

# Finger Lakes Regional Economic Development Council



Finger Lakes  
Regional Economic  
Development Council



## Progress Report & Recommended Priority Projects

Year 6 | Sept. 2016



# Table of contents

		iii	<b>Message from the Co-Chairs</b>		
		v	One Community Plan		
<b>1</b>	<b>Executive Summary</b>	1	<b>United for Success</b>		
	<b>2</b>	<b>Progress</b>	5	<b>State of the Region</b>	
			12	<b>Status of Past Priority Projects</b>	
			12	Priority Project Progress	
			16	Summary of All Past Priority Projects	
			16	Leverage of State Investment in All Past Priority Projects	
			18	Mapped Status of Past Priority Projects	
			20	<b>Status of All Projects Awarded CFA Funding</b>	
			20	Aggregated Status of All CFA Projects	
			22	Leverage of State Investment in All CFA Projects	
22			Job Creation		
		23	<b>Upstate Revitalization Initiative Progress</b>		
<b>3</b>	<b>Implementation Agenda</b>	27	<b>Implementation of 2016 State &amp; Regional Priorities</b>		
		28	Pathways to Prosperity		
		37	Optics, Photonics, & Imaging		
		40	Agriculture & Food Production		
		46	Next Generation Manufacturing & Technology		
			Eastman Business Park		
			Science & Technology Advanced Manufacturing Park (STAMP)		
			Downtown Innovation Zone		
		50	Entrepreneurship & Development		
		52	Higher Education & Research		
		59	Global NY		
		66	Tourism & Arts		
		69	Infrastructure & Transportation		
		73	Sustainability		
				76	<b>Proposed Priority Projects</b>
				77	Overall Investment Ratio for Proposed Priority Projects
				77	Proposed Priority Projects Relating to State Priorities
		78	Map of Proposed Priority Projects		
		80	Additional Priority Projects		
<b>4</b>	<b>Participation</b>	84	Community & Local Government Engagement		
		86	Interregional Collaboration		
		88	<b>Work Team Descriptions &amp; Membership Lists</b>		
		94	<b>Downtown Revitalization Initiative</b>		

# Council Members



**Anne M. Kress, Co-Chair**  
President, Monroe Community College

**Danny Wegman, Co-Chair**  
CEO, Wegmans Food Markets

**A. Douglas Berwanger (Ex-Officio)**  
Chair, Wyoming County Board of Supervisors

**David B. Callard (Ex-Officio)**  
Chair, Orleans County Legislature

**Raymond Cianfrini (Ex-Officio)**  
Chair, Genesee County Legislature

**Matt Cole**  
Vice President, Commodity Resource Corp.

**Charles Cook**  
President, Liberty Pumps Inc.

**Timothy Dennis (Ex-Officio)**  
Chair, Yates County Legislature

**William W. Destler**  
President, Rochester Institute of Technology

**Cheryl Dinolfo (Ex-Officio)**  
County Executive, Monroe County

**Hilda Rosario Escher**  
President & CEO, Ibero American Action League

**Eric Gott (Ex-Officio)**  
Chair, Livingston County Board of Supervisors

**Steve Griffin**  
CEO, Finger Lakes Economic Development Center  
and Yates County Industrial Development Agency

**Eugene Jankowski (Ex-Officio)**  
President, Batavia City Council

**Steven LeRoy (Ex-Officio)**  
Chair, Wayne County Board of Supervisors

**Tom Macinski**  
President, Standing Stone Winery

**James D. Hoffman**  
Chair, Wayne County Board of Supervisors

**Tony Jackson**  
President, Panther Graphics

**Jack Marren (Ex-Officio)**  
Chair, Ontario County Board of Supervisors

**Theresa B. Mazzullo**  
CEO, Excell Partners, Inc

**Augustin Melendez**  
President, Hillside Work Scholarship

**Andrew Moreau**  
CFO, Precision Packaging Products

**Joseph D. Morelle**  
State Assembly Majority Leader, 132nd District

**John Noble**  
CEO, Synergy, LLC

**Wade Norwood**  
Chief Strategy Officer, Finger Lakes Health  
Systems Agency

**Mark S. Peterson**  
President & CEO, Greater Rochester Enterprise

**Joseph E. Robach**  
State Senate, 56th District

**Peter Robinson**  
Vice President of Government Relations,  
University of Rochester Medical Center

**Robert S. Sands**  
CEO, Constellation Brands, Inc.

**Erin Tolefree**  
Executive Vice President, Baldwin Richardson Foods Co.

**Jon Verkey (Ex-Officio)**  
Supervisor, Town of Arcadia

**Lovely Warren (Ex-Officio)**  
Mayor, City of Rochester

**Gary Westfall (Ex-Officio)**  
Chair, Seneca County Board of Supervisors

**Christine Whitman**  
President, CEO & Chairman, Complemar, Inc.

**David Young**  
President, Rochester Building & Construction  
Trades Council

**Vincent Esposito**  
Regional Director, Empire State Development

# Message from the co-chairs



A key component of the Upstate Revitalization Initiative Plan was to build in, wherever possible, a clear understanding of how each project will **impact poverty**.

**W**e offer our sincere appreciation to Governor Cuomo and the New York State Legislature for this transformative initiative, and for believing in our plan. Our Finger Lakes Forward plan captured our vision, our readiness, and our momentum. With that award and the determination of the community as a whole, we have the opportunity and responsibility to implement key initiatives in a deliberate and measured way. Through a collaborative approach that removes barriers to economic development and growth, we remain poised to accelerate the improvement of our region to the benefit of the full diversity of our community.

A key component of the Upstate Revitalization Initiative Plan was to build in, wherever possible, a clear understanding of how each action, each project will impact poverty. The Finger Lakes region remains acutely aware that systemic poverty limits our shared economic growth and challenges individual economic opportunity. It creates significant, but not insurmountable, barriers to education and employment, and our effort to remove these barriers resulted in the 2015 launch of the Rochester Monroe Anti-Poverty Initiative at United Way (RMAPI). This unprecedented community-wide effort has set an ambitious goal: to reduce poverty in the Rochester and the Monroe County region by 50 percent over the next 15 years. This effort is largely possible because of the commitment of Governor Cuomo and the New York State Legislature to combat poverty across upstate New York. RMAPI relies on the extraordinary engagement and collaboration of community leaders, local and state government, service providers and practitioners, faith-based institutions, volunteers, youth advocates and, importantly, those impacted by poverty.

In its initial work, RMAPI reached out to the community to establish consensus on key themes, and these are being used as guiding principles as we move forward in our FLREDC work: Building and Supporting our Community, Addressing Structural Racism, and Addressing Trauma. The Regional Council, working collaboratively with the RMAPI, has incorporated these principles into the Consolidated Funding Application process. Each organization submitting a CFA is asked to complete a "Poverty

Impact Statement" that tells the committee how the proposed project would work to mitigate the impact of poverty and assist in moving individuals onto the pathway to prosperity. This collaboration has further galvanized our regional efforts in building a better economic future for our region.

There are clear signs that show that our work and the state's investment is making a real difference: our region's economy is improving. From the decrease in the unemployment rate to hundreds of new hires at Eastman Business Park, from the starts of new businesses through new partnerships with the higher education community, the Finger Lakes region is growing economically. Thanks to support from New York State and to the continued growth of businesses and jobs that have reestablished it as a hub of activity, our Council can declare success at Eastman Business Park, and we can celebrate the latest developments at the Science and Technology Advanced Manufacturing Park (STAMP) including the recent announcement that Empire State Development approved \$46 million for ongoing work in preparation for the first anchor tenant – 1366 Technologies. This investment will grow the economy by offering advanced manufacturing business development and jobs in Genesee County and beyond.

These achievements allow us to think big and be bold: we are positioned to redefine our region's future thanks to Governor Cuomo's transformational investment in the Finger Lakes through the Upstate Revitalization Initiative. We know that this transformation must be grounded in a shared plan and vision. The vision of Finger Lakes Forward is that our path will be informed by the past but will not be defined by it. We must have One Community Plan. This **One Community Plan** identifies the community's first key initiatives related to the Pathways to Prosperity investments to move our region forward. The FLREDC is unified in where this bold plan must begin: we must focus on our most important resource, our citizens.

Our first URI investments will fund transformational activities aligned with the efforts of RMAPI and will support initiatives to sustain individuals at all points from cradle to career. Our region's most

valuable asset is our people, and we must move individuals and families onto the pathways to prosperity. The funded activities are building blocks that, when linked together, create a skilled workforce pathway to help our region attract and retain businesses in Optics, Photonics, and Imaging, Agriculture and Food Production, and Next Generation Manufacturing and Technologies. And, significantly, these building blocks will connect our region's citizens to much more than employment—they will help them ladder to opportunity and create the foundation for a stronger community.

Our One Community Plan includes initiatives that address the challenges that prevent individuals from accessing pathways to prosperity at each point in their lives. These range from initiatives focused on providing early childhood supports to families preparing for the birth of a child, to those that link families to community resources to help achieve self-sufficiency. We know that by connecting families to community based resources, we increase their capacity and ours.

As these children grow, we want to connect them to Youth Mentoring programs that build their momentum and scaffold their childhood success. One such program is the Hillside Work-Scholarship Connection, a national model with 29 years of results in helping youth to stay in school, gain employment, graduate, and succeed. The five-year growth plan for Hillside Work-Scholarship that is part of the One Community Plan will allow an additional 2,000 students to enter the program and 500 to gain meaningful employment.

These children and teens need stable homes led by working parents if their own gains are to be sustained. So, the One Community Plan includes investment in expanding access to workforce training and education for those in need of the technical and career-readiness skills that will lead to employment. The Finger Lakes Workforce Development Center (FWD Center) at Eastman Business Park (EBP) will provide fast-track training, career and technical education, and apprenticeship programs

directly linked to regional workforce needs. All programs are employer-informed and demand-driven, assuring economic relevance, and to assure students will earn for what they learn, the FWD Center will connect them with employers before program completion.

Because technical skills are not enough to persist in employment or in life, our One Community Plan will also connect adults to mentoring. The top recommendation of the Rochester Monroe Anti-Poverty Initiative was the need for adult mentors who could assist those living in poverty. The adult mentors will focus on teaching problem-solving strategies and on increasing the effectiveness of social service networks in removing barriers to economic independence. The RMAPI pilot will support 300 working poor individuals with a goal of moving them from poverty into financial independence.

Each element of the One Community Plan will be assessed, with established baselines and progress reports. The FLREDC and RMAPI, together, will chart the impact of these building blocks in constructing pathways to prosperity. We are committed to the timely roll out of these initiatives, to a data-informed evaluation of what is working and what is not, and to scaling successes in a way that will promote sustained positive momentum for our region.

As co-chairs of the Finger Lakes Regional Economic Development Council, we are especially grateful to Governor Cuomo and Lieutenant Governor Hochul for their bold vision and incredible support. We also want to express our particular gratitude to our Council; Work Teams; the hundreds of individuals whose participation in public forums and feedback have made our efforts remarkably stronger; Empire State Development, and all the agencies that help facilitate the Council's work. Thank you for believing in our region and our citizens. As one community, we will move the Finger Lakes forward. This is our mission, and we are united in its success.



*Danny Wegman*

Danny Wegman

CEO, Wegmans Food Markets

*Anne M. Kress*

Dr. Anne M. Kress

President Monroe Community College

# One Community Plan



FINGER LAKES FORWARD

The goal of our community's Finger Lakes Forward plan is to connect four key elements to all actions we take moving forward. These four elements are to **Grow Jobs, Increase Regional Wealth, Drive Private Investment, and Reduce Poverty**. In many ways, almost any action we take related to any one component will have an impact on another, if not all. This is most clearly represented in **poverty reduction**.

The Rochester Monroe Anti-Poverty Initiative (RMAPI) was formed in 2015 in response to the widespread acknowledgement of the exceptional poverty rates that persist in the City of Rochester, especially among children. **The goal is to move individuals and families onto the pathways to prosperity**. Our community recognizes that this can only be done if the components to help any individual is uninterrupted throughout the lifecycle, or from cradle to career. It is with this in mind the regional council has identified and endorsed five preliminary initiatives, or pathways, beginning with **Health Improvements** through early childhood supports. These include multiple evidence based models, impacting children, prenatal through kindergarten.

A key pathway to prosperity runs through our schools and we recognize that the Rochester City School District continues to struggle to connect students to opportunity. The district has a new leader, Superintendent Barbara Deane-Williams, who is committed to building a network of support in our schools and throughout our community. A more comprehensive framework for improving district outcomes will be completed by her office, informed by the community, by early 2017.

Current supports are available to a limited number of students as they reach middle school and high school **Youth Mentoring** program like **Hillside Work-Scholarship Connection**, a well-established program with 29 years of results, helps youth stay in school, gain employment, graduate and succeed. Collaboration with other afterschool programs can help these students reach their goals. .

Building in-demand workforce skills for adults will be supported through through **Skill Development** and **Job Placement** efforts

like the **Finger Lakes Workforce Development Center (FWD Center)** at Eastman Business Park. Monroe Community College will provide fast-tracking training, career and technical education, and apprenticeship programs directly linked to regional workforce needs. All programs are employer-informed and students will connect with employers before program completion.

Connecting adults to mentoring was the number one recommendation of the Rochester Monroe Anti-Poverty Initiative (RMAPI), and **Adult Mentoring** will initially focus on supporting 300 working poor individuals as they move from a job that maintains a person in poverty to a job that offers a living wage.

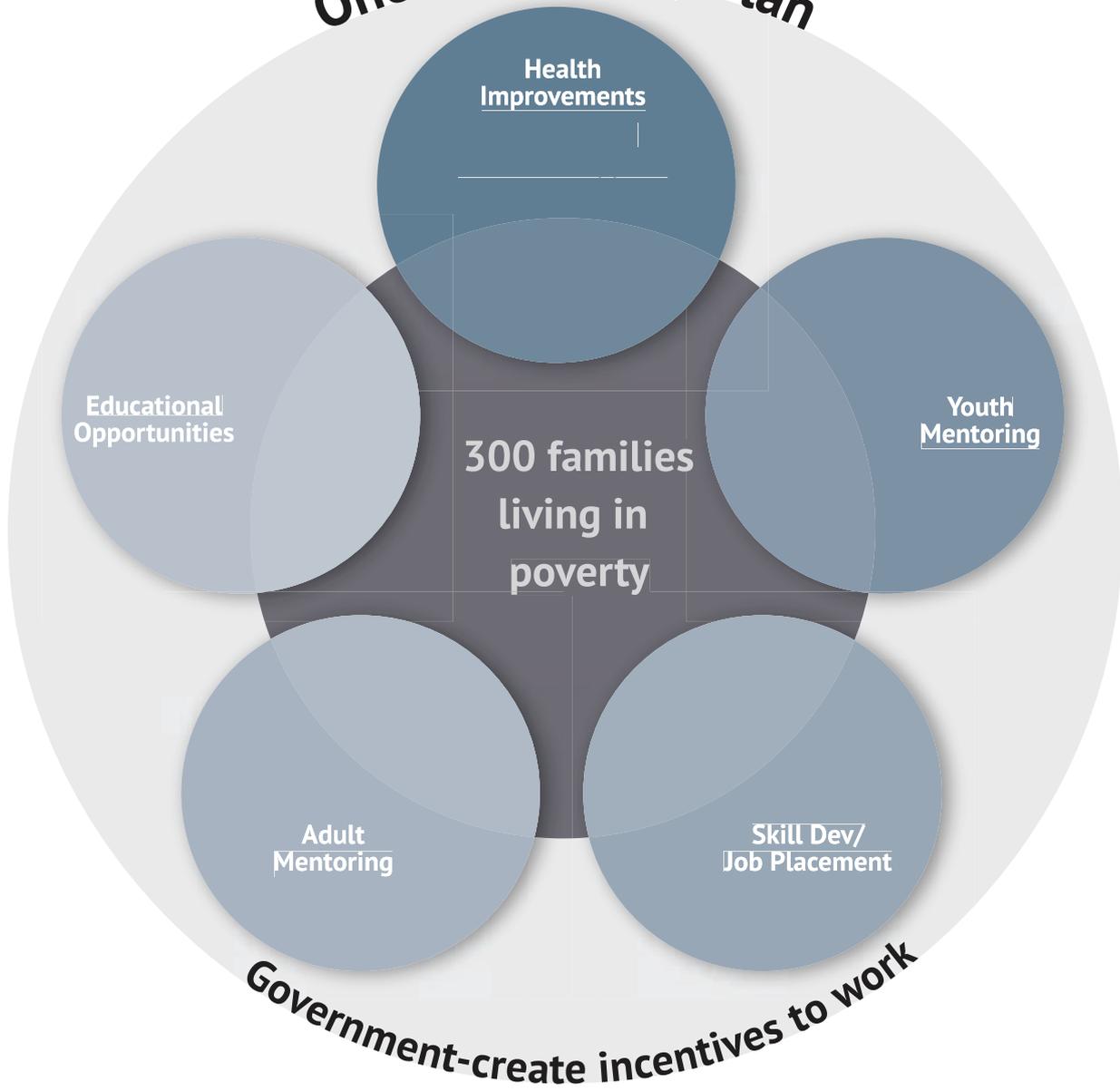
The funded activities are building blocks that, when linked together, create a skilled workforce pathway to help our region attract and retain businesses in Optics, Photonics, and Imaging, Agriculture and Food Production, and Next Generation Manufacturing and Technologies.

Our first goal is to fund and begin to execute on the four approved initiatives.

Significantly, they are not isolated efforts: they overlap, serve the same individuals, helping to move families and neighborhoods forward. The need has been identified for a system designed to resolve many of the barriers and challenges impacting people in poverty. Our local anti-poverty effort is partnering with state and local government to create an integrated, coordinated system of social supports that connects sectors – human services, education and health care – to eliminate the barriers that prevent individuals and families from achieving self-sufficiency. For example, the initial activity of adult mentors, serving 300 working poor, will align with services for the children in those same households, so that the entire family is lifted toward a better, brighter future.

This kind of collaboration and synergy will take place with the other key initiatives as well, like future **Educational Opportunities** in the region.

# One Community Plan



# Executive Summary

# 1



Governor Cuomo speaking at Tower 280.  
Photo by: Communications Bureau, City of Rochester

# United for Success

The momentum is fueled by a region united around a focused plan to **grow jobs, increase regional wealth, drive private investment, and reduce poverty.**

The Finger Lakes region is in the midst of a significant economic transformation and our progress toward that end is evident. The momentum is fueled by a region united around a focused plan to **grow jobs, increase regional wealth, drive private investment, and reduce poverty.** Recent investments, including more than \$400 million in state support through the Finger Lakes Regional Economic Development Council (FLREDC), have helped to build upon the region's strengths and create and retain more than 20,000 jobs since 2011. Unemployment continues to go down as private sector job numbers climb. The City of Rochester is recouping its potential through investments in families living in poverty and in real estate and restoration of historic properties, resulting in a gradual increase in jobs as more companies and residents return to the City. Confidence in the region's promise is on the rise, as evidenced by last year's announcement that Rochester will be the headquarters for a federally-designated institute for Integrated Photonics, which will bring at least \$115 million in state investment to the region.

Challenges in the region, however, remain. For the last five years, private sector employment and wage growth have lagged behind state and national averages. The City of Rochester has some of the highest rates of poverty in the nation and is home to some of the state's poorest performing schools. Poverty is also a barrier to opportunity in many of the region's other cities and rural communities.

In the face of these seemingly insurmountable barriers, a call for action arose, and last year our region was designated as a Best Plan Awardee in the Upstate Revitalization Initiative (URI) competition. With that designation, came a \$500 million commitment from New York State and an unprecedented opportunity for our region to build upon its achievements, strengthen its core assets, and generate both immediate and sustained economic growth.

The strength of the region's URI plan is a holistic approach to economic growth that includes all our residents. The region recognizes that reducing poverty and connecting underserved workers with the resources and training required to enter the workplace are vital for the success of the entire region. The Finger Lakes URI plan – which was based on an extensive and comprehensive quantitative and qualitative analysis – focuses on **three industry clusters, or pillars**, that will act as the core drivers of job and output growth.

The URI plan is also comprised of four foundational strategies that will support both the pillar industries and the enablers, enhance the region's quality of life, and help the region attract and retain jobs. The four foundational strategies are Pathways to Prosperity, Entrepreneurship & Development, Higher Education & Research, and the Quality of Life foundation.



## 1. Optics, Photonics, and Imaging (OPI)

With more than 100 small- and medium- sized businesses driving new technologies and growth, advanced research at the University of Rochester and Rochester Institute of Technology (RIT), and SUNY Polytechnic, and specialized programs at Monroe Community College, the OPI sector is a leading source of innovation. As the headquarters of the American Institute for Manufacturing Integrated Photonics or AIM Photonics, the winning consortium in the Department of Defense's competition for a National Network for Manufacturing Innovation in Integrated Photonics, Rochester and the Finger Lakes region will be the recipient of significant investment. A significant proportion of the \$600 million total private and public funding for the AIM Photonics Institute will be invested in the Rochester region. In addition to the substantial federal and New York State financial commitments to photonics, URI strategies primarily focus on strengthening other aspects of the optics, imaging, and laser technology cluster, in which the region historically has been the global leader.

## 2. Agriculture and Food Production

The sector has been an area of strength for the region with the Finger Lakes producing approximately a quarter of New York State's total agricultural output. The region possesses a robust ecosystem encompassing all aspects of the food value chain, from agricultural research, to diverse farms and crops, to healthy food production, to sustainable waste management. The ongoing transformation in the industry to focus on healthy, natural, sustainably grown and produced foods will enable the region to amplify its strengths and become a national center for innovative agriculture and food production.



The Strong | National Museum of Play

### 3. Next Generation Manufacturing and Technology

Significant recent progress has been achieved in three key next-generation manufacturing and technology hubs which are reinvigorating Rochester and the Finger Lakes region: Eastman Business Park (EBP), the Rochester Downtown Innovation Zone, and the Western New York Science & Technology Advanced Manufacturing Park (STAMP) in Genesee County. Within each hub, there is both existing activity and new, cutting-edge companies ready to move in. The URI will accelerate growth and help these hubs diversify into adjacent industries: energy storage, biomaterials, agriculture and food production, and functional films at EBP; IT, photonics, and new media in the Downtown Innovation Zone; and semiconductors, nanoscale, and advanced manufacturing at STAMP. While initially focused on these three locations, with the right combination of private and public investment, URI funding will support other emerging hubs over the next five years. URI Investment in next generation manufacturing and technology will accelerate the progress of the Finger Lakes in developing its next generation of industrial growth.

**The URI plan is comprised of three core enablers** that will facilitate economic growth within the key pillar industries. These enablers are essential to achieve the four URI objectives and were selected through the same rigorous quantitative and qualitative analysis employed to select the pillars. The three enablers are:

#### A. Pathways to Prosperity: Workforce Development

The Finger Lakes region will strengthen its commitment to reducing poverty through coordination with the Rochester-Monroe Anti-Poverty Initiative and provide opportunities for success through targeted education and training efforts that ultimately link to job placement for workers of all skill levels.

#### B. Entrepreneurship and Development

The region will strengthen its entrepreneurship ecosystem through the incubation and acceleration of new start-ups, increasing access to capital, and growing urban and regional wealth through support of small businesses.

#### C. Higher Education and Research

With 19 institutions of higher education that have received more than \$2.5 billion in research funding over the past five years, the Finger Lakes region will amplify its ability to attract world class talent and drive cutting-edge research in the selected URI key pillar industries, as well as additional regional institutional strengths, including data science, biomedical research, software development, and additive and sustainable manufacturing.

#### The URI plan is also comprised of four foundational strategies

that will support the pillar and enabler strategies, enhance the region's quality of life and help the region attract and retain jobs. The four foundational strategies are:

#### I. Global NY

As one of the largest export markets in the United States, the Finger Lakes region will connect small to mid-sized companies to the resources they need to compete and win in the world economy.

#### II. Tourism & Arts

The Finger Lakes region has world-class tourism, arts, and cultural assets that will help produce jobs, positively impact economic development, and enhance quality of life through three sectors: Tourism, Sports, Recreation & Entertainment; Arts, Culture & History; and Beverage & Culinary.



### III. Infrastructure & Transportation

The region will identify and prioritize investments in both transformational projects as well as existing infrastructure to help ensure the regional infrastructure, transportation, and telecommunications assets are distinguishing factors in the retention and attraction of jobs and investment.

### IV. Sustainability

The Finger Lakes region will continue implementing the principles identified in its Sustainability Plan to improve the health, safety, and affordability of the region for current and future generations.

#### A success story

On September 7th Governor Cuomo announced the \$49 million expansion plans of North American Breweries to modernize the Genesee Brewery and expand the Genesee Brew House into an event space. The new project will create an Eco-Brewing District that will cultivate the craft beverage industry and draw more visitors to the continued revitalization of Rochester High Falls district.

The project exemplifies the principles of the region's URI plan and impacts the key pillars, enablers and foundations in ways big and small. The Brewery expansion revitalizes an area in the throes of poverty, retains approximately 600 jobs, and creates over 60 jobs for individuals impacted by poverty. The brewery supports one of the regions key industry clusters, Agriculture and Food Production, and increases tourism in the region. This single project exemplifies how strategic State investments, coupled with a unified plan for economic development, can produce incredible results for our regional economy and individual residents.

"The expansion of the Genesee Brewery is a symbol of the economic renaissance unfolding throughout the Finger Lakes and an important example of how we are leveraging the region's resources to generate growth and opportunity. We will continue investing in New York's burgeoning beverage industry to raise the profile of New York's unparalleled products, create jobs, and unleash potential for future economic growth."

**- Governor Andrew Cuomo**

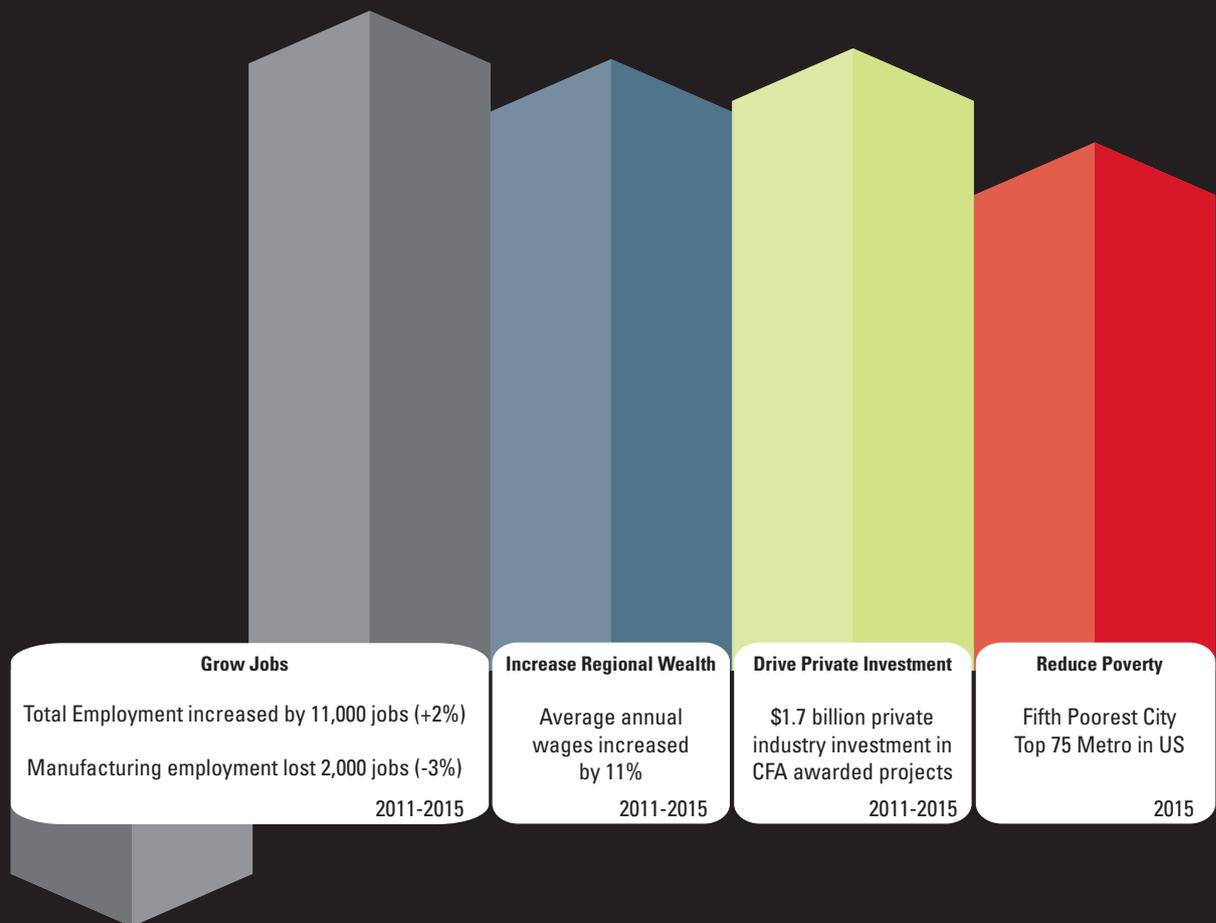


Caption Governor Cuomo after announcing the State's investment into The Genesee Brew House expansion. Photo by: NYS Executive Chamber

# Progress

# 2

**Progress for the Finger Lakes Region is measured by the FLREDC four goals:**



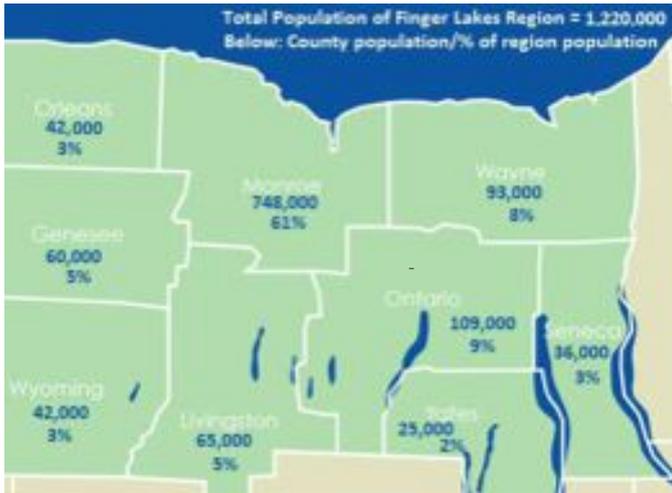
Sources: NYSDOL, U.S. Census Bureau, U.S. Bureau of Labor Statistics.

# State of the Region

## How the Finger Lakes population is changing

Population grew slowly, up 0.4% from 2011 to 2015.

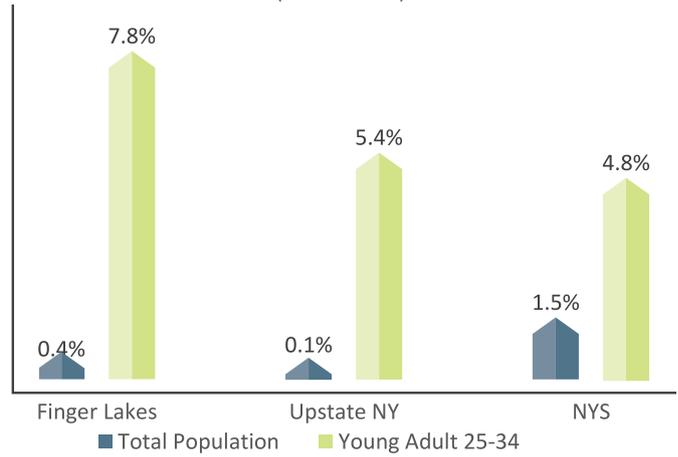
Finger Lakes regional economic development initiatives are helping reduce the 'brain drain' effect and provide employment opportunities for the Young Adult population, which grew 7.8%



Source: U.S. Census Bureau, American Community Survey

## Finger Lakes Population Growth 2011 - 2015

### Finger Lakes Population Growth (2011 - 2015)

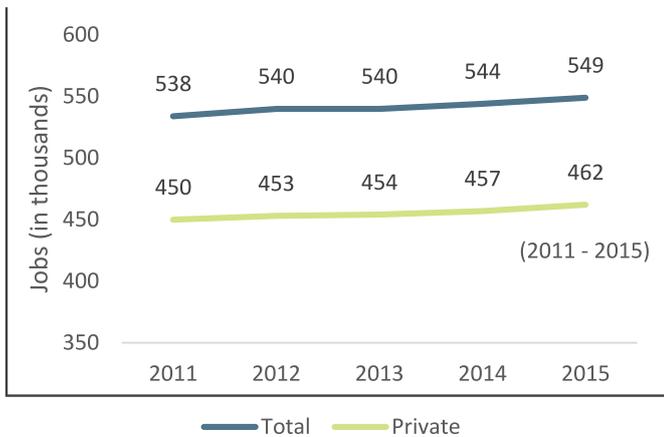


Source: U.S. Census Bureau

## Grow Jobs

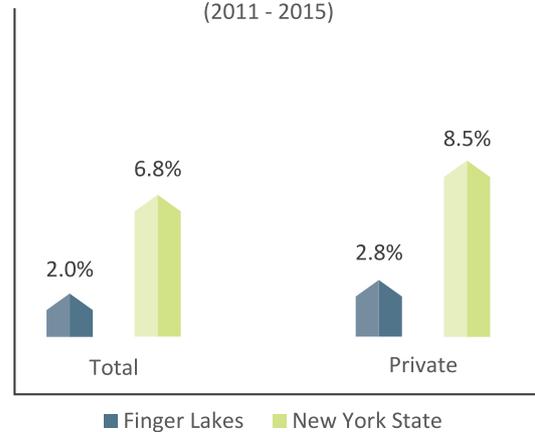
Finger Lakes Total Employment reached over 549,000 in 2015.

### Finger Lakes Total Employment



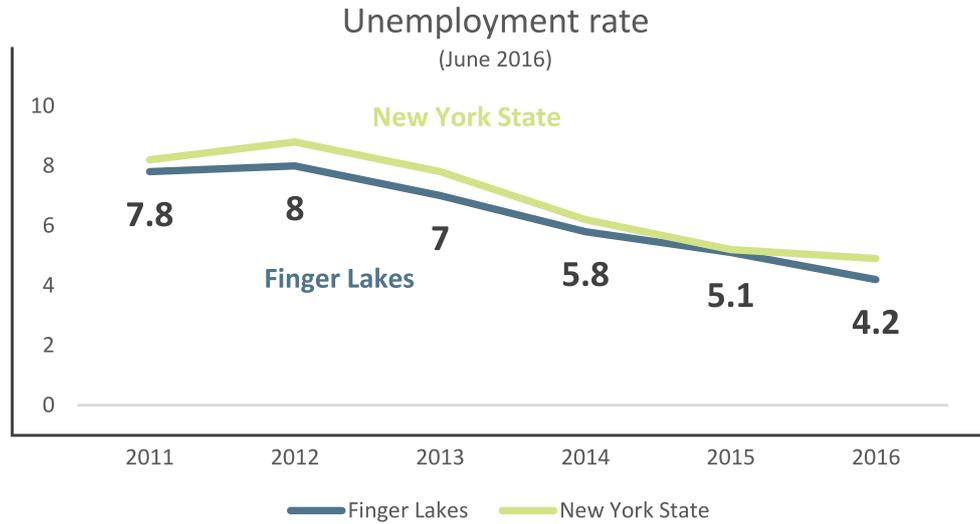
Source: New York State Department of Labor, Quarterly Census of Employment and Wages

### % Change Total Employment (2011 - 2015)



Source: New York State Department of Labor, Quarterly Census of Employment and Wages

The Finger Lakes region unemployment rate is at a 9-year low of 4.2%.

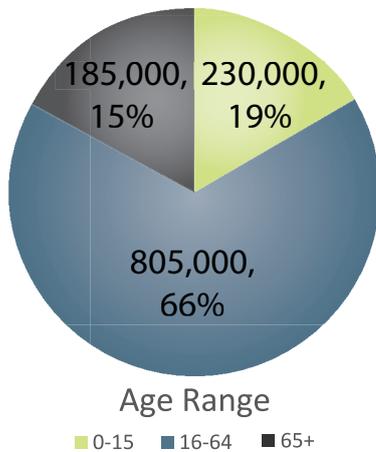


Source: NYS Department of Labor, Local Area Unemployment Statistics

## Labor force in the region

The Pathways to Prosperity workforce development initiatives are actively targeting the residents out of the labor force through education, adult mentoring, and apprenticeships.

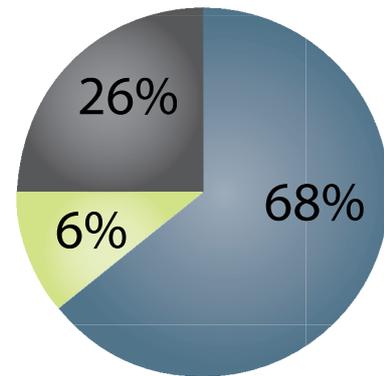
Finger Lakes Region Population = 1,220,000



Source: U.S. Bureau of the Census American Community Survey

Finger Lakes Labor Force - ages 16-64

2010-2014 (rolling average)

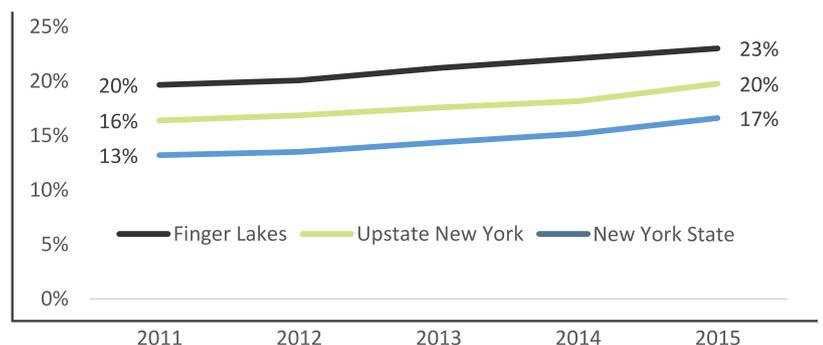


Legend: Employed (blue), Unemployed (green), Not in Labor Force (grey)

Source: U.S. Bureau of the Census American Community Survey

The Finger Lakes region's colleges and universities produce one of the highest rates of STEM degrees in the U.S.

### Share of Higher Education Degrees in STEM Disciplines



Source: U.S. Department of Education. Institute of Education Sciences, National Center for Education Statistics

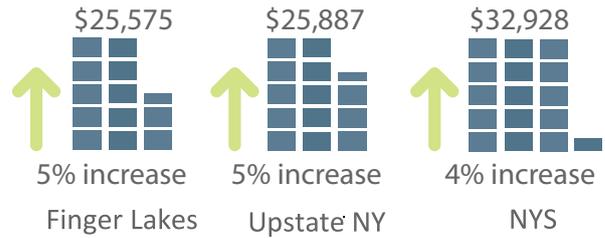
# Increase Regional Wealth

The region's commitment to increasing wages for workers is showing results as:

- Average annual wages are up 11%
- Average annual wage is now \$46,800
- Per capita income increased 5%

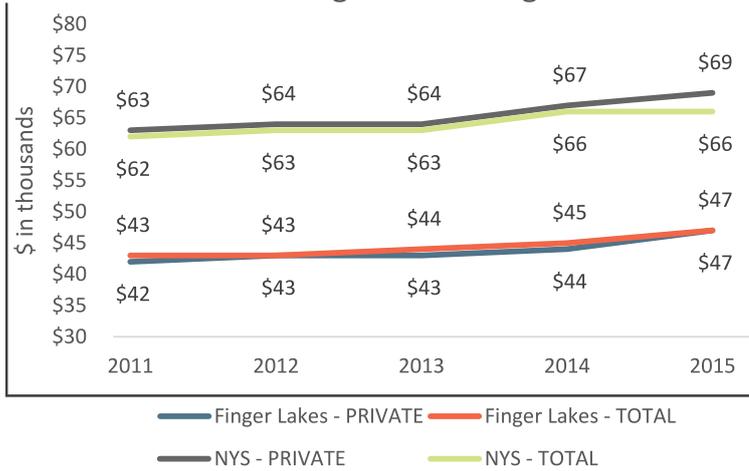
## Per capita income change

(2011-2014)



Source: U.S. Census Bureau, American Community Survey; NYS Department of Labor

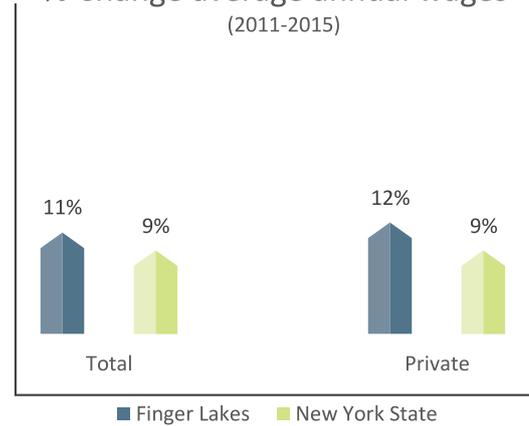
## Average annual wages



Source: New York State Department of Labor, Quarterly Census of Employment and Wages

## % Change average annual wages

(2011-2015)

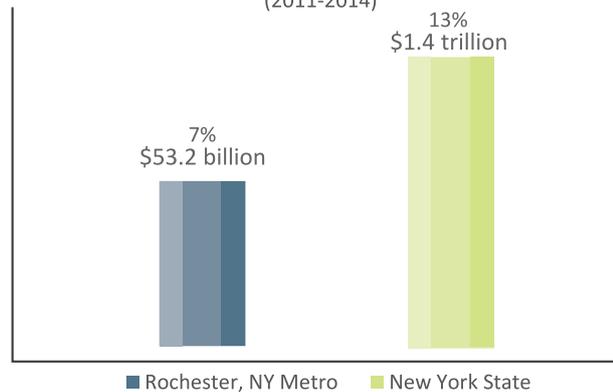


Source: Bureau of Labor Statistics

The Finger Lakes region gross metropolitan product is increasing but not as quickly as New York State.

## % Change in gross metropolitan product

(2011-2014)

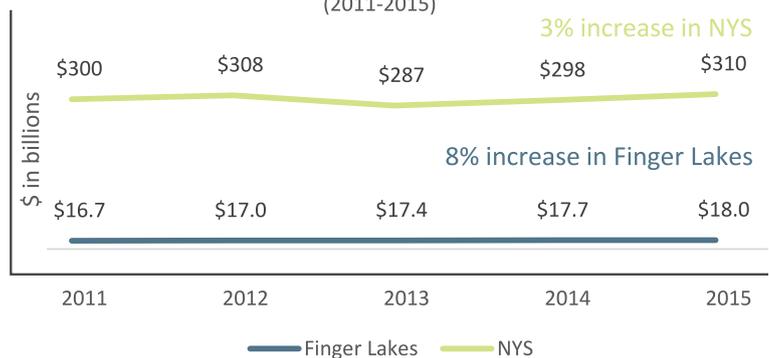


Source: U.S. Bureau of Economic Analysis

Finger Lakes taxable retail sales increases are outpacing New York State increases.

## Taxable retail sales

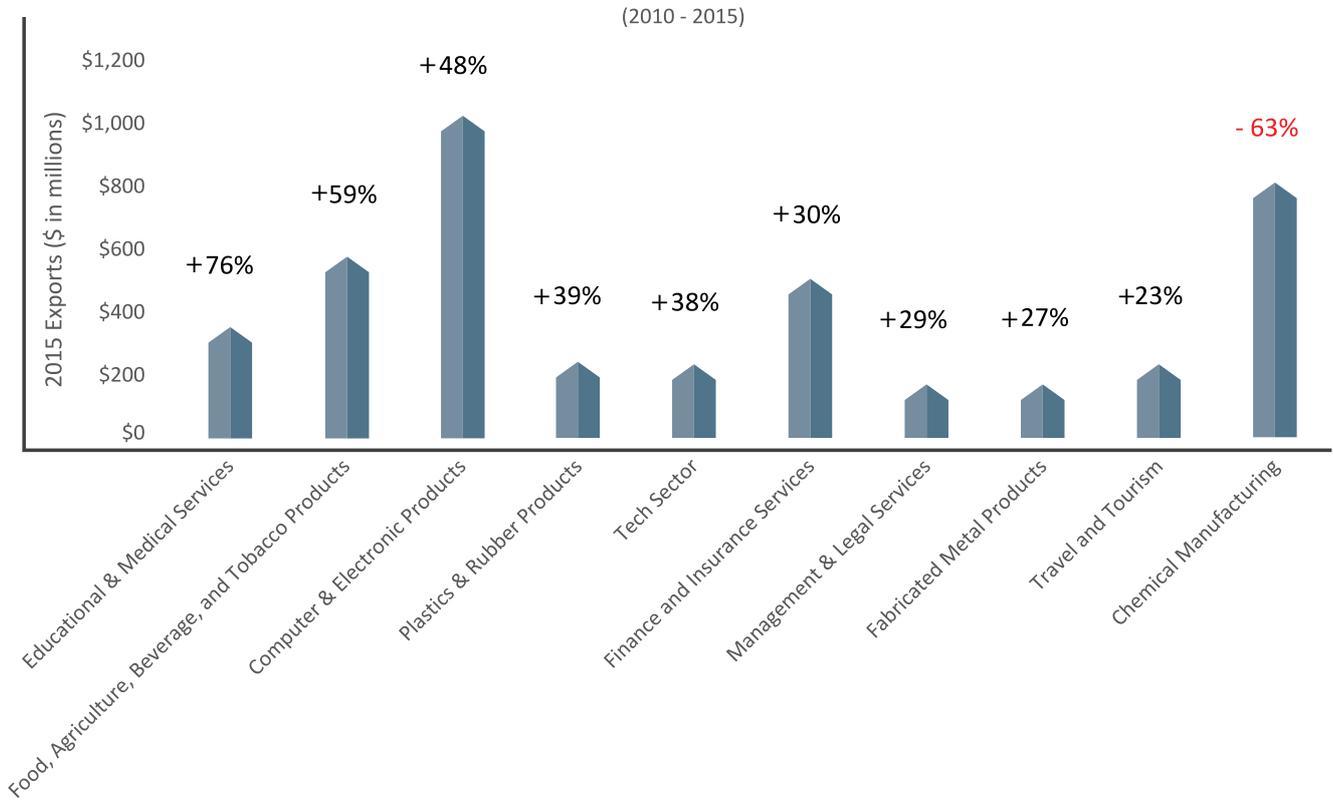
(2011-2015)



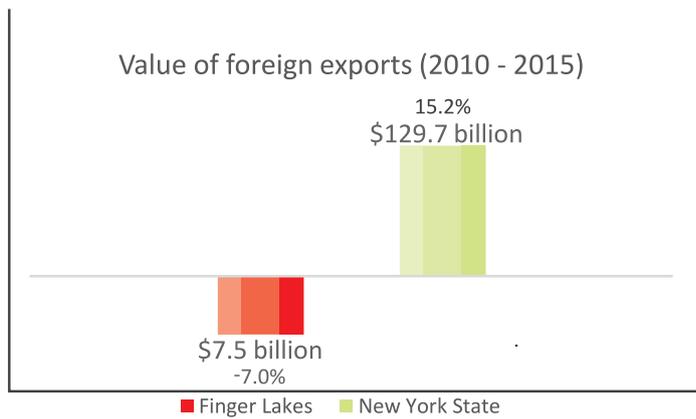
Source: NYS Department of Taxation & Finance

# % Change in exports (2010-2015)

Overall, value of Finger Lakes foreign exports is down 7% over the last five years. Despite the overall decrease, there has been more than \$1 billion in export growth (excluding Chemical Manufacturing) in the Finger Lakes region in the strategic industry clusters and economic enablers. This growth is critical to the region to continue to offset the rapid decline in Chemical Manufacturing exports.



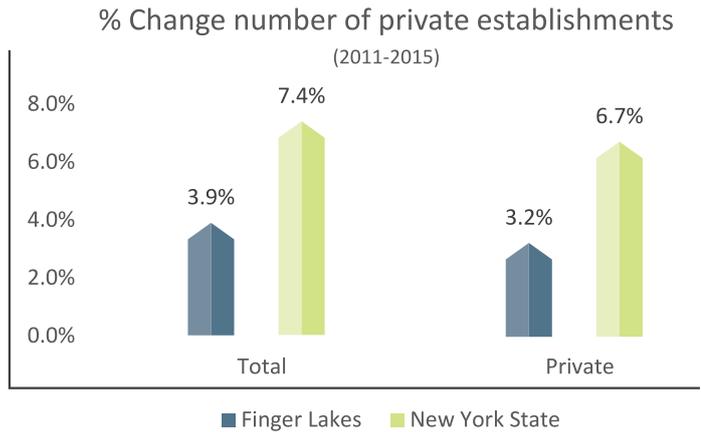
Source: Brookings analysis of data from Census, BEA, Moody's Analytics, BLS, NAFSA, IRS, EIA, and Sabre



Source: Brookings analysis of data from Census, BEA, Moody's Analytics, BLS, NAFSA, IRS, EIA, and Sabre

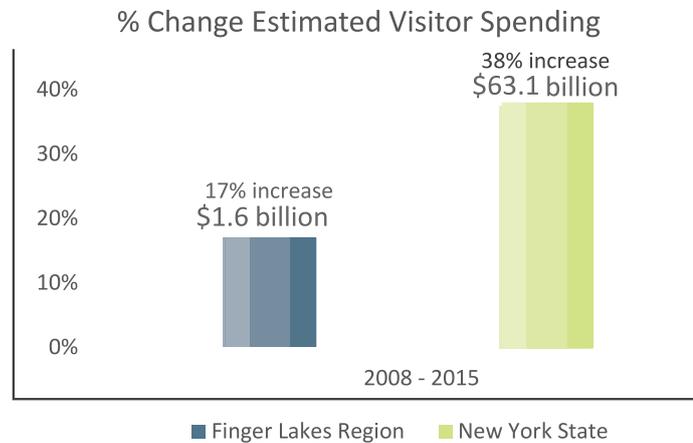
# Drive Private Investment

The Finger Lakes region is showing a 4% increase in the number of establishments.



Source: New York State Department of Labor, Quarterly Census of Employment and Wages

Increased travel to the region and related growth in visitor expenditures is visually demonstrated by the exceptional growth in newly built and enhanced accommodations and event facilities, attraction expansion, retail-related building and a major growth in recreational resources. The collaborative marketing of Upstate New York by Empire State Development, in collaboration with Finger Lakes Regional entities, should be acknowledged as a factor in the growth in economic impact as well as increased recognition of the region as an appealing four season destination and as an exceptional place to learn, live and work.



Source: Oxford Economics Impact of Tourism

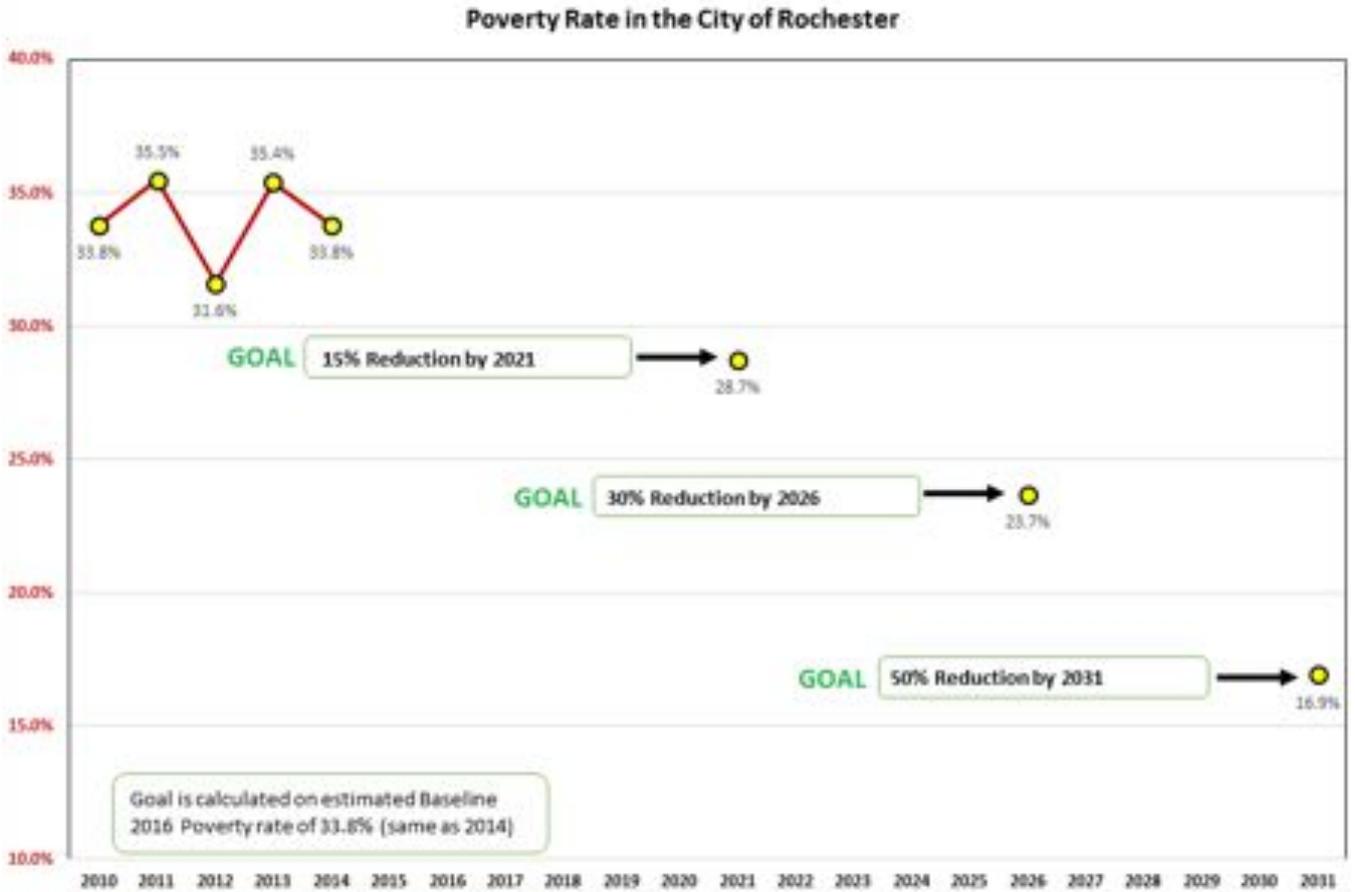
# Reduce Poverty

Percent of the Finger Lakes population living in poverty, by county

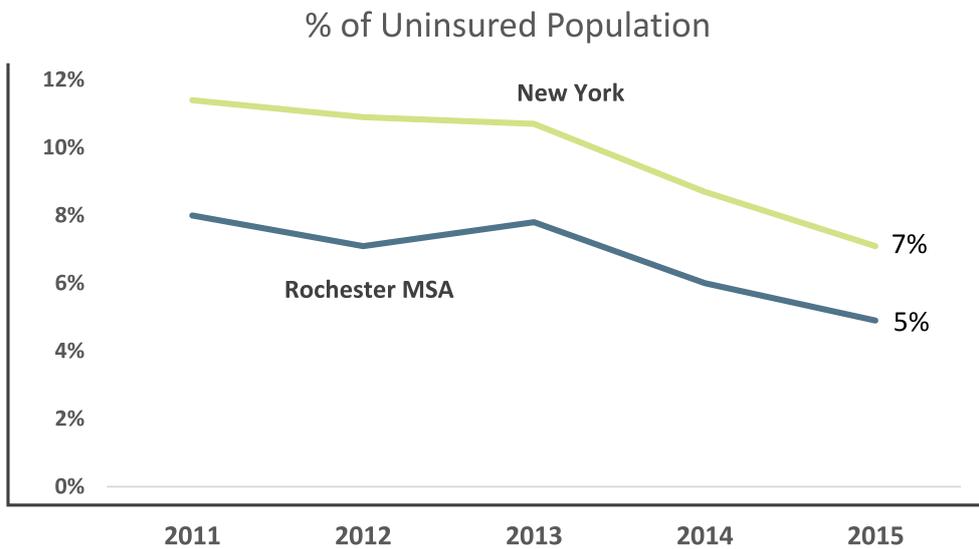


Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Rochester Monroe Anti-Poverty Initiative (RMAPI) is driving a community-wide effort that will lead to a 50% reduction of poverty in 15 years.



Source: U.S. Census Bureau, American Community Survey



Source: U.S. Census Bureau, American Community Survey

# Status of Past Priority Projects

## Priority Project Progress

106 priority projects in the Finger Lakes region have received a capital award through the ESD Grant Funds program over the last five years. These projects represent \$980 million in total investment, leveraging \$94 million in state support by a more than 10 to 1 ratio.

### Key

	<b>Blue</b>	Project is complete		<b>Yellow</b>	Project progressing slower than anticipated
	<b>Green</b>	Project is on schedule		<b>Red</b>	Project has concerns to be resolved
	<b>Orange</b>	Project contract not yet executed		<b>Black</b>	Project cancelled or funding declined

2011 YEAR AWARDED • ROUND 1					
Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	2423	Finger Lakes Cultural & Natural History Museum	Finger Lakes Museum, Phase I	\$1,500,000	\$3,600,125
	4883	Finger Lakes Health Systems Agency	High Blood Pressure Collaborative	\$300,000	\$1,078,630
	6361	Greater Rochester Enterprise	Regional Internal Harvesting and Economic Gardening	\$200,000	\$400,081
	5392	High Tech Rochester, Inc.	Finger Lakes Business Accelerator, Phase 1a	\$2,500,000	\$15,420,000
	7136	University of Rochester	Health Sciences Center for Computational Innovation	\$3,300,000	\$11,175,000

2012 YEAR AWARDED • ROUND 2					
Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	16253	Center Street Business Center, LLC	Center Street Business Center	\$50,000	\$1,500,000
	18799	CNG One Source of New York, Inc.	CNG One Source of New York	\$300,000	\$2,000,000
	13901	College Town Rochester, LLC	College Town Rochester	\$4,000,000	\$92,400,000
	19459	Drasgow, Inc.	Drasgow	\$125,000	\$920,000
	18828	Genesee County IDA	Western NY Science, Technology and Advanced Manufacturing Park	\$500,000	\$2,102,100
	17054	Geva Theatre Center	The Geva Theatre Center	\$100,000	\$491,600
	19736	High Tech Rochester, Inc.	Finger Lakes Business Accelerator, Phase 1b	\$2,500,000	\$15,420,000
	14659	Host Resident Partners, LLC	Hilton Garden Inn	\$250,000	\$8,560,000
	18082	Little Theatre Film Society	Little Theatre Film Society	\$180,000	\$390,000

Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	16767	Midtown Tower LLC	Midtown Tower	\$4,000,000	\$57,699,000
	16922	Monroe Community College	Multiple Pathways to Middle Skills Jobs project	\$300,000	\$1,000,000
	18502	Once Again Nut Butter Collective, Inc.	Once Again Nut Butter	\$300,000	\$3,500,000
	18460	OptiPro Systems, Inc.	OptiPro Systems	\$50,000	\$250,000
	14283	Quorum Group, LLC	Quorum Group	\$150,000	\$1,592,000
	19604	Rochester Institute of Technology	Golisano Institute for Sustainability	\$5,000,000	\$15,000,000
	18009	Rural Opportunities Inc.	Pathstone	\$2,000,000	\$3,800,000
	16766	Seneca BioEnergy, LLC	Seneca BioEnergy	\$100,000	\$275,000
	17352	TOPTICA Photonics, Inc.	Toptica Photonics	\$120,000	\$465,000
	17157	Town/Village of East Rochester	Eyer Building Development	\$200,000	\$9,000,000
	15079	University of Rochester	The Health Sciences Center for Computational Innovation	\$5,000,000	\$12,000,000
	18770	Val Tech Holdings, Inc.	Val Tech Holdings	\$100,000	\$553,000

### 2013 YEAR AWARDED • ROUND 3

Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	28157	City of Canandaigua	Canandaigua Lakefront	\$1,500,000	\$10,625,000
	30079	City of Rochester	City of Rochester Public Market, Phase I	\$500,000	\$8,328,000
	30266	Hobart & William Smith College	Performing Arts Center	\$1,000,000	\$22,000,000
	30173	Nazareth College of Rochester	Nazareth College Wellness Institute	\$250,000	\$15,800,043
	28155	Roberts Wesleyan College	Nursing and Science Building	\$250,000	\$10,402,867
	29462	Rochester Institute of Technology	Center for Urban Entrepreneurship	\$1,000,000	\$6,700,000
	31288	Rochester Institute of Technology	MOVPE Optics Material System	\$300,000	\$1,545,585
	30288	Seneca County	Seneca County Sewer	\$250,000	\$6,493,490
	27234	Sibley Redevelopment, Phase II NMTC, LLC	Sibley Redevelopment	\$500,000	\$1,500,000
	31823	St. John Fisher College	Integrated Health Sciences Building, Phase I	\$250,000	\$11,494,000
	32162	University of Rochester	HSCCI & USCGF Research Equipment	\$500,000	\$1,000,000

### 2014 YEAR AWARDED • ROUND 4

Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	43394	American Fuel Cell	American Fuel Cell at EBP	\$500,000	\$1,045,000
	42282	Anthony J Costello & Son Development, LLC	CityGate Canal Improvements	\$250,000	\$3,102,646
	41386	Anthony J. Costello & Son Development LLC	CityGate E. Henrietta Rd. Improvements	\$500,000	\$1,197,268
	38005	Boys & Girls Clubs of Rochester Inc.	Building Expansion	\$100,000	\$500,000
	39473	City of Rochester	City of Rochester Public Market, Phase II	\$1,500,000	\$8,328,000
	40864	FermCo, Inc.	Bioscience Manufacturing Center at EBP	\$2,000,000	\$29,500,000
	40374	Finger Lakes Cultural & Natural History Museum	Discovery Campus, Phase II	\$200,000	\$1,928,500
	41080	Foodlink, Inc.	Food Hub Processing Center	\$750,000	\$3,850,380

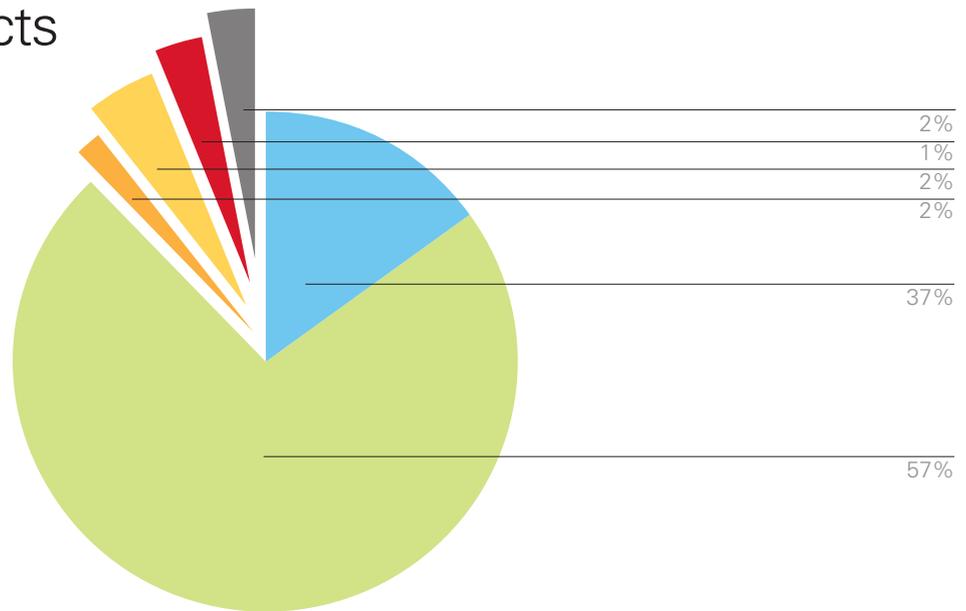
Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	40402	Genesee Biogas, LLC	Genesee Biogas	\$1,500,000	\$6,960,000
	39313	Genesee/Finger Lakes Regional Planning Council	GAIN Agriculture Loan Fund	\$3,000,000	\$3,000,000
	43160	High Tech Rochester, Inc.	Finger Lakes Business Accelerator, Phase 1c	\$5,000,000	\$15,420,000
	40760	Keuka College	Center for Business Analytics and Health Informatics	\$250,000	\$500,000
	41005	Keuka Lake Hotel LLC	Keuka Lake Hotel	\$750,000	\$12,050,000
	41959	LVM Materials LLC	Business Expansion	\$25,000	\$150,000
	39352	Margaret Woodbury Strong Museum	National Toy Industry Hall of Fame	\$200,000	\$4,000,000
	43217	MICROrganic Technologies Inc.	Commercialization of Bioelectrochemical Systems	\$100,000	\$1,000,000
	41413	Monroe County	Frontier Field Improvements	\$1,500,000	\$4,800,000
	39493	Morgan-LeChase Development LLC	Canandaigua Lake Northshore Development	\$1,000,000	\$19,750,000
	43011	New York Wine Industry Association	Green Wastewater Treatment System	\$300,000	\$800,000
	42662	Ontario County IDA	Canandaigua Airport Sewer Extension	\$100,000	\$640,000
	38988	Open Space Institute	Letchworth Nature Center	\$200,000	\$3,745,650
	43012	Photonics Industry Association of New York	Optical Test Equipment	\$400,000	\$1,227,350
	43343	Photonics Industry Association of New York	Finger Lakes Regional Center for Advanced Optics Manufacturing	\$275,000	\$2,747,500
	41993	Roberts Wesleyan College	NextGen Health Science Initiative	\$250,000	\$9,056,353
	42291	Rochester Institute of Technology	MAGIC Spell Studios	\$1,500,000	\$21,000,000
	42142	Seneca BioEnergy, LLC	Biodiesel Production	\$250,000	\$4,250,000
	40492	Seneca County	Seneca County Route 318, Phase 1a	\$750,000	\$6,493,490
	38763	St. John Fisher College	Integrated Health Sciences Building, Phase II	\$250,000	\$1,894,000
	39022	Stepping Stones Learning Center	Stepping Stones Learning Center	\$100,000	\$250,000
	40955	University of Rochester	Data Science Building, Phase I	\$1,500,000	\$5,000,000

#### 2015 YEAR AWARDED • ROUND 5

Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	50561	The YMCA of Greater Rochester	YMCA Regional Campus	\$200,000	\$5,294,183.00
	50732	Cornell Agriculture Food Technology Park	Cornell Agriculture Food Technology Park New Manufacturing Building	\$500,000	\$4,710,000.00
	51251	Town of Alabama	STAMP Water Infrastructure	\$1,500,000	\$8,000,000.00
	51570	Roberts Wesleyan College	Roberts Wesleyan Smith Science Building Renovation	\$1,000,000	\$6,766,832.00
	51646	DiMarco Group	Fishers Ridge Phase I Infrastructure	\$1,000,000	\$44,475,000.00
	51677	Orleans Renaissance Group, Inc.	Bents Opera House Restoration Phase II	\$70,000	\$520,000.00
	52041	Village of Arcade	Arcade Sewer	\$500,000	\$4,547,695.00
	52748	Orleans County Economic Development Agency	Orleans County Agriculture Processing Facility Business Park	\$600,000	\$2,075,000.00
	52833	Genesee County Economic Development Center	LeRoy Food and Technology Park	\$420,000	\$2,100,000.00
	52976	Renovation of the Eastman School of Music's Messinger	Eastman School of Music Messinger Hall Renovation	\$500,000	\$5,498,528.00
	53542	Genesee Biogas LLC	Genesee Biogas Pretreatment	\$750,000	\$4,207,500.00

Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	53882	Cadenza Innovation LLC	Advanced Battery Assembly Plant at EBP	\$200,000	\$1,000,000.00
	54142	Seneca County	Seneca County Sewer 318	\$1,500,000	\$9,200,000.00
	54227	Marquart Bros LLC	Marquart Bros. Potato Chip Plant	\$900,000	\$14,221,866.00
	54260	Genesee Gateway Local Development Corporation	Genesee Valley Agri-Business Park Infrastructure	\$500,000	\$1,912,000.00
	54761	Seneca Park Zoo Society	Seneca Park Zoo Master Plan Improvements Phase 1a	\$1,500,000	\$22,200,000.00
	54816	Bristol Mountain Ski Resort	Bristol Mountain New Ski Resort Inn and Lodge	\$300,000	\$3,334,000.00
	55079	Foodlink Inc.	Foodlink Food Commercial Kitchen Expansion	\$250,000	\$4,891,654.00
	55149	Boys & Girls Clubs of Rochester, Inc.	Boys and Girls Club of Rochester	\$300,000	\$3,500,000.00
	55453	Monroe Community College	Modernization of MCC Applied Technologies Center	\$57,000	\$285,046.00
	55708	WinnDevelopment	Sibley Building Phase II	\$3,500,000	\$65,504,528.00
	55858	Greenidge Generation Holdings LLC	Greenidge Gas Conversion Project	\$2,000,000	\$11,655,000.00
	55871	University Preparatory Charter School for Young Men	University Preparatory School Career and Technical Education Center	\$150,000	\$1,120,395.00
	56058	Unither US Corporation	Unither Corp Production Expansion	\$1,000,000	\$10,800,000.00
	56121	New York Photonics	New York Photonics Freeform Optics Profiler	\$160,000	\$1,507,900.00
	56164	Anthony J Costello & Son (Spencer) Development, LLC	City Gate Erie Canal Public Venue	\$2,000,000	\$73,303,728.00
	56197	University of Rochester	University of Rochester Goergen Institute for Data Science	\$1,000,000	\$50,000,000.00
	56210	Rochester Institute of Technology	Additive Manufacturing Center at RIT	\$100,000	\$500,000.00
	56233	NOHMs Technologies	NOHMs Technologies Electrolyte Manufacturing Equipment Purchase	\$135,000	\$2,512,500.00
	56295	Kingsbury	Kingsbury Touchscreen Sensor Quality Lab	\$200,000	\$1,240,000.00
	56544	Canandaigua Lake Pinnacle North Waterfront Development	Canandaigua Lakefront Redevelopment Project Final Phases	\$2,000,000	\$38,000,000.00
	56623	City of Rochester, N.Y.	Rochester Riverside Convention Center Renovation	\$1,500,000	\$27,273,167.00
	56663	WFL BOCES	Wayne Finger Boces Advance Manufacturing Education	\$1,000,000	\$2,100,112.00
	56730	NY BEST	Energy Storage Ecosystem Resources - Safety Testing and Cylindrical Cell Prototyping	\$2,000,000	\$22,737,746.00
	56764	Finger Lakes Economic Development Center	Keuka Business Park Building Acquisition	\$150,000	\$760,000.00
	56893	Veterans Outreach Center	Regional Veterans Service Center	\$150,000	\$190,000.00
	57285	Rochester City School District	Edison Career and Technology High School	\$83,000	\$185,000.00
	57368	Gallina Development Corporation (Tower 195, LLC)	Rochester Chase Tower Access Improvements	\$200,000	\$2,485,000.00
	57518	Keuka College	Keuka College Center for Business Analytics and Health Information	\$125,000	\$635,000.00

## Overall Status Past Priority Projects



## Aggregated status of ESD grant projects

Status	2011	2012	2013	2014	2015	Total	% of projects
Completed	3	14	7	10	5	39	37%
On schedule	2	4	4	17	33	60	57%
Contract not yet executed	0	0	0	2	0	2	2%
Progressing slow	0	1	0	0	2	2	2%
Concerns need to be resolved	0	0	0	1	0	1	1%
Cancelled or funding declined	0	2	0	0	0	2	2%
<b>TOTALS</b>	<b>5</b>	<b>21</b>	<b>11</b>	<b>30</b>	<b>39</b>	<b>106</b>	<b>100%</b>

## Leverage of State investment in all past Priority Projects

	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5
Total projects	<b>5</b>	<b>21</b>	<b>11</b>	<b>30</b>	<b>39</b>
Total project cost	\$31,673,836	\$218,357,700	\$95,888,985	\$174,186,137	\$461,249,380
Total amount of ESD Capital Awards	\$7,800,000	\$24,775,000	\$6,300,000	\$25,000,000	\$30,000,000
Ratio of TPC to ESD Capital Awards	<b>4:1</b>	<b>9:1</b>	<b>15:1</b>	<b>7:1</b>	<b>15:1</b>



# Mapped Status of Past Project Progress

## ROUND 1

- 1 Finger Lakes Museum
- 2 High Blood Pressure Collaborative
- 3 Regional Internal Harvesting and Economic Gardening
- 4 HTR – Business Accelerator, Phase 1a
- 5 UR – Health Sciences Center for Computational Innovation

## ROUND 2

- 6 Center Street Business Center
- 7 CNG One Source of New York
- 8 CollegeTown Rochester
- 9 Drasgow
- 10 Science, Technology and Advanced Manufacturing Park
- 11 The Geva Theatre Center
- 12 HTR – Business Accelerator, Phase 1b
- 13 Hilton Garden Inn
- 14 Little Theatre Film Society
- 15 Midtown Tower
- 16 MCC – Multiple Pathways to Middle Skills Jobs Project
- 17 Once Again Nut Butter
- 18 OptiPro Systems
- 19 Quorum Group
- 20 RIT – Golisano Institute for Sustainability
- 21 Pathstone
- 22 Seneca BioEnergy
- 23 Toptica Photonics
- 24 Eyer Building Development
- 25 UR – Health Sciences Center for Computational Innovation
- 26 ValTech Holdings

## ROUND 3

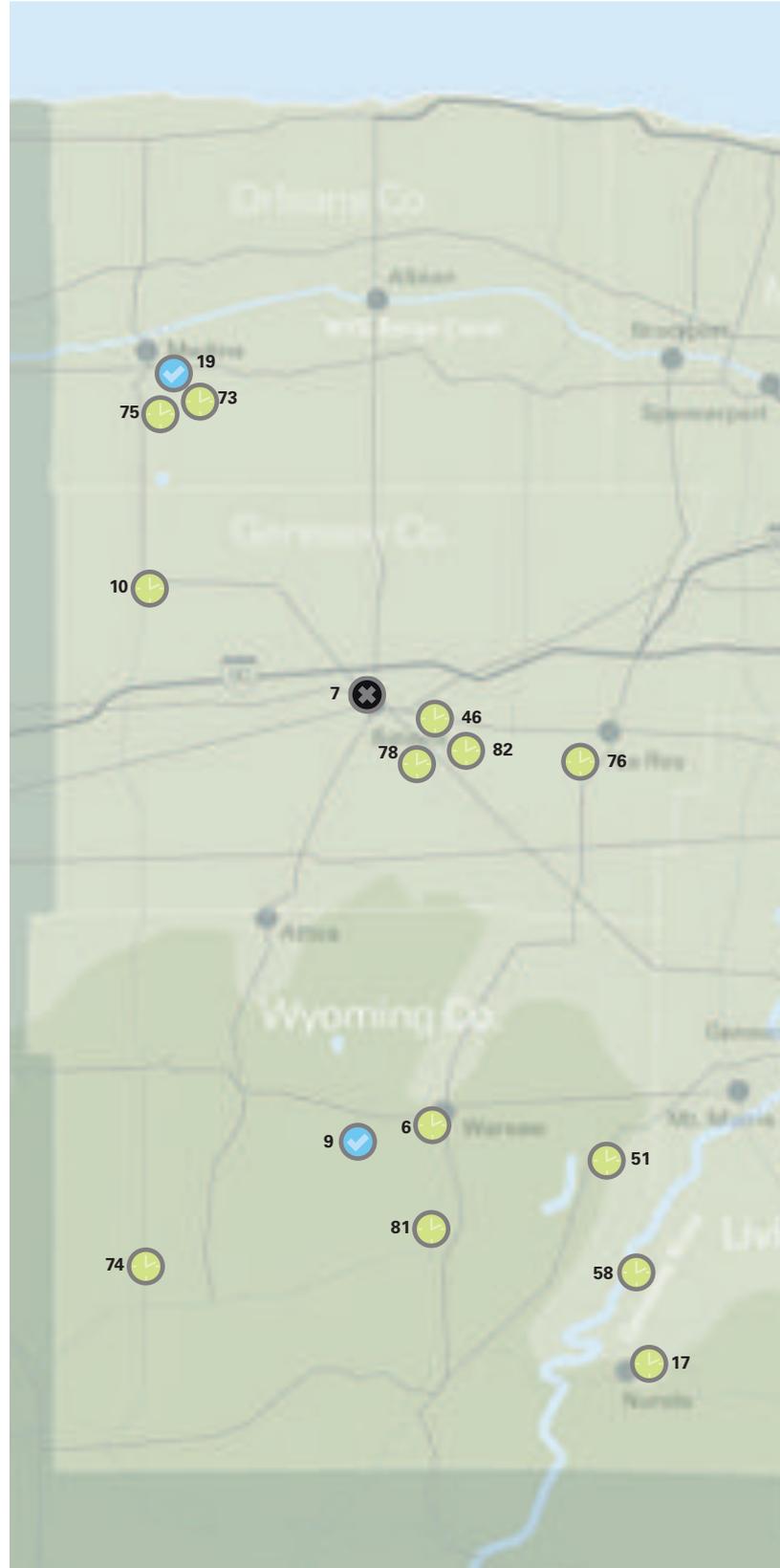
- 27 Canandaigua Lakefront
- 28 City of Rochester – Public Market, Phase I
- 29 Hobart and William Smith Colleges Performing Arts Center
- 30 Nazareth College Wellness Institute
- 31 Roberts Wesleyan College Capital Nursing and Science Building
- 32 RIT – Center for Urban Entrepreneurship
- 33 RIT – MOVPE
- 34 Seneca County Sewer
- 35 Sibley Building Redevelopment
- 36 St. John Fisher – Integrated Health Sciences Building
- 37 UR – HSCCI & USCGF Research Equipment

## ROUND 4

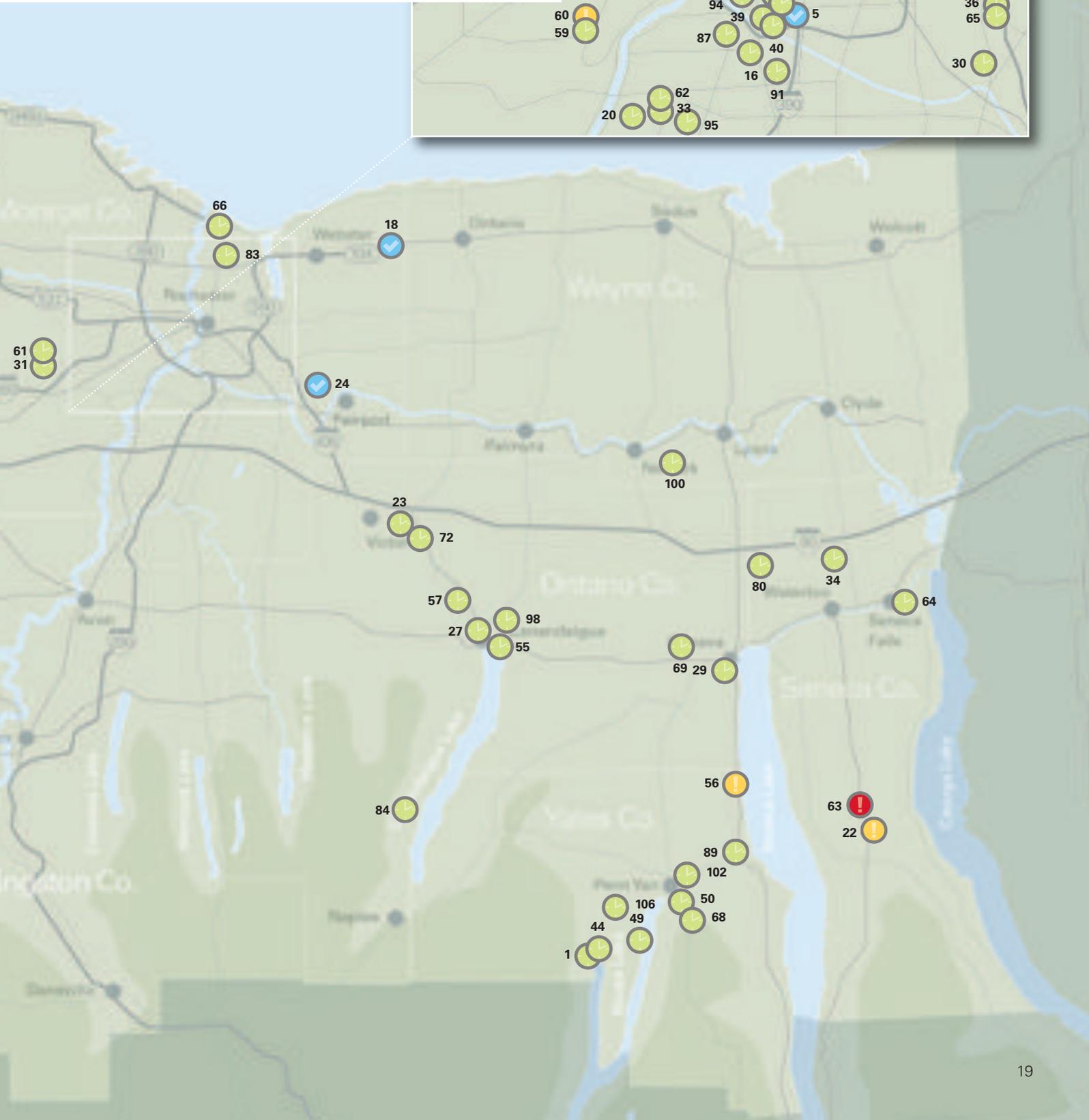
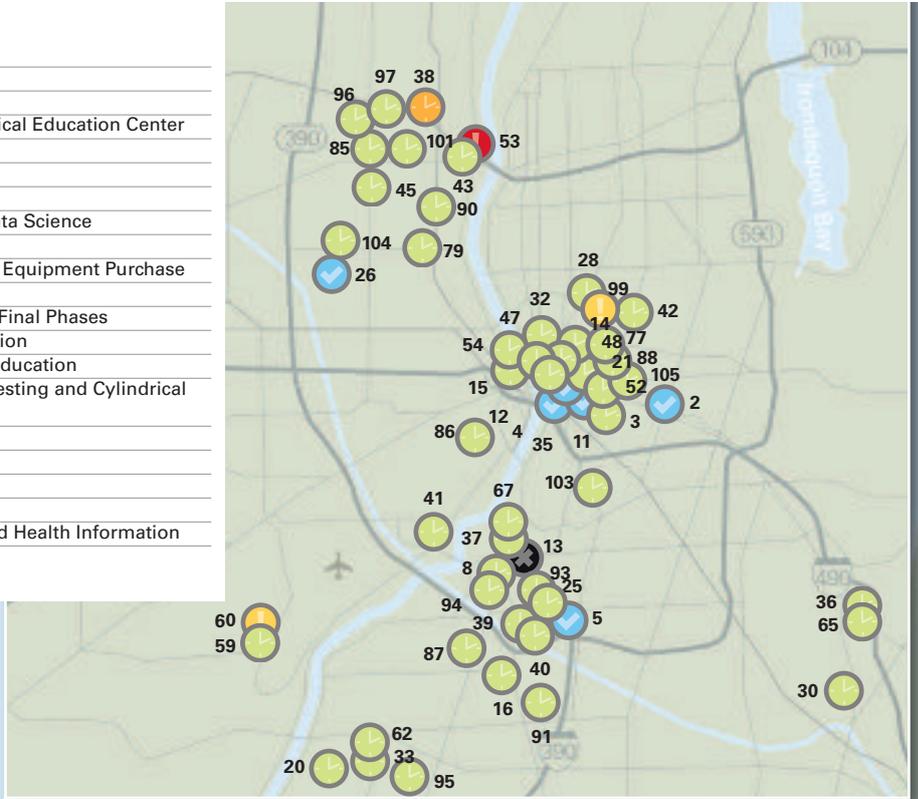
- 38 American Fuel Cell at EBP
- 39 CityGate Canal Improvements
- 40 CityGate E. Henrietta Rd. Improvements
- 41 Boys & Girls Club of Rochester
- 42 City of Rochester – Public Market, Phase II
- 43 Bioscience Manufacturing Center at EBP
- 44 Finger Lakes Museum – Discovery Campus, Phase II
- 45 Foodlink Food Hub
- 46 Genesee Biogas
- 47 GAIN Agriculture Loan Fund
- 48 HTR – Business Accelerator Capital, Phase 1c
- 49 Keuka College Center for Business Analytics and Health Informatics
- 50 Keuka Lake Hotel
- 51 LVM Materials
- 52 The Strong – National Toy Industry Hall of Fame
- 53 MICROrganic Technologies
- 54 Frontier Field Improvements
- 55 Canandaigua Lake Northshore Development
- 56 NY Wine Industry Assoc. – Green Wastewater Treatment System
- 57 Ontario County Airport Sewer Extension
- 58 Letchworth Nature Center
- 59 Photonics Industry Association of New York – Optical Test Equipment
- 60 Finger Lakes Regional Center for Advanced Optics Manufacturing
- 61 Roberts Wesleyan College – NextGen Health Sciences Initiative
- 62 RIT – MAGIC Spell Studios
- 63 Seneca BioEnergy – Biodiesel Production Project
- 64 Seneca County Route 318, Phase 1a
- 65 St. John Fisher – Integrated Health Sciences Building, Phase II
- 66 Stepping Stones Learning Center
- 67 UR – Data Science Building, Phase I

## ROUND 5

- 68 YMCA Regional Campus
- 69 Cornell Agriculture Food Technology Park New Manufacturing Building
- 70 STAMP Water Infrastructure
- 71 Roberts Wesleyan Smith Science Building Renovation
- 72 Fishers Ridge Phase I Infrastructure
- 73 Bents Opera House Restoration Phase II
- 74 Arcade Sewer
- 75 Orleans County Agriculture Processing Facility Business Park
- 76 LeRoy Food and Technology Park
- 77 Eastman School of Music Messinger Hall Renovation
- 78 Genesee Biogas Pretreatment
- 79 Advanced Battery Assembly Plant at EBP
- 80 Seneca County Sewer 318
- 81 Marquart Bros. Potato Chip Plant
- 82 Genesee Valley Agri-Business Park Infrastructure
- 83 Seneca Park Zoo Master Plan Improvements Phase 1a
- 84 Bristol Mountain New Ski Resort Inn and Lodge
- 85 Foodlink Food Commercial Kitchen Expansion
- 86 Boys and Girls Club of Rochester
- 87 Modernization of MCC Applied Technologies Center



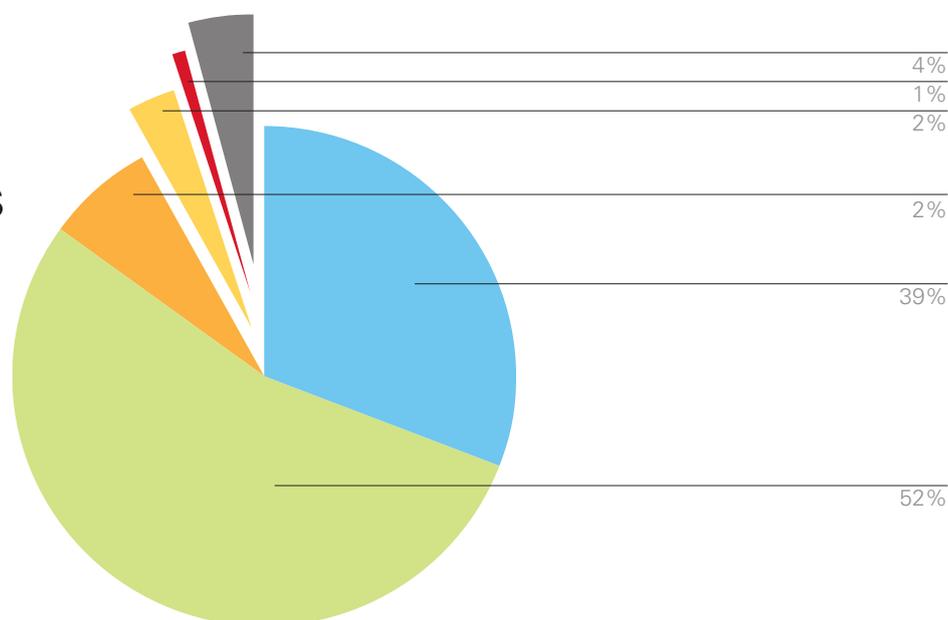
- 88 Sibley Building Phase II
- 89 Greenidge Gas Conversion Project
- 90 University Preparatory School Career and Technical Education Center
- 91 Unither Corp Production Expansion
- 92 New York Photonics Freeform Optics Profiler
- 93 CityGate Erie Canal Public Venue
- 94 University of Rochester Goergen Institute for Data Science
- 95 Additive Manufacturing Center at RIT
- 96 NOHMs Technologies Electrolyte Manufacturing Equipment Purchase
- 97 Kingsbury Touchscreen Sensor Quality Lab
- 98 Canandaigua Lakefront Redevelopment Project Final Phases
- 99 Rochester Riverside Convention Center Renovation
- 100 Wayne Finger BOCES Advance Manufacturing Education
- 101 Energy Storage Ecosystem Resources - Safety Testing and Cylindrical Cell Prototyping
- 102 Keuka Business Park Building Acquisition
- 103 Regional Veterans Service Center
- 104 Edison Career and Technology High School
- 105 Rochester Chase Tower Access Improvements
- 106 Keuka College Center For Business Analytics and Health Information



# Status of All Projects Awarded CFA Funding

517 projects in the Finger Lakes region have received awards through the CFA process over the last five years. These projects represent \$1.9 billion in total investment, leveraging \$230 million in state support by a ratio of more than 8 to 1.

Overall CFA Status



## Aggregated status of all CFA projects

Status	2011	2012	2013	2014	2015	Total	% of projects
Completed	75	53	43	24	7	181	39%
On schedule	14	13	44	72	125	288	52%
Contract not yet executed	0	0	0	3	9	12	2%
Progressing slow	0	3	1	1	3	10	2%
Concerns need to be resolved	1	0	0	1	0	2	1%
Cancelled or funding declined	4	9	4	2	1	19	4%
<b>TOTALS</b>	<b>94</b>	<b>78</b>	<b>92</b>	<b>103</b>	<b>145</b>	<b>512</b>	<b>100%</b>

# Projects delayed or terminated

2011 YEAR AWARDED • ROUND 1			
Status	CFA#	Project Name	CFA Award
✖	2967	Document Reprocessors Excelsior Expansion	\$750,000
✖	3879	E2E Materials Excelsior	\$1,250,000
✖	2423	Finger Lakes Museum Phase I	\$400,000
!	3083	Seneca AgBio Green Energy Park	\$7,000,000
✖	5389	Towpath Preservation Apts	\$1,030,894
2012 YEAR AWARDED • ROUND 2			
Status	CFA#	Project Name	CFA Award
!	18564	American Heritage Homes Excelsior	\$500,000
✖	18799	CNG One Source	\$300,000
✖	19220	Corn Hill Canalway Info Center	\$93,081
✖	18310	Finger Lakes Museum Main Campus	\$498,000
✖	18310	Finger Lakes Museum Promotional Events	\$30,000
✖	16169	Heritage Christian Services 1200 Winton Road	\$200,000
✖	14659	Hilton Garden Inn	\$250,000
✖	18583	Mr Bults Inc.	\$750,000
!	16766	Seneca BioEnergy Capital	\$100,000
✖	16766	Seneca BioEnergy New Hire Training	\$25,000
✖	15856	VOA WNY Senior Apartments	\$200,000
✖	16169	1200 South Winton Road Project	\$200,000
!	19010	HighFallsCFA2012	\$80,000
2013 YEAR AWARDED • ROUND 3			
Status	CFA#	Project Name	CFA Award
✖	30227	Arnold Magnetics Technologies – Capital	\$600,000
✖	31416	FLHSA Blood Pressure Advocate Training	\$4,034
✖	27619	Hotel Geneva	\$416,000
✖	26971	Macedon Canal Park Enhancements	\$21,225
!	27149	Syntec Technologies Excelsior	\$300,000
✖	29733	St. Francis Project	\$150,000
2014 YEAR AWARDED • ROUND 4			
Status	CFA#	Project Name	CFA Award
!	43394	American Fuel Cell	\$500,000
!	40864	FermCo, Inc	\$2,000,000
!	42455	Rochester Museum & Science Center	\$200,000

2014 YEAR AWARDED • ROUND 4			
Status	CFA #	Project Name	CFA Award
🟡	36992	Emmi Roth USA Excelsior Expansion	\$400,000
🟡	43343	FL Center for Advanced Optics Manufacturing	\$275,000
⊗	41228	Genessee Falls Municipal Sewer System	\$12,400
🔴	42142	Seneca BioEnergy Biodiesel Production	\$250,000
🟡	40374	Discovery Campus Working Capital	\$54,500
2015 YEAR AWARDED • ROUND 5			
Status	CFA #	Project Name	CFA Award
🟡	57971	Multi-sector Careers Training	\$100,000
🟡	55806	Office, Warehouse, and Service Training	\$20,000
🟡	55806	Office, Warehouse, and Service Training	\$80,000
🟡	53465	Personal Care Aide Training	\$45,500
🟡	53516	Sewing Machine Operator Training	\$23,076
🟡	53516	Sewing Machine Operator Training	\$76,924
🟡	55996	Village of Interlaken Wastewater Treatment Plant Engineering Study	\$30,000
🟡	56843	Village of Sodus Engineering Planning Study	\$30,000
🟡	56376	Village of Waterloo Engineering Study	\$100,000
⊗	55643	Women's Rights National Historical Park Upgrade	\$49,500

## Leverage of State investment in all CFA projects

	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5
Total projects	<b>94</b>	<b>80</b>	<b>94</b>	<b>104</b>	<b>145</b>
Total project cost (TPC)	\$273,548,568	\$266,380,716	\$196,251,350	\$361,172,160	\$877,215,075
Total amount of CFA Awards	\$53,430,715	\$41,030,709	\$24,120,435	\$42,009,118	\$71,697,312
Ratio of TPC to CFA Awards	<b>5:1</b>	<b>6.5:1</b>	<b>8:1</b>	<b>9:1</b>	<b>12:1</b>

## Job creation to date

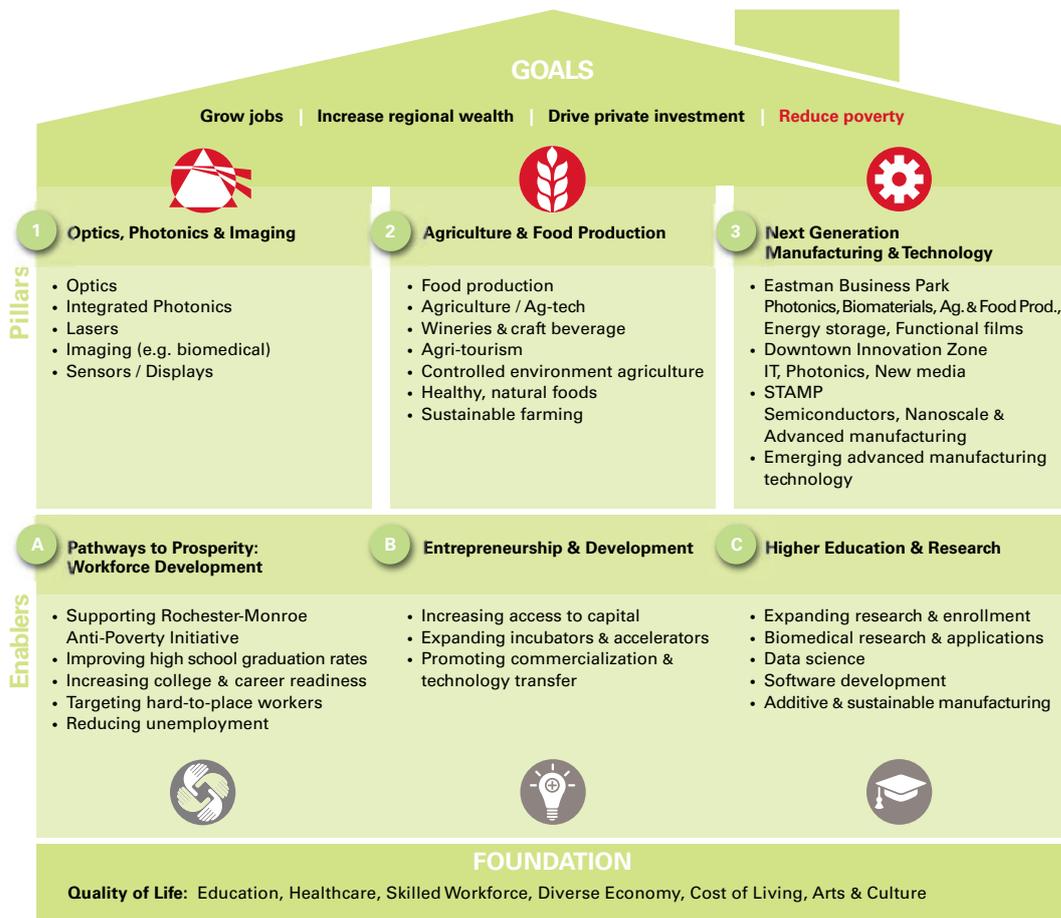
	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5	TOTALS
Permanent Jobs Created	1,130	756	143	115	1,063	<b>3,207</b>
Jobs Retained	3,781	900	363	931	4,260	<b>10,235</b>
Totals	4,911	1,656	506	1,046	5,323	<b>13,442</b>

# Upstate Revitalization Initiative (URI) Update

In December of 2015, Governor Cuomo announced a five-year commitment of \$500 million of State funding from the Upstate Revitalization Initiative (URI) for the Finger Lakes region based on the FLREDC's new Finger Lakes Forward strategic plan.

The Finger Lakes Forward plan united the Finger Lakes region around the overall goals of Creating Jobs, Driving Private Investment, Increasing Regional Wealth and Reducing Poverty through a refined strategic vision focused on targeted industry sectors, called "pillars," of: Optics, Photonics, and Imaging,

Agriculture and Food Production, and Next Generation Manufacturing and Technology; as well as key enablers to facilitate growth: Pathways to Prosperity, Entrepreneurship and Development, and Higher Education and Research.



2016 marks the first year of the five-year implementation of Finger Lakes Forward. Below is a summary of the progress to date, including an update on all the highlighted initiatives included in the original 2015 URI plan as possible investment opportunities.

Key					
	<b>Blue</b>	Project is complete		<b>Yellow</b>	Project progressing slower than anticipated
	<b>Green</b>	Project is on schedule		<b>Red</b>	Project has concerns to be resolved
	<b>Orange</b>	Project still in development		<b>Black</b>	Project cancelled or funding declined

**Highlighted Year One Initiatives**  
**These potential projects were identified for possible investment in the first year of URI implementation:**

Status	Section	Initiative	Description & Status
	OPI	Project Cataract	Confidential project to build an OPI manufacturing facility in Rochester that has been put on hold by the company.
	Ag/Food	FLX Food	Investment across Finger Lakes food players to build the industry continues in various forms. Of the potential projects mentioned, new high-pressure processing equipment is coming online at LiDestri Foods in Eastman Business Park (EBP) and also at the NYS Ag Experiment Station in Geneva. Also, the AquaTerRen organic controlled-environment ag project at EBP has been reduced but is still a possible growth opportunity.
	Next-Gen: EBP	Sweetwater Energy Integrated Biorefinery	Creation of a biorefinery at Eastman Business Park is currently still in the planning phases.
	OPI (Previously listed under Next-Gen: EBP)	AIM Photonics Manufacturing Center	AIM Photonics, the US Department of Defense manufacturing institute, has been established and the NYS Photonics Board of Officers has approved \$106 million (of the \$250 million commitment by NYS) to construct and equip the primary manufacturing research and development facility, called the Testing Assembly and Packaging (TAP) Facility, in Rochester by late 2017. A site selection process is currently underway to identify the exact location.
	Next-Gen: DIZ	Rochester Regional Fund	A dedicated fund is still being contemplated for investment in development and capital improvements for downtown assets, helping revitalize the urban core.
	Next-Gen: STAMP	Project Eagle	This confidential project was unveiled in October 2015 by Governor Cuomo as 1366 Technologies, a solar wafer manufacturer that will be the first tenant at STAMP, investing up to \$700 million and creating up to 1,000 jobs in the next 10 years. NYS has approved \$51 million to begin site infrastructure and facility construction for 1366, which will break ground in fall 2016.
	Pathways to Prosperity	Finger Lakes Workforce Development Center (FWD)	A new MCC-led flexible training facility at EBP to train the local workforce and connect workers with new STEM-focused jobs has begun operating in temporary space at EBP. The FWD remains a development priority of the Pathways to Prosperity Work Team.
	Entrep & Dev	FL Venture Fund	Private capital fund to increase capital availability in the region, expanding on success of Upstate NY venture funds is in development and consideration for possible State support.
	Higher Ed & Research	Goergen Institute for Data Sciences	The new data sciences facility at the University of Rochester is under construction and this project proposal has expanded to include other private sector partners that will establish a Rochester-based data science consortium.

**Highlighted Full Implementation Initiatives**  
**These potential projects were identified for possible investment in subsequent years of URI implementation:**

Status	Section	Initiative	Description & Status
	OPI	Laboratory for Laser Energetics (LLE) capability expansion	Expanded LLE capabilities leveraged by private UR/federal capital spending and anticipated federal national security funding. Remains a development priority of the OPI Work Team.
	OPI	FL Photonics Challenge	Photonics-focused start-up competition to energize OPI network, tied to annual photonics conference. Remains a development priority of the OPI Work Team.
	Ag/Food	Eco-Brewing District	On September 7th Governor Cuomo announced the \$49 million expansion plans of North American Breweries to modernize the Genesee Brewery and expand the Genesee Brew House into an event space. The new project will create an Eco-Brewing District that will cultivate the craft beverage industry and draw more visitors to the continued revitalization of Rochester High Falls district.

Status	Section	Initiative	Description & Status
	Ag/Food	Sustainable Food Production Initiative	Research facility with collaboration from RIT and Cornell's New York State Agriculture Experiment Station. Remains a development priority for the Ag & Food Work Team
	Next-Gen: EBP	NY-BEST Expansion	Expand NY-BEST facilities for prototyping, manufacturing, and testing batteries that have successfully drawn many companies to EBP. Remains a development priority for the EBP Work Team.
	Next-Gen: EBP	Nanomaterials Commercialization Center	Create a shared facility to pool capital costs, leverage Rochester's knowledgeable workforce, and draw large companies working to efficiently commercialize nanotech. Remains a development priority for the EBP Work Team.
	Next-Gen: DIZ	Inner Loop Redevelopment	Redevelopment of land created by Inner Loop roadway redevelopment, to help reconnect communities. Construction to fill the old Inner Loop continues and the City of Rochester has initiated an RFP process for those interested in developing new parcels.
	STAMP	Other pipeline projects at STAMP	Several other projects actively considering STAMP with substantial potential private investment.
	Pathways to Prosperity	RMAPI Coordinated System	Initiatives deriving from RMAPI recommendation, intended to connect components of anti-poverty network into coordinated system. This remains a development priority of the Pathways to Prosperity Work Team, working in partnership w/ RMAPI. It is also an opportunity for support from the newly-established Empire State Poverty Reduction Initiative (ESPRI).
	Pathways to Prosperity	Hillside Work-Scholarship	Expand program to improve high school graduation rates in the areas of most need. This remains a development priority of the Pathways to Prosperity Work Team.
	Pathways to Prosperity	Ex-Offender Job Support Services	Job training, placement services, and obstacle mitigation for ex-offenders.
	Pathways to Prosperity	Helping Local Employers Hire from Working Poor	Assist employers with HR needs and accessing incentives for hiring the working poor. Remains a development priority for the Pathways to Prosperity Work Team.
	Entrep & Dev	Urban Entre. Ecosystem	Building support network (e.g., mentor/mentee system, training/courses) to help enabling start-up growth. Remains a development priority for the Entrep & Dev Work Team.
	Entrep & Dev	SUNY Geneseo: Center for Entrepreneurship Innovation & Econ Dev	Create an incubator in Livingston County with entrepreneurship program, business incubator, connected to START-UP NY via High Tech Rochester partnership. SUNY Geneseo has placed the project on hold as the targeted property was not able to be acquired.
	Higher Ed & Research	RIT AMPrint Center	3D Printing research and commercialization center at RIT, helping to grow this nascent industry in the Finger Lakes. Remains a development priority for the Higher Ed Work Team.
	Higher Ed & Research	UR Neurorestoration Institute	Expand research and treatment capabilities in Neurorestoration domain at the University of Rochester Medical Center, drawing additional research dollars. Remains a development priority for the Higher Ed Work Team.

#### New Initiatives

**These projects were not highlighted in the 2015 URI plan but have since become opportunities to achieve the Finger Lakes**

**Forward strategic goals:**

Status	Section	Initiative	Description & Status
	OPI	Photonica & Avogy	Two new companies selected to move operations to the Rochester area announced by Governor Cuomo in March 2016. Combined under Phase I, Avogy and Photonica will invest more than \$1.6 billion over five years and create and support more than 1,400 new high-tech jobs. The companies join dozens of academic, government, and industry partners from across the country led by SUNY Poly to secure the nation's leadership in emerging technology research, development, and manufacturing.



# Implementation Agenda

# 3



Atomic layer deposition tool that makes insulating layers on integrated photonic devices.

Photo by: Adam Fenster

# Pathways to Prosperity



The strength of the region's URI plan is a holistic approach to economic growth that includes all our residents. The region recognizes that reducing poverty and connecting underserved workers with the resources and training required to enter the workplace are vital for the success of the entire region.



## Vision

As the Finger Lakes region looks to grow and prosper, it recognizes that it must do so in conjunction with the members of the community most in need. Matching workforce requirements to the identified industry sectors for our region—Health Care, Advanced Manufacturing, Culinary, and Information Technology—we are working to link the residents living in poverty to the skills training needed to gain employment, career advancement, and a living wage.

## Mission

The Finger Lakes region will bring available resources together, gain alignment and coordination to best serve the individuals within our community in order to reduce poverty, increase college and career readiness, reduce unemployment, improve high school graduation rates and to employ hard-to-place workers.

## Key Assets

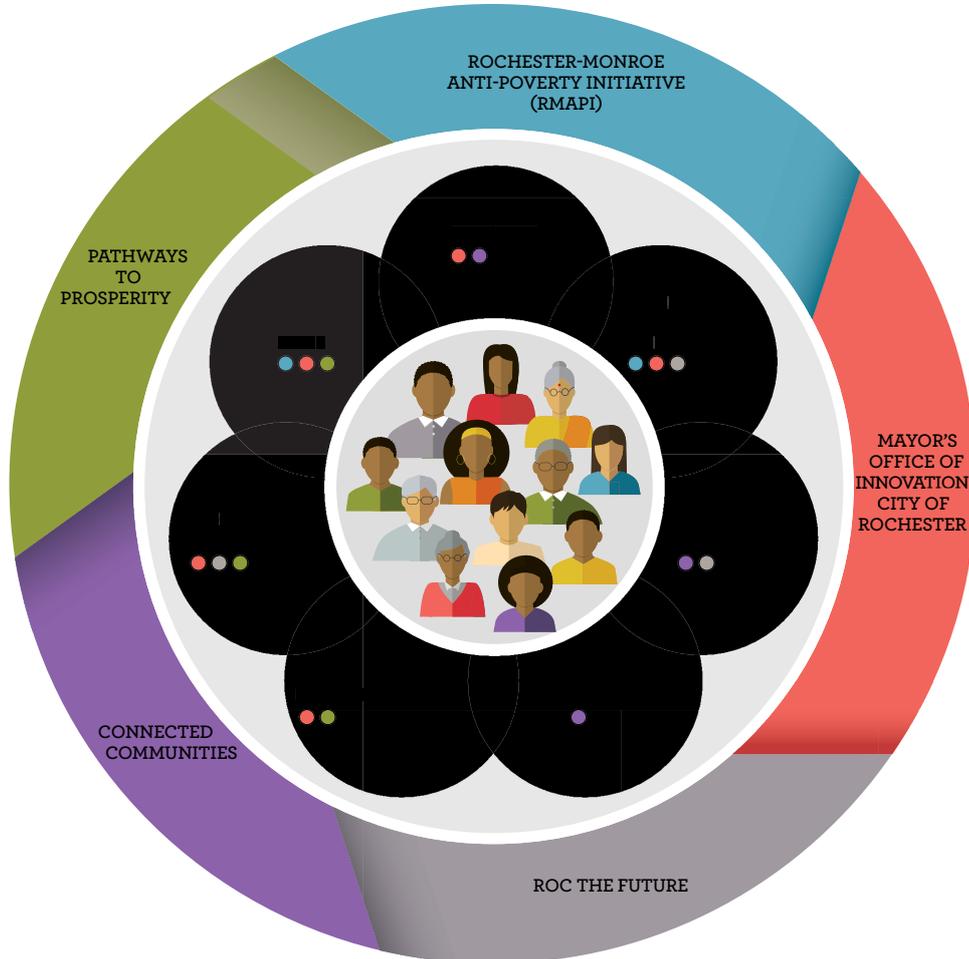
The Finger Lakes region offers a wide variety of educational institutions, business organizations, and community efforts focused on helping people achieve the skills necessary to gain employment in the local marketplace.

**A Unique Asset: Rochester Monroe Anti-Poverty Initiative (RMAPI)**  
RMAPI is a community-wide effort that will lead to a 50% reduction of poverty in 15 years. RMAPI seeks to reduce poverty, and is unique among other initiatives for its practical, collaborative approach: aiming for a coordinated system overhaul, following a data-driven approach, and leveraging participation from community members in poverty. While many poverty alleviation efforts focus on isolated, downstream solutions, RMAPI presents a novel approach by bringing together service providers with the populations they serve.

# PEOPLE FIRST: Solutions for a Successful Community

Our goal is to build a strong, vibrant community where every person and family has the opportunity to live in a stable area with the services and support needed to overcome poverty and create a successful future.

With the person and/or family in the center, the Greater Rochester community is focusing on seven key areas of support. The organizations and initiatives below are working together to help individuals and families connect to services, while building community connections and working on system-wide changes to overcome poverty in Rochester and Monroe County.



## COMMUNITY PARTNERS

**ROCHESTER-MONROE ANTI-POVERTY INITIATIVE (RMAPI):** A community-wide effort to decrease poverty in the Rochester and Monroe County region with collaboration from local leaders, local and state government, service providers, the faith community, volunteers and people impacted by poverty.

**MAYOR'S OFFICE OF INNOVATION - CITY OF ROCHESTER:** A research and strategy team focused on designing and evaluating efforts to reduce poverty.

**ROC THE FUTURE:** A community-wide collective impact initiative that organizes leaders and resources to improve educational outcomes for Rochester's students, cradle to career.

**CONNECTED COMMUNITIES:** A not-for-profit whose mission is to provide educational excellence, quality affordable housing, community wellness and increased economic opportunities to break the cycle of poverty and revitalize the EMMA and Beechwood neighborhoods.

**PATHWAYS TO PROSPERITY:** A New York State economic development initiative focused on reducing poverty through increased high school graduation and college and career readiness that will decrease unemployment in our local communities hardest hit by poverty.

## GUIDING PRINCIPLES: Mobilizing our Community to Achieve Self-Sufficiency

Hundreds of people from across the community developed a set of shared values that will serve as the foundation of our work to reduce poverty. To reach our goals, we must all understand and embrace these shared values:

### BUILD AND SUPPORT OUR COMMUNITY

Help to rebuild struggling neighborhoods with quality support services, for example businesses, healthcare, childcare and strong community schools, that make them safe, healthy and livable.

### ADDRESS STRUCTURAL RACISM

End the activities and actions that continue racial inequality in public policies, institutional practices and other cultural norms.

### ADDRESS TRAUMA

Help to heal people and neighborhoods that are suffering from repeated experiences with trauma; provide support and services that are sensitive to traumatic experiences like abuse, addiction and violence.

## Key Assets (Continued)

**Monroe Community College (MCC)** is a comprehensive SUNY community college that serves over 30,000 learners each year in the Finger Lakes region. With over 100 degree and certificate programs, MCC supports the local economy through a variety of innovative workforce services including strategic grants development, conducting labor market studies, and offering a robust catalog of workforce-focused credit and non-credit programs that directly align to addressing employer needs within healthcare, advanced manufacturing, information technology, hospitality and the skilled trades.

**Finger Lakes Community College (FLCC)** enrolls over 6,761 students, 75% of whom receive financial aid, in 54 degree, certificate and short-term training programs. FLCC's innovative training programs, with a placement rate of 96%, prepare people to build successful careers in a number of in-demand fields including health care and advanced manufacturing.

**Genesee Community College (GCC)** In 2015-16, GCC served over 7,600 credit students, offering over 60 credit programs, and awarding 880 degrees for the year. In noncredit, providing training programs to businesses and organizations in topics of LEAN manufacturing, leadership, teambuilding, safety, mechatronics, healthcare, and other topics training approximately 2,500 employees for nearly 150 employers in the region.

**Rochester Educational Opportunity Center (REOC)** has been a leader in quality, tuition-free, short-term College Preparation, Career, and Technical training for adults in Rochester for over 45 years with an average enrollment per academic year of 1,350 students across 21 programs.

**Office of Adult & Career Educational Services (OACES)** is a workforce preparation organization serving adults in Rochester, currently offering (6) short-term career training programs in "in-demand" occupations which are approved by the NYS Department of Labor (DOL) and Education Department (SED).

**Finger Lakes Advanced Manufacturing Enterprise (FAME)** - is an initiative of the Finger Lakes Workforce Investment Board and a collaborative public/private partnership of 68 regional stakeholders. Their focus is assisting advanced manufacturers with workforce development and pipeline building for high tech careers, and they leverage partnerships with regional educators and workforce development organizations to offer internships, student tours and programs promoting careers in advanced manufacturing.

**Rochester Technology and Manufacturing Association (RTMA)** is an advocate for advanced manufacturers with over 80 members employing over 4,200 people and has been in operation since the 1940s.

**Unions and Business United in Construction (UNICON)** proudly representing in excess of 20,000 workers and over 300 employers, as an independent Labor Management Association devoted to social and economic development in the Greater Rochester/Finger Lakes region of Upstate NY. Primarily an advocacy group for the construction industry.

**Adult Career and Continuing Education Services-Vocational Rehabilitation (ACCES-VR)** assists individuals with disabilities to achieve and maintain employment and to support independent living through training, education, rehabilitation, and career development. Currently working with over 5 thousand individuals and in 2015 helped over 1 thousand individuals find competitive employment.

**Rochester Rehabilitation Center** - Rochester Rehabilitation's Workforce Academy serves individuals with a wide range of disabilities, public assistance recipients, refugees, individuals living at 125% of the poverty level, and those who have failed in other employment programs. Job placement rate for graduating candidates is currently at 94%. Rochester Rehabilitation's service capacity extends to comprehensive mental health services, driver evaluation, and rehabilitation training, and Benefits Resource and Transition Services.

**Bright Futures Job Fair** - Workforce Development efforts initiated the opportunity for Rochester City School District graduating seniors to take part in the 2nd annual job fair with over 400 seniors signed up to attend and over 50 employers participating in the event.

**Workforce Development Boards** - partner with the FLREDC and are a key source of information on workforce issues. In 2016 the three workforce development boards in the region together submitted an Inventory of Sector-Based Workforce Strategies that will help inform the Pathways to Prosperity work team as it plays a part in connecting local residents to meaningful employment and reducing poverty in the region. Importantly, several members from the three workforce development boards - Finger Lakes, GLOW, and Monroe County/Rochester - also sit on FLREDC work teams, including the Pathways to Prosperity work team.

## Opportunities for Growth

1. Unify multiple current resources that may perform the same function as it relates to skill training in order to gain efficiencies and reduce current barriers to success.
2. Bring to scale currently successful programs that increase the skill level of hard-to-place workers and connect them to employment with the opportunity of a living wage.
3. Establish a Community Fund for the Anti-Poverty efforts that will allow the convening agency to administer funds in a timely fashion facilitating an ability to put agreed upon course of action into reality.
4. Continue Empire State Development investment in North American Breweries, which will itself invest \$42 million to expand Genesee Brewery, creating 128 new jobs 64 of which will be designated for people affected by poverty.

## Barriers to Growth

1. Limited number of high school graduates who are college or career ready.
2. Limited transportation to potential employment opportunities.
3. Limited number of daycare providers, impacting parents' opportunity to gain and keep employment.
4. Few early employment opportunities for youth to gain life skills for future career-oriented employment.

## Performance Indicators

1. Poverty rate reduction over next 15 years
2. 3rd grade reading level (ROC the Future)
3. High school graduate rate: Rochester City School District (RCSD)
4. 2-year college degrees in specific fields of study relevant to our region (MCC/FLCC/GCC)
5. Unemployment rate (DOL)
6. Level of public assistance programs for our region (in \$) (County)
7. Level of employment (Private, Public, Total) (DOL)
8. Program completion for 4 community initiatives (Lead Agencies)
  - 300 Working Poor
  - 2,303 completions of MCC workforce training at EBP
  - 2,180 incremental Hillside Work-Scholarship Connection students in the program w/ 500 incremental jobs

2015-2016 URI/CFA Projects

STRATEGY	Implementation	
<p><b>Expand employment opportunities for the region’s current and potential workforce, including individuals impacted by poverty to help fill low-, middle- and high-skill, high-wage jobs in the Finger Lakes Region; Strengthen and develop education and training programs needed to provide employees with the skill sets that are aligned to key growth industries; Address regional workforce shortages in healthcare, agriculture, information technology, advanced manufacturing, and other key fields qualified regionally as being in-demand and able to lead to self-sufficiency.</b></p>	<p><b>Progress</b></p>	<p><b>Monroe Community College’s Workforce Training Center at Eastman Business Park</b> The project will improve space in building 12 at the Eastman Business Park to facilitate an “academic nexus” to the work of Start-Up NY companies located on the EBP campus. The project will serve as an incentive to draw manufacturers to the park.</p>
	<p><b>Future Actions</b></p>	<p>The proposed center will provide access to both GCC and FLCC to offer and conduct manufacturing and/or other technology courses that MCC doesn’t currently offer.</p>
	<p><b>Progress</b></p>	<p><b>Hillside Work-Scholarship Program Expansion</b> HWSC program provides a path for poor, at-risk youth to overcome poverty and succeed academically. URI funding will allow HWSC to nearly double in Rochester over 5 years by serving 500 new students annually and partnering with Community Colleges, ensuring students successfully transition to post-secondary education and careers.</p>
	<p><b>Future Actions</b></p>	<p>Once funding is secured, additional youth advocates will be hired and the first students will be added to the program for the upcoming school year.</p>
	<p><b>Progress</b></p>	<p><b>St. John Fisher College Health Sciences Building</b> The building was completed and opened in September 2015. The facility was awarded two CFA grants totaling \$500K.</p>
	<p><b>Future Actions</b></p>	<p>The facility houses the college’s programs in the natural sciences, pharmacy, and nursing.</p>
	<p><b>Progress</b></p>	<p><b>RIT Electronic Assembly and Soldering Training Program</b> RIT received \$100K in CFA funding to develop a training program for veterans and displaced workers to provide them with certification to enable them to obtain jobs with area companies. Two 4-week sessions were offered this summer to 20 participants, who are currently being interviewed for open positions in this field.</p>
	<p><b>Future Actions</b></p>	<p>Additional Classes to be offered.</p>
	<p><b>Progress</b></p>	<p><b>Foodlink Food Hub &amp; Culinary Workforce Development Center</b> Currently developing a culinary workforce development program that promotes the mastery of job-related knowledge and skills, leading to employment opportunities within the culinary/food industry, and real living wage careers. The Foodlink Food Hub broke ground in May 2016.</p>
	<p><b>Future Actions</b></p>	<p>Curriculum to be developed prior to first class being offered.</p>
	<p><b>Progress</b></p>	<p><b>Edison Career &amp; Technology High School Computer Lab Upgrade</b> Edison will leverage these and other grant funds to purchase computers, 3D printers, and other high-tech equipment for 500-600 students in their Construction/Architecture/Design and Advanced Manufacturing and Engineering Pathways.</p>
	<p><b>Future Actions</b></p>	<p>Offering students in these programs Coop / Internship opportunities at local businesses.</p>
	<p><b>Progress</b></p>	<p><b>Boys &amp; Girls Club of Rochester Facility Renovation</b> Completed in 2016, these renovations include a 10,000 square foot expansion that will allow space for new youth programs. The project was supported by the FLREDC with \$400,000 in funding, including a \$300,000 award through the Upstate Revitalization Initiative in 2015.</p>
	<p><b>Future Actions</b></p>	<p>Sharing data that supports the success of expanded programs.</p>



Officials attend opening for Stadium Estates. 8/10/2016  
Photo by: Communications Bureau, City of Rochester, NY

**Progress** **University Preparatory Charter School Career & Technology Education Center Renovation**

UPrep received \$150,000 in Upstate Revitalization Initiative funds for acquisition and renovation of a building to house the school's Career and Technical Education Center. The UPrep Career & Technical Education Center opened in September 2016 and provides training in culinary arts, information technology, machining, and skilled trades.

**Future Actions** Linking student training to additional learning opportunities within the community via coop / internship / apprenticeship / continuing education.

**Progress** **Regional Veterans Service Center**

The Center will be utilized to empower a coordinated network of veteran services in the Upstate region, and equip veterans with the technological and informational resources needed to efficiently and effectively guide service members, veterans, and their families to the most appropriate resources.

**Future Actions** To expand the network throughout western and upstate NY. Link to other Veterans Service Centers throughout the country.

**Progress** **Advanced Manufacturing Education Equipment (Area BOCES & Edison)**

The collaboration among all seven of the region's Career and Technical Education Centers and the advanced manufacturing community to strengthen the capacity of the region to produce skilled employees in the advanced manufacturing sector.

**Future Actions** Continued partnership among all parties to strengthen the pipeline of future workforce for manufacturing businesses of the region by collaboration on the needs and curriculum.

**Progress** **Hickey Freeman Sewing Machine Operator Training Program**

Having received \$100K in CFA funding to train 53 new and existing workers at its factory in Rochester.

**Future Actions** Assess potential future need for additional training or growth opportunity for workforce within the facility.

**Progress** **Wayne Finger Lakes BOCES Nurse Assistant Training Program**

WFL BOCES received almost \$100k in CFA funding to train 56 long-term unemployed as Certified Nursing Assistants.

**Future Actions** Evaluation of the program for viability of future training opportunities.

**Progress** **Market-Driven Community Cooperatives**

The development of a worker-owned, cooperative business development corporation, whose purpose is to build wealth in low-income communities by developing, promoting, and supporting a diverse portfolio of worker-owned businesses in Rochester.

**Future Actions** Establishment as a non-profit 501(c)(3) holding company. The management and direction of this newly established 501(c)(3) will be vested in a Board of Directors comprised of key representatives from the City, participating anchor institutions, funders, the business community, and residents of the targeted communities.

## UPDATE ON HIGHLIGHTED 2016 STATE PRIORITIES

The **Rochester Monroe Anti-Poverty Initiative (RMAPI)** was formed in 2015 in response to publication and widespread acknowledgement of the exceptional poverty rates that persist in the City of Rochester, especially among children. Through the leadership of Governor Cuomo, an Anti-Poverty Task Force was established at state-level. At the same time, an unprecedented public-private partnership grew across the city to begin the important work of poverty reduction.

Over the course of 2015, a dual-generational action plan arose via an extensive community-engagement process, which included the three-tiered strategy of: (1) Adult Mentoring to better connect those impacted by poverty to job opportunities, while concurrently addressing the social barriers that prevent consistent, sustainable employment; (2) Early Childhood Supports that focus on giving kids and families the best opportunity to succeed; and (3) Systems Integration which includes the design and implementation of more coordinated systems of social support that allow for a more straightforward path to self-sufficiency.

To validate and build upon these recommendations, RMAPI engaged IBM and was awarded an IBM Smarter Cities Challenge grant, which commenced in the fall of 2015. The final recommendations of the IBM engagement reiterated the need for a more coordinated system of social supports, including implementation of processes and systems intended to unlock and measure community potential.

**Key Statistics for RMAPI Target Neighborhoods:**

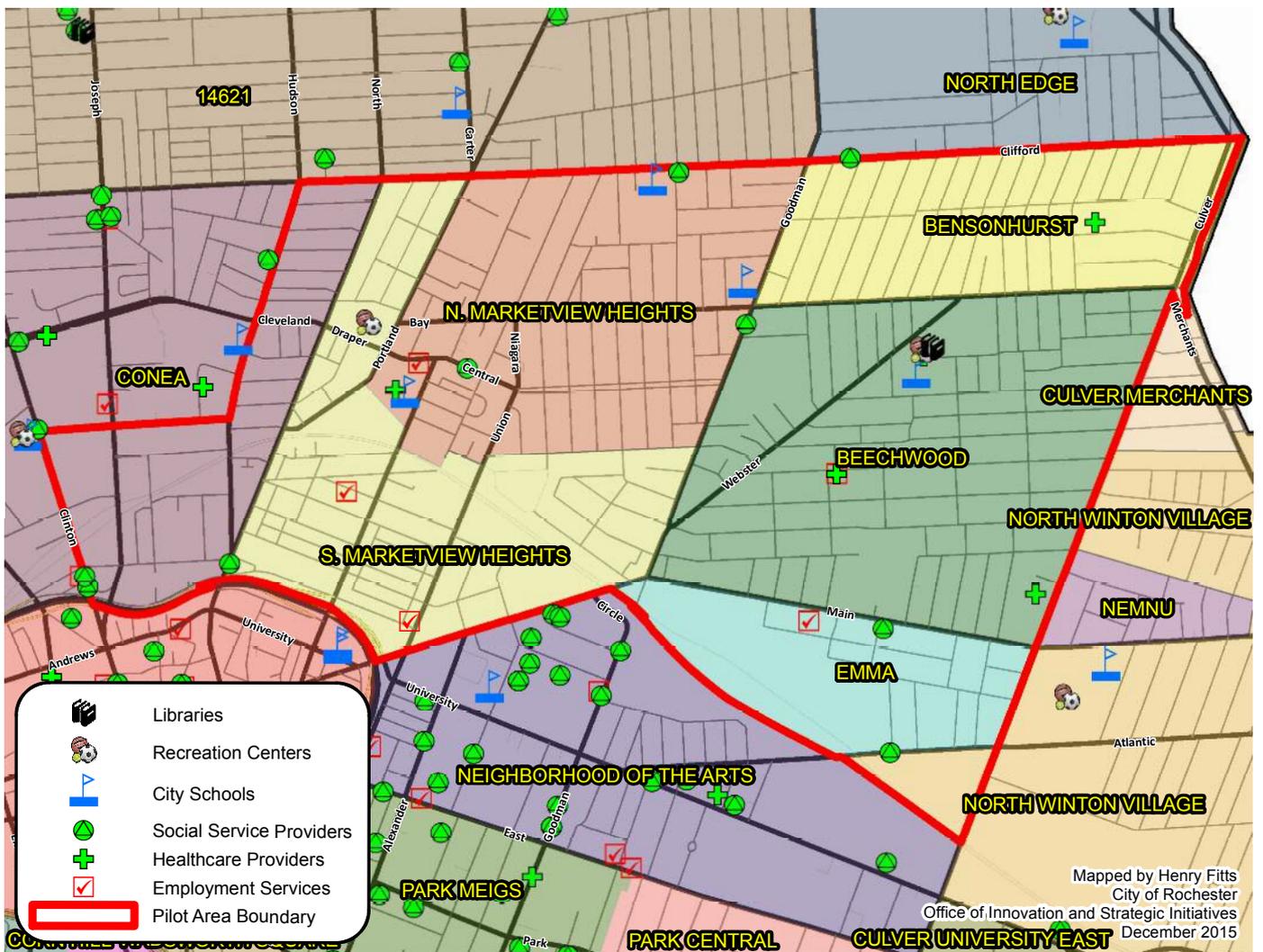
- Population: 23,387
- Median Household Income: \$27,499
- Percentage of Residents in Poverty: 45%
- Percentage of Children in Poverty: 60%

In comparison to the RMAPI catchment, 15% of the population of Monroe County, and 33% of the city population live in poverty. As the city with the 5th highest poverty rate, and #1 child poverty rate in the United States, our community has taken a bold stance to reduce poverty by 50% in 15 years – amounting to a reduction of 34,709 people living in poverty.

**Deliverables: 2016 Year-to-Date**

**Neighborhood focus:** In an effort to target RMAPI’s implementation strategy and pilot solutions prior to wide-spread investment and implementation, RMAPI decided to initially focus on three contiguous neighborhoods: Marketview Heights, Emma, and Beechwood (see attached map). This area was selected through a rigorous, data-driven process in partnership with the City of Rochester’s Innovation Team. The target area also includes an emerging neighborhood-based initiative, Connected Communities, which is modeled after the Purpose Built Communities strategy that has worked successfully in similarly struggling cities across the United States.

The Rochester-Monroe Anti-Poverty Initiative (RMAPI) and the Mayor’s Office of Innovation and Strategic Initiatives (OISI) have been working in close partnership to identify neighborhoods in which RMAPI and partners would launch and pilot new strategies. Using a data-driven process, OISI evaluated neighborhoods that had serious socioeconomic issues, such as a high poverty rates, but also had access to existing resources and services. This analysis identified the Marketview Heights/CONEA, Beechwood and EMMA neighborhoods for the RMAPI target demonstration pilot.



**Poverty Impact Statement:** RMAPI, in conjunction with the Finger Lakes Regional Economic Development Council (FLREDC) crafted and applied a Poverty Impact Statement to be completed throughout the Upstate Revitalization Initiative and complementary Consolidated Funding Application process. This strategy aimed to raise awareness about the issues that impact people in poverty, and asked applicants to define how their proposed project aligned with the community's goals around poverty reduction.

**Guiding Principles:** As RMAPI's strategy for poverty reduction evolved, particularly through a robust community engagement process, three essential requirements were consistently emphasized by those impacted by poverty: (1) Sources and consequences of Trauma must be addressed; (2) Community-building must be prioritized, particularly through neighborhood-based investment to maintain and support current residents; (3) Community-building initiatives must address racial inequities, including structural biases that impact people impacted by poverty. These requirements were adopted as the Guiding Principles of the RMAPI engagement.

**ESPRI Award:** New York State has recognized RMAPI's early success in achieving community consensus around a plan to reduce poverty, and will be replicating RMAPI's planning and engagement process in 16 other cities through the Empire State Poverty Reduction Initiative (ESPRI) through 2017. Further, New York State has committed \$2.75 million dollars to support RMAPI's transition from Planning to Implementation. These funds will be targeted towards the work of System Integration, in concert with the implementation of pilot projects around Adult Mentoring and Early Childhood Supports.

**Invest Health Award from Robert Wood Johnson Foundation:** Invest Health is focused on developing more coordinated systems of social supports across traditionally siloed sectors such as healthcare, education and social services, with a particular focus on built environment solutions. This engagement is exemplary of the type Systems Integration work recommended by both the community and the IBM Smarter Cities Team. RMAPI was awarded the Invest Health Grant in partnership with the City of Rochester as the lead. This engagement will continue through 2017.

**Community Advisory Council:** RMAPI, in partnership with other community initiatives, has formed a Community Advisory Council (CAC) populated with residents from both the target neighborhoods as well the community at large. The charge of the CAC is to ensure that both program implementation and RMAPI's strategic direction is responsive to those most impacted by poverty.

**Adult Mentoring Lead Agency:** RMAPI, in conjunction with community partners, selected a lead agency to drive implementation of the Adult Mentoring solution in the pilot area. Key stakeholders have convened throughout the summer of 2016, building a plan for implementation to be launched upon notice of URI award, which is currently scheduled for September 2016.

**Data on "Benefits Cliff":** The RMAPI data team, in coordination with the FLREDC, identified the Benefits Cliff as a potentially significant barrier for people impacted by poverty. In response, a preliminary investigation was initiated, which will be used to inform RMAPI's work around Systems Integration and Program Development going forward.

## Assisting our Military Veterans

Since its inception, the Finger Lakes Regional Economic Development Council has made it a priority to assist our region's 80,000 veterans with business and employment opportunities. By promoting job fairs, supporting innovative training programs, and encouraging veteran-owned businesses to apply for CFA funding, the council strives to honor the service of our military veterans. The FLREDC continued its efforts on behalf of veterans in 2016. Highlights include:

### **Regional Veterans Service Center: NYServes Upstate**

A priority project of the Finger Lakes Regional Economic Development Council, the Regional Veterans Service Center was awarded \$150,000 through the Upstate Revitalization Initiative in 2015. Rochester's Veterans Outreach Center applied for the funding and will host the service center, called NY Serves Upstate, which will create a coordinated network of providers to enhance services to veterans in the areas of employment, housing, health care, and other important services. The NY Serves Upstate network is expected to begin operation in late September 2016.

The Veterans Outreach Center and the Institute for Veterans & Military Families at Syracuse University held a series of strategy sessions in 2016 with veteran-focused service providers to explain the effort, build the network, and decide on geographic reach. While NY Serves will initially focus on the Finger Lakes region, efforts are underway to expand the network throughout Upstate New York.

The state funding was used to purchase a web and software platform through Unite US that will provide the backbone of this coordinated network of veteran services and equip service providers with the technological and informational resources needed to efficiently guide service members, veterans, and their families to the most appropriate services and resources. Veterans Outreach Center will provide the centralized infrastructure and staff the NY Serves Upstate coordination center with trained social workers, allowing network participants to deliver the highest quality of service while tracking referrals and results between agencies.

Dozens of provider organizations have joined the NY Serves Upstate network, with more joining each week. It is anticipated that the network of service providers will grow three-fold in the first two years of operation. Based on data from four similar networks, NYServes Upstate aims to enroll 1,200 unique veterans with 2,000 total requests for services within the first year of operation.

### **Rochester Institute of Technology Surface Mount Assembly Training for Veterans & Dislocated Workers**

Rochester Institute of Technology has completed training 20 veterans and dislocated workers in electronic surface mount assembly, fulfilling its commitment under last year's \$100,000 Department of Labor CFA award.

The four-week course prepares students in the technology of circuit board manufacturing, with students earning 6 certifications during the 20-day program. Veterans learned about microelectronics and soldering, and mastered the fundamentals required for entry-level employment at local advanced manufacturers such as Harris Corporation, which is one of the local companies interviewing program graduates for jobs.

There is no entrance exam and students are not charged for the course. Employers assisted in the design of this program, and pledged to give hiring preference to students who completed the training. Employers reported to RIT staff and instructors that the certifications are necessary for employment in local companies. Training takes place at RIT's state-of-the-art Center for Electronics Manufacturing and Assembly.

### **Veterans Job Expo**

The FLREDC supported the Veterans Job Expo in October 2015, where hundreds of veteran job seekers connected with more than 100 employers interested in hiring individuals who served in our nation's military. The next Veterans Job Expo will be held on October 12, 2016.

### **Veterans Business Council Presentation**

As part of the council's ongoing effort to increase veterans' awareness of CFA funding opportunities, the FLREDC made a special presentation to the region's Veterans Business Council. The presentation outlined the Finger Lakes Forward strategic plan and businesses were encouraged to apply for funding through both the CFA process and the Upstate Revitalization Initiative.

### **Foodlink Food Hub & Culinary Workforce Development Center**

Foodlink's Food Hub is currently developing a culinary workforce development program that will include opportunities to train veterans for careers in the culinary and food industry. The Foodlink Food Hub broke ground in May 2016.



Foodlink Community Kitchen "groundbreaking. 5/11/2016  
Photo by: Communications Bureau, City of Rochester, NY



# Optics, Photonics, and Imaging



## Vision

The Finger Lakes region will continue to strengthen its position as the global leader in imaging and precision optics, as well as extended this leadership to include the fast growing industries of lasers, displays, and integrated photonics. Optics, photonics, and imaging (OPI) in the Finger Lakes region focuses on developing the shared resources and academic-industry partnerships that maintain and strengthen the region's long history as a global center for leadership and innovation in the optics, photonics, and imaging sectors.

### Mission Statement

The OPI industry will continue to stimulate job growth and employ individuals at many vibrant small, medium, and large companies across all levels of the supply chain, from raw materials to finished goods, and will serve a diverse set of end markets. Complete with ample investment capital available from both domestic and foreign sources, Rochester will be known as the "Optics, Photonics, and Imaging Capital of the World."

### Existing Conditions

The Finger Lakes region has one of the leading OPI industrial clusters in the world with many assets.

- **120 OPI companies** employing over 15,000 people in the nine county area and another 9,000 people employed at OPI companies in the Southern Tier and Central New York.
- **Over 100 small and medium sized companies operating at all levels of the supply chain**, from raw materials to finished goods. They cover a broad range of markets/technologies such as precision optics, lasers, imaging systems, displays, solidstate lighting, and photovoltaics.
- **Over 50 optics manufacturers in Rochester that specialize in the design, fabrication, and testing of precision optical components** that go into a wide variety of products including semiconductor manufacturing equipment, defense systems, and biomedical equipment.
- **Establishment of AIM Photonics**, the national institute for manufacturing integrated photonics, in Rochester. Integrated photonics is one of the most exciting and transformative photonics technologies currently under development. Integrated photonics is to photonics what integrated electronics is to electronics. But the ability to further reduce the size of electronic components is becoming increasingly expensive and difficult. Using integrated photonics, which uses photons (particles of light) instead of electrons (particles of electricity) to move information, has the potential to extend the increased functionality of a wide range of products including high-speed connections in data centers, mobile devices, and biosensors. Fortunately, Rochester is also the center for the Test, Automation, and Packaging (TAP) effort in AIM. A key mission going forward will be to leverage the work at AIM, particularly the work on TAP, to incubate, grow, and attract OPI companies. Currently, only one small local company, Precision Optical Transceivers, is a member of AIM and is well positioned to commercialize the institute's technology.
- **Leading scientists and engineers in imaging field.** The explosion of imaging is being driven by new image capture and display technologies, mobile devices, and the internet. Rochester has some of the leading scientists and engineers in imaging and more are graduated each year from RIT and the University of Rochester.

### Key Assets

The global OPI industry is large and growing faster than the overall economy, and the Rochester OPI cluster stands a good chance of gaining market share. This is because the region has a complete industrial cluster with an educated workforce, strong supply chain, and leading academic institutions.

**Companies:** There are approximately 120 OPI companies employing over 15,000 people in the nine county area and another 9,000 people employed at OPI companies in the Southern Tier and Central New York. Anchoring the cluster are seven large companies: Kodak, Xerox, Corning, Carestream, Harris, Bausch & Lomb, and CooperVision. These companies are some of the largest employers in the region. They provide jobs, do business with local supply chain companies, collaborate with universities, hire students, and support local arts and community programs. Complementing these large companies are over 100 small- and medium-sized companies operating at all levels of the supply chain, from raw materials to finished goods. They cover a broad range of markets/technologies such as precision optics, lasers, imaging systems, displays, solidstate lighting, photovoltaics. The SMEs are a fundamental part of the OPI cluster. They provide jobs, support the big companies, and are a source of innovation that fuels growth and spawns new businesses. A number of regional small engineering service firms also support the OPI companies with device development and facility designs.

**Academic Institutions:** There are three local academic institutions with OPI programs that help make the Finger Lakes OPI Cluster one of the strongest in the world. The University of Rochester is home to the famous Institute for Optics, the oldest and most highly regarded program of its kind in the country. Also part of the University of Rochester is the Laser Lab for Energetics (LLE), a New York State Energy Research and Development Authority (NYSERDA) and U.S. Department of Energy supported facility, as well as the Center for Emerging and Innovative Sciences (CEIS), which is a New York State Center for Advanced Technology (CAT).

RIT has multiple programs to support OPI education and research as well. The Chester Carlson Center for Imaging Science is a unique interdisciplinary university research and education center, dedicated to pushing the frontiers of imaging in all its forms and uses. The Unmanned Aerial Imaging Systems initiative, a top CFA priority this year, is leveraging the strength of both institutions.

Rounding out the region's college and university support for OPI is the Optical Systems Technology program at **Monroe Community College**. This program, the first and still one of only a few of its kind in the US, provides two year degrees and certificates for technicians working in OPI companies.

The region's educational support for the OPI industry even extends down to the high school level. East High has an optics education program that includes a complete optics manufacturing facility and offers college credit through MCC. Other area high schools are also starting to provide courses in OPI, helping prepare high school students for enrollment at UR, RIT, or MCC.

**Workforce:** The key to the Finger Lakes OPI cluster is a well-educated and well-trained workforce, covering all levels of education from technicians to Ph.D. scientists. Finger Lakes OPI scientists and engineers are highly innovative and are responsible for many of the patents issued to companies in the Finger Lakes.

**Infrastructure:** Rochester has excellent infrastructure to support a large OPI industry. Much of this was created by Eastman Kodak and still exists today at Eastman Business Park. In general, Rochester has a strong infrastructure to support manufacturing including transportation and access to water.

**Opportunities for Growth**

- Continued investments in Photovoltaics: SUNY Poly is developing a first-of-its-kind CNSE Photovoltaic Manufacturing and Technology Development Facility (CNSE MDF) for crystalline silicon photovoltaics as part of a \$100 million initiative that will attract solar energy jobs and companies to the Greater Rochester Area.
- Designation of Canal Ponds facility as the Rochester hub of the NY Power Electronics Manufacturing Consortium.
- Strategic investments in AIM Photonics to further incubating new companies, growing local businesses, and attracting companies in integrated photonics industry. Within the integrated photonics sector, the biggest opportunities for Rochester are in test, assembly, and packaging. AIM Photonics' TAP program is centered in Rochester.

- Fusion of imaging technology and data science. The combination of new modes of image capture with the ability to extract useful information from large data sets will open up new ways to utilize image data. Two priority projects are focused on imaging and image data analytics: the CFA proposal for a Shortwave Infrared Spectrometer for UAV Remote Sensing and the URI proposal for a Rochester Data Science Consortium, which is a partnership between the University of Rochester, Harris Corporation, and PARC, a Xerox company – three of the largest private employers in the Finger Lakes region.
- Expansion of OPI workforce pipeline through key university partnerships with Monroe Community College, Rochester Institute of Technology and the University of Rochester.

**Barriers to Growth**

- Lack of investment capital available to start and grow local businesses (applies to all OPI sectors and all industries in general).
- Need to ensure that the state's investments in AIM in Rochester are aligned with the opportunities for growth.
- Need to attract more experts in integrated photonics to the region to help grow the industry. This includes academicians and entrepreneurs.

**Performance Indicators**

- Number of OPI companies
- Total OPI employment
- OPI revenue
- OPI export revenue
- Private investment in OPI startup companies
- Investments in research and infrastructure made by local OPI companies
- Number of OPI patents
- Number of OPI degrees granted

**Recently Completed URI/CFA Projects**

Project	Investment	County
Optimax Systems, Inc. upgraded skills training to 65 existing employees	\$48,050	Wayne
Syntec Technologies Inc. plant expansion and machinery purchase	\$300,000	Genesee
Photonics Industry Association of New York infrared interferometer and precision profiler purchase	\$675,000	Monroe
RIT's Electronics Assembly Training Program	\$100,000	Monroe

**2015-2016 URI/CFA Projects**

STRATEGY		Implementation
Attract new companies to the region	<b>Progress</b>	<b>AIM Photonics</b> Initial \$96 million URI fund investment announced and process for assessing possible sites for the facility.
	<b>Future Actions</b>	Assessment of site location beginning in 2016.
	<b>Progress</b>	<b>Photonica</b> Photonica will create and support 400 new jobs in Rochester, including facility operations at the above mentioned Canal Ponds facility and Eastman Business Park, additional supplier companies, and co-located industry partners.
	<b>Future Actions</b>	The five year \$735 million project includes purchasing equipment and upgrading infrastructure and cleanroom space at Canal Ponds and Eastman Business Park.
	<b>Progress</b>	<b>Avogy</b> Company will scale up production of current technologies with high volume manufacturing in Rochester and will employ nearly 400 workers with an average salary of more than \$80,000 within the first five years, and its suppliers and high tech business partners will generate more than 600 additional support jobs.
	<b>Future Actions</b>	Total project investment of \$950 million includes \$40 million by the state for necessary tools and infrastructure upgrades at the same SUNY Poly Canal Ponds and Eastman Business Park to support advanced manufacturing.

STRATEGY		Implementation
Expand existing photonics companies.	Progress	<b>Rochester Regional Photonics Cluster (RRPC)</b> Awarded funding to add capability on the precision profiler.
	Future Actions	Working with the state to have equipment purchased and installed.
Support innovation at area colleges, universities, and industry.	Progress	<b>Project Cataract</b> Project to provide local optics company with capital to expand manufacturing is still under discussion.
	Future Actions	Update on progress expected to be provided Q4 2016.
Support innovation at area colleges, universities, and industry.	Progress	<b>University of Rochester Laboratory for Laser Energetics</b> There is currently \$68 million in federal support pending for LLE in Congress to support FY17 programmatic needs consistent with its Cooperative Agreement with the U.S. Department of Energy.
	Future Actions	LLE is partnering with Sandia National Laboratory and the US Department of Energy about a strategy and appropriate funding for next generation pulsed power technology and mission applications, including support for university-based research and facilities.

### Future URI/CFA Projects

- **Rochester Data Science Consortium**  
Applicant **University of Rochester in collaboration with Xerox PARC and Harris Corporation**
- **Finger Lakes Regional Center for Advanced Optics Manufacturing**  
Applicant **New York Photonics**
- **Advanced Manufacturing Facility for Lasers and Defense**  
Applicant **LaserMax**
- **Shortwave Infrared Spectrometer for UAV Remote Sensing in Support of Agriculture**  
Applicant **Rochester Institute of Technology**
- **Photonics Venture Challenge**  
Applicant **High Tech Rochester**
- **Navigation Grade MEMS Gyroscopes/Inertial MEMS**  
Applicant **Smart System Technology & Commercialization Center**, a Division of SUNY Poly

## UPDATE ON HIGHLIGHTED 2016 STATE PRIORITIES

### Regional Economic OPI Cluster Plan

The Finger Lakes optics, photonics, and imaging cluster plan is designed to support the region's world-class optical component industry and to grow in the areas of integrated photonics, lasers, and imaging systems. Support for the optical components industry has been provided by three investments the state has made in optical metrology equipment for the Rochester Regional Photonics Cluster. This equipment is currently installed at the University of Rochester and Sydor Optics and is being used by local optics manufacturers to develop and manufacture new products. Support for the laser industry and imaging systems is the subject of URI proposals that have been submitted.

The largest investment by the State in the Finger Lakes OPI cluster is the \$250 million that has been committed by the governor to support AIM Photonics, the integrated photonics manufacturing institute. The headquarters for AIM Photonics and the Test Assembly, and Packaging (TAP) division are in Rochester. The location of the TAP facility is currently being decided with the help of an independent consulting firm. A request for proposals for the initial set of TAP equipment has been released. It is expected that this first set of equipment will be installed in 2017. A critical element of the plan for AIM Photonics in the Finger Lakes is to involve local small and medium-sized enterprises with the consortium. AIM Photonics has hired an industry outreach executive to work with local companies. It is expected that there will also be opportunities for starting new companies that can leverage the state's investments in integrated photonics packaging. Future investments by AIM Photonics as well as other CFA and URI investments will provide additional support to help incubate, grow, and attract integrated photonics companies in the Finger Lakes.

# Agriculture & Food Production



## Vision

The agriculture and food business is changing rapidly with consumers demanding healthy, high quality, locally grown and sourced food. The Finger Lakes region has a robust food ecosystem with key equipment, research and infrastructure that will meet the rapidly changing needs of consumers. This will afford the Finger Lakes region an opportunity to be a hub in the East for agriculture and food production and with coordination this will lead to leadership and growth in the industry.

### Mission

The Finger Lakes region will leverage the key assets in the region to grow the food sector. The region will attract new agriculture and food production companies and entrepreneurs, and will help existing food operations grow. The region will connect with Taste NY initiatives and leverage its proximity to major Eastern US populations.

### Existing Conditions

The Finger Lakes region is an interconnected food ecosystem with agricultural assets that spread across nine counties and positions the region to be a global leader in agriculture and food production.

### Research & Business Incubation

The resources of the Finger Lake region's food industries span the entire supply chain beginning with research all the way through retailing and the consumer. These resources form the knowledge-base for an industry sector that is world class. Assets include:

- Cornell University's New York State Agricultural Experiment Station (NYSAES) and Agriculture and Food Technology Park-part of STARTUP-NY program
- Rochester Institute of Technology's Center for Sustainable Packaging, NYS Pollution Prevention Institute, the Food Processing Industry Cluster Initiative, and the Center for Food System Innovation
- Wegmans Food Markets Organic Farm
- Finger Lakes Community College Viticulture and Wine Center

### Agriculture

The Finger Lakes region is the bread basket for NYS and has the highest agriculture output of any upstate region. The regional output is the leader in the Eastern US in milk, apples, and grains. Assets include:

- 1.5 million acres of farmland – 21 % of the total in NYS<sup>7</sup>
- Abundant water and diverse soil resources
- Well established infrastructure to reach 120 million people in the northeast in less than one day<sup>8</sup>
- # 1 apple producing region in Eastern US, # 2 in the US<sup>9</sup>
- # 1 dairy production region in Eastern US, # 4 in the US<sup>10</sup>
- #1 grape producing region in the Eastern US<sup>11</sup>
- #1 wine producing region in the Eastern US<sup>12</sup>

### Food Production, Wholesale & Retail

The region is home to many established food and beverage production companies who round out the robust, interconnected food ecosystem across all nine counties. These companies support agriculture, create employment, attract investment and are key private investors in URI and CFA projects in the region. The region produces the highest output in the Eastern US in several specialized food production domains including wine and yogurt.

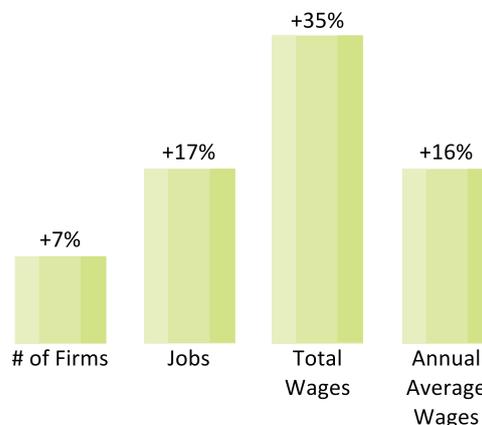
- Lidestri Foods: 1,000 employees; 700 employees in Finger Lakes
- Wegmans Food Markets: 46,000 employees; 50% in NYS and 600 food production employees in Finger Lakes
- Constellations Brands: 6,000 employees; 700 in Finger Lakes
- North American Breweries: 600 employees in the Finger Lakes
- O-AT-KA: 380 employees in the Finger Lakes

- Bonduelle: 300 employees in the Finger Lakes
- Upstate Milk: 165 employees in the Finger Lakes

### Opportunities for Growth

1. **Convert conventional farmland to organic farmland:** Customer demand for healthy, high quality, locally sourced food includes a growing preference for organic products, with national sales showing double digit growth. The Finger Lakes region is positioned to capture significant market share due to Yates County currently leading NYS in organic product sales.
2. **Increase the Controlled Environment Agriculture (CEA) output by leveraging low energy rates, proximity to large population, and new technology:** Closely coupled with organic product initiatives are sustainability initiatives. The biomaterials cluster at Eastman Business Park and Controlled Environment Agriculture will expand in parallel with the regional food industry providing incremental benefits to the Finger Lakes region food ecosystem.
3. **Develop and grow the craft beverage industry:** The Finger lakes region is a national leader in wine, beer, cider, and spirits. The alcoholic beverages industry supports 2,000 regional jobs, and has grown 9% per year over the past 5 years. \* Economic Modeling Specialists, Inc. Labor Market Data (2015).
4. **Develop a food production operation** that can service and co pack for small- to mid-size food operations that cannot justify a production facility of their own.

### 5 year (2010-2015) Food Production Growth in the Finger Lakes Region *Source: NYSDOL*



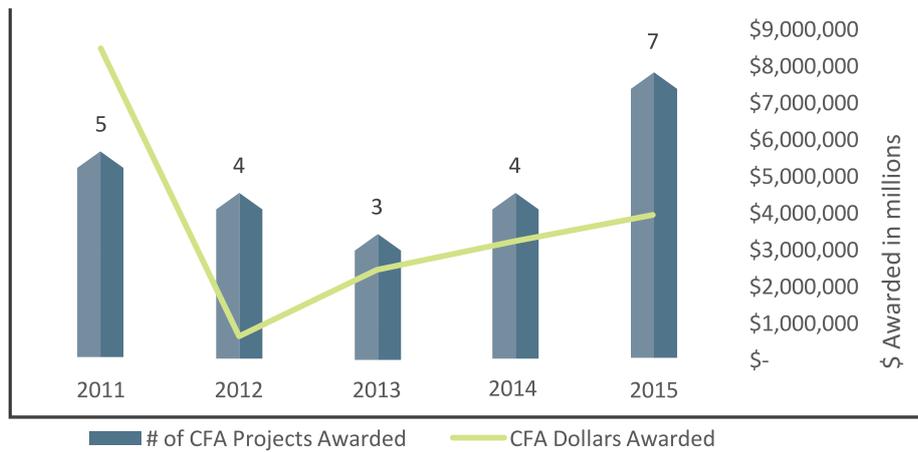
### Barriers to Growth

1. Lack of venture capital for agriculture and food production industry.
2. Identifying/retaining seasonal farm workers.
3. Availability of agricultural produce (ex. cider apples, hops, malting barley) and approximate food production and packaging equipment for craft beverage industry.

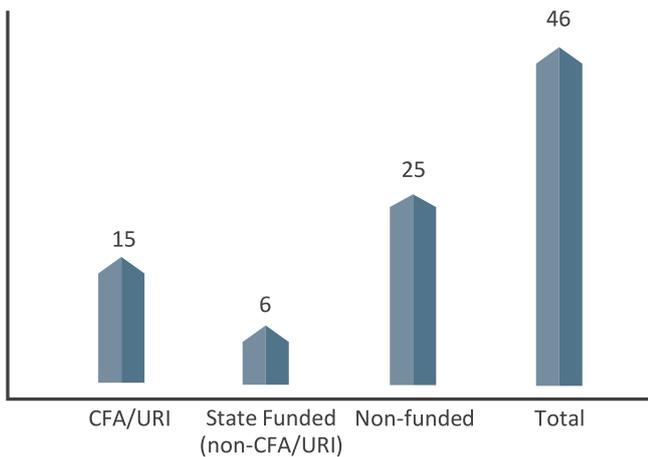
**Agriculture & Food Production Performance Indicators**

The strengthening links between the Finger Lakes region's food production manufacturers, growers and retailers is resulting in an increase in the number of projects and investments made in our region.

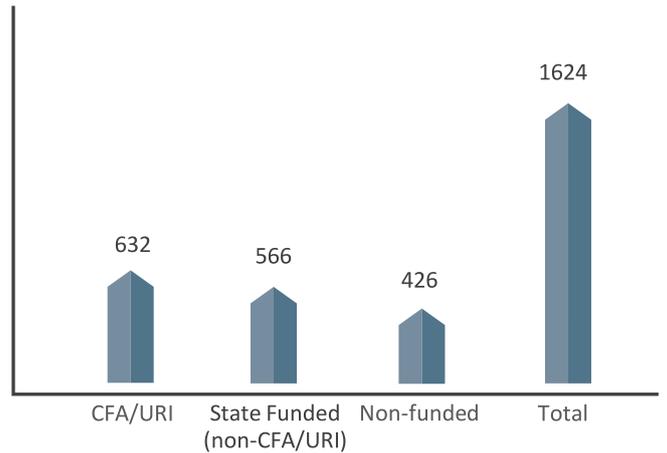
**Agriculture & Food Production Project Totals**



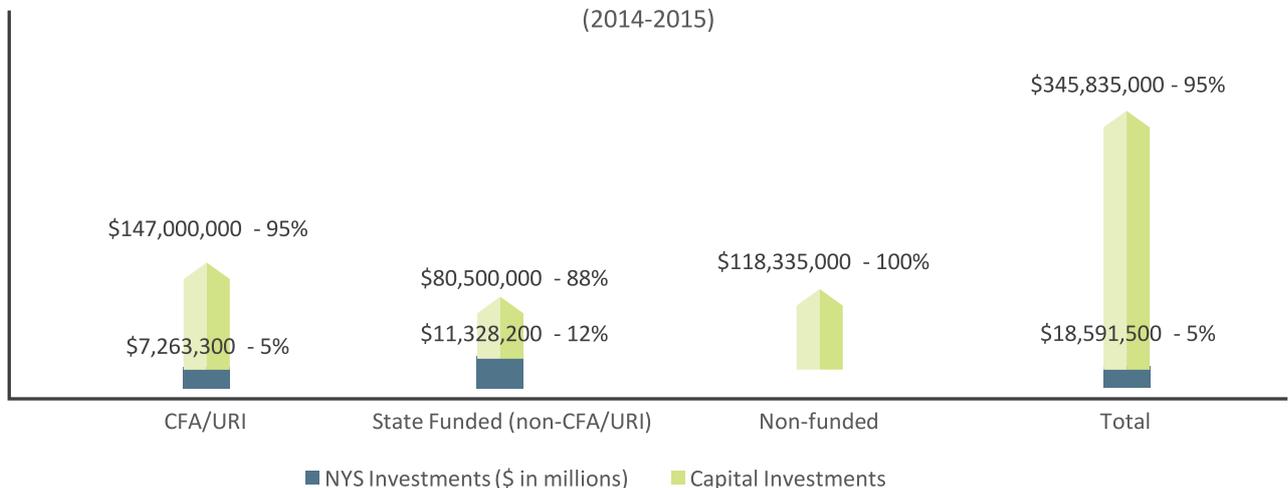
**Agriculture & Food Production Projects (2014 - 2015)**



**# of New Agriculture & Food Production Jobs (2014 - 2015)**



**Public and Private investments made for Agriculture and Food Projects (2014-2015)**





The region is accelerating the Finger Lakes Forward by successfully increasing the connectivity of the food sector within the region. Links between the Finger Lakes region’s food production manufacturing, growers and retailers are developing rapidly. The success stories of LiDestri Foods and others point to the significant benefits of increasing these connections. Maintaining a local value chain, companies are working together to align production, decrease costs, and mitigate risk.

The Finger Lakes region continues to successfully leverage economic support and assistance from local and state agencies to grow the economy and create new opportunities. Love Beets USA celebrated its grand opening of the new \$19 million facility in Rochester’s Eastman Business Park. Love Beets currently employs 111 and is expected to increase to 140 full time employees within three years. By sourcing the beets from New York State farmers, local growers are expected to benefit with sharply higher demand of organic beet crops. O-AT-KA’s major expansion of the Batavia Milk Cooperative resulted in 24 new jobs and ensures a market for milk produced by more than 400 farms in the region.

**Recently Completed URI/CFA Projects**

Project	# of jobs	investment in millions	County
Love Beets	140	\$19	Monroe
Growing the Agricultural Industry Now! (GAIN) Fund	150	\$7.5	Region-wide
Pride Pak	220	\$66	Orleans
NY Craft Malt	4	\$.2	Genesee
Cornell Cooperative Extension of Wayne County Increasing Cooling Space for Small Farms	13.5	\$1	Wayne
Alpina Foods	75	\$17.5	Genesee
O-AT-KA Milk	50	\$21	Genesee
Once Again Nut Butter	50	\$15.6	Livingston
LiDestri HPP Project	10	\$10.25	Monroe
Cornell NYSAES HPP project	10	\$1	Ontario
Genesee Valley Agri-business Park	100	\$2	Genesee
Yancey’s Fancy expansion	50	\$23	Genesee

**2015-2016 URI/CFA Projects**

STRATEGY	Progress	Implementation
<b>Strengthen and expand the Agriculture, Food and Beverage industry in the region.</b>	<b>Progress</b>	<b>North American Brewing Eco –Brewery</b> The \$49 million investment to update facilities, expand the Genesee Brew House, beer education center, and a museum are in development. The project will help retain 600 jobs and add 128 jobs, including 64 new jobs for people who are impacted by poverty in Rochester.
	<b>Future Actions</b>	Training for the new employees will take place at the new downtown MCC facility.
	<b>Progress</b>	<b>Kreher’s Farms</b> Phase I planning has begun to build new hen houses for organic egg production in Genesee and Wayne counties. The expansion will add 60 jobs to the region.
	<b>Future Actions</b>	For phase II, Kreher’s Farm will build hen houses for free range eggs.
	<b>Progress</b>	<b>Yancey’s Fancy</b> The recently completed new facility in Pembroke, NY will create 50 jobs.
	<b>Future Actions</b>	\$6 million expansion to update an artisan cheese facility is targeted for completion in 2017.
	<b>Progress</b>	<b>Intergrow Greenhouses</b> The building of the new greenhouses for hydroponic tomato production is waiting on approvals from the county. The Greenhouses will hire 100 new employees in Monroe County.
	<b>Future Actions</b>	Building is set to commence by the end of 2016 once all approvals are obtained.
<b>Progress</b>	<b>Marquart Brothers Potato Chip Plant &amp; Starch Recovery System</b> The construction of the new potato chip production and packaging operation at its existing food processing facility in Wyoming County that will supply national brands with chips produced from potatoes sourced from local growers is currently in development.	
<b>Future Actions</b>	The \$14 million project is expected to be completed within two years and will create 20-30 full time positions with an additional 10–15 part time positions within the first 3 years of operation. It will also provide area farmers an additional outlet for their crops.	



Dairy farm in Seneca County.

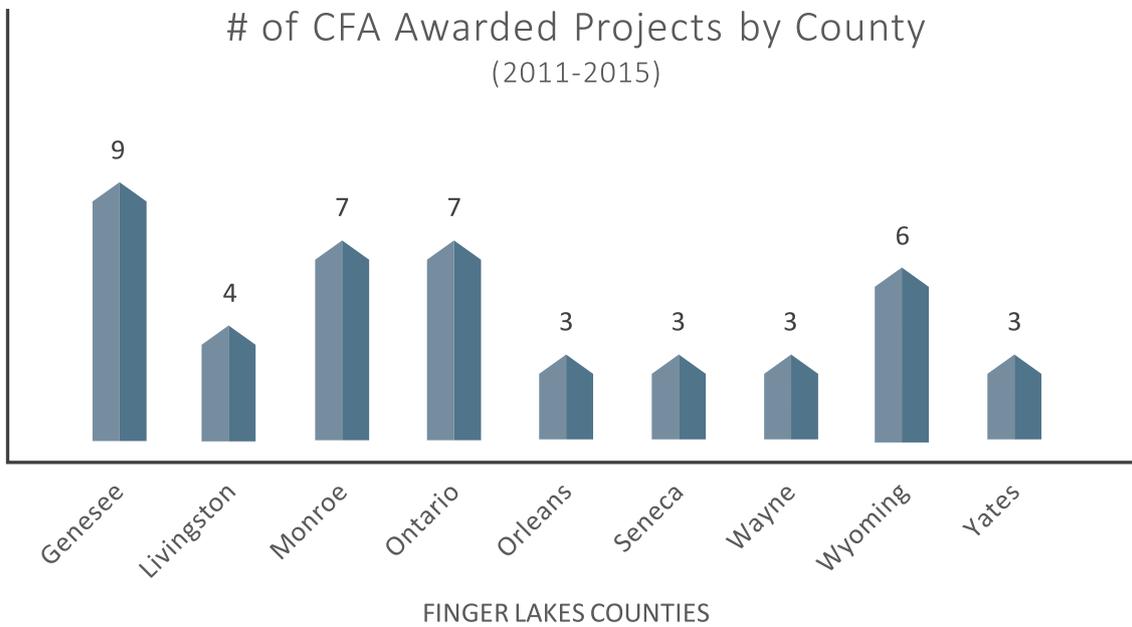
**Strengthen and expand (both in terms of capacity and geographic reach) the region’s network of incubation and acceleration facilities as well as business support and networking services.**

**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.**

**Foster the development of the region’s industrial complexes and business parks for commercial or industrial use.**

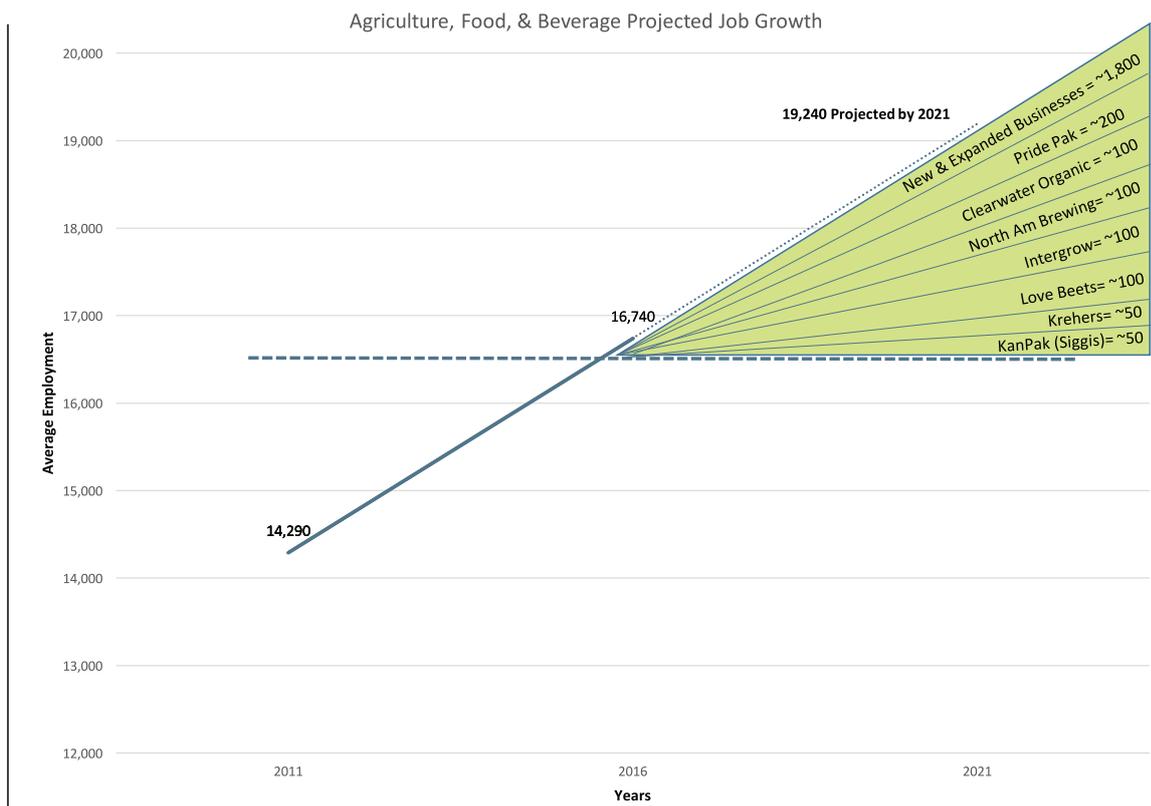
**Expand access to seed, early-stage, venture, and public/private capital.**

<b>Progress</b>	<b>Project Mark</b> Project Mark is considering building a new fertilizer and seed facility at the Genesee Valley Agri-Business Park in Batavia, NY.
<b>Future Actions</b>	New facility decision to be determined in 2017.
<b>Progress</b>	<b>AquaTerRen Clearwater Organic Farms</b> Site for the facility has been selected and the design is complete. Financing is almost in place for the facility and the 100 jobs that will be created.
<b>Future Actions</b>	Building will commence as soon as financing is finalized.
<b>Progress</b>	<b>Project Ziti Expansion</b> The \$50 Million expansion for a food manufacturer is in development. The company is evaluating the timing of the expansion effort.
<b>Future Actions</b>	Food manufacturer is determining the timeframe for the expansion.
<b>Progress</b>	<b>Dairy Discovery Center</b> Dairy Discovery Center exploring expanding Agriculture Education at the Genesee County fairgrounds as a tourism destination.
<b>Future Actions</b>	Identifying and constructing the Dairy Discovery Center is the first phase of a multi-phase initiative.
<b>Progress</b>	<b>Cornell Agriculture &amp; Food Technology Park</b> Tech Park currently houses eight incubator companies and one virtual incubator company located in Rochester. Total employment is between 45 and 50. Combined revenues in 2016 will be \$15-20 million for all companies.
<b>Future Actions</b>	Targeting three new companies to join the incubator by end of 2016. Facilitating the move of current occupant, Cheribundi, to new production facilities in Ontario County. Tech Park submitted a new CFA for 5-year funding of the incubator program that falls under the NYS INNOVATION HOTSPOT BUSINESS INCUBATOR PROGRAM. The grant would cover administrative and support expenses. This is a continuation of a 3-year funding that began 4/1/14 and ends 3/31/17. The amount requested is \$125,000/year for 5 years.
<b>Progress</b>	<b>New York State Agricultural Experiment Station</b> State, college and industry partnerships have resulted in over \$14 million dollars being used for renovation of the Pilot Plant (starting in December 2016), the Hiperbaric Lab (under construction) and establishment of the Institute for Food Safety (2016).
<b>Future Actions</b>	NYSAES will submit a URI proposal for a major renovation and upgrade to the facilities. NYS recently committed \$1Million for new Food Safety Testing equipment.
<b>Progress</b>	<b>Foodlink Food Commercial Kitchen Expansion</b> Construction on the kitchen commenced in May 2016, and the projected completion date is October 30, 2016.
<b>Future Actions</b>	Foodlink will continue to increase amount of locally grown produce used for meal programs and the processing initiative. Foodlink will continue to develop a workforce development program that incorporates best practices from several local institutions and will hire people affected by poverty.
<b>Progress</b>	<b>LeRoy Food &amp; Technology Park</b> Construction on the \$2 million project is slated to begin mid-2016.
<b>Future Actions</b>	Site control will be completed in 2016 with infrastructure to begin in 2017. CEA in Leroy project company is evaluating use of the entire Park.
<b>Progress</b>	<b>Orleans County Agriculture Processing Facility Business Park</b> Designs for the 40,000 square foot facility are completed and the first two tenants for the business park have been lined up.
<b>Future Actions</b>	Construction of the \$2 million facility will begin in 2016 and estimated completion is early 2017
<b>Progress</b>	<b>GAIN! program</b> Applications are in all stages of the loan process- closing, under review and in the pipeline for the \$3M Growing the Agriculture Industry Now (GAIN!) program.
<b>Future Actions</b>	G/FLRPC and the 9 local development corporations or counties will continue to make loans to approximately 30 eligible businesses to create approximately 150 direct jobs and 450 indirect jobs.



#### Future URI/CFA Projects

- **NYS Innovation Hotspot and Business Incubator**  
Applicant Cornell University Agriculture & Food Technology Park
- **Comprehensive Assessment for Growth of the Regional Food System**  
Applicant Genesee/Finger Lakes Regional Planning Council
- **Summit Milk Products Expansion**  
Applicant Summit Milk Products
- **Livingston County Brewing Initiative**  
Applicant Livingston County
- **Headwater Foods HUB Expansion**  
Applicant Headwater Foods, Inc.
- **Trans-loading / Multi-modal Rail Site**  
Applicant Marquart Dairy LLC
- **Conversion to Cage-Free and Organic Expansion**  
Applicant Kreher's Farm
- **Duncan Family Farms Northeast, LLC Expansion**  
Applicant Duncan Family Farms
- **Rochester Institute of Technology Center for Food System Innovation**  
Applicant Rochester Institute of Technology



# UPDATE ON HIGHLIGHTED 2016 STATE PRIORITIES

## Opportunity Agenda – Pathways to Prosperity

**The Foodlink Food Hub Production Center** provides a thriving model for coordinating employment efforts with investment in the agriculture and food production industry. Foodlink continues to 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.

The expansion of the Foodlink commercial kitchen into a 28,000 square foot regional food production, processing, and culinary workforce development center is providing a facility for 60–80 hard to place workers to be trained per year in partnership with local colleges and prepared for job placement in the food industry.

## Regional Hot Spots and Business Incubators – Entrepreneurship & Development

**The Cornell Agriculture Food Technology Park (Technology Farm)** in Geneva supports entrepreneurs and growers with the business services, expertise, resources, and incubation facilities necessary to foster the creation and growth of food production companies. The Technology Farm currently houses eight incubator companies. The Technology Farm is supporting 45-50 jobs and anticipates combined 2016 revenues totaling \$15-20 million. The Technology Farm is targeting to house three new incubator companies by the end of 2016.

## Love Beets USA

USA created 111 new jobs at Eastman Business Park, joining the other 65 manufacturing companies.

## Veterans – Pathways to Prosperity

Training Veterans: A Call to Farms: Cornell University's Small Farms program in partnership with the NYS Division of Veterans' Affairs' will provide a training program helps Veterans leverage their post-deployment allowances for on-farm training in agriculture, an employment-training track that has rarely been used by veterans.



Yancey's Fancy artisan cheese making facility  
Photo by: Nancy J. Parisi

# Next Generation Manufacturing and Technologies



## Vision

The Next Generation Manufacturing and Technologies (NGMT) of the Finger Lakes region acts as a nexus for growth in industries such as energy innovation, life sciences, nanotechnology, semiconductors, and sustainable manufacturing. These industries advance regional economic development, foster growth of existing/emerging firms and related assets, and strengthen the regional supply chain. Facilitating the creation, expansion, and preservation of regional industrial and technology shovel-ready parks continues to support private sector growth while helping the region build a geographically diverse, and cluster-focused ecosystem. This expansion helps the Finger Lakes region grow, catalyze efficiencies, and leverage the power of the new urban environment feeding innovation culture, which also differentiates the region as a leader in collaborative manufacturing to retain and attract quality talent and expedite meaningful job growth for disadvantaged workers.

### Mission Statement

To support the advancement and expansion of our manufacturing and technology assets and ecosystem, creating a competitive advantage for the entire Finger Lakes region.

### Existing Conditions

The Finger Lakes region's NGMT companies comprise an advanced manufacturing supply chain in optics, tooling, and machining, and other private sectors. There is a wealth of intellectual property both in the public and private sectors. The assets of this ecosystem are spread throughout the region, positioning the Finger Lakes to be internationally competitive in the NGMT ecosystem. Three geographic subareas detailed below are targeted for explosive growth.

### Key Assets

#### Regionally Downtown Innovation Zone



Rochester's Downtown Innovation Zone (DIZ) is virtually synonymous with the market-recognized geography of downtown. Growing quietly and organically for years, it is now home to 121 innovation companies and creative class enterprises. An incubation district is developing in its core with RIT's Center for Urban Entrepreneurship open, High Tech Rochester's Business

Accelerator Cooperative in development, and proposals for a Photonics Incubator and Downtown Kitchen Incubator under consideration. Downtown includes 110 office buildings with 10.65M square feet of space, 3,717 housing units with 6,542 residents, 48,000 down-town employees, 6,000 college students, and 5+ million annual visitors. There is currently \$857M in

downtown's development pipeline. A Downtown Kitchen Incubator project is under development in the Downtown Innovation Zone in its core incubation district. Offering five licensed, fully built-out commercial kitchens, the project targets food truck operators, caterers, bakers, pre-startup restaurants, and startup food manufacturers, as well as underground businesses that need to legitimize and accelerate their operations. Food industry feedback has identified this as a significant need, and no project like it exists outside of NYC in New York State. The Downtown Kitchen Incubator would also: (1) increase downtown street vitality; (2) grow jobs in the food sector; (3) offer a new, food- industry support system to lower traditionally high failure rates; (4) provide a pathway to prosperity for lower income and less educated city residents; and, (5) be a catalyst for nascent food entrepreneurs to experiment and test food business ideas in a supportive urban business startup environment.

#### Eastman Business Park



Eastman Business Park (EBP or The Park) is a 1,200-acre industrial park with 16M sq. ft. of manufacturing, lab, warehouse and office space. Formerly called Kodak Park, The Park is now home to operations for 67 companies employing over 6,500 people and generating more than \$4 billion in manufacturing revenue. Companies with major operations in The Park include

Harris, Carestream, Ortho Clinical Diagnostics, LiDestri Foods, Columbia Care, DuPont Danisco, Acquest, ON Semiconductor, Kodak Alaris and Eastman Kodak Company. Located in the New York Finger Lakes region, The Park has its own utilities including a tri-generation power plant; producing electricity, steam and chilled water; access to 50 million gallons of water a day, and 36 million gallons a day of waste water treatment capacity. In addition, The Park's technical services are extensive. The Analytical Sciences

Group provides a full spectrum of analytical knowledge and capabilities in the areas of chemical and materials characterization, manufacturing problem solving, R&D innovation, product reformulation and analytical testing. In the area of advanced roll to roll manufacturing, The Park has tools and expertise to take your materials from laboratory bench to roll-to-roll manufacturing with a broad range of scale-up and production services. In fine chemicals, we support companies from "white board" to production, with the flexibility of predictable scale up from pilot to commercial batch manufacturing – from hundreds of kilos to hundreds of tons.

**Science & Technology Advanced Manufacturing Park (STAMP)**



The STAMP project is a 1,250 acre build ready mega-site campus located in the Town of Alabama in Genesee County, within New York’s Finger Lakes region. The site is being developed as a key regional asset to attract advanced manufacturing company investment projects interested in large scale campus type settings offering world class utility

infrastructure capacity and capabilities. The site offers a low cost operating environment, with access to the workforce of New York’s 2nd and 3rd largest metro markets, with a combined population exceeding 2.4M. The project is now in its 11th year of development with nearly \$50M of funding for site development committed to date. Governor Cuomo announced in October 2015 the first anchor tenant, 1366 Technologies, a solar wafer development and manufacturing company. 1366 Technologies has committed to invest in excess of \$725M and to create 1,000 jobs over the next several years as it implements its multi-year, multi-phase plan to build out their North American manufacturing hub at STAMP.

**Opportunities for Growth**

Each geographic subarea presents unique growth opportunities for the region, and are presented individually below.

**Downtown Innovation Zone**

- Stronger incubation and support for urban businesses, both startups and existing businesses that want to legitimize and accelerate.
- Grow innovative companies already working in solar technology to medical diagnostics software to online brand development, software developers, website designers, graphic design specialists, and telecom companies, with strong potential for video game design growth.
- The Downtown Innovation District is a major attractor for Millennial talent – an essential ingredient for growing tech businesses across the region over the next five to ten years.
- Downtown’s office towers are experiencing the highest vacancy rate (20%) since 1983 when the first downtown office space survey was conducted.
- Significant investments are being made in 18 new downtown housing projects which will add 1,529 more units and 2,650 new residents by 2020, potentially cannibalizing older urban housing developments.

**Eastman Business Park**



- Utility Users: The Park’s utilities are operated on a coop basis, meaning that the higher the consumption, the lower the costs for all users. The power plant produces electricity, steam and chilled water as part of one process – so industries that use all those outputs are the best fit for The Park – especially is they need water and wastewater treatment too. Based on this we are targeting food processing & greenhouse agricultural companies based on their significant utilities consumption.
- Chemical Manufacturing: Kodak & The Park have significant tools and expertise in fine chemical (material science) research, development and manufacturing. These assets are used by Kodak and on a contract basis by multiple pharmaceutical and agrochemical clients.
- Roll to Roll Manufacturing: Kodak’s roll to roll manufacturing tools and expertise are being used in a range of new applications. The most developed is energy storage for large-scale battery research, development and production.
- Batteries are a key component in New York State’s initiative to have 50% of the energy on the grid come from renewable sources by 2030. Many other applications for roll to roll manufacturing are emerging, and The Park is working with the Department of Defense and Department of Energy to contribute to the advancement of roll to roll manufacturing capacity in this country.

**STAMP**

- The infrastructure being developed at the campus is designed and focused on facilitating the attraction of advanced manufacturers using advanced technology for production which manifests into energy intensive power requirements as part of their manufacturing processes.
- Sectors targeted include: Semiconductor, Photovoltaic, Flat Panel Display, Energy Storage, and Bio-manufacturing.

**Barriers to Growth**

1. Workforce development:
  - Absence of specific workforce training funding / programs to support cluster development and expansion in advance of the worker demand ramp.
  - Incumbent worker training.
  - Retraining for unemployed/under-employed, especially to address worker demand ramp in support of company expansions in the region.
2. Retention of recent college/university graduates in area.
3. Hard and soft skills gap for individuals living and working at or below the poverty line.

There are also difficulties in accessing licensable intellectual property due to high costs and, especially for early-stage tech startups, a lack of fast-track sites (e.g., shovel ready) and a need for a more connected, efficient, and productive regional ecosystem to support business development and growth (e.g., tighter supply chains, local business asset marketing).

**Downtown Innovation Zone**

- Public-private partnership models to manage organic growth of an innovation district without stifling its potential.
- Proof points on workable location incentive programs.
- More incubation and on-going entrepreneurial support for the development of viable, ground-floor (non-tech) businesses to enliven the downtown street-level experience.
- Creation of more spaces and opportunities for both social interaction and creative collisions.
- Lack of venture capital for agriculture and food production industry.

**Eastman Business Park**

- Support for completion of the Energy Storage ecosystem’s cell assembly capability so companies can go from research lab to production.
- Continued support for East End redevelopment, including the 28-acre parking lot along Lake Avenue, connection to the education &

recreation center on Ridge Road via greenway through the Park, and upgrading of the theater for higher use.

- Adoption by New York State of EPA regulations for Definition of Solid Waste (DSW) to exclude the recycling of solvent streams produced by 3rd parties.
- Economic development study for three major sites within The Park to establish highest best use based on market and competitive analysis, economic rationale for developers, local entities and for Kodak.
- Driving awareness of the importance of manufacturing by partnering with Monroe Community College, RIT's Center for Sustainability, Rochester Technology and Manufacturing Association and the Urban League in hosting a MFRG DAY conference for interested students from fourteen area high schools.

**STAMP**

- Leadership and collaboration from the regional higher education network (community college network) to engage and develop the workforce training (curriculum and delivery model) ensuring success for 1366's employment ramp to 1,000.
- Funding to support the development and implementation of the workforce training (once defined).
- Funding supporting campus infrastructure capacity expansion [i.e. Track 2 infrastructure] to assure 1366's long term expansion plans along with attracting additional tenants of similar scale.

**2015-2016 URI/CFA Projects**

STRATEGY		Implementation
<p><b>Foster development of low cost, high capacity infrastructure with access to New York's incredible higher education infrastructure. Attract advanced manufacturing company investment projects interested in large scale campus type settings offering world class utility infrastructure capacity and capabilities. Provide a low cost operating environment with access to the workforce of New York's 2nd and 3rd largest metro markets with a combined population exceeding 2.4 million.</b></p>	<b>Progress</b>	<p><b>1366 Technologies</b> Investment of up to \$700 million to establish a commercial Direct Wafer production plant and first tenant at the Science Technology Advanced Manufacturing Park in Alabama, Genesee County. NYS has approved \$51 million to begin site infrastructure and facility construction for 1366. The company will create more than 1,000 new jobs over the next 10 years.</p>
	<b>Future Actions</b>	<p>1366 Technologies will break ground in fall 2016 and is currently securing Track II Infrastructure investments.</p>
<p><b>Align national scientific collaborations and research and development efforts to manufacture cutting-edge technology.</b></p>	<b>Progress</b>	<p><b>American Institute for Manufacturing Integrated Photonics (AIM Photonics) Manufacturing Center</b> In June 2016, the NYS Photonics Board unanimously approved \$106 million for AIM Photonics to construct and equip the primary manufacturing research and development facility, the Testing Assembly and Packaging (TAP) Facility, in Rochester by late 2017.</p>
	<b>Future Actions</b>	<p>A site selection process is underway to identify an exact location for the facility.</p>
<p><b>Strategically engage with newly dominant renewable energy fuel trends at scale, providing greater access to Green Jobs in the Region.</b></p>	<b>Progress</b>	<p><b>Sweetwater Energy Integrated Biorefinery</b> Creation of a biorefinery at Eastman Business Park to produce sugars from non-food plant materials, using a patented process, to create a renewable alternative to petroleum.</p>
	<b>Future Actions</b>	<p>Project is currently in the planning phase.</p>
<p><b>Accelerate company growth to support emerging world-class energy storage market in the Region.</b></p>	<b>Progress</b>	<p><b>NOHMs Technologies Electrolyte Manufacturing Equipment Purchase</b> Received a \$2 million ESD Grant in Round 5 of the CFA to renovate existing facilities at Eastman Business Park with the purchase of equipment to perform safety testing and certification of batteries and for flat pack battery prototyping at RIT. Facility renovations underway.</p>
	<b>Future Actions</b>	<p>Renovation of facility to be completed by March 2017.</p>
<p><b>Create permanent entry level, skilled, and other full and part-time employment opportunities, and catalyze further development of industry and other business enterprises in the region.</b></p>	<b>Progress</b>	<p><b>Greenidge Power Plant</b> Received a \$2 million ESD Grant in Round 5 of the CFA to convert an existing power plant located in Yates County into one that can burn 100% natural gas.</p>
	<b>Future Actions</b>	<p>Construction to begin in October 2016 and will be completed by February 2017.</p>

**Performance Indicators**

Development of an internal NGMT methodology is under way to track progress and performance through a data-driven and analytics-focused lens. Until completed, the following will assist in benchmarking progress:

- Strengthen and unify the Next Generation Manufacturing & Technology cluster by developing hands on cluster leadership.
- Make our region attractive and successful in this sector by personally and actively engaging 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 and are thinking of leaving.
- Establish and enhance infrastructure to support collaboration by identifying, connecting, and promoting the assets and sites in the area for company attraction.
- Enhance technology development and transfer opportunities.
- Track growth of the Downtown Innovation Zone in terms of the number of innovation and creative class enterprises locating there, and the performance of the business incubators open, planned and under development.

STRATEGY		Implementation
<b>Build wealth in the urban community through centralization of and increased accessibility to urban entrepreneurial programs and research.</b>	<b>Progress</b>	<b>RIT's Center for Urban Entrepreneurship (CUE)</b> The CUE, located in the heart of the city's downtown innovation zone, has received \$2.6 million from NYS to help reshape the regional economy and build wealth within the urban community by serving as a hub for urban entrepreneurial programs and research. Operating since 2014, the CUE has served over 400 clients to date. Preparing Three-Year Plan.
<b>Leverage public-private relationships to strategically fund projects focused on job creation, while driving private investment and increasing regional wealth.</b>	<b>Progress</b>	<b>Rochester Regional Fund</b> A dedicated fund that will bring together public and private stakeholders to provide resources for development and capital improvements for key downtown assets. Eligible projects would primarily focus on job creation, business development and attraction, and the revitalization of common and neighborhood infrastructure. Project is currently in the planning phase.

**Future URI/CFA Projects**

- Nanomaterials Commercialization Center
- Expansion of energy storage innovation companies working in battery production and testing
- Redeveloping the Inner Loop
- STC expansion and support
- Please refer to 2016 PPRF for NGMT

## UPDATE ON HIGHLIGHTED 2016 STATE PRIORITIES

**Pathways to Prosperity**

Establishment and growth of the RIT Center for Urban Entrepreneurship which is convening all of the organizations that service urban entrepreneurs and existing businesses. This work is improving the urban ecosystem that supports business growth, primarily in lower income urban neighborhoods within the City of Rochester which has the highest concentration of poverty in the nine-county region. Much work is being done to develop a stronger urban entrepreneurship ecosystem involving the Urban League, Ibero-American Action League, PathStone, and an array of other front line service providers that work with entrepreneurs and business owners in the city.

A Downtown Kitchen Incubator project is also under development in the Downtown Innovation Zone in its core incubation district. Offering five licensed, fully built-out commercial kitchens, the project targets food truck operators, caterers, bakers, pre-startup restaurants, and startup food manufacturers, as well as underground businesses that need to legitimize and accelerate their operations. The Downtown Kitchen Incubator would also: (1) increase downtown street vitality; (2) grow jobs in the food sector; (3) offer a new, food-industry support system to lower traditionally high failure rates; (4) provide a pathway to prosperity for lower income and less educated city residents; and, (5) be a catalyst for nascent food entrepreneurs to experiment and test food business ideas in a supportive urban business startup environment.

The NGMT Work Team is collecting information on emerging labor needs and will be sharing that with the Workforce Development Work Team, some of which will relate directly to lower and middle skilled individuals. This, in combination with robust and responsive workforce development programming, will ultimately provide pathways to gainful employment for lower skilled workers.



Liberty Pumps  
Photo by: Nancy J. Parisi

# Entrepreneurship & Development



## Vision

Optimize business creation, retention, and expansion. 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.

### Key Assets

- Significant R&D from the colleges/universities in the region. See Higher Education & Research section for a description of the incubator and entrepreneurial assets.
- Growing entrepreneurial ecosystem with increasing number of incubators, training programs, etc.
- Developing stronger collaborations with entities across the Finger Lakes region.

### Opportunities for Growth

- Emerging photonics cluster
- Emerging semiconductor cluster
- Potential for better access to capital
- Developing Downtown Innovation Zone

### Barriers to Growth

- Gaps in flow of capital
- Lack of sufficient capital at all stages, with critical capital gap at Round A
- Lack of serial entrepreneurs and mentors to help scale companies

### Performance Indicators

- Create or impact 3300 jobs over 5 years  
Status: 2,330 jobs [1,467/Business Enterprises; 863/VC]  
Create 40 new startups per year across the region and the world
- Status: 91+ over last 3 years [ Excell, RIT Venture Creation, HTR only]  
Grow 200 small businesses in the downtown innovation zone (DIZ)  
Status: In progress.
- Expand entrepreneurial programs to 6 events per year  
Status: Completed (RocGrowth Candids\5; RocGrowth Coffee/2; LaunchPad, PreSeed Workshops, TEN/2, NEXUS, CUE/4)

### Recently Completed URI/CFA Projects

Project	Description
Incubators	Six incubators working collaboratively in the region with a common goal to strengthen the entrepreneurial ecosystem by being a resource for all businesses both startup and growing within the City and throughout the region.
Venture Capital	Excell, RAN, et al looking to solve a chronic problem by creating a capital stack to provide the necessary financial and human capital required by startups from pre-seed to seed to round A.
Minority and Women-owned Business Enterprise/Startups	90+ [22/Business Enterprise, 68/VC] Note: This number is underreported due to lack of tracking in previous years]

### 2015-2016 URI/CFA Projects

STRATEGY	Progress	Implementation
<b>Attract world-class talent and new wealth in the form of Foreign Direct Investment (FDI) to the Finger Lakes region building on Global NY and START-UP NY through regional marketing initiatives.</b>	<b>Progress</b>	<b>University of Rochester/High Tech Rochester Finger Lakes Business Accelerator</b> The partial move of the Finger Lakes Business Accelerator operations is on-schedule to move into the Sibley Building Fall 2016. In September 2016, HTR was awarded a \$2.5 million grant from the US Economic Development Agency to support the first phase of the FL Business Accelerator.
	<b>Future Actions</b>	Complete move in Fall 2017.
<b>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.</b>	<b>Progress</b>	<b>Produce Entrepreneurial Programs</b> The Produce Entrepreneurial program currently has seven programs through Q3 2016 with 80-100 in attendance per program.
	<b>Future Actions</b>	Goal is 1-2 programs per quarter.
<b>Expand access to seed, early-stage, venture, and public/private capital.</b>	<b>Progress</b>	<b>RIT's Center for Urban Entrepreneurship (CUE)</b> RIT's CUE has launched four major programs to date: General Education Program (monthly), Capacity Building Program (2Xs per year), Future Business Leaders and Entrepreneurs (FBLE) (annual program for students 9-12 grade), and Lemonade Day (annual program for students).
	<b>Future Actions</b>	RIT'S CUE goal is to identify three cohorts of ten per year.
	<b>Progress</b>	<b>Finger Lakes Venture Fund</b> Continuing progress of raising \$35M in funds by 2020.
	<b>Future Actions</b>	Support 10-12 high potential Series A investments of \$2-\$3 million and 10-15 seed investments of \$200,000-\$300,000 per company.

## Future URI/CFA Projects

- **RIT's Center for Urban Entrepreneurship (CUE)**

CUE provides business programs and counseling services to urban businesses either located within the Rochester city limits or doing business within the city limits. This program includes collaborations with university (RIT), the business community (Banking, SCORE, Pathstone, Urban League, etc.), students and the City of Rochester.

- **Urban Entrepreneurship Initiative**

An outgrowth of the Downtown Innovation Zone, Urban Entrepreneurship Initiative is designed to accelerate small business growth in Center City, Rochester, NY. Although still a work in progress, one program, "Buy Local" is a collaboration to create sales for local urban and MWBE companies.

- **Downtown Kitchen Incubator**

Located in the Downtown Innovation Zone (DIZ), the Downtown Kitchen Incubator is proposed to connect food industry mentors and business incubation services. Additionally, the incubator will be a catalyst for nascent food entrepreneurs to prototype and test food ideas in a supportive urban business startup environment.

- **Market Driven Community Cooperative Revolving Loan Fund**

Sponsored by the City of Rochester, this project will create an independent non-profit development corporation that will oversee a \$4.5M revolving loan fund that will initially finance startup/scale-up costs of a portfolio of 3-5 worker-owned businesses. These businesses will be designed around a mission to employ hard-to-place workers from the distressed neighborhoods.

RIT's Center  
for Urban  
Entrepreneurship



# Higher Education and Research Work Team



## Vision

The higher education and research 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 as a resource for new knowledge, technology transfer, and workforce development.

### Key Assets

- 19 institutions of higher education, enrolling nearly 90,000 students from across the nation and internationally; total economic impact of over \$5 billion annually.
- The University of Rochester is the largest private employer in upstate and 6th largest in New York State, with nearly 29,000 employees.
- The University of Rochester Medical Center employees more than 23,500 with an annual budget of around \$2 billion.
- The region's two NYS designated Centers for Advanced Technology and three Centers of Excellence are magnets for talent and research funding and a resource to industry for technology transfer.
- 5th overall in degrees per capita
  - 1st in Physical Sciences & Mathematics
  - 3rd in Biological & Biomedical Sciences
  - 3rd in Engineering & Engineering Related Fields
  - 5th in Computer & Information Sciences
- Large college student population with skill set highly demanded by industry

### START-UP NY Business Incubators and Other Entrepreneurial Assets



Several of the region's colleges and universities have made their facilities available to start-ups and other companies under the State's START-UP NY program, including Rochester Institute of Technology (RIT), the University of Rochester, Monroe Community College, Finger Lakes Community College, The College at Brockport, and Keuka College. RIT currently hosts 3 companies in its START-UP NY space that collectively employs 125 people. The largest of these three companies, Datto, could potentially increase its local workforce more than three-fold by 2018. The University of Rochester has 3 approved START-UP NY companies that currently employ 14 with projection to create 191 new jobs within 5 years. The College at Brockport has one START-UP NY company that has 19 employees with plans to add an additional 10-15 in the next year. Keuka College also has one START-UP NY company currently.

High Tech Rochester (HTR) is the NYSTAR-designated Regional Technology Development Center for the Rochester / Finger Lakes region, through which it operates programs of the National Institute of Standards and Technology Manufacturing Extension Partnership. Over the last five years, more than 90 startup client

companies/teams have participated across all HTR startup related programs, both here in Rochester and statewide. HTR's new 68,000 sq.ft. Finger Lakes Business Accelerator is under construction in the Sibley Building. The project will serve as an anchor to the historic building \$200 million redevelopment and the Downtown Innovation Zone and attract new companies, employees, and innovation to downtown Rochester. It is estimated that over the next five years the Business Accelerator will create more than 100 new companies and 1,000 new jobs in the region.

RIT's Business Incubator, Venture Creations, and UR-sponsored High Tech Rochester have been highly successful in launching new technology start-ups and supporting and nurturing the region's entrepreneurial community. RIT's Venture Creations has graduated 32 companies since 2010 with 439 new jobs created in the region. There are currently an additional 23 tenants in Venture Creations, 3-4 of which are expected to graduate from Venture Creations in October 2016. RIT's Center for Urban Entrepreneurship, located in the heart of the City of Rochester's Downtown Innovation Zone, is focused on providing support and growing opportunities for urban entrepreneurs with an interest in starting service, retail and related businesses. All three incubators collaborate in many ways to maximize the region's entrepreneurial growth through initiatives such as business plan competitions, Innovation Hot Spot, and regional venture funds.

Initiatives such as START-UP NY enable the higher education sector to optimize one of our most powerful assets, which are our students. Below are just a few examples of how the region's students are making contributions to the progress of our strategic pillars:

- Darkwind Media, graduate of RIT's Venture Creations, was founded by three RIT students.
- Datto, RIT's largest START-UP NY company, hired 11 RIT co-op students in 2015.
- University of Rochester's START-UP NY companies hired student summer interns who assisted with web development and marketing (EStork) and Simon School Business students (FillShift) to complete research for the company on the connection between staffing and quality of care in hospitals. PharmAdva worked with 4 undergraduate biomedical engineering students on a research project which led to the development of a Travel-Med extension to the company's core MedaCube product.

- Precision Optical Transceivers, a START-UP NY company sponsored by The College at Brockport, has provided a number of internships and 9 of its 19 employees are Brockport graduates.

**Opportunities for Growth**

1. Investment in growth of higher education sector as an industry, e.g. support for new academic programs, facilities, renowned research faculty.
2. Continue to strengthen linkages between and among institutions, employers, government & economic development organizations.
3. Continue to foster and support educational entrepreneurship, innovation and business incubation.
4. Capitalize on Downtown Innovation Zone to increase retention of college grads upon graduation.
5. Support and facilitate new opportunities for underserved populations, e.g. urban entrepreneurship eco-system.

**Barriers to Growth**

1. Sources of available and timely funding to meet matching/leverage requirements for federal and other grants
2. Securing extramural funding in an increasingly competitive environment nationally
3. Declining number of New York State high school graduates is a challenge for institutions that draw a high percentage of their students from New York State
4. City school district performance and graduation rates

**Performance Indicators**

- Increase overall market share in enrollment
- Increase funding for research & development
- Ability to meet current & anticipated regional workforce needs
- New business incubation, patents and commercialization of research leading to new jobs and wealth creation

**Recently Completed URI/CFA Projects**

Project	Investment in millions	County
Hobart & William Smith Colleges' Gearan Center for the Performing Arts	\$31.5	Ontario
St. John Fisher College's Integrated Science & Health Sciences Facility	\$14.6	Monroe
The Science and Nursing Center at Roberts Wesleyan College	\$19	Monroe
RIT's Electronics Assembly Training Program	\$1	Monroe
Keuka College's Center for Business Analytics & Health Information	\$6.5	Yates

**2015-2016 URI/CFA Projects**

STRATEGY	Implementation
<p><b>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.</b></p> <p><b>Develop programs and shared resources that allow closer collaboration between academic and industry scientists.</b></p>	<p><b>Progress</b> <b>The Smith Hall renovation at Roberts Wesleyan College</b> The \$7M 42,000 square foot facility houses offices &amp; labs to support the college's science &amp; nursing programs is under construction. <b>Future Actions</b> Renovation is slated for completion Q4 2016.</p>
	<p><b>Progress</b> <b>Goergen Institute for Data Science</b> The University of Rochester was awarded \$1M in CFA funding in 2015 for the construction of the new 60,000 square foot, state-of-the-art facility that will house the Rochester Center of Excellence for Data Science. <b>Future Actions</b> The Goergen Institute for Data Science proposal has been expanded to include the Rochester Data Science Consortium, a strategic partnership to drive innovation in the field of data science and advanced analytics that will create a high-tech hub in the Finger Lakes region based on our core competency of optics, photonics, and imaging.</p>
	<p><b>Progress</b> <b>Monroe Community College Applied Technologies Center</b> The center was awarded \$57,000 in 2015 CFA funding toward modernization of the Center facility. <b>Future Actions</b> Currently securing matching funding for the project.</p>
	<p><b>Progress</b> <b>Finger Lakes Community College</b> CFA funding has and will be used to support special populations and unemployed workers. To date, 6 participants have utilized this option for the CNA program and 3 have been enrolled in the AMM and Mechatronics program. advanced manufacturing machinery and mechatronics. <b>Future Actions</b> Funds will continue to support students throughout the various upcoming CNA and spring AMM and Mechatronics programs through April, 2017.</p>
	<p><b>Progress</b> <b>RIT's MAGIC Center</b> Awarded one of three NYS Gaming Hubs aimed at growing the interactive gaming and media industry in the region. <b>Future Actions</b> Construction on the RIT's MAGIC Spell Studios will soon be underway, thanks to \$13.5 million in NYS funding.</p>

STRATEGY	Implementation
<b>Broaden and strengthen the region's national and international reputation for tourism and enhance the quality of life of the region's residents.</b>	<p><b>Progress</b> <b>RIT's Center for Additive Manufacturing and Functional Printing (AMPrint Center)</b>            The center received a CFA Award of \$100K in 2015 to be used toward equipment for the Center, which is a NYS designated Center for Advanced Technology.</p> <p><b>Future Actions</b> Construction on the new lab which will house the equipment will be completed fall 2016.</p>
	<p><b>Progress</b> <b>Eastman School of Music Messinger Hall Renovation</b>            The Eastman School of Music will renovate 6,000 sq. ft. of the 4th floor of Messinger Hall, home of the Eastman Community Music School (ECMS). This project will enable the School to increase enrollment, better accommodate families who come to ECMS for lessons, and extend outreach in the Rochester community.</p> <p><b>Future Actions</b> Upon completion, the project will add new teaching studios, classrooms, and upgrades to the first floor lobby which serves as a waiting area for parents. The project is scheduled to begin in September of 2016 with anticipated completion of December 2017.</p>

**Future URI/CFA Projects**

**Develop programs and shared resources that allow closer collaboration between academic and industry scientists.**

- University of Rochester 's Data Science Consortium
- RIT REMADE Institute, NNMI in Clean Energy Manufacturing
- RIT Shortwave Spectrometer for UAV Remote Sensing
- RIT Center for Food System Innovation
- Center for Laser Material Processing
- RIT AMPrint Center
- St. John Fisher College Institute for Pharmaceutical Innovation

**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.**

- Monroe Community College Finger Lakes Workforce Development (FWD) Center
- The College at Brockport Access 2 Excellence

- FLCC CNA to LPN Pathway
- FLCC Regional Education Continuum
- GCC Precision Agriculture Degree Program
- GCC Certified Production Technician Program
- Rochester Regional Health System Nursing Pipeline IGH School Expansion
- RIT Electronics Manufacturing Assembly Training
- Finger Lakes Community College – Genesee Community College Workforce Development Project

**Invest in Community & Industrial Development & Infrastructure. Reinforce the identify, sense of place and character of the area through downtown redevelopment, adaptive reuse of existing buildings and infrastructure and historic preservation.**

- Keuka College Dahlstrom Student Center Renovation
- Nazareth College Music Performance Center
- Roberts Wesleyan College Technology Infrastructure Initiative
- Rochester Regional Health System Critical Care Pavilion
- St. John Fisher College Skalny Science Center Renovation
- Keuka College Sampson Theatre Renovation

## UPDATE ON HIGHLIGHTED 2016 STATE PRIORITIES

**Opportunity Agenda – Pathways to Prosperity**

There are a number of CFA and URI projects related to the Higher Education and Research Work Team that have the potential to positively impact the reduction of poverty in the region by creating new job and training opportunities for individuals that have been left out of the workforce.

Several of the region's college and university presidents serve on the Steering Committee for the Rochester Monroe County Anti-Poverty Initiative, including RIT President Bill Destler, MCC President Anne Kress, and Nazareth College President Daan Braveman, and the University of Rochester is represented by Peter Robinson, Vice President and Chief Operating Officer of the University of Rochester Medical Center.

- MCC's partnership with the Rochester City School District and local employers on the **Pathways in Technology Early College High School (PTECH)** continues to promote student completion of high school and college degrees. ROC-PTECH, going into its third year, leads the district in attendance, and students have already moved into college coursework. Local industry partners have provided mentors and job shadows for the students, who have even been involved in data analysis conducted by the City of Rochester and IBM as part of the Smarter Cities grant. These students will graduate with free associate degrees in information technology—an area of high demand in our region and our state.
- **REOC Adult Driver Education Pilot:** Developed as an URI initiative in partnership with the Rochester Refugee Resettlement Services, Inc. (RRRS), and The City of Rochester's Operation Transformation Rochester (OTR) the REOC Adult Driver Education Pilot (ADEP) will improve the accessibility of transportation – one of the critical enablers to stable employment as acknowledged by RMAPI. Over a five-year period, ADEP will assist over 1750 individuals in becoming self-sustaining by:
  - Preparing participants for the opportunity to obtain their learner permits and driver's license.
  - Assisting participants annually with license restoration for those having driving infractions.

- Providing access to workforce-related services and programs offered at REOC, OTR and RRRS.
- Providing funding for driver education-related expenses (i.e., courses, testing fees).
- Providing financial capability trainings (i.e., obtaining car insurance, car loans, smart car buying).
- With investment from local philanthropists and foundations, MCC is launching a comprehensive student support initiative with two centerpieces: **Dreamkeepers** and **Single Stop**. MCC's Dreamkeepers program provides microgrants to students to meet emergency needs and keep them in college. Rolled out in fall 2015, Dreamkeepers has already provided 66 microgrants, which resulted in a student retention rate among recipients of over 90%. In fall 2016, MCC will begin participation in Single Stop, a nationally recognized organization named one of the country's top social innovators. Single Stop at MCC will provide students with coordinated access to safety net services so they can be successful in college, obtain good jobs, and achieve financial self-sufficiency. Students and their immediate family members are connected to free and low-cost community resources and services, including food benefits, transportation, child care, health care, and tax preparation. All services at MCC are free and provided in a centralized office so students can have fast, personalized, and confidential assistance. Both Dreamkeepers and Single Stop address the social and economic challenges that might otherwise keep MCC students from achieving their educational and career goals.
- **Save for Success:** Monroe Community College in partnership with ESL Federal Credit Union, PathStone, and Hillside Work-Scholarship Connection provides the opportunity for students at or near the poverty level to receive financial counseling and education, fee-free financial services accounts, case management, college counseling, and an \$8:\$1 college savings match. Funded by local philanthropy and two consecutive \$200,000 grants from the US Department of Health and Human Services, MCC's Save for Success program provides a financial on-ramp to higher education and future careers.
- **MCC's Inspiring Every Day Scholarship** program offers qualifying students receiving free and reduced lunch the opportunity to take college credit courses while still in high school at no cost to their families. This opportunity accelerates their pathway to a college degree, increases affordability, and rewards academically talented students regardless of their income.

## Regional Hot Spots and Business Incubators – Entrepreneurship & Development

### START-UP NY – Private Sector Investment, Jobs and Innovation

- **Precision Optical Transceivers**, a START-UP NY company sponsored by The College at Brockport, is an industry-leading manufacturer of optical transceivers and related active/passive optical components; providing high quality custom-engineered photonic solutions for building networks. Precision has become a member of Rochester's AIM Photonics consortium, providing expertise in manufacturing optical transceivers and components. To date, the company has created eight new jobs under STARTUP-NY. Over the course of the next year, Precision anticipates adding an additional 10 to 15 employees.
- **Finger Lakes Community College:** FLCC is working with three new companies who have applied or are in the process of applying to STARTUP-NY: PICS Telecom/Sandstone Technologies, Ekostinger, and Empire Cider, bringing the total number of companies to six (existing companies include Construction Robotics, ClearCove Systems, and Idea Boxx). Another company inquired about the program, but did not meet the requirements.
  - **PICS Telecom/Sandstone Technologies**—focuses on third party markets for transceivers and circuit boards, wires and assembly parts to support telecom companies. Current customers are located in Hungary, Hong Kong and the United Kingdom, as well as the United States. PICS Telecom would partner with FLCC students in Computer Science concentrating on network design, network management/administration, and students who target obtaining industry certifications like A+, Network+, CCENT, and CCNA. PICS Telecom/Sandstone employees 11 people and is hoping to identify a location near the FLCC Victor Campus for testing and production of its parts. PICS Telecom hopes to hire 9 more people.
  - **Empire Cider**—produces hard cider from New York State apples and is currently working out of a small lab space at the Tech Farm in Geneva. Empire Cider is looking for approximately 10,000 SF of production and manufacturing space for its operations, and has hired FLCC grads almost exclusively. The company hopes to create between 50-100 jobs.
  - **Ekostinger**—manufactures an aerodynamic device for class 8 semi-trailers, and is a clean tech company that reduces emissions and saves fuel, complying with EPA and global initiatives to reduce greenhouse gas emissions. Ekostinger is preparing to expand all areas of the company within the STARTUP-NY zone, and will create 10 new jobs, and invest nearly \$2M in building, production machinery and equipment.

### SUNY and Community College Plans

The several SUNY community college and comprehensive institutions play a key role in promoting the economic development and success of the Finger Lakes area, by producing a well-educated and career-ready workforce and engaging in a host of activities relevant to the four overarching objectives of the FLREDC: Grow Jobs; Increase Regional Wealth; Drive Private Investment; and Reduce Poverty. The following highlights some of those activities.

#### SUNY COMPREHENSIVE COLLEGES

- **Rochester Integrated SUNY Excels (RISE) Network:** Comprised of The College at Brockport, the Rochester Educational Opportunity Center (REOC), and Monroe Community College (MCC), the RISE Network provides a framework to align institutional expertise, programs, and services with the needs of the community to increase access to two- and four-year colleges and facilitate completion for underprepared and at-risk individuals.
- **Institute for Poverty Studies and Economic Development (IPSED):** The College at Brockport's Institute for Poverty Studies and Economic Development (IPSED) has been established to focus college programming related to poverty elimination and better serve the Finger Lakes region through education, research, and community support. IPSED will provide The College at Brockport students an academic minor in Poverty Studies as well as studies in the MPA program's emphasis - Poverty Elimination and Economic Development. Students will be provided with opportunities to serve the community through internships and other service opportunities. Ultimately, approximately 80% of these students will enter into the Finger Lakes' workforce capable of leadership addressing poverty. Local businesses, government, and non-profit institutions are able to access IPSED faculty expertise for research and report writing related to poverty and economic development – grant writing, program evaluation, demographic analyses, policy development etc.
- **The College at Brockport: Access 2 Excellence (A2E):** The College anticipates requesting capital funding for the Access 2 Excellence (A2E) initiative in the upcoming round of SUNY 2020 (Round VI). Access 2 Excellence (A2E) aligns the expertise, programs, and services of The College at Brockport addressing the issues of urban poverty in the City of Rochester into a single overarching program. Located in the Rochester Educational Opportunity Center (REOC) at 161 Chestnut St., Rochester, NY, these

programs include the SUNY RISE Network, the College's Institute for Poverty Studies and Departments of Public Administration and Social Work. The co-location of College and pre-collegiate programs with those of the REOC, establishes a single point of access to educational, counseling, and support services, and resources for persons affected by poverty. Through the coordinated actions of its elements A2E will achieve programmatic synergies focused on the fundamental shared goal of poverty elimination.

- **The College at Brockport Small Business Development Center:** The SBDC at The College at Brockport serves small and medium-sized enterprises in Genesee, Livingston, Monroe, Ontario, Orleans, & Wayne. Since its start in 1987, the SBDC has worked directly with 19,493 businesses, helping them invest \$183,773,848 in the area's economy, and create or save 7,189 jobs. In 2015 alone, the staff provided almost 4,700 hours of counseling to over 528 clients, creating 197 jobs and saving another 85. The businesses helped belonged to 17 different sectors of the economy, including emerging "knowledge economy areas" such as advanced manufacturing, information technology and healthcare. In 2015, the total amount of funding brought to this region by their clients through their assistance was \$8.7 million, a significant boost to the local economy. Their social impact on the region is evidenced by several facts such as: their client base included those on government-subsidized welfare programs who wished to start their own small businesses; over 50% of the businesses assisted were women-owned and 30% of their clients came from underrepresented minority groups.
- **SUNY Geneseo Small Business Development Center:** The Small Business Development Center (SBDC) at SUNY Geneseo directly supports Finger Lakes Regional Economic Development Council (FLREDC) goals. The SUNY Geneseo SBDC outreach office has three office locations serving Livingston, Wyoming, and Monroe County. The SBDC serves entrepreneurs, innovators, start-ups, and small businesses located in the central Finger Lakes and surrounding regions, providing free and confidential business counseling, technical assistance, workforce development, and training on a wide variety of business development topics. Funded by the U.S. Small Business Administration (SBA), the State of New York, and SUNY Geneseo as an outreach center of Niagara Community College, the office is staffed by certified business advisers, professors, and private sector business professionals. Since 2012, it has served over 376 business clients and created and retained 189 new jobs with a total economic impact of over \$5.0 Million.
- **VentureWorks Entrepreneurship Program:** In 2014, Geneseo launched the VentureWorks entrepreneurship program with a generous \$2.5M donation from Mr. Bud VanArsdale. This entrepreneurial training and networking program serves Geneseo students in all majors who are interested in possibly building a high-tech, soft-tech, or low-tech start-up company. It includes an on-campus business incubator located on Geneseo's Main Street where entrepreneurial-minded students can build real companies. In keeping with Geneseo's rural location, VentureWorks is currently conducting an exploratory study with its partners at the Geneseo SBDC and the Livingston County EDC, Chamber of Commerce, and Cornell Cooperative on the possibility of establishing a phased-growth Food, Ag, Health and Sustainability business accelerator/incubator program that would operate in collaboration with industry partners. This potential specialized "farm-to-fork" incubator would be the first of its kind in the Finger Lakes region.
- **SUNY Geneseo Expanded Investment and Performance Fund Awards:** SUNY Geneseo received three awards which will support the creation of six new positions and foster the creation of a regional workforce ready for success in our region's increasingly global and data-driven environment.
- **Critical Language Consortium:** In collaboration with The College at Brockport and Monroe Community College, SUNY Geneseo has received a \$200,000 award to establish a Critical Language Consortium (CLC). The CLC will pilot a course-sharing model for "critical languages"—those for which there is large demand for language professionals, but little supply. Courses in Arabic, Chinese, Japanese, and Russian will be offered.



Monroe Community College accelerated precision tooling program: Donovan Minnich (student) with Donald Howard (instructor), James Alderman (student) in the background. © Monroe Community College

## SUNY COMMUNITY COLLEGES TAKING A LEAD ON WORKFORCE DEVELOPMENT

- MCC is awaiting funding from a NYSUNY2020 grant and is seeking additional funding through the FLREDC URI to establish the **Finger Lakes Workforce Development Center (FWD Center)**. The FWD Center, with a planned location at Eastman Business Park, is designed to connect low-income residents to accelerated workforce education programs and registered apprenticeships, moving them out of poverty and onto pathways to prosperity. Currently, MCC is piloting the concept in partnership with Eastman Business Park, launching a mechatronics program directly related to the workforce needs of EBP companies. Funding would allow MCC to build out the FWD Center, creating a flexible demand-driven training space that promotes business collaboration.
- With support from the JPMorgan Chase Foundation, MCC created a 10-week **Middle-Skills Bridge Program** to increase the college-readiness of Rochester residents seeking to enter the College's career-oriented college programs. Two student cohorts have completed the Bridge Program in 2016 already, and a third cohort began in September 2016. Eight students from the first two cohorts have progressed into skill-based programs at MCC, BOCES, and the REOC.
- Monroe Community College's (MCC) newest program will educate and graduate **Clinical Surgical Technologists (CST)**, a workforce in high-need among our regional health care partners. In collaboration with hospital and surgery center partners, MCC developed a new program that will graduate its first class in June 2017; this program will be the first accredited CST program in the Rochester area. Entry level wage in New York, according to the Department of Labor is over \$35,000 and the median wage is \$51,000. Employment growth from 2014-2022 in the Finger Lakes region is expected to be very favorable with a 18% increase (<http://labor.ny.gov/stats/lproj.shtm> : NYS DOL Long-Term Occupational Employment Projections, 2012-2022, Finger Lakes).
- MCC is a partner in **Rochester's Health Professions Opportunity Grant (ROC-HPOG)** which involves a community-wide consortium of education partners, service providers and employers. The federally-funded HPOG Program supports education and training programs in health care professions targeted to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals. ROC-HPOG offers pre-training activities for participants who need to improve basic academic skills or English language proficiency before entering training. ROC-HPOG is removing barriers to training and employment and building a support system to improve program completion rates. Employment in health care and social assistance in the Finger Lakes region is expected to grow by 15% by 2022 (<http://labor.ny.gov/stats/lproj.shtm> : New York State DOL Regional Long-Term Industry Projections, 2012-2022, Finger Lakes).
- MCC's **Corporate College** is leading the region in connecting residents to industry credentialed and high-demand training opportunities. In 2015, Corporate College served 4,668 students and 209 businesses, the majority in advanced manufacturing, professional services, and the skilled trades. With these non-credit training opportunities, MCC provides dislocated and incumbent workers with the skills they need to secure employment and advance in their careers so that regional businesses can grow and remain competitive. Corporate College also serves as a program incubator, allowing MCC to test the feasibility of and market for industry-driven credentials in everything from welding to drone operation to solar installation.



Center for Electronics Manufacturing and Assembly (CEMA) – training program for veterans and dislocated workers.  
Photo by: Elizabeth Torgerson-Lamark

- **Accelerated Training Program:** FLCC is working with Genesee Community College on a major workforce development initiative to provide training to students and workers in 8 counties (Wayne, Ontario, Yates, Seneca, Genesee, Orleans, Livingston, Wyoming). Both colleges will collaborate to develop accelerated noncredit training programs for non-college-bound high school students and hard-to-place adults, such as veterans, underemployed, and those with low income or low educational attainment.
- **Healthcare Pathways Training Program:** CNA to LPN Pathway: FLCC's Professional Development and Continuing Education department is partnering with Rochester Regional Health, Rochester Education Opportunity Center (REOC) and UR Medical Center to create a pathway for students to earn a certified nursing assistant certificate and progress to a licensed practical nursing degree. The program will recruit high school students from the Rochester City School District and provide support as they complete a CNA credential and move forward with an LPN license.
- **SUNY Workforce Development:** FLCC recently submitted an application for \$60,000 in training funds from SUNY to assist 8 local companies with their training needs. Companies include Advanced Automation, Crosman Corporation, Family Counseling Center of the Finger Lakes, Highlands Living Center, Optimax Systems, Ontario County, Town of Victor, and Weco Manufacturing.
- **New York State Occupational Safety and Health Hazardous Abatement:** FLCC will provide training for local companies in 13 targeted training areas (i.e. Accident Investigation, Spill Awareness, Hazard Assessment) as part of an OSHA Hazardous Abatement grant. Companies include Caldwell Manufacturing, Crosman Corporation, GW Lisk, and Silgan Containers.
- **Regional Education Continuum (REC):** FLCC is ready to scale up its successful REC program with the goal of improving high school graduation rates and increasing college readiness through collaboration and partnerships between regional high school teachers and college faculty. FLCC has created a program that provides the expertise and opportunity to cultivate shared responsibility for college readiness. Participating high schools include Canandaigua Academy, Marcus Whitman, Midlakes, Naples, Newark, Penn Yan and Victor.

### Veterans – Pathways to Prosperity

- **Accelerated Training Program**, highlighted under Workforce Development above, provides accelerated noncredit training programs veterans.



Lab in St. John Fisher College's Integrated Science and Health Sciences Building



## Vision

The Finger Lakes Global New York work team's mission is to connect small to mid-sized companies to the resources they need to compete and win in the world economy. These connections are critical in helping businesses gain access to necessary expertise to export their products and services, so they ultimately reap the benefits of their success here in the Finger Lakes region.

### Existing Conditions

#### Finger Lakes International Business Landscape

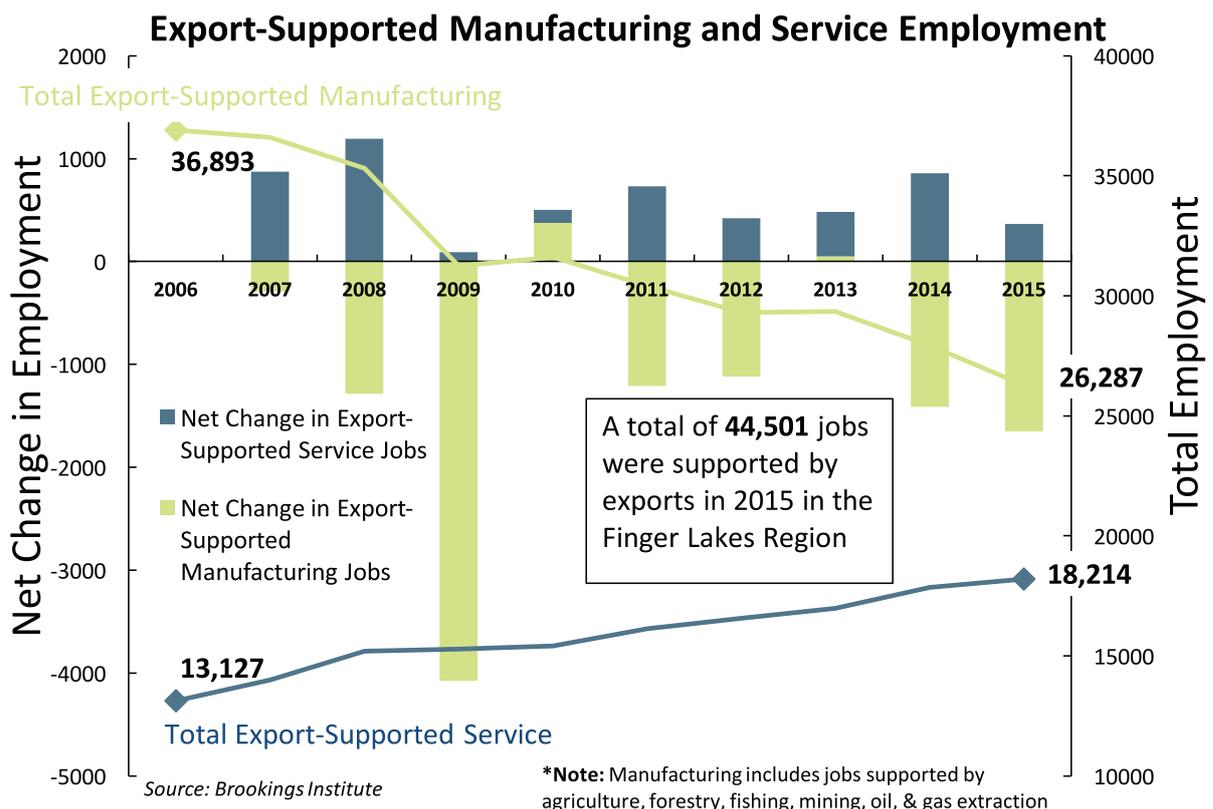
The Finger Lakes region is one of the largest export markets in the United States and is home to some of the most active, robust, and successful exporters.<sup>1</sup> Each year, businesses within our 9-county region export a diverse array of more than \$7.5 billion in: machinery, computer and electronic products, chemicals, communications equipment, precision instruments, royalties, business and educational services, food, beverage and manufactured goods each year. The region accounts for more than 6% of New York State's total exports.

Approximately 95% of the world's customers are located outside U.S. borders, and less than 1 percent of U.S. companies export. More than half of those exporters sell to only one market. Rochester's export strength continues to be powered by a few large companies. If the region is to maintain its leadership position in international business, much work needs to be done to connect the region's approximately 2,300 small to mid-sized manufacturing and service companies to the resources and talent necessary to complete successful international business transactions. Leading regional economists predict the Finger Lakes region's exports share of total GDP growth could see positive gains and be a competitive advantage for the region if international trade initiatives (such as those outlined by the Finger Lakes Global NY work team) are supported and encouraged, particularly in key regional

growth sectors including; Optics, Photonics & Imaging, Agriculture & Food Production, and Next Generation Manufacturing & Technology. International trade is creating direct- and export-supported jobs, providing a valuable boost to regional employment. According to the U.S. Chamber of Commerce, one in four manufacturing jobs depends on exports and one in three acres on American farms is planted for export. In 2015 the Finger Lakes region benefited from 44,501 export-supported jobs, particularly from growing regional industry clusters.

Engineering, financial, tech, and support services added 2,442 jobs and, education and healthcare services added 1,947 jobs. These export-related employment opportunities are compensating for the sharp loss of export-related careers in the chemical, transportation, and machinery manufacturing space.<sup>1</sup> Service exports represent a significant growth opportunity for the region. Total jobs supported by service exports have grown by 39% since 2006. Thirty-two percent of Rochester's total exports are comprised of key service sectors including: royalties on information technology, Film/TV, franchising fees, research and development, tourism services associated with attracting international visitors such as accommodation services, financial services, logistics including freight and port services, air transportation services, management and consulting services, medical services, and education. This figure is below the US average of 37.5 %.(See Chart A)<sup>1</sup>

Chart A



Regional industries ripe for increased export growth include: Educational & Medical Services, Food & Beverage Products, Computer & Electronic Products, Plastics & Rubber Products, Tech Sector Services including telecom, computer, information, R&D services, Financial Services, Management & Legal Services, Fabricated Metal Products, and Travel & Tourism. Support for accelerated export growth in these sectors is critical as chemical exports continue to decline and have a negative impact on total export growth resulting in a seven percent decline since 2010. (See Chart B)

## Chart B

Average Annual Growth in Finger Lakes Region Real Exports by Industry Group— 2010 to 2015 (Source: Brookings Institution)		
Industry Sector	2015 Exports (\$ Millions)	2010-2015 % Change
Primary Metal Manufacturing	\$132	225%
Educational & Medical Services	\$338	76%
Food, Agriculture, Beverage, and Tobacco Products	\$577	59%
Computer & Electronic Products	\$1,025	48%
Plastics & Rubber Products	\$246	39%
Tech Sector	\$239	38%
Finance and Insurance Services	\$510	30%
Management & Legal Services	\$168	29%
Fabricated Metal Products	\$176	27%
Travel and Tourism	\$248	23%
Chemical Manufacturing	\$811	-63%
Total	\$7,503	-7%

## Key Assets

### Local Export Service Providers

The Finger Lakes region boasts a diverse set of local export service providers and international business champions. These resources are true assets in helping the region gain worldwide traction in trade. Key export partners include: Empire State Development Global NY Division (ESD Global NY), U.S. Department of Commerce (USDOC), US Export Assistance Center (USEAC) offices, U.S. Small Business Administration (SBA), New York Small Business Development Center (SBDC), Monroe County Finger Lakes (MCFL) Procurement Technical Assistance Center (PTAC), International Sister Cities of Rochester (ISCOR), Rochester Global Connections, High Tech Rochester (HTR), and Greater Rochester Enterprise (GRE).

### Foreign-Trade Zones (FTZ)

In addition to working with locally based export service providers, promoting targeted import and export incentives such as Foreign-Trade Zones (FTZ) can assist businesses in various ways. Companies in nearly every county in the Finger Lakes region can capitalize on FTZ benefits which include the reduction and/or elimination of import duties on goods used in manufacturing products.

### Existing Barriers and Opportunities for Growth

Barriers to the region's efforts to globalize small to mid-sized companies continue to impede progress. The region must continue to collaborate to turn the real and perceived barriers into opportunities for growth.

#### 1. "Fear" is the number one factor preventing companies from exporting:

Regional exporters list Government Regulation and Compliance as the most intimidating factor related to conducting international business.

#### Additional "fear" factors:

- Identifying target international markets and partners
- Financial risk
- Language and cultural barriers
- Tariffs and taxes
- Logistics and transportation

#### 2. Finger Lakes exporters are reactive:

A majority of small to mid-sized companies report engaging in export activity only after they are approached by international buyers.

#### 3. A few well-established companies drive the Finger Lakes region's export strength:

The region boasts a diverse set of export industries and is rich with small and mid-sized companies, yet a handful of large established companies continue to drive export strength.

#### 4. Small and medium-sized enterprises (SMEs) report a need for a comprehensive and cohesive export support system

The Finger Lakes region boasts a diverse set of public and private service providers to support companies through the exporting process however, the support system is siloed and reactive in nature. Due to the strong legacy of established, successful businesses, the region harbors a large pool of international business expertise. These assets are currently under-utilized and should be channeled in a way to assist SMEs in the early stages of the export process.

### Strategies & Goals

The Finger Lakes region aims to continue this work through a set of strategies and goals that support and sustain growth.

#### 1. Build export capacity of small and medium enterprises (SMEs) to create jobs

- Minimize export barriers by increasing awareness of export opportunities.
- Develop a technical training and capacity-building trade support system that provides best-in-industry training, and connects SMEs to successful, large local exporters with global experience and connections.
- Streamline export services that complement the training of SMEs.

#### 2. Catalyze under-exporters by providing targeted export interventions

- Identify under-exporting manufacturers and service providers in key industry sectors.
- 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 to economic development professionals.
- Creating a comprehensive, coordinated and centralized system of regional export services to diversify the types of companies exporting.

**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 to increase and attract international investment.

**Performance Indicators**

**Promote the region’s success in exporting by connect FLREDC priority projects to the Global NY Agenda and the Finger Lakes Global NY work team strategy.**

- Since the creation of the ESD Global NY Fund program in 2014 and the integration of the Finger Lakes Global New York work team into the FLREDC process, international trade initiatives and export opportunities are parts of the ongoing regional economic development discussion. The Global NY work team reviews NYS CFAs related to Global NY strategies and goals. The work team also informs and advises key

regional stakeholders on the status of international business progress, opportunities, and challenges. The work team continues to develop relationships to increase the information flow from ESD to enhance connectivity between the FLREDC and projects that advance Global NY goals. Finger Lakes companies are capitalizing on these opportunities.

- ESD Global NY led four trade missions during 2016, including trade missions to Israel, the Hannover Messe 2016 show in Germany, the China Import Export show in Kunshan, China, and a multi-sector trade mission to Ottawa, Canada.
- Exporters in the Finger Lakes region are leading upstate New York regions in taking advantage of ESD Global NY Programs. Local SMEs are also utilizing ESD Global NY programs and achieving success outside of U.S. borders. Liberty Pumps Inc., in Bergen, NY, was recently presented with the 2016 President’s “E” Award, the highest recognition any U.S. entity can receive for making a significant contribution to the expansion of U.S. exports. International Sales Manager John DeLuca also represented U.S. manufacturers during a panel discussion at the Hannover Messe trade fair in Germany on April 25, 2016.

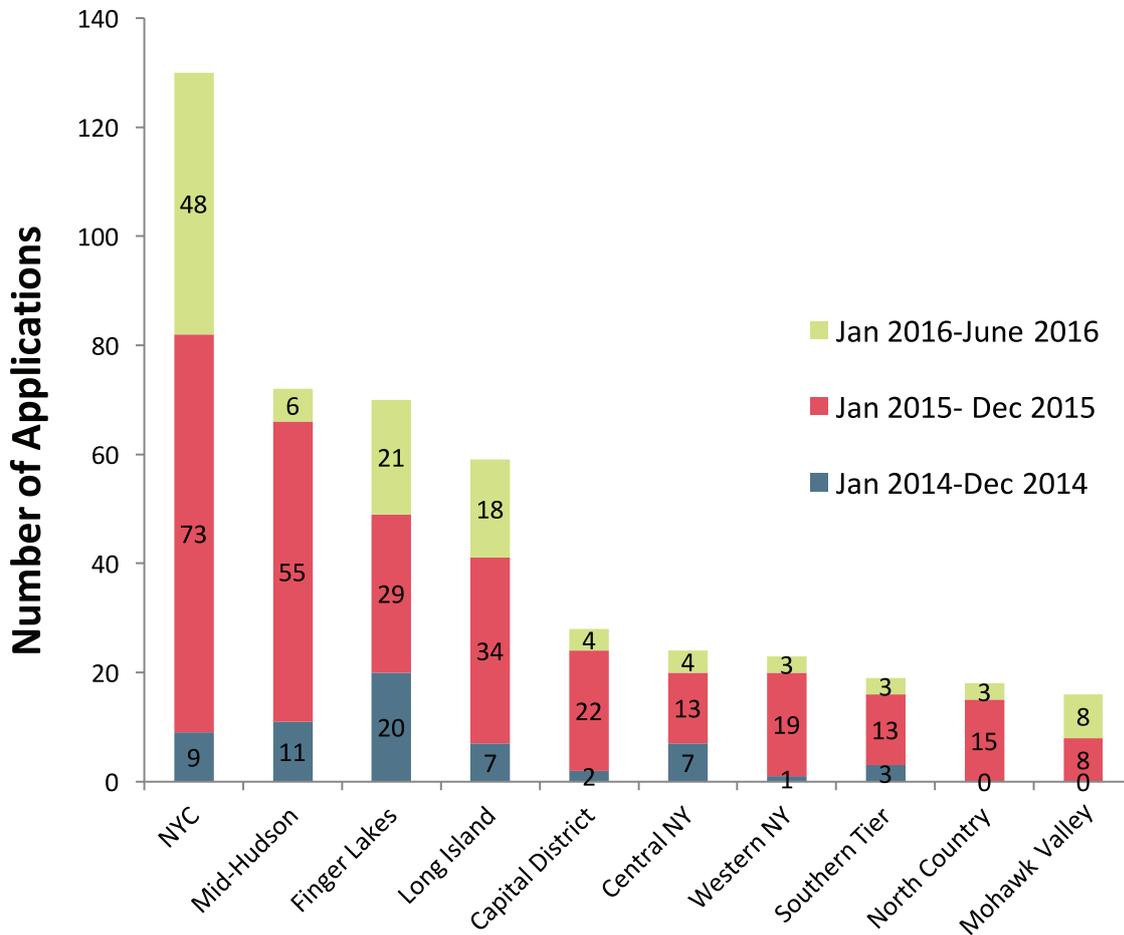
**Export Programs Available through ESD Global NY**

**The Export Marketing Assistance Service (EMAS) Program**

EMAS assists local businesses by helping them identify sales agents and distributors for international markets by working with our network of foreign offices.

**Chart C**

**Export Marketing Assistance Service (EMAS)**

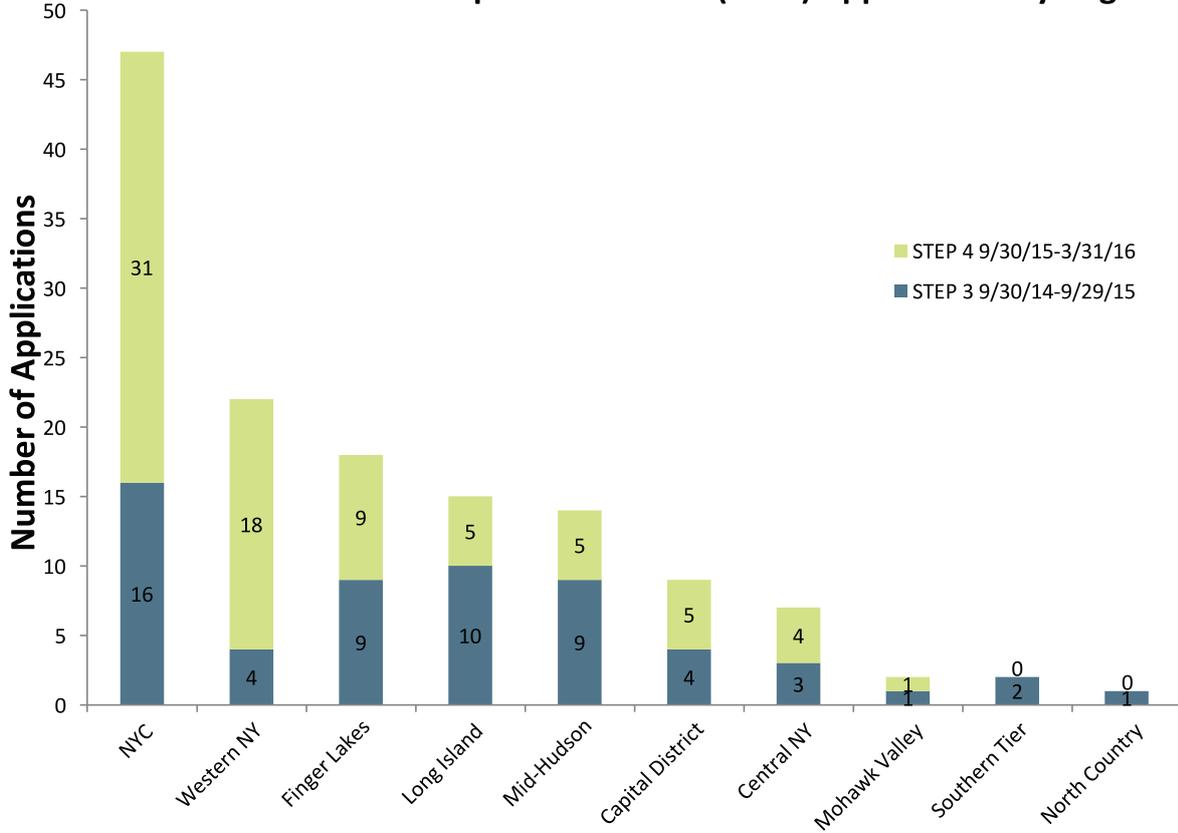


**The State Trade and Export Promotion (STEP) Program**

STEP, which is offered by the US Small Business Administration through ESD, assists with grant funding for local businesses to support a number of trade-related activities including participating in foreign trade shows/missions, foreign market sales trips, translation services for websites and/or marketing materials, participation in trade education workshops, foreign partner search services provided by the US Department of Commerce, and meeting foreign regulatory product requirements.

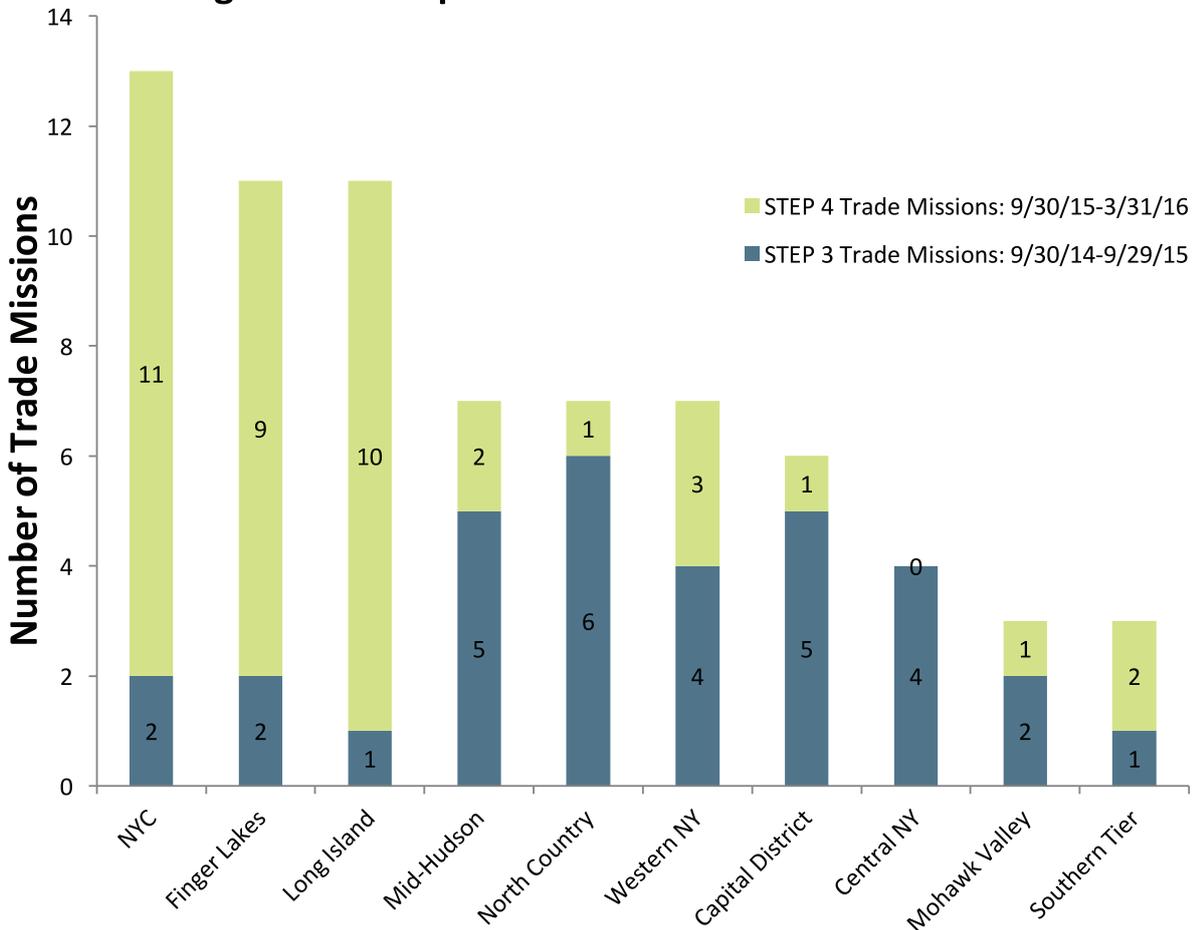
**Chart D**

**State Trade and Export Promotion (STEP) Applications by Region**



**Chart E**

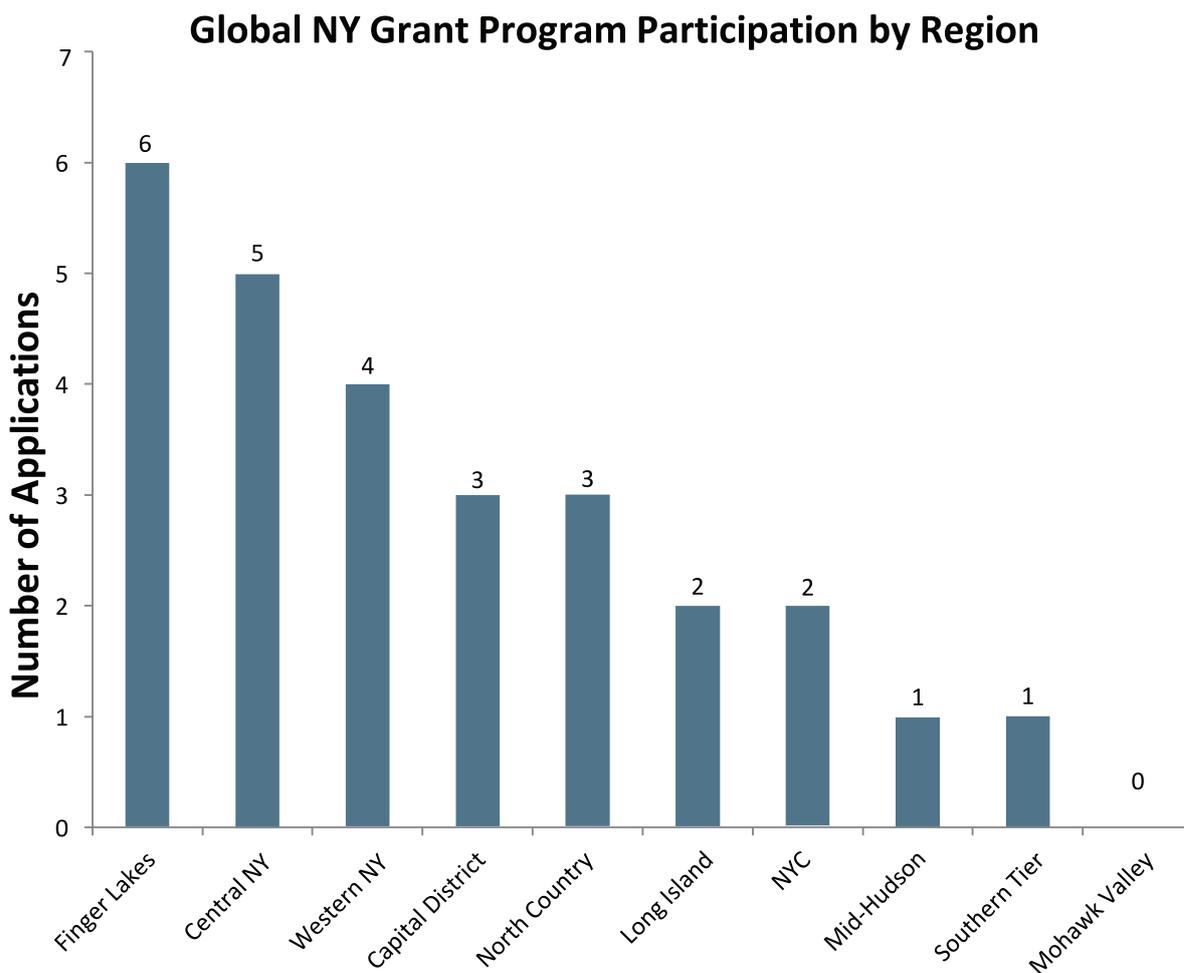
**Regional Participation in ESD Global NY Trade Missions**



### The ESD Global NY Grant Program

The grant fund provides grant assistance to help companies start exporting or increase their global exports with activities such as market customization, participation in trade shows/missions, export workshops, and product adaptation to meet foreign regulatory requirements<sup>3</sup>.

Chart F



#### Increase collaboration with Western and Central New York REDC Global NY work teams to promote export opportunities to manufacturers and service providers and market the region for increased Foreign Direct Investment (FDI).

- Finger Lakes, Central and Western NY REDC Global NY work team co-chairs have increased collaboration and teamed up with private-sector international trade champions to coordinate cross-promotional marketing efforts for more than a dozen international trade workshops, seminars, and programs targeted towards small- to mid-sized exporters in key industry sectors.
- The FL Global NY work team has hosted several private meetings for key international investment stakeholders, including senior U.S. Department of Commerce staff stationed at U.S. embassies who work closely with the SelectUSA office to encourage foreign investment in the US.

#### Participants

Greater Rochester Enterprise (GRE), Central New York International Business Alliance, ESD Global NY, US Department of Commerce, US Small Business Administration, Upstate NY District Export Council, SBA Buffalo District International Trade Task Force, and World Trade Center Buffalo Niagara.

#### Events

2016 Upstate NY Trade Conference, The Rochester China Business Exchange, Bureau of Industry and Security (BIS) Export Controls Program, ITAR & EAR Roundtables, and several other events

focused on the Trans Pacific Partnership (TPP), Export-Import Bank of the United States (EXIM) resources, and INCOTERMS®.

#### Upstate NY Trade Conference

GRE has hosted the Upstate NY Trade Conference for seven consecutive years with an agenda developed by the GRE Trade Council and the FL Global NY work team. In 2016, 34 speakers and moderators lead educational sessions on topics including: the local impact of globalization, opportunities in emerging markets, state and federal international business support programs, international marketing, Foreign-Trade Zones (FTZ), export compliance, and trade finance. The conference attracted 250 international business executives representing a cross-section of regional manufacturers, international service providers and government partners.

#### Trade conference attendees were surveyed at the conclusion of the event:

- 96% of attendees said they are likely to attend the Upstate NY Trade Conference next year and recommend the trade conference to colleagues.
- 72% reported to have met someone, or learned something that will assist them in exporting or increasing current international business activity, including: compliance and legal professionals, supply chain managers, experts in foreign relationship building, contacts for technical classification of products, foreign receivable insurance professionals, and government contacts.

**Develop and incorporate an export-ready assessment, consulting, and strategic international business component into regional business creation, retention, and expansion efforts.**

- The GRE International Business Council & FL Global NY Work Group created the Export Assistance Program in 2014 as a priority pipeline project. A pilot version of the program was administered by High Tech Rochester (HTR). The program meets criteria identified by the FLREDC in its strategic framework, including: goals, priority pillars, and key enablers. During the pilot phase, the Export Assistance Program resulted in job growth, private company investment, and increased regional wealth. With the FLREDC's support, the tested program would benefit manufacturers in the Optics, Photonics & Imaging, Agriculture & Food Production, and Next Generation Manufacturing & Technology industries. Successful exporting ventures require motivation, an ability to execute, and upfront capital risk.
- The Export Assistance Program is a proven program that reduces risk, encourages export activity, supports established regionally based export service providers and creates jobs.

**Export Assistance "Pilot" Program Results**

HTR, with the support of expert regional international trade practitioners and government partners involved in GRE's International Business Council & the FL Global NY work team, conducted export-related projects valued at \$239,000 for five companies in the Finger Lakes region during 2014-2015. Regional international trade experts assisted companies with global logistics, international finance, legal, tax, human resources, export compliance, foreign-trade zones, government regulation, market entry, supply chain, and translation. For the pilot phase, HTR utilized existing grant programs that offered a minimum 50% company match to entice companies to participate in the program. These grants were restricted by geography, industry sector, and the size of available funding. HTR with the support of the FL Global NY work team is seeking URI funding to continue the program. Based on previous project successes, it is estimated that the Export Assistance Program will create three to five jobs per company or approximately 150-250 jobs over five years.

**Export Assistance "Pilot" Program Success Stories**

A. Lumetrics, Inc. introduced a new non-contact metrology instrument to the market and required testing services for its CE Mark technical construction file in order to export the devices to Europe. HTR supported third party testing services through its Advanced Manufacturing Jobs and Innovation Accelerator (AMJIAC) grant supporting the Rochester Regional Photonics Cluster.

"The CE Mark allowed new product sales in the European market and resulted in sales to a number of new customers. One specific market that has grown significantly for Lumetrics due to the CE Mark is Automotive Glass. These manufacturers utilize Lumetrics OptiGauge to measure critical properties of windshields which allows them to improve the quality and performance of their end product. Without the OptiGauge system, they had to use destructive testing on the windshields. With the growing popularity of Heads Up Displays- (HUD's) in automobiles. It is even more critical that the windshields perform as expected. Lumetrics is also working with the leading suppliers of high performance films used as inner layers for the windshields. These film layers provide increased safety during impact as well as provide protection from harmful UV light to the passengers. Windshield manufacturers and performance film manufacturers across Europe are now using Lumetrics instruments for their product testing." Steve Kelly, VP of Sales and Marketing

**Lumetrics Export Assistance "Pilot" Results**

- Generated sales of \$1.4 million.

B. MiJET, a Division of Custom Service Solutions, Inc. developed a new product for the manufacturing industry that received sales inquiries from around the globe. MiJET requested assistance to ensure the proper procedures were in place to export. HTR, GRE, Workforce Development Institute (WDI), U.S. Department of Commerce, and Empire State Development encouraged the company to participate in the Export Assistance "Pilot" Program and learn from experts on how to grow and develop international markets.

**MiJET Export Assistance "Pilot" Results**

- Export increase of 5% since September 2014
- Entered new exports markets starting in 2014: Mexico, India, Czech Republic, Canada
- One full-time position created (retained 6 positions)
- WDI funded one paid intern position, partnering with Brockport College
- Student gained hands-on experience during development of trade compliance program
- Trade compliance program developed as part of Export Assistance Pilot, allows Custom Service Solutions to export with confidence
- Spike in 4th quarter exporting expected for 2016 due to large international trade show in September

C. Response Care, Inc. (RCare) took part in the program. "We've made some great friends (and) we've met some terrific people," CEO and founder Myron Kowal told the Rochester Business Journal, "It's cost us money, but we've made lots of sales such that in the first quarter our exports to Denmark exceeded our sales in the United States."<sup>5</sup>

**RCare Export Assistance "Pilot" Results**

- Increased international sales by 100%, which equated to 5% of its total business in 2016.
- RCare expects that number to double in 2017.

**Attract world-class talent and new wealth in the form of Foreign Direct Investment (FDI) to the Finger Lakes region leveraging Global NY through regional marketing initiatives.**

- The Finger Lakes region has attracted significant Foreign Direct Investment (FDI) from companies such as: Seisenbacher Rail Interiors Inc. (Austria), Unither USA (France), Love Beets USA (United Kingdom joint venture), Alpina Foods (Columbia), Barilla (Italy), Bonduelle (France), Intrinsic Materials (United Kingdom), DNV GL (Netherlands), Omni-ID (United Kingdom), ORAFOL (Germany), Quintel Solutions (United Kingdom), and Pride Pak (Canada).
- The Global NY work team will utilize connectivity with the Finger Lakes Business Accelerator Cooperative and Hot Spot Consortium to connect with emerging technology companies throughout the region; support and promote exporting companies locating at Eastman Business Park, the Science and Technology Advanced Manufacturing Park (STAMP) and other sites located throughout the region; and leverage the Empire State EB-5 Regional Center to support companies with international trade and foreign direct investment efforts.

**Identify and promote greater academic industry partnerships to retain the highly skilled international workforce emerging from the region's 19 colleges and universities.**

FL Global NY work team members have engaged in preliminary exploratory discussions regarding roadblocks faced by international business students seeking employment in US firms, including: difficulty participating in federal work-study programs, visas that severely limit off-campus work opportunities; and US immigration laws that offer no direct path from university graduation to permanent residence.

The FL Global NY work team would like to increase collaboration with the FLREDC Higher Education & Research work team as well as appropriate legal counsel to identify highly qualified international students, match them with employers, and develop potential solutions.

**Expand the diversity of the GRE International Business Council and the Global NY work team by continuing to convene a vast network of exporters, importers, service providers, government partners, and international business champions to increase our region's export capacity by building on past successes.**

For more than 20 years, the Rochester business community has convened a council of international trade experts, to assist small- and medium-sized firms and connect them to regional trade

resources. Members of the GRE International Business Council & FL Global NY work team are 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 represented on the council include: US Commerce, US Customs, FBI, SBA, Empire State Development, IDAs, and City of Rochester, all of which are committed to assisting small- and medium-sized companies solve international trade issues and increase revenues.

The Global NY work team will continue to guide the implementation of the Finger Lakes Global NY export strategy and increase collaboration among additional existing regionally based federal, state, and local international service providers.





## Vision

Tourism and the Arts continue to contribute to the richness of the Finger Lakes region. Each year, millions of visitors seek out our region to visit world-class attractions, the arts, and cultural assets. These assets help produce jobs, positively impact economic development, and enhance quality of life in the region. These assets are grouped into three sectors:

1. Tourism, Sports, Recreation & Entertainment
2. Arts, Culture, & History
3. Beverage & Culinary

### Mission

With such geographical diversity across the Finger Lakes region, the Council aims to broaden and strengthen our national and international reputation for tourism using collaborative marketing and promotion to more fully realize our potential.

### Key Assets

Tourism economic impact remains over \$1 billion in Monroe County in 2014 and \$2.9 billion in the Finger Lakes region as a whole. Key assets include:

- Significant and unique arts and cultural destinations (including historical and architectural assets) – Aligned with trending visitor interests, they represent a key opportunity to promote our region internationally.
- Sports, recreation and entertainment – A substantial factor, especially golf and watersports, offering opportunities to display and promote our assets to an international audience. Diverse waterways collectively represent an important resource that should be further leveraged and promoted as a tourism destination.
- Sophisticated wine, culinary and beverage attractions – Prevalent throughout the entire region and represents one of the fastest growing sectors.

### Opportunities for Growth

1. Continue to invest in, preserve, develop and promote the region's major assets:
  - Arts and cultural destinations (including history and architecture)

- Tourism, Sports, recreation, waterways and entertainment
  - Wine, culinary, and beverage industry (including agriculture and food micro enterprises)
2. Building on our positive destination image by leveraging partnerships and through the promotion of the region's quality assets and high profile events for tourism and business development, and retention.
  3. Within the region's geographical diversity, there is opportunity to better connect the efforts of all nine counties in a more collaborative manner.

### Barriers to Growth

1. Challenges around the lack of funds available for an integrated Finger Lakes regional advertising campaign continue.
2. Current exchange rate with Canada.

### Performance Indicators

Performance indicators include Tourism Economics, an Oxford Economics Company which reports a \$2.9 Billion economic impact from tourism on the Finger Lakes region as a whole, as well as more than 59,000 jobs. Monroe County accounts for \$1 Billion of that economic impact and more than 19,000 jobs. Additionally, Smith Travel Research is utilized as a performance indicator, reporting positive results in hotel occupancy and hotel rooms sold in Monroe County, compared to all other upstate areas which have reported flat or negative results.

### Recently Completed URI/CFA Projects

Project	Description
Memorial Art Gallery Inspiring Beauty Exhibit	The Memorial Art Gallery hosted the exhibition Inspiring Beauty: 50 Years of Ebony Fashion Fair from January 31–April 24, 2016. Featuring 40 ensembles by top designers such as Christian Dior, Stephen Burrows, Bob Mackie and Vivienne Westwood, Inspiring Beauty explored the 50-year history of the fashion spectacle that redefined the concepts of beauty, style, and empowerment for African Americans. In conjunction with the exhibition, MAG offered several lectures, a series of gospel brunches, a teen fashion camp, and an outreach initiative that provided free transportation, admission and family membership to 475 visitors of limited financial means. MAG welcomed more than 22,500 visitors to the exhibition, double its average exhibition attendance.
International Tourism Marketing for The Strong	Through the Market New York grant that The Strong received for "National and International Tourism Marketing for The Strong and the Finger Lakes," they have seen several key program accomplishments to date including: hired a full-time tourism sales position, participated in seven sales missions to grow domestic motor coach and foreign group and independent visitation, including by partnering with regional programs such as Wine, Water, and Wonders and

Project	Description
International Tourism Marketing for The Strong Continued	Destinations of New York, developed foreign language web pages (Mandarin, French, Spanish, Portuguese, Japanese, German, and Ukrainian) and a web section specifically for tour operators, participated in advertising programs targeting audiences beyond Western New York—particularly Canadian (Cross Border Showcase, National Travel Association) and I Love New York co-op programs (with NYSTIA, BrandUSA, TripAdvisor), and began booking new group business and individual international travelers through online travel agent Viator and other receptive operators.

**2015-2016 URI/CFA Projects**

STRATEGY	Progress	Implementation
<b>Broaden and strengthen the region's national and international reputation for tourism and enhance the quality of life of the region's residents.</b>	<b>Progress</b>	<b>Eastman School of Music Messinger Hall Renovation</b> The Eastman School of Music will renovate 6,000 sq. ft. of the 4th floor of Messinger Hall, home of the Eastman Community Music School (ECMS). This project will enable the School to increase enrollment, better accommodate families who come to ECMS for lessons, and extend outreach in the Rochester community.
	<b>Future Actions</b>	Upon completion, the project will add new teaching studios, classrooms, and upgrades to the first floor lobby which serves as a waiting area for parents. The project is scheduled to begin in September of 2016 with anticipated completion of December 2017.
	<b>Progress</b>	<b>Seneca Park Zoo Society Master Plan Improvements Phase 1a</b> Phase 1a project is currently in the final stages of the Design Development process. A team from LeChase Construction, Clark Patterson Lee, WDM Architects, Monroe County, the Seneca Park Zoo Society continue to convene bimonthly to finalize architectural and engineering plans and specifications for implementation. Additionally, New York State Environmental Quality Review and Office of Historic Preservation Review are both being finalized and set to be completed by September 2016.
	<b>Future Actions</b>	Next steps include construction documents being prepared, along with cost review and bid packaging. A project specific M/WBE Outreach Event will take place in October, with construction set to begin in January 2017. The Board of the Trustees of the Seneca Park Zoo Society has endorsed a capital campaign to raise the funds needed for Phases 1a and 1b of the master plan improvements, and private fundraising has begun.
	<b>Progress</b>	<b>Bristol Mountain Ski Resort Inn and Lodge</b> With over 50 years of providing a strong tourism product to the Finger Lakes region Bristol Mountain Resort looks to transition from a winter based recreation area, to a year round tourist destination. With the partial funding awarded for the Mountainside Inn and Lodging project, Bristol Mountain remains committed to the success of new on-site accommodations. Currently, the initial proposal is under review appropriate adjustments will be made to meet the new project budget.
	<b>Future Actions</b>	Bristol Mountain looks forward to completing the planning stages in the fall of 2016 and anticipates construction to begin in the spring of 2017.
	<b>Progress</b>	<b>A Welcome Surprise! Canadian Tourist Marketing Campaign</b> The Cross Border Showcase/A Welcome Surprise! tourism marketing campaign commenced in February 2016 and will continue through November 2017. The 28 partner program is comprised of eight components including a radio show, guide production and distribution, website, advertising and presence promotion. The program website rotates features, events and points of interest to entice Canadians to engage and to plan travel to New York State.
	<b>Future Actions</b>	The second of three major program phases starts in late September with the publishing of a new fall/winter guide. The program in a continuous marketing program with components that are revised weekly. Over half of the hour long radio shows are yet to be produced, 400,000 more printed guides in two editions are yet to be printed and distributed to homes in Ontario, Canada. Advertising will continue and new opportunities for presence promotion are being considered.



**Future URI/CFA Projects**

- CMAC Improvements, Phase I
- Gateway to Science & Optics Phase II at RMSC
- George Eastman Museum National Historic Landmark Restoration
- Historic Little Theatre Rehabilitation Project
- Livingston County Brewing Initiative (Project SUDS)
- Seneca Park Zoo Master Plan Phase 1a Guest Amenities

**2016 Other Priorities**

- Bill Grays Regional Iceplex Revitalization Project
- CONY Campground Owners of NY Marketing Plan
- Finger Lakes Vacation Region Simpleview Website
- Haunted History Trail of New York State
- National & International Tourism Marketing for The Strong & Finger Lakes
- New York City Presence – Making Connections
- New York Wine & Culinary Center Facilities Improvements
- Reengineering & Reimagining Earth & Space Sciences – RMSC
- VoteTilla, National Susan B. Anthony Museum & House
- Wayne County Canal Trail Lock 26 Pedestrian Bridge Redecking



Seneca Park Zoo Snow Leopard Habitat

# Infrastructure & Transportation



## Vision

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

### Mission

To identify and prioritize investments in both transformational projects as well as existing infrastructure to support initiatives being advanced by FLREDC Pillar, Enabler, and other Foundation teams, allowing for uninterrupted, equitable, and sustainable economic growth.

### Key Assets

#### Optimized highway and bridge network

The region is well-served by a highway and bridge network that experiences minimal congestion compared to similar sized metros. Interstates and expressways provide mobility for intraregional and interregional travel and direct access to the region's core – the City of Rochester – and surrounding suburbs. This network includes 27,000 lane miles of roadway and 1,600 bridges.

#### State-of-the-art RTS Transit Center

A technology-rich, state-of-the-art RTS Transit Center is located in Downtown Rochester and has transformed the public transit experience for 18-million customers each year. The nationally recognized Transit Center is the backbone of a robust Regional Transit Service system that covers eight counties and more than 11-million miles annually. RTS maintains a commitment to low fares, and safe, reliable on-time service.

#### Class I Railroads

While the vast majority of freight (80 percent by tonnage) moves via the highway and bridge network, the region is fortunate to be served by two Class I railroads – CSX Transportation and Norfolk Southern – as well as nearly a dozen Class III (i.e., Shortline) ones. The latter provide a competitive advantage to companies that require bulk shipments, which can be accomplished at a lower cost on rail than via truck.

#### Multi-use trails

Nearly 350 miles of multi-use trails provide opportunities for both healthy recreation and commuting, serving as safe, convenient expressways for bicyclists. In addition, the City of Rochester is leading the way in on-street bicycling facilities having received the first League of American Bicyclists' "Bicycle Friendly Community" award in Upstate New York.

#### Interregional air travel

Interregional travel by air is provided mainly through the Greater Rochester International Airport with smaller aircraft utilizing the nearly 20 public-use, general aviation airports in the region. Those wishing to travel by train can utilize Amtrak's Empire, Lakeshore Limited, and Maple Leaf services with a new and modern \$30-million ADA-compliant station currently under construction in Rochester. Scheduled to open in the fall of 2017, it is envisioned that intercity bus service by Greyhound and Trailways will eventually be co-located at this new intermodal passenger station.

#### Abundant water supply

The Monroe County Water Authority (MCWA) provides 56 million gallons of water per day to approximately 725,000 people in Monroe, Genesee, Livingston, Ontario, Orleans, and Wayne Counties. The MCWA's East Side Water Supply project began

operation in 2013, creating a second major source for Lake Ontario water and enhancing reliability by providing needed redundancy to existing operations. The City of Rochester Water Bureau filters water from Hemlock and Canadice Lakes, providing 37 million gallons per day to not only the City but also communities in Livingston County.

#### State-of-the-art broadband networks

The Finger Lakes region enjoys state-of-the-art broadband networks from its many cable and telecommunications companies, capable of delivering up to multiple gigabit bandwidth broadband service to enterprise, medium and small businesses customers. The region's predominate cable provider has extensive hybrid fiber and coaxial network serving businesses and residents, and is engaged in an unprecedented rural broadband deployment and broadband speed upgrade. These efforts, along with the Governors \$500 million New NY Broadband initiative, will eventually bring some of the highest widely available broadband download speeds in the nation to the Finger Lakes. Long the home of worldwide innovation companies, the Finger Lakes' already robust broadband infrastructure will be significantly enhanced over the next 4 years providing opportunities for economic growth.

#### Opportunities for Growth

While there is sufficient infrastructure capacity overall to accommodate additional growth, localized limitations/bottlenecks exist that hamper future private sector investment. Opportunities to address these limitations/bottlenecks include but are not limited to:

1. Improve reliability, reduce delay, and increase safety along key highway corridors that offer the potential to create jobs and leverage private investment.
2. Ensure sufficient infrastructure is in place at employment centers consistent with priorities of the URI and FLREDC Strategic Plan.
3. Increase connectivity between low-income job seekers and employment and educational opportunities.
4. Compile detailed data on sewer and water infrastructure so that more holistic planning of infrastructure can be conducted.
5. Expand transportation infrastructure that promotes active transportation and healthy lifestyles.
6. Increase multi-modal options for freight to improve efficiency and safety.

#### Barriers to Growth

1. Significant portions of our transportation, water, and sewer infrastructure are reaching the end of their useful life and need to be replaced.
2. Regional energy generation is far below consumption with investments needed to enhance/modernize the system, and ensure reliability of service to customers.
3. Access to broadband internet varies widely within the region including fully unserved areas where economic development and job creation opportunities are strongly limited as a result.

**Performance Indicators**

- Number/Percent of Deficient Bridges in the region: 513 of 1,599 / 32 % (2015 data)
- Clean Watersheds Needs in the region: \$278,487,572 (2012 data)
- Regional Transit Service Annual Ridership: 17,723,038 (SFY 2015-2016)
- Enplanements at Greater Rochester Int’l Airport: 1,189,502 (CY 2015)
- Number of address points un-served by Broadband\*: 34,543 (2013 data)
- Broadband is defined by NYS Broadband Program Office

**2015-2016 URI/CFA Projects**

STRATEGY		Implementation
<b>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</b>	<b>Progress</b>	<b>Greater Rochester International Airport Redesign</b> Airport awarded \$40M to transform the airport into a state-of-the-art transportation hub with sustainable design, and improved passenger experience and increased economic opportunity.
	<b>Future Actions</b>	Wide-scale redesign of the terminal building, adding premier shopping and dining options, enhanced safety measures and new TSA scanners to minimize wait times at the security checkpoint will begin Q4 2016.
	<b>Progress</b>	<b>NYS Route 390/I-490/Lyell Avenue Interchange</b> Designated the highest priority transformational transportation project in the Finger Lakes region. The Governor recently announced funding commitment of \$142M for the entire interchange.
	<b>Future Actions</b>	Phase 1 of the project including fabrication of steel for the new Route 31 (Lyell Avenue) bridge over Route 390 and implements improvements to seven bridges within the I-390/I-390/Route 31 interchange is in process.
	<b>Progress</b>	<b>Portageville Freight Rail Bridge Replacement Project</b> Project has been fully funded and is currently under construction.
	<b>Future Actions</b>	Projected completion in 2018.
	<b>Progress</b>	<b>Letchworth State Park in Wyoming County road improvements</b> The project will construct a detour & tourist route to southern Letchworth State Park while the Portageville Railroad Bridge is replaced.
	<b>Future Actions</b>	Projected completion in 2017.
	<b>Progress</b>	<b>Inner Loop East Transformation Project</b> Project fully funded and is currently transforming Downtown Rochester by removing a 2/3 mile section of the expressway to reconnect neighborhoods, enhance walkability and bike-friendliness, and creating 6.5 acres of land for mixed-use redevelopment.
	<b>Future Actions</b>	Projected completion 2017. Project is currently ahead of the Scheduled November 2017 Completion date. Proposal for Development Parcels have been received and are currently being reviewed.
	<b>Progress</b>	<b>Rochester Intermodal Station</b> Currently under construction, adding customer amenities and an additional track to reduce delays.
	<b>Future Actions</b>	Projected Completion in fall 2017.
	<b>Progress</b>	<b>STAMP Infrastructure and Transportation Improvements</b> Project is fully funded and transportation improvements to be advanced as build out occurs.
	<b>Future Actions</b>	The initial infrastructure to support the first tenant at STAMP (water, sewer, gas, electric, roadways) are currently in full engineering, design and permitting. Anticipating bids for construction going out in late fall/winter, with the majority of construction starting in Spring of 2017. Project will be completed over a 12 to 18-month time frame.
	<b>Progress</b>	<b>Route 318 Corridor Infrastructure Enhancement</b> Project will enhance wastewater infrastructure along NYS Rt. 318 to encourage further economic and real estate development. Funding for this project has been approved.
	<b>Future Actions</b>	Construction set to begin the end of 2016 with completion in 2017.

STRATEGY	Implementation
<b>Progress</b>	<b>Fishers Ridge Phase I Infrastructure</b> Project addresses current traffic issues in the Town of Victor on Route 96 through the expansion of an approximately three quarters of a mile of public roadway from Omnitech Parkway to Route 251 from 3 lanes to 5 lanes and installation of a new traffic signal.
<b>Future Actions</b>	Project review is taking additional transportation enhancements into consideration for full projected project build out. Construction is projected to be underway by second quarter of 2017.
<b>Progress</b>	<b>Niagara-Orleans Broadband Initiative</b> The two-county inventory of un-served address points has been completed. Potential vendors have been pursued and vetted. A best candidate has been selected.
<b>Future Actions</b>	The project is awaiting the opening of an appropriate funding phase from the New NY Broadband Program or completion of the network by Charter Communications.
<b>Progress</b>	<b>Canandaigua Airport sanitary sewer connection</b> Project connects the Canandaigua Airport with sanitary sewer service, to enhance airport development opportunities. Design of this project is complete and bids were received at the end of July 2016.
<b>Future Actions</b>	Construction contracts are being executed, with construction expected to begin the first week of September, with completion by the end of October 2016.
<b>Progress</b>	<b>Main Street Rochester Streetscape Enhancement</b> Project will reconstruct Main Street in Downtown Rochester from the river east to East Avenue as part of the Downtown revitalization. This project is funded with Federal Highway Administration funds.
<b>Future Actions</b>	Projected completion will be in 2017. Project design is completed and project will be bid in Fall of 2016 with construction beginning in Spring of 2016. Additional funding was recently provided by New York State.

### Future URI/CFA Projects

#### **Monroe County Airport Development Site Preparation**

Applicant **The Greater Rochester International Airport**

#### **Transformative Corridor Design Initiative– Mt. Read Boulevard, NYS Route 77, and NYS Route 96**

Applicant **Monroe County**

#### **Gateway Road/Park Project**

Applicant **Gateway LDC**

#### **Inner Loop North URI**

Applicant **The City of Rochester**

#### **RTS Campus Improvement Project**

Applicant **Rochester Genesee Regional Transportation Authority**

#### **Fishers Ridge Phase I Infrastructure**

Applicant **Town of Victor**

#### **Fishers Ridge Infrastructure Improvements Phase II**

Applicant **Town of Victor**

**2016 Supported Projects**

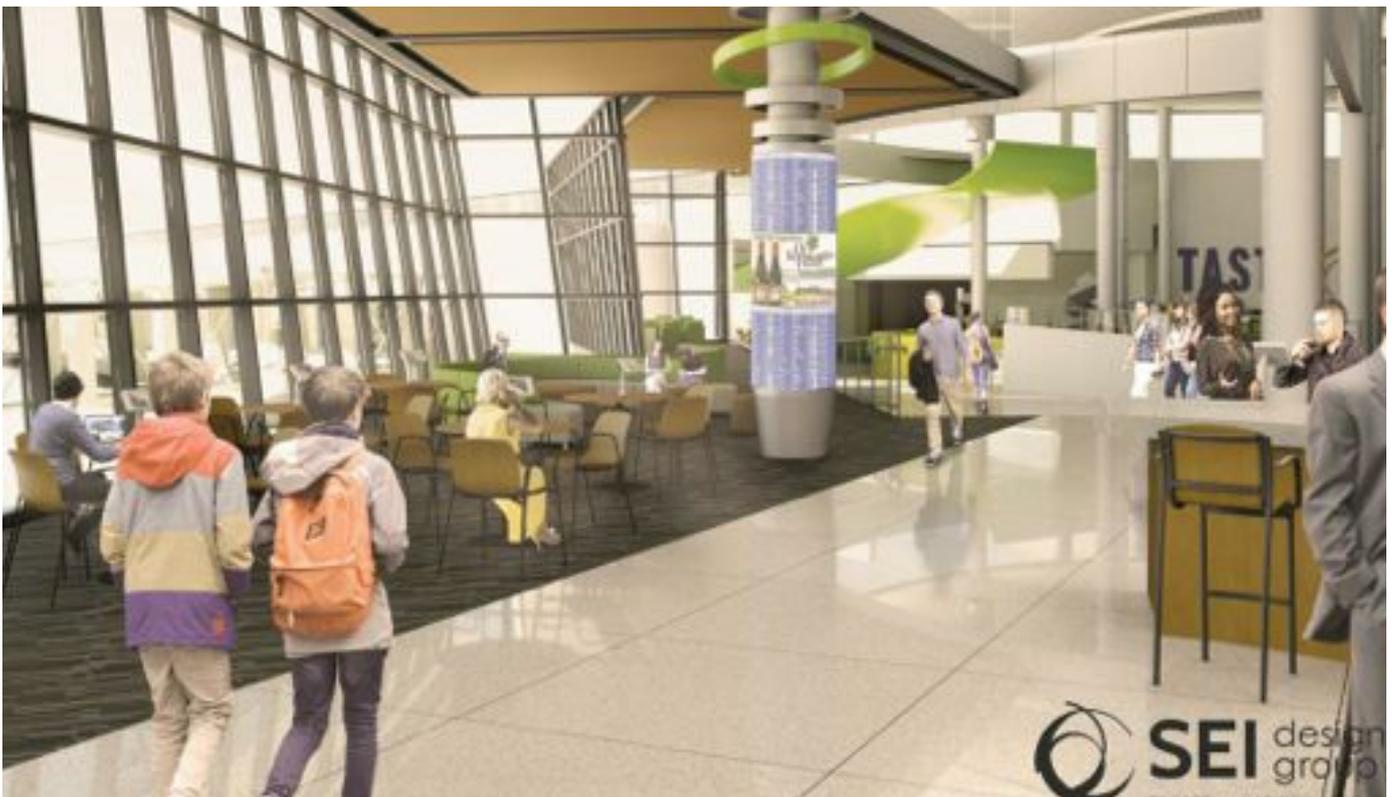
- City of Rochester Vanpool Pilot Project
- East Main Street Enhancements
- East Main Street Reconstruction
- Canalway Trail Extension from Lyons to the Seneca River
- Wayne County Canal Trail Lock 26 Pedestrian Bridge Redecking
- Trans-loading/Multi-modal Rail Site

**Pathways to Prosperity**

**City of Rochester Vanpool Pilot Project** to pilot a low-cost employment-related vanpool service that connects low income individuals to employment hubs. This project will introduce a transportation option that increases access to employment and reduces the dependency on and expenses of vehicle ownership. The project will retain 60 to 120 jobs. Total project cost is \$75,000 with a request for \$50,000 in funding.



Governor announces \$40M State investment in Greater Rochester International Airport



Rendering of transformed Greater Rochester International Airport

# Sustainability



## Vision

Throughout the Finger Lakes region, sustainability efforts aim to identify and promote projects and programs that transform our region economically, socially, and in a manner that improves and sustains our natural resources. Advancing the best practices in sustainability continue to guide integrated, sustainable solutions that improve the quality of life in our region.

### Existing Conditions

Existing conditions for regional sustainability have been documented in the 2013 Finger Lakes Regional Sustainability Plan. Conditions include:

1. Regional Annual Energy Consumption per Capita, baseline (2010) 186 MMBTU, 2020 goal: reduce -10%
2. Annual Vehicle Miles Traveled per Capita, baseline (2010) 9,472 miles, 2020 goal: reduce -1%
3. Total Annual Waste Generated per Capita, baseline (2010) 6.95 tons, 2020 goal: reduce -15%
4. Total Annual Water Demand per 1000 people, baseline (2010) .866 Mgal/day, 2020 goal: maintain 2010 level

### Goals and Strategies

1. Recommend Regional Sustainability Plan best practices or goals
2. Develop strategic concepts/ideas in line with URI opportunities
  - Encourage and promote transformational projects
3. Assist in improving submittals for projects outside URI/CFA
4. Provide Priority Project Recommendation for FLREDC

### Performance Indicators

Projects and programs will be measured through an assessment tool that evaluates outcomes and deliverables. Created by the Sustainability Work Team, the categories considered by the assessment tool include:

#### Energy

- Renewable energy created and/or distributed
- Energy-efficient resources used
- (Reduction in) Annual energy consumption
- Utilization of renewable energy sources

#### Transportation

- (Reduction in) Transportation energy consumption
- (Reduced) Income spent on transportation
- (Reduced) Vehicle miles traveled
- Transportation alternatives provided

#### Livable Community & Land Use (including Forestry)

- Development within areas of existing infrastructure
- Mixed-use
- Density
- Access to services
- Protection of critical open space
- (Increased) Public health

#### Waste to Worth

- Re-use of materials
- Recovery or recycling of materials
- Reduction in solid waste generation

We are working on promoting the following Transformational and Strategic Concepts:

Primary initiatives:

- Visibility – branding as a sustainability region
- Benchmark region against model communities
- Become a Sustainability Information hub

Secondary, sectors to be promoted:

- Create smart transportation options
- Promote the food sector
- Promote alternative energy options
- Promote smart development and building strategies

#### Water

- Storm water runoff reduction and/or re-use
- Reduced water demand
- Reduced facility or process water discharge
- Educated public

#### Food Sector

- (Increased) Viability
- (Increased) Accessibility
- Ecological contribution
- (Reduced) Waste
- (Reduction in) External inputs

#### Economic Prosperity

- Communicates the Region's "Story of Place"
- Incorporates the "Five Capitals" (Human, Social, Natural, Built, Financial)
- Progress indicators/measures of the FLREDC Strategic Plan & URI (Finger Lakes Forward)

2015-2016 URI/CFA Projects

STRATEGY		Implementation
<p><b>Identify and promote projects and programs that transform the region economically and socially in a manner that improves and sustains natural resources.</b></p>	<p><b>Progress</b></p>	<p><b>Genesee Biogas LLC Project</b> \$19 million project located in the Genesee Valley Agri-Business Park in Batavia. The plant will convert organic waste streams produced by dairy farms, agricultural, and food processors into renewable energy for use by park tenants and region. Site and process design completed, currently negotiating site purchase and reviewing proposals for major project components.</p>
	<p><b>Future Actions</b></p>	<p>Equipment purchase and construction pending awaiting completion of project bond financing which is underway.</p>
	<p><b>Progress</b></p>	<p><b>Downtown Rochester High Falls EcoDistrict – NYSERDA</b> Steering committee established, composed a public outreach strategy, conducted preliminary data collection and asset mapping, and began work on a draft plan.</p>
	<p><b>Future Actions</b></p>	<p>Fall of 2016, the organization will be conducting the public outreach outlined in the strategy and working on the draft plan continuing into Spring 2017.</p>
	<p><b>Progress</b></p>	<p><b>Batavia Sustainable Future – NYSERDA</b> Development of a market-based, comprehensive plan of the city of Batavia, that will provide a framework for sustainable land use, redevelopment, neighborhood development, resiliency, infrastructure, and parks/community facilities has begun.</p>
<p><b>Develop and preserve the availability of high-quality, affordable housing.</b></p>	<p><b>Future Actions</b></p>	<p>Development of the plan is in progress and will continue into 2017.</p>
	<p><b>Progress</b></p>	<p><b>Town of Mount Morris Comprehensive Plan and Zoning Updates</b> Town has begun updating the existing comprehensive plan with a focus on environmental and sustainability issues and also performing zoning updates.</p>
<p><b>Foster the development of the region’s industrial complexes and business parks for commercial or industrial use.</b></p>	<p><b>Future Actions</b></p>	<p>Updating of the plan and zoning updates are in progress and will continue into 2017.</p>
	<p><b>Progress</b></p>	<p><b>City of Rochester Sustainable Planning and Design Practice Guide</b> Development of the on-line and hard copy Developer Guidance Manual that will be used when designing developer projects in the City of Rochester is in progress.</p>
<p><b>Water &amp; waste reduction &amp; management.</b></p>	<p><b>Future Actions</b></p>	<p>Expected completion date is Spring or early Summer 2017.</p>
	<p><b>Progress</b></p>	<p><b>Sibley Tower Redevelopment Project</b> \$200 million redevelopment of a 1.1 million square foot historic department store in downtown Rochester into 94 low income housing units, 92 market rate housing units, new Life Span Senior Center, 57,000 s.f. Class A office space, and 10,000 s.f. of retail.</p>
		<p>The project will update an inefficient structure to achieve LEED and Enterprise Green Communities certification. Construction is progressing.</p>
		<p><b>Progress</b></p>
		<p><b>American Fuel Cell</b> Start-up of business operation in the Eastman Business Park intended for the development and manufacture of low cost fuel cell membrane electrode assembly from existing thin film equipment for the fuel cell market.</p>
		<p><b>Future Actions</b></p>
		<p>Phase 1 consisting of roadway, sidewalks, infrastructure, utilities, EV charging stations, LED street lighting, pumphouse, 1st Mixed Use building, and the Refuse &amp; Recycling Collection Center are complete. Phase 2, consisting of 2 new buildings, outdoor stage, and rainwater collection is 80% complete and will finish this fall. The Imaginarium building, and associated renewable energy and water waste reduction features will be completed by the Fall of 2017. The last phase of water &amp; waste water reduction and management program is in the design phase. Construction is planned for completion by the end of 2019.</p>

STRATEGY	Implementation
<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p><b>The Webster Cold Water Project- CGC2 Grant</b> The study will determine the viability and economic potential of development of chiller water district (CWD) energy system. Project is approximately 70% complete.</p> <p>Scheduled for completion by Dec 31 2016.</p>

**Future URI/CFA Projects**

**Sustainable Food Production Initiative - Rochester Institute of Technology:** The primary objectives of the Initiative are to increase regional food cluster jobs, reduce production costs, strengthening competitiveness, and increase revenue and overall cluster resilience.

**Finger Lakes – A Hub for Energy Storage and Distributed Generation -The Standard Hydrogen Corporation:** The Standard Hydrogen Corporation (SHC) of New York, working with partners, RocSpot, American Fuel Cell, Eastman Business Park, and others, will deploy a series of four energy storage installations in the greater Rochester region that will help establish the Finger Lakes Region as a national hub for distributed generation and energy storage (DG/ES).

**N2 Internal SuperGrid - N2 Global Solutions, Inc.:** To manufacture and install N2 technologies in order to create Net Zero and Net Positive quality buildings. Cost: \$35M; create 117 jobs/retain 25 jobs.

**Renewable Energy and Fuel Cell Commercialization Center - Ahead Energy:** Provide the upstate industrial and academic communities with a Commercialization and Development Center for clean energy. Cost: \$3M; create 40+ jobs.



Wegmans Organic Farm in Canandaigua.  
Photo by: Matt Wittmeyer

# Proposed Priority Projects

The Finger Lakes Regional Economic Development Council has identified 33 transformative priority projects that it is recommending for immediate state support. These projects have been aligned with the strategies, core industry clusters, and enablers identified in the region's URI plan.

These projects represent more than \$270 million in total investment.



# Overall Investment Ratio\* for Proposed Priority Projects

# 11:1

\* The 11:1 ratio assumes full projects costs submitted by CFA. While some projects may ultimately be reduced in size following an award the FLREDC is confident in a minimum 6:1 private leverage ratio.

## Proposed Priority Projects Relating to State Priorities

State Priorities					Regional Economic Cluster Plan	Opportunity Agenda/RMAPI	Global NY	STARTUP NY	NYS Hot Spot	Honoring Veterans	TASTE NY	I LOVE NY	DRI
Rank	CFA#	Priority Project	Total Cost	\$25M Rec									
1	67905	HTR Photonics Venture Challenge	\$3,000,000	URI	•		•	•	•				
2	68490	NY-BEST Attract & Grow 2016	\$1,085,287	\$500,000			•						
3	64943	Headwater Foods HUB Expansion	\$1,400,000	\$280,000							•		
4	66430	Rochester Downtown Kitchen Incubator	\$1,067,675	\$220,000							•		•
5	65790	Seneca Park Zoo Master Plan Phase 1a	\$22,200,000	\$1,000,000								•	
6	67742	Marquart Dairy Transloading Site	\$7,500,000	\$1,500,000							•		
7	66949	RIT Shortwave Infrared Spectrometer	\$988,190	\$190,000	•								
8	67204	St. John Fisher Skalny Science Center	\$2,200,000	\$440,000									
9	66672	Romold, Inc.	\$1,010,000	\$200,000									
10	67012	School of the Holy Childhood Bakery	\$2,405,400	\$600,000		•					•		
11	67306	Roberts Wesleyan Technology Initiative	\$747,300	\$150,000									
12	67074	Keuka College Dahlstrom Student Center	\$5,000,000	\$1,000,000									
13	65618	Hillside Varick Campus	\$4,000,000	\$800,000									
14	66058	Livonia Gateway Road Project	\$11,850,000	\$2,300,000									
15	66665	Upstate Door, Inc.	\$2,316,500	\$375,000									
16	63508	Rochester Regional Health Nursing School	\$5,545,000	\$1,100,000		•							
17	66691	Nazareth Music Performance Center	\$15,500,000	\$1,000,000									
18	64542	CMAC Improvements Phase 1	\$8,877,000	\$3,000,000								•	
19	66059	Livingston Downtown Partnership 2020	\$8,000,000	\$1,000,000									•
20	66868	Rochester Riverside Convention Center Modernization Phase II	\$4,800,000	\$1,800,000		•						•	•
21	64974	Little Theatre Historic Rehabilitation	\$1,420,000	\$225,000								•	•
22	66476	Bill Gray's Regional Iceplex Revitalization	\$2,470,208	\$500,000									
23	65605	Fishers Ridge Infrastructure Phase II	\$35,000,000	\$2,000,000								•	
24	67071	Thompson Health Ontario Medical Facility	\$13,000,000	\$500,000									
25	68452	Keuka College Waterfront	\$500,000	\$100,000									
26	67334	Sibley Square Innovation Phase	\$21,816,525	\$1,000,000									•
27	68491	SUNY Brockport Access to Education (A2E)	\$3,600,000	\$720,000		•							
28	66929	Rochester East Main Street Enhancements	\$9,864,000	\$500,000		•							•
29	68335	CityGate Demo & Remediation	\$28,582,528	\$700,000									•
30	68534	Synergy Biogas Capital Upgrades	\$2,187,500	\$250,000									
31	67939	Southeast YMCA Healthy Living Campus	\$40,000,000	\$500,000									
32	67885	Sysco WNY Depot	\$750,000	\$150,000			•						
33	67925	Wayne County ARC Street of Shops	\$1,827,000	\$400,000									
			\$270,510,113	\$25,000,000									

# Map of 2016 Proposed Priority Projects



## Agriculture & Food Production

Headwater Foods HUB Expansion  
Rochester Downtown Kitchen Incubator  
Marquart Dairy Transloading Site  
Livonia Gateway Road Project  
Sysco WNY Depot Genesee



## Entrepreneurship & Development

Livingston Downtown Partnership 2020  
Thompson Health Ontario Medical Facility  
Sibley Square Innovation Phase  
Rochester East Main Street Enhancements  
CityGate Demo & Remediation  
Southeast YMCA Healthy Living Campus  
Wayne County ARC Street of Shops



## Infrastructure & Transportation

Fishers Ridge Infrastructure Phase II



## Higher Education & Research

St. John Fisher Skalny Science Center  
Roberts Wesleyan Technology Initiative  
Keuka College Dahlstrom Student Center  
Keuka College Waterfront



## Next Generation Manufacturing

NYBEST Attract & Grow 2016  
Romold, Inc.  
Upstate Door, Inc.



## Optics, Photonics, and Imaging

HTR Photonics Venture Challenge  
RIT Shortwave Infrared Spectrometer



## Pathways to Prosperity

School of the Holy Childhood Bakery  
Hillside Varick Campus  
Rochester Regional Health Nursing School  
SUNY Brockport Access to Education (A2E)



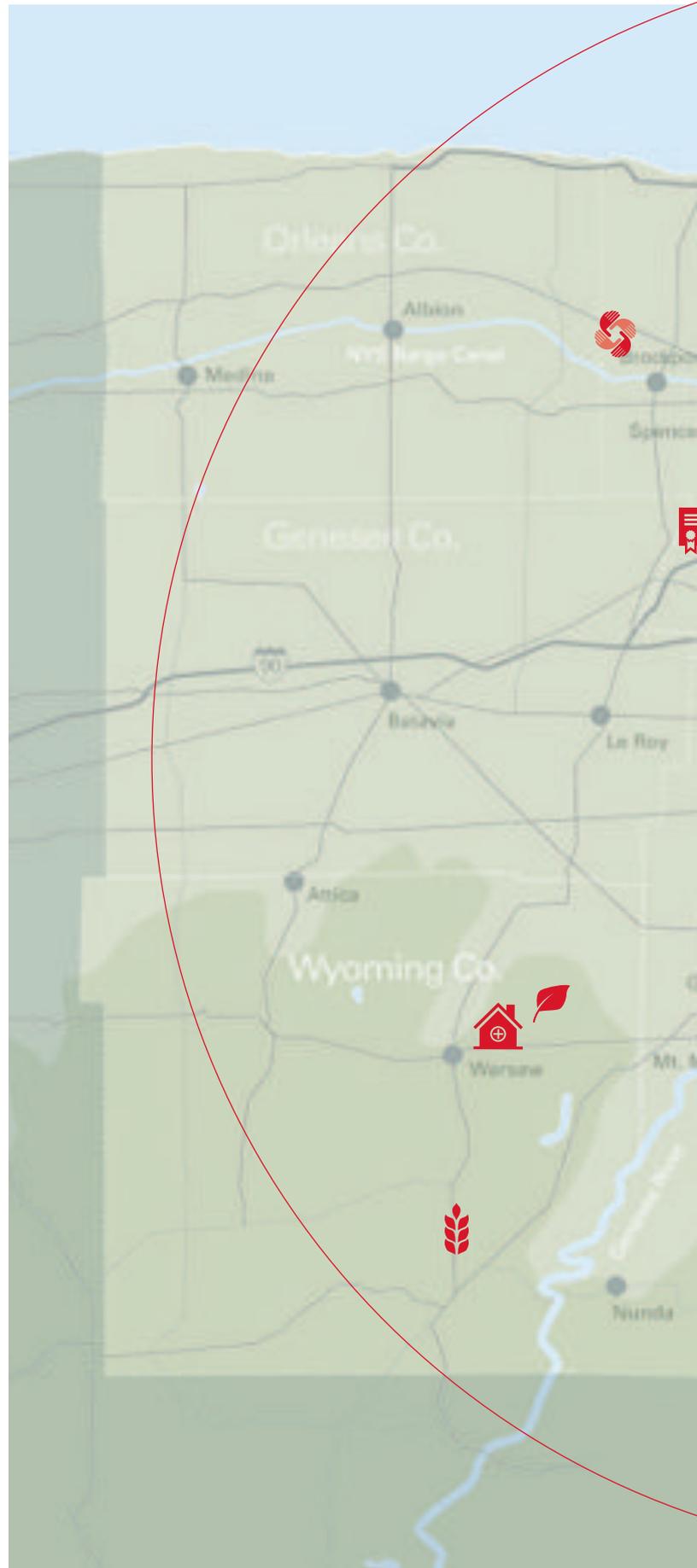
## Sustainability

Synergy Biogas Capital Upgrades

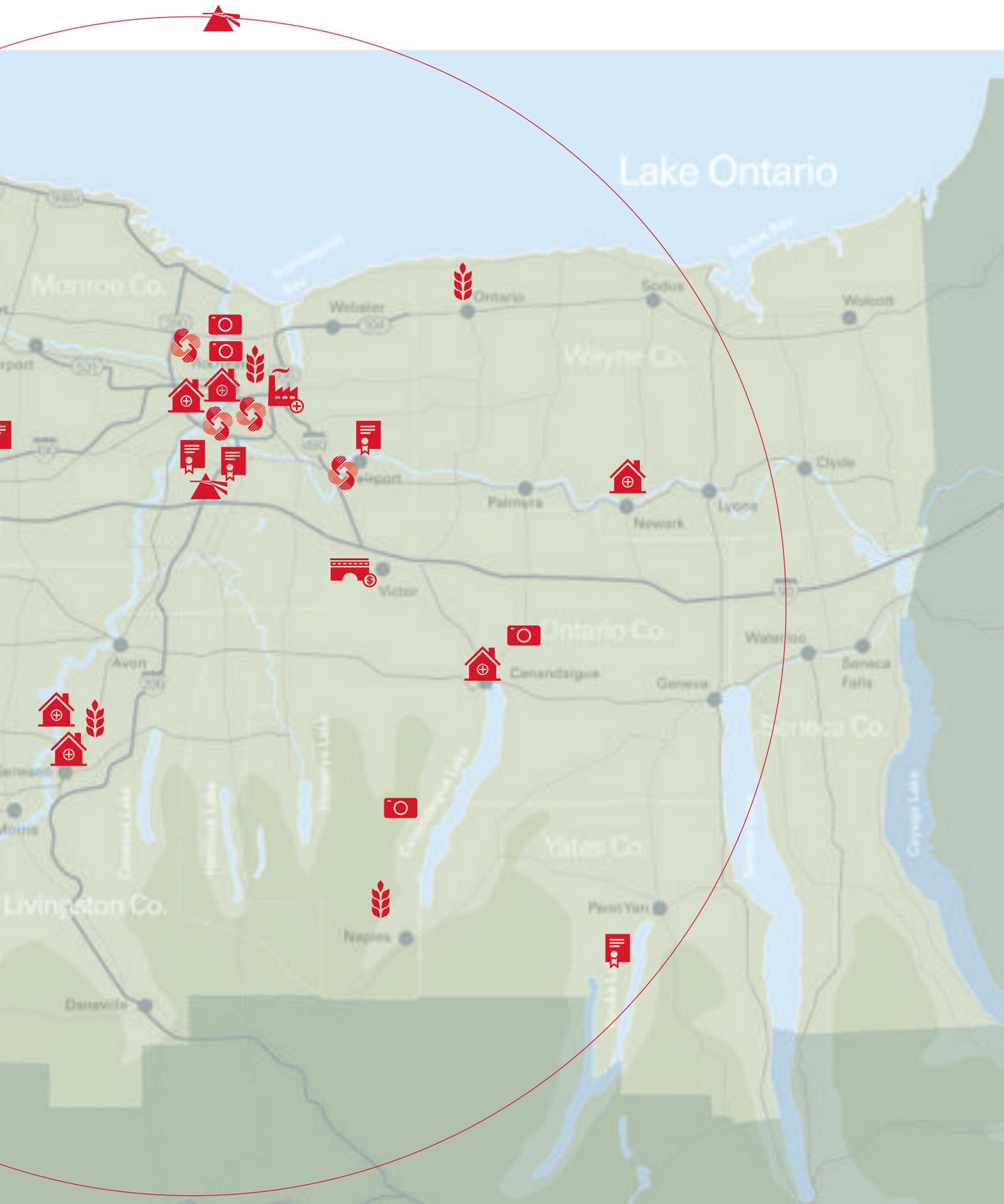


## Tourism & the Arts

Seneca Park Zoo Master Plan Phase 1a  
Nazareth Music Performance Center  
CMAC Improvements Phase 1  
Rochester Riverside Convention  
Center Modernization Phase II  
Little Theatre Historic Rehabilitation  
Bill Gray's Regional Iceplex Revitalization



Region-wide



# Additional Priority Projects and Regionally significant projects

Planning & Community Development					
CFA #	Applicant/Business Name	Business Name	County	Funding Req.	Funding Program
63514	Village of Albion	Albion Revitalization Initiative	Orleans	\$500,000	HCR NYMS
63683	Livingston County IDA	Virtual Building Project	Livingston	\$30,000	ESD SPFG
63685	Livingston County Development Corp	Project People	Livingston	\$25,000	ESD SPFG
63877	Livingston County Development Corp	Main Street Program: Avon & Leicester	Livingston	\$500,000	HCR NYMS
64161	Tech Farm	NYS Innovation Hotspot Business Incubator	Ontario	\$625,000	ESD Hot Spot
64405	Webster Community Coalition for Economic Development Corp	Webster Industrial Revitalization Strategy	Monroe	\$75,000	ESD SPFG
64520	City of Canandaigua	267 South Main St Redevelopment	Ontario	\$262,000	HCR NYMS
65073	Newark Housing Development Corp	St. Michael's Senior Living Apartments	Wayne	\$500,000	HCR NYMS
65295	Town of Seneca Falls	Sackett District Revitalization	Seneca	\$294,002	HCR NYMS
65650	Village of Naples	Main Street Revitalization	Ontario	\$500,000	HCR NYMS
66056	Town of Irondequoit	Shared Transportation Facility	Monroe	\$57,250	DOS LGE
66090	Village of Attica	Library Accessibility Improvements	Wyoming	\$300,000	HCR CDBG
66220	Genesee Finger Lakes Regional Planning Council	Growth of the Regional Food System	All 9-Counties	\$200,000	ESD SPFG
66282	Town of Macedon	Macedon Dissolution Implementation	Wayne	\$400,000	DOS LGE
66461	Genesee County	Housing Needs Assessment	Genesee	\$47,500	HCR CDBG
66496	City of Geneva	Microenterprise Assistance Program 5	Ontario	\$200,000	HCR CDBG
66507	Village of Waterloo	Microenterprise Assistance Program 2	Seneca	\$200,000	HCR CDBG
67934	High Tech Rochester	Finger Lakes Innovation Hotspot	All 9-Counties	\$250,000	ESD Hot Spot
68151	City of Batavia	Downtown Healthy Living Campus	Genesee	\$60,000	ESD SPFG
68347	Batavia Business Improvement District	Public Market Feasibility Study	Genesee	\$12,500	ESD SPFG
Job Training Projects					
CFA #	Applicant/Business Name	Business Name	County	Funding Req.	Funding Program
64540	Friends of the GardenAerial	Green Visions	Monroe	\$125,000	DOL SPT
64729	Mary Cariola Children's Center	EET Program for Teaching Assistants	Monroe	\$64,650	DOL EET
65789	ARC of Monroe	Employment for People with IDD	Monroe	\$62,269	DOL EET
65799	Lifetime Assistance	Leaders for a Lifetime	Monroe	\$97,750	DOL EET
66094	St. John's Health Care Corp	Workforce Redevelopment	Monroe	\$100,000	DOL EET
66242	Kink, Inc.	Global Competitiveness Skills Training	Monroe	\$21,000	DOL EET
66665	Upstate Door, Inc.	Grow Upstate Stage 2	Wyoming	\$404,000	DOL EET, DOL NHT, ESD Grant
66672	Romold, Inc.	Romold Project	Monroe	\$234,000	DOL EET, ESD Grant
67035	Rochester Institute of Technology	Veterans for Electronics Manufacturing Technician Positions	Monroe	\$49,999	DOL SPT
67774	Rochester Institute of Technology	Unemployed Workers for Electronics Manufacturing Technician Positions	Monroe	\$49,999	DOL UWT
68045	Rochester Rehabilitation Center	Workforce Academy Expansion	Monroe, Ontario	\$100,000	DOL SPT, DOL UWT
68334	Jewish Home of Rochester	Green House Staff Training	Monroe	\$99,225	DOL EET
Tourism & Arts Projects					
CFA #	Applicant/Business Name	Business Name	County	Funding Req.	Funding Program
63468	Rochester Fringe Festival	Rochester Fringe Festival 2017	Monroe	\$325,500	ESD MarketNY, NYSCA
63950	NYS Wine & Culinary Center	NYWCC Facilities Improvements	Ontario	\$3,377,000	ESD MarketNY
64542	Friends of CMAC	CMAC Improvements Phase 1	Ontario	\$3,475,000	Market NY, ESD Grant
64916	National Women's Hall of Fame	Center for Great Women	Seneca	\$2,061,465	ESD MarketNY, ESD Grant, Canals, OPRHP EPF
64974	The Little Theatre Film Society	Historic Little Theatre Rehabilitation	Monroe	\$705,000	OPRHP EPF, ESD Grant
65755	Livingston County	Livingston County Brewing Initiative	Livingston	\$185,000	HCR CDBG

65790	Seneca Park Zoo Society	Zoo Master Plan Phase 1a	Monroe	\$1,500,000	OPRHP EPF, ESD Grant
65857	Lyric Theatre Rochester	Lyric Theatre Renovation	Monroe	\$1,300,000	ESD MarketNY
66530	Livingston County Historical Society	Livingston County Museum	Livingston	\$384,839	OPRHP EPF
		Universal Accessibility			
67118	Genesee County Chamber of Commerce	Haunted History Trail 2017	All 9-Counties	\$96,000	ESD MarketNY
67292	Wayne County Chapter NYSARC	Street of Shops	Wayne	\$500,000	HCR NYMS
67313	The Strong Museum	Tourism Marketing Phase 2	All 9-Counties	\$201,146	ESD MarketNY
67493	Rochester Philharmonic Orchestra	RPO Collaboration	Monroe	\$49,500	NYSICA
67630	Rochester Museum & Science Center	Strasenburgh Planetarium Renovation	Monroe	\$697,000	Market NY
67790	Wayne County Chapter NYSARC	Street of Shops	Wayne	\$150,000	Canals
67816	George Eastman Museum	National Historic Landmark Restoration	Monroe	\$468,881	OPRHP EPF
68011	Rochester Museum & Science Center	Gateway to Science & Optics Phase 2	Monroe	\$1,000,000	ESD MarketNY
68509	Finger Lakes Regional Tourism Council	Vacation Region Simpleview Website	Monroe	\$75,000	ESD MarketNY
68659	Finger Lakes Regional Tourism Council	Scottsville Travel Plaza Tourism Info Center	Monroe	\$333,000	ESD MarketNY

### Water & Infrastructure Projects

CFA #	Applicant/Business Name	Business Name	County	Funding Req.	Funding Program
60573	Village of Penn Yan	Watermain Improvements	Yates County	\$679,800	HCR CDBG
63888	Town of Williamson	Nutrient/Sediment Salt Storage Facility	Wayne	\$409,500	DEC WQIP
64160	Wayne County	Canal Trail Lock 26 Pedestrian Bridge	Wayne	\$240,000	Canals, OPRHP EPF
64439	Village of Perry	WWTF Disinfection	Wyoming	\$30,000	DEC EPG
64493	Livingston County	WWTF Disinfection	Livingston	\$30,000	DEC EPG
64545	Town of Springwater	Wastewater System Improvements	Livingston	\$1,000,000	HCR CDBG
64596	Town of Italy	Salt Storage Facility	Yates	\$335,000	DEC WQIP
64647	Village of Clifton Springs	Village Study Phase II	Ontario	\$30,000	DEC EPG
64727	Town of Pembroke	WWTP Phase II	Genesee	\$1,791,800	DEC WQIP
64730	Town of Pembroke	Hamlet Phase II	Genesee	\$2,500,000	DEC WQIP
64750	Town of Lyons	Engineering Planning Grant	Wayne	\$30,000	DEC EPG
64910	City of Rochester	Priority Bicycle Boulevard	Monroe	\$150,000	DEC CSC
65105	Village of Genesee	WQIP Disinfection	Livingston	\$2,500,000	DEC WQIP
65132	Town of Ontario	WQIP Aquatic	Wayne	\$315,000	DEC WQIP
65140	Town of Milo	Town of Milo	Yates	\$25,000	DEC EPG
65333	MRB Group	Town of Ontario WQIP	Wayne	\$24,900	DEC WQIP
65827	Town of Farmington	WQIP MS4	Ontario	\$24,600	DEC WQIP
66045	City of Geneva	Geneva Food Waste Engineering	Ontario	\$30,000	DEC EPG
66269	Village of Warsaw	WWTF Improvements	Wyoming	\$30,000	DEC EPG
66395	Town of Oakfield	WWTF Updates	Genesee	\$30,000	DEC EPG
66396	Village of Dundee	Dundee WWTP Improvements	Yates	\$24,000	DEC EPG
66500	Ontario County	Mill Creek Streambank Stabilization	Ontario	\$225,000	DEC WQIP
66659	Village of Medina	Village of Medina II	Orleans	\$30,000	DEC EPG
66733	Town of Farmington	WQIP AQUATIC	Ontario	\$360,000	DEC WQIP
66772	Village of Avon	Engineering Planning Grant	Livingston	\$30,000	DEC EPG
66877	City of Rochester	Charles Carroll Plaza Reconstruction	Monroe	\$3,400,000	DOS LWR
67175	City of Batavia	Stormwater Capital Plan	Genesee	\$50,000	HCR CDBG
67419	Village of Albion	Bullard Park Project	Orleans	\$499,605	OPRHP EPF
67461	Town of Greece	Salt Storage Facility	Monroe	\$776,027	DEC WQIP
67469	Town of Castile	Salt Storage Facility	Wyoming	\$105,000	DEC WQIP
67867	Town of Farmington	Beaver Creek Park Phase 1	Ontario	\$500,000	OPRHP EPF
68003	Livingston County	Water & Sewer Authority LGE	Livingston	\$270,000	DOS LGE
68116	Village of Victor	WWTP Disinfection System	Ontario	\$20,000	DEC EPG
68180	Ontario County	Honeoye Lake WWTF Improvements	Ontario	\$50,000	DEC EPG
68223	Village of LeRoy	WWTF Improvements Project	Genesee	\$2,500,000	DEC WQIP
68240	Livingston County	WWTF Improvements	Livingston County	\$2,500,000	DEC WQIP
68512	Village of Oakfield	WQIP	Genesee	\$1,415,000	DEC WQIP

## Five-year Pipeline Initiatives

CFA #	Applicant/Business Name	Business Name	County
64365	Morgan Management	Rivers Edge Court Street Development	Monroe
64367	Morgan Management	Hyatt Property Improvement Project	Monroe
67491	Batavia Development Corp	Ellicott Station 2016	Genesee



# Participation

# 4



**Mark Peterson Opening Remarks 2016 UNYTC:** Mark Peterson, Greater Rochester Enterprise President & CEO delivers Opening Remarks at the 2016 Upstate NYTrade Conference in Rochester

Photo by:

# Community & Local Government Engagement

As the Finger Lakes Regional Economic Development Council continues its work on improving the regional economy, area citizens and community stakeholders have become key contributors to our strategic plan's creation and implementation. It's no accident that the region's Upstate Revitalization Initiative submission, *Finger Lakes Forward*, is subtitled "United for Success." It speaks to area residents' impressive involvement in the FLREDC's work teams, their input at public meetings, and the vast number of projects and ideas generated by area leaders and residents who are increasingly working together to make the Finger Lakes a better place to start a business, raise a family, and enjoy our tremendous quality of life.

## Work Teams



In 2016, the FLREDC reorganized its existing work groups into work teams that align with the *Finger Lakes Forward* strategic plan. The work teams now correspond directly to the plan's three economic pillars (Optics, Photonics, and Imaging; Agriculture & Food Production; and Next Generation Manufacturing & Technology), three economic enablers (Pathways to Prosperity; Entrepreneurship & Development; and Higher Education & Research), and four economic and quality of life foundations (Tourism & Arts; Sustainability; Infrastructure & Transportation; and Global NY). A complete list of the work teams and its members is found on page 88. In addition, work teams were created to implement the Downtown Revitalization Initiative and the New York State Youth Mentoring program, chaired statewide by Matilda Raffa Cuomo.

Work team members assisted the council this year by identifying important projects that meet the FLREDC's strategic goals, identifying sector strategies that align with the council's regional strategies, measuring performance within sectors, and providing input on the drafting of the 2016 Progress Report.

Work teams have provided invaluable support to the council since its inception in 2011. The work teams bring together representatives from business, labor, government, the non-profit community, higher education, and the general public from across the region, demonstrating regional unity and assisting the FLREDC in implementing the Finger Lakes Forward plan.

## Public meetings



The Finger Lakes Regional Economic Development Council held sixteen public meetings and stakeholder forums in 2016. These included six public meetings of the FLREDC through September 2016, two CFA workshops held in Rochester and Batavia, and eight Finger Lakes Forward presentations. In total, more than 1600 people have attended these meetings.

The Finger Lakes Forward presentations provide details of the FLREDC's new strategic plan to economic development groups, community organizations, and business associations such as area chambers of commerce. These meetings help inform stakeholders and the public on specifics of the region's \$500 million award through Governor Cuomo's Upstate Revitalization Initiative.

The FLREDC will continue holding forums and public meetings to keep stakeholders and the public informed of important council developments and to maintain regional unity as we implement our strategic plan.

## Community Outreach



In addition to public meetings, council members, work team members, and staff continued to maintain close contact with labor and community-based organizations, business leaders, government officials, and members of the public through meetings with area organizations. Dozens of meetings took place throughout the year with groups including the Greece Chamber of Commerce, Rochester Home Builders Association, the Finger Lakes Workforce Investment Board, Rochester Technology & Manufacturing Association, the Livingston County Chamber of Commerce, and many more. These meetings serve to inform area stakeholders on the Finger Lakes Forward Plan, highlight accomplishments, fill the project pipeline by encouraging CFA and URI proposals, and foster unity around the strategic plan.

The FLREDC also maintains an extensive email database, used to communicate information about important meetings, news, and accomplishments centered on the Finger Lakes Forward strategic plan. The growth and use of the email database has been an incredibly helpful tool in communicating directly with area residents and stakeholders. The FLREDC's email list has grown to more than 2,000 addresses.

In 2015 the region's Opportunity Agenda effort gained new impetus as Governor Cuomo created the Rochester Anti-Poverty Task Force. The FLREDC aligned its Opportunity Agenda with the task force and its partner, the Rochester-Monroe Anti-Poverty Initiative (RMAPI) by including poverty reduction as a main goal in the Finger Lakes Forward plan, and restructuring the Workforce Development Workgroup into the Pathways to Prosperity Work Team. RMAPI has held dozens public meetings, presentations, and community meetings to gather input and inform the public. The feedback gathered through these community dialogues has provided the FLREDC with important information as it creates strategies and recommends projects that fight poverty.

Additionally, in 2016 the council created a unique and innovative device to help guide its decisions on URI project recommendations: the Anti-Poverty Impact Statement. Each URI project applicant is asked to submit this optional form that describes how the proposed project helps the council meet the anti-poverty goals described in the strategic plan. Projects receive additional consideration if they help the council meet these goals.

## Media



Sharing information on FLREDC activities through traditional and social media remains an important avenue for maintaining regional unity and a sense of common purpose as the council implements the Finger Lakes Forward strategic plan.

Again this year, council co-chairs and members met with newspaper editorial boards and reporters to keep opinion leaders up to date on council activities and accomplishments. Council members also appeared on radio call-in shows on major radio outlets in the region, including WXXI and WHAM. FLREDC members also encouraged community collaboration on the strategic plan by writing essays that appeared in regional newspapers. The region's news outlets continue to cover the FLREDC, and with the selection of the FLREDC's strategic plan as a URI Best Plan Awardee, media attention has increased over the past year.

As it has in past years, the council makes use of social media to inform the public. The number of "likes" on its Facebook page continues to grow, and the council has begun to use Twitter as a means to alert stakeholders and the public of important council news. In addition, the FLREDC website remains a vital information source of council information. The public can access news on FLREDC accomplishments, learn about priority projects, RSVP for upcoming meetings, and read the strategic plan.

## Local government engagement



Participation of local government leaders in the FLREDC's strategic planning and priority project identification processes remains a key aspect of the council's success. Twelve local government leaders and two New York State Legislators serve as ex-officio members of the FLREDC, and several others sit on the council's work teams. Since its inception, the FLREDC has recognized the importance of including local government leaders in the council process by including them on its work teams.

Governor Cuomo's Downtown Revitalization Initiative (DRI) created a unique opportunity for local government engagement in 2016, as the FLREDC was asked to select a community ready for a \$10 million investment in their downtown area. Outreach throughout the region garnered eight strong applications. To review the applications, the

council created a work team of area stakeholders possessing a region-wide focus. After a thorough review of the applications, and watching presentations from the four top-rated applicants, the DRI work team recommended the City of Geneva to the FLREDC. After reviewing the selection, the council unanimously confirmed the work team's recommendation. Governor Cuomo visited Geneva in July to announce the Ontario County city as the winner of the Downtown Revitalization Initiative competition.

Council members and staff stay in continual contact with government leaders through phone calls, emails, and meetings with city, county and town economic development staff, community development staff, and elected officials. The council's effort to partner with local government leaders to improve the regional business climate and support government efficiency goals paid off in 2015 with two Department of State Local Government Efficiency grants to Orleans and Wyoming Counties respectively. In 2016, at least seven Local Government Efficiency grant applications have been received as a result of the council's outreach.

In addition to the government efficiency grants, local governments in the region also submitted more than 90 applications for other funding opportunities through the CFA and URI processes in 2016. Finger Lakes cities, counties, and towns have put forth quality proposals for Water Quality Improvement projects, Environmental Protection Fund projects, the NY Main Street program, the New York State Canalways Grant program, the Local Waterfront Revitalization Program, and many other agency grant programs.

The FLREDC will continue its partnership with local government leaders as it implements its Finger Lakes Forward plan in the coming years.



# Interregional Collaboration



Interregional Collaboration between regional councils and other economic development entities can and should be an effective way to improve the New York State economy. This issue was first raised by the FLREDC in 2012 and since then the Finger Lakes has promoted this endeavor as a productive method to help NY initiatives.

The Finger Lakes are surrounded by the other URI winners, Central NY, Southern Tier and the Buffalo Billion Plan winner Western NY. This fact makes it conducive to share efforts on large projects that may take more than one region's resources.

**Science and Technology Advanced Manufacturing Park (STAMP)** is located in Genesee County in the Finger Lakes region but is only a few miles from Erie County in the **Western NY** region and is closer to Buffalo than it is to Rochester. Danny Wegman met with Howard Zemsky, then co-chair of the **Western NY** regional council, in 2012 to facilitate cooperation on the STAMP project. Both Councils encouraged New York to consider the potential of the STAMP project and that kindled their interest in the project. It will enhance the economic development of both regions and it is expected to become the location for 10,000 new high paying manufacturing jobs.

The American Institute for Manufacturing Integrated **Photonics (AIM Photonics)**, is an industry driven public-private partnership that focuses the nation's premiere capabilities and expertise to capture critical global manufacturing leadership in a technology that is both essential to National security and positioned to provide a compelling return-on-investment to the U.S. economy. The initiative will have its headquarters in the Finger Lakes and is one of its biggest projects ever with \$600 Million committed to be spent on it. With its vast reach it will generate substantial economic activity with companies and institutions in the **Capital, Mohawk Valley, New York City, Southern Tier, and Western New York** regions.

The **New York Food and Agriculture Challenge (NYFAC)** proposed in 2016 will be a collaborative, cross-regional economic development initiative between the Finger Lakes, **Southern Tier, and Central NY** regions, all of which have a common focus on agriculture and food production. This competition will attract food entrepreneurs and innovators who will locate their burgeoning businesses in upstate NY. The concept will use the past competitions of 47 West (Southern Tier) and 43 North (Western NY) as examples of successful competitions.

**Cornell University's Agriculture and Food Technology Park** and the **New York State Agricultural Experiment Station** in Geneva are both operated by or affiliated with Cornell University in the **Southern Tier** region. Many of the incubation and business support programs at these sites have been funded at the request of the FLREDC to support farmers and food processors across upstate New York. Funding from New York State along with donations from several private entities allowed for a collaboration that will install a High Pressure Processing machine in Geneva in 2016 to enhance food safety in New York State.

**The New York Wine and Culinary Center (NYWCC)** and the **New York Wine & Grape Foundation (NYWGF)** are both located in Canandaigua and actively involved in promoting the wine industry for all of New York State. NYWGF has helped develop wine trails in several regions including **Central NY, Southern Tier, Western NY, Mid-Hudson, and Long Island** and started the NY Drinks NY which encourages **NYC** restaurants to offer New York State wines. NYWCC actively promotes Taste NY initiatives which involves products produced in **all of the regions** of New York.

**Foodlink** is a food bank in the Finger Lakes and a provider of food to needy through several channels. They currently supply nearly a million pounds of apples a year to the Food Bank of the **Southern Tier** and City Harvest in **NYC**. When they complete their NYS funded community kitchen this year they will be able to expand those relationships with the other regional food banks.

**High Tech Rochester (HTR)** is a business incubator in Rochester. HTR was awarded a five-year, \$6 million New York State Energy Research & Development Authority (NYSERDA) sponsored initiative that aims to accelerate the commercialization of clean energy innovations across Upstate New York. New Energy Xcelerator in Upstate NY (NEXUS-NY) is a clean energy proof-of-concept center that works with several universities, including the University of Rochester, Rochester Institute of Technology, the University at Buffalo in **Western NY**, and Cornell University in **Southern Tier** to provide early-stage support that enables the development and validation of promising clean energy technologies that are, or will become, the platform for start-up companies located in New York State.

The **New York State Pollution Prevention Institute**, housed at and managed by **RIT Golisano Institute for Sustainability**, is a collaboration between RIT, Clarkson University in the **North Country**, RPI in the **Capital District**, and the University at Buffalo in **Western NY**, along with the state's 10 technology development organizations. The institute works with companies and organizations across the state to identify opportunities to become more resource efficient and sustainable in the use of materials and processes.

**Excell Partners**, based in Rochester, manages two state-supported funds – a \$5.1 million Innovate NY funds and \$2 million Minority and Women-owned Business Enterprises Investment Fund – that provide seed- and early-stage support to businesses all across the state. Forty three companies have been funded in **Western NY, Central NY, Southern Tier, Capital Region and NYC**.

**The Regional Veterans Service Center** fosters inter-regional collaboration through a partnership between Rochester's Veterans Outreach Center, the Institute for Veterans & Military Families at Syracuse University, **Central NY**, and several veteran service providers throughout Upstate New York. The project, named **NYServes Upstate**, creates a coordinated network of providers designed to enhance employment, housing, health care, and many other services important to veterans.

The **Niagara-Orleans Regional Alliance (NORA)** is an inter-regional collaboration between Orleans County and Niagara County in **Western NY**. The Niagara-Orleans Broadband Initiative is NORA's first major collaboration with the goal of extending affordable, high-speed Internet services to rural businesses and residents in the two counties and is in line with Governor Cuomo's efforts to provide broadband to everyone in New York.



# Work Teams Summaries & Membership List



Work Teams have been instrumental to the success of the Finger Lakes Regional Economic Development Council. More than **300 community stakeholders** representing all nine counties of the region serve on 11 Work Teams.

It is not business as usual for the Finger Lakes Regional Economic Development Council and Work Teams. This dynamic group of elected representatives, government officials, business and labor leaders, private sector experts, non-profit executives, higher education leaders, and members of the public are displaying unparalleled collaboration to identify and execute on projects that are positively impacting the URI's main objectives: Grow Jobs, Increase Regional Wealth, Drive Private Investment, and Reduce Poverty.

In 2016, the FLREDC reorganized its 20 work groups into 10 work teams to better align them with our region's Upstate Revitalization Initiative plan. The work teams now correspond

directly to the plan's three industry pillars (Optics, Photonics and Imaging; Agriculture & Food Production; and Next Generation Manufacturing & Technology), three core enablers (Pathways to Prosperity, Entrepreneurship & Development; and Higher Education & Research), and four economic and quality of life foundations (Tourism & Arts; Sustainability; Infrastructure & Transportation; and Global NY). In addition, work teams were created to implement the Downtown Revitalization Initiative and the New York State Youth Mentoring program, chaired by Matilda Cuomo. While reducing our volunteer number from more than 450 to a still impressive count of more than 300, this reorganization is a significant step in our region's effort to move the Finger Lakes Forward.

**Key**

- Co-chair
- Council Member



## Agriculture & Food Production

The Agriculture & Food Production Work Team consists of representatives from the region's farms, state and academic R&D organizations, food processors, retailers, vineyards, trade associations, and agricultural support organizations. The Work Team focuses on building networks between local producers and processors and developing projects that increase the value, diversity, and market reach of the sector.

- |                             |  |
|-----------------------------|--|
| Jim Allen                   | New York Apple Association                 |
| <b>A. Douglas Berwanger</b> | <b>Wyoming County Board of Supervisor</b>  |
| Dr. Susan Brown             | NYS Agricultural Experiment Station        |
| Elizabeth Claypoole         | Cornell Coop. Extension Wayne County       |
| <b>Matt Cole</b>            | <b>Commodity Resource Corp</b>             |
| Sage Gerling                | City of Geneva                             |
| Mitch Gruber                | Foodlink                                   |
| Gary Hadyk                  | Seneca Foods                               |
| Dale Hemminger              | Hem-Dale Farms & Farm Bureau               |
| Dan Johnson                 | RIT Packaging Science Department           |
| John Johnson                | Cornell Agriculture & Food Technology Park |
| Brad Macauley               | Merrimac Farms                             |
| <b>Tom Macinski</b>         | <b>Standing Stone Winery</b>               |
| • <b>John Noble</b>         | <b>Noblehurst Farms</b>                    |
| Julie Pacatte               | Batavia Development Corporation            |
| • Jim Pierce                | Wyoming County IDA                         |
| Ora Rothfuss                | Wayne County                               |
| Nathan Rudgers              | Farm Credit East                           |
| Reid Smalley                | Genesee Community College                  |
| • Bill Strassburg           | Wegmans Food Markets                       |
| Chris Suozzi                | Genesee County Economic Development Center |
| Erin Tolefree               | Baldwin Richardson Foods                   |
| Thomas Trabold              | RIT Golisano Institute for Sustainability  |
| Tayna Van Slyke             | Van Slyke's Dairy Farm                     |
| Jim Whipple                 | Orleans Economic Development Agency        |
| Paul D'Amato                | NYS Dept of Environmental Conservation     |
| (SART) Hector Gonzalez      | NYS Dept of Agriculture & Markets          |

## Downtown Revitalization

The Downtown Revitalization Initiative Selection Committee was comprised of a diverse group of engaged, community stakeholders representing organizations with varied and cross regional perspectives. The Committee carried out the process through which our Council identified and selected a community, the City of Geneva, ripe for transformation with a \$10 million investment, as a part of the State's Downtown Revitalization Initiative.

- |               |  |
|---------------|--|
| Mo Duggan     | The Community Design Center of Rochester |
| Larry Francer | The Landmark Society of WNY              |
| Kayla Jenkins | PathStone Enterprise Center              |
| Clayton Jones | Monroe Community College                 |

- |                     |                                       |
|---------------------|---------------------------------------|
| Cindy Kimble        | Finger Lakes Tourism Alliance         |
| Roxanne Kise        | Roxanne Kise Consulting               |
| Mark Peterson       | Greater Rochester Enterprise          |
| Chris Wiest         | Greater Rochester Chamber Commerce    |
| Joe Wesley          | Wegmans Food Markets                  |
| David Zorn          | Genesee Finger Lakes Planning Council |
| (SART) Chris Bauer  | NYS Department of State               |
| (SART) Lenny Skrill | NYS Homes & Community Renewal         |

## Entrepreneurship & Development

The Entrepreneurship & Development Work Team consists of stakeholders from the region's entrepreneurial, venture capital, academic, and business support and incubation communities. The Team's efforts have centered on developing the resources – financial and business support and incubation and acceleration facilities – necessary to create an ecosystem that promotes business creation, retention, and expansion, particularly in high tech sectors.

- |                           |   |
|---------------------------|---|
| Richard Glaser            | Merrill Lynch   |
| Jim Goff                  | Landsman Co-working Space                             |
| Matt Horn                 | City of Geneva  |
| Gayle Jagel               | The Young Entrepreneurs Academy, Inc.                 |
| Bill Jones                | Venture Creations                                     |
| Doug Mabon                | SCORE   |
| • <b>Theresa Mazzullo</b> | <b>Excell Partners, Inc.</b>                          |
| Ebony Miller              | RIT Center for Urban Entrepreneurship                 |
| Duncan Moore              | University of Rochester                               |
| Paul Morrell              | Genesee SBDC  |
| Richard Notargiacomo      | Rochester Institute of Technology                     |
| Jan Pisanczyn             | Brockport SBDC  |
| Kim Russell               | Connected Communities                                 |
| Jim Senall                | High Tech Rochester                                   |
| Rachael Tabelski          | Genesee County Economic Development Center            |
| Mikael Totterman          | I-Cardiac   |
| Hubert Van Tol            | PathStone Enterprise Center                           |
| Sue Vary                  | Ontario County  |
| Kate Washington           | City of Rochester                                     |
| Maureen Wheeler           | Livingston County                                     |
| • <b>Chris Whitman</b>    | <b>Complemar</b>                                      |
| Rama Yelkur               | Dean of Business & Entrepreneurship at St John Fisher |
| Alex Zapesochny           | I-Cardiac   |
| Heidi Zimmer-Meyer        | RDDC  |
| (SART) JaMone Turner      | Empire State Development                              |

# Global NY

The Global NY Work Team was created in 2014 in response to the Governor's Global NY initiative. The Team – which consists of representatives from the region's exporters, local, state, and federal export promotion organizations, academia, and the financial and legal community – is charged with helping companies gain access to the expertise and resources necessary to export their products and services and generate Foreign Direct Investment (FDI).

Luis Aguilar	Xerox Corporation
• Scott Bass	Advanced Language Translation
Amit Batabyal	Rochester Institute of Technology
Adam Crandall	Refracton Technologies Corp.
John DeLuca	Liberty Pumps
Beverly Demma	IDEX Corp
Robin Finnerty	Monroe County
Michael Frail	Pulsafeeder, Inc.
• Leah George	Greater Rochester Enterprise
Katya Kaleta	Response Care, Inc.
Debbie Kurvach	Klein Steel
Mike Leach	ISCOR
Tim McCall	US Dept. of Commerce
Mary Menz	Harris Corporation
Nasos Mihalakas	Brockport School of Business
Tom Nespeca	Carestream
Tim Nolan	SUNY Geneseo School of Business
Tiffany Petranek	MiJET Division of Custom Service Solutions
Kristin Sampson	Gallagher Benefits Services
Thad Schofield	City of Rochester
Mark Schrader	High Tech Rochester (HTR)
Anne Sherman	Staach
Mary Slack	Orolia USA, Inc (Spectracom)
Christopher Suozzi	Genesee County
Trent Sutton	Littler Mendelson P.C.
Jim Trubits	Mohawk Global
Jon Yormick	Phillips Lytle LLP
Dulce Zahniser	Towpath Group International LLC
(SART) Carolyn Baker-Scott	Empire State Development

# Higher Education & Research

The Higher Education Work Team is comprised of representatives from the region's 19 institutions of Higher Education. The sector is not only a major source of economic growth and activity, but also plays an essential role in R&D and technological innovation, maintaining the region's highly skilled workforce, and contributing to the region's cultural vitality.

• Denise Battles	SUNY Geneseo
Eric Bieber	Rochester Regional Health
Daan Braveman	Nazareth College
Rob Clark	University of Rochester
• Bill Destler	Rochester Institute of Technology
Jorge Diaz-Herrera	Keuka College
Mark Gearan	Hobart and William Smith Colleges
Anne Kress	Monroe Community College
Heidi Macpherson	The College at Brockport
Robert Nye	Finger Lakes Community College
Deana Porterfield	Roberts Wesleyan College
Ryne Raffaele	Rochester Institute of Technology
Gerard Rooney	St. John Fisher College
Joel Seligman	University of Rochester
Jim Sunser	Genesee Community College
Mark Taubman	UR School of Medicine and Dentistry
(SART) Vincent Esposito	Empire State Development

# Infrastructure & Transportation

The Infrastructure & Transportation Work Team consists of stakeholders from the region's municipalities, utilities, construction industry, transportation authorities, and state, local, and regional planning and economic development organizations. The Team focuses on improvements to the region's infrastructure, transportation, and telecommunication assets.

Greg Albert	Genesee Finger Lakes Regional Planning Council
Brian Anderson	National Grid
Bob Aronson	Seneca County Industrial Dev.
Ann Burr	Frontier Communications of Rochester
Dave Callard	Orleans County Legislature
• Bill Carpenter	Rochester Genesee Regional Trans Authority
Dave Collins	Genesee & Wyoming Railroad
David Dworkin	LLD Enterprises
Angela Ellis	Livingston County Planning Department
• Sergio Esteban	LaBella Associates
Michael Giardino	Greater Rochester International Airport
Paul Griswold	Finger Lakes Technology Group
Aaron Hilger	Builders Exchange of Rochester, Inc
Dan Kuntz	Business Manager, Laborers Local 435
Jack Marren	Ontario County Board of Supervisors
Mark Masse	Genesee County Economic Development Center
Mark McAnany	Bergmann Assoc
Jim McIntosh	City of Rochester
Bob McNary	Wayne County
Jeffrey Perkins	The LiRo Group
Rich Perrin	T.Y. Lin International Group
John Purcell	Lighttower
Terry Rice	Monroe County Transportation
Joe Rizzo	Rochester Gas and Electric
Jim Stack	Genesee Transportation Council
Dr. James Willis	College at Brockport
Tanya Mooza Zwahlen	Highland Planning LLC
(SART) Kevin Bush	NYS Dept of Transportation
(SART) JC Smith	NYS Environmental Facilities Corp

## I&T Subteam: Broadband

Henry Fitts	City of Rochester
Ed Hemminger	Hemminger IT Solutions, LLC
Lynne Johnson	Niagara-Orleans Regional Alliance
Jennifer Kusse	Monroe County
Kurt Prister	
Bob Scott	Bob Scott Productions, Inc.
Evhen Tupis	Niagara-Orleans Rural Broadband Initiative

# Next Generation Manufacturing & Technology

The Next Generation Manufacturing & Technology Work Team is comprised of representatives from the region's diverse manufacturing companies, and education, R&D, and business support organizations. The team supports the region's manufacturing sector through academic-private sector collaboration to improve processes and increase production.

Bob Bechtold	Harbec, Inc
Matt Chatfield	Webster Community Coalition for Econ Dev
• Matt Fronk	Matt Fronk & Associates LLC
David Gottfried	Smart System Tech & Commercialization Center
Kevin Haehl	Unither Pharmaceuticals

Andy Harlan (STAMP) Steve Hyde	Rochester Institute of Technology Genesee County Economic Development Center
Matt Hurlbutt Kevin Kelley (EBP) Dolores Kruchten	Greater Rochester Enterprise Rochester Tooling and Machining Association Eastman Business Park
George McConochie Gary Miller	Sustainable Energy Developments, Inc. ClearCove Systems
Mark Peterson Courtney Reich Mike Sisson	Greater Rochester Enterprise Courtney Reich, PE, PLLC High Tech Rochester
• Susan Spencer (DIZ) Heidi Zimmer-Meyer (SART) Vincent Esposito	Rochester Solar Power Organization Team Rochester Downtown Development Corp. Empire State Development

**Next Gen Subcommittee: Downtown Innovation Zone**

The Downtown Revitalization Initiative Selection Committee was comprised of a diverse group of engaged, community stakeholders representing organizations with varied and cross regional perspectives. The Committee carried out the process through which our Council identified and selected a community, the City of Geneva, ripe for transformation with a \$10 million investment, as a part of the State's Downtown Revitalization Initiative.

Andrew Brady Kelsey Delmotte Colin Doody Richard Glaser John Holland Ebony Miller Cassandra Moffitt Stephen Mokey Noah Morgenstern Dr. Art Papier Jennifer Hinton Kyle Psaty Raul Salinas	XLR8 Team, Inc. Makeway Darkwind Media Merrill Lynch D4, LLC RIT Center for Urban Entrepreneurship Cowork/Grid Digitronik Labs Hive Properties & Hive Collaborative VisualDx RIT MAGIC Center Brand Networks City Dept. of Neighborhood & Business Devel.
Suzanne Seldes Jim Senall Heidi Zimmer-Meyer	The Strong High Tech Rochester Rochester Downtown Development Corporation (RDDC)

**Next Gen Subcommittee: Eastman Business Park**

Steve Hyde Chris Suozzi Mark Masse Rachael Tabelski John Jakubowski Paul Pfeiffer Tom Kucharski Tom Carpenter Rick Henry LaMar Hill Jim Sunser Mark Peterson Matthew Hurlbutt Michael Jackson Tom Schulte Earl Wells	Genesee County Economic Dev. Ctr. Genesee County Economic Dev. Ctr. Genesee County Economic Dev. Ctr. Genesee County Economic Dev. Ctr. Genesee County Economic Dev. Ctr. Invest Buffalo Niagara Invest Buffalo Niagara Clark Patterson Lee Clark Patterson Lee Fusion Marketing Group Genesee Community College Greater Rochester Enterprise Greater Rochester Enterprise Rochester Institute of Technology WNY Tech Academy e3Communications
---	---

**Next Gen Subcommittee: STAMP**

Mike Alt Matt Fronk Matt Hurlbutt • Dolores Kruchten Arline Liberti Todd Oldham Tim Palmer	SiGNa Chemistry Inc. Matt Fronk & Associates LLC Greater Rochester Enterprise Kodak Kodak Monroe Community College Kodak
--	--

Bill Strassburg Phil Viruso Ed White (SART) Vincent Esposito	Wegmans Food Markets LiDestri Foods AIM Photonics Empire State Development
---	---

## Optics, Photonics & Imaging

The Optics, Photonics & Imaging Work Team is comprised of representatives from the region's OPI companies, trade organizations, and academic institutions. The Team focuses on developing the shared resources and academic-industry partnerships that maintain and strengthen the region's long history as a global center for leadership and innovation in the optics, photonics, and imaging sectors.

• Paul Ballentine  Tom Battley Mike Bechtold Bob Bicklser Annette Brenner JH Bruning • Jay Eastman Don Figer Don Golini John Hart William Hurley Bob Loce Mike Mandina Dan Menelly Dave Messinger  Duncan Moore Ed Patton James Sydor Stephen Thorndike Mark Tolbert Paul Tolley  Alexis Vogt Ed White Xi-Cheng Zhang (SART) Vincent Esposito	UR Center for Emerging & Innovative Sciences New York Photonics Industry Association OptiPro Systems JML Optical High Tech Rochester Corning Tropel Corp Optel Inc. RIT Center for Detectors QED Technologies, retired" Lumetrics Rochester Precision Optics Xerox PARC Optimax Systems Rochester Museum & Science Center RIT Chester F. Carlson Center for Imaging Science University of Rochester Rochester Precision Optics Sydor Optics Monroe 2-Orleans BOCES Topica USA Smart System Tech & Commercialization Center MCC Optical Systems Technology Dept White Consulting Group UR institute of Optics Empire State Development
--	--

## Pathways to Prosperity

The Pathways to Prosperity Work Team is comprised of representatives from the regions government offices, charitable organizations, faith based community, business, education, organized labor, not for profit and veterans. The areas of focus for the team are poverty reduction, , increase college and career readiness, reduce unemployment, improve High School graduation rates and to employ hard to place workers

Todd Baxter Keith Babuszcak • Leonard Brock Maggie Brooks Alex Castro Bill Clark James Cooper Colleen DiMartino Corinda Crossdale Isobel Goldman Dr. Jeff Kaczorowski Ajamu Kitwana	Veterans Outreach Center Rochester City School District Rochester-Monroe Anti-Poverty Initiative Rochester Genesee Regional Trans Authority PathStone Urban League Love Fellowship Worship Center Greater Rochester Chamber of Commerce Monroe County Farash Foundation UR Pediatrics and The Children's Agenda ESL Foundation
--	---

Larry Knox	SEIU
Lee Koslow	Rochester Works
Patricia Leo	United Way
LaShunda Leslie-Smith	Connected Communities
Eugenio Marlin	Ibero-American Action League
Joe Martino	Education Success Network
Augustin Melendez	Hillside Work-Scholarship Connection
Anisa Mendizabal	Center for Employment Opportunities
George Moses	North East Area Development
Baye Muhammad	City of Rochester
James Norman	Action for a Better Community
• Todd Oldham	Monroe Community College
• Hank Rubin	Rochester Area Community Foundation
Jill Slavny	BOCES2
Meredith Smith	Rochester Institute of Technology
Karen Springmeier	Finger Lakes Workforce Investment Board
Michele Sullivan	Wayne Finger Lakes BOCES
Julia Tedesco	Foodlink
Carol Tegas	Finger Lakes Performing Provider System
• Joe Wesley	Wegmans Food Markets
Barb Zappia	Greater Rochester Health
(SART) Joe Hamm	NYS Dept of Labor

#### Pathways Subcommittee: NYS Youth Mentoring

The NYS Mentoring Work Team consists of representatives in the region from education, business and the community. The Work Team organizes and coordinates the region's effort to aggregate, collaborate and align community resources in support of the NYS Mentoring Program, a nationally recognized one-to-one school based initiative that matches youth with screened and trained volunteer mentors.

Leonard Brock	United Way
Jackie Campbell	ROC the Future
Bill Clark	Urban League of Rochester
Gladys Pedraza-Burgos	Ibero-American Action League
Denise Read	Monroe County
Eric Rose	City of Rochester
Jerome Underwood	Rochester City School District
(SART) JaMone Turner	Empire State Development

## Sustainability

The Sustainability Work Team was created in 2013 in response to the Governor's Cleaner, Greener Communities initiative. The Team consists of representatives from the business community, local and regional economic development and planning organizations, the engineering and construction industry, higher education, and regional transportation authorities and advises the Council on issues such as smart growth, energy efficiency, and water and waste reduction and management.

Tara Boggio	T.Y. Lin International
Bill Bordeau	Seneca County Planning & Comm Dev
Amy Butler	Bausch and Lomb
Bill Daly	Wyoming County
Mike Garland	Monroe County
Thomas P. Harvey	Ontario County Planning Department
Sheila Hess	NY Green and Conservation Connects
Wendi Latko	Xerox
Dr. Jose Maliekal	College at Brockport
• Thomas Mitchell	Bergmann Associates
Don Naetzker	SWBR Architects
• Nabil Nasr	Rochester Institute of Technology
Carol Nellis-Ewell	Village of Spencerport
Scott Oliver	PathStone Corporation
Felipe A. Oltramari	Genesee County Planning Department
Ram Shrivastava	Larsen Engineering

Anne Spaulding	City of Rochester
Scott Steele	University of Rochester
Jason Wadsworth	Wegmans Food Markets
Rachel Walsh	Greentopia
Michael Whyte	Rochester Computer Recycling and Recovery
David Zorn	Genesee Finger Lakes Regional Planning Council

## Tourism & Arts

The Tourism & the Arts Work Team consists of representatives from the region's cultural, art, historic, culinary, and recreational institutions and destinations, and tourism marketing organizations. The Team focuses on efforts to broaden and strengthen the region's national and international reputation for tourism and enhance the quality of life of the region's residents.

Rollie Adams	The Strong
John Adamski	Finger Lakes Museum
Bruce Barnes	George Eastman House
Don Bennett	Campground Owners of New York
Dr. Jonathan Binstock	Memorial Art Gallery
Dan Fuller	Bristol Mountain/Roseland Waterpark
Marc Iacona	Jazz Fest
Howie Jacobson	Red Rock 1886
• Don Jeffries	Visit Rochester
• Kelly Kiebala	Orleans County Job Development
Cynthia Kimble	Finger Lakes Tourism Alliance
Valerie Knoblauch	Finger Lakes Visitor Connection
Elissa Leuer	Livingston County COC & TPA
Susan Lindsay	City of Rochester
Mike Linehan	Yates County Chamber of Commerce
Dave Mansfield	Three Brothers Winery & Estates
Lynne Menz	Orleans County Tourism
Scott Osborne	Fox Run Vineyards
Kelly Rapone	Genesee County COC & TPA
Jamal Rossi	Eastman School of Music
• Pamela Reed Sanchez	Seneca Park Zoo Society
Jeff Shipley	Seneca County Chamber of Commerce
Norm Silverstein	WXXI
Meghan Stearns	Wyoming County Chamber
Eric Szucs	Wyoming County Chamber
Christine Worth	Wayne County Tourism
(SART) Sharon Leighton	NYS Canal Corp
(SART) Rich Parker	NYS Parks, Recreation & Historical Preservation
Rochelle Sulli	Blue Star Mothers NYS Chapter #8, Rochester
Thomas Tartaglia	Warrior Salute Program Manager
Andrew Tyman	Geneva Housing Authority
James Vogel	ESGR
Joe Wesley	Wegmans Food Markets
Eric Paul Wheeler	Academy for Veterans' Success – Monroe Community College

#### T & A Subcommittee: Arts, Culture and History

Rollie Adams	The Strong
John Adamski	Finger Lakes Museum
Bruce Barnes	George Eastman Museum
Dr. Jonathan Binstock	Memorial Art Gallery
Bleu Cease	Rochester Contemporary Art Center
Margaret Corbin	United Nations Association of Rochester
Ralph Craviso	Rochester Philharmonic Orchestra
Deborah Hughes	National Susan B. Anthony House & Museum
Marc Iacona	Xerox Rochester International Jazz Festival

Kelly Kiebala  
 Valerie Knoblauch  
 Anna Kowalchuk  
 Susan Lindsay  
 Margaret Quackenbush  
 Jamal Rossi  
 • Pamela Reed Sanchez  
 Norm Silverstein

Genesee-Orleans Regional Arts Council  
 Finger Lakes Visitor Connection  
 Livingston County Historical Society Museum  
 City of Rochester  
 Hochstein School of Music  
 Eastman School of Music  
 Seneca Park Zoo  
 WXXI

**T & A Subcommittee: Beverage and Culinary**

Renee Frazier  
 Howie Jacobson  
 Paul Leone  
 Dave Mansfield  
 Collin McConville  
 • Scott Osborne

A La Renee, Inc.  
 Red Rock 1886  
 New York State Brewers Association  
 Three Brothers Winery & Estates  
 Apple Country Spirits  
 Fox Run Vineyards

**T & A Subcommittee: Sports, Recreation & Entertainment**

Don Bennett  
 • Dan Fuller  
 Don Jeffries  
 Cynthia Kimble  
 Valerie Knoblauch  
 Sharon Leighton  
 Elissa Leuer  
 Mike Linehan  
 Lynne Menz  
 Rich Parker  
 Kelly Rapone  
 Suzanne Seldes  
 Jeff Shipley  
 Meghan Stearns  
 Christine Worth

Campground Owners of New York  
 Bristol Mountain/Roseland Waterpark  
 Visit Rochester  
 Finger Lakes Tourism Alliance  
 Finger Lakes Visitor Connection  
 NYS Canal Corporation  
 Livingston County Chamber of Commerce  
 Yates County Chamber of Commerce  
 Orleans County  
 NYS Parks & Historical Preservation  
 Genesee County  
 Strong National Museum of Play  
 Seneca County Chamber of Commerce  
 Wyoming County Chamber  
 Wayne County Tourism



# Downtown Revitalization Initiative

## Selection Process and Regional Council Alignment

The Finger Lakes Regional Economic Development Council (FLREDC) voted unanimously to nominate the City of Geneva as the Finger Lakes region's Downtown Revitalization Initiative (DRI) community. That nomination followed a comprehensive and robust evaluation process. In May 2016, the Council created a DRI Selection Committee (the "Committee") to advance the mission and goals of the DRI. The nine members and two co-chairs of that Committee, selected by the Council after careful consideration, formed a diverse group of engaged, community stakeholders representing organizations with varied and cross regional perspectives.

The Committee received a DRI application from ten entities. From those ten, the Committee, utilizing NYS's DRI criteria narrowed the applicant pool down to four finalists. In June 2016, representatives from the four finalists made presentations to the Committee to make their case and answer questions. Following an extensive evaluation, the Committee then provided our Council with their recommendation the City of Geneva be nominated as our region's DRI community, finding it strongly aligned with our URI plan goals to grow jobs, increase private sector investment, and reduce poverty. The Council approved that recommendation.

## Location

Downtown Geneva is a vibrant, mixed-use district, well-defined by the boundaries of the Geneva Business Improvement District (GBID). It is a compact, walkable neighborhood on the northern gateway to the city, and encompassing a National Register Historic District, and the city's vibrant Seneca Lake shoreline.

The city's recently developed comprehensive plan suggests focused investment in the core of the district, identified by the areas bounded by Castle Street to the north, Seneca Street to the south, Exchange Street to the east, and Main Street to the west. The plan also calls for critical investments on the North Exchange Street and Lakefront Drive corridors, and the continued development of civic amenities on the Seneca Lake shoreline. From an area perspective, the central business district is 100 acres.

## Assets

Key amenities within the district's boundaries are the pristine Seneca Lake shoreline featuring a sixty-acre linear park, the historic Smith Opera House, the Geneva Farmers Market, the Linden Street Entertainment District, The Cooler (the city's year-round sports arena), and the Geneva Entrepreneurs Lab—a start-up, co-work opportunity currently under development.

Downtown Geneva serves as the primary retail, restaurant, cultural and entertainment destination for the surrounding region. Over the last decade, it has also emerged as a major employment center, boasting over 200 firms and nearly 1,500 jobs in the central business district alone.

The diverse economic base, and wide catchment area (drawing reliably from a four county area) maintains Geneva's economic sustainability from a year-round standpoint. The presence of three academic institutions in close proximity to the district provides an "off-season surge" relative to retail, restaurant, and accommodations buying power, while our presence along the Seneca Lake Wine Trail serves as a key driver during the tourism season.

## Revitalization Concept

The Downtown Revitalization Initiative planning and implementation framework is built upon principles that Geneva has leveraged to success for the last decade. Thoughtful, community-based planning processes, integration of private and not-for-profit sector partners, and application of expertise from design and community development professionals has long been Geneva's project planning and implementation strategy, and has yielded many successes in the downtown district and beyond.

The city recognizes that a thoughtful planning process is critical to the success of any effort. As such, the project development framework will be informed by the planning exercise laid out in the DRI guidelines. The city will support this process through the application of community values, planning principles, and development priorities laid out in the state-supported comprehensive plan, recently developed in cooperation with the Regional Economic Development Council. This plan, and our associated strategies, have been developed to be in painstaking alignment with the Finger Lakes Forward plan, thoughtfully developed by the FLREDC. As such, potential investments will center on those elements of the regional strategy that can be best leveraged in Geneva for economic success.

Potential investments will be measured for their anticipated impact toward the following principles and strategies:

- **Capitalizing on the region's Prominence in the Craft Food and Beverage Sectors:** Geneva is located in the heart of the Finger Lakes wine region, and has seen tremendous growth in wine industry investment and affiliated tourism activity. Additionally, downtown Geneva has capitalized on the locavore movement, and has established ourselves in a place of culinary prominence. We will seek to further leverage our location and local expertise in these markets.
- **Fostering Entrepreneurialism:** The convergence of world-class academic and research institutions, private sector expertise, and an attractive, affordable lifestyle have cemented a culture of entrepreneurialism in Geneva. We will seek out opportunities to capitalize on this convergence.
- **Eradicating Poverty:** Geneva's poverty rates outpace those of our neighbors. We will utilize workforce development strategies, access to entrepreneurial support, and enhancements to healthy living opportunities to elevate our economically disadvantaged populations into financial and physical health.
- **Enhancing the Quality of Life for All Residents:** Our natural setting and unique urban environment combine to make Geneva an attractive community in which to live and work. We will seek out those investment opportunities that continue to make Geneva a great community.

## Preliminary Project Thoughts

While the planning process will make ultimate project determinations, a sampling of potential investments follows.

### Finger Lakes Food and Beverage Innovation District

In 2015, City Council established the Innovation District as the core of our economic development strategy. The concept is based in the work of Bruce Katz and the Brookings Institution, and seeks to capitalize on the convergence of three premiere educational institutions in Hobart and William Smith Colleges, Cornell University,

and Finger Lakes Community College; with a tremendous private sector presence in the craft food and beverage sectors; set in one of the most unique urban environments in the region.

The Innovation District serves as an entrepreneurial ecosystem, which fosters project development from the idea stage through full production. The city seeks to provide physical and technical resources to entrepreneurial efforts in the craft food and beverage sectors, and to provide a unique backdrop in which to operate. Project support is offered on a spectrum, dependent upon the maturity of the firm; with the most basic of small business development programming on one end, and Start-Up New York certified acreage on which to develop on the other.

#### **Specific projects for consideration in the Downtown Revitalization Initiative may be:**

- **Geneva Entrepreneurs Lab:** This is the point of entry in our entrepreneurial ecosystem. It serves as a co-work space and business incubator, with inexpensive office space, administrative support, and small business development programming, and access to venture capital; all set in the adaptive reuse of a long vacant anchor building in downtown.
- **Microhousing Opportunities:** A longstanding challenge for Geneva has been that we are host to many incredible job opportunities, but that the bulk of daytime employees pack-up and go home to other communities at the end of the day. This concept seeks to develop unique housing opportunities for entrepreneurs, who can live, work, and network with similar professionals within a compact, walkable community.
- **Food Innovation Fund:** The city has long administered an economic development revolving loan fund to support projects of all types in job creation and retention. We are seeking opportunities to capitalize a specific fund to support entrepreneurial ventures in the craft food and beverage sectors; particularly downtown in the Innovation District.

#### **This project capitalizes on the following elements of the Finger Lakes Forward Plan:**

- **Agriculture and Food Production:** The concept seeks to capitalize on the connection between the region's vast agricultural and food bounty and the academic and research resources of Geneva's higher education community.
- **Entrepreneurship and Development:** This project fosters entrepreneurialism by connecting start-up ventures with technical and financial support, and creating jobs in the process.
- **Pathways to Prosperity:** This project seeks to lower the barriers of entry into entrepreneurial ventures for our most economically disadvantaged.
- **Quality of Life:** This concept provides a unique asset; compact district in which entrepreneurs can live, work, and play.

#### **Complete Street Connections**

The city has collaborated with New York State on a number of planning exercises that envision downtown connected to our surrounding neighborhoods, and to the vast civic amenities in place, under construction, and planned on Seneca Lake. Geneva is separated from Seneca Lake by a large highway, in U.S. 20/NY 5. Additionally, many of our neighborhood connections are via streets that were developed before the prevalence of automobiles, and thus were not constructed with multi-modal use contemplated.

The city seeks to connect the downtown with the Seneca Lake shoreline, and to our local and regional neighborhoods via a network of complete streets—with provisions for safe pedestrian access and cycling opportunities into the downtown district.

#### **Specific considerations for the Downtown Revitalization Initiative may be:**

- **Lakefront Drive Connectivity:** The city partnered with New York State on the Routes 5 and 20 Connectivity Plan; a resource developed to identify pedestrian and cycling

improvements for connections between downtown and the Seneca Lake shoreline. There have been several fatalities along the 5 and 20 corridor in the last five years. Traffic calming and pedestrian/cycling access are paramount to quality of life.

- **Exchange Street Corridor Enhancements:** Exchange Street connects downtown Geneva with our most economically disadvantaged neighborhoods. The street profile provides little opportunity for access via any method but cars. Pedestrian and cycling improvements are needed to provide critical access to this distressed population.
- **Castle Street Greenway:** Castle Street provides the connection between downtown and the vast majority of our neighborhoods and schools. This street is also designed with little thought to pedestrian or cyclist traffic. Improvements providing for enhanced access by bicycle and pedestrian traffic will afford residents environmentally sound and healthy opportunities to access downtown.

#### **These projects capitalize on the following elements of the Finger Lakes Forward plan:**

- **Reduce Poverty:** One critical element of the multi-dimensional cycle of poverty is the physical access to jobs by economically disadvantaged populations. Increasing access to the market by transportation means other than vehicular provides a low cost alternative to accessing jobs. These improvements will create access opportunities from many of Geneva's most distressed neighborhoods.
- **Cost of Living:** Creating an affordable community in which to live and work is critical for attracting residents to Geneva. These improvements enhance the attractiveness of the downtown district, but moreover, decrease the cost of living by providing alternate means to access the jobs, services, and amenities of the downtown district.

#### **Affordable Access to Healthy Food**

In 2012, the city partnered with the State of New York on the development of a Brownfield Opportunity Area Plan for our distressed north end neighborhoods, including those in downtown. One of the most significant findings of the study was that Geneva's most economically distressed neighborhoods were separated by miles from the closest year-round fresh food opportunities. Many disadvantaged families were accessing food via gas stations and convenience stores along the city's entry corridors.

According to the USDA, a food desert exists where a significantly concentrated set of disadvantaged residents has very low access to affordable fresh food. The Brownfield study, which ultimately led to the designation of the north end neighborhoods as a Brownfield Opportunity Area, recommended the development of a grocery store in close proximity to the neighborhoods. As such, the city and our economic development partners have set this as a priority in our planning strategies.

#### **Specific opportunities in this project may consist of:**

- **Land Cost Write-Down:** The city has identified multiple potential sites which could serve a mixed-use development that includes a grocery. We have the opportunity to provide these sites to a developer at a reduced cost if project goals are met.
- **Grant Support to Project Developer:** DRI funds could be used to offset construction costs of a mixed-use building that houses a grocery store as part of its ground floor retail offerings.
- **Loan Support to Project Operator:** DRI and city revolving loan funds could support a loan to a potential project operator to create jobs and assist with start-up and ramp-up costs.

**This project capitalizes on the following elements of the Finger Lakes Forward plan:**

- **Job Creation:** A development of this magnitude has the opportunity to create multiple jobs in the downtown district; particularly those accessible to economically disadvantaged residents.
- **Cost of Living:** Reducing the cost of accessing healthy food alternatives results in a more affordable community for all residents.
- **Reduce Poverty:** A major factor contributing to sustained poverty is the lack of access to healthy food alternatives. This often results in poor health conditions for economically disadvantaged residents, further inhibiting their ability to obtain sustained employment.

**Diversify Housing Opportunities**

Downtown Geneva's recent revitalization efforts have made the development of market rate and high-end residential a more attractive investment opportunity for property owners and developers.

In a landscape once dominated by subsidized housing, the core of downtown now has very few housing opportunities for very low income populations. Additionally, the housing stock in downtown and the surrounding neighborhoods is largely multi-story development with low levels of accessibility. This has resulted in a significant outflow of retirees and other seniors, as they seek housing opportunities with greater accessibility. Finally, the city has been unable to truly capitalize on the economic impact of college students at the three higher education institutions in Geneva. In many cases, these students are either living on-campus, which limits their economic impact on the region, or living in traditional, single-family neighborhoods, which contributes to quality of life issues for year-round households.

The city seeks to create a more diverse housing stock in the downtown district, to preserve the economic balance that is inherent in the most successful of community development approaches.

**Specific opportunities for this project may consist of:**

- **Land Cost Write-Down:** The city has identified and retains ownership of multiple sites in the downtown district where infill development is appropriate. Land cost write-downs could be provided to developers who meet project goals.
- **Grants to Project Developers:** DRI funds could be used to support infill development or adaptive reuse projects that create a diverse set of housing opportunities for mixed-income, senior, and student housing in downtown.

**This project capitalizes on the following elements of the Finger Lakes Forward plan:**

- **Cost of Living:** A diverse set of housing options provides opportunities for economically disadvantaged residents and other targeted populations.
- **Drive Private Investment:** Grant funds will be leveraged significantly by private investment in the development of housing opportunities. This project is attractive to developers, as grant funds enhance the return on their investment, while meeting our community development objectives.
- **Reduce Poverty:** Increases in housing values in the downtown have resulted in displacement of economically disadvantaged residents. This results in clustering and concentration of poverty in other areas of the city. "Declustering" these households has proven to contribute to a reduction in poverty.

**Seneca Lake Civic Amenities**

In 2008, the city partnered with New York State on the development of the Lakefront-Downtown Master Plan. The plan

called for downtown revitalization strategies to be implemented along with lakefront civic amenities, to be tied together with a complete street treatment of Lakefront Drive. Building upon that, the city and state developed the Waterfront Infrastructure Feasibility Plan in 2012, which took recommendations from the Master Plan and identified opportunities for phasing and associated costs.

Since that time, the city and state have partnered on three phases of the lakefront civic amenities proposed in the Master Plan. In 2014, the city completed Phase I improvements, including shoreline stabilization, pedestrian and bicycle paths, and enhanced pedestrian access to the lake. In 2016, the city will complete Phases II and III, which include additional pathways, a kayak launch, and a plaza at Long Pier.

**DRI funds may support execution of the remaining phases, including:**

- **Seneca Lake Marina:** The plan calls for the development of a 100-slip public marina at the site of the city's lakefront hotel. The marina would be constructed with the development of an additional breakfront at long pier, and infilling new dockage. The city is in multiple conversations regarding potential public-private partnerships for marina operations.
- **Street Plaza:** This pedestrian amenity is indented to create a clear sight line between the downtown commercial district and the lakefront, thereby creating a thematic draw and increasing pedestrian traffic. When coupled with pedestrian and cyclist improvements on Lakefront Drive, this results in much greater usage of civic amenities at the site.

**This project capitalizes on the following elements of the Finger Lakes Forward plan:**

- **Drive Private Investment:** Downtown development opportunities become more attractive when coupled with the civic amenities provided on Seneca Lake. A robust, vibrant lakefront park creates a district that is attractive to all targeted populations.
- **Arts and Culture:** These amenities, when coupled with the pedestrian and cyclist improvements on Lakefront Drive, serve as an attraction to the performance and visual arts venues along Seneca Lake. Residents and visitors will be drawn to the lakefront, increasing attendance at festivals, exhibits, and concerts along the shoreline.

**Anchor Building Redevelopment**

Downtown Geneva has seen tremendous investment in its historic building inventory over the previous decade. Regional Council investments, when coupled with the addition of federal and state incentives associated with National Register status have prompted many investors to consider adaptive reuse projects in the district. Development has been incremental, and project investors have sought out buildings that could provide more expedient return for their investment. This has left larger, anchor buildings, or major portions of them, either undeveloped or under-developed with very limited use largely focused on first floor retail or restaurant opportunities.

Vast opportunities exist in our larger buildings and upper stories for additional cultural, retail, restaurant, lodging, and residential projects. Challenges around these buildings deal largely with the size and scope of building rehabilitation and accessibility issues to upper floors which make them less attractive, particularly in environments of three or more stories. In the worst cases, these buildings have been vacant for decades, and are suffering from demolition by neglect.

The city seeks to offset costs associated with taking on these larger anchor projects, particularly when projects address identified strategic development objectives.

**Project activities may include:**

- **Accessibility Grants:** DRI funds could be used to provide owners with the resources necessary to offset costs associated with elevators and other accessibility improvements; opening upper floors to more responsive development.
- **Energy Efficiency Grants:** Funding could support building envelope and other improvements necessary to reduce the long-term costs of building ownership and operation.
- **Grants to Support Mixed-Income Housing:** In order to promote equity in downtown development projects, funds could be used to incentivize the development of low-income units among traditional market rate offerings.

**This project capitalizes on the following elements of the Finger Lakes Forward plan:**

- **Job Creation:** As the commercial elements of these projects become more viable, storefronts become occupied with job-producing retail and service ventures.
- **Driving Private Investment:** Funding formulae could be established to leverage state funds against private investment.
- **Reducing Poverty:** Creation of mixed income housing results in the “declustering” of disadvantaged households. This has the added effect of reducing poverty over time.

A new DRI Local Planning Committee is now being established to finalize Geneva’s Strategic Investment Plan for this opportunity.

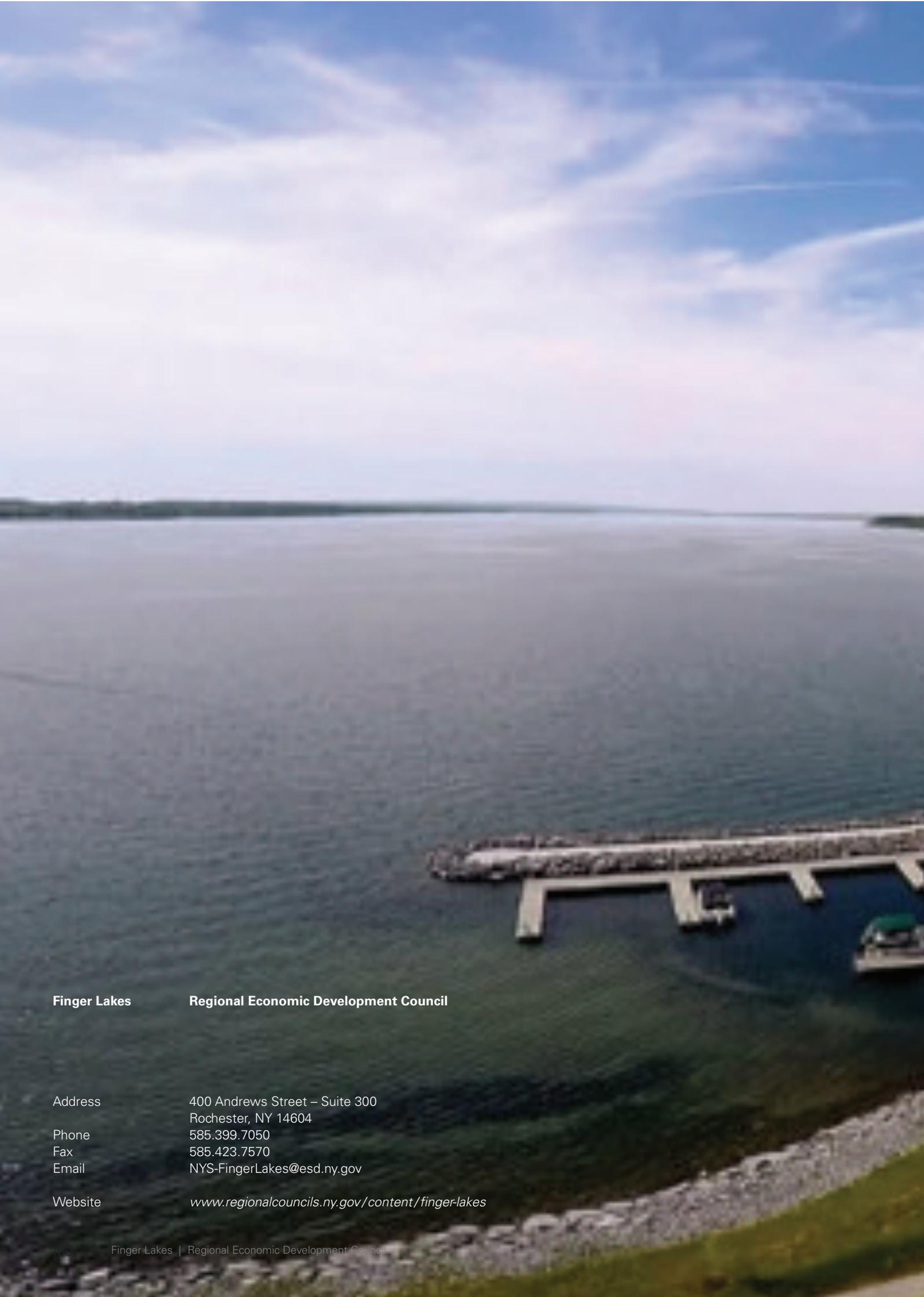


Downtown Geneva

# Endnotes

1. Brookings Institution Export Monitor 2015, Counties by NAICS3 and NAICS4
2. U.S. Chamber of Commerce, International Affairs. (2012). Top 10 Overlooked Facts About Trade. [www.uschamber.com](http://www.uschamber.com)
3. Secretary of Commerce Penny Pritzker. (2015, February 5). U.S. Exports Hit Record High for the Fifth Straight Year. [Commerce.gov](http://Commerce.gov).
4. Office of Public Affairs, Department of Commerce. (2016, May 16). U.S. Secretary of Commerce Penny Pritzker Honors U.S. Companies with Presidential Award for Export Achievements. <https://www.commerce.gov>
5. FELTNER, K. (2016, June 17). RCare's success shows way to global revenue. Rochester Business Journal
6. EMAS, STEP, Global NY Grant information provided by Global NY Division of Empire State Development
7. U.S. Department of Agriculture
8. U.S. Census Bureau
9. U.S. Department of Agriculture
10. New York State Department of Agriculture
11. Finger Lakes wine production fact sheet, The Wine Detective
12. Alcohol and Tobacco Tax and Trade Bureau: Statistical Report – Wine





**Finger Lakes**

**Regional Economic Development Council**

Address 400 Andrews Street – Suite 300  
Rochester, NY 14604  
Phone 585.399.7050  
Fax 585.423.7570  
Email NYS-FingerLakes@esd.ny.gov

Website [www.regionalcouncils.ny.gov/content/finger-lakes](http://www.regionalcouncils.ny.gov/content/finger-lakes)



**2016**

**Progress Report &  
Recommended  
Priority Projects**



**Finger Lakes  
Regional Economic  
Development Council**