business Accelerator Cooperative and Finger Lakes Innovation Hot Spot Consortium (see above) will continue to consolidate and extend the reach of entrepreneurship-focused training and support across the region. In 2013, HTR launched the RocGrowth website (rocgrowth.com) which serves as an online resource guide for entrepreneurs. STATUS: ONGOING	(See Finger Lakes Business Accelerator Cooperative and Finger Lakes Innovation Hot Spot Consortium above.)

Regional Strategy: Develop systems that monitor and identify firms and sectors with high growth potential and proactively engage with these companies to connect them with the resources that will accelerate product development, access to new markets, and scale business models.

ACTION	PROGRESS	TIMELINE
The **Regional Economic Gardening** project is an innovative, region-wide business retention and expansion program that connects and coordinates all of the region's economic development agencies. The	Initiative was identified as a priority project by FLREDC in 2011 and awarded $200,000. Twenty second-stage companies were identified by GRE to participate in the program in April 2012. All of	NYS support for the project has expired, but private funding from the Farash Foundation will enable the project to continue in a more limited format.

project is sponsored by Greater Rochester Enterprise (GRE). The FLREDC believes that this project is critical to regional economic development and could serve as a statewide model. However, the ability to continue to support this project is limited by available CFA funding.	these companies have received strategic consulting services provided by the Edward Lowe Foundation and continue to receive ongoing support from GRE and regional economic development organizations with the following results: • 117 new jobs created at 19 companies • 2 acquisitions to support growth • 3 new or expanded facilities added • 15 companies investing in new equipment • 14 companies improved business to business relationships STATUS: COMPLETED	GRE may accept additional companies into the second round as the effort moves forward. FLREDC encourages NYS to include working capital funding for projects like this in future CFA rounds.
The Finger Lakes is home to several organizations that support the marketing, product development, and expansion needs of small and mid-sized businesses. These include the RIT Golisano Institute for Sustainability, the Center for Emerging and Innovative Science, the New York State Pollution Prevention Institute at RIT, and others.	FLREDC will continue to work with these organizations to ensure that they have the resources necessary to support business growth.	

Strengthen Academic and Industry Partnerships

Regional Strategy: Develop programs and shared resources that allow closer collaboration between academic and industry scientists.

ACTION	PROGRESS	TIMELINE
The **University of Rochester Health Sciences Center for Computational Innovation** (HSCCI) is a partnership with IBM that will create one of the world's most advanced computer	Phase 1 of the HSSCI project – acquisition of one of the nation's first IBM Blue Gene/Q super computers - received a $5 million 2011 CFA award and was completed in June	In June 2014, the University opened its new Visualization-Innovation-Science-Technology-Application (VISTA) Collaboratory lab, which

systems dedicated to health research and position the region as an international center for biomedical innovation and commercialization.	2012. Phase 2 of the HSCCI project received $5 million in 2012 CFA process for software, hardware, and equipment; program, research, and operational support; and construction and other necessary capital renovations. In 2013, a $500,000 CFA was awarded to HSCCI and its Upstate Stem Cell cGMP facility (see Life Sciences below) to add clinical genomics and diagnostic capabilities that will leverage more funding, private partnerships and advance research. STATUS: ON SCHEDULE	was created with the $5 million awarded in 2012. This project has evolved into the proposed Data Science Institute, a $100 million commitment by the UR to apply high performance computing and data science to a broad range of scientific fields. This project has been identified by the FLREDC as a 2014 priority project.
The **Golisano Institute for Sustainability (GIS) at RIT** will make Rochester an international leader in programs that embody the principles of sustainability in product development.	GIS was awarded $5 million in 2012 to support equipment acquisition for labs and test beds. A new facility that will serve as GIS's home opened in the spring of 2013 on RIT's campus. 90% of the equipment funding has been obligated to date. In 2014, GIS was a core member of the winning team awarded one of the new Federal NNMIs (National Network of Manufacturing Institutes) in Digital Manufacturing and Design Innovation, with the potential to bring $20 million in federal funds to RIT over 5 years. STATUS: ON SCHEDULE	Equipment acquisition and installation will be completed by December 2014
The NYS **Center of Excellence in**	Now in its third year of	The Center continues to

Sustainable Manufacturing at RIT is a critical resource for manufacturing firms of all sizes and industry sectors to remain competitive and incorporate sustainability into their product design and manufacturing processes. The Center is specifically focused on identifying opportunities for manufacturers to reduce energy consumption, incorporate sustainable design into product development, and utilize new technologies to optimize manufacturing efficiency.	operation, the Center leverages the capabilities and expertise of the Golisano Institute for Sustainability. The Center is working with a number of companies throughout the Finger Lakes region, as well as the Southern Tier and Western NY regions, and has leveraged more than three times the NYS investment in cost share from the participating companies and RIT. ESD provides annual funding to this and all Centers of Excellence through NYSTAR. STATUS: ONGOING	exceed its targeted goals in each of its three focus areas: research, development, and commercialization. The additional NYS funding secured in the FY 2014 NYS budget will enable the Center for further expand its portfolio of projects with companies and its applied research programs.
The **NY-BEST Commercialization Center** at Eastman Business Park represents a critical bridge between academic research in the fields of energy storage and the development and commercialization of these technologies. The Center is supported by a consortia comprised of more than 125 energy companies and research universities, addresses a critical gap in the state's current R&D infrastructure, and will facilitate the creation and deployment of the next generation of energy storage technologies.	DNV GL , a global company with extensive expertise in testing and validation, was selected by NY-BEST to partner on the project and has committed to invest up to $16 million into the operations of the Center, including the re-location of DNV GL's existing energy storage testing facility from Pennsylvania to New York. $3.5 million was awarded to NY-BEST during the 2011 CFA process ($1 million from ESD and $2.5 million from NYSERDA). An additional $3.4 million was provided by NYSERDA and $16 million from DNV GL (formerly DNV KEMA) to support the $23 million Center. STATUS: COMPLETED	The NY BEST Test and Commercialization Center opened its new $23 million center at Eastman Business Park in April 2014. NY-BEST is also working with RIT to establish a second shared-use facility, which will consist of a prototyping "dry room" facility on the RIT campus. The project has support from ESD and NYSERDA.
The **New York State Pollution Prevention Institute (NYSP2I) at**	NYSP2I began operating in 2008 and, to date, the	The Institute is primarily funded via an annual

RIT is a critical resource and enables companies to reduce toxic chemical use, increase the efficient use of raw materials, energy, and water, and reduce emissions and waste generation.	Institute has achieved environmental savings of more than 5.3 million kilowatt hours in electricity use, eliminated over 4.2 million pounds of hazardous waste, and resulted in cost savings to NYS companies totaling more than $2 million. NYSP2I has assisted more than 175 companies and trained more than 3,400 people. STATUS: ONGOING	contract with the NYS Department of Environmental Conservation.
The **Smart System Technology and Commercialization Center of Excellence (STC)** was created in 2010 through a merger of the NYS Center of Excellence Infotonics Technology Center in Canandaigua with the SUNY College of Nanoscale Science and Engineering (CNSE).	The 120,000 square foot, state-of-the-art facility consists of clean room space and micro-electrical-mechanical systems (MEMS) foundry services, including design to fabrication, packaging, and testing. The facility is designed to provide high quality production of prototype to mid-volume MEMS solutions. STATUS: ONGOING	This project is ongoing and there are plans to construct additional buildings on the STC site. In spring 2014, this facility was designated as a tax-free zone as part of SUNY CNSE's START-UP NY campus plan.
CNSE's **Photovoltaic Manufacturing and Technology Development Facility (aka Solar Rochester)** is the centerpiece of a $100 million initiative that will create more than 100 high-tech jobs and attract solar energy companies to the Greater Rochester Area.	In July 2013, NYS and CNSE announced that it would locate the facility in a 57,000 square foot former Kodak building in the Canal Ponds Business Park in Greece, on the border with the City of Rochester and near Eastman Business Park. More than $19 million in cutting-edge tools and equipment formerly utilized by SVTC, a Silicon Valley-based solar energy company, will be installed at the site. NYSERDA is investing $4.8 million in this	Renovation of the building is under way and expected to be completed by fall 2014. In spring 2014, this facility was designated as a tax-free zone as part of SUNY CNSE's START-UP NY campus plan.

	project. STATUS: ON SCHEDULE	
The **New York Power Electronics Manufacturing Consortium (NY-PEMC)** is a new public-private partnership led by CNSE to develop the next generation of materials used in semiconductors.	In July 2014, Governor Cuomo announced a new 5-year, $500 million partnership that will include a $135 million investment by the State to fund personnel, equipment and facilities that will attract an additional $365 million in private investment for more than 100 companies. The consortium is expected to create 500 jobs at the CNSE Rochester facility to develop gallium nitride (GaN) devices with lead companies SEMATECH and IBM. Another 500 jobs will be created at another CNSE facility in Albany led by GE. STATUS: New Project	The facility will open in the summer of 2015.
The **Center for Emerging and Innovative Sciences (CEIS)**, located at the University of Rochester, is a NYS Center for Advanced Technology that supports university-industry collaboration and technology transfer in the fields of biotechnology, nanotechnology, and microelectronics. CEIS has leveraged the $1 million in annual funding it receives from NYS into more than $400 million in economic activity over the last 5 years.	In 2009, CEIS received a $1.88 million grant from a group of 5 federal agencies to support the growth of small and medium sized optics, photonics, and imaging companies in the region. The grant was part of the President's Advanced Manufacturing Jobs and Innovation Acceleration Challenge and one of only 12 awards in the nation. Support from NYS and partnering organizations brought total funding for the program to $2.6 million. STATUS: ONGOING	In May 2014, CEIS was awarded a $498,430 Advanced Manufacturing Technology Consortia Program (AMTech) grant through the National Institute of Standards and Technology (NIST) to lead the development of a national roadmap for photonics.
RIT's Chester F. Carlson Center for Imaging Sciences is a comprehensive R&D and	The Center is home to the Digital Imaging and Remote Sensing Laboratory and the	This project is ongoing.

education program in the field of optics, imaging and photonics.	Imaging Products Laboratory for Emergency Response which conducts research in partnership with the public and private sectors. The Center currently has over $13 million in funded research activity and has recently submitted several major proposals to federal agencies for multi-year funding. STATUS: ONGOING	

Regional Strategy: Streamline and accelerate the maturation, transfer, and commercialization of university-based intellectual property; Build a regional ecosystem that more effectively harnesses university-based innovation, with a particular focus on fostering the creation and growth of early-stage companies.

ACTION	PROGRESS	TIMELINE
Finger Lakes Business Accelerator Cooperative	(See previous description in the *Optimize Business Creation, Retention and Expansion* regional strategy)	
Finger Lakes Innovation Hot Spot Consortium	(See previous description in the *Optimize Business Creation, Retention and Expansion* regional strategy)	
RIT Venture Creations	(See previous description in the *Optimize Business Creation, Retention and Expansion* regional strategy)	
Rochester BioVenture Center	(See previous description in the *Optimize Business Creation, Retention and Expansion* regional strategy)	

Align Workforce Development Efforts with Sector Needs

Regional Strategy: Expand opportunities for the region's employees and spur the creation of high-skill, high-wage jobs; Strengthen and develop education and training programs needed to provide employees with the skill sets for key growth industries; Address regional workforce shortages in healthcare, agriculture, information technology, manufacturing, and other key fields.

ACTION	PROGRESS	TIMELINE
The Workforce Development Work Group of the FLREDC expanded its focus in late 2013.	Work Group members committed to connect 315 youth, veterans, and dislocated workers to jobs in the region's key economic sectors – healthcare, advanced manufacturing, skilled trades, culinary, and information technology. As of July 2014, the Work Group has directly helped 255 youth, veterans, and dislocated workers land jobs in the region's key economic sectors. STATUS: ONGOING	This project will continue through 2014.
The **Multiple Pathways to Middle Skills Jobs** initiative is an innovative partnership among higher education, public school districts, Workforce Investment Boards, trade associations, and employers to create seamless career pathways for secondary education students and post-secondary unemployed workers.	Specifications for mobile simulation labs for each of the three targeted career pathways (advanced manufacturing, healthcare, skilled trades) have been completed. MCC has deployed two mobile labs with the Seneca Waterways Council (Boy Scouts of America), Hillside Work-Scholarship Connection and the City of Rochester. These pilot deployments will target middle school and high school students exposing them to robotics, alternative energy, fuel cells, mechanical technology, and basic electronics. The project received $600,000 of ESD capital funding from the 2012 REDC process, but the labs required only $300,000 so the unused funds were repurposed by the FLREDC for another project. The project will provide training to more than 2,500 students and adult workers in its first year of operation. STATUS: ON SCHEDULE	As of summer 2014, 2 of the 3 planned mobile labs have been outfitted with base platform of specialty software and equipment. The curricula to support programming is complete and the mobile simulation labs are scheduled for events. The third healthcare focused lab is on order and will be deployed in mid to late August 2014. A fourth lab has been requisitioned from an existing mobile trailer at MCC and is being reconfigured in partnership with local trade unions to serve as the Skilled Trades focused mobile lab.

Monroe Community College (MCC), the Center for Governmental Research (CGR), and the *Rochester Business Journal* have partnered to conduct a skills gap survey of area businesses to identify vacant positions and the skills required to fill them. The survey data will direct education and training efforts designed to meet the specific needs of employers and provide the pipeline of trained workers necessary for growth.	Two annual surveys, titled the ***Rochester Area Skill Needs Assessment and Business Climate Survey*** have been conducted and were released in September 2013 and May 2014. These reports can be viewed at: www.monroecc.edu/workforce/report.htm In May 2014, a MCC Program Based Economic Impact Analysis was completed. This study calculated the impact to the Rochester economy of students graduating from HVAC, tooling and machining, automotive technology, optical systems technology, and electrical engineering technology programs. The report can be viewed at: www.monroecc.edu/workforce/analysis.htm STATUS: COMPLETED	Surveys have been completed and will be updated as needed.
The **MCC Accelerated Precision Tooling Degree Certificate Program** is a partnership between MCC and the Rochester Technology and Manufacturing Association to help meet the need for skilled workers in Advanced Manufacturing.	The project – which is one of the centerpieces of the FLREDC Opportunity Agenda – will give emphasis to enrolling students from distressed, inner-city Rochester neighborhoods. This project received $100,000 through the ESD Opportunity Agenda program in the 2013 REDC process. STATUS: ON SCHEDULE	The second cohort for the MCC Accelerated Precision Tooling Degree Certificate is presently being recruited and is on schedule to begin in September 2014.
The **Finger Lakes Food Processing Cluster Initiative** is a coordinated, cluster-based initiative that provides assistance, training, and collaborative partnerships.	Since its inception, the initiative has helped create 70 jobs, trained 254 individuals, developed job skills curriculum, and worked with more than 100 food processing companies. RIT's Center for Integrated Manufacturing Studies was awarded a Jobs Accelerator grant in Fall 2011, sponsored by the US Economic Development Agency, the US Small Business Administration, and	This multi-year project, which is being led by RIT, is ongoing. All goals have been met or exceeded for all three agency sponsors.

	US Employment and Training Administration, with cost share from the NYS P2I. Combined funding totals $1.9 million. STATUS: ONGOING	
The **NYS Pathways in Technology Early College High School** (NYS P-TECH) partnership is a new state initiative that will prepare more than 6,000 NYS high school students for high-skill jobs in technology, manufacturing, and healthcare.	Two Finger Lakes partnerships/projects have been included in the NYS P-TECH program: Genesee Community College/Genesee Valley Educational Partnership/Genesee County Economic Development Center – Agribusiness and Advanced Manufacturing. Monroe Community College/Rochester City School District/Wegmans Food Markets – Computer Systems Technology and Computer Information Systems. As of July 2014, 98 students out of 125 have been recruited for Rochester P-Tech. A summer bridge program began on July 6 and is being offered in partnership with RIT, RCSD and MCC faculty. The first class of the 6-year program will begin in fall 2014 at RCSD's Edison Campus. STATUS: ON SCHEDULE	NYS P-TECH awards were announced in August 2013 and these projects are under way.
The **Nazareth College Wellness Rehabilitation Institute** will enable the College to help meet the region's growing demand for skilled healthcare workers.	$16.5 million facility will consist of a combination of renovation and new construction and allow the College to expand enrollment by 30 percent in its healthcare related education programs. This project was awarded a $250,000 ESD grant through the 2013 REDC process. STATUS: ON SCHEDULE, PRIORITY PROJECT	In April 2014, Nazareth College broke ground. The building is set to open in fall 2015.
The **St. John Fisher College Integrated Science and Health Sciences Building** will house academic programs that will help the region maintain a robust science and healthcare workforce.	$13.4 million project will expand laboratory and classroom capacity to meet future enrollment growth and keep pace with industry standards. This project was awarded a $250,000 ESD grant in the 2013 REDC process. STATUS: ON SCHEDULE, PRIORITY PROJECT	In July 2014, St. John Fisher College broke ground and the building will open in fall 2015. Project submitted a 2014 CFA for additional funding, and has been identified by the

		FLREDC as a priority project.
The **Roberts Wesleyan College Science and Nursing Center** will enable the region to meet the growing demand for highly educated workers with degrees in healthcare, science, engineering, and math.	$19 million project will add new state-of-the-art research and education space to the College's Science Center to expand science and nursing program enrollment by over 50%. This project was awarded a $250,000 ESD grant through the 2013 REDC process. STATUS: ON SCHEDULE, PRIORITY PROJECT	Construction was started in spring 2014 and expected to be completed by the fall 2015. Project submitted a 2014 CFA for additional funding, and has been identified by the FLREDC as a priority project.
Hillside Work-Scholarship Connection (HW-SC) is a nationally recognized comprehensive youth development program that prepares low-income, at-risk youth to enter college or the workplace, post high school graduation.	In 2013, the HW-SC **Job Creation in Middle Skills and Beyond** program was established to educate and train participants in the skills necessary to fill positions in five regionally important economic sectors – healthcare, advanced manufacturing, skilled trades, culinary, and information technology. In 2014, 24 current Hillside students have obtained positions in the focus industry sectors through the efforts of the Workforce Development Work Group. STATUS: ONGOING	This project will continue through the efforts of HW-SC and the Workforce Development Work Group. HW-SC has also submitted a 2014 CFA that is a priority project for the Opportunity Agenda.
Advanced Manufacturing Career Pathways Project was created to bridge the skills gap in this key sector and help develop a workforce pipeline for existing and emerging manufacturing businesses.	NYS received a federal H1B grant to train workers in high-growth occupations. These funds were used by the Finger Lakes Workforce Investment Board to train 266 workers in advanced manufacturing skills. To date, 172 workers have been enrolled. The first class of trained workers graduated in May 2014. Workers are trained at Finger Lakes Community College, Monroe Community College, and Genesee Community College STATUS: ONGOING	Recruitment continues on the last cohort of workers. Future classes will graduate in August and December 2014, and May 2015. The grant will expire in 2015.

Finger Lakes Community College's **Mechatronic Technology Training Program** is a new 12-week program designed to prepare people for jobs in advanced manufacturing.	FLCC staff developed the program by listening to the needs of area manufacturers. The course will help bridge the region's skills gap by teaching students technical math, mechanical fundamentals, blueprint reading, electrical schematics, and other skills needed to fill open positions at area advanced manufacturers. STATUS: ON SCHEDULE	Finger Lakes Community College's first Mechatronic Technology Training class begins in September 2014. FLCC has submitted a 2014 CFA for training the long-term unemployed in Mechatronics.
Thousands of job seekers attended area **Job Fairs** to find work at projects backed by the FLREDC, or in key regional economic sectors.	To fill new staff positions in anticipation of the fall 2014 opening, businesses locating at the **College Town** development held a series of job fairs beginning in July 2014. The **SUNY College of Nanoscale Science and Engineering** held a November 2013 job fair for its new Photovoltaic Manufacturing and Technology center at Canal Ponds in Greece. **Hiring Our Heroes**, sponsored by the US Chamber of Commerce Foundation, and the National Veterans Job Expo linked hundreds of area veterans to jobs. The annual **Greater Rochester Career Conference & Job Fair,** organized by Rochester Works, drew more than 1,000 job seekers to Monroe Community College. Dozens of other job fair and recruitment events took place throughout 2013 and 2014, involving: Finger Lakes Community College, Genesee Community College, Finger Lakes Workforce Investment Board, the Greece Community Learning Center, Genesee-Livingston-Orleans-Wyoming Workforce Investment Board , RIT's National Technical Institute for the Deaf, Veteran's Outreach Center, and many other public, private, and non-profit organizations. STATUS: ONGOING	Job Fairs and recruitment activity is ongoing.
25 workforce development projects received funding during the 2011-2013 CFA process. The FLREDC will continue to support these and similar projects and monitor their progress.		

Invest in Community and Industrial Development and Infrastructure

Regional Strategy: Reinforce the identity, sense of place, and character of the area through downtown redevelopment, adaptive reuse of existing buildings and infrastructure, and historic preservation.

ACTION	PROGRESS	TIMELINE
The **Rochester Midtown Tower is a $58 million, 357,000 square foot project that** will create a focal point of commercial/retail, office, and residential activity and is one of the centerpieces of the $160 million Midtown Rising redevelopment project, which is estimated to create 345 permanent jobs and 200 construction jobs at the site in the heart of downtown Rochester.	In May 2014, Governor Cuomo announced construction had begun on the Tower. Project received $4 million in the 2012 CFA process and $1.2 million from the Upstate Regional Blueprint Fund. Final design and permits have been completed. The City of Rochester has selected a joint venture of Buckingham Properties and Morgan Management to redevelop the Tower, approved $6.7 million in funding for the project, and secured $18.6 million in incentives and property tax abatements through the County of Monroe Industrial Development Agency. STATUS: ON SCHEDULE	In May 2014, the project's developers held a ceremonial event kicking off the construction, which is expected to be completed by the third quarter of 2015.
College Town is a 16-acre, 500,000 square foot mixed-use development that will create a gateway to the City and the University of Rochester campus. It will strengthen surrounding neighborhoods, increase tax revenues, and create jobs while establishing a vibrant environment that will become a regional magnet for those who live, work, shop, visit, and study nearby.	$90 million project has secured full funding, including a $4 million 2012 CFA award and a $20 million federal Housing and Urban Development loan. Infrastructure improvements supporting the project have also been made and committed by the City of Rochester and the Rochester-Genesee Regional Transportation Authority. The project is expected to create 320 permanent and 900 construction jobs. STATUS: ON SCHEDULE	College Town is nearing completion and will open in the fall of 2014. Around 75 percent of the retail space is full and more leases are currently being negotiated. In July 2014, College Town developers, Action for a Better Community, RochesterWorks, and the City of Rochester hosted a jobs fair with over 700-800 attendees.

The $120 million **Canandaigua Lakefront Redevelopment** project will transform a 21-acre Brownfield site on the north shore of Canandaigua Lake into a vibrant, mixed use neighborhood.	The $46 million initial phase of the project includes $3 million in public infrastructure improvements and the creation of 140 residential units, as well as commercial and retail spaces. Phase I will create 256 construction jobs and 69 permanent jobs. Phase I of this project was awarded a $1.5 million ESD grant in the 2013 REDC process. In May 2014, Empire State Development and NYS committed an additional $1.5 million to ensure all public infrastructure components of Phase I can be completed on schedule. STATUS: ON SCHEDULE, PRIORITY PROJECT	All development approvals for Phase I have been secured, as have local approvals for PILOT increment financing. Final funding commitments from lenders for Phase I development are expected to be secured by end of August 2014. The project will begin in the late summer 2014 with full site remediation and Phase 1 construction. Project developer has submitted a 2014 CFA for Phase II, and has been identified by the FLREDC as a priority project.
The City of Rochester will make improvements to its historic **Rochester Public Market,** which supports hundreds of jobs and entrepreneurial activity for farmers, food processors, and retailers, and provides residents of all income levels access to fresh, local produce.	Phase I of the redevelopment will create new and renovate existing structures to expand capacity by 20 percent and generate an additional $8 million per year in sales. This project received a partial award of $500,000 ESD grant in the 2013 REDC process but is on hold until additional funding can be secured. STATUS: PRIORITY PROJECT	Phase I construction will commence in the second quarter of 2015 and be completed by the third quarter of 2016. A 2014 CFA was submitted for additional funding needed to start Phase I, as well as funding for Phase II, which includes demolition and reconstruction of the Market Wintershed and construction of new restaurant kiosk spaces.
The historic **Sibley Building** in downtown Rochester is in the midst of a comprehensive $200 million restoration that will convert it into a mix of market rate apartments, affordable senior housing, retail, office,	Predevelopment of this multi-phase project has been largely completed and includes a new substation for the Rochester Police Department, new child care, new building awnings, entrance and lobby	The office atrium project phase will be open by Fall 2014. Phase II construction is expected to commence in the fourth quarter of 2014 and

parking and public space. At 1.1 million square feet, it is the largest single building in Monroe County and a critical component of the City's downtown revitalization efforts.	improvements, and a public art gallery. Phase I includes the affordable housing, for which the developer is seeking state and federal tax credits. Phase II is a $57.6 million plan to develop six floors of market rate housing and office space. Phase III will ultimately include additional office space. This project was awarded a $500,000 ESD grant in the 2013 REDC process to help renovate a new office atrium entrance as part of the predevelopment phase. STATUS: ON SCHEDULE, PRIORITY PROJECT	completed in the third quarter of 2016. Phase III additional office and construction schedule is dependent on leasing.
Penn Yan Marine Project and Keuka Lake Hotel Project (formerly called Keuka Waterfront Development) includes the construction of a 72 room hotel, 36 high end housing units, a 20 slip marina, a commercial plot and public walkways.	The $29.7 million project will attract new visitors (18,000-20,000 guest room nights) to the area who will stay and spend, benefitting restaurants, wineries, and all manner of retail trades. It will create 75 construction and 35 full time jobs. Property acquisition and site plan approvals are complete. Construction plans are under review for building permit approval. Hotel franchise agreement is in place with Hampton Inn. Unstable soils under the site prevented the project from proceeding in 2014. STATUS: PRIORITY PROJECT	Construction may commence upon finalizing financing. Twelve month construction schedule is desired to begin as soon as possible and no later than March 2015. Housing will start in late fall 2015 with the hotel opening scheduled for spring 2016.

I-Square is a redevelopment project in the Town of Irondequoit that will create a 92,000 square foot urban style town square, converting vacant buildings and housing into a mixed-use cultural district.	Project received support during the 2013 CFA process for the construction of green stormwater systems and is requesting additional support in 2014. This project received $393,999 through the EFC Green Innovation Grant Program, and $1.9 million through the NYSERDA Cleaner, Greener Communities Program, for a total of $2.3 million in the 2013 REDC process. STATUS: ON SCHEDULE	Construction is under way on Phase I. The new roadway opened spring 2014 and the first building added its first tenants in summer 2014. Construction is ongoing for other phases of the redevelopment.
The **National Women's Hall of Fame** (the "Hall") in Seneca Falls has embarked on a major rehabilitation project to move into the historic Seneca Knitting Mill. The renovated mill will be transformed into "The Center for Great Women," a national attraction with exhibit, museum and event space on the Seneca-Cayuga Canal.	The initial phase of this $24.5 million project involved planning, site mitigation and historic preservation was completed in 2013. Phase II to stabilize the limestone building and install a new roof broke ground in May 2014. Phase III-A of the rehab includes the final engineering assessment (now under way), design, and construction to obtain a certificate of occupancy. This will be funded in large part by $2.5 million from ESD's RESTORE NY program, $650,000 from the 2013 REDC process via OPRHP and Canal Corp, Hall fundraising, and potential funding from the 2014 CFA. STATUS: ON SCHEDULE	Phase II is expected to complete in early fall 2014 Goal is to occupy the first floor of building by the end of 2016. A 2014 CFA has been submitted for additional assistance to Phase III-A, as described later in this report. Remaining future phases will complete the interior build out, add a small addition for the welcome center, and finish site work.
CityGate is a $177 million, 45-acre mixed-use development located along the Erie Canal in the City of Rochester.	The mixed-use construction project includes a new 150,000 square foot Costco Wholesale store, 300 loft-style apartments overlooking the Erie Canal, a	In January 2014, Governor Cuomo announced a deal with the City of Rochester and Monroe County that allowed construction to begin

	150 room hotel, commercial space, and a street of shops and restaurants. Plans also include a 90,000 square foot parking garage and a satellite transit center. Developer will also construct a boat dock and install lighting along the canal completing a nearly two-mile stretch of lights between Winton and East Henrietta Roads. The project will create approximately 2,500 construction jobs and over 980 permanent jobs. STATUS: PRIORITY PROJECT	on the first Rochester-area Costco store. The Costco store is slated to open in October 2014. Developers have submitted a 2014 CFA for some of public infrastructure improvements and canal access components of the project.
The Friends of the GardenAerial is a non-profit dedicated to redeveloping the Genesee River Gorge/High Falls area in downtown Rochester. The **GardenAerial** project will revitalize this historic area through a sustainable and innovative approach that enhances the unique, world-class site through a series of projects around the gorge.	The Friends of the GardenAerial were awarded $500,000 from the NYS Office of Parks, Recreation and Historic Preservation's Environmental Protection Fund in the 2013 REDC process. The City of Rochester contributed nearly $134,000 toward the project. The Friends of GardenAerial also received $100,000 from NYS Council for the Arts (NYSCA) in 2013 to promote their annual six-day Greentopia Festival, which focuses on sustainability in all aspects for urban life. The 4th annual Greentopia Festival is scheduled for this fall. STATUS: ON SCHEDULE	In March 2014, a groundbreaking was held for Phase 1 of the project - the FlourGarden in High Falls, a 300 foot long new urban ecological greenway, and new trail gardens. Phase 2 plans for construction of a new pedestrian bridge across High Falls and a connection "system" around the Gorge. Phase 3 envisions creating a suspended arboretum and a Wintergarden.
Community development projects representing more than $513 million in total investment received funding during the 2011, 2012 & 2013 CFA process. The FLREDC will continue to support these and similar projects and monitor their progress. These projects appear on the map on pages XX-XX.		

2011 Projects: Downtown Warsaw Revitalization Program, Seneca Falls Central Business District Revitalization Program, Seneca Falls Canal Harbor Improvement Project, Albion NY Main Street 2011, Canandaigua Downtown Streetscape Green Streets Project, Downtown East Rochester Revitalization Initiative, Village of Spencerport Heritage Trail and Park, Village of Fairport Canalside Promenade Repairs and Improvements, Town of Ogden Heritage Trail and Park, Monroe Avenue Retrofit Green Streets Project, City of Rochester Promenade at Erie Harbor, Port of Rochester Redevelopment Project, Geneseo Downtown Revitalization Program, Village of Dansville Microenterprise Assistance Program, Batavia NY Main Street 2011
2012 Projects: Avon Downtown Revitalization Project, Groveland/Ambuscade Park Development Project, Village of Mount Morris/Provo Small Business Project, Nunda Downtown Revitalization Program, Rochester/High Falls & Genesee River Public Access Study, Rochester/Hilton Garden Inn, Rochester/Goodwill to Work (South Wedge), East Rochester/Eyer Building Development Project, Downtown Victor Revitalization Project, Village of Holley/Public Square Revitalization Program, Attica's Market Main Exchange Program
2013 Projects: Batavia Business Improvement District Downtown Revitalization, Green Genesee/ Smart Genesee, Town of Springwater Comprehensive Plan Creation, City of Rochester Comprehensive Plan Revision, City of Rochester Promenade at Erie Harbor, Town of Brighton, Comprehensive Plan Revision, Town of Perinton Spring Lake Trail, Urban League of Rochester North Clinton Street Improvements, Hotel Geneva, Geneva Comprehensive Plan Update, Holley Canal Park Improvement Project, Waterloo Virginia Street Study, Village of Waterloo Comprehensive Plan Development, Lyons Pride Café and Art Coop, Macedon Canal Park Enhancements, Lyons Pride Main Street Program, Enhancing Public Access on Canandaigua Lake in Yates County, and Penn Yan Master Plan.

Regional Strategy: Foster the development of the region's industrial complexes and business parks for commercial or industrial use.

ACTION	PROGRESS	TIMELINE
Efforts to preserve and strengthen **Eastman Business Park** remain the top priority of the FLREDC.	Kodak's emergence from bankruptcy in September 2013 ensures that the company will retain a substantial operation and employment base at that location. In spring 2014 the federal EPA and US Bankruptcy Court approved the environmental agreements between Kodak and NYS. In April 2014, Kodak officially put the Park up for sale and is actively marketing the park to prospective buyers. Economic activity at the park continues to increase and the Park now hosts 56 tenant companies.	Eastman Business Park is working with several private sector partners and has identified three technology clusters (energy storage, biomaterials advanced manufacturing, and functional films and printing) that will enable it to attract new companies and propel future growth at the site. FLREDC is recommending state funding for the Eastman Business Park Biosciences Manufacturing Center as a priority project for the second straight year.

	NYS has committed more that $90 million to date to various redevelopment aspects of the Park, including: A $49 million environmental trust fund agreed upon by NYS and Kodak will be used to remediate the site and protect tenants against liability. If additional funds are needed, this trust will be bolstered by an aditional $50 million. More than $40 million has been invested in business development projects. ESD has provided $7.1 million in incentives to Recycled Energy Development (RED) to acquire and operate the Park's 125 MW power generating facilities. STATUS: TOP PRIORITY, ONGOING	Environmental remediation is now being overseen by the NYS Department of Environmental Conservation, which will commence public hearings for a series of permit renewals in summer and fall 2014. Development of businesses interested in expanding in or locating to the Park is ongoing. Marketing of the Park to prospective buyers is ongoing, with offers expected in fall 2014.
The Western New York **Science and Technology Advanced Manufacturing Park** (STAMP) will create a shovel-ready, 1,250-acre mega site in Genesee County that will enable the state to strengthen its global position in the highly competitive field of nano-scale manufacturing.	The STAMP project is in its ninth year of planning, study, and development. The project, which enjoys multi-regional support from both the Western New York and Finger Lakes Regional Economic Development Councils, has received more than $5 million in funding commitments from NYS towards real estate, engineering, construction, and marketing activities necessary for the site to achieved shovel-ready status. The 2014-15 NYS Budget included an additional $33 million funding commitment for infrastructure improvements to be used upon successful attraction of the site's first tenant company.	852 acres at the site will have been acquired by the end of 2014 with full ownership of the site (pending funding) by the end of 2015. Construction of necessary infrastructure improvements will proceed pending funding commitments and securing the initial tenant at the site.

	STATUS: ON SCHEDULE, PRIORITY PROJECT	
The **Rochester Technology Park** is a multi-use complex with 4 million square feet of office, research, distribution, industrial, and manufacturing space. The Park is currently home to 28 companies.	Only 60 percent of the Park is utilized and has 1.5 million square feet of available space, making it an ideal location to relocate and build new high-tech business ventures. STATUS: ONGOING	Development and business attraction efforts at the site are ongoing.
The **Former Seneca Army Depot** occupies 10,587 acres between Seneca and Cayuga Lakes in Seneca County. The site's infrastructure of road, rail, and utilities make it an attractive site for industrial development.	The Seneca County IDA is leading several redevelopment projects for the site. The Seneca AgBio Green Energy Park project, which will create a cluster of biofuel and biomaterials companies at the site, has received some state assistance in the 2011 and 2012 REDC process. $600,000 of NYS funding was repurposed in 2013 to help NYSEG complete $1.5 million in electrical upgrades to bring new capacity to a key section of the site. STATUS: ONGOING, PRIORITY PROJECT	Development and business attraction efforts at the site are ongoing.
The **Genesee Agri-Business Park** is a shovel ready, 250-acre industrial park located in Batavia. The proposed **Genesee Biogas** project at the park would take waste generated by the park tenants (and others in the area) and produce gas and electricity.	The site is currently home to two major yogurt manufacturing facilities – Alpina Foods and Müller Quaker Dairy. NYS provided significant financial support to attract the companies to this site. Both companies intend to expand operations in the near future. The Genesee Biogas project was awarded $2 million through the NYSERDA Cleaner, Greener Communities Program in the 2013 REDC process. STATUS: ONGOING	Development and business attraction efforts at the site are ongoing. The Genesee Biogas project is seeking additional funds to fully finance the $17 million project and has submitted a 2014 CFA for additional support.

Regional Strategy: Invest in key projects that will address transportation bottlenecks that are barriers to growth; Strengthen transportation infrastructure through preservation and maintenance of the existing system; Extend broadband internet access to rural and underserved urban areas.

ACTION	PROGRESS	TIMELINE
I-390/Kendrick Road Interchange Project will remove a bottleneck in the current transportation network and stimulate significant future economic growth. The interchanges along I-390 serve the University of Rochester, RIT, and Monroe Community College – three rapidly growing institutions – and several major private developments planned for the area. The Center for Governmental Research estimates that this project will enable institutional growth and business development that could add more than 20,000 jobs to the region over the next 20 years. The project will create 850 construction jobs.	In February 2012, Governor Cuomo traveled to the region to commit support for the $90 million project and announce his inclusion of $26 million in the 2012-13 NYS budget. In May 2013, Governor Cuomo announced the start of work on two phases of the project totaling $23 million. Both contracts are part of the New York Works program and are expected to create more than 100 jobs. Construction on Phase I & II A are under way. In February 2014, Governor Cuomo announced that all funding for this project has been secured. STATUS: ON SCHEDULE, PRIORITY PROJECT	Phase 1, which consisted of changes at Kendrick Road, East River Road, and I-390, began in the fall of 2012 and was completed in the fall of 2013. Phases 2 includes the construction of new Kendrick Road ramp to I-390, is under way and scheduled to be completed this fall. Phase 3 includes the Route 15 interchange with I-390 and is under way and will be completed by the end of 2015. Phase 4 will involve the area of the Route 15A (East Henrietta Road) interchange with I-390 and the replacement of the East Henrietta Road bridge over I-390 and the Erie Canal. Construction is expected to begin by early 2015 and be completed in the spring of 2017.
The **Portageville Freight Rail Bridge Replacement Project** will address a significant bottleneck in the state's freight rail transportation network by rebuilding the bridge over the Genesee River to accommodate greater rail car weights and speeds. $51 million in private sector funds have been committed to the $68.5 million project.	Project received $2 million in funding during the 2011 CFA process. FLREDC co-chairs wrote to the NYS DOT Commissioner in May 2012 requesting strong consideration as a statewide significant project. A total of $12.5 million in NYS and federal funds have been secured and design and	Sponsors are in the process of securing full funding for the project and remaining environmental approvals. The NEPA Draft Environmental Impact Study has been completed and opened for public comment until September 2015. Once completed, project will commence. Clearing of the

	permitting has been completed. STATUS: ON SCHEDULE	site is expected to be done by spring 2015.
Ontario Midland Railroad Corp rehabilitation of the main line track from Sodus to North Rose (Wayne County).	The main line track had deteriorated to the point where the track was unusable. Ontario Midland received $1.65 million in the 2011 CFA process to rehab the track. STATUS: COMPLETED	Rehabilitation construction was completed and service restored to businesses along the track in fall 2013.
The **Connect NY** program has awarded more than $56 million in funds to expand high-speed Internet access to upstate rural and underserved urban communities. This is the largest commitment of its kind in the nation.	Two broadband projects in the Finger Lakes received funding under Connect NY in 2013: the Ovid and Romulus Broadband Project (Seneca County) and the Yates County Open Access Fiber Network. STATUS: ON SCHEDULE	Installation of broadband equipment for both projects is under way. Time Warner Cable has received awards for statewide projects that include some areas within the Finger Lakes region that are on schedule.
The **Inner Loop East Transformation Project** will eliminate a 2/3 mile segment of the Inner Loop and replace it with a surface boulevard. Project will improve traffic safety, reconnect downtown with thriving east side neighborhoods, and create 9 acres of land for mixed-use redevelopment.	In August 2013, the City of Rochester was awarded a $17.7 million US Department of Transportation grant for the project. The City is providing an additional $7.3 million toward the total project cost of $25 million. STATUS: ON SCHEDULE	Engineering and design are under way. Funding is being sought from NYS to remove several state-maintained bridges. Construction is expected to begin in fall 2014.
The **Rochester Intermodal Station** is a $30 million project that will replace the current station with a new 12,000 square foot facility with enhanced amenities and connectivity along the Empire Corridor. The station will also include space for bus operations, which could be expanded in the future as needed.	In August 2013, the US Department of Transportation awarded a $15 million grant to NYSDOT. NYS DOT is contributing $7.5 million to the project and the City of Rochester is contributing $500,000. In September 2013, the Governor announced that state will use a Project Labor Agreement (PLA). STATUS: ON SCHEDULE	Design to begin in August of 2014. Construction is expected to begin in Fall 2014 and be completed in August 2016.

Seneca County **Route 318 Corridor Infrastructure Enhancement Phase II** will rebuild and expand the waste water treatment plant originally in the town of Junius. This plant is at full capacity and cannot accommodate new development.	ESD has committed $250,000 from the 2013 REDC process and Seneca County has committed $2 million to this project. Other incentives are expected to continue expanding the sewer 4.5 miles to the intersection of Routes 414. This upgrade will enable new commercial and residential developments to proceed. STATUS: PRIORITY PROJECT	A feasibility study and economic impact analysis have been completed. Once funding is secured, engineering and design will occur and construction can begin in 2015. The project could also be expanded if necessary to accommodate The Lago Resort & Casino that has been proposed in the Town of Tyre at I-90 Thruway Exit 41. The $425 million development is estimated to create 2,100 construction jobs and 1,800 permanent jobs.
The **Genesee Transportation Council** (GTC) is the USDOT designated Metropolitan Planning Organization for the distribution of federal highway and transit funds. The mission of the GTC is to maximize the contribution of the transportation system to the social and economic vitality of the Genesee-Finger Lakes Region.	The Finger Lakes region has experienced firsthand the negative impacts of the historical underinvestment in infrastructure. In May 2014, the NYS Route 33A (Chili Avenue) bridge over the Erie Canal connecting the City of Rochester to the Town of Gates was closed unexpectedly for two weeks to address "advanced steel deterioration." In the wake of the emergency closure, a needs assessment was commissioned and initial analysis indicates that by 2020, 50 percent of the 1,600 bridges in the region will be older than their intended life cycle. The GTC currently averages more than $75 million annually in requests for highway, bridge, transit, and other transportation projects that are unable to be funded due to resource constraints. STATUS: ONGOING	GTC will work closely with the FLREDC Infrastructure & Transportation Work Group to identify transportation funding to address these critical needs.

Regional Strategy: Enrich living environments by increasing access to affordable housing and mixed-income units, and promoting energy efficiency.

ACTION	PROGRESS	TIMELINE
The FLREDC will continue to support, monitor, and promote projects that improve access to affordable and senior housing.	42 **senior and affordable housing projects** were funded in the Finger Lakes region during the 2011, 2012, & 2013 CFA process. These projects represent more than $122 million in total investment and will create or rehabilitate approximately 800 units of housing. These projects appear on the map on pages XX-XX. *New 2013 projects: Rochester (3 projects) and Geneva*	
The FLREDC will continue to support, monitor, and promote projects that improve energy efficiency.	1,228 projects representing $35.6 million in investment received funding through **NYSERDA's Commercial and Industrial Program,** which enables businesses to improve energy efficiency and save money through design, new construction, renovation, and process improvements to commercial and industrial buildings.	

Regional Strategy: Seek to invest in water resource-related projects that enhance water access, retain water quality, and increase water safety.

ACTION	PROGRESS	TIMELINE
The FLREDC will continue to support, monitor, and promote projects that improve water access and quality.	35 **sewer and water treatment projects** in the Finger Lakes region with more than $31.9 million in total investment received funding during the 2011, 2012, & 2013 CFA process. These projects appear on the map on pages XX-XX. Several waterfront and canal improvement projects (see above) also received state support and the state's **Local Waterfront Revitalization Program** is assisting 14 projects in the region, representing more than $33.6 million in total investment. *New 2013 projects: Village of Dundee, Village of Avon, Town of Batavia, Livingston County, Village of Rushville, Village of Perry, Town of Seneca Falls, Village of Webster, Village of Geneseo, Village of Sodus Point, Town of Farmington, Village of Oakfield, I-Square Rainwater Reuse Project, and Rochester Museum & Science Center Rainwater Reuse Project.*	
The **Port of Rochester Marina Project** will create new residential, commercial and retail space, and enhance recreation opportunities at the Port.	The $20 million first phase of the project entails the construction of a deep-draft marina basin that can accommodate 85 boat slips, infrastructure improvements, and the extension of the Genesee Riverway Trail to connect with Ontario Beach Park.	Bids were received in September 2013 for the construction of the marina, utility, and roadway. The project broke ground and construction began in fall 2013.

	STATUS: ON SCHEDULE	
The **Seneca Falls Canal Improvement** project was one of three projects along the Erie Canal in the Finger Lakes region that received 2011 CFA funding from the Canal Corporation.	Project enhanced pedestrian waterside access from the historic downtown business district, and added a new boat launch and docking facilities. STATUS: COMPLETED	Project was completed in March of 2013.
The **Village of Fairport Canalside Promenade** project repaired and improved one of the busiest ports on the Erie Canal that hosts 250,000 visitors annually.	This project received $134,200 from the Canal Corp as part of the 2011 CFA process to improve landscaping, public access, and boater services. STATUS: COMPLETED	The project was completed fall 2013.
Erie Harbor is a redevelopment project on the Genesee River in the City of Rochester.	The City of Rochester received $240,000 in 2011 and $1.2 million in 2013 from the Local Waterfront Revitalization Program to design and construct a public promenade along the river from Erie Harbor to the Court Street bridge, which will tie into the Genesee Gateway Trail System. STATUS: ON SCHEDULE	Conceptual designs have been completed and draft designs are under way. The work program is being reviewed for approval by Department of State.
Canandaigua Lakefront Redevelopment	(See previous description within this regional strategy)	
Keuka Waterfront Redevelopment	(See previous description within this regional strategy)	

Regional Strategy: Improve access to credit and capital for revitalization and reinvestment.

ACTION	PROGRESS	TIMELINE
Using a model it developed in 2012, the Council is supporting a **Finger Lakes Small Business Expansion Fund** and **Excelsior Tax Credits** that will target small businesses with significant growth potential in	These companies represent key industry sectors identified by the Council and are geographically distributed throughout the region. Several projects from the Small	The FLREDC will continue to support small business needs throughout the region. A new set of projects will be recommended for the 2014 Small Business Expansion

all corners of the 9-county region.	Business Expansion fund have been funded in 2012 and 2013. Status updates for each project are listed within this section. STATUS: ONGOING PRIORITY PROJECT	Fund.
PathStone Finger Lakes Enterprise Fund	(See previous description in the *Optimize Business Creation, Retention and Expansion* regional strategy)	

Sector Strategies

Advanced Healthcare

Sector Strategy: Leverage history of collaboration to implement community-wide initiatives that strengthen the region's high quality, low-cost health system.

ACTION	PROGRESS	TIMELINE
Finger Lakes Health Collaborative –consists of more than 100 leaders from the region's health providers, payers, and business, labor, non-profit, and public sectors – was created to collaborate on region-wide initiatives that address important public health issues.	The Collaborative was awarded $300,000 during the 2011 CFA process for its high blood pressure project and received $4,034 through the DOL New Hire Training Program in the 2013 REDC process. The Collaborative has already successfully implemented a generic drugs initiative and one of the nation's most successful electronic health information exchange organizations (Greater Rochester Regional Health Information Organization). The Collaborative was also instrumental in a $26 million award from the Center for Medicare and Medicaid Innovation in 2012 to reduce hospitalizations and emergency room visits. The collaborative is now focusing on a blood pressure initiative to increase the number of people with controlled blood pressure to 85 percent in 8 years, potentially saving the region $8.5 million in medical costs per year. The high blood pressure control registry completed its seventh round of	Health "advocates" have been hired and have been placed at family practice/internal medicine practices in the Rochester area. Outreach activities are ongoing. In July 2014 blood pressure control data will be submitted by several practices in eight additional Finger Lakes counties. This will establish a control baseline for those counties. FLREDC is recommending state support for a proposal to expand this program into several other counties in the region.

	measurement in December 2013. The control rate for Monroe County adults has improved to 71.3% from a baseline of 62.7% in 2010. STATUS: COMPLETED	
The Finger Lakes Clinical Quality Improvement Initiative will seek to achieve savings in healthcare costs by addressing unwarranted clinical variation, redundant tests, unproven treatments, and identifying alternatives to high cost drugs and devices.	Regional stakeholders have recommended the creation of a database that will link existing data sources at Finger Lakes Health Systems Agency, insurers, and the Greater Rochester RHIO and ultimately the NYS DOH All Payer Database. The group is exploring several funding sources. The Monroe County Medical Society has launched an initiative to gauge compliance with established clinical quality guidelines in hypertension management. STATUS: ONGOING	Planning and discussions for this project are ongoing. Sponsors are exploring several potential funding sources. In 2014 the Finger Lakes Health Collaborative will begin analysis of cost variation data related to hypertension.

Advanced Manufacturing

Sector Strategy: Foster public/academic/industry collaboration to meet the R&D, process improvement, workforce, and management needs of manufacturers; Provide businesses with resources necessary to expand operations.

ACTION	PROGRESS	TIMELINE
The Golisano Institute for Sustainability at RIT, the Center for Emerging and Innovative Sciences, NY-BEST, New York State Pollution Prevention Institute and the Center of Excellence in Sustainable Manufacturing at RIT, and the Smart Systems Technology Commercialization Center of Excellence all support economic growth in the Finger Lakes region by working with existing manufacturers as well as start-ups to develop new technologies, spur innovation, improve manufacturing processes, and create jobs.	(See previous descriptions for these entities within the regional strategy sections)	
The **Brinkman Lab/Functional Printing Center at RIT** is a leading center in the research, development, and production of conductive inks, printed sensors, and related technologies.	A $599,390 grant from the National Science Foundation has enabled the Center to establish a "Partnership for Innovation in Printed Devices and Material" program which includes Intrinsiq (based in Eastman Business Park) and other national companies. The project will include academic-private R&D and student training. The Center is also working with Cerion Energy, which is also located in the Park. STATUS: ONGOING	This project is ongoing.

ITT Exelis is a global aerospace, defense, information, and services company. The company's Geospatial Systems division is based in Rochester.	In 2012, Exelis completed a $13.2 million project that ensured operations of the then-ITT Space Systems would remain in Monroe County at the Rochester Tech Park and Eastman Business Park. The project retained 500 jobs with the assistance of a $1.54 million capital grant from ESD. STATUS: COMPLETED	Company also expanded its Rochester facility in 2013-2014, transferring 50 jobs from Massachusetts.
ITT Goulds Pumps is a leading global producer of equipment for the oil and gas, mining, power generation, chemical, pulp and paper, and general industry markets.	In 2012, the company committed to construct 75,000 square feet of additional production space, invest $22.3 million, and create 50 jobs over the next year at its facility in Seneca Falls (Seneca County). ESD has offered a $100,000 training grant and $1.5 million in Excelsior Tax Credits for this project. STATUS: ON SCHEDULE	Expansion completed and will be unveiled in August 2014. New jobs should be filled by the end of 2014.
Xerox is expanding its emulsion aggregation toner manufacturing plant located on its Webster campus.	Company began the $35.3 million expansion project in September 2013. NYS and Monroe County have provided $500,000 in capital support and IDA benefits for the project. The project will create 50,000 square feet of new manufacturing space and create 25 new jobs. STATUS: ON SCHEDULE	Project is expected to be completed by the first quarter of 2015.
In 2011, 3 high-tech manufacturing start-up companies – operated by **Trillium**	**Quintel** manufactures products for the wireless industry. The company has added more than $3 million in equipment in the past 2 years and now employs 20 people.	

International – moved to Eastman Business Park with incentives from NYS. Significant progress has been made in the establishment of these three firms at the Park over the past year.	**Omni-ID** manufactures radio frequency identification devices. The company has added more than $1.6 million in new equipment in the past two years and now employs 26 people. **Intrinsiq** is developing nano-scale materials employed in printed electronics. Company is on schedule to meet its investment and employment benchmarks by the middle of 2014.	
The City of Rochester led a region-wide collaborative application to the U.S. Economic Development Agency for the **Investing in Manufacturing Communities Partnership** (IMCP) program.	In May 2014, the Finger Lakes Region was one of 12 communities nationwide to be designated a "manufacturing community" by the EDA through its IMCP program. STATUS: ONGOING	This designation will afford the region preferential status for future local economic development grants in manufacturing.
Liberty Pumps Inc. is a manufacturer of submersible sump pumps and located in Bergen.	Liberty Pumps will construct a 100,000 square foot addition to its Bergen (Genesee County) plant, retaining 140 jobs and creating 47 new jobs over 5 years. The project is supported by NYS through a $200,000 grant from ESD, a low-cost power allocation from NYPA and approval of $6 million volume cap allotment for project bonding. STATUS: ON SCHEDULE	The project will break ground on its new site this Fall 2014.

Agriculture and Food Processing

Sector Strategy: Increase the value, diversity of agricultural products, and exports.

ACTION	PROGRESS	TIMELINE
The region will address the capital needs of dairy producers seeking to expand their operations through the **Growing the New York Dairy Industry** program**.** This project will strengthen rural communities and help local dairy farmers meet the milk demands of the state's rapidly growing yogurt manufacturers – two new plants in Genesee County alone will double the region's milk processing capacity.	The program, which will be run by Farm Credit East, was awarded $500,000 through the 2012 CFA process. The project will support an estimated 20 dairy farm projects, leveraging an additional $3 million of Farm Credit East investment and $1 million in farm owner investment. STATUS: ON SCHEDULE	The project will be fully implemented over the next 12 months. The program is on target to reach its estimated economic impact goals.
The **Cornell Cooperative Extension of Wayne County Increasing Cooling Space for Small Farms** project will provide capital to farms to increase cooling capacity in order to decrease farm waste, expand product shelf-life, improve product quality, and food safety, and increase profitability.	Project received support during the 2012 CFA process to create a mini-grant program that will allow NYS growers to apply for up to $3,000 in matching funds to improve or develop cooling equipment. STATUS: ON SCHEDULE	To date, 50 farms have participated in this project creating $377,000 in new construction and $681,000 in new production. Project extended and expected to end March 2015.
Wyoming County is an agricultural leader in NYS with the highest milk production and highest agricultural gross receipts ($318.5 million). A partnership among several agricultural, business, and economic development organizations will create the **Wyoming County Agricultural Business Center of Excellence** to capitalize on these strengths and bring all of the training, financial, marketing, and conservation services necessary to support the county's farmers under one roof.	The $4.5 million project received $50,000 in support during the 2012 CFA process to renovate a 28,000 square foot historic facility in the Village of Warsaw to house the Center. The project also received an additional $600,000 support from the 2014-15 NYS Budget. STATUS: ON SCHEDULE	Project is under way. The project is also part of a SUNY 2020 application through SUNY Geneseo, GCC and Alfred State College.
Western NY Enterprises is a cooperative between 8 dairy farms in Livingston, Wyoming and Genesee counties, and the Dairy Farmers of America to create value-added milk products at the	The project entailed the construction of a 14,000 square foot raw milk separation facility in the Town of York (Livingston County).	Construction is underway and expected for completion in October 2014

Craig Station Creamery located at Noblehurst Farms.	The $10 million project received $150,000 in Excelsior Job Credit support, and created 11 new jobs. STATUS: COMPLETED	
New York Craft Malt is a new venture that will grow, harvest, and produce artisan malt grains that will be sold to craft and microbreweries statewide.	The Genesee County IDA received a 2012 CFA award to support the company's efforts to renovate an existing 2,400 square foot building in Batavia to serve as a malting facility. STATUS: ON SCHEDULE	Project renovations will be completed and production will begin by spring 2015.
The **Foodlink Food Hub Processing Center** will increase the organization's ability to provide healthy, local produce to its human service partners, like public schools, group homes, and senior centers. The project will improve the public health in underserved communities, and foster economic development by opening up new markets for regional farmers.	Project will create a commercial kitchen/food processing facility able to process more than 3.5 million pounds of produce per year. Within 5 years, Foodlink will create 75 jobs and train 100 individuals for jobs in the food industry. STATUS: PRIORITY PROJECT	Construction of the new food processing space at Foodlink's distribution center on Mt. Read Blvd. in Rochester, is expected to be completed by June 2015. This project was a 2013 priority project that did not receive funding. A 2014 CFA has been submitted.
Seneca BioEnergy is creating and operating the **Seneca AgBio Green Energy Park** at the massive, former Seneca Army Depot in Seneca County. The park is being developed with an innovative program for supporting businesses interested in agricultural and renewable energy production.	Project received $100,000 in capital and an unused bond cap allocation during the 2011 and 2012 CFA rounds. Progress over the past 2 years includes facility construction and start-up operations for commercial equipment in grape waste processing, grape seed oil production, and biodiesel production. Project investments will enable 4 companies to locate manufacturing operations on the site. STATUS: ON SCHEDULE	Initial construction is completed and operations under way for some tenant companies. Park operators have submitted a 2014 CFA for additional assistance to implement biodiesel production at the site.

Sector Strategy: Support the creation and expansion of food processing companies in the region through incentives and academic-private partnerships to gain manufacturing efficiencies and access to new markets.

ACTION	PROGRESS	TIMELINE
RIT's **Finger Lakes Regional Sustainable Packaging Project** at the Center for Sustainable Packaging will establish the region as an innovator and leader in the rapidly growing field of sustainable packaging. This project will open up new markets for the food processors in the region.	The Center has completed more than 150 projects with more than 50 different companies. The Center has several applied research programs under way including work in flexible, food, and distribution packaging technologies. This project has received significant support from Wegmans and the American Packaging Corporation. STATUS: ONGOING	This project is ongoing.
Müller Quaker Dairy is a joint venture between PepsiCo and the Theo Müller Group to create one of the country's largest yogurt manufacturing plants in Genesee County.	NYS has supported this $208 million project with more than $13 million in tax credits. At full build-out, the project will create 200 jobs. STATUS: COMPLETED	Construction of a 350,000 square foot manufacturing facility – was completed in June 2013.
The **Finger Lakes Community College (FLCC) Viticulture and Wine Technology Facility** will help meet the urgent and growing demands for skilled workers by the region's vineyards.	The NYS 2012-2013 budget included $3.3 million in capital funds to construct an 8,150 square foot classroom, laboratory, and teaching winery facility on the Cornell Agriculture and Food Technology Park campus. STATUS: ON SCHEDULE	Construction is under way and the facility is expected to be open in January 2015.
The **Finger Lakes Food Innovation Center** will consist of a new building located on the campus of the **Cornell Agriculture and Food Technology Park** – commonly referred to as the "Tech Farm" – in Geneva. The project will provide food industry entrepreneurs access to the facilities and the	The new 12,000 square foot facility will include a commercial kitchen, freezer, and cold and dry storage space. The facility will foster development of early stage food industry companies who will help convert the region's raw agricultural products into	Estimated cost should not exceed $3million. Construction expected to commence in 2015.

expertise necessary to grow their businesses.	more lucrative value-added items. The facility will strengthen product commercialization efforts, which received $125,000 through the ESD Business Incubator program in the 2013 REDC process. STATUS: ON SCHEDULE	
Alpina Foods is a South American food processing company that specializes in yogurt. In 2012, after a national site search, the company opened its first North American manufacturing facility in Batavia.	In 2012, Alpina began operations in a 40,000 square foot, $20 million facility in the Genesee Valley Agri-Business Park. The project received support from the NYS Excelsior Jobs Program. In July 2013, Alpina purchased 10 acres of adjacent land to accommodate future expansion plans. STATUS: ONGOING	The company is working with the Genesee County Economic Development Center and NYS to develop its expansion plans.
Cornell University's College of Agriculture and Life Sciences and Wegmans Food Markets have created the **NYS Cheese Production Partnership** program to support the growth of artisanal cheese manufacturers in NYS.	Wegmans is providing $360,000 in funding for a three-year pilot program at Cornell to create a training curriculum to serve both entrepreneurs as well as the state's larger cheese producers. Wegmans is also building an $8.1 million, 12,000 square foot state of the art affinage facility in Chili that will enable numerous NYS artisanal cheese producers to properly ripen their products. STATUS: ON SCHEDULE	Project is under way.
Once Again Nut Butter is an employee-owned food processing company that manufactures fair trade, organic nut butter, and other products for consumers (private label and contract	Company received a CFA award in 2013 towards the construction of a new 40,000 square foot peanut butter manufacturing facility in Nunda (Livingston County).	To date, 24 new employees have been hired. The new facility is expected to be completed in early 2015.

manufacturing for major national brands) and as food ingredients.	Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. STATUS: ON SCHEDULE	
In 2012, the French food processing company **Bonduelle** purchased 3 food processing plants at risk of closure in the Finger Lakes region. Bonduelle has 47 plants around the world and sells its products in 100 countries.	The company intends to invest $3.7 million in plants in Bergen and Oakfield (Genesee County) and Brockport (Monroe County) and another in Wisconsin over the next few years, preserving 267 New York State jobs. The preservation and expansion of the plants ensures that the region's farmers have buyers for their produce. STATUS:COMPLETED	Bonduelle completed all their investments at their three facilities.
Finger Lakes Food Processing Cluster Initiative	(See previous description in the *Align Workforce Development Efforts with Sector needs* regional strategy)	
In 2013**, Berryfield Bottling Co.,** a division of **Red Jacket Orchards** located in Geneva (Ontario County), invested in new juice production machinery to keep with market demand.	Berryfield is investing $750,000 in new machinery and adding 25 new jobs over the next 5 years. STATUS: ONGOING	Berryfield has made its first year machinery investments and job creation is under way. Company investments to take place over 3 years.
In 2013, the Swiss Agricultural company **EMMI** decided to invest in new machinery and expanded facilities at their yogurt manufacturing plant in the Village of Penn Yan (Yates County).	**EMMI Roth USA** is investing $2.3 million in facilities and machinery in a project that will add 50 new jobs over the next 3 years. STATUS: ONGOING	Investment and job creation expected to be completed by 2017.
Yancey's Fancy is a privately held manufacturer of artisan cheese located in the Town of Pembroke (Genesee County).	Yancey's Fancy will build a new manufacturing operation in Pembroke. The company will invest $16.8 million to construct a new facility, retaining 108 jobs and creating 50 new jobs. ESD supported	A groundbreaking is expected in fall 2014.

	this project with a $500,000 capital grant. STATUS: ON SCHEDULE	

Business Services

Sector Strategy : Foster closer cooperation among the region's companies and institutions of higher education to accelerate technology transfer and align workforce training programs with the skill sets required by the sector; Provide businesses with resources necessary to expand operations.

ACTION	PROGRESS	TIMELINE
The Business Services Work Group is developing a proposal that targets highly qualified students in the region's college and universities and matches them with employers. The goal is to retain more of the region's recent graduates in business, marketing, IT, and technology and help place them in positions in local companies.	The Work Group continues to work with the region's business and higher education communities to further develop this proposal, and will report its progress to the FLREDC through the remainder of 2014 and into 2015. STATUS: ONGOING	Rework and finalize a proposal to the FLREDC by the end of 2014.
Sutherland Global Services is a Rochester-based global provider of business process and technology management services with operations in 14 countries.	Company received a $1.6 million Excelsior award in 2012 to help expand its call center operations at four Monroe County locations. Over time, the project will create 800 new jobs. STATUS: ON SCHEDULE	Project is moving forward with more than 400 hired to date.
Datto is a provider of hardware-based backup, disaster recovery and intelligent business continuity solutions to managed service provider companies.	Datto was founded by an RIT alumnus and is headquartered in Connecticut. In June 2014, Datto became the first company in Rochester under the START-UP NY program when they established a new location at RIT's Center for Urban Entrepreneurship. A small number of employees began moving into the CUE. STATUS: ON SCHEDULE	Datto began operating in temporary space in June and will open its new offices in downtown Rochester in August 2014. More than 70 Datto employees are expected by early 2015
Xerox business services division	In November 2012, Xerox	The call center project is

continues to be one of the company's strongest growing business sectors.	completed the $4.3 million renovation of a 20,000 square foot facility into a call center. NYS provided $6 million in tax credits and capital support for the project. In May 2014, Xerox was selected as vendor for the Medicaid Administrative Services (MAS) five-year, $500 million contract for the New York State Medicaid Program STATUS: COMPLETED	completed. 500 jobs were filled by the end of 2012. Upon approval from the federal Centers for Medicare & Medicaid Services, Xerox will develop a new claims processing system for the state's Medicaid program.
Coast Professional is a contingency-based collection agency that specializes in higher education accounts in addition to a variety of other collection services.	The Louisiana-based company received a $90,000 ESD capital grant to expand its facility in Geneseo (Livingston County) and $500,000 in Excelsior Tax Credits to furnish and equip a new call center in Henrietta (Monroe County). The company plans to create 47 jobs in Geneseo and 105 in Henrietta. STATUS: ON SCHEDULE	Expansion is complete at the Geneseo facility and has exceeded the goal of 47 new FTEs. There are nearly 170 jobs at this site. The Henrietta project is completed and 69 of the 105 new jobs have been filled.
Claims Recovery Financial Services (CRFS) is a leading provider of claims processing management solutions for lenders, mortgage service companies, and other financial institutions throughout the US. The company is based in Albion (Orleans County).	CRFS received $400,000 in capital support from ESD in March 2013. The company has completed renovations and relocated to new facilities in Albion. STATUS: ON SCHEDULE	The company has retained 357 jobs, hired 298 new employees, and is actively recruiting for 43 open positions.
Retrotech is an engineering/design business owned by a French parent company. The company has another facility in Illinois.	Retrotech is expanding into a larger, newly constructed facility in the Town of Henrietta. Supported by a $500,000 capital grant from ESD, Retrotech will retain 87 and create 23 new jobs that otherwise would have gone to Chicago.	Building under construction with an anticipated completion date in fall 2014.

	STATUS: ON SCHEDULE	

Energy Innovation

UPDATED Sector Strategy: Encourage and support companies involved in the development of energy storage products, energy generation technologies, and products that use energy more efficiently to stay or relocate to the region by cultivating the resources and infrastructure that will accelerate both R&D and commercialization of new energy technologies.

ACTION	PROGRESS	TIMELINE
The **NY-BEST Battery Prototype Center (BPC)** at RIT consists of a new "dry room" facility that will be available to NY-BEST member companies to aid product development. BPC will work in conjuction with BEST Test and Commercialization Center and manufacturing facilities at Eastman Business Park.	Funding totaling $1.1 million was awarded in 2013 by NYSERDA and ESD for the project (in conjunction with award to NOHMs Technologies). An agreement is in place between NY BEST & RIT to locate and operate the facility on RIT campus. RIT will staff the center and maintain the necessary dry room environment and equipment. Several NYS companies have already expressed interest in using the BPC, including NOHMs Technologies, BESS Tech, Graphenix Development and River Road Research among others. STATUS: ON SCHEDULE	Equipment has been ordered. Construction of the dry room and pouch cell assembly line have been contracted and the center is scheduled to open in late fall 2014.
Eastman Business Park possesses the infrastructural assets and unique state-of-the-art technical capabilities that make it an ideal site to attract new and grow existing clean energy companies – particularly in the fields of biofuels/biochemicals, energy storage, and solar energy.	The Park is already home to a cluster of energy-related companies. A new FLREDC priority project will create a **Bioscience Manufacturing Center** at the Park that will address an important manufacturing step in the conversion of biomass into biofuels and biochemicals.	Operations at the Bioscience Manufacturing Center are expected to commence by the end of 2015. The project has submitted a 2014 CFA for additional funding to complete the financing of the $30 million capital budget,.

	In February 2014, Governor Cuomo announced $3 million in funding to start the Bioscience Manufacturing Center. STATUS: PRIORITY PROJECT	
NY-BEST Commercialization Center	(See previous description in the *Strengthen Academic and Industry Partnerships* regional strategy)	
STAMP	(See previous description in Invest in the *Community and Industrial Development and Infrastructure* regional strategy)	
Seneca AgBio Green Energy Park	(See previous description in the *Agriculture and Food Processing* sector strategy)	
NOHMs Technologies is developing and commercializing a lithium-sulfur battery technology for transportation markets that can deliver 3x higher energy density at a 3x lower cost.	Company received a 2012 CFA award to expand a manufacturing line at Eastman Business Park. The $4.3 million project will create 104 jobs. Funding from ESD and NYSERDA enabled the company to move to the Park and create a new, shared production "dry room" facility for NY-BEST at RIT that will be utilized by NOHMs and other energy start-up companies. STATUS: ON SCHEDULE	Company completed move to Eastman Business Park in September 2013. NY-BEST and RIT have an agreement in place for the construction and operation of the new prototyping facility to be completed by fall 2014.
Graphene Devices is developing advanced nano-materials that can be employed in energy storage, printable electronics, and novel composites.	Company received a 2012 CFA award to construct a $1.9 million facility at Eastman Business Park to manufacture materials used in next generation energy storage devices. The project will create 50 jobs with the help of $400,000 in Excelsior Tax Credits. STATUS: ONGOING	Company signed the ESD Incentive Proposal in April 2013 and is operating at Eastman Business Park.
Arnold Magnetics is a manufacturer of precision magnetic technologies in East Rochester. The	Arnold Magnetic Technologies received $2 million through the Excelsior Jobs Program,	Prototype development is under way as of early 2014.

company developing a new business line of high performance electric motors for the automotive sector in support of 2025 fuel efficiency requirements.	but the project was modified and ultimately awarded approximately $972,000 in grants from ESD and NYSERDA. STATUS: ON SCHEDULE	Arnold will seek to expand operations in Rochester during the development process, potentially at Eastman Business Park
The **University of Rochester Laboratory for Laser Energetics (LLE)** is a unique national resource and a vital component of the nation's energy research infrastructure. LLE is home to the OMEGA laser, the second most powerful ultraviolet fusion laser in the world, which is used for national security and nuclear fusion research.	The approximately $700,000 in annual support that the LLE receives from NYS enables it to leverage a further $60-70 million in federal funding per year from the US Department of Energy. Since its inception the LLE has attracted more than $2 billion in research funding, which supports more than 1,000 jobs and has led to the creation of several new companies, including Sydor Instruments, QED Technologies, and Lucid. In August 2013, LLE invested $2 million in new equipment for Exelis Geospatial Systems that will enable the company to supply optical components for laser fusion R&D. In November 2013, the National Nuclear Security Administration announced that the LLE had conducted its 25,000th experiment to create and study extreme states of matter. STATUS: ONGOING	Research activities at LLE are ongoing. FY 2015 funding for LLE is pending at the federal level. Currently, $68 million has been recommended by the U.S. House of Representatives.
HTR's **New Energy Xcelerator in UpState NY (NEXUS-NY)** is a Rochester-based proof-of-concept center established to move clean energy ideas from the laboratory to market. It is partially funded by the New York State Energy Research and Development Authority (NYSERDA).	In January 2013, HTR was one of only 3 organizations awarded $5 million to create a center to serve upstate New York. HTR's partners include: RIT, Alfred University, University at Buffalo, Clarkson University, Cornell University, and the SUNY Research	$1 million awarded annually to HTR from NYSERDA.

	Foundation. In May 2014, Governor Cuomo announced the first round of awards to 9 teams of scientists in the Finger Lakes, Central New York, Southern Tier, and Capital Regions. STATUS: ONGOING	
RIT is in the process of purchasing and installing a **Metal Organic Vapor Phase Epitaxy (MOVPE)** system for growth of novel materials, thin film crystals and nanostructures. The MOVPE system will be utilized by research teams and industry partners across multiple disciplines, including the optics and photonics industries.	In May 2014, ESD committed $300,000 of FLREDC capital funds to complete the project funding. The total project cost was $15 million. The National Science Foundation and RIT have also provided funding for the MOVPE system. STATUS: ON SCHEDULE	Equipment will be installed and operational by the end of 2014.
Photovoltaic Manufacturing and Technology Development Facility	(See previous description in the *Strengthen Academic and Industry Partnerships* regional strategy)	

Life Sciences

Sector Strategy: Invest in academic/private R&D projects that optimize external research funding and attract new companies and investment; Accelerate the translation of scientific discoveries into new commercial opportunities by increasing the region's capacity to support and fund new start-up companies.

ACTION	PROGRESS	TIMELINE
Finger Lakes Business Accelerator Cooperatives	(See previous description in the *Optimize Business Creation, Retention and Expansion* regional strategy)	
Health Sciences Center for Computational Innovation	(See previous description in the *Strengthen Academic and Industry Partnerships* regional strategy)	
The **Upstate Stem Cell cGMP Facility (USCGF)** – located in the University of Rochester Medical Center – is the only regulatory-approved academic facility in upstate New York specifically designed to create stem cell lines suitable for testing in humans. This capability is essential to translating research in this field into new therapies. The facility also supports 260 scientists at UR and more than $100 million in active stem cell research projects.	The USCGF – which received $3.3 million in support from NYSTEM – was completed and began operations in December 2012. This project received a $500,000 grant through ESD in the 2013 REDC process to add clinical genomics and diagnostic capabilities that will leverage more funding and private partnerships and advance research. The USCGF has already attracted 3 major new research projects with $26 million in total funding. STATUS: ON SCHEDULE	The USCGR was completed in December 2014. With a 2013 CFA award, two pieces of equipment have been purchased and installed that will help attract new business, accelerate product commercialization, and support research projects.
PharmaSmart International is a world leader in the design, production, and distribution of innovative blood pressure screening systems to assist in the detection and management of hypertension.	Company received support from the Regional Economic Gardening Program and is in process of expanding operations to a new 53,000 square foot state-of-the-art manufacturing facility. Company has added 5 employees, increased revenue by 6 percent since 2012, and added several new customers, including Kinney Drugs, Sav-Mor Pharmacy, Bartell Drugs, and many independent	Company completed construction and relocation to the new facility in March 2013.

	pharmacies. STATUS: COMPLETED	
Unither Pharmaceuticals is a contract manufacturer of pharmaceuticals and single dose packaging for pharmaceutical applications. Owned by a French parent company, Unither recently purchased a former pharma-manufacturing operation in the town of Henrietta	Unither will expand their Henrietta facility. Supported by $542,000 in Excelsior Tax Credits and $765,000 in NYS Investment Tax Credits, Unither will invest $15.7 million in machinery and building improvements. The project will create 22 new jobs and retain 262 current employees. STATUS: ON SCHEDULE	Unither purchased the Henrietta facility in fall 2013. Project is under way.

Optics, Imaging and Photonics

Sector Strategy: Ensure that the region's education and workforce training programs continue to provide optics/photonics/imaging companies with technical, scientific, and managerial talent.

ACTION	PROGRESS	TIMELINE
Several existing programs at UR, RIT, and MCC, and proposed regional initiatives, including the Pathways to Middle Skills Jobs, the MCC Precision Tooling Certificate Program, the St. John Fisher College Integrated Science and Health Building, and the Roberts Wesleyan College Science and Nursing Center, and East High School's unique Optics Manufacturing program in the City of Rochester will train individuals in the skills necessary to support the workforce needs of optics, photonics, and imaging companies.	(See previous descriptions for these entities within the regional strategy sections)	

Sector Strategy: Strengthen the linkage of industry, government, and academia to encourage closer collaboration; Provide businesses with the resources necessary to expand their operations.

ACTION	PROGRESS	TIMELINE
The proposed **Finger Lakes Regional Photonics Cluster Industry Lab** project entails the acquisition of new equipment used in the development and testing of optical components. The equipment will be housed in a user facility at either the Institute of Optics at UR or a member company.	Two new pieces of equipment will enable optics, photonics, and imaging companies to innovate and more effectively compete in the rapidly growing fields of freeform optics and infrared imaging. STATUS: PRIORITY PROJECT	Planning for project is completed. Equipment will arrive immediately, pending state funding. This was a 2013 priority project that was not funded. The project has been improved and resubmitted a 2014 CFA.
The **Center for Freeform Optics (CeFO)** is an academic/industry research collaboration that includes the University of Rochester, UNC Charlotte, and industry partners to develop and commercialize a new generation of products in the field of freeform optics for applications in several consumer and	UR has received a five-year grant from the National Science Foundation that will support industry/university research partnerships. CeFO has secured matching support from nine companies/organizations and the director of the CeFO has also	CeFO has received a total of $4 million in federal grants and private matching funds to date. This project is ongoing.

industry sectors.	received support from the ESD Division of Science, Technology & Innovation. STATUS: ONGOING	
The **NanoPower Research Labs (NPRL) at RIT** consist of a specialized set of labs within the Golisano Institute for Sustainability that are dedicated to the development of new materials and devices for power generation and storage for micro-electrical and MEMS systems.	NPRL has grown to more than 6,000 square feet of research space and receives more than $1 million per year in federal research funding. STATUS: ONGOING	This project is ongoing.
OptiPro Systems is a leader in the manufacture of advanced optical grinding, polishing, and measuring equipment based in the Town of Ontario (Wayne County).	The company received a CFA award in 2012 for the construction of demonstration/production equipment. Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. STATUS: ON SCHEDULE	Acquisition and installation of equipment is complete. The company has exceeded its new job commitment and has over 60 employees.
Toptica Photonics, an industry leader in the field of photonics, develops and sells ultrafast lasers for scientific and industrial applications based in the Town of Victor (Ontario County).	The company received a CFA award in 2012 to invest in new production equipment. Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. STATUS: ON SCHEDULE	Project is under way and is estimated to be 50 percent complete. Toptica has completed its first year's investments and is also hiring. Process under way for processing grant.
Optimax is an optics manufacturer in Ontario (Wayne County) that focuses on specialty lenses.	Optimax received a $250,000 award from ESD in 2011 to purchase new machinery and upgrade their processes. This project has invested nearly $10 million in total, retained 150 jobs, and will create 66 new jobs. STATUS: COMPLETED	Approximately 50 of the new jobs have already been created.
Syntec Technologies is high-tech manufacturing company located	Supported by a FLREDC award of $300,000 in Excelsior Tax Credits,	Syntec has begun construction and machinery

in Pavilion (Genesee County). Syntec manufactures polymer-optical products including fingerprint scanners, facial scanners, 360 degree cameras, and blood analyzers.	Syntec is investing more than $1.5 million to expand and equip a new addition to their Pavilion plant. STATUS: ON SCHEDULE	purchases at its facility.
The **Center for Emerging and Innovative Sciences (CEIS)** at the University of Rochester is one of 15 Centers for Advanced Technology funded by NYSTAR dedicated to promoting economic development through industry-academic collaboration primarily in the optics, photonics, and imaging industries.	In May 2014, CEIS was awarded a $498,430 Advanced Manufacturing Technology Consortia Program grant through the National Institute of Standards and Technology to lead the development of a national roadmap for photonics. STATUS: ONGOING	The center's activities are ongoing.

Tourism and the Arts

Sector Strategy: Invest in the development, promotion, and preservation of cultural, artistic, and historic assets.

ACTION	PROGRESS	TIMELINE
The FLREDC has identified and supports new projects that will further strengthen the region's cultural, artistic, recreational, and historic assets.		
The Strong and Toy Industry National Halls of Fame	Project will create a major regional tourism destination by combining the newly acquired collections from the Toy Industry Association with The Strong's existing National Toy Hall of Fame. This project received $360,000 through the ESD Market NY program in the 2013 REDC process and has submitted a 2014 CFA for the remaining assistance needed to complete the project. STATUS: PRIORITY PROJECT	
Hobart and William Smith Colleges Performing Arts Center	New performing arts center will attract new students and faculty, create a regional performance and exhibition venue, and attract more visitors to the area. Project was awarded $1,000,000 through ESD in the 2013 REDC process and broke ground in spring 2014 STATUS: ON SCHEDULE	
Bristol Mountain Winter Resort Aerial Adventure Park	New park will make the resort a year-round attraction, create a family-friendly outdoor destination, and support local tourism-related businesses. The new attraction opened in May 2014. STATUS: COMPLETED	
VisitRochester International Tourism Marketing Program	VisitRochester received a $200,000 Market NY award in 2013 to create a targeted marketing program to attract Canadian tourists into the region. STATUS: ON SCHEDULE	
Several tourism and arts projects have received funding from the CFA process. The FLREDC will continue to support these and similar projects and monitor their progress. Below are a few example projects:		
Little Theatre Renovation	Improvements will preserve the theater as premier venue for the presentation of American independent and foreign films, local artists, and community discussion. The Little Theatre Renovation project received $150,000 through the Homes and Community Renewal Urban Initiatives Program, and $77,612 through the NYSAC Digital Film Projector	

	Conversion Program for a total of $227,612 in the 2013 REDC process. STATUS: ON SCHEDULE
Geva Theatre	Geva Theatre Center is in the midst of an $8 million, multi-year capital improvement project to preserve, renovate, and promote the historic Civil War armory that serves as the theater's home in Rochester. The project was awarded a total of $200,000 in the 2012 REDC process for Phase I replacement of the HVAC system, which has been completed. The project was awarded a total of $150,000 in the 2013 REDC process for Phase II of the HVAC replacement. STATUS: ON SCHEDULE
Path Through History Finger Lakes Interactive Play (FLIP) mobile app was created through an innovative collaboration to allow tourists to experience the region's history using state-of-the-art technology.	The Path Through History (PTH) initiative was started by Governor Cuomo in 2012 and promotes cultural and historical tourism throughout NYS. In 2013 a Finger Lakes PTH work group identified priority historic sites to include in the initial signage program that has been installed along NYS interstates. Regional members also developed a historical and cultural tourism marketing strategy and were awarded $100,000 in implementation funds in the summer of 2013. These funds were used in a collaboration with RIT to create a iOS mobile app called "FLIP" to enhance the visitor experience to the region's historic sites using state-of-the-art technology. FLIP was launched for use at 12 historic sites in July 2014 and marketing efforts are ongoing. STATUS: ONGOING
Finger Lakes Museum	Phase I of project includes renovation of former elementary school building in Branchport to serve as an education center and administration offices of the Museum. This project phase has been supported by multiple CFA awards from ESD, Parks, NYSCA, EFC and I LOVE NY. Despite some delays, the Discovery campus is providing programming in summer 2014, while renovations are under way. The project at the Discovery Campus is being expanded and they have submitted a 2014 CFA. STATUS: ON SCHEDULE, PRIORITY PROJECT

City of Geneva Seneca Lake Improvements	City of Geneva (Ontario County) is overseeing two projects that will greatly enhance the Seneca Lake waterfront: Construction of Visitor and Events Center on Seneca Lake received nearly $400,000 from the 2012 CFA process. Construction is completed and the facility opened in spring 2014. An additional $800,000 was awarded in during the 2012 CFA process for the Seneca Lake Access project to support development of improvements to the lakefront, including trails, decks, and other site improvements. Construction will be completed summer 2014. STATUS: COMPLETED
Seneca Park Zoo Society	A new, two-unit education complex in separate areas of the Zoo received $400,000 from NYS Parks in the 2011 CFA process and construction is on schedule. STATUS: ON SCHEDULE
Seneca Arts and Cultural Center at Ganondagan State Historic Site	Just outside the town of Victor (Ontario County), Ganondagan is a state historic site that was once a flourishing community of the Seneca nation. Construction of a 15,654 square foot Arts and Cultural Center broke ground with Parks Commissioner Harvey in September 2013 and is scheduled to be completed by July 2015 to coincide with the annual Native American Dance and Music Festival. This $7.5 million project has received multiple awards through Office of Parks, Recreation and Historic Preservation, totaling $1.25 million. STATUS: ON SCHEDULE
Letchworth State Park	Letchworth State Park, often referred to as the "Grand Canyon of the East," and has received multiple CFA awards: New interpretive signage along the Clan Trail at the Council Grounds in Park were funded in Round I and completed May 2013. Friends of Letchworth State Park was awarded $16,200 by the Office of Parks, Recreation and Historic Preservation's HP-A program in 2013 to restore Civilian Conservation Corps-era historic structures. Also in Round III, the Open Space Institute was awarded $288,000 towards the construction of a new $4.8 million

	Letchworth Nature Center. As of July 2014, more than $1 million has been raised privately towards to goal of $1.6 million. Construction is scheduled to start in spring 2015 with a spring 2016 opening. STATUS: ON SCHEDULE

Sector Strategy: Develop, network, and promote the region's growing wine, culinary, agricultural, and food micro-enterprises.

ACTION	PROGRESS	TIMELINE
The Council is committed to promoting the region's growing wine, culinary, and agricultural industries.		
New York Wine & Food – The New American Classics	The NY Wine & Culinary Center received a $125,000 Market NY award in 2013 to promote NY wine, beer, spirits, ciders, and locally produced foods. STATUS: ON SCHEDULE	
Finger Lakes Community College Viticulture and Wine Technology Facility	(See previous description in the *Agriculture and Food Processing* sector strategy)	
Wyoming County Agricultural Business Center of Excellence	(See previous description in the *Agriculture and Food Processing* sector strategy)	

Sector Strategy: Strengthen and support the development of the Finger Lakes' diverse water resources and recreational tourism opportunities, allowing greater access and promoting year-round use.

ACTION	PROGRESS	TIMELINE
Several waterfront and canal projects have received funding and support through CFA process and the state's Local Waterfront Revitalization Program (see above). The Council continues to support these and proposed development projects in Canandaigua and elsewhere.		

Sector Strategy: Build on a positive destination image by leveraging partnerships and promotions of the region's high profile events, and healthcare and educational assets for business development, expansion, and retention.

ACTION	PROGRESS	TIMELINE
2014 Ladies Professional Golf Association Championship	The 2014 Wegmans LPGA Championship will be played at Monroe Golf Club and will be the last LPGA tournament in Rochester, ending a run of more than 30 years in a row as a tour stop and 6 years in a row as the LPGA major tournament. This year's event will be supported with a $250,000 Market NY	

	grant from the 2013 CFA process to promote the Taste NY initiative, similar to the successful expo at the 2013 PGA Championship. STATUS: ON SCHEDULE
I LOVE NY is the world-famous tourism brand that has been renewed by Governor Cuomo and the NYS Tourism Division. One of the key efforts has been to partner with and promote major events and attractions around the state.	In 2014, the "I LOVE NY" NYS Tourism Division has partnered with the following iconic events in our region to promote all the region and state have to offer: Lilac Festival, Fairport Canal Days, and the Xerox Rochester International Jazz Festival. STATUS: COMPLETED

Supporting Business Expansion

Several additional companies have received CFA awards and other incentives such as Excelsior Tax Credits from New York State – with the encouragement and approval of the Finger Lakes Regional Economic Development Council – to support expansion and job creation plans. Some of these businesses are listed here.

ACTION	PROGRESS	TIMELINE
Qualitrol is a manufacturer of monitoring systems for the energy sector in the Town of Perinton (Monroe County).	Company received a 2012 CFA award to construct and equip a 15,000 square foot addition to its current Fairport operations as well as renovate a portion of the existing facility. Project will create 37 new jobs by mid-2016. STATUS: COMPLETED	Building expansion completed in early 2013.
Kingsbury Corporation/Optimation Technology provides engineering, automation, construction and maintenance services to manufacturing companies in the chemical, life sciences, energy, glass, utilities, automotive, and aerospace sectors.	Optimation Technology, a Rochester-based equipment manufacturer located in Eastman Business Park, acquired Kingsbury in 2013. A new $6.6 million investment in operations has created 137 new jobs. This project was support by $800,000 in Excelsior tax credits. STATUS: COMPLETED	Optimation Technology has completed the purchase and relocation of Kingsbury into the former Eastman Business Park facility. Company is ramping up employment and discussing new projects for growth.
Semrock manufactures optical filters for microscopy, spectroscopy, and laser systems.	Company has invested $3.8 million to expand its facility in Gates. ESD supported this project – which will create 21 new jobs – with a $400,000 Excelsior Incentive Proposal. STATUS: COMPLETED	Semrock has completed its machinery and facility investments and hiring is under way on schedule.
Advantage Metalwork Finishing is a machining, sheet metal, finishing and assembly company based in Rochester that serves industrial, medical, laboratory, military and commercial clients.	Company received Excelsior Tax Credits in 2012 to acquire machining and metalwork equipment which will increase capacity. The $1.9 million project will create 90 jobs. Company postponed project until 2014. A new ESD Incentive Proposal that reflects the new timing of the project has been delivered to company.	After an initial delay this project is now moving forward. Investments and hiring will begin early 2014 and be completed within 18 months.

	STATUS: ON SCHEDULE	
Gray Metal Products is a manufacturer of heating and air conditioning products for wholesale distributors and hardware chains.	Company received an $800,000 Excelsior Incentive Proposal in 2012 to expand its manufacturing operations and create 80 new jobs in Avon (Livingston County). STATUS: ONGOING	GMP has completed its 89,000 sf expansion of its Avon operations and is currently hiring new employees.
Val Tech is a plastic injection molding company which supplies products to clients in the medical, aerospace, military, telecommunications, energy, and automotive sectors.	Company was awarded a $100,000 ESD grant in 2012 to purchase machinery and expand a parking lot at its Rochester facility. Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. STATUS: COMPLETED	The company retained 189 existing jobs, including 20 at risk, and has exceeded its commitment of 18 new jobs, having hired approximately 30 new employees.
API Technologies is a leading provider of RF/microwave, microelectronics, and security technologies employed in the aerospace, defense, industrial, medical, energy, and communications industries.	Company received $525,000 Excelsior Incentive Proposal in 2012 to expand its Fairport manufacturing facility. The $2 million project will create 25 jobs. STATUS: ON SCHEDULE	API has completed its machinery expansion at its two Fairport locations and hiring is under way.
Takeform is a manufacturer of graphic design products including signage. Company is relocating its operations to Medina (Orleans County) from Wisconsin.	Company was awarded $150,000 in ESD grant funding in 2012 to acquire and renovate a facility for its manufacturing operations. The $1.6 million project will create 33 jobs. Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. STATUS: COMPLETED	The new facility has been acquired, and renovations have been completed. The company has relocated and job hiring is ongoing.
DAU Thermal Solutions NA is an international manufacturer of custom heat sinks. The company is seeking to expand its operations in Macedon (Wayne County) and bring back manufacturing currently being	Company was awarded $475,000 in ESD grant funding in 2012 to expand and equip its current manufacturing facility by an additional 20,000 square feet. The project will retain 15 jobs and create 40 new jobs.	Company has completed expansion projects and has hired 40 new employees.

done in Asia and Europe.	STATUS: COMPLETED	
IEC Electronics is a premier provider of electronic manufacturing services to advanced technology companies in the military, aerospace, medical, and industrial sectors.	The company received a $350,000 capital grant to support a $5 million renovation project at its Newark facility (Wayne County). The project will retain 590 jobs and create 60 new jobs. STATUS: ON SCHEDULE	Renovations are under way and the company's workforce has been consolidated at the Newark location. 32 jobs have been created to date.
Drasgow is a production machine shop and global supplier of parts for automotive, trucking, energy, and other industries.	Company was awarded $125,000 in ESD grant funding in 2012 to expand operations and invest in new equipment at its facility in Gainesville (Wyoming County), retaining 16 jobs and creating 10 new jobs. Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. STATUS: COMPLETED	The company completed a 9,200-square-foot expansion and renovation of its facility, and job hiring is ongoing.
The Outdoor Group is a manufacturer of high end archery equipment with a facility in Henrietta (Monroe County).	NYS provided the company with $990,000 in Excelsior Tax Credits to support a $5 million project that will retain 44 jobs and create 45 new jobs. Without NYS assistance, jobs would have been lost to Kentucky. STATUS: ON SCHEDULE	Construction on the new facility is scheduled to be completed in late Summer 2014.
Freeze-Dry Foods is a Canadian company with a manufacturing facility in Albion (Orleans County).	Through the direct intervention of the FLREDC, NYS was able to offer Freeze-Dry a $75,000 capital grant that enabled them to renovate its Albion facility, preventing a planned consolidation back to Canada, which saved 45 jobs locally and will create 9 more jobs in the next 2 years. STATUS: COMPLETED	Company completed its building renovations but employment gains never materialized for project. Project still retained important business for Orleans County.

Advanced Bio Marketing (ABM) is an Ohio-based agri-business company with an R&D facility at the Technology Farm in Geneva (Ontario County).	ABM recently "graduated" from the Tech Farm's incubator program and is ready to expand its production capabilities to boost agricultural land productivity. NYS offered the company $200,000 in Excelsior Jobs Tax Credits to keep its operations at a new facility in Geneva and expand local employment from 3 to 17 jobs. STATUS: COMPLETED	Company has renovated and relocated into building in Geneva and has begun hiring to reach its goals. Physical project completed.
Second Avenue Software is a software development company located in Pittsford. The company recently branched into a new product line and needed to ramp up employment to meet product demand.	Second Avenue Software was awarded $874,120 in Excelsior Refundable Tax Credits to support a project that would add 52 new software engineers at their Monroe County location. STATUS: ON SCHEDULE	The company accepted the Excelsior Incentive Proposal and has begun ramping up its hiring for the new venture.
Syncrolite is a Texas-based manufacturer of large-format lighting systems.	In 2013, the company completed the purchase of the former Applied Coatings Group's (ACG) optical film manufacturing facility in Rochester and hired 23 employees. State assistance in the form of a $250,000 capital grant was key to ensuring that manufacturing continued at this facility, which was in danger of closing when AGC filed for bankruptcy. STATUS: COMPLETED	Project completed.
Brand Networks is a Boston-based designer of cutting-edge social media software.	With assistance from the Excelsior Jobs program, Brand Networks moved to a new, larger location in downtown Rochester, retaining 46 jobs. The company now has room to meet its plans to add 75 more jobs in the coming years. STATUS: ONGOING	The company moved into its new office in the High Falls District in August 2013.

CRC Polymer Systems is a plastics manufacturer with a sales office in Rochester.	With help from NYS (via ESD and HCR), CRC acquired a new production facility in Sodus (Wayne County) to consolidate its out-of-state manufacturing operations into one location. Operations at the new facility began in September 2013 STATUS: COMPLETED	Facility renovations have been completed and the company is in the hiring mode. The company will ultimately create 27 jobs at this location.
United States Gypsum (USG) is a manufacturer of home building products headquartered in Chicago. In Oakfield (Genesee County), USG manufactures paper used for wallboard in a facility built over 100 years ago.	USG will invest over $19 million to upgrade its Oakfield operations in a project that will retain 108 jobs and create 12 new jobs. ESD supported this project with a $400,000 grant and $665,000 in Excelsior Tax Credits. HCR also participated in this project with a $180,000 grant/loan to the project. STATUS: ON SCHEDULE	Machinery investments under way and anticipated 18 month completion.
Surmotech is a contract manufacturer of printed circuit boards located in Victor (Ontario County).	Surmotech had plans to relocate to Virginia but instead will invest $474,000 in facility improvements and machinery purchases at its Victor location, retaining 26 and creating 11 new jobs. ESD supported this effort with a $200,000 grant. STATUS: ON SCHEDULE	Facility improvements and machinery purchases on going. Expected 12 month completion date.
MOTTS is an apple sauce and juice production facility located in Williamson (Wayne County).	With the support of $300,000 in Excelsior Jobs credits, MOTTS is adding two new apple sauce packaging lines. STATUS: ONGOING	Packaging lines will be completed by October 2014. The company will add 20 new jobs by 2016.
Iron Smoke Whiskey is a startup whiskey distillery in the Village of Fairport (Monroe County).	With help from ESD in $100,000 of Excelsior Jobs credits, Iron Smoke Whiskey will renovate their facility and purchase machinery and equipment. STATUS: ONGOING	Distillery will be completed by November 2014. The company will create 14 new jobs by 2018.

Ranger Design is a Canadian manufacturer of OEM parts for custom van interiors in the automotive industry.	With help from NYS (via ESD up to $400,000 Excelsior tax credits and HCR), Ranger Design has acquired a vacant 78,570 square foot production facility in Ontario (Wayne County) to begin their US operations. Renovations and some operations have begun. The company will invest $3 million in the project, retain 6 initial positions and hire 62 new employees STATUS: ON SCHEDULE	The company is ramping up production and in the hiring mode.
Brunner International is a manufacturer of motor vehicle brake systems and parts in Medina (Orleans County).	With help from NYS up to $750,000 in Excelsior tax credits, the company has decided to expand in Medina instead of out-of-state. Project includes construction of a 15,000 square foot manufacturing facility and purchase of manufacturing equipment. Company will be spending $10 million on this project and anticipate hiring 27 new employees while retaining their existing 309 employees. STATUS: ON SCHEDULE	Construction of the new facility has begun.
Arnprior Rapid Manufacturing Solution is an advanced manufacturer of components and assemblies for the aerospace, automotive, defense systems, and medical markets located at Eastman Business Park in Rochester.	With the assistance of ESD up to $600,000 in Excelsior Job Credits, Arnprior chose to expand in NYS instead of out-of-state. The company will renovate and re-align production space and add new machinery and equipment at a cost of $4.3 million. Company will retain 150 current employees and hire 30 new full time employees STATUS: COMPLETED	Renovations have been completed and hiring is under way.

Z Axis is a manufacturer of bare circuit printer boards in Phelps (Ontario County).	With the support of ESD and up to $250,000 in Excelsior Job Credits, the company purchased the assets and stock of Z-Axis, from its parent corporation, Video Display Corporation of Georgia. This $10 million acquisition will retain 63 current employees and create 15 new jobs. STATUS: COMPLETED	Project completed.
Integrated Medical Technologies (IMT) is a custom design medical products development company	In spring 2013, IMT accepted a $100,000 grant incentive to acquire CPAC, a company/facility in Leicester (Livingston County). This project retained 10 jobs and is expected to create 18 new jobs. STATUS: ONGOING	Acquisition is completed and jobs have been retained.
The Richmond Group is a manufacturer of food products.	Company was looking at out of state locations for market expansion. ESD provided $450,000 Excelsior tax credits to enable the expansion at their facility in the City of Rochester. The project invested $1 million in new equipment for a new production line, retaining 30 jobs and creating up to 111 new jobs. STATUS: ONGOING	Signed offer in September 2013 and the production is in operation.

OTHER NEW YORK STATE INITIATIVES

START-UP NY

In January 2014, New York State officially launched the START-UP NY program. This signature economic development initiative was created by Governor Cuomo and the New York State Legislature and signed into law in June 2013.

This new program immediately generated an unprecedented level of interest among businesses looking to establish, expand, or move to New York State to take advantage of the 10 years of tax free benefits and the opportunity to partner with the state's leading higher education institutions to create jobs.

Alignment with the Finger Lakes Strategic Plan

While START-UP NY is not directly administered by the Regional Economic Development Councils, the Finger Lakes region recognizes that this program will be an invaluable economic development tool. START-UP NY aligns with the Council's regional strategies to "strengthen academic-industry partnerships" and "optimize business creation, retention, and expansion." Leveraging the world-class resources of the region's colleges and universities has been one of the hallmarks of past success and will continue to drive future regional economic transformation. The powerful job creation and technology commercialization incentives in the START-UP NY program will accelerate this process and catalyze new growth.

Unique Challenges for Finger Lakes Region

The Finger Lakes region boasts 19 institutions of higher education that include leading research universities, a wealth of private liberal arts colleges, preeminent SUNY campuses, and exemplary community colleges.

However, the region lacks two of the main components envisioned for successful implementation of the START-UP NY program: a major SUNY research center and a major SUNY campus within the region's urban center, the City of Rochester.

Despite these challenges, local colleges and universities have worked diligently with the Governor and Legislature to ensure the program recognized the unique potential of the region's network of higher education institutions – especially its private colleges and universities – and pressed for the inclusion of provisions in the law that will ensure the program would maximize its impact in the Finger Lakes region.

Finger Lakes institutions were the first to participate in the program. Monroe Community College was among the initial SUNY campus plans approved in March 2014. The Rochester Institute of Technology was one of the first private colleges/universities approved by the new START-UP NY board in April 2014 and is the host school for the first business locating to the Rochester region.

Partnering for Growth: University of Rochester and Eastman Business Park

When the START-UP NY program was created, stakeholders at all levels of government and within the Council began to explore ways to harness the benefits of the START-UP NY program to aid the redevelopment of Eastman Business Park. The revitalization of the Park has repeatedly and unanimously

been identified as the Council's highest priority, and contains several vacant buildings and other properties suitable for a wide range of technology companies.

The University of Rochester specifically indicated a desire to partner with Eastman Business Park in this effort. With more than 25,000 employees, the University of Rochester is the region's largest employer and the 8th largest private sector employer in the state. After months of due diligence, the University leased two buildings at the Park (#320 and #59), which were included in the University's START-UP NY plan. The University's application – which also included space at High Tech Rochester's Lennox Tech Enterprise Center – was approved by the START-UP NY board in July 2014.

This strategic partnership will enable technologies developed at the region's leading research institution to be commercialized at its premier manufacturing park, cultivating the exact kind of synergy envisioned by creators of the START-UP NY program. The tax incentives associated with the program will also serve as a critical tool in efforts to entice further development at the Park.

Status of Finger Lakes Region Colleges & Universities START-UP NY Plans

COLLEGE/UNIVERSITY	PROGRESS/STATUS
Rochester Institute of Technology	RIT was the first private college in NYS with an approved START-UP NY plan. RIT's plan designates tax free space at its Venture Creations incubator as well as an historic building in downtown Rochester that is being renovated to house the new Center for Urban Entrepreneurship (CUE). RIT will seek to establish partnerships with high-tech, high-growth potential companies that are aligned with RIT's academic and research priorities and core strengths in sustainability, manufacturing, game design and development, film and animation, software development, information technology and cybersecurity, aerospace, and imaging. RIT already has ongoing partnerships with nearly 2,000 companies across the U.S. through its long-standing co-op program. In June 2014, Governor Cuomo visited RIT to announce that Datto, a technology company based in Connecticut and founded by an RIT alumnus, will be adding a new satellite office and creating 77 new jobs at the CUE.
Monroe Community College	MCC was among the first group of eight SUNY schools to have its START-UP NY campus plan approved by the state. MCC's plan designates space at its main Brighton Campus and in its new downtown Rochester location adjacent to the Kodak headquarters building, which will be available in 2015. MCC will expand upon its community partnerships in workforce development to focus on companies in the areas of information systems, computing, optics, agriculture, homeland security, and

	advanced manufacturing.
University of Rochester	UR's campus plan was approved by the START-UP NY board in July 2014 and includes designated space at the High Tech Rochester Lennox Tech Enterprise Center incubator, as well as two buildings leased by the University at the Eastman Business Park. The UR's plan will focus on attracting companies in the broad fields of science, engineering, social science, health science, business, and music. The University has significant core competencies in medicine, data sciences, optics, photonics, imaging, engineering, energy, and environmental technologies. UR has received inquiries from more than 70 companies interested in partnering with the University and has established a board comprised of university and community stakeholders to review business applications.
Finger Lakes Community College	FLCC's approved campus plan includes designated land and space that targets businesses in industries including bioinformatics, information technology, advanced manufacturing, viticulture and wine technology, and environmental conservation. FLCC created a START-UP NY advisory board in October 2013 comprised of stakeholders from all four counties it serves: Ontario, Wayne, Yates and Seneca.
SUNY Geneseo	SUNY Geneseo's approved campus plan includes designated land and facility space that targets business development in high-tech manufacturing in both its home Livingston County and in partnership with the new Wyoming County Agriculture Business Center of Excellence. Potential business partnerships include a long-standing relationship with local mining interests, digital media development, alternative energy, and data sciences.
SUNY Brockport	The College at Brockport was approved in June 2014 for designated office, industrial, and lab space at its Metro Center in downtown Rochester, as well as for land adjacent to its main campus in Brockport. The types of businesses being targeted will focus mainly on biological and environmental technologies, energy innovation and management, and mobile/wireless network technology.

Genesee Community College	GCC is planning to utilize building space and on-campus land to attract agribusiness, advanced manufacturing companies, and technology programs. The targeted industries are part of GCC's efforts to support emerging business in Genesee, Livingston, Orleans, and Wyoming Counties.
Keuka College	Keuka College's campus plan was approved in June 2014 and designates spaces in the Keuka Business Park and Keuka Commons. The College is targeting industries including software development and business analytics, healthcare and biomedical sciences, and environmental sciences. Keuka College is planning to attract businesses through existing relationships with partner universities in China and Vietnam, as well as through faculty involved with local, state, and global business initiatives in the health and biomedical industries.
Nazareth College	Nazareth College plans to designate 15,000 square-feet of space on campus, placing START-UP NY businesses in the heart of the campus with access to faculty, students, and infrastructure support. Nazareth will establish a business incubator that will foster R&D that supports health and wellness, and K-12 education innovation and technology. Also under consideration is the creation of a New Venture Fund, managed by students in Nazareth's School of Business, to attract and support businesses in the business incubator.
SUNY College of Nanoscale Science and Engineering & SUNY Institute of Technology	The newly merged NYS SUNY College of Nanoscale Science and Engineering (CNSE) and SUNY Institute of Technology will manage semiconductor R&D at their two state-owned locations in the Town of Greece (Monroe) and Canandaigua (Ontario County). The New York Power Electronics Manufacturing Consortium, a new public-private partnership announced by Governor Cuomo in July 2014, will help develop the next generation of materials used in semiconductors at state-owned R&D centers. This new consortium will include nearly 100 cooperate partners such as GE and Sematech. Activity at the CNSE facilities in the Finger Lakes facilities are expected to create more than 500 jobs.
Cornell University	While Cornell University's main campus in Ithaca does not fall within the Finger Lakes region, it has designated land and space in Geneva (Ontario County) for the Cornell Agriculture & Food Technology Park, which currently houses an incubator for agricultural innovation and additional land ready for development.

Finger Lakes Global NY Plan

In 2014, Governor Cuomo launched "Global NY" to accomplish two complementary economic growth objectives – attract investment and jobs to upstate New York and provide New York businesses with the tools and assistance they need to export their products to the global marketplace. As part of Global NY, the Regional Councils are asked to develop and implement global marketing and export strategies, building foreign trade and investment approaches into their strategic planning efforts. To accomplish this, the Finger Lakes Regional Economic Development Council created a new Global NY Work Group, which has developed a regional Finger Lakes Global NY Plan.

Overview

Leveraging American industrial strengths and accessing global markets is a winning economic strategy. According to the Brookings Institute, metro areas that diversify their economic portfolio by engaging in multiple foreign markets through both trade and investment reduce risk and secure high returns on these opportunities. More than 70 percent of the world's purchasing power is located outside of the United States. Increased foreign demand for U.S. goods and services translates into more jobs, greater revenue, and better wages for American businesses and workers. This concept is supported in part by the increase in employment and patent generation throughout the Finger Lakes region, despite the decline of the region's traditional major employers.

On a per capita basis, the Greater Rochester metro region ranks among the top exporting metropolitan areas in the U.S., outranking areas such as Boston, Austin, Philadelphia, Chicago, Dallas, Atlanta, and Washington. In 2012, businesses in Greater Rochester exported more than $8.8 billion in chemicals, communications equipment, commercial and services machinery, precision instruments, computer and electronic products, royalties, business services, and food and manufactured goods. The region's top trade partners include Canada, China, Mexico, Germany, and Japan. Greater Rochester accounted for more than 6.3 percent of New York State's merchandise exports in 2012, making it the second largest exporting region in the state behind only New York City.

Several statistics are used to demonstrate the regional strength of an industry sector. The Bureau of Labor Statistics' (BLS) Location Quotient (LQ) ratios allow an area's employment distribution by industry to be compared to national averages. The LQ ratio is a valuable measure in that it demonstrates what is unique about a particular region. An LQ score of 1 indicates the same share of area employment as the national average, while an LQ greater than 1 indicates an industry with a greater share of the local area employment than the U.S. as a whole.

The chart below demonstrates the remarkable strength and diversity of the Finger Lakes economy. The analysis underscores the strength of existing industry sectors and points to the opportunity to build on this strength and diversity to increase revenues from foreign markets.

Industry Title	Location Quotient
Machinery Manufacturing	2.77
Beverage and Tobacco Manufacturing	2.23
Computer and Electronic Product Manufacturing	2.08
Plastics and Rubber Products Manufacturing	1.89
Chemical Manufacturing	1.81
Fabricated Metal Product Manufacturing	1.49

Management of Companies and Enterprises	1.44
Miscellaneous Manufacturing	1.42
Crop Production	1.40
Transit and Ground Passenger Transportation	1.39
Manufacturing	1.37
Telecommunications	1.15
Other Services (except Public Administration)	1.03
Food Manufacturing	1.01

Source: BLS LQ 2012

Among all regions with Foreign-Trade Zones (FTZ) in New York State, the Finger Lakes region has by far the greatest number of actively participating firms benefitting from the reduction and/or elimination of import duties on goods used in manufacturing. Liberty Pumps in Bergen, for example, established the first FTZ in Genesee County in 2012. Since that time, the company has almost doubled production of its pumps, added close to 50 new jobs, and global sales now comprise 25 percent of revenues.

It's worth noting that Greater Rochester's annualized export growth rate by value from 2003 to 2008 was only 2.8 percent. From 2009 to 2012, that growth rate nearly doubled to 4.4 percent. As a result, the region improved its rank from 96 to 78 among the top 100 exporting metropolitan areas.

While the region has enjoyed success, especially among its larger companies, there remains much work to be done to further increase exports. This is especially the case with companies at the small and medium enterprise (SME) level, which provide significant regional employment but are often reluctant to explore entering the international marketplace. Nationally, less than 5 percent of U.S. companies export, and more than half of those sell to only one market. Based on the strength of industry clusters demonstrated by the region's LQ ratios, the Council believes that the Finger Lakes can exceed the national average.

Market Assessment

In 2012, Greater Rochester Enterprise (GRE) conducted an assessment that included more than 40 one-on-one, in-depth interviews with regional businesses, government organizations, and education leaders involved in international trade. The analysis also included a survey of several hundred business and community leaders interested or directly engaged in international trade efforts.

Key findings from the interviews and survey include:

1. **The number one factor holding back companies from exporting is 'fear.'**
    - 30 percent of respondents listed "government regulation and compliance" as the most intimidating factor about conducting international business.
    - 24 percent of respondents listed "identifying target international markets and partners" as most intimidating, followed by 10 percent who listed financial risks.
    - Language and cultural differences, tariffs, taxes, transportation, and logistics were other risks associated with international trade.

2. **With a strong legacy of successful businesses, the Finger Lakes region harbors a large pool of export expertise that is currently underutilized.**

One-on-one interviews revealed that most small- to mid-sized companies in the Finger Lakes region are reactive exporters – exporting only after being approached by an international buyer.

3. **The Finger Lakes region boasts a diverse set of export industries and is rich with small- and mid-sized companies. A handful of well-established companies and sectors currently drive export strength.**
According to a recent survey conducted by Monroe Community College, the Finger Lakes region is home to approximately 2,300 manufacturing and service companies with between 10 and 500 employees. Nearly 38 percent of the regional businesses surveyed represent advanced manufacturing or optics, photonics, and imaging firms, all of which may be potential exporters.

4. **The Finger Lakes region boasts a high quality, although fragmented, export services system.**
Though the region boasts a strong set of export service providers to support companies during the exporting process, the system is fragmented and reactive in nature. Small to mid-sized companies with little export experience report a need for a more comprehensive export support system.

5. **Service exports represent a significant growth opportunity for the region**.
Services including royalties on information technology, film/TV, franchising fees, research and development, tourism services associated with attracting international visitors (accommodation services), financial services, logistics (freight and port services), air transportation services, management and consulting services, medical services, and education, comprised 27.2 percent of Rochester's total exports. This figure is below the U.S. average of 29.1 percent.

Proposed Global Marketing and Export Strategies
Based on findings from the 2012 assessment, the Finger Lakes Regional Economic Development Council Global NY Work Group has identified four primary objectives designed to support the region's vision for export growth:

1. **Build SME export capacity to create jobs**
Minimize real and perceived export barriers by increasing awareness of export opportunities. Develop a technical training/capacity building trade support system that not only provides well-recognized best in industry training, but also draws upon and connects SME companies to successful larger local exporters with global experience and connections. Place an emphasis on streamlining export services that complement the organic training of the SME companies.

2. **Catalyze under-exporters and provide targeted export interventions**
Identify under-exporting manufacturers and service providers in key innovation sectors and provide market analysis, ongoing case management, and peer networking to increase the number of companies exporting and the markets they access.

3. **Improve the export pipeline for small businesses**
Encourage companies to proactively pursue exports by providing training with economic development professionals and creating a comprehensive, coordinated, and centralized database of regional export services to diversify the types of exporting companies.

4. **Promote the Finger Lakes region's global advantage**

Strategically market the region's strengths and key industry sectors as solutions for global business challenges and celebrate exporting success.

Implementation:

- Connect Council priority projects to the Finger Lakes Global NY effort and promote the region's success in exporting:
    - Provide information and support for export opportunities to the companies participating in GRE's Economic Gardening program (expected to grow to 140 small companies by 2016).
    - Utilize the Finger Lakes Business Accelerator Cooperative and Hot Spot Consortium to connect with emerging technology companies throughout the region.
    - Support exporting companies locating at Eastman Business Park, the Science and Technology Advanced Manufacturing Park (STAMP) and other sites located throughout the region.
- Collaborate with the Western New York Regional Economic Development Council Global NY Work Group to support advanced manufacturers throughout the area, market the region for more foreign direct investment, and support the development and utilization of the STAMP site.
- Develop and incorporate an export ready assessment, consulting, and strategic international business component into regional business creation, retention, and expansion efforts.
    - Work with the Center for Emerging and Innovative Sciences, Center for Integrated Manufacturing Studies, Rochester Technology and Manufacturing Association, and Rochester Regional Photonics Cluster to connect to companies throughout the region.
- Expand the diversity of the Trade Council and the Global NY Work Group by continuing to convene a network of exporters, service providers, government partners, and champions to increase exports by building on past successes, including:
    - **Upstate NY Trade Conference & Expo**
      The Upstate NY Trade Conference and Expo has been hosted by GRE for five consecutive years. It is the only conference of its kind in New York State. In 2013, the conference attracted more than 250 international business executives from numerous states and countries. The trade conference agenda is developed by trade experts on GRE's Trade Council. At the 2014 conference, more than 30 expert speakers led educational sessions focused on: international market strategies; distribution and logistics; international commercial terms; FTZs; trade finance; and building effective distribution channels. Additional sessions targeted regionally identified priority clusters, including food and beverage export resources, and International Traffic in Arms Regulations (*ITAR*) and the Export Administration Regulations (*EAR*) export control training which addresses the needs of the optics, photonics, and advanced

manufacturing cluster. The conference includes one-on-one matchmaking sessions and private consultations with international trade experts, many of whom were brought to Rochester from around the world to attend. State and federal government partners co-present with private sector businesses from the Rochester, Buffalo, and Syracuse regions that have experienced export success. Attendees are also educated on the trade programs available through live and local case study presentations.

- **ITAR / EAR Expert Roundtables**
  In 2013, two ITAR/EAR expert roundtables were led by several of the region's highly-regarded regulatory compliance managers. With minimal promotion, both events were filled to capacity.

- **Business Under China's New Leadership**
  At a 2013 symposium, speakers outlined potential business opportunities brought about by China's once in a decade change in leadership. Ninety people attended the event, which consisted of panelists representing Myland USA, Gorbel Inc., Gleason Corporation and JPMorgan Chase.

- **Getting Paid Under Letters of Credit: Eliminate Discrepancies and Get Paid Quickly**
  In 2013, a letters of credit roundtable was led by a well-recognized industry expert with more than 20 years of experience supporting exporters in getting paid quickly and efficiently under International Letters of Credit.

- Identify and promote greater academic-industry partnerships to retain the highly-skilled international workforce emerging from the region's colleges and universities.

  - Collaborate with the Higher Education and Workforce Development Work Groups to identify highly qualified international students and match them with employers.

- Leverage the planned launch of a new EB-5 regional center to support emerging technology companies at Eastman Business Park with international trade and foreign direct investment efforts.

- Work with the Brookings Institution on its Metropolitan Export Initiative (MEI) to complete the recommended analysis and strategy development outlined in *Ten Steps to Delivering a Successful Metro Export Plan*.

- Attract world-class talent and new wealth in the form of foreign direct investment to the nine county Finger Lakes region by building on recent START-UP NY promotion, as well as past success with tours led by GRE and foreign investments from Alpina Foods (Columbia), Barilla (Italy), Bonduelle (France), Intrinsiq Materials (United Kingdom), DNV GL (Netherlands), Muller Quaker Dairy (Germany), Omni-ID (United Kingdom), ORAFOL (Germany) and Quintel Solutions (United Kingdom).

- Increase collaboration among existing regionally-based federal, state and local international service providers, including:

- **U.S. Department of Commerce (USDOC) US Export Assistance Center (USEAC) offices:** Located in Buffalo and Rochester, USDOC offers programs to help exporters including, the Gold Key Matchmaking Service, International Partner Search, International Company Profile, and customized market entry services. Buffalo and Rochester USEAC directors cooperate with numerous partners throughout the year including federal congressional staff, US Small Business Administration, Export-Import Bank, GRE, and World Trade Center Buffalo Niagara to present on export topics.

- **U.S. Small Business Administration (SBA):**
  The Rochester branch of SBA covers the majority of the Finger Lakes region. SBA programs available to help exporters include, the Export Express Loan Program, Export Working Capital Program, International Trade Loan Program, and the state Trade and Export Promotion Program. Rochester's branch manager partners with numerous agencies throughout the year including the US Department of Commerce, New York State Small Business Development Centers, and GRE to present on various international trade topics to facilitate small business exports.

- **New York State Small Business Development Center (SBDC):**
  SBDC's International Business Development program serves clients by providing international business investment and trade project cooperation with foreign countries, evaluation of markets, wholly-owned investment, joint venture, outsourcing, co-production, and export processing information, identification of manufacturers, suppliers, distributors, and representatives/agents, and updates on relevant government policies. SBDC invites and receives foreign delegations, and coordinates business activities and official events. SBDC operates an office in Beijing, China that provides assistance to businesses entering and expanding in the Chinese market.

- **High Tech Rochester (HTR):**
  HTR, the National Institute of Standards and Technology (NIST) Manufacturing Extension Partnership (MEP) affiliate in the Finger Lakes region, assists manufacturers by providing services that grow revenues and jobs, including export services. HTR also assists companies in offsetting the costs of services by connecting them with resources including, grants from the Rochester Regional Photonics Accelerator and the National Grid Manufacturing Productivity Program. Examples of services provided include obtaining CE Marks and developing ITAR compliance programs that result in increased overseas sales. HTR also hosts annual international entrepreneur delegations, including the International Women's Delegation of Entrepreneurs and Foreign Entrepreneurs Delegation.

- **Rochester Global Connections:**
  Rochester Global Connections is located on the University of Rochester campus and coordinates visits from international delegations and emerging foreign leaders in a variety of fields through the Open World Program and the U.S. Department of State's International Visitor Leadership Program.

- **International Sister Cities of Rochester (ISCOR):**

ISCOR supports projects which link sister cities and serves as an international gateway for municipal, economic, cultural, educational, medical, and governmental exchanges between Rochester and its 12 Sister Cities, which include; Alytus (Lithuania), Bamako (Mali), Caltanissetta (Italy), Hamamatsu (Japan), Kraków (Poland), Puerto Plata (Dominican Republic), Rehovot (Israel), Rennes (France), V. Novgorod, (Russia), Waterford (Ireland), Würzburg (Germany), and Xianyang (China).

The Finger Lakes Global NY Work Group

For more than 20 years, the Rochester business community has convened a council of international trade experts, known as the International Business Council (IBC). The IBC has been a part of GRE for the last eight years and has played a role in promoting exports to small- and medium- sized firms and connecting them to regional trade resources. Today IBC is comprised of international trade practitioners whose expertise includes global logistics, finance, legal, tax, human resources, compliance, government regulation, market entry, supply chain, education, and translation. Government partners also represented on the council include the US Department of Commerce, US Customs and Border Protection, Federal Bureau of Investigation, SBA, and Empire State Development, all of which are committed to assisting small- and medium-sized companies solve international trade issues and increase revenues. These council members also serve on the Finger Lakes Global NY Work Group and will guide the implementation of the export strategy outlined above.

Performance Measures

The Finger Lakes Global NY Work Group will utilize a dashboard of key metrics supplied by the 2013 Brookings Institution Export Nation Report provided through the Global Cities Initiative. The dashboard allows the group to compare outcomes with other regions of the nation. Ranks are for the largest 100 metropolitan areas by population.

	Rochester MSA Value	Metro Rank	Buffalo-Niagara Falls MSA Value	Metro Rank	CenterState MSA Value	Metro Rank
Exports (2012)	$8.8 billion	41	$8.0 billion	45	$3.9 billion	78
Exports Share of Metro Output (2003)	12.0%	16	8.8%	43	7.5%	57
Exports Share of Metro Output (2012)	14.1%	32	12.1%	45	10.1%	70
Annualized Export Growth Rate (2003-2008)	2.8%	96	5.9%	73	6.5%	65
Annualized Export Growth Rate (2009-2012)	4.4%	78	3.0%	92	5.2%	65
Annualized Real Output Growth Rate (2009-2012)	1.9%	41	1.2%	68	1.4%	61

Launched in 2012, the Global Cities Initiative is a five-year joint project of Brookings and JPMorgan Chase aimed at helping U.S. city and metropolitan leaders become more globally fluent by providing an in-depth and data-driven look at their regional standing on crucial global economic measures, highlighting best policy and practice innovations from around the world, and creating an international network of leaders who ultimately trade and grow together. For more information please visit http://www.brookings.edu/projects/global-cities.aspx

Opportunity Agenda

Governor Cuomo's Opportunity Agenda initiative represents a vehicle by which the Council can build upon existing services and forge new efforts to help poor communities overcome the challenges that prevent them from fully participating in the region's economic revitalization.

In order to maximize the impact of community redevelopment and establish an evidence-based proof of concept for future efforts, the Finger Lakes Regional Economic Development Council has expanded its Opportunity Area from its original focus on the El Camino neighborhood to include the entire City of Rochester. With several distressed communities in need of transformation, the City of Rochester faces a number of challenges: chronic urban poverty; a transitory population subjected to substandard housing; a significant and impactful lack of educational attainment; and high unemployment. The Council's Opportunity Agenda proposal for Rochester directly addresses the link between education and employment, with a fundamental belief that creating access to jobs will help rebuild and revitalize this great City.

Statement of Opportunity:

Rochester has long been the major center of the region's economy and continues to nurture essential economic assets from major higher education and healthcare institutions to dozens of entrepreneurial business ventures. Yet Rochester is also a city of contrasts—growing and vital neighborhoods and business districts are juxtaposed with concentrations of poverty, decaying homes, and struggling families.

Over the last three plus decades, Rochester's three traditional major employers (Kodak, Xerox, and Bausch and Lomb) have all cut back and shifted jobs outside of the city. In aggregate, 63,000 jobs – 85 percent of 1980 employment – were lost among the "big three" alone. Additionally, reductions at units of General Motors and Gleason Corporation have shed 11,200 jobs during this period.

Healthcare – namely the University of Rochester Medical Center and the Rochester Regional Health System – has emerged as the City's largest employment sector. While healthcare does employ many high-pay, high-skill workers, average pay in this sector is much lower than City residents enjoyed at the traditional manufacturers.

Although employment growth outside the City has exceeded the losses within it, new and expanding firms have left the city and the loss of job opportunities has contributed to persistent poverty in many neighborhoods. The decline of retail is particularly acute for the poor and near poor as retail offers the entry-level jobs often used by low-skill workers to gain a toehold in the labor market.

Given the geographic dispersion of employment sites in the suburbs, public transportation is often not an option. Among City workers, 7.5 percent use public transportation to commute to work while less that 1 percent of workers in the surrounding suburbs employ the same means of transportation.

The statistics tell the story of Rochester's opportunity challenge.

In a 2011 study of poverty concentration, The Brookings Institution reported that:

- Rochester's "poverty concentration rate" was the 3rd worst in the nation's 100 largest metros.
- More than 55,000 city residents (a quarter of the total population) lived in census tracts with poverty rates exceeding 40 percent, up 26 percent from 2000.

Poverty is concentrated among children.

- Nearly half (47 percent) of Rochester's children are in poverty, compared with 31 percent of the entire population.
- 40 percent of Rochester families with children are in poverty as are 62 percent of female-headed households with children under age 5.
- The Rochester City School District (RCSD) has the highest share of students eligible for free or reduced price lunch in upstate New York and nearly the highest in the State of New York (including New York City).
- These poverty levels have a significant impact on educational achievement. Only 43 percent of students entering RCSD in 2009 graduated on time in 2013.
- Nor are those who graduate ready for college work. Monroe Community College's (MCC) entrance assessments found barely more than a third of RCSD graduates were ready for college in both math and English language arts and, despite a heavy emphasis on remedial instruction, a large share of RCSD students drop out of MCC.

Without a solid educational foundation, the City's youth will be unable to succeed in the new economy. Because these problems are long-standing, there exist generations of Rochester residents who face overwhelming obstacles in their efforts to secure living wage employment.

Opportunity Agenda Strategies:
The Council proposes to design a roadmap to opportunity for the City of Rochester that leads directly through workforce training linked to entry level, living wage employment in high demand advanced manufacturing settings. In so doing, this agenda supports the Council's strategy to *Align Workforce Development Efforts with Sector Needs*.

The Hillside Work-Scholarship Connection (HW-SC) Job Creation in Middle Skills & Beyond program will serve as the central component for the region's Opportunity Agenda initiative, a description of which has been included in the Transformative Priority Projects section of this report.

Complementing this program is a supportive set of strategies the Council has identified to address the other fundamental needs of the community:

- Access to quality, affordable housing: New housing policies can begin to reverse poverty concentration by providing housing opportunities outside the 27 census tracts identified by Brookings Institution as displaying "extreme poverty." Rehabilitation of the existing housing stock is also a key priority. Rochester, for example, has one of the nation's most effective lead hazard programs; lead poisoning is a known contributor to learning disabilities.
- Access to healthy, nutritious food: Malnutrition and obesity are the natural outcome of communities without access to healthy food and effective nutritional education.

- Access to quality healthcare and health education: Despite Rochester's vaunted health care system, access to primary care among the poor remains a significant challenge.
- Access to quality primary and secondary school education: Economic opportunity goes hand in hand with educational opportunity and reversing Rochester's poor educational outcomes is one of the community's highest priorities.
- Access to affordable transportation: Although the community's public transit system is one of the most efficient and most affordable in the nation, the connection between city workers and employment centers must be improved.
- Access to immediate and sustained employment: Employment opportunities are needed at all skill levels. A comprehensive economic development strategy must address not only high-tech jobs, but entry-level positions as well.
- Access to a safe home and work environment: The victims of crime are disproportionately poor. Efforts to ensure safe schools, streets, and workplaces will improve both economic and social wellbeing.
- Access to arts, culture and leisure: Quality of life is as much of a priority for the poor as for the middle class and Rochester's abundant cultural resources should be accessible to all.

A unique aspect of the Council's Opportunity Agenda is its focus on building and strengthening access to career pathways at the secondary education level. This approach promotes greater linkages between *learning and earning* within the City of Rochester. The Council proposes a three pronged approach: 1) recruit youth living in distressed communities in Rochester for the newly created Rochester NYS P-TECH high school; 2) leverage the MCC Multiple Pathways to Middle Skills project funded by the state in 2012; and 3) seek state support for the PathStone E3 Initiative.

- MCC, RCSD, Xerox, and several other local business partners are serving co-leaders for the **P-TECH High School**. Planning for this school is under way with initial enrollment expected in fall 2014. Students will complete their studies with a high school diploma, an Associate of Applied Science in Information Technology (at no cost), and a strong connection to local employers. Focusing on the Business Services sector, the Rochester P-TECH will provide a concrete, regional career pathway. A priority will be placed on recruiting students from El Camino and other neighborhoods in the City of Rochester.

- The **Multiple Pathways to Middle Skills Jobs** project creates three mobile learning labs devoted to closing the significant regional "skills gap" in the healthcare, advanced manufacturing, and skilled trades fields. MCC will partner with the Ibero-American Action League to host these labs in the El Camino neighborhood, where they will function as recruitment, initial intake, and early training centers. From this initial engagement, El Camino residents will be provided with a pathway to the appropriate educational and personal resources needed to improve their employability.

- The **PathStone E3 (Education, Entrepreneurship, Employment) Initiative** leverages existing resources and partnerships across public and private sectors to revitalize El Camino and other high poverty Rochester neighborhoods.

Performance Measures:

The Council will base the quantified performance measures directly on the lead and lag outcomes associated with the central 2014 Opportunity Agenda program: **Hillside Work-Scholarship Connection** (see below). Metrics include:

- Successful completion of the Hillside Work-Scholarship Connection program by 60 youths from the El Camino neighborhood of northeastern Rochester.
- Lead Outcomes: mentoring, academic support, attendance rates, grade promotion rates, core subject achievement, youth employment training academy certification, AAA employment standard certification, job placement, and job retention.
- Lag Outcomes: graduation rates, employment rates, economic impact of youth employment on household income, post-secondary school enrollment rate, post-secondary school retention rates.

The Council will also closely track the supportive, wrap-around programs identified in the implementation chart below to ensure they are serving City of Rochester residents.

The Council will also establish baseline educational attainment data on the City of Rochester with a goal of increasing high school/GED attainment and access to post-secondary education or training through the Rochester P-TECH, Multiple Pathways to Middle Skills Jobs, and PathStone E3 programs.

Implementation Plan: 2014-15
The central 2014 Opportunity Agenda program, **Hillside Work-Scholarship Connection Program**, is based on a nationally recognized, evidence-based youth development model and existing services and partnerships. This foundation enables the program to be implemented in a rapid manner as soon as funding is received, ideally within the 2014-2015 cycle.

The wrap-around programs were submitted by a number of different organizations and recommended by the Finger Lakes Opportunity Agenda Task Force, which is comprised of 15 key community stakeholders, and headed by leaders of MCC, the City of Rochester, and the Ibero-American Action League. This group will continue to meet bi-monthly to ensure the Opportunity Agenda's projects are meeting appropriate implementation milestones.

In addition, the Task Force will create a dashboard that will enable it to track key metrics related to the region's efforts to close the economic and social mobility gaps in the City of Rochester. These include unemployment and poverty rates and educational attainment, among others.

Opportunity Agenda Strategies
Lack of access to quality, affordable housing
Strategy: Support and promote the development and preservation of high-quality, affordable housing available to individuals living in distressed communities in Rochester.

ACTION	PROGRESS
Nonprofits:	
El Camino Estates Phase II	Project was awarded $1.7 million through the 2011 CFA process to construct 25 single-family rental houses in northeast Rochester. Project completed.

DePaul Carriage Factory Special Needs Apartments L.P.	Project was awarded $3.3 million through the 2011 CFA process for adaptive reuse of the historic Cunningham Carriage Factory building into 68 units of affordable, supportive rental housing for individuals with special needs. Construction under way.
PathStone Woodward-Weld Rehab Project	Project was awarded $200,000 through the 2012 CFA process to complete lead and asbestos remediation and other renovations on two residential buildings in the City of Rochester. Project completed.
YWCA of Rochester and Monroe County Housing	Project was awarded $200,000 through the 2012 CFA process to convert vacant office space located in the YWCA building in the City of Rochester into 14 affordable housing units. Project completed.
PathStone Niagara Place	Project was awarded $150,000 through the 2013 CFA process to improve eight buildings containing affordable housing units in the Marketview Heights neighborhood in the City of Rochester. Renovations will be completed in 2014.
Greater Rochester Housing Partnership Neighborhood Builders Project	Project was awarded $120,000 through the 2013 CFA process to build four new affordable single-family homes in the Dewey-Driving Park neighborhood in the City of Rochester. Construction to begin in 2014.
Urban League of Rochester Affordable Housing (M&M Rochester)	Project was awarded $150,000 through the 2013 CFA process to renovate two underutilized historic buildings in the City of Rochester into 59 affordable, energy efficient rental units. Construction to begin in the fall of 2014.
Housing Council at PathStone	One of New York State's largest HUD-approved comprehensive housing counseling agencies, the Housing Council provides foreclosure prevention, pre-purchase counseling, emergency housing services, and fair housing education.
Empire Justice Center	A multi-strategy public interest law firm in Rochester, which provides an array of legal services to the poor, including the areas of subsidized housing, mortgage lending and foreclosure, and lead poisoning prevention.
Government:	
Sibley Building	Phase I of this project will redevelop three floors of an historic building into 91 units of affordable senior housing. Construction to begin in 2014 with completion in 2015.
City of Rochester's Home Purchase Assistance Program	Provides up to $3,000 in down payment and closing cost assistance to first-time buyers who have a median family income below 120 percent of poverty and live in the City of Rochester.

2014 CFA Projects

- **Sibley Tower Redevelopment**: Project will redevelop a mostly vacant historic building in downtown Rochester creating 94 units of low-income housing (CFA #41141).
- **Urban League of Rochester Affordable Housing Project** (M&M Rochester): Project entails the renovation of two underutilized historic buildings in the City of Rochester into 59 affordable, energy efficient rental units (CFA #39408).
- **South Wedge New York Main Street Project**: Project will renovate 4-10 commercial and mixed-used buildings on Monroe Avenue in Rochester and improve 20 affordable rental units (CFA # 42414).

Lack of access to healthy, nutritious food
Strategy: Support and promote an increase in the aggregation, storage, processing, and distribution of healthy, affordable, and locally produced food products to individuals living in distressed communities in Rochester.

ACTION	PROGRESS
Nonprofits:	
Foodlink Healthy Store Initiative	Project received a $50,000 Healthy Food and Healthy Communities grant in 2014 to renovate two corner stores in the City of Rochester and increase capacity to provide fresh food offerings to low-income residents. Construction to begin in 2014.
Foodlink Urban Farm Stands	Program will assist 10 farm stands in the City of Rochester to increase access to local, fresh, affordable fruits and vegetables.
Foodlink Curbside Market	Initiative utilizes two trucks to bring local, fresh, affordable fruits and vegetables to 50 locations in the City of Rochester where farm produce is not easily accessible.
Rochester Area Community Foundation Summer Meals	Initiative offers up to $18,000 in mini-grants to support volunteer coordination or equipment that will allow community partners to provide additional summer meals to youth from low-income families in the City of Rochester.
Government:	
City of Rochester Public Market Master Plan Implementation	Project was awarded $500,000 through the 2013 CFA process to complete Phase I, expanding the number of vendor stalls by nearly 20 percent through the construction of a new farmer's market shed, reconstruction of a year-round indoor "Wintershed," and construction of a new, privately funded storefront building. Phase I construction will commence in the second quarter of 2015 and be completed by the third quarter of 2016.

2014 CFA Projects

- **Foodlink Food Hub**: Project will build and equip a processing center in Rochester that will make healthy, nutritious, local food available out-of-season to low-income residents in the City of Rochester and Finger Lakes region (CFA #41080).

Lack of access to quality healthcare and health education
Strategy: Support and promote collaboration across health systems to improve access to quality, affordable healthcare services for individuals living in distressed communities in Rochester.

ACTION	PROGRESS
Nonprofits:	
Finger Lakes Health Collaborative (FLHC)	Project was awarded $300,000 through the 2011 CFA process to hire medical professionals ("advocates") trained to work with at-risk patients with high blood pressure levels. The health advocates have been hired and placed at family /internal medicine practices in the Rochester area. In December 2013, 71.3% of the people identified as having high blood pressure in the FLHC registry were reported as having it under control, up from 62.7% in December 2010.
Greater Rochester Health Foundation 2015 Opportunity Grants	Program supports projects and programs in areas of prevention and healthcare delivery that align with its mission to improve the health status of residents of the Greater Rochester community, including people whose unique healthcare needs have not been met because of race, ethnicity, or income.
Academia:	
University of Rochester's Center for Community Health	Established to develop and expand academic-community health partnerships, the Center focuses on participatory research and interventions that reduce health disparities and improve access to physical activity classes and nutrition education for Rochester's underserved population.
Monroe Community College Be A Healthy Hero Summer Camp	The five-week camp received a $597,000 grant from the Greater Rochester Health Foundation to help 325 Rochester City School District students ages 6-13 improve health during the summer months through learning activities, physical fitness, and wellness education.
Business:	
Wegmans Food Markets Eat Well, Live Well Challenge	An eight-week competition to encourage individuals to move more, increase consumption of fruits and vegetables, and learn how to lead healthier, better lives. At year end in 2013, 445+ employers and more than 200,000 employees have taken the "Challenge," many of whom live in the City of Rochester.
Government:	

City of Rochester's Recreation on the Move	Program utilizes vans to bring the benefits Rochester Recreation Centers have to offer right to city neighborhoods, including health and wellness activities and information.

2014 CFA Projects

- **Stepping Stones Learning Center and Child Care** project will renovate a former unused Chase Pitkin building and allow the Center to expand its unique programming to 100 more children/youth with and without needs, and hire 10 more teachers and therapists over the next five years (CFA #39022).
- **Bivona Child Advocacy Center** will relocate to a new location on Mount Hope Ave in Rochester, enabling it to triple its space and expand existing and create new programs for children who have been sexually or physically abused (CFA #41614).

Lack of access to quality primary and secondary school education
Strategy: Support and promote efforts to increase access to high-quality primary and secondary education and improve achievement for students living in distressed communities in Rochester.

ACTION	PROGRESS
Nonprofits:	
Boomer Mentors Project	Project is the result of a three-year plan recently completed by the Rochester Area Community Foundation to recruit baby boomers as mentors for Rochester City School District students. The project has successfully linked 200 baby boomers to member programs of Rochester Mentors, an alliance of organizations that promotes safe and effective mentoring
Academia:	
Rochester P-TECH High School	MCC, the RCSD, Xerox, and several other local business partners are serving as co-leaders of the recently funded Rochester P-TECH High School**.** Planning for this school is under way with initial enrollment expected in fall 2014. Students will complete their studies with a high school diploma, an Associate of Applied Science in Information Technology degree (at no cost), and a strong connection to local employers. Focusing on the Business Services sector, the Rochester P-TECH will provide a concrete, regional career pathway. A priority will be placed on recruiting students from El Camino and other neighborhood in the City of Rochester.
Roc the Future	A collaborative, community-wide initiative committed to improving the state of education in Rochester by employing best practices and coordinating the resources necessary to help children succeed, with a particular focus on 3rd grade reading as an early and critical indicator of future success.
Rochester City School District (RCSD) Expanded Learning	This initiative has converted 20 schools (comprising 1/3 of the district) into expanded learning sites, the basic elements of which

	include: increased time spent in school; greater exposure to academic subjects; increased parent, child and community input; and access to experiential learning.
Business:	
Rochester PENCIL Partnership	Program establishes relationships between Rochester City School District principals and business leaders for the purpose of establishing goals and strategic initiatives that will have a measurable impact in one or more of the following areas: developing strong leaders, building school capacity, or enhancing the learning experience of students.
Government:	
City of Rochester Biz Kid$ Program	Program provides interactive, applied business, and entrepreneurial education to city youth ages 10-18. The largest and longest running component of which is a weeklong entrepreneurship camp that is free-of-charge to City of Rochester residents. Participants are given the opportunity to sell either lemonade or hot chocolate, depending on the season, in a public square, and present their business ideas to a panel of judges. Participants are awarded cash and other prizes at a graduation ceremony.
City of Rochester Early Learning Council	The Mayor of Rochester convened the Council in March 2014 in response to Governor Cuomo's proposal to expand New York State's pre-kindergarten program. In the coming months, the Council will lead a robust discussion about the challenges and opportunities inherent in educating Rochester's youngest and most vulnerable students, convene a series of public hearings, and report the status of Rochester's current pre-k program and recommend program and policy changes.

2014 CFA Projects

- **Boys & Girls Clubs of Rochester Building Renovation**: Project would construct a 10,000 square foot addition to the existing Boys & Girls Club on Genesee St. in the City of Rochester to meet the growing demand for the organization's academic and enrichment programs (CFA #38005).
- **Rochester Family Theatre:** Project will transform the Kodak Center for the Performing Arts into the premier Performing Arts Center in Western NY. The building possesses all of the elements of a comprehensive performing arts and production center, and will provide the region with a first-class facility at a fraction of the cost required to construct a new facility. The project will also integrate Hillside youth at-risk students into theatre and educational programs in 2015-2016 (CFA #43047).

Lack of access to affordable transportation
Strategy: Support and promote efforts to increase access to convenient, safe and affordable transportation for individuals living in distressed communities in Rochester.

ACTION	PROGRESS
Government:	
Intermodal Transportation Center	Project is a partnership between the City of Rochester, the NYS Department of Transportation, and the Federal Railroad Administration to construct a new station in downtown Rochester that will improve the experience of travelers by creating a safe, accessible and up-to-date facility. The goal is to create a transportation hub that will be utilized by not only Amtrak, but also Greyhound, Trailways, local taxis, RGRTA bus and shuttle service, hotel shuttles, car rental agencies, pedestrians, and bicyclists. Construction is scheduled to begin in December 2014.
Regional Transit Service Center	The new Center will offer its more than 20,000 daily downtown customers user-friendly features that will transform Rochester's public transportation service, providing convenience, comfort, and safety.

Lack of access to immediate and sustained employment and workforce development training
Strategy: Support and promote efforts to improve access to quality, affordable postsecondary education, workforce training and employment to individuals living in distressed communities in Rochester.

ACTION	PROGRESS
Nonprofits:	
Urban League of Rochester 265 North Clinton Improvements	Project will renovate and improve the organization's headquarters in a historic building, adding construction jobs and ensuring that ULR can continue to provide community development programs. Interior renovations complete. Exterior renovations to begin in August 2014.
Academia:	
MCC Multiple Pathways to Middle Skills Jobs	Project was awarded $600,000 through the 2012 CFA process to create three mobile learning labs devoted to closing the significant regional skills gap in healthcare, advanced manufacturing, and skilled trade fields. In summer 2014, MCC deployed two of the three mobile labs in collaboration with the Seneca Waterways Council (Boy Scouts of America), Hillside Work-Scholarship Connection, and the City of Rochester. These pilot deployments will target middle school and high school aged students exposing them to robotics, alternative energy, fuel cells, mechanical technology, and basic electronics. A third healthcare focused lab is on order and will be deployed in mid- to late-August. A fourth lab is in the process of being reconfigured in partnership with local trade unions to serve as the skilled trades-focused mobile lab. MCC will partner with the

	Ibero-American Action League to host these labs in the El Camino neighborhood, where they will function as recruitment, initial intake, and early training centers.
Health Careers Worker Training Program	The RCSD Office of Adult and Career Education Services received $94,250 through the 2012 CFA process to train 50 unemployed workers as Certified Nursing Assistants. Program completed.
MCC Accelerated Precision Tooling Certificate Program	Program served as the central component of the 2013 FLREDC Opportunity Agenda and was awarded $100,000 through the 2013 CFA process. Program based on a successful public-private partnership between MCC and the Rochester Technology and Manufacturing Association. This innovative certificate program links workforce training to high demand occupations within the growing advanced manufacturing cluster. Program outreach to Rochester's El Camino neighborhood is under way.
RIT Center for Urban Entrepreneurship (CUE)	Project was awarded $1 million through the 2013 CFA process to create a hub for entrepreneurial programs and business and job creation in Rochester's urban core. The CUE will open in 2014 and full construction will be completed in 2015.
University of Rochester College Prep Center at East High School	A partnership between the University of Rochester, East High School, and the JPMorgan Chase Foundation to empower students at East High School to realize their academic and career potentials through preparation for successful college enrollment. Center services include: academic advising, tutoring, SAT registration, college search, college application assistance, college and career fairs, and parent engagement workshops.
Save for Success	A new five-year venture between PathStone Corporation, MCC, and ESL Federal Credit Union that allows eligible students from the Rochester and the Finger Lakes region to save up to $375 and have those savings matched 8-to-1 for a tuition grant of $3,000 at MCC. Students who qualify will also receive one-on-one financial and life skills counseling from a professional mentor, books, and other educational expenses.
Government:	
City of Rochester March College Madness	Program offers parents and students an opportunity to learn about financial aid options and receive individual assistance with the process for filing a Free Application for Federal Student Aid. Information sessions on financial aid are led by admissions and financial aid representatives from higher education partners.
City of Rochester Summer of Opportunity Program	Program provides employment and training program for youth ages 14-20 and who are still in high school.

City of Rochester Career Pathways to Public Safety	Program is a partnership between the Rochester City School District and the City of Rochester to increase minority representation in its uniformed divisions, while increasing the awareness of career opportunities within the Public Safety departments (Police, Fire, 911, Emergency Responders) of the City of Rochester.

2014 CFA Projects

- **Hillside Work-Scholarship Connection**: Program will, through its proven delivery of Soft Skill Development services, help 60 youth in the El Camino neighborhood of northeastern Rochester escape the cycle of poverty through academic success and employment opportunity in collaboration with academic and numerous industry partners representing the multiple middle skills sectors (CFA #41418).
- **OACES Electrical Training Program:** RCSD program will offer two 6-month Electrical Training programs to adults and young adults interested in entering the electrical industry. 20 additional adults per year will participate in the program (CFA #41738).
- **OACES Certified Nurse's Assistant Training Program:** RCSD program will offer seven 8-10 week CNA training programs to adults and young adults interested in entering the healthcare field. 20 additional adults per year will participate in the program (CFA #39696).
- The **PathStone E3 (Education, Entrepreneurship, and Employment) Initiative:** Program will leverage existing resources and partnerships across public and private sectors to provide paths to employment and help revitalize El Camino and other high poverty Rochester neighborhoods (CFA #42288).
- **Arc of Monroe Workforce Development Program:** Prepares ten individuals with developmental disabilities for the workforce through an intensive 12-month program. Classroom instruction, on-the-job training and worksite rotations will address soft skill development and workforce education, and ultimately result in job placement (CFA #38758).
- **Urban League of Rochester (ULR) Green Build:** Program will prepare 10 individuals with developmental disabilities for the workforce through an intensive 12-month program. Classroom instruction, on-the-job training, and worksite rotations will address soft skill development and workforce education, and ultimately result in job placement (CFA #41370).

Lack of access to a safe home and work environment
Strategy: Support and promote efforts to improve public safety for individuals living in distressed communities in Rochester.

ACTION	PROGRESS
Academia:	
RIT Center for Public Strategy	Initiative is a unique collaboration between the City of Rochester, the criminal justice agencies of Greater Rochester, including the Rochester Police Department, and Rochester Institute of Technology. Its focus is to improve criminal justice strategies through research, policy analysis, and evaluation.

Government:	
City of Rochester Pathways to Peace	Initiative is a collaborative effort involving schools, families, employers, health professionals, law enforcement agencies, and other service providers, to safeguard the lives of at-risk youth, diffuse potentially violent situations, and help them get on a track to a better life.
City of Rochester Do the Right Thing Program	Program designed to positively impact the youth of Rochester by publicly recognizing children who distinguish themselves by their behavior, establishing them as role models for their peers. They achieve this status by committing *random acts of kindness*, or simply by *doing the right thing!*
MyPD App	Smartphone application that makes it easier for citizens to find Rochester Police Department (RPD) contact information, commend an officer, submit tips and photos, ask questions, provide feedback, and view the RPD website.
Rochester Red Light Photographic Enforcement Program	Red light cameras have been installed at certain intersections to help enforce vehicle and traffic law. The intersections were selected based upon accident data and video surveys conducted by Redflex, the company that is managing the program for the City. The program began in October 2010.

2014 CFA Projects

- **Downtown Rochester High Falls EcoDistrict:** Plan would implement a 30-month study and outreach effort to advance the GardenAerial's Eco-District Framework in the Brown's Square and JOSANA neighborhoods and the High Falls District. The study will target projects that could benefit residents and local businesses and reduce the District's overall greenhouse gas footprint (CFA # 40708).
- **East Main Street Revitalization**: Project will redevelop East Main Street from Culver Road to Winton Road – a major gateway to the City – to improve residential and commercial activity (CFA # 40380).

Lack of access to arts, culture and leisure
Strategy: Support and promote efforts to increase access to arts, culture and leisure for individuals living in distressed communities in Rochester.

ACTION	PROGRESS
Academia:	
RocMusic	A partnership between the Hochstein School of Music & Dance, the University of Rochester Eastman School of Music, the Eastman Community Music School, the City of Rochester, the Rochester Philharmonic Orchestra, and the Rochester City School District, that

	provides tuition-free music instruction to urban children in the home neighborhood.

2014 CFA Projects

- **Train Bridge Overlook:** Project will transform a derelict eyesore, now fenced off for public safety, into a public waterfront attraction. The project will repurpose, at a low cost, an historic structure into a scenic amenity for visitors to the Port of Rochester, users of the Genesee Riverway Trail, and the workforce at nearby Eastman Business Park (CFA #43493).

Honoring Veterans with Employment Opportunities

The Finger Lakes Regional Economic Development Council's Veterans Task Force was created as one of five subcommittees under the Council's standing Workforce Development Work Group in order to maximize the collaborative efforts to meet Governor Cuomo's call to increase employment opportunities for the men and women who have served our nation.

The new Veterans Task Force conducted a comprehensive review of the opportunities and barriers that face military veterans attempting to enter the civilian workforce. While this process highlighted the many positive efforts that are occurring on behalf of veterans, it also illustrated the challenges veterans are facing in gaining and maintaining full-time employment. This report articulates the region's strengths, areas of opportunity, and recommendations for future work by the Veterans Task Force.

Numerous workforce-related programs, initiatives, and resources focusing on veteran outreach, support, and recruitment are under way by a myriad of organizations. The Task Force's review shows that many employers in our region are eager to hire veterans.

However, both the veterans and the employers face significant obstacles. First, information is fragmented with no central resource that connects veterans with the range of educational programs and services available to assist them. As a result, service members seeking to enter the job market can often become confused and do not know where to start. A second obstacle is that employers often do not recognize the transferability of skills and leadership veterans gained during their military service. Furthermore, many veterans are in need of individual career counseling and transition services.

These issues must be addressed in order to fulfill Governor Cuomo's call: "We owe our Veterans and military families a huge debt of gratitude – and the best way to express it is through action. And when we invest in our veterans and military families, it pays dividends. We need their skills and leadership as we continue rebuilding the Empire State."

The Veterans Task Force is prepared to meet this challenge and honor those who served our nation.

Where We Stand

The Finger Lakes region has a long history of veteran service agencies and advocates reaching out directly to and on behalf of veterans. For more than 40 years, veteran's centers, service providers, and higher education have built and sustained support and service programs of the highest quality. There are myriad programs available to assist veterans of every military branch, and the depth of experience and spirit of collaboration is immediately evident among all service providers in the area. Two examples of organizations, among many, that embody this spirit are the Veterans Outreach Center and the Veterans Business Council.

Founded in 1973, the Veterans Outreach Center, located in the City of Rochester, offers free-of-charge, individual, accredited benefits counseling for veteran and their families living within the five-county Rochester metropolitan area. Resources range from enrollment in the VA Health Care and Benefits System, to applying for disability compensation and establishing education benefits for veterans and their families.

The Veterans Business Council provides the opportunity to network with other veteran owned/operated businesses. Additionally, the Council offers guidance and feedback on business decisions or problems. Monthly membership meetings spotlight issues of interest with presentations by expert speakers from different industries. Any veteran who serves as an owner or key operator of a business in the Greater Rochester area is eligible to join the Council.

On the academic front, colleges are also doing their part to assist our veterans. Nazareth College's Office of Veterans Affairs and the Rochester Institute of Technology's Veterans Service Office offer counseling services and scholarship opportunities to assist veterans. Monroe Community College's Academy for Veteran Success has made it their mission to provide veterans the support they need to make the transition from military to civilian life and to help navigate their collegiate journey. The University of Rochester, taking advantage of the G.I Bill, offers full-tuition for qualified veterans seeking their first bachelor's degree through their 'Rochester Pledge' program. Simply put, nearly every college campus in the Finger Lakes has a program, office or staff member dedicated to assisting veterans with their educational and transitioning needs.

Many county Veterans Service Agencies provide veteran ID cards to assist veterans seeking discounts from local businesses that have proven to be very popular. The New York State Department of Labor through the State Division of Veterans Affairs has a multitude of programs available, and in May, the United States Chamber of Commerce Foundation, in conjunction with New York State, held a 'Hiring Our Heroes' job fair in Rochester that attracted dozens of employers and hundreds of veterans. This fall, the Veterans Outreach Center will hold their 14th Annual National Veterans' Career Expo, which last year attracted over 100 employers and service providers, and nearly 400 veterans.

While the will to help veterans exists, serious challenges in providing this assistance remain.

Opportunities for Improvement

Many veterans have described the sheer number and duplication of services from organizations and agencies to be overwhelming. This confusion, coupled with the difficulty of transitioning back into civilian life, red tape, and issues such as homelessness and substance abuse, often leads to a 'failure to launch.' Veterans and their families too often don't even investigate available services because of the many issues they face. Worse, those that do successfully make it through the transition process often are met by employers that are simply not aware of the breadth of skills that veterans possess.

Another common issue is a lack of promotion of the services available in the area. In an effort to streamline the transition process and promote these services, a new organization has been formed in the Finger Lakes. "One Team, One Fight" is a partnership of colleges, universities, businesses, and veteran service organizations in the Greater Rochester region. The program is creating a comprehensive system of best practices and services for integrating veterans back into civilian life.

However, more needs to be done.

Specifically, a one-stop clearing house of information on the resources available to veterans would be extremely valuable. A potential pipeline project, this effort would ideally be a physical location staffed by individuals with knowledge of the veterans support resources and armed with the best practices and standards set by organizations like "One Team, One Fight."

Another issue that must be addressed is the conversion of military training and skills to business and industry standards. Without proper recognition and certification of the skills they developed in the military, veterans face the same hurdles as an untrained worker. Government should work with the military, higher education, and trade organizations to develop standards that meet necessary requirements and allow for the transfer of credit. New York State should take the lead when it comes to residency requirements related to civil service exams. Years of overseas military service should not preclude an honorably-discharged veteran from continuing their public service in New York State.

A common theme is the time it takes to successfully transition from military to civilian life. The process of overcoming culture shock when returning from active military service, finding a starting point, identifying resources, cutting through red tape, obtaining military records, fulfilling necessary educational requirements, and finding a job, is too long. Active, willing, and able-bodied veterans are left "sitting on their hands" while they wait for paperwork and approvals to be met. This process must be started while veterans are still in active duty.

Recommendations

While the recommendations found below are more regional and statewide in their focus, the Task Force members have also committed themselves to addressing the local barriers. The Task Force recognizes that it would be remiss if it asked the state to make changes without also attempting to improve local efforts. Members of the Task Force have stated a willingness to continue to meet regularly to address these issues.

Local Recommendations:

1. Work with the New York State Department of Labor to craft a veteran-specific '5 Steps to Rapid Employment" Program, based on the successful Rochester Works! program.
2. Alert CFA award winners about the advantages of hiring local veterans, and urge these companies and organizations to include veteran hiring goals as they implement their projects.
3. Work with CEOs and human resources senior managers to educate them on the abilities and skill sets that veterans bring to the table.
4. Work to clearly define what the term "veteran friendly" means and the distinction it imparts upon a business, college/university, organization, and veteran.
5. Work with local higher education institutions and the Center for Governmental Research to carry out a comprehensive study of the veteran population in the Finger Lakes region to ensure that all issues are addressed and best practices are coupled with achievable goals.
6. Create a cross-regional Veterans Task Force, to address areas of common interest, shared services, and the exchange of ideas. Our counterparts in Buffalo, Syracuse, and Binghamton face the same issues and a dialogue between regions will enable ideas and solutions to be exchanged.
7. Leverage the excellent community standing of the Veterans Business Council and the Veterans Outreach Center to inform local chambers of commerce and other business organizations about New York's Experience Counts program, the Post 9-11 Tax Credit, and the Six-Percent State Contract Goal for Disabled Veterans.

State Recommendations:

1. The Veterans Task Force strongly endorses the low-income housing project for homeless and disabled veterans in Canandaigua. Homelessness is a large problem across the entire veteran population and everything must be done to ensure that veterans have the opportunity to get themselves back on their feet.
2. The Veterans Task Force requests that New York State enforce the "Veteran Designation" on New York State driver's licenses signed into law by Governor Cuomo in 2013. There have been local reports of businesses not honoring the discounts, privileges, and conveniences afforded veterans.
3. The Veterans Task Force requests that New York State enact legislation that allows an honorably-discharged veteran to-retroactively become a resident of New York State, in any county or municipality of their choosing, for the entire length of their military service. This eases the burden on military personnel to meet residency requirements often imposed by municipalities on applicants for jobs in public safety and other civil service professions.

NY Rising: 2014 Yates County Flooding

On the evening of May 13, 2014, a series of violent thunderstorms descended upon Yates County, quickly developing into a torrential, life-threatening storm that demolished property and flooded large portions of this picturesque Finger Lakes community. Over the course of several hours, the intense super-cell thunderstorms dumped 6-9 inches of rain and were accompanied by high winds and hail. The storms ravaged Penn Yan, Branchport, Jerusalem, and other Yates County communities with flash flood waters that washed out roads, water, sewer, and electrical systems, swept away cars and trucks, and damaged and flooded buildings. Another series of storms on May 16 added to the damage and delayed recovery.

Residents were forced from their homes and into emergency shelters. Power was lost over a widespread area and schools closed. The owner of Penn Yan's Wagner Restaurant arrived early in the morning on May 14 and opened the front door of his business only to see a torrent of water rushing from the lobby out into the street. Nearby, half of the newly-renovated Owl's Nest building collapsed. Weeks later, the rest of the building would come crashing down, weakened by the destructive power of the storm.

Other locations were hit just as hard. Camp Good Days and Special Times, a highly-regarded retreat for children fighting cancer, had just completed renovations of its Keuka Lake property in preparation for its 35th season. The flood waters washed away much of the work, causing tens of thousands of dollars in damage, leaving thick mud in cabins that were set to host young campers in a few short days.

New York State Reacts

As officials began assessing the damage, Governor Andrew Cuomo and New York State officials responded quickly:

- Governor Cuomo declared a State of Emergency in Yates County on May 14, 2014. He also directed the New York State Division of Homeland Security and Emergency Services to deploy its mobile command and communications vehicles and water rescue team to Yates County.
- New York State Police deployed troopers to assist in emergency operations.
- New York State Department of Transportation teams responded immediately, helping local highway crews stabilize, repair, and re-open washed out and damaged roadways.
- One day after the storm, Lt. Governor Robert Duffy toured the hardest hit areas of Yates County and Penn Yan, surveying damage and talking with residents, stating "I'm here to ask what you need."
- The day after the initial storm, Governor Cuomo announced that the state would provide recovery funding to Camp Good Days and Special Times to cover the initial estimates of $60,000 in damages and help the Camp open this summer. On July 7, after a massive community fundraising and cleanup effort, Lt. Governor Duffy was on hand as the Camp opened for its 35th season, only a few weeks later than planned before the storm.

- The following week, Governor Cuomo announced a new Disaster Assistance Program for Yates County, offering significant help to flood-damaged homes and businesses. Homeowners and renters received assistance up to $10,000, and affected business owners received up to $25,000 in aid. "We have seen time and again the serious damage that floods cause to homes and businesses," said Governor Cuomo. "We are making this funding and assistance available to help home and small business owners get back on their feet and start the process of rebuilding."

- Hundreds of effected business owners and residents applied for assistance on Friday May 23 and Saturday May 24 at the Penn Yan Fire Department on Elm Street. State workers from several agencies answered questions about the disaster assistance program and helped residents apply for aid.

- Governor Cuomo next directed the Department of Financial Services' Mobile Command Center to the Yates County communities of Branchport and Penn Yan to further assist homeowners, renters, and businesses with insurance issues and disaster relief applications.

- At the Governor's direction, the New York State Division of Homeland Security and Emergency Services requested that the U.S. Small Business Administration (SBA) assess local damage to determine if storm-impacted businesses, renters, homeowners, and private non-profit organizations were eligible for low-interest loans to assist in storm recovery. The federal SBA assessments began the next week in collaboration with state and county officials.

- SBA granted Governor Cuomo's request for assistance, making low-interest loans available to homeowners, renters, businesses, and non-profit organizations. Homeowners and renters are eligible to receive low-interest loans up to $40,000 to repair or replace personal property; up to $200,000 for homeowners to repair or replace damaged real estate; and up to $2 million for businesses and non-profits to repair or replace damaged or destroyed equipment, inventory, real-estate, or other business assets. SBA set up a temporary office in Yates County to administer the program.

- Governor Cuomo requested Federal Emergency Management Agency technical assistance for a joint state/federal Preliminary Damage Assessment. The assessment was completed on June 11, 2014, showing millions of dollars in state and county expenditures in response and recovery efforts.

- Upon completion of the assessment, Governor Cuomo wrote to President Obama, requesting a federal disaster declaration for areas of New York State, including Yates County. This request was approved on July 8 and will provide $28 million in federal financial assistance to Yates County and other flood-damaged areas of Central and Western New York for storm-related repairs. Livingston and Ontario Counties were also included in the federal designation and are eligible for recovery assistance due to damage that occurred in the same storms.

Ongoing Need

Residents of Penn Yan and Yates County have demonstrated a familiar resilience as New York State communities face an increasing number of dangerous, damaging storms. The people of Penn Yan and Yates County quickly took stock and immediately began the clean-up process, with neighbors helping neighbors and people from towns and cities across the region pitching in. Students from Keuka College volunteered in the recovery effort. Friends from Rochester, Canandaigua, Geneva and other communities gave up weekends or took time off work to help with the cleanup. Volunteers and members of the skilled trades from local labor unions converged on Camp Good Days and Special Times to speed its clean-up and repair so campers and their families could enjoy a respite from their battle with cancer.

Though property was lost and millions of dollars in damages were sustained, the people of Yates County remain thankful that no lives were lost, and no major injuries occurred. As residents look to the future, the Finger Lakes Regional Economic Development Council will support projects that aid in repair and recovery efforts in Yates County, and improve the area economy. In 2014, the Council supports the following projects for funding:

- Village of Penn Yan – Seneca Street Water Main Improvements
- Keuka College Center for Business Analytics and Health Informatics
- Keuka Lake Hotel/Penn Yan Hampton Inn
- Emmi Roth USA – Yogurt Manufacturing Expansion in Penn Yan
- NY Wine Industry Alliance – Waste Water Treatment Projects
- Finger Lakes Museum Discovery Campus in Branchport
- Town of Middlesex – Water System Improvements
- Village of Dundee – NY Main Street
- Growing the Agricultural Industry Now! Loan Fund

Storm Numbers

- Damage to public infrastructure: Estimated at $9.7 million
- Damage to local businesses: Initial estimates exceed $7 million
- Damage to homes: Exact numbers unknown; estimated in millions of dollars
- Calls to the County 911 Center during storms: 2,000
- Customers without power: More than 6,500
- Meals served to displaced residents: More than 5,400

SUNY 2020

In 2011, the State University of New York and Governor Cuomo created the NYSUNY 2020 Challenge Grant Program, a groundbreaking partnership to elevate the SUNY system as a catalyst for regional economic development and affordable education. The program provides incentives for capital development on SUNY campuses and within surrounding communities. It also established Maintenance of Effort provisions and a rational tuition program that allows schools, parents, and students to anticipate expenses.

In 2014, the state requested the Regional Economic Development Councils to work with local SUNY campuses to ensure planning efforts aligned with the region's long-term strategic plan goals. Earlier this year, the Finger Lakes Regional Economic Development Council created a Higher Education Work Group subcommittee headed by leaders of SUNY Brockport and Monroe Community College to help coordinate this effort.

Finger Lakes SUNY 2020 Priority Projects

The Finger Lakes Regional Economic Development Council recommends the following projects for funding in Round 3 of the NYSUNY 2020 Challenge Grant Program:

Monroe Community College Workforce Development Center

The Monroe Community College (MCC) Workforce Development Center will provide the certification training necessary to apply for skilled trades and manufacturing jobs for 200 individuals. There is significant regional demand for workers with these skills, particularly in the industrial, mechanical, and electrical fields.

The MCC Center will play an essential role in preparing individuals for these "middle skills" occupations – the sector of the labor market that requires more than a high school diploma but less than a four-year college degree. These jobs make up the largest percentage of the state's workforce, and regional demand for these employees in fields like advanced manufacturing and optics is particularly acute. The new Center will expand training in skilled industrial trades by offering comprehensive training programs in a fully equipped facility that will accelerate the transition from training to the workplace. The ability and capacity to retrain workers across a wide array of new careers has been key to the region's ability to absorb recent job losses.

As envisioned by Governor Cuomo's Next Generation Job Linkages program, the new Center will demonstrate a direct link between education and industry. The Workforce Development Center will also help provide an employee pipeline to companies drawn to the region by START-UP NY, further supporting the state's economic development goals.

Wyoming County Agriculture and Business Center of Excellence

The Wyoming County Agriculture and Business Center of Excellence is a collaboration between SUNY Geneseo, SUNY Alfred, and Genesee Community College to expand and sustain the capacity of the Finger Lakes region's dairy farms in response to the massive demand generated by the state's booming yogurt industry. This project brings together three SUNY institutions and multiple governmental and community stakeholders, including Cornell Cooperative Extension and the Wyoming County Dairy Institute. By repurposing two vacant historic structures in the Village of Warsaw, it also represents a significant investment in community development.

The project will provide the expertise and human capital necessary to educate and train agricultural workers and producers, help farmers and agriculture-related businesses improve efficiencies and reduce costs, and access to business support and marketing services from SUNY Geneseo's Small Business Development Center.

The possibilities for economic development from this project extend well beyond enhancing the agricultural industry in Wyoming County. New business opportunities will be generated in the areas of nutrient management, alternative energy and biofuels, and precision farming– the application of new and existing technologies and management principles to improve agricultural performance and profitability, while promoting environmental conservation and quality.

In 2012, three projects requested support during Round 2 of the NYSUNY 2020 Challenge Grant Program. While none of these applications received funding, the Council continues to support these programs:

- **Center for Inquiry, Discovery, and Development (CIDD)**: Led by SUNY Geneseo, this project will provide a unique combination of resources that enables students to succeed in the knowledge-based economy. The CIDD opened this past fall and offered students the opportunity to participated in the Ambassadorship Program, the Center for Community Well-Being, and the Presidential Scholars and Edgar Fellows. Students involved in CIDD programs now have use of office, conference, study, and meeting space along with administrative support. SUNY Geneseo has also joined the Clinton Global Initiative University Network which will provide the College added visibility and additional opportunities for students.

- **Success by Design:** This project is a strategic partnership between three Finger Lakes SUNY institutions: the Rochester Educational Opportunity Center, Monroe Community College, and the College of Brockport. The program brings together the veteran's affairs programs of the participating institutions to keep more students in the educational pipeline and to improve access to educational opportunities.

- **Regional Advanced Manufacturing Programs and University Partnerships in New York (RAMP-UP-NY):** Project supports the growth of advanced manufacturing in New York. This grant leverages the $14.6 million U.S. Department of Labor's Trade Adjustment Assistance Community College and Career Training grant recently awarded to the SUNY community colleges to provide high-tech education and training. Specifically, this grant would expand Monroe Community College's Applied Technology Center to enable a significant increase in capacity for middle skills training.

RECOMMENDED PRIORITY PROJECTS

TRANSFORMATIVE PROJECTS

The Finger Lakes Regional Economic Development Council has identified XX transformative priority projects that it is recommending for immediate state support. Each of these projects will be catalyzed by investments by the state and would, in some instances, require future state and private support for their full implementation.

Highest Priority Project
Eastman Business Park/Biosciences Manufacturing Center

Technology Commercialization and Business Creation
Finger Lakes Business Accelerator

Research and Development
University of Rochester Institute of Data Science
RIT MAGIC Spell Studios
Finger Lakes Regional Center for Advanced Optics Manufacturing

Agriculture and Food Processing
Growing the Agriculture Industry Now! Fund
Geneva Food and Farm-Based Beverage Business Accelerator
Rochester High Pressure Processing Center
Winery Based Wastewater Treatment Systems
Foodlink Food Hub
Wyoming County Dairy Initiative

Community Development
Canandaigua Lakefront Redevelopment
Rochester Public Market
Sibley Building Redevelopment
CityGate
Keuka Lake Hotel

Higher Education and Workforce Development
St. John Fisher College Integrated Science and Health Sciences Building
Roberts Wesleyan College NextGen Sciences Initiative
Keuka College Center for Business Analytics and Health Informatics

Industrial Development
Science and Technology Advanced Manufacturing Park
Genesee Biogas
Seneca BioEnergy

Tourism and the Arts
The Strong and Toy Industry National Halls of Fame
Frontier Field

Finger Lakes Museum Discovery Campus

Transportation and Infrastructure
Route 318 Corridor Infrastructure
NYS Route 390/I-490 Interchange/Lyell Ave Interchange

Opportunity Agenda
Hillside Work-Scholarship Connection
Stepping Stones Learning Center and Child Care
Boys and Girls Clubs of Rochester

Highest Regional Priority

Eastman Business Park Biosciences Manufacturing Center (CFA #40864)

The redevelopment of Eastman Business Park remains the Council's highest priority. These efforts will be strengthened by the creation of a new shared facility that will accelerate innovation, business growth, and job creation at the site.

The Park, in collaboration with FermCo and other private sector partners, will design and construct a biomass fermentation cluster called the Biosciences Manufacturing Center at its Lake Avenue industrial and technology park location. This project will address an important manufacturing step in the chemical process that converts biomass from non-food plant materials and agricultural by-products into biofuels and biochemicals.

The project will consist of a new 60,000 square foot state-of-the-art facility and the transportation infrastructure improvements that will allow for the production, fermentation, and storage equipment necessary to convert feedstock into C5 and C6 sugars. These sugars can then be employed in the manufacture of a wide range of green chemicals, biodegradable plastics, and biofuels. Once operational, the Center will be capable of producing up to 30,000 tons of sugars annually.

Several companies, including Metobolix, Midori Renewables, Sweetwater Energy, Segetis, Gevo, Green Biologics, and Naturally Scientific, have indicated interest in using the Center and intend either to expand or locate operations at Eastman Business Park as a result.

The project represents not only an opportunity for the region to gain a competitive advantage in this emerging field (no other such fermentation cluster exists in the U.S.), but the center will also increase demand for the region's agricultural feedstock.

This project was also the highest priority project in 2013 and received a $3 million award announced by Governor Cuomo in February that allowed the initial design and infrastructure work on the project to begin. Additional funding being requested this year will leverage the private investment needed to complete the construction and equipment installation.

The $30 million project will create an estimated 600 jobs in the next five years. Operations at the Center are expected to commence by the end of 2016.

Technology Commercialization and Business Creation

Finger Lakes Business Accelerator Cooperative Hub Facility (CFA #43160)

The Finger Lakes is proposing the creation of a $20 million incubation and business support facility in downtown Rochester which will not only drive regional growth in entrepreneurship and innovation, it will also help accelerate the revitalization of the City by creating "innovation district" in the heart of Rochester.

The Finger Lakes Business Accelerator Cooperative will create an interconnected "hub and node" system to support entrepreneurship and innovation and drive regional economic growth across all industry sectors. The Cooperative will bring streamlined programs and services to entrepreneurs and small businesses throughout the region, including outreach to underrepresented groups, such as minority- and woman-owned businesses and young entrepreneurs.

High Tech Rochester, the project's sponsor and an affiliate of the University of Rochester is in the process of negotiation with developers to create a 75,000 square foot hub facility in downtown Rochester.

This project will help create a concentration of entrepreneurs, support institutions, mixed-use developments, public transportation, and residential housing in downtown. The Hub facility will be located in Rochester's Midtown District , which is home to the Midtown Rising project - a nine-acre redevelopment site consisting of retail, entertainment, office, and housing, and RIT's Center for Urban Entrepreneurship. The area also contains a number of sites with space eligible for START-UP NY tax incentives, including the Center for Urban Entrepreneurship and SUNY College at Brockport and Monroe Community College properties.

The Brookings Institution, which noted this concept in its June 2014 report titled "The Rise of the Innovation Districts," points out that these types of developments reverse decades-long trend that resulted in isolated corporate campuses and instead creates districts that combine research institutions, innovative firms, and business incubators with the benefits of urban living.

New York State has already awarded $5 million to the multi-phase Accelerator project during the 2011 and 2012 CFA process. So far, a portion of this support has enabled the establishment of a region-wide video conferencing system that will better connect the region's entrepreneurs with necessary resources and the creation of an online entrepreneurial resource center (www.ROCGrowth.com).

The Finger Lakes Business Accelerator Cooperative will serve a broad range of businesses from small service enterprises to technology-based start-ups across all industry clusters with the goal of accelerating the growth of local small businesses by moving clients through the formation, incubation, and accelerated phase of growth. It will leverage the solid infrastructure and programs that have been developed by HTR, RIT's Venture Creations, Excell Partners, and the region's Small Business Development Centers and Industrial Development Agencies.

It is estimated that this intiative will create more than 1,000 new jobs – in the form of start-up creation and business expansion – in the first five years of operation.

Research and Development

University of Rochester Institute for Data Science (CFA #40955)

A new institute at the University of Rochester will create one of the leading programs in the nation dedicated to the application of high performance computing and data science approaches to solve scientific problems.

The Institute for Data Science (IDS) will build upon the success of the Health Science Center for Computational Innovation, a partnership between the University, IBM, and New York State that has already attracted more than $300 million in external research funding over the last six years and created one of the most advanced computer systems dedicated to health research in the nation.

The University will construct a new 60,000 square foot, state-of-the-art building that will serve as a hub for scientists and new research and education programs. The University will hire 20 new faculty members with expertise in the field of data science. The building will also house the newly created New York State Center of Excellence in Data Science.

The IDS will meet a growing national need for skilled data scientists and establish New York State as a leader in this field. According to the consulting group McKinsey and Company, the U.S. will experience a shortage of approximately 200,000 skilled scientists, managers, and analysts versed in the field of data science. The initiative will also strengthen and expand existing research collaborations with companies like IBM, Xerox, and Wegmans, and attract new private sector partners.

The Wegmans Family Charitable Foundation has already committed $10 million to this $50 million project. According to the Center for Governmental Research, the initiative will create 460 direct and indirect jobs, generation $23 million in labor income, and attract $530 million in research funding over a ten year period.

RIT MAGIC Spell Studios (CFA #42291)

RIT will expand its Media Arts Games Interactive Creativity (MAGIC) Center with new facilities that strengthen its leadership in game design, film and animation, graphic design and imaging science and make the region a hub for innovation and job creation in these fields.

The MAGIC Center at RIT is a dedicated environment for the construction, experimentation, and design of digital media. The new MAGIC Spell Studios will house a sound stage, screening room, film and animation classrooms and laboratories, instructional space for interactive games and media, imaging science laboratories, and collaborative space for industry partners. The related programming in the facility will nurture entrepreneurial activity to generate new start-up companies, retain graduates, and create an industry hub with tremendous growth potential and generate new jobs in the region.

The facility will allow RIT to bring together the academic programs and high-tech experimental facilities needed for technology development and commercially viable start-up activity. The facility will be linked to a satellite studio at the Center for Urban Entrepreneurship in downtown Rochester.

The $21 million project is projected to graduate one company per year from its incubator, creating an estimated 5-7 new jobs per company. The project will also increase enrollment in related RIT programs.

Finger Lakes Regional Center for Advanced Optics Manufacturing (CFA #43012, 43343)

The Finger Lakes region has a long history as a global center for leadership and innovation in the fields of optics, photonics, and imaging. The Rochester Regional Photonics Cluster – an organization consisting of 50 member companies located in the region – will establish a user facility with precision optical testing equipment that will enable member companies and academic researchers to innovate and more effectively compete, particularly in the rapidly growing field of infrared imaging and freeform optics.

These technologies are critical to the creation of a new generation of products in the fields such as mobile displays, LED lighting, photovoltaics, remote sensing devices, and aerospace instrumentation. However, many companies in the region are barred from bidding on government and commercial contracts for infrared and freeform optical components and systems because they lack the sophisticated test equipment needed to confirm their products meet requirements.

The Rochester Regional Photonics Cluster will acquire and operate three new pieces of equipment: two infrared interferometers and a high precision 5-axis measurement tool. This equipment will enable companies to develop new and innovative products, increase revenues, and support business expansion.

This equipment will leverage the recently established Center for Freeform Optics, a $4 million joint industry-government-academic cooperative research center focused on developing new optics technologies.

Total cost of the equipment is $4.3 million, which will be matched by an anticipated $22 million in R&D funds and $3.4 million in support costs from member institutions. Participating companies anticipate that growth in the infrared imaging and freeform optics markets could result in the creation of 500 jobs in the region over the next five years.

Agriculture and Food Processing

Growing the Agricultural Industry Now! Fund (CFA #39313)

The Genesee/Finger Lakes Regional Planning Council, in coordination with local development corporations representing all nine of the region's counties, will establish a revolving loan pool to support the capital needs of agriculture and food processing companies.

The Growing the Agricultural Industry Now! (GAIN) fund will provide gap financing for approximately 30 agriculture or agriculture-related companies to allow them to acquire new equipment and technologies, diversify and expand their operations, upgrade facilities, acquire new land, and increase export capacity.

State support will leverage an additional $4.5 million in local investment. The total investment fund of $7.5 million will create 150 direct and 450 indirect jobs in the agriculture and food processing industry in the region.

Geneva Food and Farm-Based Beverage Business Accelerator (CFA #41435)

Cornell University's New York State Agricultural Experiment Station in Geneva will modernize a facility dedicated to business and economic development in food processing and farm-based production.

The New York State Food Venture Center – which is a component of the Station – works with small-scale food entrepreneurs to enable them to meet the regulatory, safety, and stability standards required to produce products for sale. Since 2000, the Center has provided assistance to more than 2,000 food producers and has helped generate 859 full time and 1,718 part time jobs.

The $13 million first phase of the $47 million project will modernize the Fruit and Vegetable Processing Pilot Plant, a cornerstone facility in which the Center carries out its product and business development operations. Work will include interior renovations, handicapped accessible site improvements, and upgrades to electrical and mechanical systems necessary to bring the facility into current building code compliance.

These upgrades will also benefit programs slated for future phases of the project, including the Vinification and Brewing Lab and the New York Wine Analytical Lab, all of which are housed in the 82,000 square foot Agricultural Sciences Research Laboratory. The project will also strengthen the business support and incubation services housed at the adjacent Technology Farm.

The first phase of the project is expected to start in 2015 and be completed in 2017 and will retain 18 jobs and create 4 permanent jobs and 40 construction jobs.

Rochester High Pressure Processing Center (CFA #42007)

A new state-of-the-art food processing user facility located in Eastman Business Park will enable companies to extend the life of their products and meet the growing demands of customers to limit the use of artificial preservatives. This facility will be the only one of its kind in New York State.

High pressure processing is a method of preserving and sterilizing food, in which a product is exposed to very high pressure, destroying harmful microorganisms like bacteria and mold, and increasing shelf life by 300 percent. This is accomplished without the use of chemical preservatives while maintaining nutrition value that can be lost using other methods, such as UV radiation and heat pasteurization.

The new equipment will be installed in the LiDestri Foods' facility in Eastman Business Park. The equipment will be available for use by other food and beverage manufacturers and the company will partner with local universities to develop new applications for this technology, including new packaging techniques. Wegmans, which is currently using an out of state high pressure processing facility, will transition its business to the new Rochester facility.

The $10.5 million project will create 15 manufacturing jobs and support food processors throughout upstate New York and potentially attract business from Canadian companies. The equipment is expected to be installed and operational by July 2015.

Foodlink Food Hub (CFA #41080)

Foodlink is a non-profit organization based in Rochester whose mission is to end hunger, eliminate the root causes of hunger, and improve health and economic development. The organization currently distributes 18 million pounds of food per year to a network of more than 500 community-based organizations, agencies, and programs in 10 counties, and serves more than 200,000 individuals each year.

Foodlink's Food Hub project will leverage the Finger Lakes' robust agricultural sector, promote economic development, and improve the quality of life and health of the region's underserved residents by facilitating the collection, storage, processing, and distribution of regionally-produced food.

Foodlink completed the first phase of the $4 million project – the relocation and expansion of its regional distribution facility – in January 2012. The new project entails the creation of an 11,000 square foot commercial kitchen and food processing facility.

Working with Foodlink, farmers will be able to wash, freeze, bag, and label produce so that it can be sold year round. It will also provide access to distribution networks at a scale that is currently out of reach for most small and mid-sized farms. The goal of the project is to distribute more than 3.5 million pounds of produce per year.

The Food Hub project will create 32 food industry jobs and 43 construction jobs. Additionally, 200 individuals per year will be trained at the facility in partnership with local colleges and prepared for job placement in the food industry. Construction of the new food processing facility is expected to be completed by June 2015.

Wyoming County Dairy Initiative (CFA #39926)

A coalition of organizations in Wyoming County will create a major regional family-friendly destination and Center for Dairy Excellence that will foster innovation, support business and agricultural activity, carry out workforce training programs, promote and market the state's dairy and food products, and develop and implement best practices.

The $24 million, 50-acre complex will include an event/conference center attached to a demonstration dairy barn, a hotel, cabins, restaurant, gift shop, farmers market, and gas station immediately adjacent to the existing Beaver Hollow Conference Center/Biggest Loser Resort Niagara facility.

The project will link New York State's top dairy producing county to one of the most successful resorts in upstate New York. It will also further brand Wyoming County and the state as a major agricultural producer, strengthen the ties between agri-business and tourism, and create the academic, industry, agricultural, and government partnerships necessary to drive innovation.

The Dairy Initiative will use a multi-agency public/private partnership approach to develop a worker training program for refugees and lower income residents to learn and master needed skills in the agricultural community. These programs will not only provide job opportunities, but they will also help dairy farms expand and meet the massive growth in demand for their products created by the region's new yogurt manufacturing plants and Governor Cuomo's leadership in supporting New York State's dairy industry.

Project design is expected to be under way by December 2014 with a planned opening in January 2016. The project will create 58 permanent and 169 construction jobs.

Community Development

Canandaigua Lakefront Redevelopment: Phase 2 (CFA #39493)

The Canandaigua Lakefront Redevelopment Project will transform a 21-acre Brownfield site on the north shore of Canandaigua Lake into a vibrant, mixed-use neighborhood that will spur private investment, improve the water quality of the lake, generate significant business activity, and create a critical mass of visitor attractions.

The $120 million project – led by Morgan Management and LeChase Construction – will fulfill a long standing vision for the waterfront by integrating a now blighted and largely vacant part of the city into a development that reintegrates the City with the lake's north shore, and adjoining parks, recreational, culinary, and cultural attractions, creating a new hub of economic activity.

The $35.4 million Phase 2 of the project involves the development of 4.2 acres to include 132 residential units and 25,000 square feet of commercial, event, and retail space, including a Taste NY attraction with a farm-to-table restaurant and brew pub. The total project – including future phases – will include 457 residential units and 77,500 square feet of commercial and retail space.

The development will embody environmentally responsible and smart growth principles by incorporating several sustainability measures, including energy-efficient building design, access to public transportation, a compact and walkable mixed-use "community," and green infrastructure improvements. Brownfield remediation and new water and sewer systems will reduce runoff and improve the water quality of Canandaigua Lake.

Brownfield remediation is under way and construction of Phase 1 is expected to commence in August 2014 and Phase 2 in June 2015, thanks in part to $3 million in funding from NYS for the public infrastructure components.

Upon completion, the entire $120 million development project will create 175 new direct jobs, 600 new indirect jobs, and 400 construction jobs. Phase 2 will create 25 permanent jobs and 100 construction jobs.

Rochester Public Market: Phase 2 (CFA #39473)

The 108-year-old Rochester Public Market attracts 2.7 million visitors each year and provides hundreds of jobs and entrepreneurial opportunities for New York State farmers, food producers, and retailers. The Market serves residents of all income levels and backgrounds by providing access to a variety of healthy foods and locally grown fresh produce. The Market also boasts the nation's largest farmers' market supplemental nutritional assistance program with nearly $1 million in assistance redeemed each year.

Consumer research shows that the Market attracts many tourists, particularly since American Farmland Trust bestowed the title of "America's Best Farmers' Market" on the Market in 2010.

More than $5 million in public investment has already been made at the Market to expand parking and improve access, stabilize aging infrastructure, and add gateway features and additional vending locations. These improvements have been a catalyst for more than $10 million in private commercial and residential investment in the low income Marketview Heights neighborhood.

Phase 1 of the project will expand the number of vendor stalls and increase capacity by 30 percent through the construction of a new farmer's market shed, reconstruction of a year-round indoor "Wintershed," and construction of a new, privately funded storefront building. Phase 2 will include facilities for events and education.

When completed, the project will increase patronage at the Market throughout the year, leading to an estimated $8 million increase in annual sales, more entrepreneurial opportunities for farmers and suppliers of fresh food, the creation of 55 construction and 291 permanent jobs, and $177 million in economic impact over 10 years.

Sibley Building Redevelopment (CFA #41141)

The 1.1 million square foot historic former Sibley Department Store in downtown Rochester is in the midst of a $200 million comprehensive restoration. The project will transform the largest building in Monroe County into a mix of apartments, office and retail space, an outdoor roof terrace, an urban farmers market, and underground parking.

The project is a critical component of Rochester's downtown revitalization and will attract residents, employment, and investment back to the City's center. The building is within a 15-minute walk of the entire downtown core and the thriving East End district, and it is directly adjacent to the region's new transit center.

The project is also a key part of the Council's Opportunity Agenda. It will create 94 units of low-income housing and the improvements will benefit the University of Rochester Medical Center's Eastman Dental Clinic and Lifespan, two organizations that cater to low-income families.

The $100 million initial phases of the project will create more than 990 jobs in the heart of downtown Rochester. Construction on the project will begin in the fourth quarter of 2014, and the first phase is expected to be completed by the second quarter of 2016.

CityGate (CFA #41386, 42282)

CityGate is a 45-acre mixed-use private development on the former Iola Campus in the City of Rochester.

The $177 million project – led by Anthony Costello & Son Development – will be anchored by a 150,000 square foot Costco wholesale club, and consist of additional 180,0000 square feet of retail and commercial space, a 150-room hotel, a 90,000 square foot parking garage, and 300 residential units. The site is located at the southern "gateway" to the City of Rochester and abuts the Erie Canal.

The developer will make enhancements to the site to improve pedestrian and visitor access to the site which borders the Erie Canal. These include improvements along East Henrietta Road (new underground electric utilities, sidewalks, and traffic signals), a public park that will serve as a destination point for people entering the City from the south, and improvements to the Erie Canal, including boat docks, a canoe and kayak launch, lighting, a seating area, and landscaping.

Once completed, the CityGate project will create an estimated 1,022 permanent jobs and 1,577 construction jobs and generate $28.7 million in sales and $27.5 million property taxes per year.

Keuka Lake Development Project – Phase 1 (CFA #41005)

A new hotel on the north shore of Keuka Lake in the Village of Penn Yan will anchor the town's waterfront redevelopment plans and support the area's tourism industry.

The 72-room Hampton Inn Penn Yan will be constructed on a 5.5 acre parcel on the shore of Keuka Lake. The site possesses particular challenges which increase the project's cost. Existing soil conditions on the lakefront require deep pile foundations and steel structure framework. Additionally, the seasonal nature of visitor activity means lower occupancy during the winter months.

As a key component of the waterfront redevelopment, the hotel will provide green space with public access to walking and bike trails connecting the site to the Village and to the Keuka Outlet Trail. The project will result in an increase in tourism activity which will produce additional business activity in the Village and nearby communities. The hotel will also help attract more visitors to the region's vineyards and recreational destinations.

The Village has already commenced improvements to the streets, water main, and sewer infrastructure serving this project and surrounding neighborhood.

The $12 million development will result 75 construction jobs and 29 permanent jobs, with an additional 6 seasonal jobs in the months of May through October. Construction is expected to begin in early 2015.

Higher Education and Workforce Development

St. John Fisher College Integrated Science and Health Sciences Building: Phase 2 (CFA #38763)

The new St. John Fisher College Integrated Science and Health Sciences Building will house academic programs that will help the region maintain a robust science and healthcare workforce.

The 31,000 square foot facility will expand the College's laboratory and classroom capacity, enabling it to meet current student needs and future growth and keep pace with industry standards. In the past seven years, the number of nursing, biology, and chemistry majors has doubled and the College has hired 15 new undergraduate science faculty members. The new space will also strengthen academic research and foster new partnerships with industry.

St. John Fisher College currently produces approximately 283 math, science, and technology graduates, as well as 143 nurses and 73 pharmacists, per year. Approximately 77 percent of College graduates in science and nursing end up working in the region and New York State.

The project will also remove barriers to education that will enable more area residents to enjoy careers in these growing fields. Almost 32 percent of St. John Fisher College students are Pell grant eligible, and 23 percent are the first members of their families to attend college.

The $13.4 million project will create 60 construction jobs and serve 1,246 science, nursing, and pharmacy students. Phase 1, the exterior shell of the building, will be completed in March 2015. Phase 2 of the project, which consists of the construction and equipping of the laboratory space in the facility, is expected to be completed in August 2015.

Roberts Wesleyan College NextGen Sciences Initiative (CFA #41993)

The Roberts Wesleyan College Science and Nursing Center will enable the Finger Lakes region to meet the rapidly growing demand for highly educated workers with degrees in healthcare and science, engineering, and math. The project will also strengthen the College's nationally recognized nursing program, enabling it to attract more students.

The project consists of a new 43,617 square foot addition to the College's Science Center. The new LEED certified facility will include state-of-the-art research and education space and a nursing skills and high-fidelity simulation lab. The facility will be one of the only of its kind in upstate New York, providing training and simulation in emergency, trauma, and disaster response.

Over the past decade, the College's nursing programs have tripled in size, necessitating the new space. The new Center will allow the College to increase science and nursing enrollment by over 50 percent percent (250 additional students). Over 70 percent of Roberts graduates remain in the Monroe County and New York State region. Over the next five years, the College will help fill more than 600 regional nursing positions.

Last year, the College was awarded $250,000 for this initiative. The $19 million project will create 34 construction jobs along with 40 new faculty and maintenance positions. $16.5 million of the total project cost has already been secured. Construction is expected to begin in early 2014 and be completed by July 2015.

Keuka College Center for Business Analytics and Health Informatics (CFA #41005)

Keuka College will create a new Center for Business Analytics and Health Informatics that will leverage the College's entrepreneurial business programs to boost the economy of Yates County, one of New York State's most economically challenged regions, by creating high-tech, health sciences, and education jobs.

The Center will be located in Keuka Park and the 30,000 square-foot facility will anchor a new mixed-use college town development that will serve the College's students and community residents.

Pending approval by the New York State Education Department, the College and Finger Lakes Health will jointly offer a bachelor's degree in nursing beginning in the fall of 2014. The Center will also offer health informatics training to providers and provide analytics services (development, training, and consulting) to new and growing businesses in the region.

The skilled graduates of the Center will help the area recruit software development, business analytics, healthcare informatics and technology, agribusiness, environmental science and technology, and biomedical sciences firms to Yates County. In doing so, it will help create higher-paying jobs, an area of significant need in Yates County where 15.4 percent of residents live below the poverty line.

The $10 million project will create 15 construction and 150 permanent jobs through the Center's incubation activity. Construction is expected to commence in April 2015 and be completed by August 2015.

Industrial Development

Science and Technology Advanced Manufacturing Park

The Science and Technology Advanced Manufacturing Park (STAMP) project is a 1,243-acre site in Genesee County that will attract the next generation of nanotechnology companies – including semiconductor chip fabrication, flat panel display, solar, bio-manufacturing, and advanced manufacturing companies – creating a high-tech corridor spanning upstate and driving significant economic growth in both the Finger Lakes and Western New York regions.

The STAMP site is located at the convergence of transportation and industrial infrastructure, including low-cost power, making it a very cost-competitive location for a project of this scale and magnitude. The site is also within a 60 minute commute of 2.1 million residents from the Rochester and Buffalo metro regions as well as six university centers with over 17,000 enrolled engineering students.

Earlier this year, STAMP was appropriated $33 million in the 2014-2015 New York State budget to bring the site to shovel-ready status and to construct "track 1" infrastructure. This funding will be used for engineering, sewer and water lines, and other utility work necessary to secure the first project at the site and support future development.

STAMP has the potential to generate significant economic activity, as well as propel growth in several high-technology fields and strengthen the state's leadership in the nanotechnology industry and create thousands of high-tech jobs.

Genesee Biogas (CFA #40402)

Genesee Biogas will design, build, and operate a power plant located in the Genesee Valley Agri-Business Park in Batavia. The plant will convert organic waste streams produced by agricultural and food processers into renewable energy to be used by the Park's tenants and regional industry.

The $20 million project consists of a 15,000 square foot facility that will use a state-of-the-art proprietary waste conversion technology. The project will also help the region meet the goals laid out in its Sustainability Plan by reducing landfill waste, improving water quality, and reducing greenhouse gas emissions. Last year, Genesee Biogas was awarded $2 million under the state's Cleaner Greener Communities initiative.

When fully operational the plant will produce approximately 3 megawatts and 10 million BTUs of green energy per year. The byproduct of the anaerobic digestion process will be offered as a soil amendment or animal bedding to surrounding farms.

The 12-month construction on the facility will begin within 5 months of securing funding and will create an estimated 10 permanent and 30 construction jobs.

Seneca BioEnergy (CFA #42142)

Seneca BioEnergy will create a new biodiesel manufacturing facility at the Seneca AgBio Green Energy Park. The project will attract two new partner companies to the site and assist in the redevelopment of the former Seneca Army Depot in Romulus.

This $4.25 million project consists of infrastructure improvements and new equipment that will enable new businesses to locate their operations at the Park. New York Atlantic Oil will construct a production system that converts waste grease to biodiesel and Novera Feeds will locate the commercial production of its patented feed supplement for dairy and beef cattle.

Seneca BioEnergy purchased the 55-acre property at the former Army Depot in 2008 and has begun upgrading the site's infrastructure and created new manufacturing space. The company's commercial operations for winery waste processing and production of Finger Lakes Grape Seed Oil are already under way at the site.

The project will provide much needed jobs and economic activity to this rural area while at the same time producing a positive environmental impact on regional water and air quality by recycling waste oils and processing agricultural byproducts.

Construction will be completed, equipment installed, and the facility will be operational within one year of securing full funding. The project will create 30 manufacturing jobs.

Tourism and the Arts

The Strong and Toy Industry National Halls of Fame (CFA #39352)

In June 2013, the Toy Industry Association (TIA) selected the Finger Lakes and The Strong as the new home for its TIA Hall of Fame. The collection will be installed alongside the museum's existing National Toy Hall of Fame, strengthening what is already the world's largest and most comprehensive collection of dolls, toys, games, electronic games, and other objects of play, and create a major tourism attraction in the region.

The TIA – a private association consisting of 600 national and international corporations – selected The Strong over institutions in Boston, Chicago, Indianapolis, and other cities to be the future home of its collection honoring the world's most influential toy makers, including Walt Disney, Jim Henson, Milton Bradley, Frederick August Otto Schwarz, and George Lucas.

The combined halls will be housed in a renovated 5,000 square foot state-of-the-art gallery that combines interactive technologies and hands-on and interpretive displays. The Strong already draws 565,000 visitors per year – more than the baseball and football halls of fame combined. The addition of the TIA Hall of Fame is expected to increase annual visitors by 40,000. This growth in activity will enhance efforts to revitalize downtown Rochester.

$3 million of the $4 million project has been pledged by the TIA. An additional $360,000 was awarded in 2013 from the Market NY program and this year's request would allow the capital expansion to be completed. The project is shovel ready and will commence immediate upon securing full funding and will retain 250 jobs and create 10 new jobs.

Frontier Field (CFA #41413)

Monroe County has proposed $7.5 million in improvements to Frontier Field in Rochester, the home of the Rochester Red Wings, which will significantly improve visitor experience, attract more corporate sponsorship, and enable the facility to host more non-baseball events.

Constructed in 1996, Frontier Field has hosted over 1,000 minor league baseball games and numerous concerts, youth and high school baseball games, and other corporate and charity events over its 17 year history. More than 500,000 people visit Frontier Field every year to attend baseball games and other events.

Age and activity have taken a toll and the facility is in need of improvements and amenities to meet the needs of Minor League Baseball and other non-baseball events. This includes structural and equipment upgrades, stadium improvements to improve pedestrian flow, and other new amenities that will bring more visitors and events to Frontier Field.

The improvements will also enhance a section of the City that is undergoing a revival with the pending addition of the Monroe Community College campus to the nearby Kodak facility and the recent development of housing on Lake Avenue.

The project will create new amenities at the facility that will require new employees for games and events and will create an estimated 100 construction jobs.

Finger Lakes Museum Discovery Campus: Phase 2 (CFA #40374)

The Finger Lakes Museum will create a "destination" education institution that tells the environmental and cultural story of the region and inspires conservation for future generations.

The Museum is in the process of redeveloping a former elementary school in the Yates County hamlet of Branchport into its Discovery Campus. This facility will contain research and education programs and Phase 1 of this development is approximately 75 percent complete. Phase 2 consists of the creation of an Environmental Education Center at that location that will promote ecological awareness and inspire the preservation and stewardship of natural resources through the use of static, interactive, and live-species exhibits.

Future phases include the construction of the main Museum campus and facilities in the nearby Keuka State Park and the creation of satellite programs throughout the region. Once future phases are completed, the Museum will attract an estimated 129,000 visitors annually and generate significant local business activity.

The $2 million Phase 2 of the project is expected to be completed by June 2015.

Winery Based Wastewater Treatment Systems (CFA #43011)

The New York Wine Industry Association will construct wastewater demonstration systems at three wineries in the Finger Lakes. Once completed and validated, the specifications for these systems will be shared with other vineyards across the state.

The majority of the wineries in the Finger Lakes lack access to municipal sewage systems and this inability to effectively process wastewater is a barrier to expansion. More efficient on-site wastewater treatment will enable wineries to expand facilities to process more grapes. Water reclaimed from the system will be used for irrigation and other non-potable means.

The Association will construct pilot wastewater treatment systems at three wineries in Yates and Seneca counties – Fox Run, Three Brothers, and Anthony Road Wineries. These simple, low-cost systems will provide a model for other local wineries and breweries leading to greater opportunities for expansion and growth, creating jobs in the wine industry and associated sectors, such as regional tourism.

The new demonstration wastewater treatment systems are expected to be installed and operational by spring 2015.

Transportation and Infrastructure

Route 318 Corridor Infrastructure Phase 1-A (CFA #40492)

Seneca County will construct a new sanitary sewer system and improvements to existing infrastructure in the Town of Seneca Falls that will enable additional business growth along the Route 318 corridor.

The corridor is between two exits off the New York State Thruway and is home to the Waterloo Premium Outlets. The shops, which draw two million visitors per year, are surrounded by land available for development. However, the existing wastewater treatment facilities are at capacity and cannot accommodate new growth.

The area is served by the Junius Wastewater Treatment Plant, which is owned and operated by the Town of Junius. This rural community is not in the financial position to expand and upgrade the plant.

Upgrading the plant's capacity will enable long planned commercial and residential development plans to proceed. A 2013 study showed that even under moderate development, the area would see an estimated 250-300 permanent jobs created including management, retail sales, hospitality, skilled and technical trades, food preparation and service, and repair and maintenance jobs. Under aggressive development, the area could see an estimated 800-850 permanent jobs created.

NYS Route 390/I-490 Interchange/Lyell Ave Interchange

The New York State Department of Transportation (NYSDOT) is finalizing the Design Report/Environmental Assessment for the NYS Route 390/I-490/NYS Route 31 Interchange Improvements.

As proposed, the project will address existing and future capacity and safety issues, which negatively impact travel times for commuters and freight, resulting in increased emissions, and limiting the viability of businesses on the west side of Monroe County. The project would be constructed in four phases at total estimated cost of $157 million.

The project is crucial to the continued development of Eastman Business Park and other major sites, including the Rochester Technology Park. Despite the reduction in employment at Kodak, traffic volumes at the interchange have increased approximately 60 percent since the company's peak employment in 1982.

The 200,000 vehicles that use the interchange daily is equivalent to the traffic carried by the Brooklyn Bridge and Manhattan Bridge combined, or approximately 50 percent more than that carried by the Tappan Zee Bridge.

Federal Highway Administration is currently reviewing the Design Report/Environmental Assessment The cost of the project is beyond the capacity of the region to fund with its own resources.

Opportunity Agenda

Hillside Work-Scholarship Connection (CFA #41418)

Hillside Work-Scholarship Connection's (HW-SC) will help 60 at-risk youth in the El Camino neighborhood of northeastern Rochester escape the cycle of poverty through academic success and employment opportunity. The project is the centerpiece of the region's Opportunity Agenda plan.

HW-SC is an established, nationally-recognized youth development model that helps at-risk middle school and high school youth living in poverty successfully complete high school and continue on to post-secondary education and/or employment at rates much higher than their peers. HW-SC now serves more than 4,000 students in grades 7-12 in four regions including Rochester, Syracuse, Buffalo, and Prince George's County, Maryland.

The results of the program are impressive. In 2012-1013, 96 percent of the program's students graduated on time and 58 percent enter college immediately following graduation. By comparison, only 41 percent of the people living in the poorest sections of Rochester hold a high school degree and only 12 percent have attained any college credential.

The project will expand HW-SC's services in the El Camino neighborhood to help at-risk youth. The program consists of the organization's comprehensive and intensive service model that addresses the following core areas: mentoring and life skills, individualized academic support, job preparation and readiness training, and college preparation and support. These activities will be facilitated by full-time youth advisors and/or community volunteers assigned to each participant.

This $200,000 project will enable 60 youths to participate in the HW-SC program.

Stepping Stones Learning Center and Child Care (CFA #39022)

Stepping Stones Learning Center will renovate a former Chase Pitkin lumber yard and garden center located in Irondequoit and convert the facility into a new educational and child care center. The project will expand access to affordable child care, opening the door to employment for many of the region's poorest residents.

The new child care facility is located a few hundred yards from the border of the northeast quadrant of the City of Rochester, one of the poorest urban communities in the state. Families living in this area will have access to a high quality and affordable child care for their children and this, in turn, will allow parents and caregivers the opportunity to secure and maintain gainful employment.

Stepping Stones Learning Center currently has a staff of 140 and serves more than 500 children/youth with and without special needs. The nationally-recognized organization provides early childhood/Pre-K, special education, speech, occupational, physical and music therapies, as well as social work, psychological, respite, behavioral, and Autism services.

The project will also bring back into use an anchor building in a major commercial plaza. The building has been empty for more than nine years and has drawn little interest from developers.

This $5.2 million project is expected to be completed by the start of the 2014 school year.

Boys and Girls Clubs of Rochester (CFA #38005)

The Boys and Girls Club of Rochester will construct a 10,000 square foot expansion to its current home located on Genesee Street, providing the organization the additional space necessary to expand programs and services to underserved and at-risk youth and families in the City of Rochester.

The Club, which was founded in 1971, provides programs and services that benefit youth of all backgrounds, with special focus on those from disadvantaged circumstances, with the goal of developing the qualities needed to become productive, responsible, and caring citizens. The Club is located in a pocket of the City of Rochester known for a high concentration of poverty.

The expansion will allow the Club to grow its Job READY and Career Exploration programs. Additionally, the Club will implement a new drama program, create a recording studio, and expand its acclaimed Accelerated Reader program. The goals of the project are to increase Club membership to neighborhood youth ages 6-18, improve the lives of teens by preparing them for employment, and provide families in the southwest Rochester with a safe haven for young people.

The $3.4 million project will require the Club to hire new staff for its programs and create 20 construction jobs. Construction is expected to be completed by January 2016.

Finger Lakes Small Business Expansion Fund

The Finger Lakes Regional Economic Development Council proposes the creation of a capital investment pool that will target companies with significant growth potential. These companies represent key industry sectors – names – targeted by the Council and are geographically distributed throughout the region.

Collectively these projects represent more than $11.3 million in total investment and will create 38 jobs.

American Fuel Cell (CFA #43394)

American Fuel Cell will begin manufacturing advanced fuel cells using its Membrane Electrode Assembly technology in partnership with Kodak and its unique expertise and roll coating. The technology has a broad range of commercial application. The company has already acquired wet lab and office space located at the Eastman Business Park (Monroe County) for its operations.

The $1 million project will create 10 new engineering, research, and manufacturing jobs.

LVM Materials (CFA #41959)

LVM Materials will renovate buildings on a recently remediated 17+ acre parcel in the town of Perry (Wyoming County) that was formerly a steel fabrication plant. The company will convert the buildings into storage for it wood sawdust and wood chips products that supply its customers, primarily cattle farmers, with animal bedding.

The $300,000 project will create 8 jobs.

MICROrganic Technologies (CFA #43217)

MICROrganic Technologies is developing a novel, energy efficient wastewater treatment technology for food processing manufacturers. The company will base its prototype development and validation, and manufacturing operations in Eastman Business Park (Monroe County).

The $1 million project will create 8 jobs.

NewCut (CFA #40854)

NewCut is a photo chemical machining company that produces precision components. The company will move to a new facility in Newark (Wayne County) to accommodate its expanding business. The relocation is expected to be completed in March 2015.

The $9 million project will create 9-12 new jobs.

Excelsior Jobs Program

The Finger Lakes Regional Economic Development Council recognizes that tax credits are an important economic development tool, providing companies with the financial leverage needed to expand and hire new employees.

The Council recommends the following projects which represent more than $49 million in total investment and will create 105 jobs and retain 312 jobs.

Emmi Roth USA (CFA #36992)

Emmi Roth is a producer of premium cheese and dairy products and one of the fastest growing manufacturers in Yates County. The company will construct an addition to its plant in Penn Yan to accommodate its growth in North American markets.

The $2.3 million project will create 8-10 new jobs.

Empire Precision Plastics (CFA #42906)

Empire Precision Plastics is an advanced optics manufacturer based in Rochester (Monroe County). The company will renovate a vacant, adjacent space in its current building and purchase and high-tech optical manufacturing equipment in order to expand the company's capabilities in the manufacture parts and assemblies for the medical device and optic industries.

The $5 million project will create 26 new jobs.

Intergrow Greenhouses (CFA #42824)

Intergrow Greenhouses will expand their greenhouse operations and upgrade their electrical systems in their Albion facility (Orleans County). New artificial lighting systems enable the company to grow year round, meeting a growing demand for their product, reducing heating costs, and increasing production by 23.5 percent.

The $15.2 million project will create 15 new jobs.

NewCut (CFA #40854)

NewCut is a photo chemical machining company that produces precision components. The company will move to a new facility in Newark (Wayne County) to accommodate its expanding business. The relocation is expected to be completed in March 2015.

The $9 million project will create 9-12 new jobs.

Steel & O'Brien (CFA #40753)

Steel & O'Brien, a growing manufacturing and fabricating business, will create a new 200,400 square foot facility in Arcade (Wyoming County) to expand its business. The company exports 88 percent of its products outside New York State.

The $2.5 million project will retain 50 and create 20 new jobs.

Unither US Corporation (CFA #40815)

Unither Pharmaceuticals will expand its proprietary drug packaging manufacturing line at it new facility in Henrietta (Monroe County). The technology enables drugs to be packaged in precise dosages, without the use of preservatives.

The $15 million project will retain 262 and create 22 new jobs.

Additional Priority Projects and Regionally Significant Projects

The Finger Lakes Regional Economic Development Council has identified other "priority" and "regionally significant" projects and actions consistent with its strategic goals. These projects have requested state support from several different agencies and programs through the CFA process and the Council supports their application.

Recommended Programs	CFA#	Applicant	Project Name	County
Workforce Development	-	-	-	-
DOS CSBG	42288	PathStone	E3 Initiative (Education, Entrepreneurship, and Employment)	Regional
DOS CSBG	38758	ARC of Monroe	Transition to Employment	Monroe
DOS CSBG	39573	Community Action of Orleans & Genesee	Job Skills Training Project	Orleans, Genesee
Infrastructure & Transportation	-	-	-	-
DOT*	40488	Rochester Genesee Regional Transportation Authority	RTS Campus Service Building	Monroe
NYSERDA CGC	38562	Webster Community Coalition for Econ Dev	Webster Cold Water Project	Monroe
ESD Planning	42306	Livingston County Development Corp	Strategic Plan for Economic Development	Livingston
DEC Planning	38698	Village of Lima	Waste Water Treatment Plant Engineering	Livingston
DEC Planning	38699	Village of Palmyra	Waste Water Treatment Plant Engineering	Wayne
Community Development	-	-	-	-
Market NY	43207	City of Rochester	Blue Cross Arena at the War Memorial Renovations	Monroe
DOS LWRP	40548	City of Geneva	Seneca Lake Access Phase III	Ontario
DOS LWRP	40219	Town of Irondequoit	Genesee River East Bank Redevelopment	Monroe
DOS LWRP	43493	City of Rochester DES	Train Bridge Overlook	Monroe
HCR CDBG	41574	Village of Penn Yan	Seneca Street Water Main Improvements	Yates
HCR CDBG	38571	Town of Geneva	Water District 6 improvements	Ontario
HCR CDBG	39343	Livingston County Development Corp	Evening Star Coffee Roasters Expansion	Livingston
HCR CDBG	39701	Town of Middlesex	Water System Improvements	Yates
HCR CDBG	40482	Wayne County	Blighted Commercial Industrial Property Redevelopment Plan	Wayne
HCR CDBG	41800	City of Geneva	Microenterprise Assistance Program 3	Ontario
HCR CDBG	42192	City of Batavia	Microenterprise Assistance Program	Genesee
HCR NY Main St	39342	Livingston County Development Corp	HCR NY Main St - Village of Mt Morris	Livingston
HCR NY Main St	39061	Village of Arcade	Main Street 2014	Wyoming

HCR NY Main St	40137	Village of Waterloo	HCR NY Main St Program	Seneca
HCR NY Main St	40380	North Winton Village Association	East Main Street Revitalization Project	Monroe
HCR NY Main St	42012	Community Progress, Inc.	Village of Dundee NYMS 2014	Yates
HCR NY Main St	42144	Town/Village of East Rochester	East Rochester Main Street Phase II	Monroe
HCR NY Main St	42228	Phelps Business Dev & Tourism Council	Phelps Downtown Revitalization	Ontario
HCR NY Main St	42414	South Wedge Planning Committee	Monroe Avenue HCR NY Main St	Monroe
HCR NY Main St	42482	Village of Perry	Perry Downtown Revitalization	Wyoming
HCR NY Main St	40051	Livingston County Development Corp	Historic McDonald Building Rehab	Livingston
HCR NY Main St	40398	Livingston County Development Corp	HCR NY Main St - Village of Dansville	Livingston
HCR NYMS Tech Asst	39340	Livingston County Development Corp	HCR NY Main St - Village of Livonia	Livingston
HCR NYMS Tech Asst	41092	Livingston County Development Corp	HCR NY Main St - Village of Caledonia	Livingston
OPRHP Hist Prop	39408	Urban League of Rochester	M M Rochester	Monroe
OPRHP Hist Prop, Canals	41614	Bivona Child Advocacy Center	Building Hope on Mt Hope	Monroe
OPRHP Hist Prop, OPRHP Heritage Area	40236	Orleans County	County Buildings Historic Conditions Report	Orleans
OPRHP Hist Prop, OPRHP Parks	39367	Friends of Letchworth	Letchworth State Park CCC Era Park Facilities	Livingston
OPRHP Parks	38742	Village of Bergen	Parks Improvements	Genesee
OPRHP Parks	42143	Town/Village of East Rochester	East Rochester Park Development Project	Monroe
OPRHP Parks Canals	38628	Fairport Office of Community & Econ Dev	Thomas Creek Wetland Phase II	Monroe
OPRHP Parks, DOS LWRP	41575	Orleans County	Marine Park Boating Access Phase 2	Orleans
OPRHP Parks, DOS LWRP	43294	Town of Pittsford	Erie Canal Park and Preserve	Monroe
DOS Local Gov Efficiency	38809	Letchworth Central School	Transportation Shared Service with Perry Central School	Wyoming
Tourism & Arts	-	-	-	-
Market NY, OPRHP Parks	38988	Open Space Institute	Letchworth Nature Center	Wyoming, Livingston
Market NY, HCR NY Main St, OPRHP Hist Prop, Canals	38749	Geva Theatre Center	Historic Armory Renovation	Monroe
Market NY, Canals, NYSCA	42455	Rochester Museum Science Center	Boosting Tourism by Transforming the RMSC	Monroe
OPRHP Hist Prop	41646	WXXI	LIttle Theatre Revitalization	Monroe
Market NY	41058	Rochester Arts Festival	Rochester Fringe Festival 2015	Monroe
Market NY	43444	Finger Lakes Regional Tourism Council	Finger Lakes Vacation Region Marketing Plan	Monroe

Market NY	41853	VisitRochester	Website Redesign and Regional Tourism Enhancement	All 9-Counties
Market NY	41207	Finger Lakes Tourism Alliance	Wine Water and Wonders	Multi-Region
OPRHP Heritage Area, Canals	39302	National Women's Hall of Fame	Seneca Knitting Mill Rehab Phase III	Seneca
Market NY	41229	Irondequoit Chamber of Commerce	Irondequoit A Premier Tourism Destination and Proud Sponsor of Fun	Monroe
Market NY	41821	WXXI	New York Wine and Table	Monroe
Market NY	43035	Finger Lakes Tourism Alliance	Finger Lakes Tourism Regional Marketing Plan	FL Tourism Region
Market NY, NYSCA	40602	Picture Fest International	High Falls Film Festival 2015	Monroe
Market NY, OPRHP Hist Prop, Canals	29468	Waterloo Library Historical Society	National Memorial Day Museum Repairs	Seneca
OPRHP Hist Prop	43331	George Eastman House	East Porch and Colonnade Restoration	Monroe
OPRHP Hist Prop	40123	Sonnenberg Gardens and Mansion	1903 Conservatory Complex	Ontario
OPRHP Hist Prop	40675	The Seneca Falls Its A Wonderful Life Museum	Museum Acquisition Project	Seneca
NYSCA	39680	Geva Theatre Center	Journey to the Son	All 9-Counties
NYSCA	42617	Genesee-Orleans Regional Arts Council	ArtsaGLOW Marketing Initiative	GLOW Counties

Five-Year Pipeline Initiatives

The Finger Lakes Regional Economic Development Council has identified several other important projects that require capital support and represent growth opportunities. The Council supports their future development.

Applicant	Project Name	County
Monroe Community College	Science Laboratory Modernization Project	Monroe
Rochester Institute of Technology	Kate Gleason College of Engineering Advanced Nanomanufacturing Technology Labs	Monroe
DiMrco Group Rowley 96 LLC	Fishers Ridge	Ontario
Buckingham Properties LLC	Alexander Park	Monroe
Rochester Institute of Technology	NY State Cross-Regional Energy Storage Ecosystem	Monroe
Ontario County IDA	Canandaigua Airport Sanitary Sewer Extension	Ontario
Rochester Lyric Opera	440 East Avenue Theatre Project	Monroe
Pinnacle Athletic Campus	Pinnacle Athletic Campus	Ontario
Town of Canandaigua	Canandaigua STC (STARTUP NY) Expansion	Ontario
Canandaigua Crossroads LLC	10 Chapin St	Ontario
Monroe County Sports Centre Corp	Bill Grays Regional Iceplex	Monroe
Town of Irondequoit (Labella)	Irondequoit Mobile Training Center	Monroe
City of Rochester	Downtown Performing Arts Center Study	Monroe

CONCLUSION

The Finger Lakes region of New York State has faced many economic challenges over the last three plus decades. The region's major manufacturing industries – companies that provided families and the community with generations of prosperity – have shed tens of thousands of jobs and these losses have profoundly impacted many parts of our region.

Yet despite the fundamental and often painful restructuring that the region's economy has been forced to undergo, there is real optimism for our future. This is due, in great measure, to the spirit of cooperation that has been created by the Regional Economic Development Council process. At the heart of this visionary approach is the idea that by assembling leaders and stakeholders and incentivizing them to work together, a region can break down the parochialism that has often represented a barrier to progress.

The progress that has been made in the Finger Lakes over the last four years is a testament to this approach. The collaboration fostered by Finger Lakes Regional Economic Development Council and its Work Groups has generated ideas and achievement where none existed before. This is the result of like-minded individuals with different regional and industry backgrounds and perspectives sitting together in the same room and creating solutions to the region's economic challenges.

This report contains many examples of the result of this collaboration. Large and complex projects such as Midtown Rising, College Town, and CityGate in Rochester, the Canandaigua Waterfront Redevelopment project, the STAMP project in Genesee County, the Finger Lakes Business Accelerator, and many other community development, workforce development, and tourism and arts projects are now moving forward because the individuals, organizations, and government agencies essential to their success came together.

Other examples of successful collaboration include the significant progress made in healthcare and agriculture and food processing. A group of key healthcare stakeholders have held weekly meetings for years. Initiatives that have arisen from these discussions have resulted in significant regional cost savings – Medicare expenditures are the lowest in the nation and commercial health insurance rates are 25 percent lower than the national average. The Council process has also revealed the importance of the agriculture and food processing sector to the region's economy. Collaboration between Wegmans Food Markets and other stakeholders have helped to encourage companies like PepsiCo and Müller to locate new food processing plants in upstate New York and others like LiDestri Foods to significantly expand their operations. This growth has greatly benefited the region's farmers and rural communities.

This dialogue and shared vision that has been created by the Council is why it works. We are deeply grateful for the opportunity provided by the Governor and the New York State Legislature to create a brighter economic future and accelerate our transformation.

APPENDIX A: Work Group Members

APPENDIX B: Work Group Dashboards

Advanced Healthcare

VISION

Leverage history of collaboration to implement community-wide initiatives that strengthen the region's high quality, low-cost health systems toward the goal of making the region the healthiest in America.

EXISTING CONDITIONS

1. According to the Dartmouth Atlas, Medicare rates are 21% below the national average and a 2010 Milliman study shows commercial insurer costs are 25% below national average.
2. A July 2013 report from the Institute of Medicine showed that the Rochester region continues to have the lowest Medicare costs in the nation.
3. 57,000 physicians, nurses, employees, and other healthcare professionals
4. An engaged business community.
5. Health planning to ensure adequate capacity and quality.
6. Shared infrastructure , e.g., regional health information exchange, primary care physician workforce development.
7. A nationally-ranked medical school.
    a. Higher than average primary care physician per capita
    b. On average, 42% of the graduating residents and fellows who train here remain here for their first professional position.
8. National recognition for high quality, low-cost healthcare
9. Low-rate of uninsured adult vs. NYS and national average
10. Numerous other major advantages
    a. High preventive screening rates
    b. Appropriate use of hospice

PERFORMANCE MEASURES

MEDICARE REIMBURSEMENTS CHART

High Blood Pressure Control Rate Goal

	Baseline (2012)	2013	2014	2015	2016	2017	2018	2
Actual Control Rate	66.70%	71.30%						
Goal	63%	67%	70%	73%	76%	79%	81%	

Approximately 178,000 adults in Monroe County have high blood pressure (aka hypertension). During the first measurement period conducted by the Finger Lakes Health Collaborative in December 2010, 62.7% had their blood pressure under control. In December 2013, the control

rate increased to 71.3%. This equates to 8,000 individuals getting their blood pressure under control. Success is measured by the percentage of hypertensive adults (those diagnosed by a physician as being hypertensive) who reach and sustain a blood pressure reading of less than 140/90.

GOALS/STRATEGY

Multi-faceted interventions in clinical, community and worksite settings along with communication and measurement strategies work in tandem to help people with hypertension adopt strategies and behavior changes to successfully manage their blood pressure. Continuing to manage health cost trends in our region will help us maintain our competitive edge. Evidence demonstrates that achieving a national "best practice" control rate of 85% will reduce the incidence of heart attacks, heart failure, stroke and kidney failure. Continuing to manage health cost trends in our region will help us maintain our competitive edge.

SUGGESTED STRATEGIC PLAN CHANGES

In 2014, the Health Collaborative is implementing improvements to measurement and implementation of evidence based strategies.

STATUS OF PRIORITY PROJECTS

Finger Lakes Health Collaborative

Goal: To increase the percentage of adults in Monroe County with hypertension who have their blood pressure under control to a national "best practice" control rate of 85%.

Status: The initiative is on track to reach a control rate of 85% in 2020. Over 200 individuals from more than 60 organizations have come together to support this initiative, which is a unique, multi-faceted coalition of broad-based community stakeholders.

Economic Benefit: $8.5 million in projected reduced healthcare costs, 5 jobs

Capital Invested: $2,800,000 total ($300,000 CFA Award in 2012; $4,034 CFA Award in 2013) $1,400,000 Wegmans Charitable Foundation; $1,100,000 Greater Rochester Health Foundation).

2014 PRIORITY PROJECT RECOMMENDATIONS

Maintain focus on blood pressure control while beginning to emphasize management of global cardiovascular risk. Utilize the first phase of control rate measurement in Finger Lakes counties to establish baselines and begin strategic design, including financial development for potential expansion of program elements.

Advanced Manufacturing

VISION

To support the region's Advanced Manufacturing sector through the creation and preservation of industrial development and partnerships with academia to help companies meet their R&D needs and improve manufacturing processes and increase their production output and employment.

EXISTING CONDITIONS

1. In May 2014, President Obama selected the New York Finger Lakes region as a "Manufacturing Community" - one of twelve communities nationwide awarded this designation by the U.S. Department of Commerce under the Investing in Manufacturing Communities Partnership program. This designation provides awarded communities first priority for up to $1.3 billion in federal dollars and assistance from ten federal agencies.
2. In May 2014, the University of Rochester's Center for Emerging and Innovative Sciences (CEIS) was awarded a National Institute of Standards and Technology Advanced Manufacturing Technology Consortia Program (AMTech) grant to lead the development of a national roadmap for photonics.
3. In May 2012, President Obama, as part of his Advanced Manufacturing Jobs and Innovation Accelerator Challenge, awarded the Rochester Regional Optics, Photonics, and Imaging Accelerator, a project led by the University of Rochester, in partnership with RIT, the Rochester Regional Photonics Cluster, MCC, NYSTAR, and High Tech Rochester Inc., $1.9 million.
4. The total number of manufacturing jobs in the MSA is about 57,000, 11% of the total.
5. As has been true for most of Rochester's history, a large share of these manufacturing jobs are in highly productive, capital intensive sectors, called "advanced" manufacturing in this report. These jobs comprise 79% of the total in the sector.

PERFORMANCE MEASURES

Advanced Manufacturing Jobs (1000s)

2009	2010	2011	2012	2013	2014 YTD
47.5	46.5	46.9	46.3	44.6	44.8

STATUS OF FUNDED PRIORITY PROJECTS

Golisano Institute for Sustainability

CFA Award: $5,000,000 awarded in 2012

Status: Opened in the spring of 2013 and equipment acquisition and installation will be completed by December 2014.

Science & Technology Advanced Manufacturing Park (STAMP)

NYS Funding: Received more than $5 million in funding commitments from NYS towards real estate, engineering, construction, and marketing activities necessary for the site to achieve "shovel-ready lite" status. The SFY 2014-15 State Budget included an additional $33 million. Status: 852 acres at the site will be acquired by the end of 2014 with full ownership of the site (pending funding) by the end of 2014.

Agriculture and Food Processing Workgroup

VISION

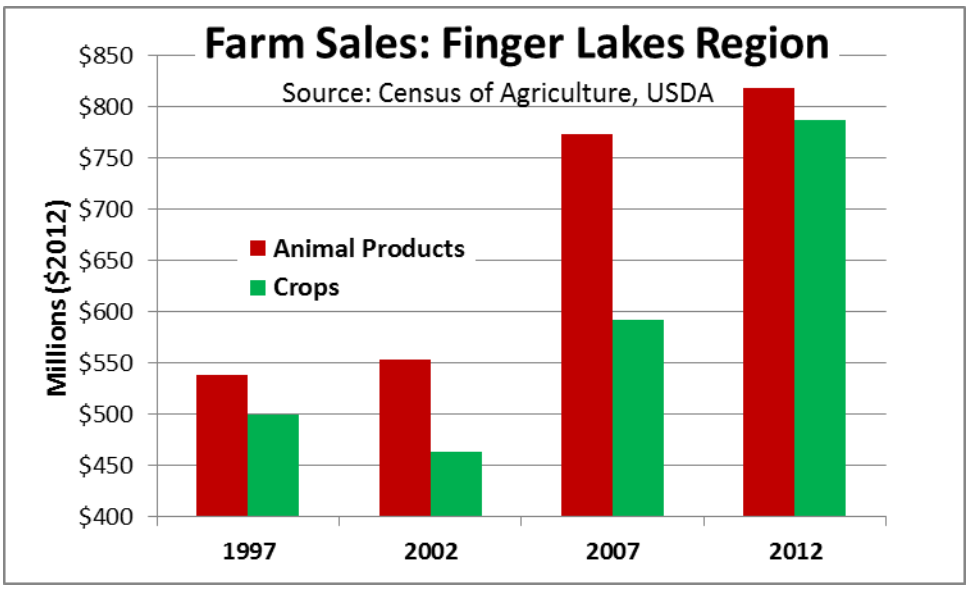
1. Increase the value and diversity of agricultural products and exports.
2. Provide incentives for the creation and expansion of food processing companies in the region and develop academic and other private partnerships to gain manufacturing efficiencies and access to new markets.
3. Invest in projects that create synergy between the region's agriculture and energy sectors.

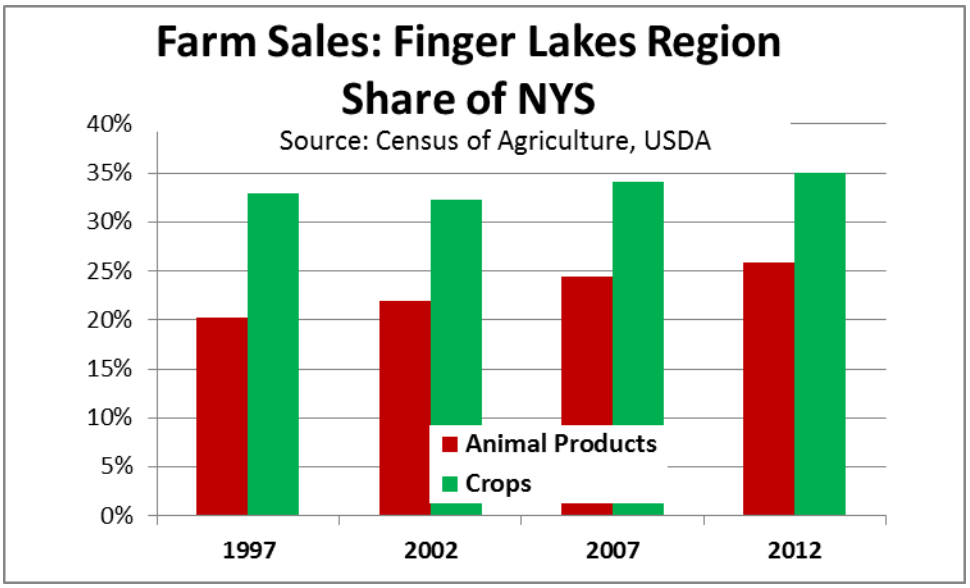
EXISTING CONDITIONS

1. The Finger Lakes region leads New York State in sales of milk, fruit and nut, corn, and organic products.
2. The region leads the state in sales of all crops, harvesting one-third of the state total by value, and also leads in sales of all animal products.
3. The region is a leading grower of apples, helping to make New York State second in the nation in apple production.
4. The Finger Lakes grape and wine industry produces 41,403 tons of grapes annually. The region's 90 wineries and 9,124 acres of vineyards account for 85%of the state's wine production.
5. The agricultural and food processing cluster represents a crucial part of the region's economy, employing nearly 21,000 with a payroll of $761 million.
6. The region has an abundance of fresh water.
7. The region has easy access to major North American markets, more than one third of the combined population of the U.S. and Canada live within 500 miles of the region.
8. Regional resources that support the agriculture and food processing cluster include:
    - Uncork New York, the New York Wine and Culinary Center.
    - Cornell Cooperative Extension (CCE) in each county for programs such as North Western New York Dairy, Livestock and Field Crops Team, the Lake Ontario Fruit Program, and the Cornell Vegetable Program.
    - Cornell University's New York State Agricultural Experiment Station
    - Agriculture & Food Tech Park in Geneva, Finger Lakes Culinary Bounty, Finger Lakes Sustainable Farming Center, the New York Farm Bureau, Finger Lakes Grape Program and the Wine & Grape Foundation
    - Genesee Valley Regional Market Authority
    - RIT's Center for Integrated Manufacturing Studies and Finger Lakes Food Processing Cluster Initiative.

PERFORMANCE MEASURES

Advance the 2014 priority projects and measure the productivity, job creation, new businesses started, businesses expanded, sales growth and private capital investment leveraged.





GOALS/STRATEGY

1. Continue to build collaboration and networks between local producers and local processors.
2. Support and encourage priority projects for the agriculture and food processing industry sector.

2014 PRIORITY PROJECT RECOMMENDATIONS

- **Growing the Agricultural Industry Now! Fund**

Goal: Create a revolving loan pool to support the capital needs of agriculture and food processing companies, including new technology, diversification and expansion.
Job Creation: 150 direct and 450 indirect jobs in the agriculture and food processing industry in the region.

- **Foodlink Food Hub**
  Goal: Build the capacity of Foodlink's regional value added processing center and local food alternatives.
  Job Creation: 32 food industry jobs and 43 construction jobs

- **Geneva Food and Farm-Based Business Accelerator**
  Goal: Modernize NY Food Venture Center to fuel food and beverage development.
  Job Creation: 40 construction jobs and 4 permanent jobs

- **Intergrow Greenhouses Expansion**
  Goal: Expand tomato production in size and growing season to enhance locally grown.
  Job Creation: 15 permanent jobs

- **Rochester High Pressure Processing Center**
  Goal: Provide a centralized high pressure tolling operation to enhance quality for food and beverage manufacturers that will be the only facility of its kind in New York State.
  Job Creation: 15 manufacturing jobs to support food processors throughout upstate New York and potentially attract business from Canadian companies.

Business Services

VISION

The Business Services Work Group vision is to capitalize on the recent success of this sector and add 5,000 incremental jobs to the region by 2016.

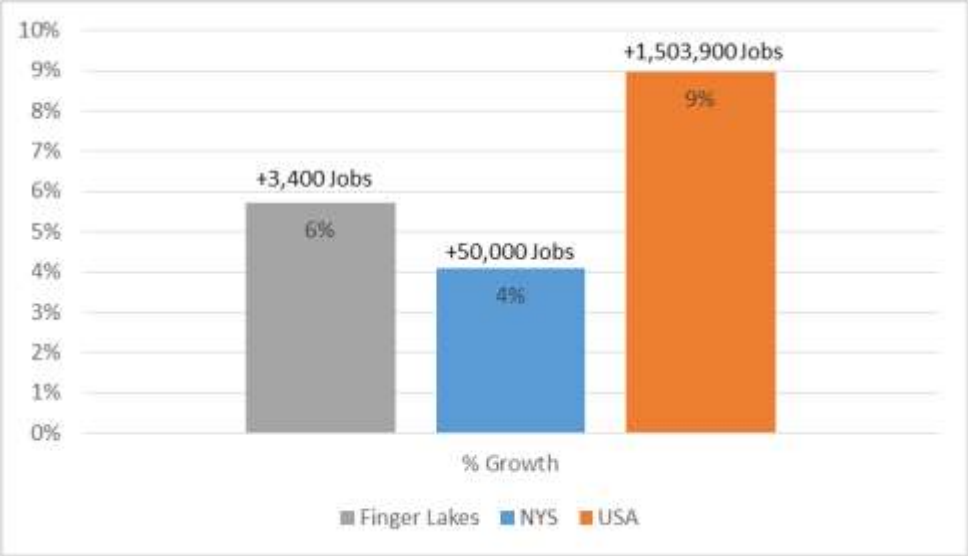
EXISTING CONDITIONS

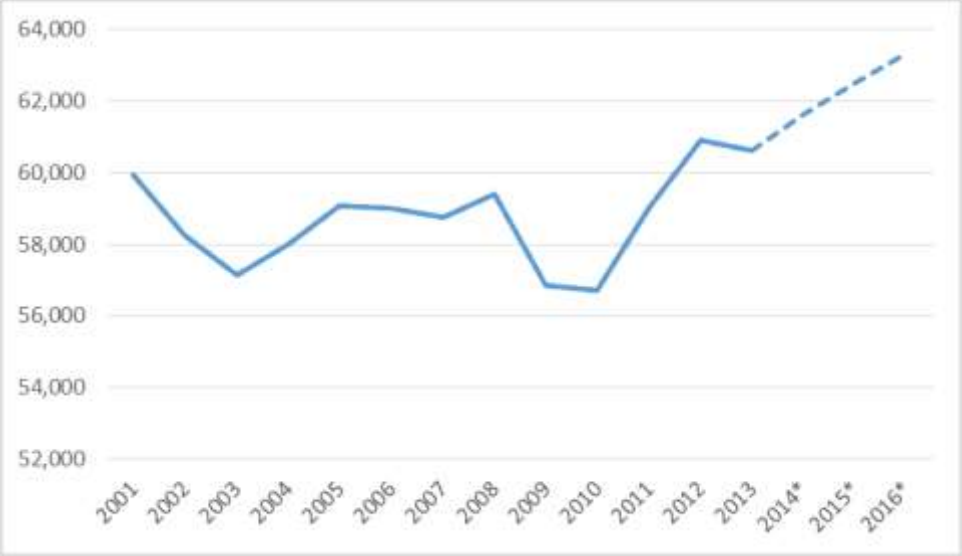
1. The Finger Lakes Region remains home to one of the strongest embedded concentrations of business services, software, and technical expertise in the country. Companies such as Paychex, Xerox, Sutherland Global Services, and Maximus provide payroll services, document management, customer support, and a wide array of other services.
2. As of May 2014, employment has increased 3% since 2011, to a total of 60,600. In addition, total income earned by workers in this sector totaled $4.3 billion in the region.

PERFORMANCE MEASURES

Total Business Services Employed as of May 2014 – 60,600

			3yr. Growth		Total Labor Income
Business Services/Software/Telco	**2011**	**2014**	**New Jobs**	**%**	**(2013 - In millions)**
TOTAL Business Services/Software/Telco	**59,000**	**60,600**	1,600	3%	$4,272
Front Office & Producer Services	31,300	32,600	1,300	4%	$2,603
Back Office & Outsourcing	13,800	14,500	700	5%	$575
Communications, Software & Media Services	8,100	7,200	-900	-11%	$546
Information Technology Services	5,900	6,400	500	8%	$548





GOALS/STRATEGY
Increase of 5,000 jobs in this sector by 2016.

STATUS OF PRIORITY PROJECTS
Sutherland Global Services
CFA Award: Received $900,000 in Excelsior Jobs tax credits for their expansion at Rochester Technology Park. Company received a $1.6 million Excelsior award in 2012 to help expand its call center operations at four Monroe County locations.
Job Creation: Hired 360 people in 2012 and more than 500 people in 2013. Sutherland continues to hire in 2014.

Non CFA Projects:

- **Xerox** landed a major, $500 million contract to revamp the NYS Medicaid Management System.

- **Datto** was announced by Governor Cuomo as the first START-UP NY company in Rochester. The data backup, disaster recovery, and business continuity company will create 77 jobs in Rochester.

- **Paychex** continues to grow, creating more than 200 jobs over the past three years.

- **Coast Professional, a** collection services company, has completed work on its Henrietta and Geneseo facilities. The company is nearing its goal of hiring 105 workers at the new Henrietta location.

- **Maximus Federal Services** was awarded up to $2 million in Excelsior Jobs tax credits in 2012. The company has invested approximately $3 million in its Pittsford location and added more than 250 jobs during their expansion.

2014 PRIORITY PROJECT RECOMMENDATIONS

- Finger Lakes Business Accelerator Cooperative Hub Facility
- Keuka College Center for Business Analytics & Health Informatics

2014 Work Group Dashboard: Community Development Workgroup

VISION

The collective and transformative effort to create a high quality of life and economic vitality in communities that will exude a sense of confidence, provide a wide range of supportive services, reinforce the natural character and utilize existing and new infrastructure to support and encourage productive community life in the 21st century.

EXISTING CONDITIONS

Issues of concentrated poverty, disinvestment, vacancy and foreclosure prevent some areas of the region from being successful and participating in the economic vitality available in the region. There are direct costs to these conditions and economic opportunity costs as well.

1. Poverty: NYS poverty rate rose from 15% in 2008 to 16% in 2012. (Census Bureau, American Community Survey 2012) However, Rochester is now ranked 5th in the nation for poverty (2007-2011 ACS). Child poverty in the City of Rochester is at 54%, which ranks 7th in the nation.
2. Unemployment: The rate of unemployment for the Finger Lakes region decreased from 7.9 % to 5.7 % from 2010 to 2014. In rural areas, the unemployment rate also decreased from 7.8% in 2010 to 5.6% in 2014. In Rochester unemployment rates within urban areas remain at higher levels (Bureau of Labor Statistics).
3. Graduation Rates: The high school graduation rate in the larger Finger Lakes region is 82%. In rural regions, the graduation rate is 87%. In Rochester the graduation rate remains unacceptably low (NYSED).
4. Affordable Housing: In the Finger Lakes region, 49% of households pay more than 30% of their income for housing expenses. In rural Finger Lakes regions, 55% of households are paying more than 30% of their income in housing expenses.

PERFORMANCE MEASURES

The Community Development Work Group seeks to track indicators of general community health as well as the direct impact of projects funded through the Regional Economic Development Council process. Below are the measurements utilized to track community development conditions for urban and rural areas in the region:

- Poverty: Rochester is now ranked 5th in the nation for poverty, with a poverty rate of 32% in 2012.

- Unemployment: Despite the overall decrease in the rates of unemployment for the larger Finger Lakes region and surrounding rural areas, the unemployment rate in Rochester remains at a higher level of 8.2% as of May 2014 (Bureau of Labor Statistics).
- Graduation Rates: While graduation rates rose in the larger Finger Lakes region and rural regions, in Rochester the graduation rate fell disastrously from 51% to 48%. (NYSED)
- Affordable Housing: In the Finger Lakes region, the rate of households paying more than 30% of their income for housing expenses rose from 43% in 2000 to 49% in 2012.

GOALS/STRATEGY

Community development efforts will spur long-term economic development in these areas by:

- Ensuring sustainable home ownership opportunities;
- Targeting community and economic development initiatives and programs for the redevelopment of distressed urban neighborhoods and rural communities;
- Providing opportunities for entrepreneurship, training and technical assistance, affordable and appropriate financing for small and micro businesses.

STATUS OF PRIORITY PROJECTS

Eight community development priority projects have been funded to date:

Port of Rochester
CFA award: $943,545
Status: Construction is under way. Marina is expected to open in 2015.

College Town
CFA award: $4,000,000
Status: Construction to be completed fall 2014.

Rochester Midtown Tower
CFA award: $4,000,000
Status: Construction began May 2014, to be completed fall 2015.

Penn Yan /Keuka Waterfront Development
CFA award: $490,000
Status: Hotel received local planning board approval; demolition will occur late 2014; construction to begin fall 2015.

Canandaigua Lakefront Redevelopment
CFA Award: $1.5 million
Status: Construction of Phase I to begin in the late summer of 2014.

Rochester Public Market
CFA award: $500,000

Status: Master plan and design development complete. Bids for Phase I by July 1, 2014. Phase II construction to begin spring 2015.

Sibley Building
CFA award: $500,000
Status: Predevelopment Phase largely complete. Construction of Phases I and II (residential, office and retail uses) to begin December 2014.

RIT Center for Urban Entrepreneurial Support (CUE)
CFA award: $1,000,000
Status: RIT plans to open the CUE in 2014 with full construction completed in 2015. In April 2014, 3 of the 4 floors in this facility were approved in RIT's START-UP NY campus plan as a tax-free zone for businesses that partner with RIT to locate there. The first START-UP tenant, Datto Inc, will occupy the fourth floor in August 2014.

2014 PRIORITY PROJECT RECOMMENDATIONS
Six priority projects have been recommended for 2014. These include:

Foodlink Food Hub
Goal: Build the capacity of Foodlink's regional value added processing center and local food alternatives.
Job Creation: 32 food industry jobs and 43 construction jobs

Rochester Public Market Master Plan Implementation Phase II
Goal: Construct a new enclosed vending area (Wintershed) which meets current and future needs, and supports growth of businesses.
Job Creation: 55 construction and 291 permanent jobs, and $177 million in economic impact over 10 years.

Keuka Lake Hotel
Goal: Construct a new 72-room Lakeside Hampton Inn that will anchor the town's waterfront redevelopment plans and support the area's tourism industry.
Job Creation: 75 construction jobs and 29 permanent jobs, with an additional 6 seasonal jobs in the months of May through October.

Canandaigua Lakefront Redevelopment Project Phase II
Goal: Complete Phase 2 of a $120 million mixed-use redevelopment project.
Job Creation: Phase I will create 256 construction jobs and 69 permanent jobs. Phase 2 will create 25 permanent jobs and 100 construction jobs. Upon completion, the entire $120 million development project will create 175 new direct jobs, 600 new indirect jobs, and 400 construction jobs.

Sibley Building
Goal: Redevelopment of a historic department store structure as a vibrant mixed use community including office, housing, and retail use.
Job Creation: Initial phases of the $200 million project will create more than 990 jobs.

Seneca Knitting Mill Rehab Phase III-A
Goal: Rehabilitation the Mill as the Center for Great Women, a national and international attraction with exhibit, museum and event space.
Job Creation: 100 construction jobs and 5 permanent jobs.

Eastman Business Park

VISION/STRATEGY

Eastman Business Park (EBP) will become New York State's premier center for the commercialization of new technology in the areas of biomaterials advanced manufacturing, functional films, and energy innovation (with an initial focus on storage). Simply put, we will invent here and build here. Key growth projects at Eastman Business Park are enabled by the Finger Lakes region's deep manufacturing competence and EBP's unique capacities. This facility is particularly well suited to bridging the gap between new ideas and their commercial application, thereby supporting the innovators, entrepreneurs, and employers. Our Innovation, Manufacturing and Materials Science Institute will serve as the catalyst for rapid commercialization of new technologies.

For start-up companies – especially those requiring thin films, material deposition, materials formulation, or chemical development -- Eastman Business Park has a portfolio of development tools that will enable early stage companies to preserve cash while navigating the commercialization "valley of death." In addition to supporting the above technologies, this suite of tools includes analytical, validation, prototyping, environmental conditioning, and pilot manufacturing capabilities. These tools, coupled with our expert scientists will create a manufacturing ecosystem at EBP that will be best-in-class at accelerating deployment of the three technology sectors mentioned above. Creating these clusters will position NYS to be a national leader in talent and technology in the broader category of clean technology.

EXISTING CONDITIONS

Eastman Business Park is one of the largest and most technically diverse industrial sites in the country. Founded in 1890, it remains Kodak's largest manufacturing facility, producing both legacy photographic products plus new digital media materials such as consumer inks, digital plate chemistry, and color toners for Kodak digital presses and copiers.

A vertically integrated 'city within a city,' EBP houses 56 tenants employing 3,500 on-site along with 3,000 Kodak employees. Currently 7 of the tenants focus on clean/renewable energy technologies.

- The campus extends over 1,250 acres and includes over 15 million square feet of manufacturing, laboratory, office and warehouse space
- Self-contained utilities provide:
  - Electricity from a 125 MW generating facility, that enables provision of steam, chilled water, compressed air, nitrogen, ultra-high purity water, and demineralized water;
  - Water from a 50 million gallon per day, Kodak water supply plant;
  - Wastewater treatment from 40 million gallon per day industrial waste water treatment facility.
- The site has full rail capability including 17 miles of track and the ability to store 250 railcars on internal sidings.

- More than a century of Kodak innovation is reflected in pilot scale capabilities to develop new and novel chemicals, thin films, deposition technologies and nano-particles.
- On-site specialty services and technical knowledge support manufacturing and commercialization activities.

Eastman Business Park has a well-established connection to researchers at the state's universities, including the Rochester Institute of Technology's Golisano Institute for Sustainability; the University of Rochester's Energy Research Initiative, and Center for Emerging and Innovative Sciences; Cornell University, RPI, and Clarkson. In addition, EBP is connected with MCC to develop the next generation of industrial technicians.

RECOMMENDED STRATEGIES AND ACTIONS FOR 2014-2015

During the next 12 -18 months, EBP will expand on its established foundation of biomaterials advanced manufacturing, functional films and energy storage. Already selected as the site of the NY-BEST Test and Commercialization Center, EBP will benefit from its ongoing relationship with Empire State Development, NYS Energy Research and Development Authority (NYSERDA) and New York's many established and emerging players in clean energy R&D.

Overarching Strategies

We will continue to focus our efforts on ensuring we deliver on our commitment to be one of the key job and economic growth engines for the region by:

- Promoting the sale of EBP by identifying highly competent industrial developers to ensure the future viability and stability of this facility.
- Partnering with other Work Groups to ensure alignment.
- Working with University of Rochester and MCC to esnsure that at least 200,000 square feet of space in EBP is qualified as a "START-UP NY" zone. ** Done received approval for 60,000 square feet of space July 1, 2014 as part of the University of Rochester's START-UP NY Campus Plan.
- Finalizing the EB-5 Regional Center by 3rd Q 2014. This will create a low cost financing option for a portion of the capital stack which will serve to incentivize companies to locate at EBP.

Specific Strategies

Energy Storage:

- Celebrate the grand opening of NY-BEST Test and Commercial Center at Building 308.
- Add at least three companies in this space, with one being a mid-size company.
- Connect university researchers and incubator companies with NY-BEST to drive innovation.
- Support federal government's interest in improving technology commercialization tool set; create a manufacturing development center as a national model, through agencies such as DOE and NIST.

Biomaterials Advanced Manufacturing:

- Complete the financing for Fermentation Cluster and break ground on installation.

- Add four companies in this space, with at least two being ready for manufacturing.
- Continue development of manufacturing eco-system which will support DOE/USDA's interest in development work at the small scale level for biofuels from cellulosic materials, biochemicals and bioplastics from sugars, and biojet and biodiesel fuel from algae.
- Market EBP at state and national conferences to attract the best and most promising biofuels companies. Have a major presence at Advanced Biofuels Leadership Conference.

Functional Films:

- Support regional interest in creating a National Network of Manufacturing Innovation in the areas of functional printing, in collaboration with the Optics, Photonics, and Imaging Work Group.
- Add one new company.
- Drive new technology in functional printing that will allow manufacturing of new products at EBP such as touch panel sensors, fuel cell membranes, and flexible displays.
- Enhance the roll-to-roll development tools as a state-of-the-art facility for commercial scale acceleration.

PERFORMANCE MEASURES 2012-2017

Performance Measure	Baseline: 2012	July 2014 Update	5 Year Goal
Number of jobs on site	6,533	6,400	7,887
Jobs retained	future		6,000
New jobs, both from existing NYS firms and from firms new to NYS	future		1,887
Total payroll of all employed on site	$542M	$540M	$613M
Estimated payroll of positions retained	future		$500M
Estimated payroll of new positions, both from existing NYS firms and from firms new to NYS	future		$113M
Number of firms on site	32	56	70
Firms with a pre-existing NYS presence	future	49	50
Firms new to NYS	future	7	20
Private investment in plant & equipment	future		$650M

New energy ventures

Firms	2	17	15
Employment	14	104	985
Payroll	$1M	$8.6M	$73M
Capital investment	future	$87M	$600M

PROCESS INDICATORS

The following indicators will measure other important aspects of the work group's progress:

- Number of workgroup meetings: 18
- Inclusiveness (e.g. has the work group reached out to partners throughout the Finger Lakes region and representing a range of demographics?): The Eastman Business Park workgroup is narrowly focused on securing this indispensable industrial site for the future of the region and New York State. Workgroup includes significant participation from local business leaders, local public agencies and state public agencies.

PRIORITY PROJECTS

1. Sale of EBP – Under way
2. NY-BEST Test and Commercialization Center - Done
3. Creation of an EBP Fermentation Cluster – Under way
4. Naturally Scientific US synthetic oil plant - Postponed
5. Sweetwater cellulosic sugar plant - Under way
6. Arnold Magnetics specialized motor/magnets facility
7. Upgrade of Thin Film Development Tools Capability
8. Assistance to recruit and support promising new technology firms
    a. Support expansion of existing companies, such as Graphene, Danisco, Natcore, NOHMs, etc.
    b. Develop an Energy Storage Ecosystem similar to biomaterials initiative. Hired consultant in energy storage space.
    c. Work on a formal launch of IMMSI at EBP – EDA grant submitted, notification due in September.
9. Support the first two functional film product manufacturing plants at EBP, which will be touch panel sensors, UniPixel and Kingsbury
10. Start developing partnerships with NYS universities to add EBP as a component to CATs to complete compendium of activity through commercial scale. Working with Cornell, RPI, and Clarkson.
11. Work with NYS to promote EBP as part of the Global NY initiative

EASTMAN BUSINESS PARK – PRIORITY PROJECTS

Funding Request	Description	Jobs	Investment	CFA
$2 M	**Fermentation Cluster Facility**	**50**	**$25M**	**2014**
	The Fermentation Cluster Facility			
	This transformational project will create a fermentation facility at EBP that will complete the compendium of technologies to take biomass feedstocks and convert them into biochemicals, biofuels, and bioplastics. Sugar suppliers (upstream) and biochemical manufactures (downstream) have lined up in support of this project. Fermentation compliments EBP's existing Specialty Chemicals Manufacturing, and Biorefineries. This compilation of capabilities will provide a very unique Biomaterials Advanced Manufacturing cluster that is likely to be a one-of-a-kind in the United States. We expect this to contribute ~600 new jobs by 2017.			
	Status: CFA Submitted: Project underway. Design elements being completed, company formed, and LOI being secured for capacity. Legal firm hired to create offering documents for investors.			
$1.4M	**American Fuel Cell**	**25**	**$4M**	**2014**
	This project will drive the creation of a facility to manufacture membrane electrode assemblies (MEAs). A critical component for the future of fuel cells in this country.			
	Status: CFA submitted. Company has moved into space at EBP and is starting operations.			

Funding Request	Description	Jobs	Investment	CFA
$200,000	**Microrganic Technologies**	**10**	**$1M**	2014
	This company is developing biological fuel cells that can process liquid waste streams, converting the hazardous components into harmless byproducts. A side benefit is these fuel cells will produce small amounts of electricity.			
	Status: CFA submitted.			
None	**Facilities development for supporting next generation of touch panel sensor**	**50-100**	**$25-$50M**	2013
	Two new projects are being proposed to create manufacturing of touch panel sensors (TPS) in two buildings at EBP. These processes will produce TPS of different resolution and sizes, and are considered complimentary to one another.			
	Status: Kingsbury has completed construction and is starting to produce sensors to fulfill orders. UniPixel has completed construction and is producing early quantities for testing and evaluation.			

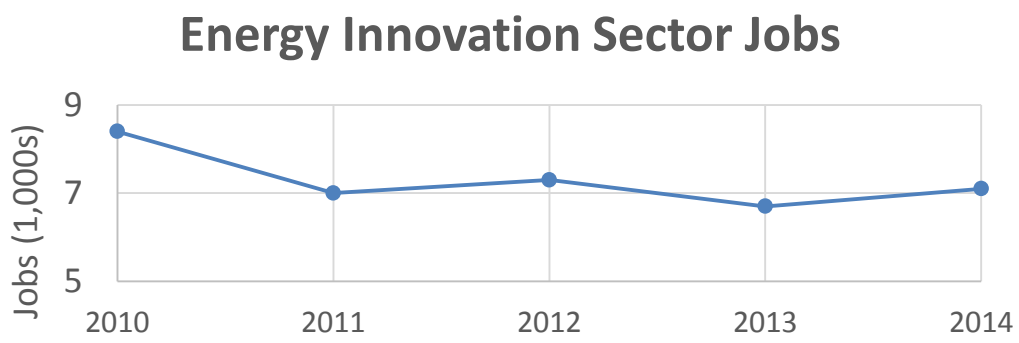
Energy Innovation

VISION

Encourage and support companies involved in the development of energy storage products, energy generation technologies, and products that use energy more efficiently to stay or relocate to the region through the development of shovel ready sites, access to intellectual capability, and other incentives.

Create the resources and infrastructure that will accelerate both R&D AND Commercialization of these new products.

EXISTING CONDITIONS



Energy Innovation Jobs (1000s)

2010	2011	2012	2013	2014 YTD
8.4	7.8	8.1	7.5	8.0

PERFORMANCE MEASURES

1. Number of companies in the region involved in energy innovation as it relates to manufacturing of products in the energy storage, generation, and "efficient use" sectors
2. Number of employees in these related businesses
3. Growth in sector from:
    - Current companies expanding manufacturing
    - New companies coming to the area/starting up in the area

GOALS/STRATEGY

- Continue 3 year track record of successfully awarded projects
    - (2011 – NY BEST Test and Commercialization Center, 2012 – NOHMs, 2013 – Arnold, Dry Room, Seneca Bio Fuels)
    - Building the Energy Ecosystem

    - Providing a compelling reason to locate a business in the Finger Lakes region

- Active work group giving personal attention to potential companies
    - Making valuable connections in the area
    - Demonstrating the assets and potential in the area
    - Identifying best sites for relocation regionally
- To make our region successful we have to personally & actively engage in taking all roadblocks out of the way – for both companies that want to come to the area and ones that are already established here.

SUGGESTED STRATEGIC PLAN CHANGES

- Implemented in 2014 vision to broaden scope beyond energy storage – see above.

- UPDATED Sector Strategy: Encourage and support companies involved in the development of energy storage products, energy generation technologies, and products that use energy more efficiently to stay or relocate to the region by cultivating the resources and infrastructure that will accelerate both R&D and commercialization of new energy technologies.

STATUS OF PRIORITY PROJECTS (2011-2013)

NOHMs Technologies
CFA Award: $2,000,000 2012 Award
Status: Moved into Building 320 at EBP in August 2013

Arnold Magnetics
CFA Award: $2,000,000 2013 CFA Award
Status: Began development of automotive powertrain products in 2014

Seneca Bio-Energy
CFA Award: Project received $100,000 in capital and an unused bond cap allocation during the 2011 and 2012 CFA rounds
Status: Initial construction is completed and operations under way for some tenant companies. Park operators have submitted a 2014 CFA for additional assistance

NY BEST
CFA Award: $3.5 million was awarded in 2011 for the NY BEST Test and Commercialization Center and $1.1 million was awarded in 2013 by NYSERDA and ESD (in conjunction with award to NOHMs Technologies) for a NY-BEST Battery Prototype Center.
Status: NY BEST Test and Commercialization Center grand opening at EBP was April 30, 2014. An agreement is in place between NY BEST & RIT to locate and operate the NY-BEST Battery Prototype Center (BPC) on the RIT campus. Target start of operations is October 2014.

Genesee Biogas
CFA Award: $2,000,000 2013 CFA Award

Status: Development and business attraction efforts at the site are ongoing. The Genesee Biogas project is seeking additional funds to fully finance the $17 million project and has submitted a 2014 CFA for additional support.

2014 PRIORITY PROJECT RECOMMENDATIONS

American Fuel Cell

Goal: To develop a low cost Membrane Electrode Assembly from existing thin film equipment for the fuel cell market.
Job Creation: 10 permanent

NewChem

Goal: To relocate to a new, state-of-the-art, LEED designated photo chemical machining plant and to increase capacity and workforce and to repurpose the existing site for community use.
Job Creation: 10-12 new jobs

Genesee Biogas

Goal: Design, build, and operate a $20 million power plant located in the Genesee Valley Agri-Business Park in Batavia to convert organic waste streams produced by agricultural and food processers into renewable energy to be used by the Park's tenants and regional industry.
Job Creation: 10 permanent and 30 construction jobs

Entrepreneurship and Innovation

VISION

To optimize business creation retention & expansion. To strengthen and expand the capacity and geographic reach of the region's network of incubators and acceleration facilities as well as business support and networking services.

EXISTING CONDITIONS

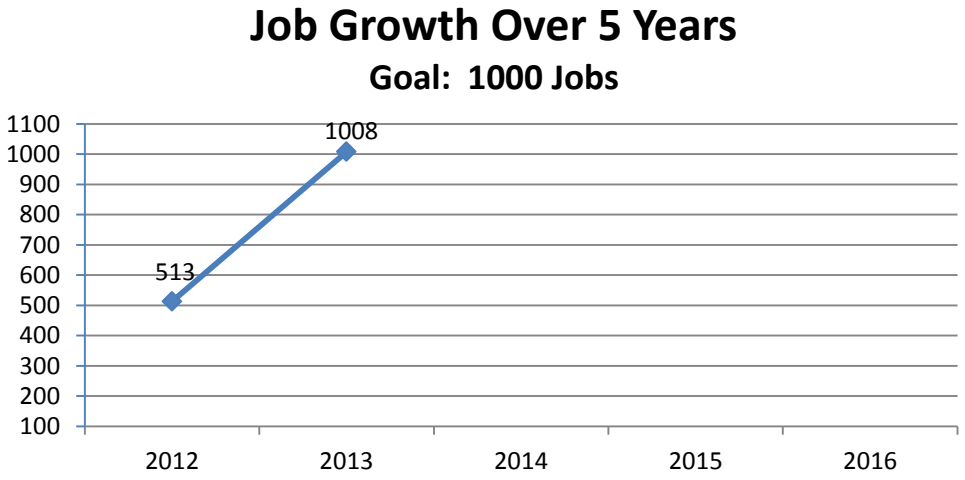
- Undeveloped ecosystem
- Lack of access to capital
- Decentralized support and networking within the region

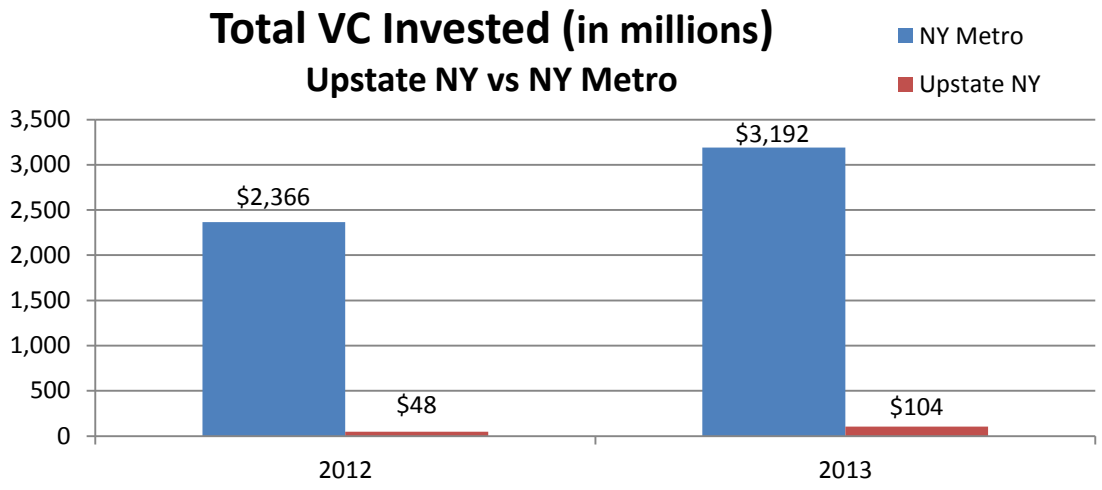
GOAL:

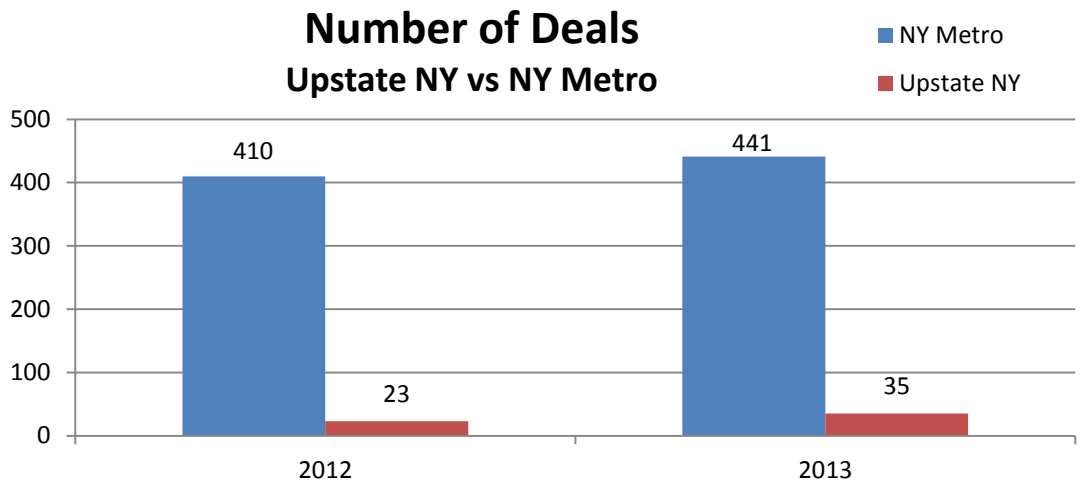
To create 1,000 new jobs in the form of start-up creation and business expansion within the first five years of operation.

PERFORMANCE MEASURES

- Jobs Created Or Saved: 1,008
- Capital Invested:
  - New: $17.8 million
  - Follow-on for Start-ups: $13.4 million
- Number of New Woman/Minority Companies 293
- Frequency of Meetings: Monthly
- Inclusiveness: 7 entities covering 9 counties







STRATEGY

- Region-wide video conferencing system
- Online entrepreneurs' resource guide
- Downtown Business Accelerator Hub facility (helping catalyze a new *Innovation District*)
- Center for Urban Entrepreneurship

STATUS OF PRIORITY PROJECTS

Finger Lakes Business Accelerator Cooperative

CFA awards: $5,000,000 (2011, 2012)

Status:

Video conferencing system	On Target – July Launch
Online entrepreneurs' resource guide	Completed & Active
Business Accelerator Hub facility	In Progress

Center for Urban Entrepreneurship
CFA award: $1,000,000 2013 Award
Status: RIT plans to open the CUE in 2014 with full construction completed in 2015. In April 2014, 3 of the 4 floors in this facility were approved in RIT's START-UP NY campus plan as a tax-free zone for businesses that partner with RIT to locate there. The first START-UP tenant, Datto Inc, will occupy the fourth floor in August 2014.

2014 PRIORITY PROJECT RECOMMENDATIONS
Finger Lakes Business Accelerator Cooperative Hub Facility
Goal: Create an incubation and business support facility in downtown Rochester which will help create and anchor an "innovation district" in the heart of the Rochester.
Job Creation: 1,000 new jobs – in the form of start-up creation and business expansion – in the first five years of operation.

Higher Education Workgroup

VISION

The higher education sector in the Finger Lakes region plays a three-fold role in the regional economy: as a major employer, a critical economic driver and resource for other industry sectors, and as an anchor of the region's quality of life. The sector is an unparalleled economic asset that will be the foundation of future economic growth within its own industry cluster as well as an essential contributor to the growth and expansion of other sectors of the regional economy.

EXISTING CONDITIONS

- Number of employees/payroll
  - Jobs: 34,300
  - Payroll: $2.0 billion
- Research expenditures
  - $432 million
- Total economic impact, over $5 billion
- 89,500 students from all 50 states and beyond our borders
- Ranked 5th in degrees per capita (one of the most productive regions in the nation)
  - 1st in degrees in the physical sciences and mathematics
  - 3rd in the biological and life sciences fields
  - 3rd in engineering and engineering-related fields
  - 6th in computing and information sciences

PERFORMANCE MEASURES

- Increase funding for research and development
- Increase overall market share of student enrollment
- Meet current & anticipated regional workforce needs with new academic programs and state-of-the-art facilities
- Consider impact on Global NY and Veterans re-entry and transition opportunities
- Business incubation, commercialization, and company spinoffs = Jobs and Wealth Creation
- Capitalize on START-UP NY
  - Attract new companies
  - Grow existing companies
  - Spark additional university affiliations with business

NYS Higher Education Institutions Ranked by 2012 R&D Expenditures ($millions)

Institution	2007	2008	2009	2010	2011	2012
University of Rochester	377	378.4	398.2	414.7	429	389.6

Rochester Institute of Technology	24.1	27	33.4	38.7	34.9	36.9
College at Geneseo (SUNY)	1.8	2.4	2.3	1.4	2.7	2.1
Hobart and William Smith Colleges	0.8	1.5	1.6	1.4	1.6	1.5
College at Brockport (SUNY)	1	0.7	0.7	0.8	1.2	1.5
NY Chiropractic	NE	NE	NE	NE	0.4	NE
TOTAL	404.70	410.00	436.20	457.00	469.80	431.60

GOALS/STRATEGY

- Invest in growth of the higher education sector as an industry.
    - Investment in facilities to expand capacity in growth disciplines (e.g. healthcare, interactive media/computer gaming, data science)
- Strengthen linkages between and among higher education institutions, employers, and workforce.
- Foster educational entrepreneurship, innovation and business incubation.

SUGGESTED STRATEGIC PLAN CHANGES

(see other document on Progress Report updates)

STATUS OF PRIORITY PROJECTS

University of Rochester Health Sciences Center for Computational Innovation

CFA Award: $10,000,000 (2011, 2012)

Status: New Visualization-Innovation-Science-Technology-Application (VISTA) Collaboratory lab will open in October 2014. $307 million in external research generated and 100 faculty and 700 scientists and staff users.

RIT Golisano Institute for Sustainability

CFA Award: $5,000,000 CFA awarded in 2012

Status: Opened in the spring of 2013 and equipment acquisition and installation will be completed by December 2014. Secured $10 million in new funded research. Part of winning national team for Federal NNMI in Digital Manufacturing with a potential for up to $20 million to RIT

RIT Center for Urban Entrepreneurship

CFA award: $1,000,000 2013 CFA Award

Status: RIT plans to open the CUE in 2014 with full construction completed in 2015. In April 2014, 3 of the 4 floors in this facility were approved in RIT's START-UP NY campus plan as a tax-free zone for businesses that partner with RIT to locate there. The first START-UP NY tenant, Datto Inc, will occupy the fourth floor in August 2014.

Nazareth College Wellness and Rehabilitation Institute

CFA Award: $250,000 2013 CFA Award

Status: Groundbreaking was held April 2014. The building is set to open in fall 2015, in time for new students' clinical work.

St. John Fisher College Integrated Science and Health Sciences Building
CFA Award: $250,000 2013 CFA Award
Status: Groundbreaking was held July 2014. Completion is expected by the fall 2015.

Roberts Wesleyan College Next Gen Health and Sciences Initiative
CFA Award: $250,000 2013 CFA Award.
Status: Construction was started in spring 2014 and expected to be completed by the fall 2015.

Hobart and William Smith Colleges Performing Arts Center
CFA Award: $1,000,000 through ESD 2013 CFA Award
Status: Groundbreaking held April 2014 and expected completion in January 2016.

2014 PRIORITY PROJECT RECOMMENDATIONS

Keuka College Center for Business Analytics & Health Informatics
Goal: Create a new Center for Business Analytics and Health Informatics that will leverage the College's entrepreneurial business programs and anchor college town in Yates County.
Job Creation: 15 construction jobs and 150 new jobs through the Center's incubation operation.

University of Rochester Institute for Data Science
Goal: Establish region and state as a hub for talent & expertise in analyzing use of data to improve quality of life and fuel economic growth.
Job Creation: Estimated 460 jobs and $530 million in research funding.

RIT's MAGIC Spell Studios
Goal: Create regional hub for interactive media design and development that will grow world-renowned programs in film & animation, gaming, and imaging science and link to studio and production facilities on campus and in downtown Rochester.
Job Creation: Minimum of 15 new faculty & staff positions at RIT, plus new jobs as a result of start ups.

Monroe Community College Academic Buildings Modernization/Renovation
Goal: Update chemistry labs/classrooms on Brighton campus to provide instructional space for 2300 students in healthcare and biotechnology-related programs.
Job Creation: Create 300 jobs annually, with ROI of $12 million in wages and prepare students for successful transfer to four-year colleges.

St. John Fisher College Integrated Science & Health Sciences Building
Goal: Expand the College's laboratory and classroom capacity, enabling it to meet current student needs and future growth and keep pace with industry standards
Job Creation: 60 construction jobs and serve 1,246 science, nursing, and pharmacy students.

Roberts Wesleyan College Next Gen Health & Sciences Initiative
Goal: Create a state-of-the-art research and education space and a nursing skills and high-fidelity simulation lab center that will enable the Finger Lakes region to meet the rapidly growing demand for highly educated workers with degrees in healthcare and science, engineering, and math.
Job Creation: 34 construction jobs along with 40 new faculty and maintenance positions

OTHER PRIORITIES

- Rochester Institute of Technology's Advanced Nanomanufacturing Labs
- Finger Lakes Business Accelerator Collaborative
- Finger Lakes Community College's Unemployed Worker Training

SUPPORTED & PIPELINE PROJECTS

- Supported:
  - Finger Lakes Museum
  - Letchworth State Park Nature Center
- Pipeline, SUNY 2020:
  - Finger Lakes Regional Center for Workforce Development
  - Wyoming County Agriculture & Business Center of Excellence

Infrastructure and Transportation

VISION

To ensure that regional infrastructure, transportation and telecommunication assets are distinguishing factors in the retention and attraction of jobs and investment.

EXISTING CONDITIONS

1. Sufficient capacity overall to accommodate additional growth, but localized limitations/bottlenecks exist.
2. Significant portions of our transportation, water, and sewer infrastructure are reaching the end of their useful life and need to be replaced if this capacity is to be maintained.
3. Regional energy generation is far below consumption. Significant investments (over $200 million annually) are being made to enhance/modernize the system, and ensure reliability of service to customers.
4. Access to broadband Internet varies widely within the region including fully un-served areas where economic development and job creation opportunities are strongly limited as a result.
5. Inadequate resources limit our ability to even maintain existing assets much less pursue transformational projects.
6. Funding for infrastructure, transportation, and telecommunications should be increased but is only part of the equation: we need to think differently about how we prioritize and deliver projects.

PERFORMANCE MEASURES

1. Number/percent of deficient bridges in the region:
    a. 525 of 1,599 / 33 % (2014 data)
2. Total water demand per capita:
   0.866 million gallons/day (2010)
    a. Unable to update; USGS does not expect to have data until late-2014 at the earliest (see http://water.usgs.gov/watuse/ as of May 9, 2014).
3. Regional Transit Service annual ridership:
   18,071,246 (SFY 2013-2014)
4. Enplanements at Greater Rochester Int'l Airport:
   1,221,792 (CY 2013)
5. Value of exports from the Rochester Metro Area:
    a. $8,800,000,000 (CY 2012)
6. Number of address points unserved by Broadband*:
    a. 34,543 (2013 data)
       * Broadband is defined by NYS Broadband Program Office
7. Updated water facility/project needs and water demand per capita data forthcoming from Environmental Protection Agency and US Geological Survey

GOALS/STRATEGY

- Insure priority investments are made in both transformational projects as well as existing infrastructure to enable economic growth without crisis disruption of the current infrastructure.

STATUS OF PRIORITY PROJECTS

- **I-390/Kendrick Road Interchange Project**
    - New off-ramp at East River Rd. and roundabout at East River Rd./Kendrick Rd. completed August 2013 with new on-ramp at East River Rd. under construction.
    - New on-ramp at Kendrick Rd. and widening of Kendrick Rd. Bridge over I-390 begun June 2013 with completion anticipated late-2014.
    - New on-ramp at West Henrietta Rd., rehabilitation of West Henrietta Rd. bridge over I-390 fully funded and under way.
    - Funding for new East Henrietta Rd. bridge over Erie Canal and reconfiguration of I-390/East Henrietta Rd. interchange announced January 2012 by Governor Cuomo, latest affirmation of commitment to fund by NYSDOT in June 2013.
    - $90 million in funding secured February of 2014 by Governor Cuomo.
- **Inner Loop East Transformation Project**
    - Funding for construction obtained from USDOT in 2013
    - Work to begin in 2014. per City of Rochester on May 6, 2014.

2014 PRIORITY PROJECT RECOMMENDATIONS

Highest Priority Transformational Project

- **NYS Route 390/I-490/Lyell Avenue Interchange**
    - Address existing and future safety and capacity issues, which negatively impact travel times for commuters and freight and limit the viability of business.
    - Replacement of several bridges that are at the end of their useful service life and additional lanes to reduce weaving movements.
    - Project is critical to continued development of Eastman Business Park; if not addressed, will increase bottleneck.
    - 200,000 vehicles use the interchange every day – equivalent to the traffic carried by the Brooklyn Bridge and Manhattan Bridge combined.
    - To be constructed in four phases at a total cost of $157 million (2012 dollars).

High Priority Transformational Projects

- **STAMP Infrastructure and Transportation Improvements**
    - $33 million awarded in SFY 2014-15 NYS Budget for engineering and infrastructure connections.
    - Future funding to be sought for roadway and other improvements as needed based on build out.
    - Active sales and marketing activity under way – projects in the pipeline.
- **Monroe County Sustainable Agricultural Park**
    - Funds being sought for comprehensive plan to create 40-acre renewable greenhouse using energy from Mill Seat Landfill.

    - 2013 CFA not selected for award; Monroe County and RIT seeking other funding.
- **Seneca County Route 318 Corridor Infrastructure Enhancement Phase II**
    - CFA submitted for expansion of sewer from Thruway Exit to Outlet Mall.
    - Feasibility and economic impact studies completed in 2013.
- **Existing Infrastructure**
    - Continued economic development is dependent on the infrastructure that supports it. Current funding is not sufficient to keep our infrastructure in a state of good repair. Ongoing funding resources need to be identified to maintain our existing infrastructure in a state of good repair.
    - For example by 2020, 50% of our bridges will have passed their intended design life.

Other Priority/Strongly-Supported Projects

- Niagara-Orleans Broadband Initiative
- RGRTA Campus Improvement Project- New Service Building
- Canandaigua Airport: sanitary sewer connection
- Fishers Ridge mixed-use development, Ontario County
- Main Street Rochester Streetscape Enhancement Project
- Monroe County Airport Development Site Preparation
- Road Improvements to southern portion of Letchworth State Park, Wyoming County

Life Sciences

VISION

Continue to build the region's reputation as a national hub for biomedical research and commercialization by investing in academic and private R&D, accelerating the translation of scientific discoveries into commercial opportunities through increased capacity and support for start-up companies, growing regional capabilities in biotechnology and pharmaceutical manufacturing, and expanding the region's life sciences incubation and acceleration facilities.

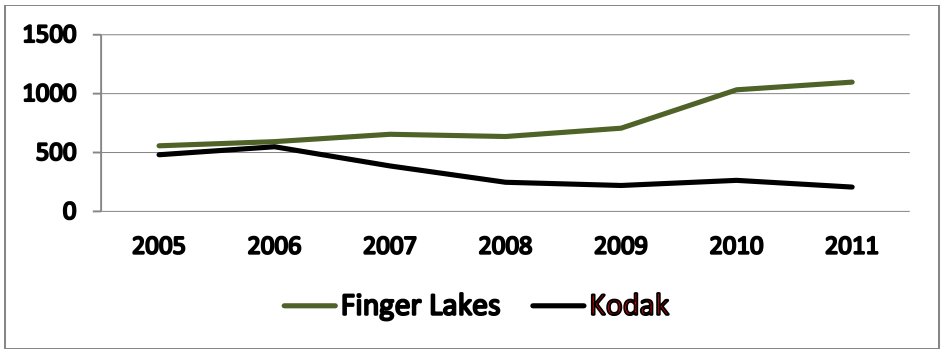
EXISTING CONDITIONS

1. Growing number of life sciences companies ranging from large, established firms to small start-ups
2. Sector employs 5,800 individuals in the region, with $568 million in earnings annually
3. Highly educated workforce with robust life science-related education and training programs
4. Strong foundation of university-based life science research and successful academic-industry collaboration
5. Other major advantages include:
    - University of Rochester's Center for Medical Technology and Innovation (CMTI) and Health Sciences Center for Computational Innovation (HSCCI)
    - Upstate Stem Cell Current Good Manufacturing Practices (cGMP) Facility
    - Strong research and technology commercialization programs at UR and RIT, as well as early stage capital seed fund Excell Partners, Inc.

PERFORMANCE MEASURES

- **Patents Awarded, Kodak vs. Rest of Region:** As Kodak continues to downsize, patent awards throughout the rest of the region have shown impressive growth.
- **Patents Awarded:** In 2011, the most recent data available, the Rochester Metropolitan Statistical Area (MSA) received a total of 1,287 patents, an increase of 14 from the previous year.
- **Frequency of Meetings:** Work Group has met three times in 2014.
- **Inclusiveness:** Nine members representing a broad cross-section of the sector.

Patents awarded in Finger Lakes Region vs. Patents awarded to Kodak



GOALS/STRATEGY

Invest in academic/private R&D projects that optimize external research funding and attract new companies and investment; accelerate the translation of scientific discoveries into new commercial opportunities by increasing the region's capacity to support and fund new start-up companies.

STATUS OF PRIORITY PROJECTS

University of Rochester Health Sciences Center for Computational Innovation (HSCCI)

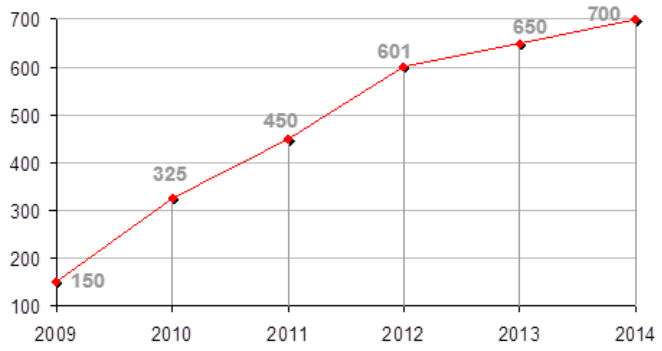
Goal: To create the most advanced computer system dedicated to health research in the world.

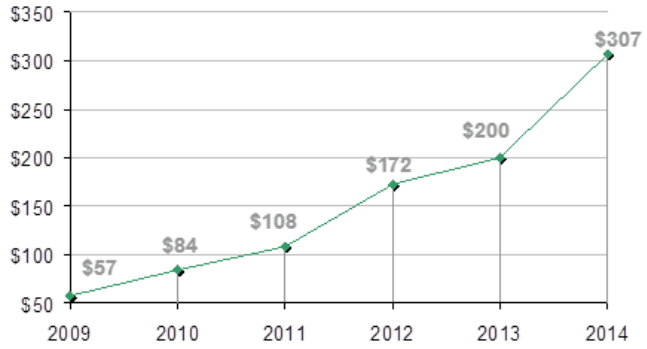
Progress: Thanks to support from Governor Cuomo and the New York State Legislature, the University of Rochester is home to the most advanced computer system dedicated to health research in the nation.

Priority Project Performance Measures:

- **External Research Funding Leveraged**
  - Goal: Leverage $205 million in external research funding in 10 years
  - Progress: $307 million leveraged, 2009-2014
- **Researchers associated with HSCCI**
  - Goal: Continue to increase users
  - Progress: To date, more than 100 faculty and 700 scientists and staff have used high performance computing in the course of their research

HSCCI Users **HSCCI Funding (in millions)**





Finger Lakes Business Accelerator Cooperative

Goal: Construct hub facility in downtown Rochester to anchor interconnected "hub and node" system to support entrepreneurship and innovation and drive economic growth across all industry sectors.

Priority Project Performance Measures:

- Identify central hub for Finger Lakes Business Accelerator Cooperative in downtown Rochester (In progress)
- Design and install a region-wide video conferencing system (In progress)
- Create a comprehensive entrepreneur's resource guide and routing system (Completed)

Regenerative Medicine and Data Science Initiative

Goal: Acquire critical new equipment to expand the capabilities and capacity of HSCCI and the Upstate Stem Cell cGMP Facility (USCGF) in clinical genomics and high throughput screening to accelerate clinical trials, commercialize new stem cell products, improve cell production processes, and further strengthen cGMP facility collaborations with SUNY Upstate Medical Center, the University at Buffalo, Roswell Park Cancer Institute, and Albany Medical Center.

Performance Measures:

- **External Leverage**
    - 2 USCGF projects are expected to enter clinical trials in less than five years
    - Since the inception of New York State Stem Cell Science (NYSTEM) in 2008, the University of Rochester has leveraged $80 million in external funding
- **Job Creation**
    - **Goal:** Create up to 5 jobs over 5 years (In progress)

2014 PRIORITY PROJECT RECOMMENDATIONS

New Transformational Project:

University of Rochester's Institute for Data Science

Goals: Construct a new, $29 million, 60,000 sq. ft., state-of-the-art building on UR campus to house the New York State Center of Excellence in Data Science. The facility will be the academic home for the new Institute – a $50 million initiative by the University.

Job Creation: Create 460 jobs at the University and in the community over 10 years and attract $530 million in research funding over 10 years.

Transformational Project:

Business Accelerator Cooperative (See Above)

Priority Project: St. John Fisher College Integrated Science and Health Sciences Building

Goals: Expand lab, classroom and faculty research space to meet current enrollment demands and accommodate future growth in nursing, pharmacy, biology, and chemistry programs.

Priority Project:

Pathways to Employment Program

Goals: Train 35 low-income students in STEM industries and place students in full-time employment in health care, advanced manufacturing, or IT jobs locally upon graduation.

Pipeline Project:

Institute for Pharmaceutics Innovation and Strategic Partnership

Goals: Establish a point of connection between local pharmaceutical and biotechnology companies and universities involved in drug development to leverage and build upon existing resources.

2014 Work Group Dashboard: Optics, Imaging & Photonics

VISION

To maintain and strengthen the Finger Lake region's long history as a global center for leadership and innovation in the optics, imaging, photonics (OIP) sectors.

EXISTING CONDITIONS

1. The U.S. leads the world in photonics research and innovation but has lost its leadership in manufacturing and currently produces only 10% of all photonics components.

2. In 2013, the National Photonics Initiative (NPI), an alliance of industry, government, and academic representatives born out of recommendations in the 2012 National Research Council report on optics and photonics, was launched and identified a series of measures it believes are crucial for maintaining U.S. competitiveness and national security. Rochester held the national informational meeting for this initiative.
3. OIP cluster in Rochester is one of the oldest and largest industrial clusters in the U.S. Industry giants Kodak, Corning, Xerox, and Bausch & Lomb were all founded in the region.
4. Today, there are over 120 photonics companies employing over 26,000 people in the Finger Lakes region.
5. The region also has one of the highest concentrations of photonics experts in the world.
6. OIP is about 50% of the Finger Lakes region's $10 billion industrial output.
7. Supporting the Finger Lakes OIP cluster is a world-class university system including the University of Rochester, Rochester Institute of Technology, and Monroe Community College. These schools offer educational and research programs in optics, photonics, and imaging at the 2-year, 4-year, and graduate levels.
    a. The UR's Institute for Optics is the nation's oldest and leading optics program.
        i. More than half of all the degrees in optics in this country have been granted by the Institute of Optics.
        ii. Graduates and faculty of the Institute of Optics have started and/or run over 160 companies.
    b. The UR's Laboratory for Laser Energetics is a major national research facility focused on laser induced fusion reaction.
    c. RIT's Chester Carlson Center for Imaging Sciences offers the only imaging science doctoral degree program in the nation.
8. SUNY College of Nanoscale Science and Engineering, is investing $375 million in photonics research, development and manufacturing in upstate NY, including a $150 million investment in Rochester. CNSE also has a photonics foundry in nearby Canandaigua.
9. The Finger Lakes is home to Eastman Business Park, one of the largest, most vertically integrated industrial and technology parks in the United States. The digital camera, satellite imaging systems, and OLED displays were all developed and manufactured in the park.
10. While the Finger Lakes region's largest OIP companies (Kodak, Xerox, Bausch + Lomb) have lost 6,600 jobs since 2009, the region's small and midsize OIP companies have added 3,900 jobs = since 2009.

PERFORMANCE MEASURES –

Jobs –

Big Three Total Jobs:

2011	2012	2013	2014
17,376	14,957	12,855	12,468

2013 Small to Medium Total Jobs – 12,850

2014 Total OIP Jobs – 26,000

GOALS/STRATEGY –

Goals and Actions

1. Pursue federal grants to assist in projects to leverage the region's OIP industry:
   ACTION: In May 2014, President Obama selected the New York Finger Lakes region as a "Manufacturing Community" - one of twelve communities nationwide awarded this designation by the U.S. Department of Commerce under the Investing in Manufacturing Communities Partnership program. Optics, photonics, and imaging were one of the two strategy focuses for the application.
   ACTION: In May 2014, the University of Rochester's Center for Emerging and Innovative Sciences (CEIS) was awarded a National Institute of Standards and Technology (NIST) Advanced Manufacturing Technology Consortia Program (AMTech) grant to lead the development of a national roadmap for photonics.
   ACTION: In May 2012, President Obama, as part of his Advanced Manufacturing Jobs and Innovation Accelerator Challenge, awarded the Rochester Regional Optics, Photonics, and Imaging Accelerator, a project led by the University of Rochester, in partnership with RIT, the Rochester Regional Photonics Cluster, MCC, NYSTAR, and High Tech Rochester Inc., $1.9 million.
   ACTION: The region contributed to and participated in National Photonics Initiative meetings and continues to meet with members of Congress and the White House to advance this initiative.
2. Pursue a National Network for Manufacturing Innovation hub designed to expand photonics manufacturing in the U.S based in Rochester, NY.
   ACTION: Ongoing strategic planning meetings help around the national center for optics and photonics manufacturing. These tools are a small part of that project.

FUNDED PRIORITY PROJECTS

RIT's MOVPE system

CFA Award: $300,000 2013 CFA Award

Status: In May 2014, RIT received $300,000 from NYS to help purchase a metal organic vapor phase epitaxy (MOVPE) system for its semiconductor microfabrication facility, which will facilitate growth and advances in areas including high efficiency photovoltaics, ultra-fast optoelectronics and next generation microelectronics as well as quantum dot and nanowire based lasers and photovoltaics.

2014 PRIORITY PROJECT RECOMMENDATION

Finger Lakes Regional Center for Advanced Optics Manufacturing

Goal: Establish a user facility with shared precision optical testing equipment that will enable member companies and academic researchers to innovate and more effectively compete, particularly in the rapidly growing field of infrared imaging and freeform optics.

Job Creation: Participating companies anticipate that growth in the infrared imaging and freeform optics markets could result in the creation of 500 jobs in the region over the next five years.

Sustainability Workgroup

VISION

Supporting the creation of a sustainable environment by guiding the NYSERDA Cleaner Greener Committees (CGC) program in our region and assisting in strengthening applications. Advise the Council on advancing the objectives of the Finger Lakes Regional Sustainability Plan with the economic development process.

EXISTING CONDITIONS

Documented in the Finger Lakes Regional Sustainability Plan completed in the spring of 2013.

PERFORMANCE MEASURES

- Energy efficiency and renewable energy (including transportation)
- Creates/Retain Jobs
- Water & waste reduction & management
- Climate resiliency and adaptation
- Matching funds & other support for infrastructure is available
- Create regional synergies
- Adherence to smart growth principles for locality

GOALS/STRATEGY

1. Regional Sustainability Strategy
    a. Developing proactive economic development sustainability initiatives for future "pipeline".

2. CFA Interview Team
    a. Provided presentation to CFA applicants to help them understand CGC criteria and improve application submittal.

3. Evaluating Committee
    a. Alignment of CFA & Scoring with Regional Sustainability Plan (RSP).

SUGGESTED STRATEGIC PLAN CHANGES

We are developing a strategy for advancing sustainability in the region and will be prepared to present to the Finger Lakes Council in the fall of 2014.

STATUS OF PRIORITY PROJECTS

Genesee Biogas

CFA Award: $2,000,000 2013 NYSERDA Cleaner, Greener Award

Status: Development and business attraction efforts at the site are ongoing. The Genesee Biogas is seeking additional funds to fully finance the $17 million project and has submitted a 2014 CFA for additional support.

I-Square Project
CFA Award: This project received $393,999 through the EFC Green Innovation Grant Program, and $1.9 million through the NYSERDA Cleaner, Greener Communities Program, for a total of $2.3 million in the 2013 REDC process.
Status: Phase 1 consisting of roadway, sidewalks, infrastructure and utilities nears completion. Phase 2 consisting of 2 new buildings, outdoor stage and rainwater collection is underway.

2014 PRIORITY PROJECT RECOMMENDATIONS

Downtown Rochester High Falls EcoDistrict
Goal: Friends of the GardenAerial, in partnership with others, will implement a 30 month study and outreach effort to advance the GardenAerial's EcoDistrict framework in and around the Brown's Square and JOSANA neighborhoods which encompass the High Falls District. High Falls EcoDistrict will be the first in NYS.

Sustainable Batavia
Goal: To prepare an updated, market-based Comprehensive Plan for the City of Batavia that will provide a framework for sustainable land use, redevelopment, neighborhood development, resiliency, infrastructure, and parks/community facilities.

Genesee Biogas
Goal: Design, build, and operate a $20 million power plant located in the Genesee Valley Agri-Business Park in Batavia to convert organic waste streams produced by agricultural and food processers into renewable energy to be used by the Park's tenants and regional industry.
Job Creation: 10 permanent and 30 construction jobs

Village of Macedon Treatment Plant Energy Independence
Goal: To retrofit an existing plant to process high strength food and other wastes to generate gas and electricity. This will allow high waste producers in the area to lower their cost of doing business and encourage economic development.

Microrganic Technologies, Inc.
Goal: To develop manufacturing-scale cathode material using the resources at Kodak Pilot Coatings facilities to deploy microbial fuel cell evaluation units to perform on-site waste water remediation.
Job Creation: 8 jobs

Town of Mount Morris Comprehensive Plan and Zoning Updates
Goal: To update the existing comprehensive plan with a focus on environmental and sustainability issues, and also perform zoning updates.

American Fuel Cell
Goal: To develop a low cost Membrane Electrode Assembly from existing thin film equipment for the fuel cell market.
Job Creation: 10 jobs

Tourism & the Arts

VISION

The Finger Lakes region has world-class tourism, arts and culture assets. These assets help produce jobs, positively impact economic development, and enhance our quality of life in the region. We grouped these assets into four sectors:

1. Lakes, rivers and canals;
2. Sports, recreation, and entertainment;
3. Arts, culture and history; and
4. Culinary, wine and beverage.

EXISTING CONDITIONS

1. Significant and unique arts and culture destinations (including historical and architectural assets), aligned with trending visitor interests, represent a key opportunity to promote our region internationally.
2. Diverse water assets collectively represent a significant resource that should be further leveraged and promoted as a tourism destination.
3. Sports, recreation, and entertainment represent a significant factor in tourism, especially golf and water sports. Pro sporting events, such as the 2013 PGA Championship, 2014 LPGA, NASCAR and nationally recognized festivals, offer opportunities to display and promote our region to an international audience.
4. Sophisticated wine, culinary, and beverage attractions are prevalent throughout the entire region and represent one of the fastest growing sectors.
5. Within the region's geographical diversity, there is opportunity to better connect the efforts of all nine counties in a more collaborative manner.

PERFORMANCE MEASURES –

	2011	2013	May-14
Tourism (ESD definition)	**20,600**	**21,000**	**21,400**
Accommodations	3,700	3,700	3,800
Culture, Recreation and Amusements	4,300	4,100	4,600
Food Service	6,800	7,200	7,500
Passenger Transportation	3,000	2,900	2,700
Travel Retail	1,400	1,500	1,400
Wineries	1,000	1,000	1,000

GOALS/STRATEGY

Goal:

Our goal will be to broaden and strengthen our national and international reputation for tourism and arts using collaborative marketing and promotion to more fully realize our potential.

Strategies:

1. Continue to invest in, preserve, develop, and promote the region's major assets:

   a. Arts and culture destinations (including history and architecture)
   b. Lakes, rivers, and canals
   c. Sports, recreation, and entertainment
   d. Wine, culinary, and beverage industry (including agricultural and food micro enterprises)

2. Build on a positive destination image by leveraging partnerships and promotions of the region's quality assets and high profile events for tourism and business development, expansion and retention.

STATUS OF PRIORITY PROJECTS

Geva Theatre Restoration

CFA Award $50,000 through ESD Market NY and $100,000 through NYS Canal Corporation for a total of $150,000 in the 2013 REDC process.
Status: Completed exterior renovations, including masonry repair, roof replacement and window refurbishment, and replaced the HVAC. Upcoming projects include renovations to the interior of the historic building.

Hobart and William Smith Colleges Performing Arts Center

CFA Award: $1,000,000 through ESD 2013 CFA Award.
Status: Groundbreaking held April 2014 and expected completion in January 2016.

The Strong and Toy Industry National Halls of Fame

CFA Award: $360,000 through the ESD Market NY program in the 2013 REDC process.
Status: The Strong has submitted a 2014 CFA for the remaining assistance needed to complete the project. Exhibit construction is scheduled to begin in December 2014 and, pending securing remaining necessary funding, to conclude by October 2015.

2014 PRIORITY PROJECT RECOMMENDATIONS

The Strong and Toy Industry National Halls of Fame

Goal: Create a major regional and national tourism destination by combining the newly acquired collections from the Toy Industry Association with The Strong's existing National Toy Hall of Fame.
Job Creation: Retain 250 jobs and create 10 new jobs

Winery Based Wastewater Treatment Systems

Goal: Construct wastewater demonstration systems at three wineries in the Finger Lakes that will serve as a model for other local wineries and breweries leading to greater opportunities for expansion and growth, creating jobs in the wine industry and associated sectors, such as regional tourism

Blue Cross Arena at the War Memorial
Goal: Installation of a marquee, renovation of the arena to improve the fan experience and modernize facilities, roof restoration, and design and market studies to facilitate Phase II of the project.
Job Creation: 35 construction jobs and 5 permanent jobs

Frontier Field
Goal: Renovate Frontier Field to significantly improve visitor experience, attract more corporate sponsorship, and enable the facility to host more non-baseball events.
Job Creation: 100 construction jobs

Workforce Development

VISION

To increase access to current and future middle skilled jobs in advanced manufacturing, culinary, healthcare, information technology and skilled trades for the Finger Lakes region through collaborative, results oriented efforts of educators, area nonprofits, government, organized labor, and business stakeholders focusing on the retention of adult workers, especially our veterans, and addressing the student population - urban, suburban and rural - through education, exposure, and connection to relevant careers leading to meaningful long-term employment.

EXISTING CONDITIONS

1. Low graduation rates and student performance leave our young people unprepared for college or vocational careers limiting the number of available candidates to fill positions.
2. The limited number of students prepared for the workforce and adults in need of retraining creates the current gap in unfilled jobs within the Finger Lakes region.
3. Growing partnerships between business, education and community organizations within the region offer opportunities to improve the outlook for developing a strong workforce.

PERFORMANCE MEASURES

- Jobs created (see attached Chart)
- Classification of person getting job (Student, Adult, Veteran)

Finger Lakes – Regional Economic Development Council
Workforce Development Team
Job Commitment for 2014

	Hillside Students	Other High School Students	Adult	Veterans	YTD Total	Year End 2014 Commitment
Culinary	1	-	33	-	34	50
Health Care	19	13	130	9	171	100
Skilled Trades	-	13	9	-	22	65
Advanced Manufacturing	-	18	6	-	24	75
Information Technology	4	-	-	-	4	25
Totals =	24	44	178	9	255	315

Number of Hillside students currently employed through existing Work-Scholarship program is 328

Health Care data represents youth between 16 -21 years old and Veterans

GOALS/STRATEGY

The Workforce Development Work Group uses the 5 "C"s as their goals as shown below:

Candidates

Recruit students and adults in need of additional training for our programs through our work group, Hillside, school districts and community colleges.

Curriculum

Work with school districts, BOCES, community colleges and employers to develop relevant, enjoyable and results-oriented training in basic education (reading and math where necessary) and in middle skills.

Careers

Find meaningful internships and jobs with a qualified and motivated business partner through our work group, Hillside and other sources.

Communication

Convince students, parents, guidance counselors, teachers, school administrators, adults that need retraining; and the entire community of the relevance and value of middle skills jobs

Coordination

Coordination of diverse stakeholder efforts within the region, increasing the availability of a trained workforce for middle skills jobs.

SUGGESTED STRATEGIC PLAN CHANGES

Support a Career and Technical Education pathway to graduation in NYS: We encourage the NYS Board of Regents to consider an alternative pathway to a high school diploma that includes preservation of high educational standards aligned with industry need; input form the business community in program development, emphasis on meeting labor market needs, especially in STEM fields; and work-readiness training that incorporates academic, technical and employability skills.

STATUS OF PRIORITY PROJECTS

Monroe Community College's Multiple Pathways to Middle Skills Jobs

CFA Award: Project was awarded $600,000 through the 2012 CFA process.
Status: In summer 2014, MCC deployed two of the three mobile labs for advanced manufacturing and skilled trade fields. A third healthcare focused lab is on order and will be deployed in mid- to late-August. A fourth lab is in the process of being reconfigured.

Work-Scholarship Connection Job Creation in Middle Skills and Beyond

CFA Award: None
Status: 24 current Hillside students have obtained positions in the focus industry sectors during 2014 through the efforts of the Workforce Development Work Group.

The NYS Pathways in Technology Early College High School (NYS P-TECH)
CFA Award: NYS P-TECH was announced as part of the Governor's 2013-2014 Executive Budget and will receive additional funding and support through the State Education Department. The public-private initiative was launched in partnership with IBM, which helped create the P-TECH program and will provide tools, training and support to each NYS P-TECH school.
Status: As of July 2014, 98 students out of 125 have been recruited for Rochester P-TECH. A summer bridge program began on July 6 and is being offered in partnership with RIT, RCSD and MCC faculty. The first class of the 6-year program will begin in fall 2014 at the Rochester City School District's Edison Campus.

2014 PRIORITY PROJECT RECOMMENDATIONS

TOP PRIORITIES

Hillside Work-Scholarship Connection
Goal: Expand HW-SC's services in the El Camino neighborhood to help at-risk youth escape the cycle of poverty through academic success and employment opportunity.
Job Creation: The project will enable 60 youths to participate in the HW-SC program.

Finger Lakes Community College Unemployed Worker Training
Goal: Provide long term unemployed workers with the skills necessary to enter the job market and become self-sustaining.
Job Creation: The program will train 32 long-term unemployed individuals.

OTHER PRIORITIES

Monroe Community College Accelerated Precision Tooling Certificate Program
Goal: As the central component of the 2013 FLREDC Opportunity Agenda, the program is designed to link workforce training to high demand occupations within the growing advanced manufacturing cluster.
Job Creation: The program will train 18 students.

Rochester City School District OACES Program: Skilled Trades- Electrical & CNA Training for at-risk youth
Goal: RCSD program will offer two 6-month Electrical Training programs to adults and young adults interested in entering the electrical industry.
Job Creation: 20 additional adults per year will participate in the program

Pathstone E3 Initiative: Education, Entrepreneurship, Employment
Goal: Program will leverage existing resources and partnerships across public and private sectors to provide paths to employment and help revitalize El Camino and other high poverty Rochester neighborhoods.
Job Creation: The program will train 40 individuals.

Arc of Monroe: Transition to Employment

Goal: Prepares individuals with developmental disabilities for the workforce through an intensive 12-month program. Classroom instruction, on-the-job training and worksite rotations will address soft skill development and workforce education, and ultimately result in job placement.
Job Creation: A total of 10 individuals would be served by this program.