

# Finger Lakes Regional Economic Development Council



Finger Lakes  
Regional Economic  
Development Council



## Annual Report & Recommended Priority Projects

Year 7 | Sept. 2017



Renovations at Rochester Public Market  
Photo by: Communications Bureau, City of Rochester, NY

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# Council Members



**Bob Duffy, Co-Chair**

President and CEO, Greater Rochester Chamber of Commerce

**Anne M. Kress, Co-Chair**

President, Monroe Community College

**Danny Wegman, Co-Chair**

Chairman, 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

**Ginny Clark**

Senior Vice President of Public Affairs, Constellation Brands

**Matt Cole**

Vice President, Commodity Resource Corp.

**Charles Cook**

President, Liberty Pumps Inc.

**Timothy Dennis (Ex-Officio)**

Chair, Yates County Legislature

**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

**Tony Jackson**

President, Panther Graphics

**Eugene Jankowski (Ex-Officio)**

President, Batavia City Council

**Steven LeRoy (Ex-Officio)**

Chair, Wayne County Board of Supervisors

**Tom Macinski**

President, Standing Stone Winery

**Jack Marren (Ex-Officio)**

Chair, Wayne County Board of Supervisors

**Theresa B. Mazullo**

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

**David Munson**

President, Rochester Institute of Technology

**John Noble**

CEO, Synergy, LLC

**Wade Norwood**

Chief Strategy Officer, Finger Lakes Health Systems Agency

**Joseph E. Robach**

State Senate, 56th District

**Peter Robinson**

Vice President of Government Relations, University of Rochester

**Robert Shipley (Ex-Officio)**

Chair, Seneca County Board of Supervisors

**Bill Strassburg**

Vice President, Wegmans Food Market

**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



Cross-sector partnerships and business development, seeded by State funding and sustained by private dollars, have changed the economic reality for our residents and our region.

**T**hanks to transformational investment by Governor Andrew Cuomo and the New York State Legislature over the past six years, the Finger Lakes region has accelerated regional economic development and built an unprecedented spirit of public-private collaboration. Cross-sector partnerships and business development, seeded by state funding and sustained by private dollars, have changed the economic reality for our residents and our region. Finger Lakes Forward is more than a slogan: it's a reality. Our region has added almost 20,000 jobs since 2011, increased private investment by 4%, seen unemployment fall dramatically, and grown regional wealth by 12%—outpacing the rest of Upstate. The story of our regional resurgence is attracting attention from those who will drive our future success: millennials. We have seen an almost 9% increase in 20-34 year olds who are excited to call the Finger Lakes home; faster growth than the rest of Upstate and the national average. They are energizing our cities and towns with renewed optimism, a spirit of innovation, and an 21st Century entrepreneurial culture. **Everywhere we look, we see Finger Lakes Forward in action!**

One local leader who exemplifies this drive is Tyrone Reaves. Tyrone is a proud Rochesterian, raised in the city and a graduate of city schools. As a business owner, he is also committed to Rochester. And as a community member, he is dedicated to providing city residents with pathways to prosperity. Tyrone could see young people dropping out of school with no future and unemployed parents lacking the means to support their families. Yet, at the same time, he was having difficulty filling entry-level advanced manufacturing jobs at his three growing businesses. Tyrone saw a way forward and created the Young Adult Manufacturing and Training Employment Program, YAMTEP. In partnership with the City of Rochester, Monroe County, and PathStone, he established this innovative training program that has trained 70 students, two-thirds of whom have found employment at over 15 businesses. **Tyrone is moving the Finger Lakes Forward, one skilled young adult and one brighter future at a time.**

When we talk about regional economic development, it is no pun to say that one of our key sectors—Agriculture and Food

Production—is growing at an astonishing rate and in surprising ways. When our regional council began, our central priority was restoring life and vitality to the Eastman Business Park. Six years later we could have never imagined that its newest tenant would be Clearwater Organic Farms, LLC, which will construct a new eight-acre hydroponic commercial greenhouse at the Park. This space age facility will produce fresh, locally grown, organic baby leaf greens year-round. The \$50.6 million project will result in 137 new employees, many of whom will be recruited and trained through a collaboration among the Rochester-Monroe Anti-Poverty Initiative, Monroe County, and Monroe Community College that will educate and employ individuals currently living in poverty. George Eastman dreamed big, but he could have never imagined that his industrial manufacturing park would become home to one of the largest organic commercial hydroponic greenhouse in the US. **Clearwater Organic Farms is moving the Finger Lakes Forward, one new job at a time.**

The Finger Lakes region has been called the Jewel of New York State, and the sparkle in this jewel comes from the communities that dot our map, each filled with incredible history and—thanks to New York's investment—promising futures. Geneva is one such town. The commitment and collaboration of local leaders in government, business, community-based organizations, and higher education had lit a small spark of renewal in Geneva. But, this spark needed help to become a flame. It came in the form of Governor Cuomo's Downtown Revitalization Initiative. With this powerful \$10 million investment, Geneva is on fire. The city is preserving its historic charm while adding broadband infrastructure to support tech businesses; building new energy efficient and resilient housing for new residents; adding to its thriving food culture with more microbreweries and restaurants, including FLX Table—named the country's best restaurant by *USA Today*; and linking the downtown to the lakefront, creating a walkable, destination community. The state's support has catalyzed private investment and a city's resurgence. **Geneva is moving the Finger Lakes Forward, one revitalized, busy block at a time.**

Even as we restore vitality to our communities, we have our eye on a digital horizon. Research-intensive universities like the University of Rochester and the Rochester Institute of Technology are leading cutting-edge developments in data science and gaming: providing our region with the tools needed to renew Rochester's entrepreneurial spirit and to compete in a high-tech economy. Where giants of the past required supersized factories, those of the future require supercomputers and super-graduates. RIT's MAGIC Institute is already a national and international leader in producing game designers and programmers, and thanks to New York's investment, Datto, a firm led by RIT alum has expanded its employment base here in the Finger Lakes. The Goergen Institute for Data Science at the University of Rochester will set the stage for our region to become a leader in the science of analytics: the engine that drives everything from business intelligence to cybersecurity to integrated public services to shopping efficiency. The digital revolution has even impacted Wegmans and provided benefit to more than busy shoppers: by adding home delivery via the InstaCart app, Wegmans added 150 flexible, well-paying jobs in the region within one week of the announcement. The Finger Lakes is rich in higher education institutions committed to transferring the innovative technologies created on their campuses into economic opportunity for our region and state. **The University of Rochester, RIT, and the remaining 17 Rochester Area Colleges are moving the Finger Lakes Forward, one digital advance at a time.**

Our Upstate Revitalization Initiative plan has been tightly focused on what we have called our house. Our key sectors—Optics, Photonics & Imaging; Agriculture & Food Production; Next Generation Manufacturing & Technology—have been supported by sustaining pillars—Workforce Development; Entrepreneurship & Development; Higher Education, Research, & Healthcare. Even as we have built this house, though, we know that the largest room in any home is the room for improvement. The success of our plan will be judged on how well it improves opportunity for the full diversity of our region's residents: they must have a pathway to the prosperity our plan offers. This is the lesson of the Rochester Monroe Anti-Poverty Initiative: we must be one community. The Governor's support of our One Community Plan has provided funding for those in need from cradle to career. This important

investment will support early childhood interventions; quality afterschool and summer enrichment programs; nationally-recognized Hillside Work-Scholarship Connection support for at-risk high schoolers through graduation; workforce training at the planned Finger Lakes Workforce Development Center; and adult mentoring connected to services and employment. **The One Community Plan is moving the Finger Lakes Forward, one connected family at a time.**

As co-chairs of the Finger Lakes Regional Economic Development Council, we express our gratitude to Governor Andrew Cuomo, Lieutenant Governor Kathy Hochul, and the New York State Legislature for their belief in and support of our region. Thanks to this unprecedented investment, we are a region transformed. We are also a region united for success: hundreds of Finger Lakes residents have attended our meetings, participated on our Work Teams, provided feedback on plans and proposals. They have devoted hours and hours because they, too, believe in this work.

This year, we recognize another change in the region – as Danny Wegman, Chairman of Wegmans Food Markets, steps down as co-chair of the council. As Danny moves on from the council, we are honored to welcome as co-chair one of Rochester's most dedicated and recognized public servants, former Lieutenant Governor Robert Duffy. Bob's belief in the Finger Lakes is unequalled—so much so that as the Greater Rochester Chamber of Commerce CEO, he recently published a book, "We #ROC: 100 Reasons to Live in the Rochester/Finger Lakes Region." Bob joins Monroe Community College President Anne Kress as co-chair with a resolve to keep us United for Success. **Inspiring leaders like Danny and Bob are moving the Finger Lakes Forward, one giant step at a time.**

The report that follows shares the continuation of the vision and dedication that have made so many positive changes in our communities. It documents these changes, grounding the optimism we feel each day in metrics and data that show our growth over the past six years. We speak for our entire council and region in sharing that **we are united in moving the Finger Lakes Forward, one trained worker, one job, one business, one tech discovery, one revitalized neighborhood, one completed project at a time!**



*Bob Duffy*

**Bob Duffy**

President and CEO, Greater Rochester Chamber of Commerce

*Dr. Anne M. Kress*

**Dr. Anne M. Kress**

President, Monroe Community College

*Danny Wegman*

**Danny Wegman**

Chairman, Wegmans Food Markets

# Executive Summary

# 1



For the past six years, **the FLREDC has benefitted from the vision and dedication of Wegmans Chairman Danny Wegman.** Danny's commitment to the collaborative power of the council has led the Finger Lakes to great success in public and private funding and even greater success in forging transformational partnerships at the FLREDC table. **His dedication of his time, energy, and enthusiasm, and his incredible optimism about our region's future were a true driving force.**

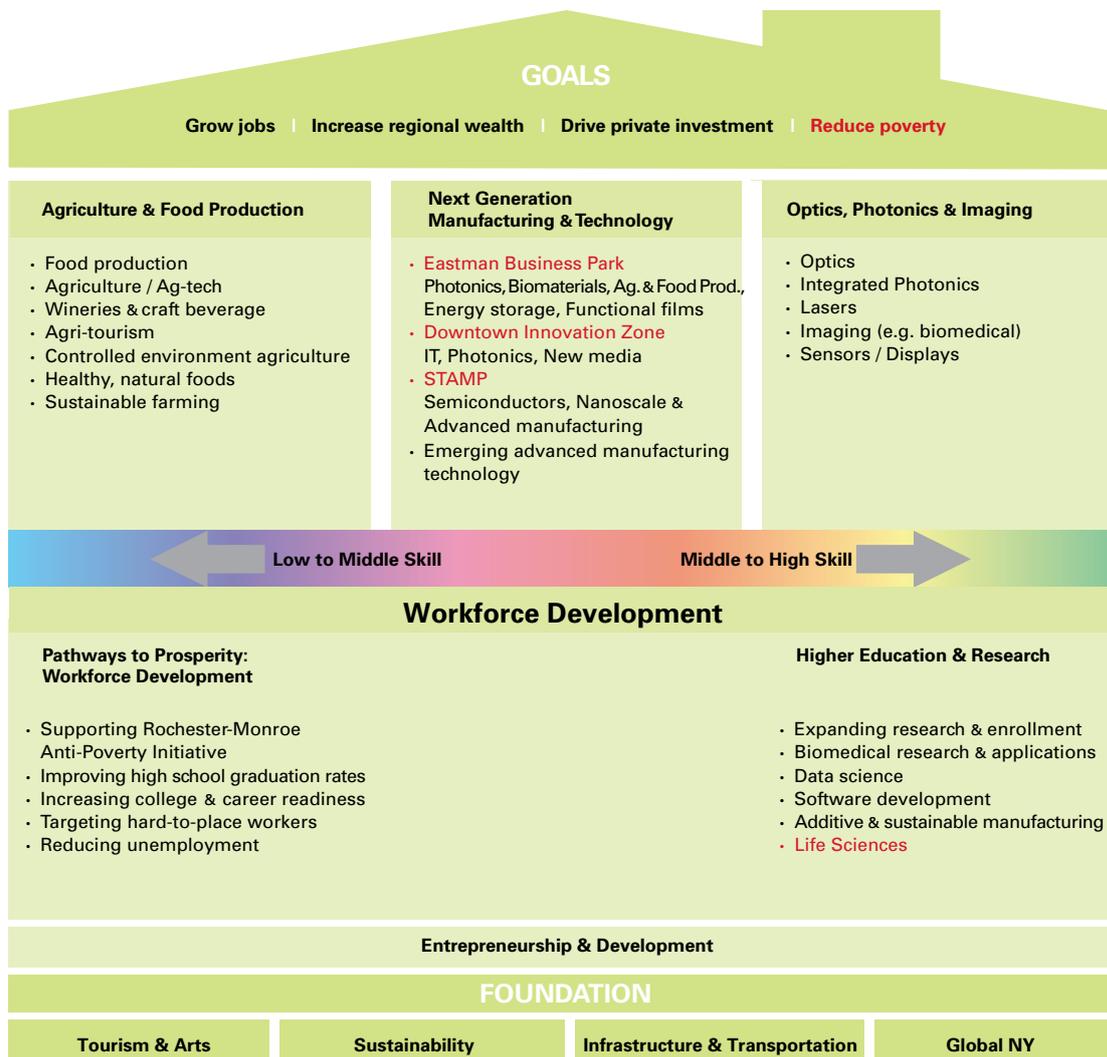
# United for Success

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

**T**hanks to Governor Andrew Cuomo’s leadership and unprecedented focus on economic development and poverty, the Finger Lakes region is driving forward – United for Success. Continuing the fast-paced progress will again require decisive strategic investment and a united community focused on a single plan. The URI and Rochester-Monroe Anti-Poverty Initiative have provided a strong tailwind at our region’s back that has accelerated our economic momentum and re-energized our efforts to provide a pathway to prosperity to all of our region’s residents. This report builds on our region’s URI plan, its strategies and holistic approach to further position the Finger Lakes region and New York State as a national and global trailblazer. Our URI plan, which we affectionately refer to as Our House, was based on an extensive and comprehensive quantitative and qualitative analysis, and focuses on four overarching objectives: **Grow Jobs, Increase Regional Wealth, Drive Private Sector Investment, and Reduce Poverty.**

Three industry clusters, or pillars, that will act as the core drivers of job and output growth: (1) Optics, Photonics, and Imaging (OPI); (2) Agriculture and Food Production; and (3) Next Generation Manufacturing and Technology. Three core enablers that will facilitate economic growth within the key pillar industries: (1) Pathways to Prosperity: Workforce Development; (2) Entrepreneurship and Development; and (3) Higher Education, Research, & Healthcare. And 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: (1) Global NY; (2) Tourism & Arts; (3) Infrastructure & Transportation; and (4) Sustainability.

To show the region’s commitment to a continued and sustained focus on Workforce Development, the region has remodeled Our House. Our new representation illustrates the three industry clusters provide a full-spectrum of jobs for the people of our region; from low-skill to high-skill, across all counties. Workforce efforts extend beyond the Pathways to Prosperity efforts and are supported by the creative and diverse programs at our nineteen colleges and universities.



To further deliver on our promise to advance these goals and strategies and help economically transform our region and New York State, the Finger Lakes Regional Economic Development Council has identified 36 priority projects that it is recommending for immediate state support. These projects align with our URI plan and represent more than \$136 million in total investment. Collectively, they will lead to the creation and retention of over 1,600 jobs, and leverage a return on investment of 7 to 1.

The Finger Lakes region has and will continue to take great care to be a good steward of state dollars. Since 2011, we have been awarded over \$500 million for more than 600 projects. These projects represent \$2.2 billion in total investment, leveraging \$266 million in state support by a ratio of more than 8 to 1. 86 percent of all our projects are complete or on schedule as are 72 percent of our past priority projects, statistics that underscore why our region is a trusted, game-changing investment.

This report also highlights the significant progress the Finger Lakes has made advancing regional and state priorities, including in the areas of workforce development, the Opportunity Agenda, our Regional Economic OPI Cluster, and Geneva's Downtown Revitalization Initiative Plan. Though significant and exciting, these advances are only the beginning. We are grateful, committed, energized and ready to continue moving the Finger Lakes Forward!

### A success story

On July 17th Governor Cuomo announced the \$200 million expansion plans of HP Hood LLC to increase capacity of its line of milk products, which include milk, cream, cottage cheese and sour cream. The new project repurposed the original construction done by Muller-Quaker, an important milk shed for the industry and the area.

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 HP Hood expansion brings 230 jobs and nearly \$26 million in payroll over the next five years to Genesee County. NYS Department of Agriculture and Markets Commissioner Richard A. Ball said, "The purchase of this facility by HP Hood is great news for New York's dairy community, who are experiencing challenging times. This expansion will not only mean our State's dairy farmers will have another market for their milk but also that an idle facility will now be back online, creating innovative dairy products for consumers worldwide and supporting the local economy through investment and new jobs."

"This major commitment from one of the nation's most prominent dairy companies will inject new life into the community, creating hundreds of jobs and spurring new investment in the Finger Lakes. Agriculture and food processing is a key pillar of economic growth in our Upstate Revitalization Initiative plan, and this latest investment shows that our multi-pronged strategy for growing the region's economy is working."

### Governor Andrew Cuomo



Governor Cuomo announces HP Hood expansion  
Photo by: Darren McGee- Office of Governor Andrew M. Cuomo

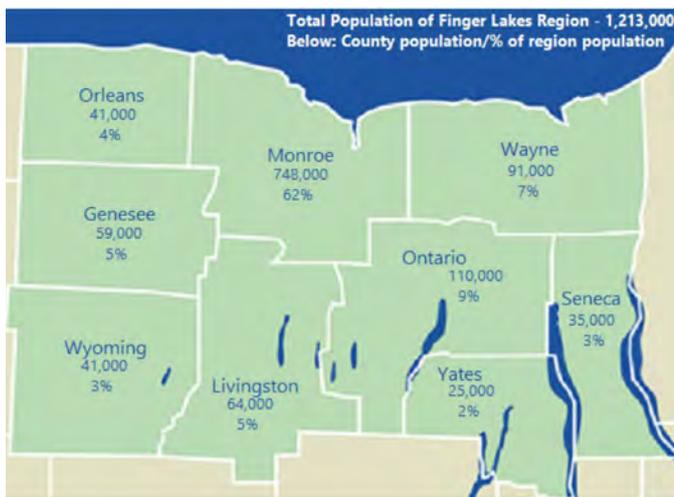


# Progress

# 2

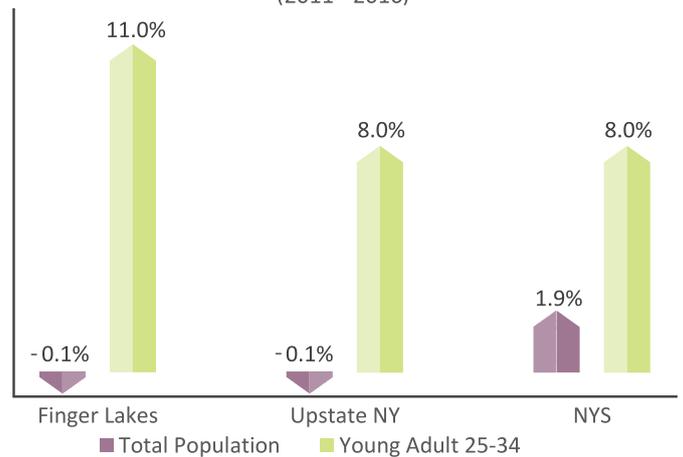
## How the Finger Lakes population is changing

- New York's statewide population declined for the first time in a decade in 2015-2016, while both the Finger Lakes and Upstate NY remained flat, seeing a -0.1% drop.
- The Finger Lakes continues to see healthy growth in the Young Adult population, as it outpaces growth in the rest of the state.
- Ontario County is one of only two counties in NYS to attract more new residents from the rest of the nation, including other NY counties, than they lost.



Source: U.S. Census Bureau

### Finger Lakes Population Growth (2011 - 2016)



Source: U.S. Census Bureau

## Grow Jobs

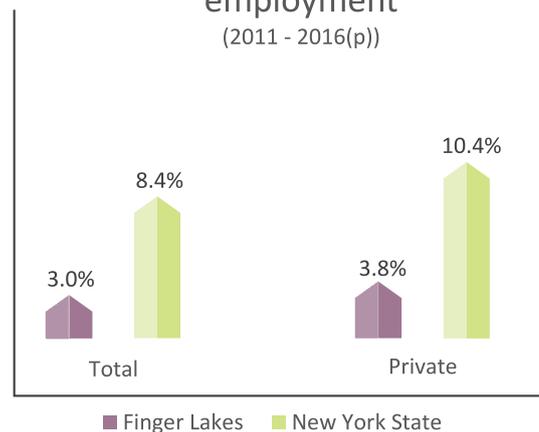
Finger Lakes Total Employment reached over 554,000 in 2016 – a 3% increase.

### Finger Lakes Total Employment



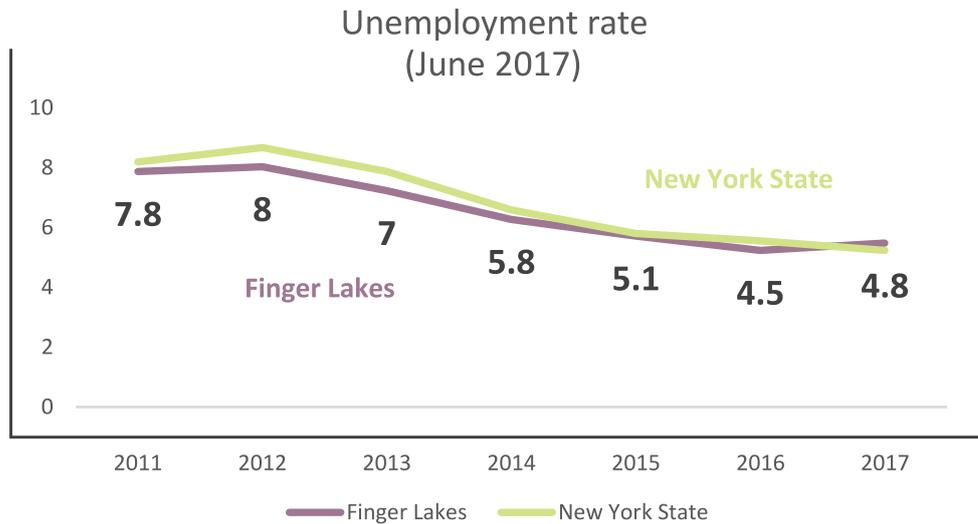
Source: New York State Department of Labor, Quarterly Census of Employment and Wages, (P) = Preliminary

### % Change average annual employment (2011 - 2016(p))



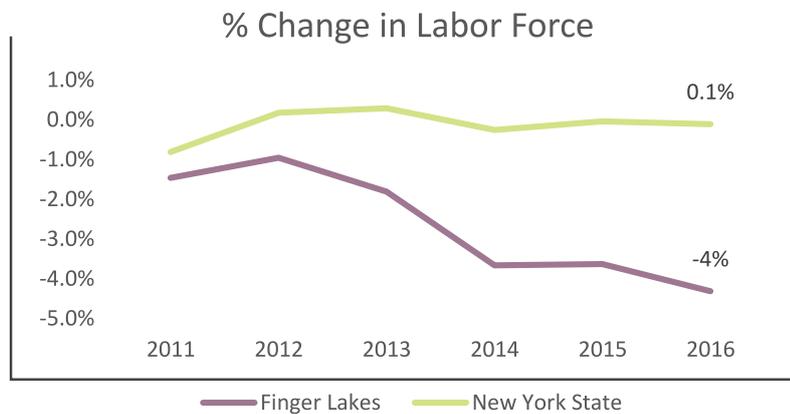
Source: New York State Department of Labor, Quarterly Census of Employment and Wages, (P) = Preliminary

The Finger Lakes region unemployment rate is a low 4.8%



## Labor force in the region

The labor force in the Finger Lakes continues to decline as the average age of the population rises and more individuals enter retirement.



## The Finger Lakes outperforms NYS and the US in R&D spending STEM degrees

2015				
	 <b>FINGER LAKES</b>	 <b>UPSTATE NY</b>	 <b>NYS</b>	 <b>US</b>
<b>R&amp;D per capita</b>	<b>\$322</b>	<b>\$288</b>	<b>\$288</b>	<b>\$214</b>
<b>STEM degrees per 100K population</b>	<b>381</b>	<b>316</b>	<b>255</b>	<b>245</b>
<b>Patents per 10K workers</b>	<b>23</b>	<b>17</b>	<b>10</b>	<b>10</b>

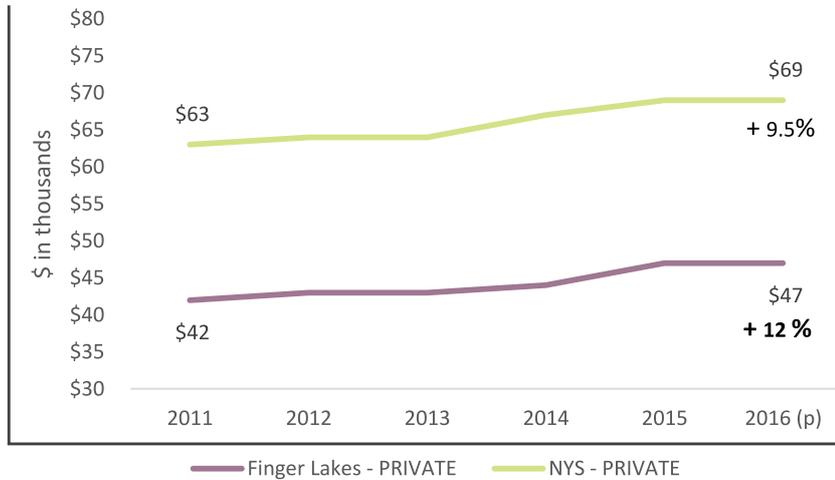
Sources: National Science Foundation, Higher Education Research and Development Survey, 2015; U.S. Census, 2010; American Community Survey, 2014 (5-year estimates), 2015 (1-year Estimates); National Center for Education Statistics, Integrated Postsecondary Education Data System, 2015; U.S. Department of Immigration and Customs Enforcement; U.S. Patent and Trademark Office, Patent Technology Monitoring Team, 2015; NYS Department of Labor, Quarterly Census of Employment and Wages, 2015; U.S. Census Bureau, Business Dynamics Statistics, 2015.

# Increase Regional Wealth

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

- Average annual wages are up 12%, outpacing NYS
- Average annual wage is now \$47,048

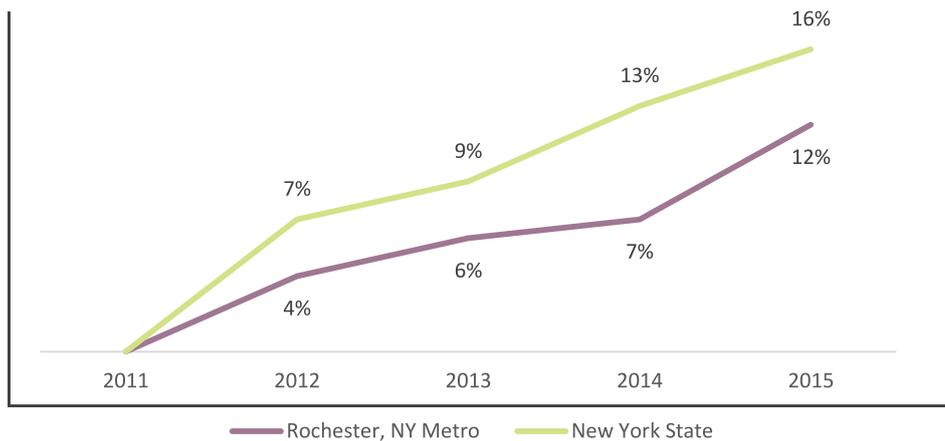
Average annual wages



Source: New York State Department of Labor, Quarterly Census of Employment and Wages, (P) = Preliminary

The Finger Lakes region gross metropolitan product saw a **5% increase between 2014 – 2015**, increasing **faster than NYS**.

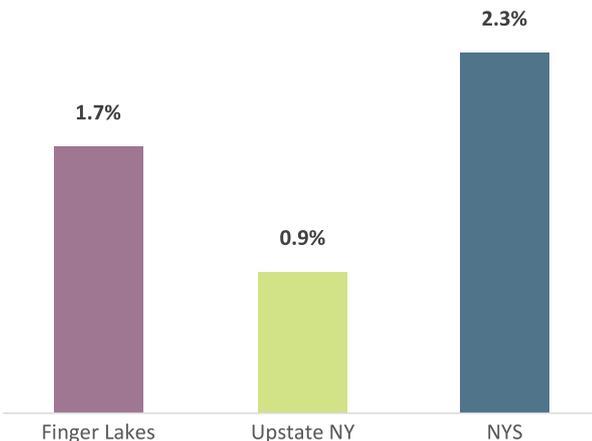
% Change in gross metropolitan product



Source: U.S. Bureau of Economic Analysis

The State continues to see modest growth in sales tax collection. The Finger Lakes region continues to outpace Upstate NY in this category.

Sales tax % change (2015-2016)



Source: NYS Department of Taxation & Finance  
Note: Includes County and City sales taxes. New York City shown adjusted for 2015 correction.

Tradable sectors make up a sizable share of the region's economy and these **sectors are growing**.

Tradable Sectors

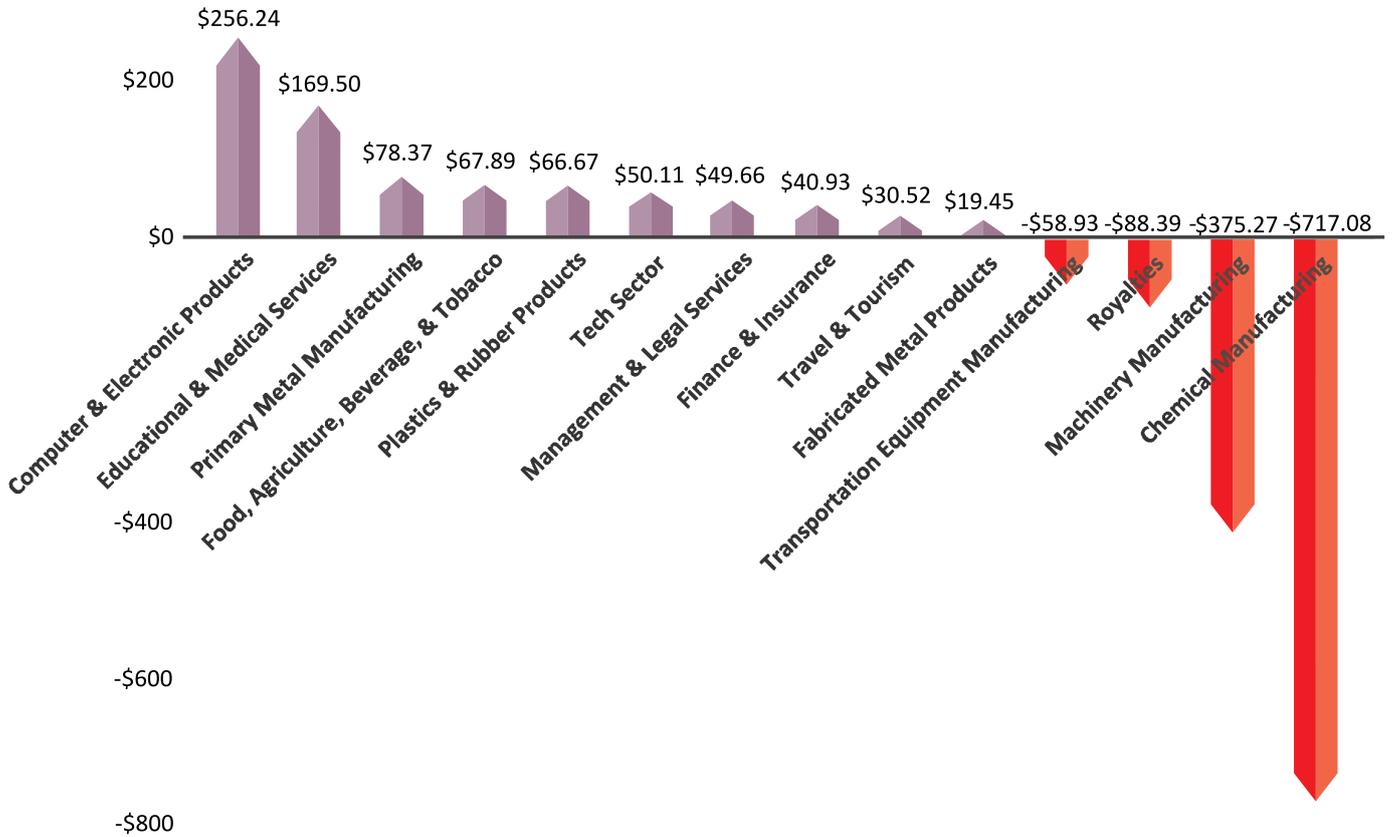
Sector		As a % of region
JOBS	<b>457,932</b>	<b>83%</b>
FIRMS	<b>26,858</b>	<b>91%</b>
TOTAL WAGES	<b>\$21.5B</b>	<b>83%</b>

Source: NYS Department of Labor, Quarterly Census of Employment and Wages, 2010 and 2015

# FLX Change in Real Exports

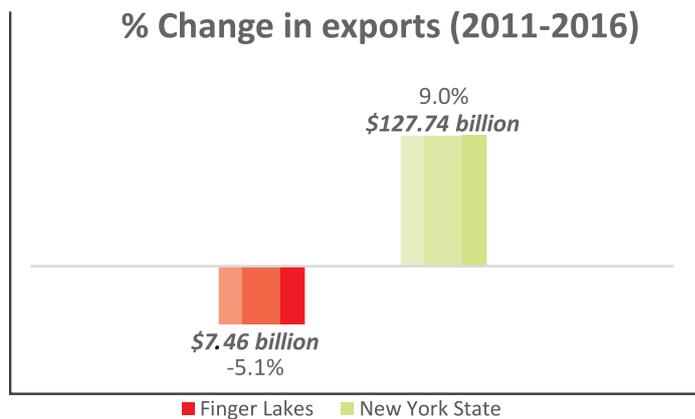
Overall, the value of Finger Lakes foreign exports is down 5.1% over the last five years. Despite the overall decrease, there has been **more than \$880 million in export growth** in select strategic industry clusters and economic enablers including, Advanced Manufacturing, Food, Agriculture, Beverage, & Tobacco Products, Tech Sector, and Educational & Medical Services. The strategic industry growth is helping to offset the decline in Chemical Manufacturing exports due to the recent rapid decline in Eastman Kodak's chemical exports.

**Change in Real Exports, 2011 - 2016 (\$ Millions)**



Source: Brookings analysis of data from Census, BEA, Moody's Analytics, BLS, NAFSA, IRS, EIA, and Sabre, 2017

## % Change in exports (2011-2016)



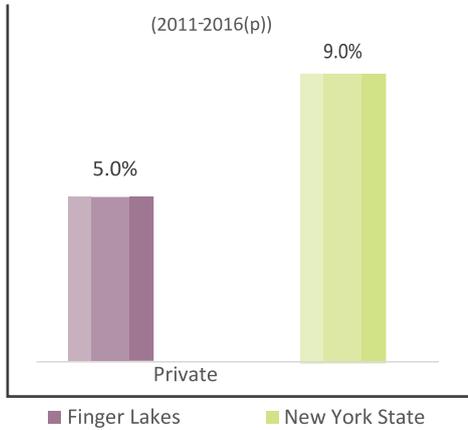
Source: Brookings analysis of data from Census, BEA, Moody's Analytics, BLS, NAFSA, IRS, EIA, and Sabre, 2017

# Drive Private Investment

The Finger Lakes region is showing a 5% increase in the number of establishments.

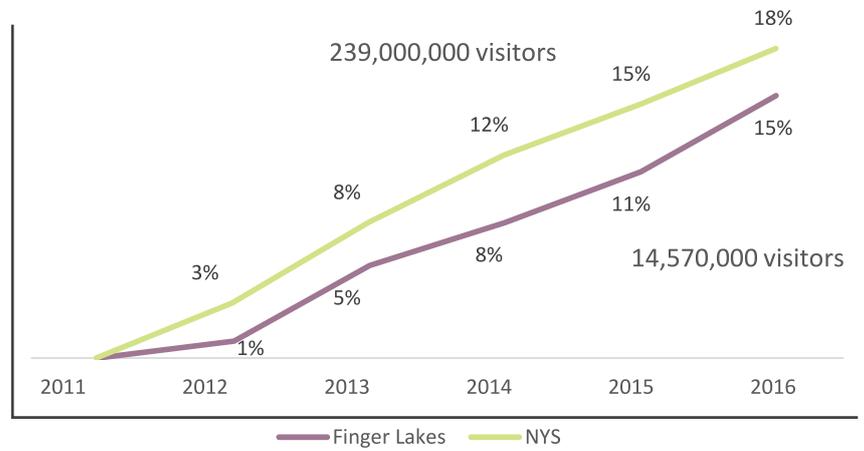
The region is working in partnership with New York City and Niagara Falls to complement their tourism marketing to promote the Finger Lakes wine and craft beer trails and the arts and museums.

**% Change number of establishments**  
(2011-2016(p))



Source: New York State Department of Labor, Quarterly Census of Employment and Wages, (P) = Preliminary

**% Change in Tourism Visitation**

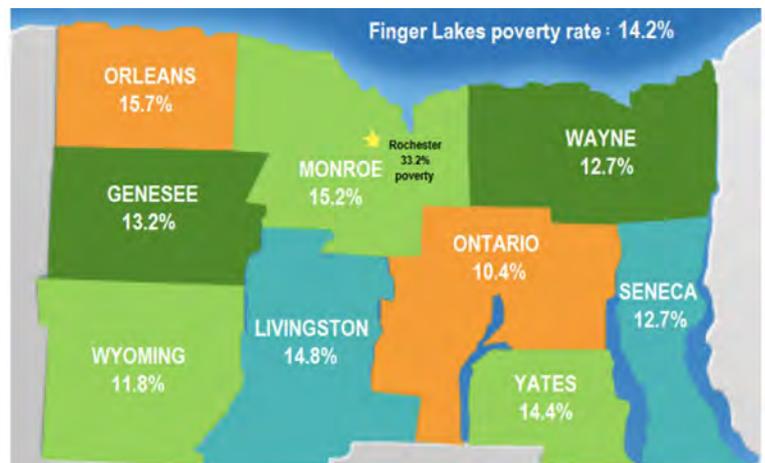


Source: Longwoods International, U.S. Department of Commerce and Tourism Economics

# Reduce Poverty

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

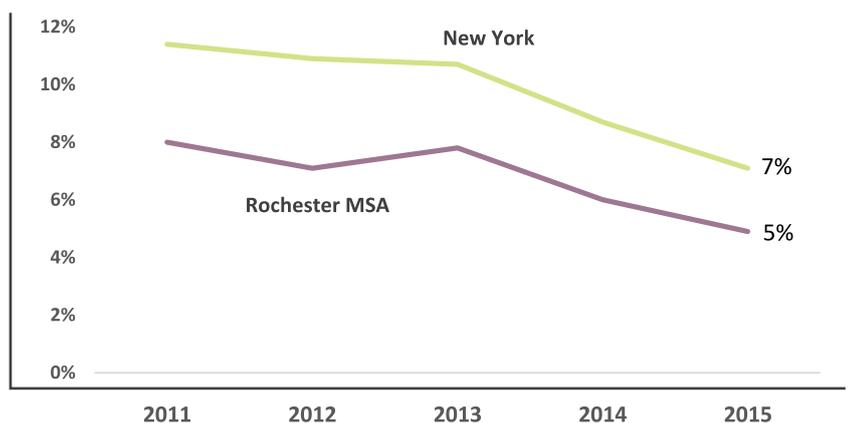
Poverty rates for the City of Rochester can be found in the Pathways to Prosperity Work Team report.



Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Rochester MSA continues to lead the state in % of population who are insured.

**% of Uninsured Population**



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

# Status of Past Priority Projects

## Priority Project Progress

139 priority projects in the Finger Lakes region have received a capital award through the ESD Grant Funds program over the last six years. These projects represent \$1.2 billion in total investment, leveraging \$121 million in state support by a 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
	7690	NY Battery and Energy Storage Technology Consortium, Inc.	NY Battery and Energy Storage Technology Consortium Capital	\$1,000,000	\$4,000,000
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

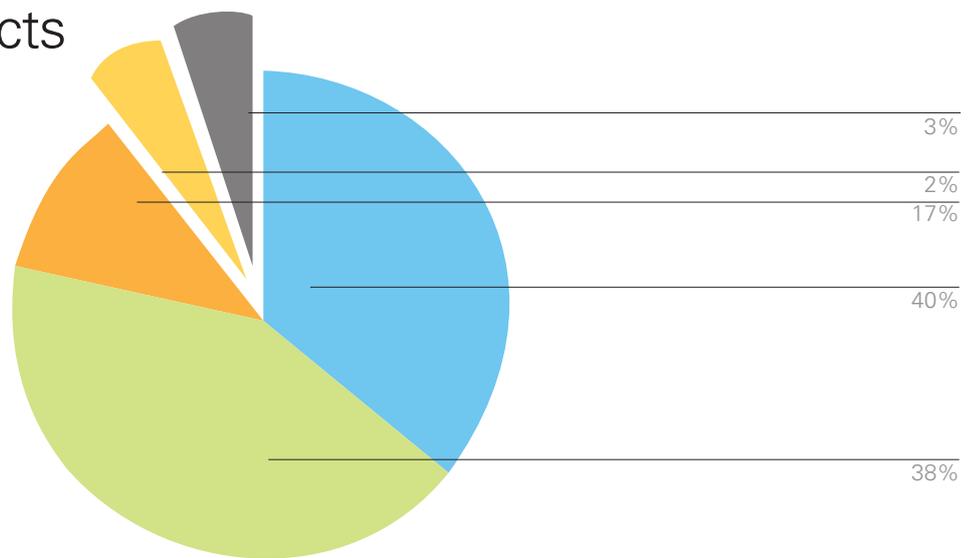
#### 2015 YEAR AWARDED • ROUND 5

Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	50561	The YMCA of Greater Rochester	YMCA Regional Campus	\$200,000	\$5,294,183
	50732	Cornell Agriculture Food Technology Park	Cornell Agriculture Food Technology Park New Manufacturing Building	\$500,000	\$4,710,000
	51251	Town of Alabama	STAMP Water Infrastructure	\$1,500,000	\$8,000,000
	51570	Roberts Wesleyan College	Roberts Wesleyan Smith Science Building Renovation	\$1,000,000	\$6,766,832
	51646	DiMarco Group	Fishers Ridge Phase I Infrastructure	\$1,000,000	\$44,475,000
	51677	Orleans Renaissance Group, Inc.	Bents Opera House Restoration Phase II	\$70,000	\$520,000
	52041	Village of Arcade	Arcade Sewer	\$500,000	\$4,547,695
	52748	Orleans County Economic Development Agency	Orleans County Agriculture Processing Facility Business Park	\$600,000	\$2,075,000
	52833	Genesee County Economic Development Center	LeRoy Food and Technology Park	\$420,000	\$2,100,000
	52976	Renovation of the Eastman School of Music's Messinger	Eastman School of Music Messinger Hall Renovation	\$500,000	\$5,498,528
	53542	Genesee Biogas LLC	Genesee Biogas Pretreatment	\$750,000	\$4,207,500

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
	54142	Seneca County	Seneca County Sewer 318	\$1,500,000	\$9,200,000
	54227	Marquart Bros LLC	Marquart Bros. Potato Chip Plant	\$900,000	\$14,221,866
	54260	Genesee Gateway Local Development Corporation	Genesee Valley Agri-Business Park Infrastructure	\$500,000	\$1,912,000
	54761	Seneca Park Zoo Society	Seneca Park Zoo Master Plan Improvements Phase 1a	\$1,500,000	\$22,200,000
	54816	Bristol Mountain Ski Resort	Bristol Mountain New Ski Resort Inn and Lodge	\$300,000	\$3,334,000
	55079	Foodlink Inc.	Foodlink Commercial Kitchen Expansion	\$250,000	\$4,891,654
	55149	Boys & Girls Clubs of Rochester, Inc.	Boys and Girls Club of Rochester	\$300,000	\$3,500,000
	55453	Monroe Community College	Modernization of MCC Applied Technologies Center	\$57,000	\$285,046
	55708	WinnDevelopment	Sibley Building Phase II	\$3,500,000	\$65,504,528
	55858	Greenidge Generation Holdings LLC	Greenidge Gas Conversion Project	\$2,000,000	\$11,655,000
	55871	University Preparatory Charter School for Young Men	University Preparatory School Career and Technical Education Center	\$150,000	\$1,120,395
	56058	Unither US Corporation	Unither Corp Production Expansion	\$1,000,000	\$10,800,000
	56121	New York Photonics	New York Photonics Freeform Optics Profiler	\$160,000	\$1,507,900
	56164	Anthony J Costello & Son (Spencer) Development, LLC	City Gate Erie Canal Public Venue	\$2,000,000	\$73,303,728
	56197	University of Rochester	University of Rochester Goergen Institute for Data Science	\$1,000,000	\$50,000,000
	56210	Rochester Institute of Technology	Additive Manufacturing Center at RIT	\$100,000	\$500,000
	56233	NOHMs Technologies	NOHMs Technologies Electrolyte Manufacturing Equipment Purchase	\$135,000	\$2,512,500
	56295	Kingsbury	Kingsbury Touchscreen Sensor Quality Lab	\$200,000	\$1,240,000
	56544	Canandaigua Lake Pinnacle North Waterfront Development	Canandaigua Lakefront Redevelopment Project Final Phases	\$2,000,000	\$38,000,000
	56623	City of Rochester, N.Y.	Rochester Riverside Convention Center Renovation	\$1,500,000	\$27,273,167
	56663	WFL BOCES	Wayne Finger Boces Advance Manufacturing Education	\$1,000,000	\$2,100,112
	56730	NY BEST	Energy Storage Ecosystem Resources - Safety Testing and Cylindrical Cell Prototyping	\$2,000,000	\$22,737,746
	56764	Finger Lakes Economic Development Center	Keuka Business Park Building Acquisition	\$150,000	\$760,000
	56893	Veterans Outreach Center	Regional Veterans Service Center	\$150,000	\$190,000
	57285	Rochester City School District	Edison Career and Technology High School	\$83,000	\$185,000
	57368	Gallina Development Corporation (Tower 195, LLC)	Rochester Chase Tower Access Improvements	\$200,000	\$2,485,000
	57518	Keuka College	Keuka College Center for Business Analytics and Health Information	\$125,000	\$635,000
<b>2016 YEAR AWARDED • ROUND 6</b>					
Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	64542	Constellation Brands Marvin Sands Performing Arts Center	CMAC Improvements Phase 1	\$740,000	\$8,877,000
	64943	Headwater Foods	Food HUB Expansion	\$280,000	\$1,400,000
	64974	The Little Theatre Film Society	Historic Rehabilitation Project	\$225,000	\$1,420,000
	66430	Rochester Downtown Development Corp.	Rochester Downtown Kitchen Incubator	\$213,500	\$1,067,675
	66672	Romold, Inc.	Advanced Manufacturing Equipment	\$202,000	\$1,010,000

Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	67012	School of the Holy Childhood	Special Touch Bakery	\$481,000	\$2,405,400
	67074	Keuka College	Dahlstrom Student Center Transformation	\$1,000,000	\$5,000,000
	67491	Batavia Development Corp.	Ellicott Station	\$1,900,000	\$17,347,148
	68452	Keuka College	Waterfront Development	\$100,000	\$500,000
	68636	1000 Silver Hill, LLC	Wayne County Manufacturing Training Facility	\$150,000	\$1,900,500
	63508	Rochester General Hospital	Nursing School Expansion	\$1,100,000	\$5,545,000
	64798	Memorial Art Gallery	Community Outreach Fellowship	\$100,000	\$2,007,627
	64916	National Women's Hall of Fame	Center for Great Women Phase III-A	\$250,000	\$5,164,754
	65396	Smith Center for the Arts, Inc.	Smith Opera House Upgrades	\$436,500	\$582,000
	65618	Hillside Varick Campus Seneca Falls	Hillside Varick Campus Revitalization	\$800,000	\$4,000,000
	65790	Seneca Park Zoo Society	Zoo Master Plan Phase 1a	\$1,000,000	\$22,200,000
	66058	Livingston County IDA	Livonia Agribusiness Park	\$2,300,000	\$11,850,000
	66476	Monroe Community Sports Centre Corp	Bill Gray's Regional Iceplex Revitalization Project	\$700,000	\$2,470,208
	66691	Nazareth College	Music Performance Center	\$1,000,000	\$15,500,000
	66868	City of Rochester	Rochester Riverside Convention Center Modernization Phase II	\$1,800,000	\$4,800,000
	66929	City of Rochester	East Main Street Enhancements	\$1,500,000	\$9,864,000
	66949	Rochester Institute of Technology	Shortwave Infrared Spectrometer	\$188,000	\$988,190
	67204	St. John Fisher College	Skalny Science Center Renovation	\$440,000	\$2,200,000
	67306	Roberts Wesleyan College	Wireless Technology Infrastructure Initiative	\$145,000	\$747,300
	67334	Sibley ESCO	Sibley Square Innovation Phase	\$2,000,000	\$21,816,525
	67742	Marquart Dairy, LLC	Marquart Rail Project	\$1,500,000	\$7,500,000
	67861	Sempreverde, LLC	Hamlin Beach and Letchworth State Parks	\$510,000	\$2,550,000
	67885	Sysco	Western NY Depot	\$150,000	\$750,000
	67925	Wayne County ARC	Street of Shops Expansion Project	\$400,000	\$1,827,000
	67939	YMCA of Greater Rochester	Southeast YMCA Healthy Living Campus	\$1,455,500	\$40,000,000
	68335	The Costello Group	CityGate Remediation Phase	\$800,000	\$28,582,528
	68491	The College at Brockport	Access-2-Excellence (A2E)	\$700,000	\$3,600,000

## Overall Status Past Priority Projects



## Aggregated status of ESD grant projects

Status	2011	2012	2013	2014	2015	2016	Total	% of projects
Completed	5	17	10	14	9	0	55	40%
On schedule	1	1	1	13	27	10	53	38%
Contract not yet executed	0	0	0	1	0	22	23	17%
Progressing slow	0	0	0	2	2	0	4	2%
Concerns need to be resolved	0	0	0	0	0	0	0	0%
Cancelled or funding declined	0	3	0	0	1	0	4	3%
<b>TOTALS</b>	<b>6</b>	<b>21</b>	<b>11</b>	<b>30</b>	<b>39</b>	<b>32</b>	<b>139</b>	<b>100%</b>

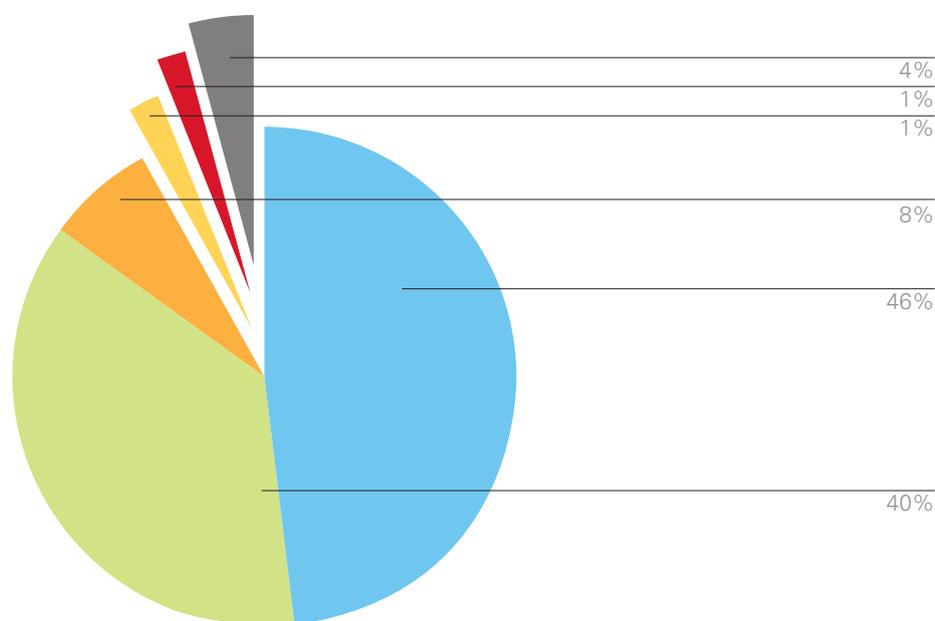
## Leverage of State investment in all past Priority Projects

	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5	ROUND 6
Total projects	<b>6</b>	<b>21</b>	<b>11</b>	<b>30</b>	<b>39</b>	<b>32</b>
Total project cost	\$35,673,836	\$218,082,700	\$95,888,985	\$168,936,137	\$459,792,284	\$235,472,855
Total amount of ESD Capital Awards	\$10,500,000	\$24,675,000	\$6,300,000	\$24,870,000	\$29,880,000	\$24,566,500
Ratio of TPC to ESD Capital Awards	<b>3:1</b>	<b>9:1</b>	<b>15:1</b>	<b>7:1</b>	<b>15:1</b>	<b>10:1</b>

# Status of All Projects Awarded CFA Funding

609 projects in the Finger Lakes region have received awards through the CFA process over the last six years. These projects represent \$2.2 billion in total investment, leveraging \$266 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	2016	Total	% of projects
Completed	81	59	63	50	28	1	282	46%
On schedule	7	6	24	47	111	51	246	40%
Contract not yet executed	0	0	0	1	1	45	47	8%
Progressing slow	0	2	0	1	3	0	6	1%
Concerns need to be resolved	1	0	0	0	0	0	1	1%
Cancelled or funding declined	6	10	5	4	2	0	27	4%
<b>TOTALS</b>	<b>95</b>	<b>77</b>	<b>92</b>	<b>103</b>	<b>145</b>	<b>97</b>	<b>609</b>	<b>100%</b>

## Leverage of State investment in all CFA projects

	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5	ROUND 6
Total projects	<b>94</b>	<b>80</b>	<b>94</b>	<b>103</b>	<b>145</b>	<b>97</b>
Total project cost (TPC)	\$273,548,568	\$266,380,716	\$196,251,350	\$358,702,210	\$877,215,075	\$284,973,802
Total amount of CFA Awards	\$53,430,715	\$41,030,709	\$24,120,435	\$41,609,118	\$71,697,312	\$37,527,271
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>	<b>8:1</b>

## Job creation to date

	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5	ROUND 6	TOTALS
Permanent Jobs Created	1,130	756	143	115	1,063	30	<b>3,237</b>
Jobs Retained	3,781	900	363	931	4,260	246	<b>10,481</b>
Totals	4,911	1,656	506	1,046	5,323	276	<b>13,718</b>



City of Rochester hosts Uber job fair  
 Photo by: Communications Bureau, City of Rochester, NY



FINGER LAKES FORWARD

# 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, Research, & Healthcare.

## URI Project Progress

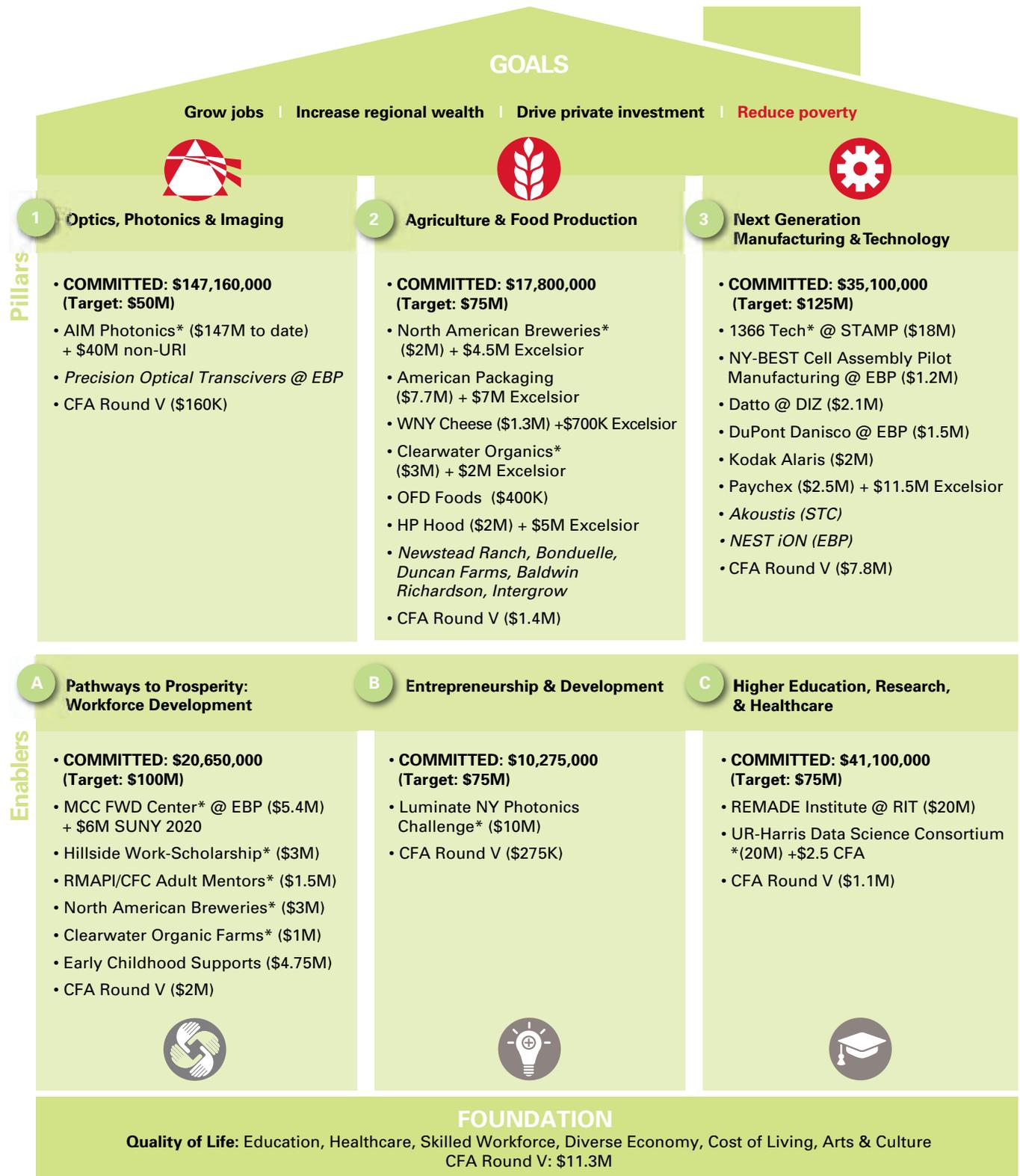
URI AWARDED PROJECTS					
Status	CFA#	Project Sponsor	Project Name	URI Award	Project Total
	54472	North American Breweries	Genesee Brewery Eco-District	\$5,000,000	\$49,100,000
	61031	Hillside	Work-Scholarship Connection	\$3,000,000	\$6,000,000
	62495	WNY Cheese Enterprise	Cheese Plant	\$1,300,000	\$49,700,000
	62699	Eastman Kodak	Kodak Cell Assembly Center	\$1,200,000	\$5,900,000
	68086	GCEDC	1366 Technologies at STAMP	\$18,000,000	\$700,000,000
	68751	AIM Photonics	TAP Facility	\$147,000,000	\$612,000,000
	69000	Monroe Community College	Forward Center at EBP	\$5,400,000	\$12,000,000
	69070	Catholic Family Center	Mentors for Success Pilot	\$1,500,000	\$2,956,386
	70745	American Packaging Corp	Flexible Packaging Facility	\$7,700,000	\$192,118,000
	TBD	Clearwater Organic Farms	EBP Hydroponic Greenhouse	\$4,000,000	\$50,600,000
	68744	RIT	REMADE Clean Energy NNMI	\$20,000,000	\$40,000,000
	70348	High Tech Rochester	Photonics Venture Challenge	\$10,000,000	\$10,000,000
	70749	OFD Foods, LLC	Project Freeze	\$400,000	\$25,070,000
	70781	RMAPI	Early Childhood Supports	\$4,750,000	\$7,495,450
	71009	Datto	Downtown Rochester Expansion	\$2,100,000	\$5,250,000
	71066	DuPont	Danisco EBP Expansion	\$1,500,000	\$89,015,000
	77335	HP Hood, LLC	HP Hood Facility Renovation	\$2,000,000	\$206,662,544
	71058 & 71059	University of Rochester	UR-Harris Data Science Consortium	\$20,000,000	\$285,000,000
	74308	Kodak	Kodak Alaris	\$2,000,000	\$7,500,000
	77624	Paychex	Paychex expansion	\$2,500,000	\$58,400,000

# URI Project Progress

**COMMITTED: \$283,560,000 (of \$500M)**

**Leverage (Direct): \$1,615,075,000**

**Additional NYS: \$110,000,000 (approx.)**



\*Highlighted Initiatives in the FLXFWD URI Plan  
*Italics: Non-URI funds*

# 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 College Town 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 Val Tech 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

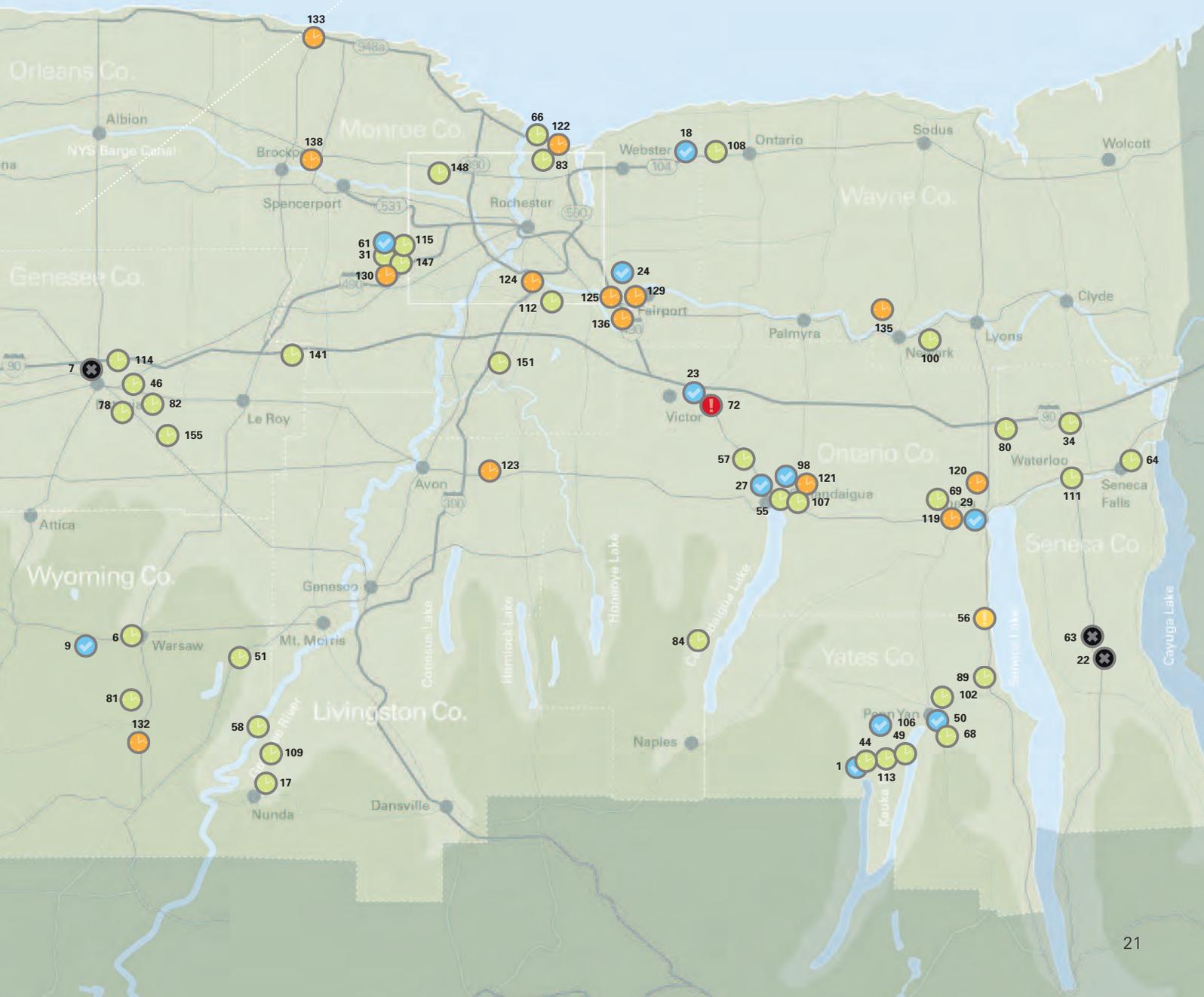
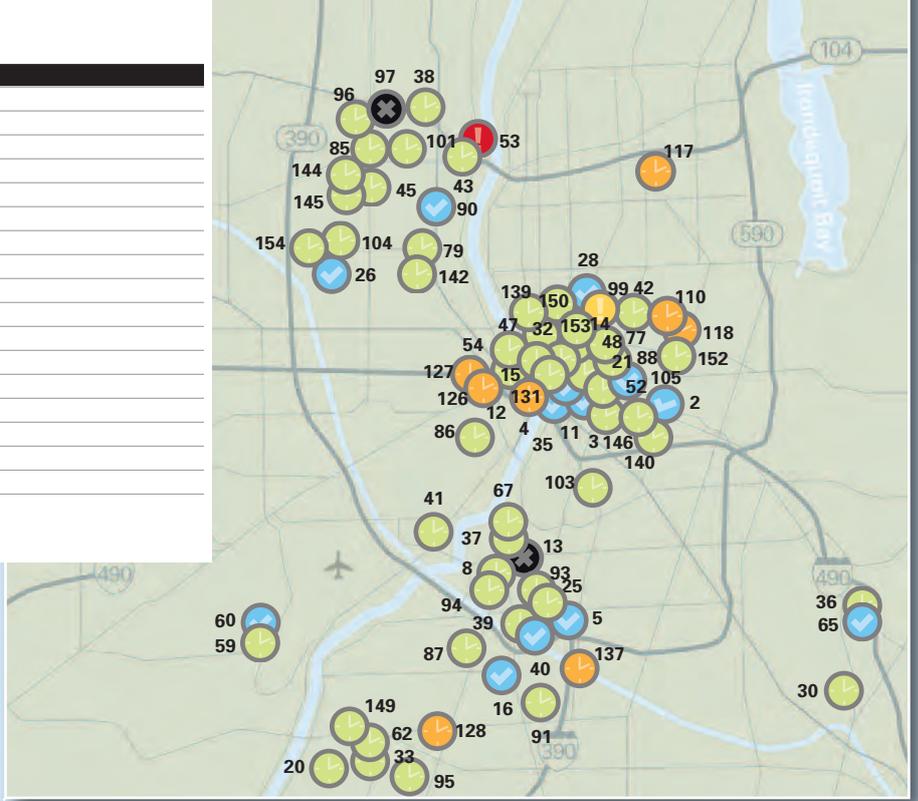
## ROUND 6

- 107 CMAC Improvements Phase 1
- 108 Food HUB Expansion
- 109 Historic Rehabilitation Project
- 110 Rochester Downtown Kitchen Incubator
- 111 Advanced Manufacturing Equipment
- 112 Special Touch Bakery
- 113 Dahlstrom Student Center Transformation
- 114 Ellicott Station
- 115 Waterfront Development
- 116 Wayne County Manufacturing Training Facility
- 117 Nursing School Expansion
- 118 Community Outreach Fellowship
- 119 Center for Great Women Phase III-A
- 120 Smith Opera House Upgrades
- 121 Hillside Varick Campus Revitalization
- 122 Zoo Master Plan Phase 1a
- 123 Livonia Agribusiness Park
- 124 Bill Gray's Regional Iceplex Revitalization Project
- 125 Music Performance Center
- 126 Rochester Riverside Convention Center Modernization Phase II
- 127 East Main Street Enhancements
- 128 Shortwave Infrared Spectrometer
- 129 Skalny Science Center Renovation
- 130 Wireless Technology Infrastructure Initiative
- 131 Sibley Square Innovation Phase
- 132 Marquart Rail Project
- 133 Hamlin Beach and Letchworth State Parks
- 134 Western NY Depot
- 135 Street of Shops Expansion Project
- 136 Southeast YMCA Healthy Living Campus
- 137 CityGate Remediation Phase
- 138 Access-2-Excellence (A2E)



**URI PROJECTS**

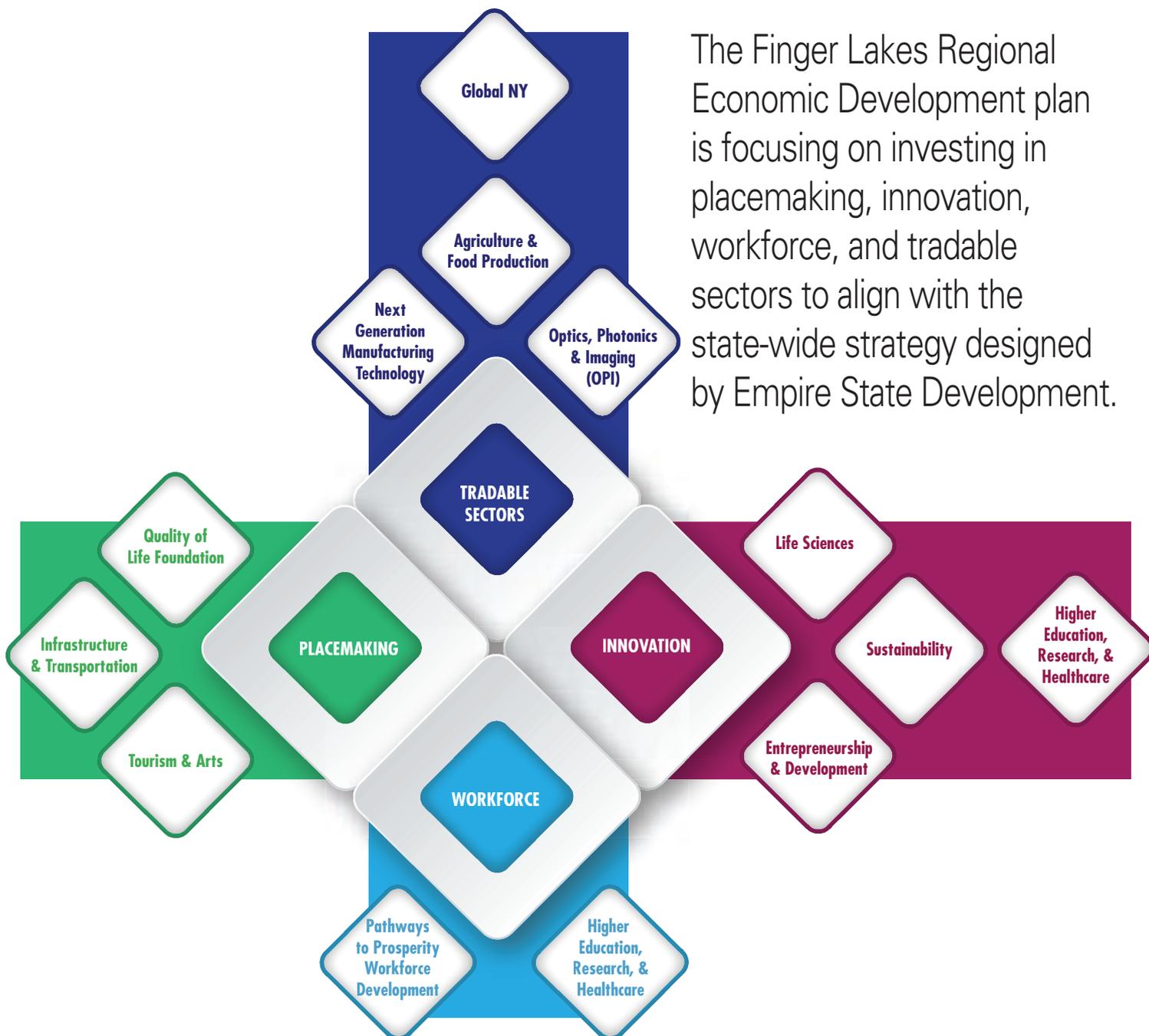
- 139 Genesee Brewery Eco-District
- 140 Work-Scholarship Connection
- 141 Cheese Plant
- 142 NY-BEST Battery Cell Assembly Pilot Plant
- 143 1366 Technologies at STAMP
- 144 TAP Facility
- 145 Forward Center at EBP
- 146 Mentors for Success Pilot
- 147 Flexible Packaging Facility
- 148 EBP Hydroponic Greenhouse
- 149 REMADE Clean Energy NNMI
- 150 Photonics Venture Challenge
- 151 Project Freeze
- 152 Early Childhood Supports
- 153 Downtown Rochester Expansion
- 154 Danisco EBP Expansion
- 155 HP Hood Facility Renovation





# Implementation Agenda

# 3



The Finger Lakes Regional Economic Development plan is focusing on investing in placemaking, innovation, workforce, and tradable sectors to align with the state-wide strategy designed by Empire State Development.

# Workforce Development



## Meeting the Workforce Needs of the Finger Lakes Region

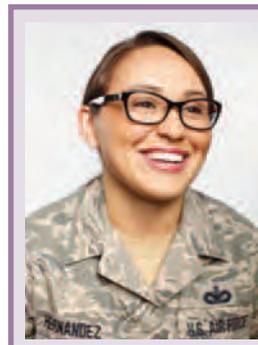
Without workers, there are no employers. Without employers, workers are not needed. Finger Lakes Forward continues to address this complex challenge through partnership at every level to achieve balance. It begins with regional workforce development.

A driving force fueling regional workforce endeavors: the middle-skills gap. Middle-skill occupations are those that require some post-secondary education, but less than a four-year degree. According to a February 2017 Fact Sheet published by the National Skills Coalition ([www.nationalskillscoalition.org](http://www.nationalskillscoalition.org)) the demand for middle-skill occupations in the United States is strong, making up 53% of all occupations in 2015. They project that demand will remain strong through the year 2024 with 43% of job openings classified as middle-skill. 53% of the labor market in the United States are middle-skill occupations, however only 43% of workers are trained to the middle-skill level. This data is compelling. However, it's not enough to understand the challenge on a national scale. To make an impact, we must understand this issue on a regional scale.

This year, New York State asked the regional councils to survey both industry and educational institutions to better understand skills-gaps within the region. The FLREDC turned to Monroe Community College. Monroe Community College's Economic and Workforce Development Center (Center) recognized early on that there was a need for a deeper understanding of regional labor market dynamics, and had already made great strides in this area. The Center sources and develops labor market intelligence which drives a web platform, [www.mcclmi.com](http://www.mcclmi.com), designed to assist educators, workforce developers and economic developers by allowing them to apply occupational-based analyses within specific regions and workforce clusters. Additionally, a key part of the Center's process for estimating occupational gaps includes working closely with industry, professional associations, and educators to accurately define each occupational group for the region. The current analyses are focused on middle-skill occupations, and the information is used to better inform regional economic development strategy and make labor market information actionable. To review the full scope of data analyses for the Finger Lakes region, visit [www.mcclmi.com](http://www.mcclmi.com).

How would a region take action based on this data? One example is what has taken place in the tooling and machining workforce cluster in our region. As MCC's Center developed its first middle-skills gap analysis, the gap in available workers in the tooling and machining occupation caught their attention. In 2012, an estimated 69% of tooling and machining related jobs in the Finger Lakes Region were going unfilled due to a lack of qualified, entry level workers. The region needed more workers. To address this problem, MCC spread the word and developed an accelerated precision tooling certificate program that more than doubled the number of entry level machinists graduating from MCC and entering the labor market on an annual basis. As a result, greater focus was placed on this issue by other local education providers as well, including Monroe 2 Orleans BOCES and Finger Lakes Community College to name a few. All of these educational institutions increased their output of qualified entry level machinists in the years that followed. When reevaluated, the results were astounding. The total regional supply of entry level machinists increased by 76%.

Even though the local demand for tooling and machining workers increased 15%, the region effectively decreased the overall size of the gap by 15% (a decrease from an estimated 69% to 52% of tooling and machining related jobs going unfilled annually).



### Lydia Hernandez

A single mom that works full-time, Lydia credits the support of MCC's Veteran Services Office in guiding her as she furthers her education. She will earn her liberal arts degree in May, and plans to continue her MCC education in nursing. "MCC has made it possible for me to pursue my dreams online and in the evening – it's the only way I could balance all of my responsibilities," she says.

The skills-gap measurement data provided by the MCC Economic and Workforce Development Center, and shared at [www.mcclmi.com](http://www.mcclmi.com) has been adopted by the FLREDC as a collaborative, regional tool for economic development. MCC convenes a Regional Advisory Board made up of workforce practitioners, economic developers, economists, and secondary and post-secondary educators, to provide input and discuss collaborative approaches to intervention around the analyses. FLREDC is an enthusiastic partner on this Board. Additionally, the analyses have been accepted across the Finger Lakes region, and into the Central and Western NY regions. Analyses of the advanced manufacturing workforce cluster were conducted by the MCC Economic and Workforce Development Center for Western New York STEM Hub, and the Manufacturing Association of Central New York – both projects were sponsored by the SUNY TEAM project, which came to completion at the end of 2016.



### Corky Swails

Corky was abandoned as a child, and later adopted by his foster family. When asked what drives him, his foster mom, whom he calls grandma, gets the nod. Corky enrolled in the Hillside Work Scholarship Connection in 10th grade. He has been successfully employed with Wegmans through the program and will attend MCC, majoring in Construction Management & Business. He attributes his perseverance to his teachers, Hillside advocate, and most of all his "grandma".

The Finger Lakes region's workforce development boards also play a key role in bridging the skills gap. The region hosts three workforce development boards: Monroe County (Rochester); Finger Lakes (Ontario, Seneca, Wayne, and Yates counties); and GLOW (Genesee, Livingston, Orleans, and Wyoming counties). These boards provide strategic and operational oversight of local workforce development systems, as well as oversee the federal investment in worker training and career services through the Workforce Innovation and Opportunities Act (WIOA). In 2017, area workforce development boards will oversee a total allocation of \$7.2 million through WIOA. These funds are used for a wide range of employment and career services, including worker training, staffing, and career center operations. In addition, the boards submit to the New York State Department of Labor a regional plan that provides a strategic framework for workforce development in their local areas.

In the Finger Lakes, the workforce development boards have aligned their strategic plan with the regional economic development council's Finger Lakes Forward plan, working in concert on important efforts like creating career pathways and closing the skills-gap. Staff from the workforce development boards also sit on the FLREDC's Pathways to Prosperity work team, helping the council create innovative workforce strategies.

**Patrick J. Murphy**

In 2016, Patrick found himself unemployed and living in housing for veterans. Through the cooperative efforts of RIT, the Veterans Outreach Center, the NYS Department of Labor and RochesterWorks!, Patrick was able to enroll at RIT. He participated in a training and certification program that serves unemployed veterans interested in working in advanced manufacturing and electronics assembly companies. "I received intensive, hands-on training," Patrick says. "Thanks to the instructors at RIT, I was able to improve my skills and attract employers. I was offered a job the day I graduated!"

**Rashima Harris**

Rashima is a participant in the Adult Mentoring program called Bridges to Success. Her mentor supports her through a process to identify her personal goals. Rashima's goals include:

bettering herself, helping her children realize their potentials, and to become a registered nurse. Rashima was accepted into an LPN program – her first step in becoming a registered nurse. She will begin classes at Wayne Finger Lakes BOCES this fall. Rashima says her relationship with her mentor has "truly been a blessing." Her mentor believes in her, and supports her in achieving her goals.

In the past program year, the three workforce development boards and their community partners have achieved a record of success in several areas. Collectively they:

- Hosted 125 recruitments and job fairs attended by 6,000 job seekers.
- Funded skills training for 800 workers and job seekers.
- Served 20,000 customers at their career centers throughout the region.
- Helped 14,700 job seekers find employment (latest data from the 2016 program year).
- Served more than 1,000 youth with employment and job readiness services.
- Hosted multiple special events and programs such as Finger Lakes Works with their Hands, Health Care Career Day, Rochester Work's Criminal Justice Partnership, Agricultural Career Day, and del Lago Casino & Spa recruitment days.

The partnership between area workforce development boards and the Finger Lakes Regional Economic Development Council will continue with a strong focus on closing the region's skills-gap.

The Finger Lakes region is experiencing a heightened awareness of workforce and economic development challenges, and a vigor to tackle them. This has led to a variety of initiatives across the region. The Finger Lakes are moving forward, and not just through FLREDEC funded projects. This is exactly what the Finger Lakes Regional Economic Development Council has set out to do: inspire public-private collaboration and cross-sector partnerships to address workforce and economic development needs. Here are just a few of the initiatives that support the FLREDC mission, and illustrate our regional approach—to address the complex challenges of workforce development through partnership at every level.

**Employers are moving the Finger Lakes forward.**

Through initiatives such as the Young Adults Manufacturing & Training Employment Program (YAMTEP).

**Economic developers are moving the Finger Lakes forward.**

In partnership with Monroe Community College, Monroe County is leading the charge to train the local workforce with the new LadderzUP program. The program recruits, trains, and places workers into the most in demand careers in the region.

**Secondary educators are moving the Finger Lakes forward.**

The Hillside Work - Scholarship Connection has been a consistent beacon of hope for at risk youth in the region for thirty years. Students that fully participate in the program maintain employment and graduate at a rate of over 90%.

**Post-secondary educators are moving the Finger Lakes forward.**

Rochester Institute of Technology (RIT) Electronic Assembly Training program trained 10 veterans and 10 dislocated workers in 20 days to enter the electronic assembly industry.

**The community is moving the Finger Lakes forward.**

Catholic Family Center, Action for a Better Community, and Community Place of Greater Rochester have partnered to offer two adult mentoring programs to the community.

This is just a small sampling of the many workforce development initiatives currently taking place in the Finger Lakes region. Each of the FLREDC work teams have established an implementation agenda which expands on the great work being done by all. Details are included throughout this report. **Together we will continue to move the Finger Lakes forward.**



Celebrating the opening of the new downtown MCC Campus  
Photo by: Communications Bureau, City of Rochester, NY

# Pathways to Prosperity



## Purpose:

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

## Performance Indicators:

The strengthening links between the Finger Lakes academic institutions, community based organizations, government agencies, business, and charitable foundations is resulting in an increase in the number of projects and investments made in our region.

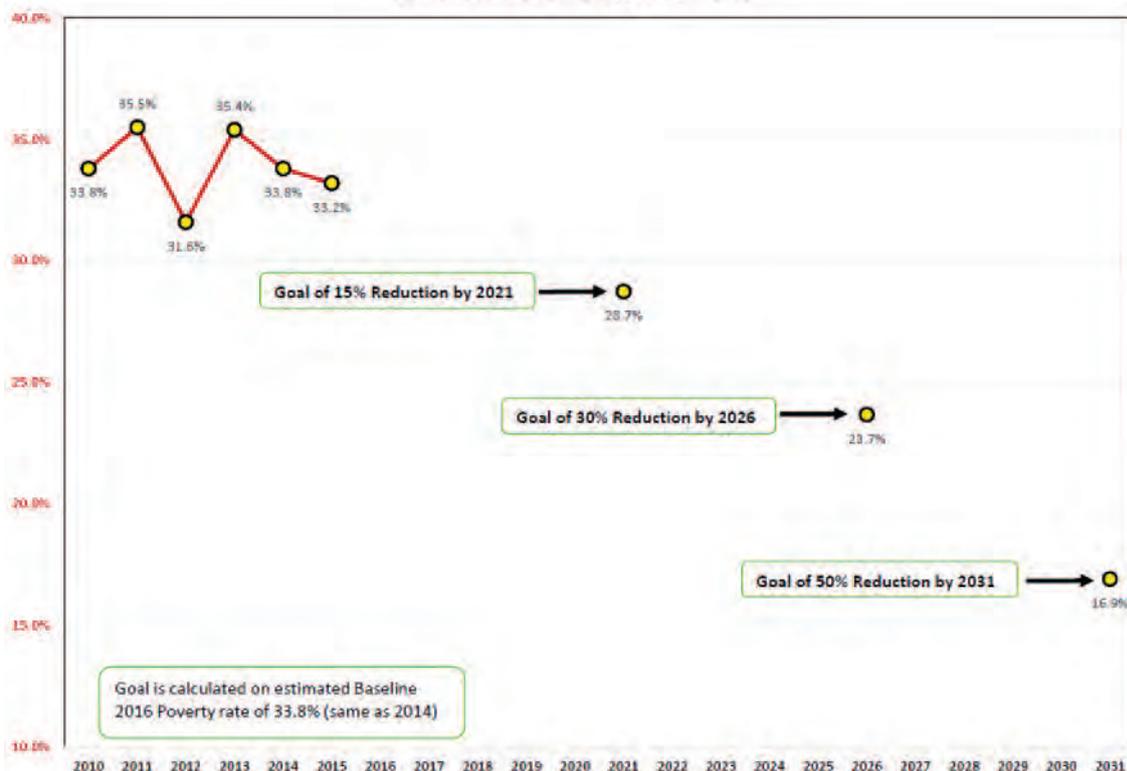
### 1- Reduce Poverty rate in Rochester from 34% to 17% by 2031

- a. Rochester Monroe Anti-Poverty Initiative (RMAPI)  
RMAPI will work to reduce poverty in Monroe County by 50% and increase self-sufficiency. The work will seek to improve three specific household-level outcomes:
  - Increased income levels in households through higher earnings and more effective benefits
  - Increased affordability of basic needs such as daycare, transportation and housing
  - Increased neighborhoods with lower concentrations of households in poverty
- b. Strengthening Working Families Initiative/SWFI (Rochester Rehabilitation)  
Targeted population of parents with child care responsibilities to move along a pathway that builds job-related skills and lead to living-wage employment. To serve 1,000 participants over 4 years.
- c. Health Professional Opportunity Grant/ HPOG (Action for a Better Community)  
Targeted population of adults receiving TANF benefits

to gain the skills for jobs in Health Care. The five-year goal is to have 1,050 participants obtain employment in the health care field.

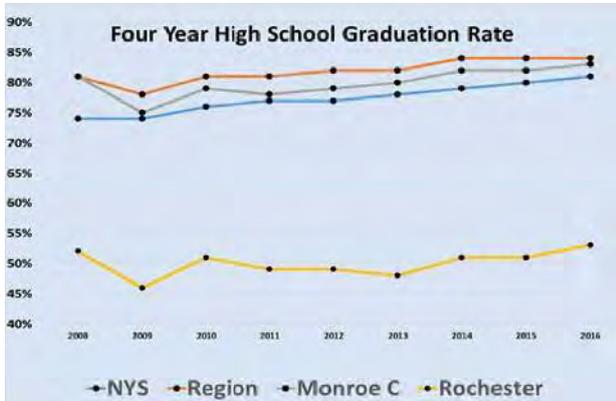
- d. Paths to Empowerment (County/Rochester Rehab)  
Rochester Rehab and the Monroe County Department of Human Services have collaborated on a program to support individuals transitioning from public assistance to employment. The agencies will coordinate existing resources as well as community programs and resources to maximize success for individuals working toward employment retention. The program aligns with an RMAPI recommendation to create more centralized services and provide mentoring and guidance to those seeking to achieve self-sufficiency.
- e. YAMTEP (City of Rochester / County/ Pathstone / Tyrone Reaves)  
YAMTEP, **Youth Adult Manufacturing & Training Employment Program**, a self-started training program by a business owner in the city of Rochester. This program is designed to fill the needs of local manufacturers looking for employees to work in their facilities. The program covers basic to middle skills training in basic Manufacturing, TIG/MIG Welding, and Computerized Numerical Control (CNC) operation. Three areas of need within the region. The targeted population for this training are people impacted by poverty within the city of Rochester. To date over 100 have been enrolled and over 50 people have gained employment thanks to this program.

Poverty Rate in the City of Rochester

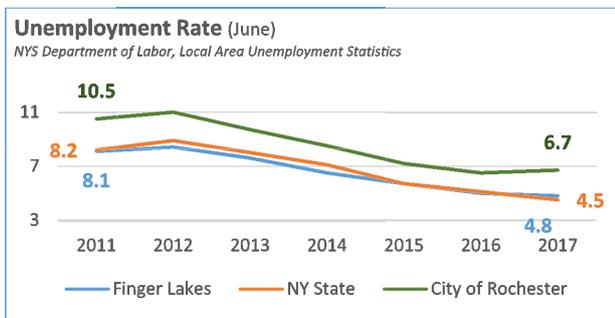


2- Improve Academic achievement in the Rochester City School District:

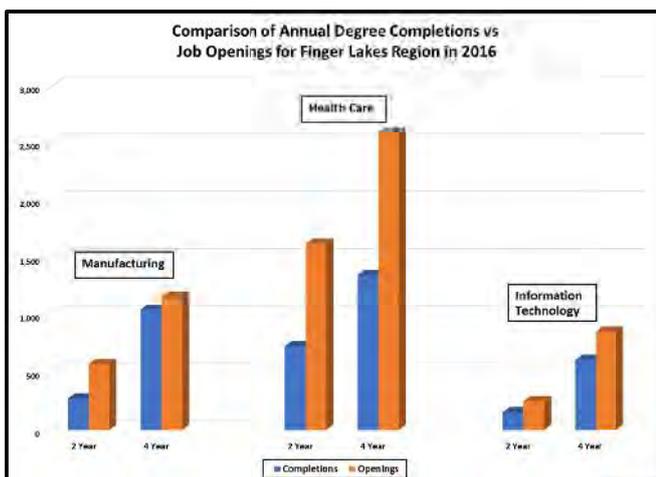
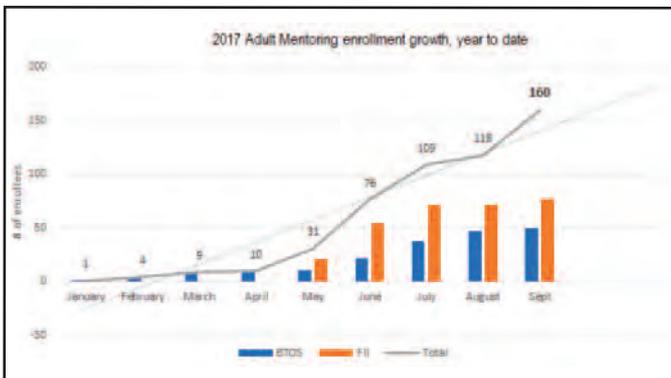
- a. Child Care slots utilized (County)
- b. Home Visitation slots (United Way)
- c. Summer Learning slots utilized (United Way)
- d. 3rd grade reading (ROC the Future)
- e. 8th grade math (ROC the Future)
- f. Expansion of Hillside Work-Scholarship Connection (Hillside)
- g. High School Graduation rate (RCSD)



3- Unemployment Rate for region

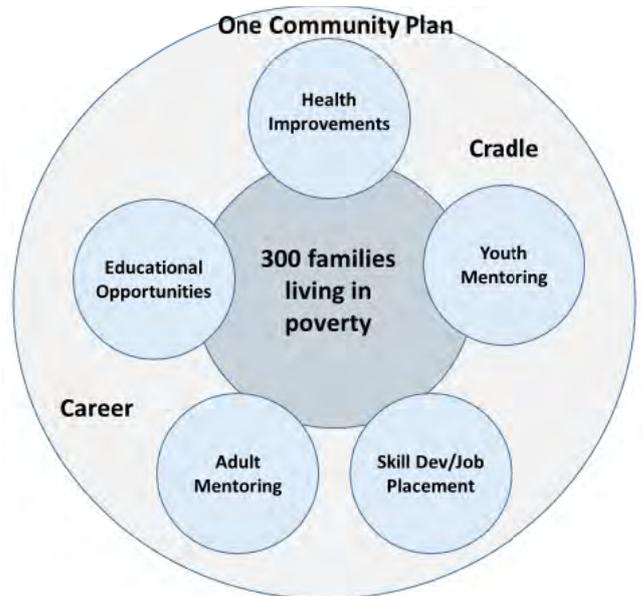


4 Adult Mentorship (Catholic Family Center)



**Achieving Results through Collaboration:**

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 funded activities in the One Community Plan 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. The concept of the One Community Plan was to identify specific and measurable activities from cradle through adulthood that when linked together will demonstrate an ecosystem of success that can be replicated on a larger scale in the future that will not only benefit our community and the people that live in it but also the rest of New York State.



**Collective Impact Work in Action**

Poverty is a complex problem. There is no single factor that causes it, no individual approach that can solve it. To address poverty in our region, the **Rochester-Monroe Anti-Poverty Initiative** (RMAPI) has spearheaded an approach acknowledging the many factors that cause and sustain poverty and bringing the entire community together to take them on. This approach, known as the collective impact **model**, calls on institutions large and small to work together to reach a set of shared goals.

Working with the entire community to identify the root causes of poverty, RMAPI aims to create better coordination of services and advocates for effective anti-poverty policies to address these factors. RMAPI sits at the front of the boat, ensuring that everyone is rowing together in the same direction.

There has already been significant progress toward these collective goals. In early 2015, RMAPI formed work groups of local stakeholders to address the major drivers of poverty in our community. After a deep investigation of areas including housing, jobs, the justice system and education, these groups developed a list of 33 recommendations for addressing poverty-related barriers.

RMAPI also brought hundreds of community members together—from people living in poverty to agencies working to end it—to develop a set of guiding principles that will serve as a foundation to the work to end poverty. This effort identified three key principles—building and supporting our community, addressing structural racism and addressing trauma.

### **Youth Adult Manufacturing & Training Employment Program (YAMTEP)**

In the ever-difficult task of connecting people impacted by poverty with employment there is a new player in our Rochester region that has found a secret sauce to improve the odds of success. Tyrone Reaves, a local businessman, has taken on the task to fill a need for himself and other manufacturers within the region by establishing a basic manufacturing skill development class in partnership with the City of Rochester, Monroe County and PathStone, a not-for-profit community development and human service organization providing services to low-income families. The program is called Young Adults Manufacturing & Training Employment Program (YAMTEP). Tyrone runs Tru Form Manufacturing, located in three different manufacturing facilities within the City of Rochester and being faced with the same challenge as his peers in the industry, finding a qualified workforce. Tyrone started a 12 week, 3 days a week class with candidates identified by the City, County or Path Stone to attend within one of his own facilities. These classes cover everything from basic math used in the industry to hands on skill development as well as soft skill training that any employer would be looking for. Thanks to established relationships with local businesses in the industry, Tyrone promotes the successful students and with supports from his community partners, helps these candidates get and hold jobs in manufacturing. **To date, there have been five cohorts totaling 95 students, of which 73% completed the training and 46 have been employed by 15 different companies.**

### **Connected Communities**

Connected Communities is a public/private collaboration of community leaders partnering with residents to break the cycle of poverty through neighborhood revitalization. In partnership with the Rochester Monroe Anti-Poverty Initiative (RMAPI), Connected Communities is taking a geographically focused, holistic approach to improving both the individuals as well as the physical environment of a subset of the designated RMAPI zone. This will be done with a “Conductor” team comprised of community minded leaders from business, government, education, and not-for-profit community partners. This effort has four major components of improving the future of the targeted neighborhood of EMMA & Beechwood, which are mixed-income housing, delivering an effective neighborhood -based cradle to career education plan, collaborate with local not-for-profits and residents to create a mix of community wellness facilities, programs and services, and coordinate employment programs that stimulate the neighborhood economy, increase income levels and ensure long-term economic viability.

### **Adult mentoring program**

The first implementation strategy from RMAPI addresses the need for mentoring services for individuals and families seeking to achieve economic self-sufficiency. There are two programs under the adult mentoring umbrella—Bridges to Success, which connects individuals to a professional mentor, and Family Independence Initiative, which connects families to a group of peers to work together in creating change. Both approaches help participants identify socio-economic needs and develop a specialized plan of goals and action to achieve them. The programs are administered by Catholic Family Center, Action for a

Better Community and Community Place of Greater Rochester.

**The program has grown participants from 6 people to 127 people in the last 6 months and is on track to recruit 300 people from the community.**

### **Strengthening Working Families Initiative**

Rochester Rehabilitation Center is partnering with local employers and community organizations to create access to educational and training institutions for parents with dependent children at home. This program also supports their career advancement in demand industries. It is an example of a program supporting the work of RMAPI and the community’s goals of reducing poverty. The program aligns with a recommendation from the RMAPI Jobs and Workforce Development workgroup to provide training and support that matches the working poor with willing employers seeking to fill job openings. **The program looks to serve 1,000 participants over the 4 years of the program with 550 unemployed people gaining employment after training.**

### **Youth Mentorship**

Hillside Work - Scholarship Connection program has been an effort in the Rochester region for thirty years with documented success in helping youth in danger of dropping out of school and try to help them graduate. This is accomplished with the help of a youth mentor, who supports each student with the necessary tools to guide and support them by offering life and job skills training, tutoring, counseling, transportation as well as Regents and college prep courses. Students who qualify can also take Youth Employment Training, a 25-hour workforce readiness program for those who want to undertake their first work experiences. Students that have been retained in the program and have held a job, **graduate at a rate over 90%.** The program is looking to **expand by an incremental 1,000 students** over the 2 years with a goal of 100% of the seniors graduating with a job.

### **Paths to Empowerment**

Rochester Rehab and the Monroe County Department of Human Services have collaborated on a program to support individuals transitioning from public assistance to employment. The agencies will coordinate existing resources as well as community programs and resources to maximize success for individuals working toward employment retention. The program aligns with an RMAPI recommendation to create more centralized services and provide mentoring and guidance to those seeking to achieve self-sufficiency. **The program looks to positively impact over 1,300 people per year.**

### **Rochester Health Professions Opportunity Grant**

Administered by Action for a Better Community, this program provides education and training to TANF recipients and other low-income individuals for occupations in the healthcare field. The program focuses on jobs that pay well and are expected to either experience labor shortages or be in high demand. It is an example of a program supporting the work of RMAPI and the community’s goals of reducing poverty. The program aligns with a recommendation from the RMAPI Jobs and Workforce Development workgroup to work with local employers to address job needs for the working poor. **The program will enroll 1,500 people over the 5 years with the expectation that 1,050 participants will obtain employment in a healthcare occupation.**



## Priority Project Status

The Pathways to Prosperity Work Team has developed a monthly project status reporting tool for the Finger Lakes Regional Economic Development Council to:

- Facilitate collaboration amongst community based agencies with workforce development programs
- Increase transparency to the goals each program is working towards
- Track outcomes of the various workforce development programs

## Pathways Employment Projects

<b>PROGRAM - Owner</b>	<b>Agency: Lead (L) / Partner (P)</b>	<b>Government Funding Awarded (000)</b>	<b>Jobs Goal</b>	<b>Status</b>
<b>MENTORSHIP Programs</b>				
<b>Adult Mentors - Marlene Bessette</b>	(L)Catholic Family Center (P) ABC/Community Place	\$ 1,500	300	Families Enrolled in Program as of: <b>9/19/2017</b>
- Bridges to Success			150	69
- Family Independent Initiative			150	91
				160
<b>Youth Mentoring - Augie Melendez</b>	Hillside Work-Scholarship	\$ 3,000	300	522 students added
	Hillside Work-Scholarship	\$ -	575	2,300 Students in Rochester
<b>Early Childhood Supports</b>				
- Summer Learning - Patricia Leo	United Way	\$ 1,075	305	11 agencies are participating 319 EPK & UPK students enrolled Note: 152 youth from the RMAPI zone
- Home Visitation - Patricia Leo	United Way	\$ 675	116	TBD
- Childcare Subsidies - Monroe County/?	(L) Monroe County (P) OCFS	\$ 3,000	300	Currently working thru details of program between Monroe County and OCFS
<b>TRAINING / Skill Development Programs</b>				
<b>Health Professional Opportunity Grant (HPOG)</b>	(L)Action for a Better Comm. (P) Fed. Government	Federal \$ \$ 8,000	1,050	Year 2 of Program ends on Sept. 29, 2017 Training for TANF recipients in HC Field
<b>MCC Forward Learning Center - Todd Oldham</b>	Monroe Comm. College	\$ 11,400	2,300	Flexible training for businesses in need 2,300 people to be trained in first 5 years
<b>LadderZup - Todd Oldham</b>	(L)Monroe Comm. College (P) Monroe County	\$ 355	45	to train 45 people for jobs in need
<b>Project Inspire - Todd Oldham</b>	(L)Monroe Comm. College (P) Finger Lakes CC	Federal \$ \$ 6,000	1,070	Training in Health Care, IT, Manufacturing to 1,070 eligible participants
<b>Strengthening Working Families Initiative (SWFI)</b>	(L)Rochester Rehabilitation (P) ChildCare Council (P) Action for a Better Comm.	\$ 4,000	550	support for working parents w/ kids under 13 137 Screened / 67 Enrolled + 7 Graduates with CNA & LPN as of June 30th
<b>Paths To Empowerment</b>	(L)Rochester Rehabilitation (P) Monroe County	\$ 250	1,350	6 months of support for newly employed Avg. 200 per month come off Public Assistance
<b>29 People</b>	ABC/Chamber	\$ -	-	Business & Agency partnership to develop best practices to connect people to jobs
<b>Young Adults Manufacturing &amp; Training Employment Program (YAMTEP)</b>	Tyrone Reaves / Truform	\$300K Proposed	90	Training for people in Manuf/Welding/CNC 46 employed thru 5 sessions
<b>Foodlink Culinary Training Center</b>	FoodLink	TBD	-	2018 Goal to hold 3 sessions for 240 people Training for Careers in Regional Food Industry First class expected to start in Jan. '18
<b>Market Driven Community Coop (MDCC)</b>	City of Rochester	TBD	-	As of April 2017 First Business "ENE-ROC"
<b>Liberty Partnerships Program</b>	R.I.T. Genesee Comm. College Monroe Comm. College	\$ 2,250 \$ 2,250 \$ 1,775	- - -	Partnership with School districts to offer GCC to impact 360 students in 5 different school Dist. MCC to impact 284 Students per year at RCSD

## Future Projects

Project Name	Project Description
<b>Workforce Development Fund</b>	<p>In an effort to further address the region's skills gap and create additional on-ramps to career pathways for those seeking to move from poverty toward prosperity, the work team is developing a workforce development fund. The work team envisions using a portion of the region's Upstate Revitalization Initiative (URI) award to fund this program. While the URI funds larger, transformational projects, a multi-million-dollar fund that invests smaller amounts in several innovative, high-impact skills training programs can be equally as transformational. While still in its developmental phase, early plans for this fund seek to target job skills that support the three pillars of the Finger Lakes economy, with the possible additions of the health care and life sciences sectors.</p>
<b>Expansion of Youth Adult Manufacturing &amp; Training Employment Program (YAMTEP)</b>	<p>Since the introduction of the YAMTEP program in Rochester in 2016 it has proven to be a cost effective and successful training environment in the field of manufacturing. With the proper support 2018 will become the first full year of training close to 250 students in three different disciplines with a modest expectation of close to 100 people impacted by poverty retaining employment.</p> <p>The Young Adults Manufacturing &amp; Training Employment Program (YAMTEP) program follows a recommendation from the RMAPI Jobs and Workforce Development workgroup to support local businesses through increased available jobs for people with the proper skill set.</p>
<b>Market Driven Community Cooperatives</b>	<p>Led by the City of Rochester, this program aims to create a network of community-based, employee-owned businesses that provide employment for individuals facing the most significant barriers. This initiative follows the example of Cleveland's Evergreen Cooperative Initiative, which has created close to 120 jobs in some of the city's most disinvested neighborhoods.</p> <p>The Market Driven Community Cooperatives program follows a recommendation from the RMAPI Jobs and Workforce Development workgroup to support local businesses and increase available jobs.</p>
<b>Kiva Rochester Program</b>	<p>In an effort to promote local small businesses, this program provides zero percent interest crowdfunded loans to help entrepreneurs looking to start or grow a business. The City of Rochester's partnership with Kiva allows borrowers to receive loans of up to \$10,000 from online lenders, and qualifying businesses are eligible to receive matching funds from the Rochester Economic Development Corporation. The City is also building a network of partner institutions and community members who can offer further help to these small businesses.</p> <p>The Kiva Rochester program follows a recommendation from the RMAPI Jobs and Workforce Development workgroup to build neighborhood wealth by promoting micro-lending programs.</p>
<b>Excel Center</b>	<p>Goodwill of the Finger Lakes is working to bring a national program addressing the tens of thousands of individuals in the community without a high school diploma. This high school for adults offers a rigorous curriculum and training for industry-recognized work credentials.</p> <p>The Excel Center aligns with a recommendation of the Empower Individuals and Families workgroup to remove barriers to education and enable members of the community to access a wide variety of education and training.</p>

## Update on Highlighted 2017 State Priorities:

### **NYServes Upstate NY**

The Finger Lakes Regional Economic Development Council's Veterans Task Force worked for several years on a one-stop shop to serve veterans wherever they enter the service system, and whatever their needs are. The task force, working with the Veterans Outreach Center and Syracuse University's Institute for Veterans and Military Families, reached their goal with the creation of the NYServes Upstate NY Coordination Center.

Leveraging a \$150,000 Upstate Revitalization Initiative award in late 2015, the Upstate New York Coordination Center has grown from its

original nine-county Finger Lakes service area to now include 34 counties that encompass a large swath of Upstate New York. Linking with the AmericaServes Network, the new Upstate NY Coordination Center located at the Veterans Outreach Center has already assisted more than 400 veterans with services ranging from housing to employment to legal services. Veterans seeking help contact the coordination center and are immediately put in touch with an organization that meets their individual needs. Specialists trained in assisting veterans answer referrals and connect veterans to these organizations.

The NYServes Upstate NY network looks to continue to expand its service area and the number of veterans it can serve. As an original URI priority project, the FLREDC supports our area veterans by supporting this important project.



# Higher Education, Research, & Healthcare Work Team

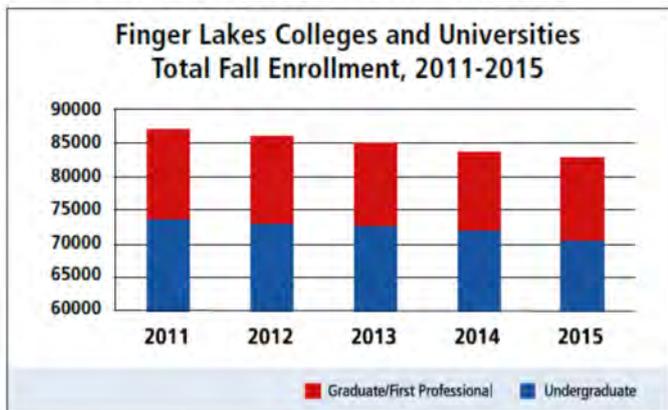


## Purpose:

With 19 institutions of higher education, 17 hospitals, including one of the top academic medical centers in the country, and an innovation ecosystem that attracts the most R&D in Upstate New York and fosters new technologies and companies, the higher education, health care, and research sector **represents the largest employment sectors in the Finger Lakes region** and plays a three-fold role in the regional economy: as a major employer, a critical economic driver and resource for other industry sectors, and an anchor to the region's quality of life. The sector is an unparalleled economic asset that is 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.

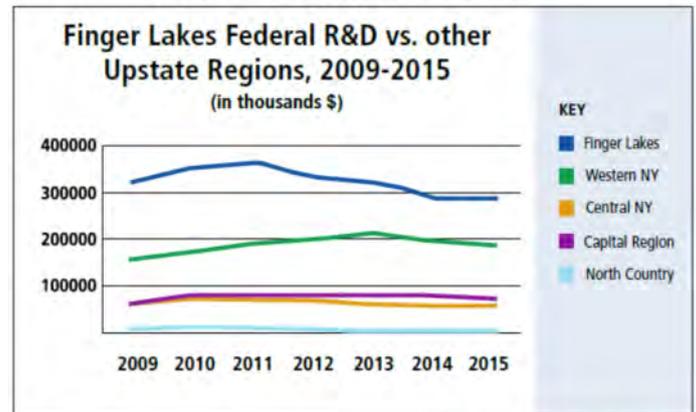
## Performance Indicators:

### GOAL 1: Increase Enrollment



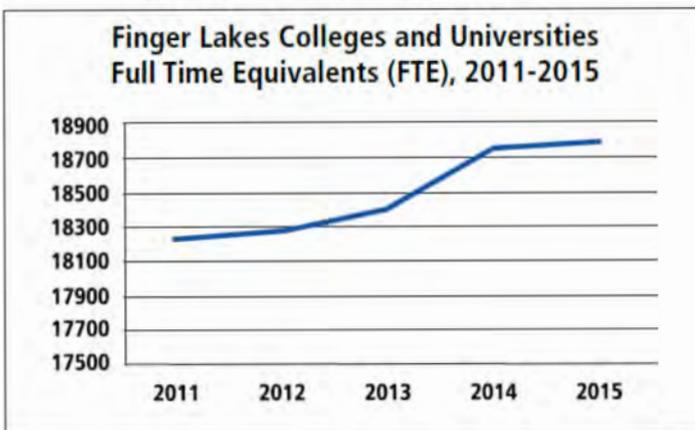
Data Source: IPEDS

### GOAL 2: Increase R&D



Data Source: National Science Foundation

### GOAL 3: Increase Jobs



Data Source: IPEDS

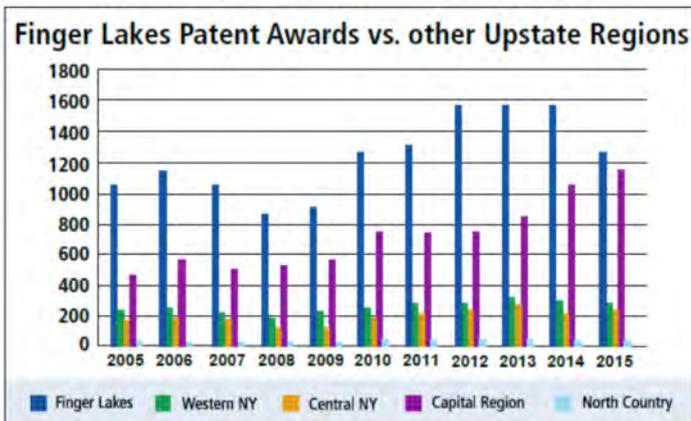
### GOAL 4: Increase STEM Graduates

#### STEM Degrees by U.S. Metropolitan Areas >1 Million

Metro Area	Ranking
Rochester, NY	1
Raleigh, NC	2
Pittsburgh, PA	3
Salt Lake City, UT	4
Boston-Cambridge-Newton, MA-NH	5
Buffalo-Cheektowaga-Niagara Falls, NY	6
San Jose-Sunnyvale-Santa Clara, CA	7
Tucson, AZ	8
Phoenix-Mesa-Scottsdale, AZ	9
Baltimore-Columbia-Towson, MD	10

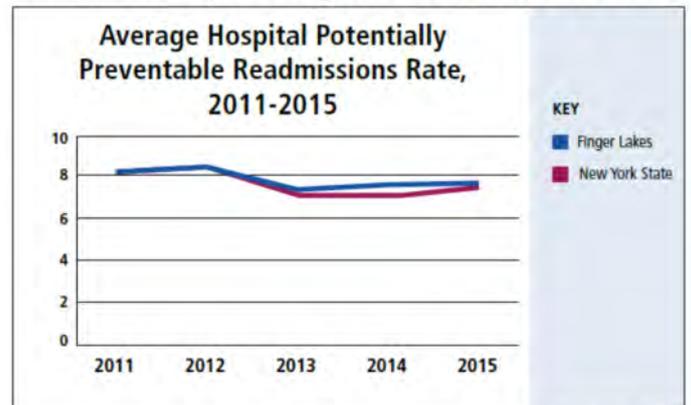
Data Source: CGR, IPEDS

### GOAL 5: Promote Tech Transfer



Data Source: U.S. Patent and Trademark Office

### GOAL 6: Improving the Region's Health

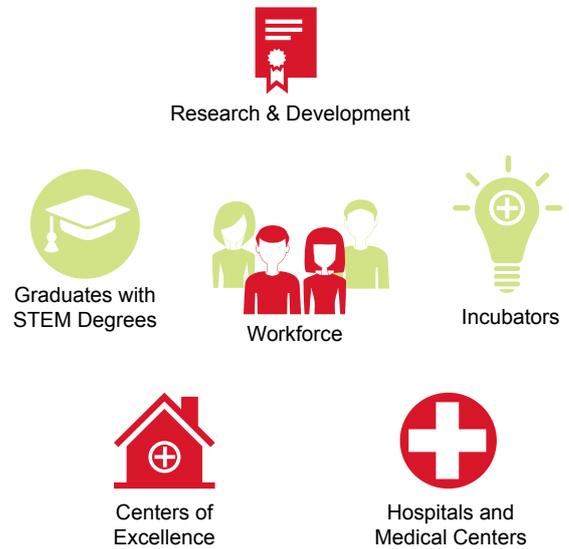


Data Source: SPARCS



## Achieving Results through Collaboration

- University of Rochester and Rochester Institute of Technology led-Light and Sound Interactive (LSI), a first of its kind interactive conference (Sept. 12-14) focused on light- and sound-based technologies and their 21st-century applications to some of the fastest growing markets in the world, including VR/AR, video games, media, film, and music.
- The University of Rochester’s Goergen Institute for Data Science (GIDS) 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.
- Keuka College and the Finger Lakes College of Nursing are collaborating on a dual BS degree in Nursing. Keuka Colleges’ Center for Business Analytics and Health Informatics is exploring additional avenues for collaboration directed to building new businesses and training.
- RIT’s MAGIC Center – a NYS Gaming Hub. The objective for the Digital Gaming Hubs is to increase the economic impact to New York State by fostering innovation and creating collaborative activities that spur new games or companies as well as providing resources and mentoring to encourage students and entrepreneurs to enter the growing gaming industry. In addition, the gaming hubs assist existing companies with gaming concepts, technologies and trends and host events focused on assisting the gaming community. RIT’s NYS Gaming Hub hosted a Game Development Challenge in the spring of 2017. Forty entries were received, including 18 from NYS college students and 22 NYS indie game developers.
- REMADE Manufacturing USA Institute at RIT: The REMADE (Reducing Embodied-energy and Decreasing Emissions) Institute’s research includes development of solutions to challenges in key platform technologies, such as: information collecting; gathering, identification, and sorting of end-of-life and waste materials; separating mixed materials; removal of trace contaminants and robust and cost-effective reprocessing and disposal methods. Research and expertise will be contributed by a consortium of 26 universities, 44 companies, 7 national labs, and 26 industry trade associations and foundations.



## Overcoming barriers to growth

The region’s community colleges 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 Work Team’s update in the **Update on Highlighted State Priorities** will highlight the abundance of programs in place to continue to drive the success of the region.

## Priority Project Status

Project Name and Description	Project Status
<p><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.</p>	<p>The building, completed in Fall 2016, is joined to the CFA funded Crothers Science &amp; Nursing Center. Together they provide over 85,000 square feet of dedicated Nursing and STEM education space. The building has been vital to enabling student and faculty collaboration and research in state-of-the-art labs. Both buildings allow for high-level research and workforce development and add the ability to attract and retain talented faculty and students in the Nursing and STEM fields.</p>
<p><b>Goergen Institute for Data Science</b>                      The University of Rochester was awarded \$15 million in funding for the construction of the new 60,000-square-foot, state-of-the-art facility that will house New York State’s Center of Excellence for Data Science. Additionally, New York State awarded \$7.5 million for the Rochester Data Science Consortium, a partnership with the University and Harris Corporation.</p>	<p>The Goergen Institute for Data Science (GIDS) 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. Construction of the new Wegmans Hall building, which will be home to the GIDS, will be completed and ready for occupancy in summer 2017.</p>



Project Name and Description	Project Status
<p><b>Monroe Community College Applied Technologies Center</b> The center was awarded \$57,000 in 2015 CFA funding toward modernization of the Center facility.</p>	<p>The ATC General Automotive Lab project is well underway and proceeding on schedule to be ready for the start of the fall semester. This project will create a lab for non-brand specific automotive curriculum. The anticipated project completion date is September 1, 2017.</p>
<p><b>Finger Lakes Community College</b> CFA funding has and will be used to support special populations and unemployed workers.</p>	<p>Project and training complete. To date, 6 participants have utilized this option for the CNA program and 3 have been enrolled in the Advanced Manufacturing Machinery (AMM) and Mechatronics program.</p>
<p><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.</p>	<p>RIT's MAGIC Spell Studios was "launched" in the fall of 2016, and construction is underway on the RIT campus (thanks to \$13.5 million in NYS funding), with expected completion in the fall of 2018. Its focus is nurturing and growing new companies and publishing and distributing their projects.</p>
<p><b>The Sustainable Manufacturing Innovation Alliance (SMIA) for the REMADE Manufacturing USA Institute</b> A team led by Rochester Institute of Technology (RIT) was selected by the US Department of Energy to lead the 14th Manufacturing USA Institute. RIT was awarded from NYS \$20M toward the cost of operating the REMADE (Reducing Embodied-energy and Decreasing Emissions) Headquarters in Rochester NY.</p>	<p>The REMADE Institute has secured/contracted its first two years of operating funds from DOE and has achieved the following milestones: facility HQ lease signed and occupied on July 5, 5 key personnel on staff with 15 open requisitions; 10 technology director and assistant directors, and the CTO are in place; template membership and IP agreements targeted for completion end of summer 2017; technology roadmap process underway, with first project call set for Fall.</p>
<p><b>RIT's Center for Additive Manufacturing and Functional Printing (AMPrint Center)</b> RIT's AMPrint Center, a Center for Advanced Technology in Additive Manufacturing and Multifunctional Printing, opened in November 2016.</p>	<p>This equipment acquisition project has been completed. RIT's AMPrint Center purchased a Starlight inkjet material deposition platform from Sensor Films Inc. (SFI) located in Victor, NY. The machine was developed as a partnership between SFI and Xerox. SFI partnered with RIT's AMPrint Center to win a federal NextFlex award worth more than \$1M to further develop the technology, and the AMPrint Center is helping SFI develop new functional inks for use with the platform.</p>
<p><b>RIT Electronic Assembly Training Program</b> Hands-on training in the areas of through hole and surface mount electronics assembly, soldering, workmanship and industry standards, rework/repair of electronic assemblies and problem-solving skills provided to 20 participants (10 veterans and 10 dislocated workers) in a 20-day training period.</p>	<p>All participants who started the program completed the program and received certifications crucial for entry level positions. At the end of the training, RIT hosted a career fair. As a result, 12 out of 20 (60%) secured positions within the electronic assembly industry.</p>
<p><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>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 began in September of 2016 with anticipated completion of December 2017.</p>



Project Name and Description	Project Status
<p><b>Keuka College Dahlstrom Student Center Transformation</b> Keuka College will renovate and expand the Dahlstrom Student Center into a light-filled, contemporary complex that will be the focus of student life on the campus.</p>	<p>The project started summer 2017.</p>
<p><b>Roberts Wesleyan College Wireless Technology Infrastructure Initiative</b> The project will allow for upgraded wireless across campus, meet hardware and software needs critical for educating students and add redundancies to aid in information disaster recovery. In addition, the project allows for complete security card access across campus and adds vital equipment in support of our new Digital Media major.</p>	<p>The project is scheduled for completion by June 2018.</p>
<p><b>Keuka College Waterfront Development</b> Keuka College will develop the waterfront on Keuka Lake at the college for public open space including a promenade, swimming beach, outdoor classroom and a performance venue.</p>	<p>The project started summer 2017.</p>
<p><b>The College at Brockport, State University of New York's Access-to-Excellence (A-2-E)</b> A-2-E 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 co-located in the Rochester Educational Opportunity Center (REOC). The CFA award will assist in the renovation of space to support A-2-E programing.</p>	<p>Programmatic design phase completed; construction bid documents ready to be bid in September 2017; construction contract awarded in December 2017; project completion and move-in September 2018.</p>
<p><b>St. John Fisher College Integrated Science and Health Sciences (ISHS) Building</b> The ISHS building is contributing to the College's efforts in generating nearly 300 math, science and technology graduates annually, as well as 190 baccalaureate-prepared nurses, and 45 nurse practitioners annually. The impact on this science/health sciences workforce will be realized for years to come.</p>	<p>The College constructed a 36,000-sq. ft. integrated science and health sciences building, which was completed with occupancy in September 2015. Upon graduation, approximately 95% of Fisher science and nursing graduates work in Rochester and in other areas of NY State helping to fill employment openings in the science and health sciences sector.</p>
<p><b>Nazareth College York Wellness and Rehabilitation Institute</b> In the first two years students in the program have worked to provide wellness and rehabilitation services through more than 19,600 client sessions in on-campus clinics and through outreach programs.</p>	<p>The York Wellness and Rehabilitation Institute opened in September 2015. For 2016-17 the nursing (227) and physical therapy (185) programs combined enrolled the highest number of students campus-wide. School of Health and Human Services' freshmen enrollment is projected to increase by 27% from Fall 2016 to Fall 2017, and it is anticipated that this strong enrollment trend will continue.</p>
<p><b>Nazareth College Glazer Music Performance Center</b> The Center is slated to open in the Spring of 2018. In 2016-17 the Department of Music enrolled the highest number of students (197) campus-wide second only to the nursing program and for the first time exceeding the enrollment for physical therapy. Department of Music freshmen enrollment is projected to increase by 23% from Fall 2016 to Fall 2017.</p>	<p>Construction of the Glazer Music Performance Center is underway.</p>
<p><b>Hobart and William Smith Colleges Gearan Center for the Performing Arts</b> The \$30 million project received \$1 million from FLREDC—ESD Grant. The Gearan Center has quickly become as it was intended, a jewel in the heart of campus that is beloved by students, faculty, and staff, as well as community members and visitors.</p>	<p>The Gearan Center for the Performing Arts opened in January 2016. It is a 60,000 square-foot, LEED Gold certified facility that includes rehearsal and performance space for Music, Dance, Theater, and Media and Society, as well as faculty offices and multi-purpose spaces.</p>
<p><b>Rochester Regional Health Expansion of the Isabella Graham Hart School of Practical Nursing</b> In 2016 Rochester General Hospital (Rochester Regional Health) was awarded \$1.1m n Empire State Development (CFA) funding that was instrumental in moving ahead with the acquisition and renovation of a building at 1630 Portland Avenue. This will result in vastly improving the resources and doubling the capacity of the Isabella Graham Hart School of Practical Nursing.</p>	<p>Construction and fit-out have been completed in 70 percent of the building. The remaining 30 percent will be completed before the end of 2018. The new simulation lab that is part of this project will be operational in mid-October 2017. These changes will allow the school to increase enrollment at the School of Practical Nursing by 20 percent each year, with a goal of doubling enrollment by 2020.</p>



## Future Projects

Project Name	Project Description
<b>University of Rochester Medical Center (URMC), 3D Organ Printing and Surgical Simulation</b>	URMC has applied for a \$500,000 CFA grant (2017) to upgrade equipment and renovate a mock operating room suite for their Simulated Inanimate Model for a Physical Learning Experience (SIMPLE). In addition to \$500,000 from URMC, the project will also leverage a \$3 million surgical robot gift from Intuitive Surgical, Inc. With new upgrades to equipment, URMC will be able to 3D print replicas of patient's abdominal organs in just 3 hours, a process that now takes 7 days. In addition to improved patient outcomes, educational, and workforce training benefits, there is also commercialization potential for the translational science of SIMPLE. As the only institution in the U.S. creating these lifelike replicas, URMC could also become a supplier for other medical centers.
<b>RIT Electronic Assembly Training Program Expansion</b>	RIT has applied for CFA funding to expand the training program to include the IPC J-STD-standard other skill sets required by industry. Additionally, Harris Corporation would like RIT to provide the additional training programs.
<b>Rochester Regional Health's Existing Employee Training</b>	The proposed training will assist RRH employees (in positions such as Certified Nursing Assistant) to become LPNs. While the benefits to the community are numerous, for many individuals an LPN job becomes a pathway out of poverty, enhancing their life and that of their family, and positioning them for professional advancement in health care. This project is one of several that RRH plans to implement in support of Rochester Regional Health's overall strategy to: (1) provide a pathway to employment for unemployed individuals, (2) create a viable step in a workforce development pipeline, and (3) have the workforce available to meet projected regional and statewide growth in demand for skilled health care workers.
<b>The College at Brockport, State University of New York, Community Revitalization Initiative</b>	The College at Brockport, with the Village of Brockport and Town of Sweden, are partnering to develop a comprehensive waterfront revitalization plan and strategy for approximately two miles of shared contiguous waterfront along the Erie Canal, which includes, in the preliminary phase, the development of The College at Brockport's waterfront along the Erie Canal to improve public access and to support the development of the College's Erie Canal Interdisciplinary Research Laboratory: an experiential faculty/student collaboration encompassing multiple fields of study—transportation, commerce, art, music, wetlands, immigration, public health, urbanization, etc. – and seeks to strengthen the public's understanding of the canal as a unique and world-class asset of the State of New York.
<b>The College at Brockport, State University of New York, Transportation-Employment Pathways (formerly Adult Driver Education Pilot)</b>	URI/RAMPI Proposal: The REOC Adult Driver Education Pilot, now known as the Transportation-Employment Pathways (TEP), has been resubmitted from last year to address the transportation barrier to gainful employment (also included under Pathway to Prosperity). The demand for labor has been migrating from the urban hub to suburban areas over the last several years. Access to public transportation services to and from these jobs by the urban population has not kept pace with this migration. This has a significant impact on those living in poverty. In a recent survey of students at the Rochester Educational Opportunity Center (REOC), 68% of those surveyed cannot legally drive; 40% do not have a learner's permit or driver's license and 28% have had their driving privileges suspended or revoked. This significant barrier to employment is compounded by multiple agencies offering portions of a solution that are difficult to traverse. The Access to Employment Transportation (AET) initiative is collaborative effort led by the REOC that will help these individuals navigate these multiple agencies and streamline services while also providing hands-on driver education. The members of the partnership are: Rochester Refugee Resettlement Services, Inc. (RRRS), Consumer Credit Counseling Services of Rochester (CCCSR), The College at Brockport, and RTS.
<b>Keuka College Performing Arts Center</b>	Keuka College has continued to work with various entities in the Village of Penn Yan to increase opportunities for students, staff and faculty to participate in the ongoing activities of the Village. We are looking at the possibility of creating living accommodations for up to five to six hundred students over the next five years; we are working with the Penn Yan Theater Co. (PYTCo) to obtain funding to renovate the Sampson Theater, with the potential for it to serve as Keuka College's performing arts center; we are exploring the possibility of locating classroom space for some of our academic programs in the downtown area. We are developing new academic programs in environmental science and tourism marketing and management that will utilize both the recreational, business and natural resource offerings in the area.
<b>Genesee Community College Precision Agriculture</b>	To develop a Precision Agriculture Program consisting of a concentration in a Sciences A.S. academic program. Students will have the ability to develop stackable non-credit courses which can be transitioned to credit equivalencies. The goal of the concentration would be to minimally develop a one year credit certificate within an existing degree program with micro-credentialing possible throughout the program. Program development will require significant training costs, equipment purchases and facility renovations to support curriculum development.



Project Name	Project Description
<b>Genesee Community College Certified Production Technician (CPT)</b>	<p>GCC would establish an in-depth program which provides a nationally-accepted credential in the manufacturing industry, in collaboration with external partners to create and conduct programs and utilize 3rd-party providers to accommodate training goals. The CPT program is designed to provide a solid skills' foundation for machining and advanced manufacturing businesses. The CPT training is evidence that the individual has a basic understanding of manufacturing production requirements and will stage for more technical skill preparation. Employer partnerships are yet to be established, but will be based on current partnerships through other long-time, annual grant programs, such as the SUNY workforce-development and the NYS DOL Hazard Abatement grants. Employer outreach will be conducted in coordination with WDB and CBOs, similar to current Finger Lakes Hired and SUNY Career Services grants. A possible expansion of CPT to local secondary schools will be built as a separate track with existing secondary-school partnerships through GCC ACE program office. The CPT credential will bridge into more advanced credentialing anticipated by emerging nanotechnology and manufacturing employers within the next 1-2 years.</p>
<b>Roberts Wesleyan College Renovation of Chesbro Hall</b>	<p>In alignment with our Strategic Map and in support of Corporate Partnerships, our School of Business and our Adult &amp; Graduate Education, we recognize the need to renovate Chesbro Hall where each of these programs is housed. As a pipeline project one to two years out, we are hoping to complete an extensive renovation of this building to modernize classroom space and provide faculty and staff offices in addition to potentially completing an external facelift, new signage and a repave of parking spaces to accommodate students completing degrees in relevant workforce development majors in Business and Health Care among others.</p>
<b>Roberts Wesleyan College Community Engagement Center</b>	<p>Roberts Wesleyan College is the only college located on the west side of Rochester and is one of the few colleges that does not have a central student union or community space on its campus. As a pipeline project, perhaps three to five years out, we would like to build a centralized building on campus that would serve as a Community Engagement Center, housing Global Education, our BELL program that serves intellectually and developmentally disabled students and veterans services in addition to serving the community through a business incubator, possible clinical space and even providing rentable meeting space.</p>
<b>St. John Fisher College Renovation of the Joseph S. Skalny Science Center</b>	<p>St. John Fisher College will do a partial renovation of the Joseph S. Skalny Science Center. The building requires substantial updates to align it with current programming and keep pace with industry standards. Preliminary programming has been completed. Design and Engineering will take place in fall 2017. It is projected that the renovated space will open in fall 2018, as planned.</p>
<b>Nazareth College Golisano Training Center</b>	<p>Nazareth College will be submitting a CFA requesting support for the Golisano Training Center. This project supports the FLREDC's foundational priority of enhancing the Quality of Life for the region's workforce along with workforce development and mitigating the impact of poverty. Nazareth College and Special Olympics have teamed up to create a new model of fitness, wellness and inclusion for athletes of all abilities.</p> <p>The Golisano Training Center (GTC) to be constructed on the Nazareth campus will be integral to meeting the needs of campus and community athletes. With over 3,000 Special Olympians in the greater Rochester area who participate in 31 regional competitions annually, availability of space for both athlete training and competitions is an ongoing challenge for the organization. GTC will offer Special Olympics additional space for sports activities. Additionally, Nazareth will offer programming serving Special Olympians in support of their Healthy Communities initiative to increase access to health care and improve the health status of people with intellectual disabilities.</p>



Project Name	Project Description
<b>Hobart and William Smith Colleges Entrepreneurial Studies Incubator in Downtown Geneva</b>	<p>HWS has just signed a lease with option to purchase a historic, three-story building in downtown Geneva that will become the home of the Colleges' Entrepreneurial Studies academic program. In just two years since it was introduced, Entrepreneurial Studies has become the fastest growing and largest minor course of study. This project expands the partnership between HWS and the city, in which the Colleges committed a total of more than \$1.7 million in revenue over 10 years to assist Geneva in balancing its budget. HWS also has approximately 75 employees located in a nearby building in downtown Geneva.</p> <p>This new 7,000 square foot space will establish classroom and workspaces where students can develop their entrepreneurial ideas in a location that will lead to increased community partnerships. The program relies on face-to-face interactions with area business and community leaders, including non-profit organizations, making the downtown location an ideal hub for the Colleges' programming around entrepreneurship, leadership and community development. This project is a strong complement to Geneva's Downtown Revitalization Initiative.</p>
<b>CNA to LPN Healthcare Pathway</b>	<p>FLCC submitted a CFA in FLREDC Round 7 for \$100,000 for Existing Employee Training Funds (EET) to strengthen the Certified Nursing Assistant (CNA) to Licensed Practical Nurse (LPN) healthcare pathway in partnership with RochesterWorks! and Rochester Regional Health.</p>

### Update on Highlighted 2017 State Priorities:

There are many CFA and URI projects related to the Higher Education, Research, & Healthcare 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 former 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.

- Monroe Community College's partnership with the Rochester City School District and local employers on the **Pathways in Technology Early College High School (P-TECH)** continues to promote student completion of high school and college degrees. P-TECH, going into its fourth 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's degrees in information technology—an area of high demand in our region and our state.
- **Transportation-Employment Pathways (TEP):** Developed as an URI initiative in partnership with the Rochester Refugee Resettlement Services, Inc. (RRRS), Consumer Credit Counseling Services of Rochester (CCCSR), The College at Brockport, and RTS, the TEP (formerly known as the REOC Adult Driver Education Pilot) will improve the accessibility of transportation – one of the critical enablers to stable employment as acknowledged by RMAPI. In a recent survey of students at the Rochester Educational Opportunity Center, 68% of those surveyed cannot legally drive; 40% do not have a learner's permit or driver's license and 28% have had their driving privileges suspended or revoked. This significant barrier to employment is compounded by multiple agencies offering portions of a solution that are difficult to traverse. Over a five-year period, TEP will assist over 250 individuals in becoming self-sustaining.

- With investment from local philanthropists and foundations, MCC has launched 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 provided 66 microgrants, which resulted in a student retention rate among recipients of over 90%. In fall 2016, MCC began participation in Single Stop, a nationally recognized organization named one of the country's top social innovators. Single Stop at MCC provides 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 have fast, personalized, and confidential assistance.
- **Save for Success:** Monroe Community College partners with ESL Federal Credit Union, PathStone Corporation and Hillside Work-Scholarship Connection to provide students at or near the poverty level to receive financial counseling and education, fee-free financial services accounts, case management, college and life skills counseling, and an \$8:\$1 matching tuition grant up to \$4,000. Funded by local philanthropists through the MCC Foundation and two consecutive \$200,000 grants from the U.S. 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.
- In addition to the new Entrepreneurial Studies incubator space in downtown Geneva, Hobart and William Smith Colleges is the anchor institution for **Geneva 2020**, a partnership between HWS, the Geneva City School District, and other local organizations, to support the city's children from early childhood through high school graduation. The effort began in 2011 when the Geneva



district was placed on a watch by New York State, reflecting challenges in many areas, including a disheartening 70% high school graduation rate. Through this collaborative effort over the past six years the graduation rate has climbed to 86%. But there are still significant challenges around literacy and college and workplace readiness. The link to economic development is clear. Geneva needs a strong public education system to prepare students to lead productive lives and to attract and retain employers and employees.

- Nazareth engages in initiatives to help people impacted by poverty, particularly the students of the Rochester City School District (RCSD). Among the numerous programs Nazareth offers is the nationally recognized Partners for Learning program. Since 1994 Partners for Learning (PFL) program has engaged Nazareth students in partnerships with the children, teachers, and staff of eight urban sites to help raise the academic performance and educational aspirations of children of the RCSD, while heightening the social awareness and sharpening the professional skills of Nazareth students. Partners for Learning engages 135 Nazareth students in partnerships with the children, teachers, and staff of eight urban sites. Each year over 950 children are tutored and mentored through Partners for Learning. Additionally, the national award-winning Partners for Serving (PFS) program gives students the opportunity to engage with youth and adults in a variety of settings at human service agencies throughout Rochester. At the sites, Partners mentor, tutor, facilitate activities and assist with administrative tasks.

- **The Golisano Training Center** will provide an unmatched opportunity for Nazareth students to develop the skills needed to serve the medically underserved population of persons with intellectual and developmental disabilities (IDD). Please see the Future Projects section for expanded details.

- St. John Fisher College recently established **a master of applied data science graduate degree program** which provides students with a solid foundation in applied data science. The new M.S. degree will prepare students for employment in industries such as healthcare, banking, accounting, technical consulting, and education.

- Since 2007, St. John Fisher College has offered the **College Bound program** designed to provide academically qualified, low-income Rochester-area students with the knowledge, skills and support necessary to complete the college admissions and financial aid application. Through the program, participants explore career options, develop a consideration set of colleges, and become familiar with specific aspects of the college admission, application, and selection processes.

- St. John Fisher College is a **convener for ROC the Future**, a collaborative community-wide initiative which promotes alignment and focus community resources to improve the academic achievement of children in the City of Rochester.

- St. John Fisher College's Ralph C. Wilson, Jr. School of Education is offering a **training program to help build trauma-sensitive school communities**. The program consists of a four-module professional development series designed by educators to be delivered by educators to educators and other school administration staff. It is currently being piloted at a school in the Greece Central School District; next year, it will be piloted at a school within the Rochester City School District. **The trauma-sensitive schools program aligns with the Rochester-Monroe Anti-Poverty Initiative recommendation to address the impact of trauma.**

- Rochester Regional Health System has recently entered into an **academic practice partnership** with St. John Fisher College's

Wegmans School of Nursing that provides access for students to all levels of care, from inpatient- to rehab, long-term care, and outpatient in addition to their extensive medical services. In addition, the Wegmans School of Pharmacy (WSOP) has an **affiliation agreement** with RRH, providing two WSOP pharmacists for them to support clinical rotations and training residents in teaching certificate program.

- In partnership with Excellus Foundation in 2013, Fisher established **PrimeCare** at St. Joseph's Neighborhood Center, providing new patient, acute, follow-up, and primary care services to the uninsured, underinsured, and working poor.
- St. John Fisher College's Wegmans School of Nursing and the Rochester Senior Care Alliance, Inc., a group of five long-term care facilities, have established the Academy for Leadership in Long-Term Care. **The Academy has developed a portfolio of training programs** for long-term care nurses and other personnel which target operational and clinical outcomes to improve quality and safety. The Academy has received three workforce development grants from the New York State Department of Labor.
- St. John Fisher College's Wegmans School of Pharmacy enjoys a multi-faceted partnership with **Wegmans Pharmacy** which includes collaborative research, clinical pharmacy residents, clinical rotations, and joint-faculty appointments.
- Rochester Regional Health has implemented specific programs to address the needs of various subsets of individuals impacted by poverty that are aligned with the Pathways to Prosperity program. For example, young pregnant women living in the Crescent of Poverty can receive comprehensive services that include not just prenatal health care and education, but also mental health services and life skills training through the Healthy Moms program. An extension of this program – Project Independence – has been highly successful in helping these women move toward self-sufficiency and out of poverty by providing job training, placement, and coaching; money management and financial literacy skills training; and life skills training and leadership opportunities.
- Community College Undergraduate Research Initiative (CCURI)—FLCC is the lead institution on a National Science Foundation grant along with 40 colleges across the country to develop and implement undergraduate research (UR) at community colleges. UR is shown to increase retention and completion rates and persistence in STEM studies. FLCC was awarded supplemental funding this year to develop regional research projects with fresh water sponges to explore biodiversity questions.
- Regional Education Continuum—FLCC continued 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. Seventy-five percent of incoming students at FLCC place into at least one developmental studies course. The McGowan Charitable Trust provided a grant to expand the REC in 2016-2017.
- While not directly tied to the Pathways to Prosperity program, Roberts Wesleyan College has a long tradition of working for social justice and providing pathways out of poverty, including our Adopt-A-School STEM education partnership with School #3 and our Escal8 and Elev8 programs that teach leadership and entrepreneurship to elementary RCSD students.



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



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

- The College at Brockport, State University of New York: **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. **Precision growth has exceeded original expectations** currently having 30 employees. In 2017 Precision relocated into a 15,000 square feet TFA in the Eastman Business Park to accommodate to accommodate this expansion and future growth stemming from its participation in the AIM Photonics consortium.

## datto

- **RIT:** RIT currently hosts 3 companies in its START UP NY space that collectively employ nearly 200 people. One of those companies, **Datto**, is expanding to larger space in The Metropolitan, located in the Downtown Innovation Zone, with plans to significantly add to its workforce in downtown Rochester.



- **Finger Lakes Community College:** FLCC worked with two new START UP NY companies, one in the craft beverage industry and the other in bio-manufacturing. Construction Robotics is expanding to 16,000 sf in Victor adding 3 times its current space. The company's robotic mason, SAM100, was featured on Fox News Detroit and HBO VICE.



- **Community College:** **GCC** is working with a new medical-device manufacturing company, Tencar, Inc. The company has designed and patented a unique ostomy bag and cap, ChoiceCap™, which vastly increases wearer security and confidence. Devices will be manufactured in NYS and the US. Tencar has secured an agreement with 3M to use some of their parts in the products. The product will eventually be marketed and sold globally. The company will operate a local, call/customer-service center and sub-contract manufacturing.

### 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 COMMUNITY COLLEGES TAKING A LEAD ON WORKFORCE DEVELOPMENT

- MCC was awarded \$6 million from a NYSUNY2020 grant and

\$5.4 million through the FLREDC URI to establish the **Finger Lakes Workforce Development Center (FWD Center)**. Additionally, the project will leverage the recently awarded \$6 million grant through the federal America's Promise initiative to support student tuition and fees for qualified students and programs. The FWD Center, with a planned location at Eastman Business Park, is designed to connect residents to accelerated workforce education programs. 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.

- With support from the JPMorgan Chase Foundation, MCC's Economic Development and Innovative Workforce Services division 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. Four student cohorts have completed the Bridge Program since January 2016, and a fifth cohort began in July 2017. Twelve participants have progressed into skill-based programs at MCC, BOCES, or REOC. The fourth cohort was specifically for refugees (all with English as a second language) and, with the help of the Bridge Program, 13 of them scored well on the Test for Adult Basic Education (TABE) and were accepted into the Health Profession Opportunity Grant to train for careers in healthcare.
- Monroe Community College's new **Surgical Technology** program educates future professionals who are in high-demand among regional health care partners. Developed in collaboration with hospital and surgery center partners, MCC's program celebrated the graduation of its first cohort in June 2017. This fall, MCC's program is most likely to become the first accredited Surgical Technology program in the Rochester area. Entry-level wage in New York, according to the U.S. Department of Labor, is over \$35,000. Employment growth from 2014-2022 in the Finger Lakes Region is expected to be very favorable with a 15% 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 Corporate College** is a regional leader connecting individuals, businesses and organizations to high-demand professional and workforce development, and training solutions. Since 2015, Corporate College has served 6,000 individuals and 187 businesses, the majority in advanced manufacturing, professional services, and the skilled trades. With these noncredit training opportunities, MCC provides individuals 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.



- LadderzUp Program:** Proper education and training is the key to obtaining a good-paying job. In partnership with Monroe Community College, Monroe County is leading the charge to train the local workforce with the new LadderzUp program. The program will recruit, train, and quickly place workers into the most in demand careers in the region. "LadderzUp" will allow participants to move into the workforce while maintaining access to an education system designed to allow them to come in and out in order to increase their skills when they're able, in order to move up in their career field. LadderzUP will include training in high-demand fields including a skills bridge program, accelerated precision tooling certificate, mechatronics, entry-level healthcare, optics and photonics, IT medical assistant certificate as well as secondary partnership programs like dual enrollment and early college high school.
  - Project INSPIRE: Advancing Finger Lakes Forward Through Manufacturing, Healthcare, and IT Career Pathways for Pipeline Youth, Incumbent Workers, and Veterans:** The Finger Lakes United for Success Consortium, a partnership of regional SUNY community colleges, Workforce Development Boards, employer associations, and the Finger Lakes Economic Development Council, are implementing a 48-month initiative, Project INSPIRE: Advancing Finger Lakes Forward, to deliver tuition free education and job training for 1,070 eligible participants across the nine-county Finger Lakes Region. The comprehensive training project will connect underserved urban and rural youth, ages 17-29, veterans, and incumbent workers with quality middle- to high- skills training in top skill groups. Structured apprenticeship and experiential learning models will provide immersion in manufacturing, IT, and healthcare environments offering students challenging opportunities to contribute to real-world projects.
  - SUNY Workforce Development:** FLCC was funded for \$80,000 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. Training has been completed.
  - New York State Occupational Safety and Health Hazardous Abatement:** FLCC provided 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. The project and training has been completed.
  - Genesee Community College (GCC):** Through its BEST (Business and Employee Skills Training) Center, GCC provides non-credit, workforce-development programs and training supporting a variety of industry sectors including manufacturing, healthcare, food-processing, agriculture and not-for-profit. The BEST Center provided training to eight companies in leadership, teambuilding, LEAN manufacturing, industrial inspection and computer applications.
  - GCC: Precision Agriculture:** The BEST Center has been involved for approximately two years in promoting and offering education in Precision Agriculture topics, ranging from improving soil yields to drone technology. Activities have included two "Precision Agriculture Days" in the past two springs, workshops for producers and developing a relationship with the academic division to eventually offer stackable credentials leading to an academic certificate or degree.
  - Roberts Wesleyan College Cybersecurity Concentration:** This approved concentration complements our Homeland Security & Applied Intelligence major and will serve to provide relevant workforce training for the law enforcement, security and intelligence communities.
  - Roberts Wesleyan College Informatics Concentration:** Designed to complement our Master's programs in Nursing and Health Care, this concentration blends technical knowledge in electronic medical records, strategic planning and other IT issues with leadership, administration and health care services to provide the fully trained and highly skilled workforce our health care industry needs.
  - FLCC Department of Labor Training Grants:** FLCC received grants from FLREDC through the NYS Department of Labor in 2016 focused on the training needs for Unemployed Workers and Special Populations in the Finger Lakes. FLCC trained dislocated workers who required classroom based training to qualify to be hired; and special populations training focused on unemployed workers such as displaced homemakers, low income individuals, Native Americans, individuals with disabilities, older individuals, ex-offenders, homeless individuals or homeless youth and individuals facing substantial cultural barriers.
  - FLCC SUNY Workforce Development:** FLCC received \$80,000 from SUNY to assist 8 local companies with their training needs, including Advanced Automation, Crosman Corporation, Family Counseling Center of the Finger Lakes, Highlands Living Center, Optimax Systems, Ontario County, Town of Victor, and Weco Manufacturing. Training has been completed.
  - FLCC New York State DOL Occupational Safety and Health Hazardous Abatement:** FLCC provided training for companies in 13 targeted areas (i.e. Accident Investigation, Spill Awareness, Hazard Assessment) as part of an OSHA Hazardous Abatement grant. Companies included Caldwell Manufacturing, Crosman Corporation, GW Lisk, and Silgan Containers. Training has been completed.
- SUNY COMPREHENSIVE COLLEGES
- Rochester Integrated SUNY Excels (RISE) Network:** Composed 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.
  - The College at Brockport: Access 2 Excellence (A2E):** 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) in 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 19,980 businesses, helping them invest \$196,573,848 in the area's economy, and create or save 7475 jobs. In 2016-17 alone, the staff provided almost 3,248 hours of counseling to over 487 clients, creating 211 jobs and saving another 75. 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 2016-17, the total amount of funding brought to this region by their clients through their assistance was \$12.8 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 40% of the businesses assisted were women-owned and 34.7% of their clients came from underrepresented minority groups.

- **"How to Start Your Own Business"—Entrepreneurship program:**

The College at Brockport, the REOC and the College at Brockport's Small Business Development Center (SBDC) are offering the program. The objectives include: a) Participants will understand what to consider when starting a business; b) Participants will be provided with knowledge about what other business owners have experienced in starting a business; and c) Participants will apply the knowledge gained to begin the process to business ownership.

- **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 500 business clients and created and retained 225 jobs with a total economic impact of over \$6.0 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 a business incubator located on Geneseo's Main Street where entrepreneurial-minded students can build real companies. In keeping with Geneseo's rural location, VentureWorks conducted an exploratory study with its partners at the Geneseo SBDC, 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 (EIP) Fund Awards:**

SUNY Geneseo received three awards which will support the creation of new positions and foster the creation of a regional workforce ready for success in our region's increasingly global and data-driven environment. Computational Analytics Cluster: One EIP grant awarded SUNY Geneseo \$249,000 as startup support for faculty hired into a Computational Analytics Cluster. Critical Language Consortium: In collaboration with The College at Brockport and Monroe Community College, SUNY Geneseo received a \$200,000 EIP award to establish a Critical Language Consortium (CLC). The CLC pilots a course-sharing model for "critical languages"—those for which there is large demand for language professionals, but little supply. In 2016-17, Arabic, Chinese, and Japanese courses were offered. Seven Geneseo students participated during the academic year 2016-17 and three students are enrolled for Fall 2017. The pooling of students among participating campuses enables the offering of courses that might otherwise attract too few students to proceed, thereby supporting students' timely progress.

- **SUNY Geneseo e-garden:** The e-garden, or energy garden, is a one-acre, off-grid education and research facility on campus that focuses on renewable energy, organic agriculture and sustainable organic waste management. It is a working laboratory where ideas and new technologies can be tested and refined by students and members of the larger community. The e-garden has two solar panels with a telemetry system that tracks the sun, a wind-turbine, solar collector air heaters, algae ponds to grow algae to produce lipids for conversion to bio-fuel, 50 raised garden beds for organic farming, a Black Soldier Fly composting facility, and bio-fuel and waste oil furnaces. The idea is to incorporate technologies that individuals and businesses can readily adopt in their homes and businesses to reduce costs while benefitting the environment.

### Veterans – Pathways to Prosperity

- The MCC 10-week **Middle-Skills Bridge Program Accelerated Training Program**, highlighted under Workforce Development above, provides accelerated noncredit training programs veterans.

- The proposed regional **Finger Lakes Regional Workforce Development Center at EBP** will serve the advancing high growth middle-skills workforce and promote entrepreneurship through education utilizing a variety of proven classroom techniques to mature, long-term unemployed individuals as well as new entrants into the workforce. The Forward Center will serve a diversity of populations including veterans.

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

- The College at Brockport has staffed and established a fully integrated and comprehensive **veterans outreach, student services and academic success program** to serve our growing student population coming to us with prior service.

- The **Rochester EOC (REOC)** is an approved training facility for veterans through the State of New York Division of Veterans' Affairs. See above for more detail on the REOC's programming.

- The Veteran's Outreach Center and the REOC began an initiative to provide introductory **culinary arts information and training** for clients of the VOC in an effort to promote the careers in culinary so that veterans may find meaningful and fulfilling employment in the culinary field.



- **Nazareth’s Office of Veteran’s Services** supports students who are veterans with everything from navigating financial aid packages to managing the switch from military service to college. Night classes accommodate busy work/family schedules. And the York Wellness and Rehabilitation Clinics, counseling center, and student accessibility services help these students thrive.
- During the 2016-2017 academic year, St. John Fisher College enrolled **55 student veterans** who receive benefits.
- St. John Fisher College participates in the **Yellow Ribbon Program** and is identified as a **network member of NY Serves**, an online service which links veterans to a wide variety of community services (e.g. mental health services, government assistance, etc.) tracking connections made and services rendered by all network members. In 2017, St. John Fisher College received a \$100,000 grant from NEH’s Dialogues on the Experience of War grant program, which supports the study and discussion of important humanities sources about war and military service. This **project engages student veterans at Fisher, individuals associated with the Veterans Outreach Center, the Veterans One Stop Center of Western New York, and retired service members living in or receiving support** through several community homes in a dialogue about how World War I and the Afghanistan/Iraqi wars can inform a diverse understanding of the concepts of duty, patriotism, and loyalty.
- For over 50 years, **RIT** has had a Veterans Services Office dedicated to supporting and advocating for active duty military, veterans, and their dependents—helping them access the services and support they need when applying to RIT the time they graduation. In addition to access to services across campus (Career Services and Cooperative Education, Academic Support Center, Counseling Center.
  - o The Vets Club at RIT just became a recognized member of Student Veterans of America (SVA) which is a global program to help vets clubs across college campuses
  - o RIT collaborates with The Canandaigua VA Medical Center (VITAL) to provide support (a social worker from VITAL visits RIT to assist students with issues around academic preparedness, adjusting to a school environment, or academic success) as well as the Veterans Administration (Buffalo) and the Rochester Vet Center to provide access to support services and resources for our veteran students and their families
  - o Currently RIT has 237 students total using veterans benefits 2016-2017 (131 are veterans themselves, 106 dependents of veterans (for a dependent, a veteran (usually parent or spouse) has transferred the benefit to them)
  - o 1 of those was at Croatia campus (with another set to start in Fall and another in Spring 2018)
- o RIT participates in the Yellow Ribbon Program, a scholarship program designed to “bridge the gap” for Veterans who qualify for the Post 9/11 GI Bill, which has a limit that is higher than RIT Tuition
- o As a “Vet Friendly” school, Keuka College offers many forms of assistance to active duty and veteran service men and women
- **GCC:** The BEST Center will be working with the Association of Occupational and Environmental Clinics (AOEC) on veteran outreach in the coming academic year. The NYS 8-Hour Security Guard training is a veterans-approved course. The Rural Police Training Academy, Mechatronics Certificate, Diesel Mechanics (Fall 2017) and Healthcare certifications will be submitted for approval. Numerous online high-tech, manufacturing, IT, green and healthcare certification programs are available and gaining approval for non-GCC-classroom courses is under exploration.
- **Roberts Wesleyan College** has a Military and Veteran Student Committee and Advisory Board that is charged with ensuring the specific needs of veteran students are met. The College has a long history of support to veterans and has been listed as a *G.I. Jobs Magazine Military Friendly School* for the past seven years (2011-2017) running. We accept JST, CLEP and DSST credits, provide guidance in obtaining and utilizing military benefits and make resources such as counseling and community services available to veterans and their families. The College’s smaller size makes an ideal community for veterans to transition, and we currently serve nearly 100 veterans on campus across all disciplines, including the Nursing and STEM fields. Next steps include surveying our military students to determine how we can serve them better, working toward partnering with area agencies who may be looking for a host site for events and continuing to increase the military and veteran student population as we increase the effectiveness of our support and service to this group each year.
- **The University of Rochester** is dedicated to making post-secondary education more accessible and easier to navigate for veteran students, and in 2017, was ranked among the **top 20 “Best Colleges for Veterans”** by *U.S. News and World Report*. Since 2009, the University has participated in the Department of Veteran Affairs’ **Yellow Ribbon Program**, and offers the **Rochester Pledge Scholarship**, which, in combination with the Post-9/11 G.I. Bill and any additional University funding, guarantees full tuition for veteran students with at least 36 months of service. In addition, the University of Rochester’s **Veterans Alliance**, launched in 2013, and the **Veteran and Military Family Services Office**, opened the following year, provide resources and support to veteran students as they transition from military service to campus life to help them succeed in their pursuit of higher education.



Advanced & Sustainable Manufacturing (ASM) and Center for Electronics Manufacturing and Assembly (CEMA) event. CEMA Lab has new equipment for the manufacturing and testing of circuits, donated by ASM. Marianno Smith, Applications Engineer for ASM, explains some of the new features in the machines.

Photo by: Elizabeth Lamark



# Life Sciences



## Purpose:

The confluence of leading academic research, highly educated workforce, a strong culture of entrepreneurship, national leadership in emerging fields of technology, and a foundation of growing and established business has positioned the Finger Lakes region as one of the State's **centers for life science innovation and economic growth**. Strategic public and private investments in the region's life sciences R&D infrastructure, business support programs, and workforce development programs will catalyze significant long-term growth in this sector.

## Performance Indicators:

- Growth in region's life science patents
- Growth in funding for region's academic-based life sciences R&D
- Growth in jobs in region's life science companies
- Growth in venture capital funding and follow-on capital for life science companies in the region

## Achieving Results through Collaboration:

The region has a rich ecosystem of:

- Biomedical R&D and innovation in region's colleges and universities
- Advanced and growing entrepreneurship and business incubation and acceleration programs
- Existing cluster of approximately 150 life science companies
- Strong foundation of research funding from NIH, foundations, major medical companies, and other sources
- National leader in degrees per capita in critical life science fields

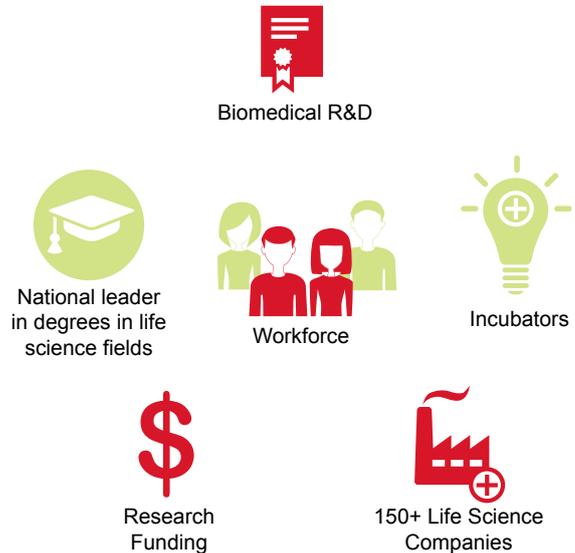
The Finger Lakes region is home to upstate New York's largest and most active concentration of biomedical research and life sciences business activity. The region's institutions, businesses, and infrastructure encompass the full spectrum of activity necessary to harness biomedical innovation and transform it into new commercial opportunities, jobs, and economic growth.

The foundation of any thriving life science sector is a robust ecosystem of biomedical research. In federal FY16, institutions and businesses located in the region received approximately \$157 million in funding from the National Institutes of Health (NIH), making the Finger Lakes the largest recipient of NIH funding in upstate New York.

The University of Rochester is upstate New York's premier life science research institution and receives more NIH funding than any other institution outside New York City. The biomedical research enterprise at the university is comprised of more than 3,000 faculty, post-docs, grad students, and support staff. The Medical Center is home to leading research programs in fields such as neuroscience, cardiovascular disease, cancer, vaccine biology, and musculoskeletal diseases, many of which rank among the top programs in the nation in NIH funding. The Medical Center is also home to several unique programs and international networks of scientists that focus on accelerating the translation of research discoveries into new ways to diagnose, prevent, and treat diseases.

RIT is home to several leading academic and R&D programs in the life sciences fields. RIT graduates more than 400 students per year prepared to work in the life sciences, health care, and biotechnical fields. RIT's biotechnology, environmental technology, and microsystems, biomedical engineering, data science, additive manufacturing, bio-modeling and bio-printing research programs have broad application in the fields of medical devices, diagnostics, and remote and wearable health monitoring technologies. RIT's MAGIC Center is a potential center of innovation for developing new digital media, wearable technology, and virtual and augmented reality solutions to health challenges.

RIT has partnered with Rochester Regional Health (RRH) to provide work experience for students in the health care and life



sciences fields. The two institutions have also partnered to create the Idealab, where teams of RIT students work with RRH staff to develop innovative solutions for a wide range of medical needs. The Rochester General Hospital Research Institute has active research programs in infectious diseases, cancer, cardiovascular disease, and biomedical technologies.

St. John Fisher College, Roberts Wesleyan College, Nazareth College, SUNY Geneseo, the College at Brockport, and Monroe Community College are home to several programs in pharmaceutical development, biomedical sciences, and biomedical engineering.

Collectively, the Finger Lakes' colleges and universities are national leaders in producing graduates with degrees in fields critical to life science companies. The region ranks 10th among metropolitan statistical areas with a population more than 1 million in life science degrees per capita and 3rd in degrees in biological and biomedical sciences. The region also ranks 3rd and 9th in the nation in per capita engineering and physical science degrees, respectively.

The region is home to many incubation and acceleration programs, including High Tech Rochester (HTR) and RIT's Venture Creations, and a number of facilities enrolled in the State's START-UP NY program. HTR, an affiliate of the University of Rochester and a NYSTAR-designated Regional Technology Development Center, is in the process of completing construction of the new business incubation/acceleration facility in the Sibley Building in downtown Rochester. The new facility will include 2,500 square feet of wet lab space suitable for early stage life science companies. An additional 267,000 square feet of wet lab facilities are available at Eastman Business Park and other locations in the Rochester area.

Early stage life science companies are able to further leverage the capabilities and expertise among many precision manufacturers, software development firms, and research institutions, a diverse and highly skilled technical and engineering environment that is readily available to collaborate in the development, prototyping, and commercialization of medical devices, biotech products, and healthcare IT applications.

The region is home to 150 companies in the life sciences field employing tens of thousands of individuals, including nationally recognized leaders such as CareStream Health, Ortho-Clinical Diagnostics, CooperVision, and Bausch + Lomb. Collectively, the life sciences sector is a \$1.6 billion market in the Finger Lakes, representing 3.2 percent of the region's economy. This activity is driven primarily by medical equipment manufacturing (70% of total), but substantial activity exists both in medical chemicals (14%) and R&D (14%). Rochester is the 5th most specialized metropolitan area in medical device manufacturing in the U.S., with a specific concentration in optics and imaging technologies. Rochester – with the largest optics, photonics and imaging cluster

in the U.S. – is poised to become a national leader in biophotonics, the intersection of life sciences with optical technologies. Worldwide biophotonics markets are estimated to generate \$91 billion of annual revenue.

Additional state support will enable this sector to expand its R&D capabilities, increase the number of companies that are able to receive support during their early stages of growth and development, help established life science companies develop new products and expand their operations, and give more of the region's residents the opportunity to develop the skills necessary to work in this growing field.

### Future Projects

Project Name	Project Description
<p><b>Drug Development Discovery Consortium</b></p>	<p>University of Rochester and University of Buffalo will partner with private venture firms and pharmaceutical/biotech companies to pool resources and intellectual property in the field of drug development to identify promising new pharmaceutical technologies and advance R&amp;D on these projects to the point where they can be transferred to industry. This partnership could potentially be expanded to include Roswell Park Cancer Institute and RIT.</p> <p>The consortium will create an infrastructure to evaluate the IP emerging from partner institutions and determine which early stage research discoveries represent viable new drug candidates. The consortium will consist of a pool of funds, shared research resources, and expertise which will advance the development of drug candidates through the proof of concept and early clinical trial study phases.</p>
<p><b>Drug Discovery Manufacturing Facility</b></p>	<p>A new current good manufacturing practice (cGMP) facility will be located in the Sibley Building as either a part of or affiliated with the High Tech Rochester Business Accelerator. This life sciences manufacturing facility will allow academic and industry researchers to manufacture new therapeutic agents on the scale necessary to conduct early stage clinical trials.</p> <p>The projected \$14 million for the project would include capital and first year start-up costs. The cGMP would focus on viral vectors and gene therapy technologies, capabilities that do not currently exist in the community. The cGMP would complement the Upstate Stem Cell cGMP facility located at the University of Rochester Medical Center.</p>
<p><b>Simulated Inanimate Model for a Physical Learning Experience (SIMPLE)</b></p>	<p>URMC is in the forefront of leveraging 3D printing technologies for a wide range of applications, including the design and manufacture of realistic organs that can be employed for training purposes and to rehearse complex surgeries.</p> <p>Approximately 234 million major surgeries are performed worldwide every year. Hospital readmissions for complications following a surgery are a major driver of medical costs in the U.S. Furthermore, there is a growing need to provide both surgeons and surgical residents and fellows with realistic training simulators that recreate the complex environments they will encounter in the OR.</p> <p>The SIMPLE program was developed in 2015 and consists of a manufacturing process that creates lifelike internal organs that can be modified to portray specific diseases (e.g. a tumor). Using medical images, the organs can replicate individual patients and be used by surgeons to conduct dry runs prior to the actual surgery – a process that has been shown to improve outcomes, particularly in complex cases.</p> <p>The program intends to expand its manufacturing operations and surgical simulation lab and is seeking \$500,000 from NYS which will leverage an additional \$500,000 from the University and a \$3 million gift from Intuitive Surgical. The project will add 11 jobs.</p>
<p><b>Diagnostic and Interventional Data Science: Biomedical Imaging, Computing, Modeling and Visualization at RIT</b></p>	<p>RIT is exploring the creation of a new center that will focus developing new technologies that will help clinicians better process, analyze, and visualize data from patients to better diagnose disease and plan, deliver, and monitor therapies. The university is in the process of developing a more detailed concept paper for the Center that will fully articulate its alignment with the region's Life Sciences plan, along with a future funding request.</p> <p>The new center will include RIT's colleges of Engineering, Science, Computing and Information Science, and Health Sciences and Technology and include faculty and students in data science, biomedical imaging and modeling, visualization, and computational biomedicine.</p> <p>The center will collaborate with clinicians in the region and industry partners to develop new ways to harnessing medical imaging, physiological modeling, real-time visualization, and computer-aided diagnosis and therapy to improve care and lower costs.</p>



Project Name	Project Description
<b>Prototype Development Lab</b>	<p>High Tech Rochester will create a Prototype Development Lab in its new downtown Business Accelerator in the Sibley Building. The project will allow early-stage companies and inventors to build prototypes of medical devices and other health care and life science-related technologies and provide a training platform for student engineers.</p> <p>The lab will be equipped with high-resolution additive printers, computer-controlled mills and laser-cutters, inspection devices and optoelectronic design and testing tools for providing a facility that can create working prototype devices for life science applications.</p> <p>The lab will be staffed with students from area colleges in fields such as biomedical engineering and would work directly with inventors, engineers, and entrepreneurs on projects, providing the students with valuable skills building training experience.</p> <p>For this facility with the appropriate equipment and staffing, it is anticipated that 4 jobs will be directly created, 10-12 entrepreneurs/companies will be supported with indirect job creation of 40-50 jobs within 3 years.</p>
<b>Finger Lakes Forward Fund</b>	<p>Excell Partners will create a \$35 million Finger Lakes Forward Fund to support early-stage technology companies, including those in the life sciences field.</p> <p>One of the key barriers to private sector growth in the life sciences field is access to seed and early-stage capital. This is the result of a broader challenge across all technology fields but is more pronounced in the life sciences field due to the longer development period and higher regulatory burden required to bring new medical devices and pharmaceutical products to the market.</p> <p>Excell has a strong track record of fostering the growth of start-ups. Over the last 10 years, it has helped launch 48 new technology-based companies. These ventures collectively have received more than 200 patents for their technologies and have received more than \$100 million in research funding.</p> <p>The life sciences sector already represents a significant proportion of Excell's deal flow – over the last five years, 20 percent of Excell investments were in companies in the field. It is anticipated that 30 percent of the Finger Lakes Forward Fund will be dedicated to life science companies.</p>
<b>Upstate New York Biotech Commercialization Hub (UNYBC)</b>	<p>The University of Rochester, RIT, St. John Fisher College, and SUNY Geneseo will create a consortium to accelerate the development of life science technologies emerging from these institutions. This initial project will serve as a model that can be subsequently expanded to other institutions in upstate New York.</p> <p>The UNYBC will create a network of expertise that provides support and training that identifies and assesses technologies with commercial potential and funds and fosters development to the point where technologies are ready to be transferred to the private sector. These activities include business creation mentoring, prototyping and manufacturing services, entrepreneurial development, intellectual property and regulatory evaluation, and clinical trials support.</p> <p>The UNYBC will also create an infrastructure that builds and attracts more angel and venture capital to support these technologies and more closely coordinates the activities of upstate New York's network of incubation/acceleration and translational science organizations.</p> <p>The project is requesting \$750,000 per year for 5 years to fund project and support the services provide by the hub. Participating universities will be required to provide a 1:1 match for projects that are supported.</p>



# Optics, Photonics, and Imaging



## Purpose:

The Finger Lakes region will strengthen its position as the U.S. and global leader in imaging and precision optics, and will extend this leadership to include the fast growing sectors of integrated photonics, lasers, and displays. Optics, photonics, and imaging (OPI) in the Finger Lakes region will achieve this vision by developing shared resources for the OPI community and academic-industry-government partnerships that maintain and strengthen the region's long history as a global OPI center of leadership.

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."

## Performance Indicators:

### The Finger Lakes Region OPI Cluster

The Finger Lakes Regional Economic Development Council identified the region's OPI cluster in its URI proposal as one of the six key economic pillars in the economic plan. The plan committed to significant investments to build upon the region's unparalleled core assets and strengthen its global leadership in this field. The OPI cluster is comprised of 120 companies employing over 15,000 people in the nine county Finger Lakes region and another 9,000 people employed at OPI companies in the nearby Southern Tier and Central New York regions. In addition, the Finger Lakes region is characterized by strong academic programs, research and training programs in optics, photonics and imaging at the University of Rochester's Institute of Optics and Laboratory for Laser Energetics, the Chester F. Carlson Center for Imaging Science at the Rochester Institute of Technology, and Monroe Community College's Optical Technology Program.

Total Number of OPI Companies	~ 120
Total OPI Employment	~ 15,000
Patents per Capita	161.7/100,000 - fifth highest in the United States according to Forbes
Number of OPI U.S. Patent Applications	Number of Issued U.S. OPI Patents 53,128 (USPTO each of optics, optical, photonics, photonic, image, and imaging from 1976 to present in Rochester (no other regional cities or suburbs are included)
Number of OPI Degrees Granted since Inception	~ 2,800 University of Rochester's Institute of Optics ~400 Rochester Institute of Technology's Center for Imaging Science ~674 Monroe Community College Optical Technology Program

## Achieving Results through Collaboration:

AIM Photonics (AIM) is perhaps the best example of achieving results through collaboration in the Finger Lakes region. First, the funding for AIM is derived from the U.S. Department of Defense, the State of New York and private industry. Second, the AIM membership, currently over 80 members, is a consortium of government agencies, large, mid-size and small companies and finally numerous academic institutions. Managing the complexities of a \$610 million five-year duration project with over 80 members and two primary locations and many other locations across the United States is a daunting endeavor. The results of the collaboration are beginning to become apparent in the Finger Lakes region. Budgets for the first two years of operation have been allocated, the location for the Testing, Assembly and Packaging (TAP) facility has been decided, the contract for renovations and new construction at the TAP facility has been awarded, purchases of the required equipment and tooling for the TAP facility are in process, and the current estimate is that facility occupancy will begin in the first half of 2018. **The many successes of AIM Photonics thus far are a testament to the broad collaboration** that enabled New York State to win the competition for DOD funding and have subsequently resulted in the enormous technical and management progress AIM Photonics made to date.

A second example is the participation of OPI Work Team in the development of the newly formed Life Sciences Work Team report. In December of 2016 Governor Cuomo recognized the importance of the life sciences business sector and announced a groundbreaking \$650 million initiative to fuel growth of a World-Class Life Science Cluster in New York. This announcement catalyzed the FLREDC to form the Life Sciences Work Team. Optics, photonics and imaging technologies play an important role in many aspects of Life Sciences research and development. Realizing this, the OPI Work Team requested that one of its members participate in the newly formed Life Sciences Work Team. Today, the interaction of light with biological samples is called BioPhotonics - a field that is enabled by optics, photonics, and imaging technologies. Market research conducted by SPIE (the international society for optics and photonics) estimates that the global market enabled by OPI technologies is \$91 billion per year. The Finger Lake region's strength in Life Sciences research and development, its universities with expertise in OPI technologies, and the companies comprising the **largest OPI cluster in the U.S.** provide an ideal environment for a World-Class BioPhotonics cluster to grow and thrive.

The third example is the New York Light and Sound Interactive Conference and Expo (LSI) is another example of achieving results through collaboration. This conference, by its very nature, is a collaborative effort among on individuals and groups from varied backgrounds and disciplines spanning light and sound-based technologies and in a broad range of applications in fields ranging from medicine and healthcare to virtual and augmented reality, games, cinema, and music. The fact that LSI takes place immediately prior to the Rochester Fringe Festival adds another interesting collaboration into the mix.



## Priority Project Status

### Project Name and Description

### Project Status

#### AIM Photonics

\$610 million of funding, comprised of \$110 from the Department of Defense, \$250 million from New York State via Finger Lakes URI fund investment, and the balance from Industry in the form of cash and in-kind contributions. The TAP (testing, assembly and packaging) facility for this project will be located at On Semiconductor in Rochester, NY and is illustrated below.



- Over 80 government, corporate, and academic members have joined AIM.
- IBM fiber attach license completed.
- Rochester TAP site selected at the On Semiconductor Facility and will provide approximately 30,000 sq. ft. of offices and clean room space.
- The TAP Facility renovation and contract has been awarded to LeChase Construction and will be managed by On Semiconductor. Purchase of tooling for the TAP Facility totaling \$40 million are in process. A request for proposal for installation of the tooling will be issued in Q4, 2017. TAP construction and tooling installation is scheduled for completion in the first half of 2018. TAP engineering positions have been advertised and hiring is in process.
- DOD call for directed projects for a "Cryogenic Focal Plane Array Data Link" was issued in March and awarded in August.
- The 2018 call for proposals received 20 proposals that are currently under review.
- Two Multi-Project Wafer runs were completed in 2016 and three Multi-Project Wafer runs are scheduled for 2017.

#### AmeriCOM

A Finger Lakes center for developing and deploying advanced optical manufacturing technology for U.S. Department of Defense requirements and commercial spin-off applications. AmeriCOM was previously referred to as the Finger Lakes Center for Advanced Optical Manufacturing. The AmeriCOM program is spearheaded by the Rochester Regional Photonics Cluster (RRPC) and members of the OPI Work Team. AmeriCOM will build on the foundation set by the Center for Optics Manufacturing (the original "COM"), founded in 1990 and operational through 2004.

- URI proposal for five years of support was previously submitted to FLREDC. The AmeriCOM concept is supported by APOMA, the American Precision Optics.
- Manufacturing Association comprised of approximately 150 member companies.
- RRPC is pursuing anchor funding from the federal government (i.e. DOD) with the support of the New York State Congressional delegation.
- Workforce development will be an important aspect of the AmeriCOM program.

#### Rochester Regional Photonics Cluster (RRPC) Projects

The two primary projects of RRPC are Infrared Interferometer for IR optics and Precision 5 axis optical surface profiler for free form optics measurement.

Funding has been received by RRPC for the IR interferometer and the contract for the 5 axis optical profiler is in process.

#### Luminate NY (previously the Photonics Venture Challenge)

A \$10 million, multi-year business accelerator competition to support start-up companies that come to Rochester to commercialize products for the rapidly developing optics, photonics, and imaging technologies through a business accelerator program. Luminate NY is the largest accelerator program of its type in the world.

Luminate has formed a Board of Advisors and hired the Managing Director. The program is accepting applications for its first cohort of 10 finalist companies. The first 10 finalist companies will receive \$100,000 and enter the accelerator program early in 2018. Finalists companies must reside in Rochester.

#### The New York Light and Sound Interactive (LSI) Conference and Expo

The Center for Emerging and Innovative Sciences (CEIS) at the University of Rochester launched The New York Light and Sound Interactive Conference and Expo, a unique event focused on light and sound-based technologies and their applications in emerging fields such as virtual and augmented reality, games, cinema, and music. The interactive conference features talks by leading experts, panel sessions, workshops, and an expo.

The inaugural LSI Conference and Expo was held in September in Rochester, New York. Raised over \$250,000 to support LSI and approximately 1,000 people attended the inaugural event.

#### University of Rochester Laboratory for Laser Energetics (LLE)

Currently, \$68 million in federal funding has been approved by Congress for FY17 programmatic needs.

LLE is partnering with the DOE to explore pulsed power technology generation support for university based research and facilities.



Project Name and Description	Project Status
Rochester Institute of Technology's Shortwave Infrared Spectrometer for UAV Remote Sensing in Support of Agriculture	Acquisition of a SWIR Spectrometer to be added to the RIT funded sensors to enable UAV remote sensing/imaging research supporting agriculture.

<b>1366 Technologies</b> 1366 Technologies is developing technology for high efficiency, low cost solar cells.	Feasibility of 1366's cast silicon wafer technology demonstrated under a DOE Advanced Research Projects Agency-Energy grant. Candidate company for relocation to STAMP site in Batavia following completion of 1366's current venture financing round.
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**Future Projects**

Project Name	Project Description
<b>BioPhotonics for Life Sciences</b>	A Life Sciences Work Team has been formed in response to Governor Cuomo's announcement that New York will invest \$650 million over 10 years to establish a strong Life Sciences technology hub in the State. BioPhotonics, an important subset of Life Sciences, is enabled by optics and photonics technologies and constitutes a \$91 billion worldwide market. The OPI Work Team participated in the preparation of the Life Sciences report.
<b>Rochester Data Science Consortium</b>	Applicant - University of Rochester in collaboration with Harris Corporation
<b>Navigation Grade MEMS Gyroscopes &amp; Inertial MEMS Devices</b>	Applicant - Smart System Technology & Commercialization Center, a Division of SUNY Poly
<b>Advanced Manufacturing facility for Lasers and Defense</b>	Applicant – LaserMax, a Rochester based defense and law enforcement supplier

**Update on Highlighted 2017 State Priorities:**  
**KEY FOCUS: Workforce Development:**

An important 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. For example, OPI scientists and engineers in the region are highly innovative and are responsible for many of the patents issued to companies in the Finger Lakes region. In terms of patents issued per capita, Forbes ranks Rochester as **the fifth most productive city in the U.S.**

The membership of the Rochester Regional Photonics Cluster (RRPC) is dominated by small and mid-size companies, many of which have difficulties finding and hiring qualified employees. As a consequence, RRPC and many of the leaders of these companies have become active in workforce development activities. Many provide some form of sponsorship (either cash or in-kind, i.e., equipment donations) to the Optical Technology program at Monroe Community College, **resulting in an uptick in the number of optical technicians graduating from the program each year.** Many of the RRPC members have developed **strong in-house training programs** to teach new employees basic STEM and work skills. An effort is underway in the region to create a certified optical technician program.

An **innovative high school program for training optical technicians** that began at East High School is now taking root at other area high schools, including Gates Chili, Greece, Irondequoit, Penfield and Henrietta. Approximately 200 to 250 students are now taking these, and several of the programs are accepted by Monroe Community College for advanced college credit.

Both AIM Photonics and AmeriCOM will have strong workforce development programs so that as each program develops and launches a new manufacturing technology a workforce trained with the appropriate skills will be ready to bring the technology into the commercial manufacturing sector.



# Agriculture & Food Production



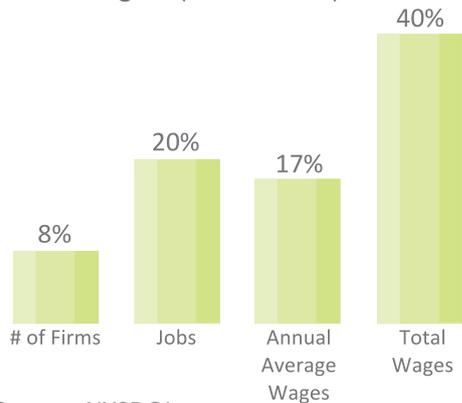
## Purpose:

Facilitate connections amongst robust food ecosystem sectors to attract new agriculture, food production companies, and entrepreneurs and to help existing food operations expand.

## 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, private investments, and jobs made in our region.

Food Manufacturing Growth in the Finger Lakes Region (2010 - 2016)

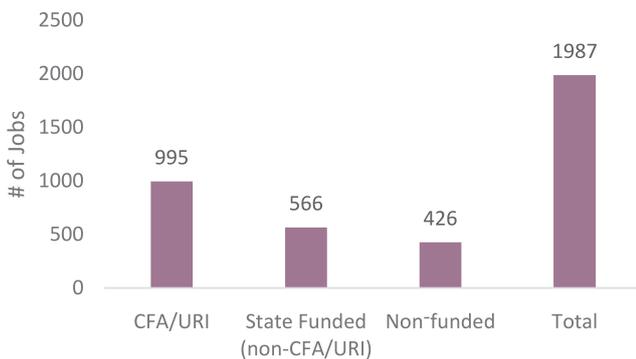


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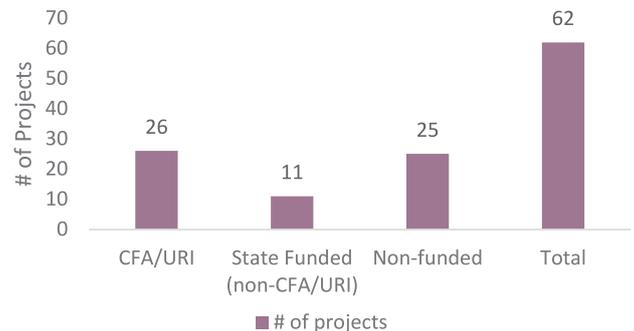
Ag & Food Production Project Totals



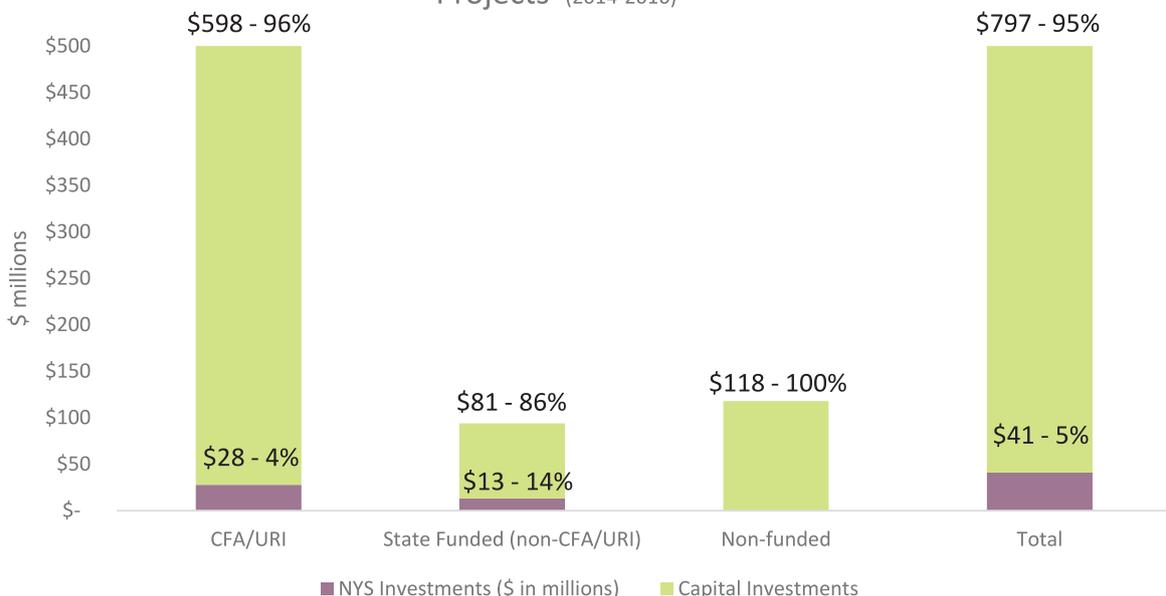
# new Agriculture & Food Production jobs (2014 - 2016)



Agriculture & Food Production Projects (2014-2016)



Public and Private investments made for Agriculture and Food Projects (2014-2016)



## Achieving Results through Collaboration:

The food industry is **changing** more rapidly than ever before. The region needs to closely **connect** all the key stakeholders in the ecosystem to capitalize on this changing environment. The region's strategy for growth encompasses all aspects of the food value chain, from agricultural research at Cornell University's Agricultural Experiment Station, diverse farms and crops, healthy food production, to sustainable waste management. The economic potential of agriculture, however, goes well beyond our fields and traditional supply chains. There is a strong convergence with agribusiness and other growing sectors in the region as well, including manufacturing, research, energy-related businesses, and agritourism.

Each county in the region participates. Private investment, with regional support and small amounts of public dollars, is enhancing the diversity of the region's agriculture — eggs to potatoes, wine and beer to goat cheese, organic beets to apple slices.

The agricultural industry is also evolving rapidly. Some segments of agriculture like Controlled Environment Agriculture and organic farming are experiencing dramatic growth, and the Finger Lakes region is developing strategies to be on the forefront of these growth areas.

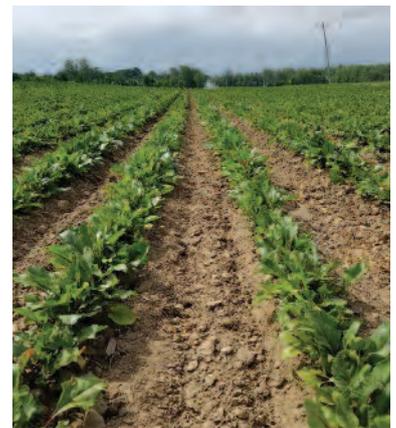
Technology is advancing rapidly in the Agriculture and Food sector. Startup companies using digital technology and big data are ready to transform the industry. They are studying ways to reduce food waste, increase farm productivity, adapt to new environments, and provide alternative sources of proteins to supply the demands of the consumers. In recognition of this growing trend, the Agriculture and Food Work Team is identifying future projects, like the New York Food & Agriculture Competition (NYFAC). The Competition would attract many ag and food tech startup companies to compete for the funding in Finger Lakes, Central NY, and Southern Tier. **This would put NYS in a position to attract the startups to the region that will grow the economy of the future.**

The Finger Lakes region's robust Agriculture and Food Production ecosystems makes it a high priority target for strategic investment.

- a. **Bonduelle's \$20 million expansion at 3 facilities** in Monroe and Genesee counties. The canned and frozen vegetable producer looked to expand in the region because of the robust agricultural businesses and volume of quality product that comes from local growers.
- b. **OFD Foods, LLC \$25 million manufacturing facility:** One of the reasons OFD made the decision to invest in Monroe County is because of the region's pro-business mentality and the availability of **high quality, skilled trade training and education opportunities** provided by local colleges and universities.
- c. **American Packaging Corporation investing \$170 million to build facility:** The 350,000 square-foot manufacturing plant will create 260 permanent jobs in Monroe County.
- d. **Increase in organic farm conversion:** Kreher's Farm has recently begun to convert 2,000 acres in Livingston County and is in the process of converting 600 acres in Monroe County. Total acreage converted to organics is up to 8,000 acres and continues to grow.
- e. **Develop and grow craft beverage industry:** The Finger Lakes region is the heart of the wine and craft beverage industry in New York. The number of wineries, breweries, distilleries, and cideries continue to grow dramatically. The Finger Lakes region has been successfully marketing it's wine and craft beverage trails through a series of efforts with the help of NYS with projects like NY Drinks NY, the Governor's Cup and the New York Wine & Food Classic.
- f. **New York State Agriculture Experiment Station (NYSAES)** has installed the first commercial grade HPP machine in the US to test the efficacy of HPP on food pathogens. This system will position NYSAES and the region to be a preeminent food research center. The key stakeholders - LiDestri, Cornell, NYS and Wegmans collaborated to make it happen.

### American Packaging President & CEO Peter Schottland said,

"We are thrilled to be expanding our business in the greater-Rochester area. American Packaging is headquartered here and this is where my family calls home, so being able to grow here and provide great job opportunities in the area is something we are particularly excited about. We want to thank Governor Cuomo and his team's efforts for contributing to the project to ensure it came to fruition."



Organic Beets growing on Kreher's Farm



With strategic State investments in the Finger Lakes Agriculture & Food ecosystem, the region continues to draw new companies into the region and creates opportunities for existing companies to expand.

**Overcoming barriers to growth**

When the FLREDC began six years ago, the region’s agriculture and food sector was not well connected. With help from the FLREDC Work Group and strategic State investments, connections have been made that are making a robust Food Ecosystem. As the Ecosystem grows some very strong sub ecosystems have appeared, which are designated as “Hubs”. The agriculture and food hubs are attracting new companies to the region and resulting in the expansion of existing companies. The Agriculture and Food Work Team is working with each hub to identify gaps or opportunities within each to continue to drive growth and job creation. For example, the team is currently working with the Fruit and Beverage production hub to fill the need for small- to mid-sized co-packers. We expect that these New York Food Entrepreneurship (NYFE) Hubs will continue to grow and prosper.

“Agriculture remains a core pillar of New York’s economy, and the greater Genesee Valley region is one of our most vibrant agricultural areas, supporting thousands of farms and agribusinesses,”  
**Governor Cuomo**

**New York Food Entrepreneurship (NYFE) Hubs**



**Priority Project Status**

Project Name and Description	Project Status
<p><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.</p>	<p>Training for the new employees will take place at the new downtown MCC facility.</p>
<p><b>Clearwater Organic Farms</b> Nation's newest hydroponic commercial greenhouse will locate its operations in Monroe County. Clearwater Organic Farms, LLC, will build a 15 acre, 650,000 square-foot facility at Eastman Business Park. The company will produce fresh, locally grown, organic baby leaf greens year-round. The project will create 137 new full-time jobs, most of which will be in packaging, shipping, receiving and warehousing and 55 of those jobs are reserved for veterans or those who are underemployed to support the region's anti-poverty agenda.</p>	<p>The state of the art facility is expected to be completed by the end of 2017.</p>

Project Name and Description	Project Status
<p><b>OFD Foods, LLC</b> OFD Foods will expand operations for the first time in New York State. The new \$25 million plant, which is expected to result in the creation of 30 full-time jobs, will focus on providing contract freeze-drying services in bulk industrial packaging.</p>	<p>OFD Foods broke ground on the new Monroe County plant in April 2017 and expects the project to be completed by June 2018.</p>
<p><b>American Packaging Corporation</b> Committed to building a new manufacturing plant that will add 366 jobs by 2021 in Monroe County, 262 of which will be permanent jobs.</p>	<p>Facility is under construction and will be operational by December 2017.</p>
<p><b>Newstead Ranch Egg Farm Expansion Kreher's Farms</b> Expansion at the 3 sites is underway. The expansion will add 60 jobs to the region.</p>	<p>Anticipated completion date for all 3 sites is December 2021. Phase II development and planning is underway.</p>
<p><b>Baldwin Richardson Foods</b> Custom ingredient maker will expand operations in Wayne County. The company will install new machinery and equipment and add at least 50,000 square-feet to its current facility, supporting the creation of up to 30 new jobs and retention of 275 positions.</p>	<p>The company plans to break ground on the . project in spring of 2018.</p>
<p><b>Bonduelle USA Inc.</b> Frozen food processor Bonduelle will expand operations at its locations in Monroe County and Genesee counties. The company is investing in new equipment and machinery at it facilities in the Finger Lakes region. The growth will add 22 new jobs and retain 340 jobs in the region.</p>	<p>Expansion to be completed by June 2018.</p>
<p><b>Dupont Health &amp; Nutrition</b> Danisco Plant expansion in EBP for probiotics and supplements. \$100 Million investment and 48 new jobs.</p>	<p>NYS offered support and plant will be connected to EBP sewer system and complete in 2018.</p>
<p><b>HP Hood</b> \$205 million capital investment and pledge to create 230 FTE's Hood will repurpose the 363,000-square-foot, idle state-of-the-art processing facility to produce extended-shelf-life beverages. The company will also construct a 100,000-square foot refrigerated warehouse. Construction will create 524 jobs with a payroll of nearly \$26 million.</p>	<p>Hood plans to commence construction this summer and begin operating by the second quarter of 2019.</p>
<p><b>Ellicott Station Project</b> Located in Downtown Batavia, the \$17 million capital investment project and will create up to 60 full-time jobs. The main tenant is Resurgence Brewery.</p>	<p>Project is expected to start in late 2017.</p>
<p><b>Yancey's Fancy</b> The recently completed new facility in Pembroke, NY will create 50 jobs.</p>	<p>\$6 million expansion to update artisan cheese facility is targeted for completion in 2017 and will create additional 15 jobs. A \$3.7 million CFA to increase sewer capacity to the plant is being submitted in 2017.</p>
<p><b>Intergrow Greenhouses</b> The building of the new greenhouses for hydroponic tomato production is waiting on county approvals. The Greenhouses will hire 100 people.</p>	<p>Several sites have been considered. With the help of NYSERDA a Wayne County site is being pursued.</p>
<p><b>Craig Station Creamery Cheese Plant</b> The cooperative to create value-added milk products has started construction on the \$60 million plant.</p>	<p>Facility on schedule to commence production at the end of 2017.</p>
<p><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.</p>	<p>The \$14 million project is expected to create 20-30 full time positions with an additional 10-15 part-time positions within the first 3 years of operation. Progress has been slowed by a limited volume of natural gas need for the chip fryers.</p>
<p><b>Headwater Foods, Inc.</b> Expansion of FoodHUB provides a supply chain of local foods serving small/mid-sized farms, facilitating their access to markets.</p>	<p>Phase I food processing equipment purchases are complete. Phase 2 which is expansion of the facility is in-process.</p>



Project Name and Description	Project Status
<p><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.</p>	<p>8 new companies to join the incubator by Fall 2017. Cheribundi moved to new production facilities in Ontario County. Working closely with City of Geneva to develop a hub to support food and beverage entrepreneurs. Tech Park submitted a new CFA for 5-year funding of the incubator program that falls under the NYS INNOVATION HOTSPOT BUSINESS INCUBATOR PROGRAM.</p>
<p><b>New York State Agricultural Experiment Station</b> NYS along with help from private industry has invested in upgrades of the NYSAES facilities. Nearly \$20 million has been spend in 2 years to upgrade the Plant Sciences building. This includes upgrades to the Pilot Plant and the building of the Hiperbaric Lab.</p>	<p>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.</p>
<p><b>Livingston County Brewing Initiative</b> Brew IN Livingston is driving revitalization efforts throughout the region by supporting Craft Brewing entrepreneurs.</p>	<p>75 individuals participated in the Brew IN Livingston competition. 35 semifinalists were invited to submit video pitches, and 15 finalists went through Business Boot Camp. Four equal prize packages were awarded to three startups and one existing Livingston County business for expansion, including: Battle Street Brewery in Dansville, Mortalis Brewing Company in Avon, Quiet Storm Brewing Company in Geneseo and Original Stump Blower Ciderworks in Lakeville.</p>
<p><b>Foodlink Commercial Kitchen Expansion</b> Construction on the kitchen commenced in May 2016, and finished in October 30, 2016.</p>	<p>The Foodlink Kitchen is in full-operation and is increasing the amount of locally grown produce used for meal programs and is processing several food products. Foodlink is executing a workforce development program that incorporates best practices from several local institutions and will hire people affected by poverty. Foodlink will continue to expand healthy meals for children, enhancing our Value-Added Processing operations, and creating a sustainable culinary workforce training program.</p>
<p><b>LeRoy Food &amp; Technology Park</b> Construction on the \$2 million project is slated to begin mid-2016.</p>	<p>Site control completed in 2016 with infrastructure to begin in 2017. Rezoning of park completed in 2017.</p>
<p><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.</p>	<p>Construction of the \$2 million facility began in 2016 and estimated completion is early 2017.</p>
<p><b>Livonia Agribusiness Park</b> Creating of an agribusiness park in the Town of Livonia. Infrastructure will include new access roadway, a bridge, water, and sewer.</p>	<p>Infrastructure project is in-process. Grain hub/soy extrusion project at the Park is submitting a CFA to move to Avon and is a Grain Hub business that will act as a clearing house that will be seeking inputs from small grain growers to match with malters that will feed the State's increased demand for craft brewers to use more NY grown inputs. This is part 1 of their project.</p>
<p><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.</p>	<p>COMPLETE: 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. Application being submitted to expand the program.</p>



## Future Projects

Project Name	Project Description
First Light Creamery	<p><b>Purpose:</b> To complete an estimated \$900,000 expansion of the Creamery in Genesee County.</p> <p><b>Opportunity:</b> Continue to strengthen the Dairy sector in our region and create up to 12 new full-time jobs.</p>
New York Food & Agriculture Competition (NYFAC)	<p><b>Purpose:</b> To expand entrepreneurship and attract resources from the U.S. and around the world to build innovation in the food and agriculture industry in Upstate New York.</p> <p><b>Opportunity:</b> Collaborative, cross-regional economic development initiative across the Finger Lakes, Southern Tier, and Central NY regions; Spurred by Upstate Revitalization Initiative (URI) and common focus on agricultural development. It will leverage our plentiful natural resources and long history of food production, agriculture and innovation in upstate NY.</p>
New York Food Entrepreneurship (NYFE) Hubs	<p><b>Purpose:</b> To enhance the Food Production and Agriculture Ecosystem in NYS by highlighting and marketing the core competencies of the NYFE Hubs.</p> <p><b>Opportunity:</b> The diverse Food Ecosystem Hub in the Finger Lakes incorporates many "Sub Hubs" that are localized and have world class expertise and stakeholders in a particular field. These "Sub Hubs" can help represent the region in their field and will be a good way to expand the marketing of Food by NYS to the US and the world and attract the best food companies to NYS.</p>
Interregional Collaboration: Finger Lakes Regional Prosperity Network (FLRPnet) and FLX Agriculture & Food Work Team	<p><b>Purpose:</b> Partnering with FLRPnet to expand the work being done to grow the Food-Processing sector and related industries, with the objective of creating quality jobs and increasing business investment.</p> <p><b>Opportunity:</b> To provide support and resources to the growing number of start-up and existing food-processing companies that want to expand from small-scale production and niche markets into medium scale production.</p>
Food Waste Utilization and Upcycling Testbed - Phase 1	<p><b>Purpose:</b> RIT seeks to develop a pilot-scale food waste utilization and upcycling test bed in partnership with several food and technology companies. The proposed Phase 1 project will build upon work currently being conducted by RIT, by providing dedicated equipment and expertise in dehydration and thermal treatment (pyrolysis) for evaluating utilization and upcycling approaches for solid and packaged food waste materials. This project represents a building block project for a much larger initiative in the Finger Lakes Regional Economic Development Plan for the Upstate Revitalization Initiative (URI) called the "Center for Food System Innovation" or CFSI.</p>
Center for Food System Innovation (CFSI)	<p><b>Purpose:</b> CFSI will be a one-stop resource for industrial, commercial, institutional and retail food/beverage companies and related equipment suppliers to increase efficiency and reduce costs associated with waste, water and energy. As CFSI achieves full implementation, a strong fabric of food and beverage companies and the region's top level research centers will come together in a true collaborative cluster initiative, emphasizing technology innovation and resource risk mitigation, making the region more economically attractive to site-location decision makers. The key deliverables for the overall project is an applied research center and dynamic test bed focused on industry-defined challenges in waste, energy and water. Project outcomes are: 1) regional food companies stay on the leading edge of new technologies with high potential to strengthen their economic position through increased profitability and less waste; 2) regional food companies spend less money on operations (waste, energy, water) freeing up resources for new product development, expanded production, workforce development and other investments to grow the business; 3) the regional food cluster workforce develops the necessary skill sets for managing growth and expansion in resource constrained or climate-challenged environment; and 4) a true collaborative technology effort begins to focus on the emerging needs of the food-related industries in waste, water and energy.</p>

## Update on Highlighted 2017 State Priorities: Workforce Development:

**Special Touch Bakery:** Construction is underway to expand the Special Touch Bakery facility in Rochester, NY. The bakery will offer unique choices for people living with intellectual and developmental disabilities. The project will create more than 25 jobs in year one and up to 40 by year five of its operation; and the fully-integrated environment will offer competitive, community-based employment and training opportunities where co-workers with and without disabilities will work side by side.

**Downtown Kitchen Incubator:** Aspiring food business entrepreneurs will have a one-of-a-kind facility downtown to test, prepare, market, and sell their products in 2018. A project of RDDC, The Commissary will be located on the concourse level of The Metropolitan, and will be the only kitchen incubator facility in the state outside of New York City.

**Foodlink Commercial Kitchen:** The Foodlink Kitchen is in full operation, preparing more than 4,000 meals per day for children throughout the Finger Lakes, and expanding a Value-Added Processing operation that focuses on sliced apples. As we scale up these two operations, we will be starting a one-of-a-kind job training operation. We spent much of 2017 engaging employers in the food industry around the creation of this program. Employers in culinary, manufacturing, and warehousing are all eager for the start of Foodlink's Community Kitchen Institute.



# Next Generation Manufacturing and Technologies



## Purpose:

To support the advancement and expansion of our manufacturing and technology assets and ecosystem in clusters including energy, life sciences, nanotechnology, semiconductors, video games, data manipulation applications, and sustainable manufacturing, creating a competitive advantage for the entire Finger Lakes region. Next Generation Manufacturing and Technologies focuses on three key initiatives: DIZ: Downtown Innovation Zone, EBP: Eastman Business Park, and STAMP: Science & Technology Advanced Manufacturing Park.

## Performance Indicators:

### The Finger Lakes Region OPI Cluster

While each geographical region will be analyzed with the same 5 benchmarks, the top benchmark indicator for each region must represent the best case methodology for understanding performance (highlighted in green).

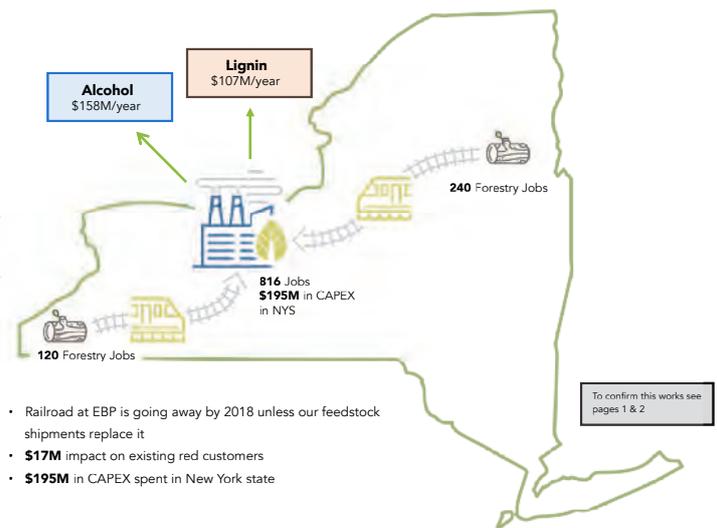
Indicator	Geographical Region		
	DIZ	EBP	STAMP
Jobs Created	[Data currently under analysis]		
Jobs Retained	[Data currently under analysis]		
New Business Leases Secured	<i>Center for Urban Entrepreneurship</i>	<i>Sweetwater Energy, NY-BEST</i>	N/A
Dollars Invested in Infrastructure	<i>Inner Loop</i>	<i>Natural Gas Conversion of Power Plant</i>	<i>Phase One Infrastructure Buildout</i>
Number of City of Rochester Residents Employed/Business	<i>Downtown Kitchen Incubator</i>	<i>Kodak</i>	N/A

The five indicators chosen for 2017-2018 represent NGMT's efforts to utilize a holistic and collaborative approach to addressing poverty through job creation and retention, as well as matching investments from the public, private, and academic sectors. As we develop the three geographical regions through a micro-to-mega site approach, each one will benefit from the lessons learned of the other two. Additionally, by removing any metric specifying specific geographical location for any given technology, we increase the fluidity of movement for businesses both established and new so that they can locate anywhere within our Finger Lakes Region that provides best benefit for their type of technology. Finally, we worked to use indicators that have easily identifiable input and output values so that progress can be tracked simply and easily quarter by quarter, and year by year. These indicators can then consider the breadth and complexity of our pillar team's scope lines and mission, allowing other work teams to easily collaborate with us.

## Achieving Results through Collaboration:

### Eastman Business Park

Eastman Business Park now holds over 100 companies, with one of the largest signed leasers being Sweetwater Energy. Sweetwater's ability to collaborate with other regions (see map) as well as other major industry players (see Priority Project Status) to create moderate skill, high paying jobs in the City of Rochester (see table) demonstrates why the FLREDC chose this as a Year One Priority Project for the NGMT Pillar Team. Three exciting new EBP tenants include Columbia Care, SigNA Chemical and Precision Optical Transceivers.



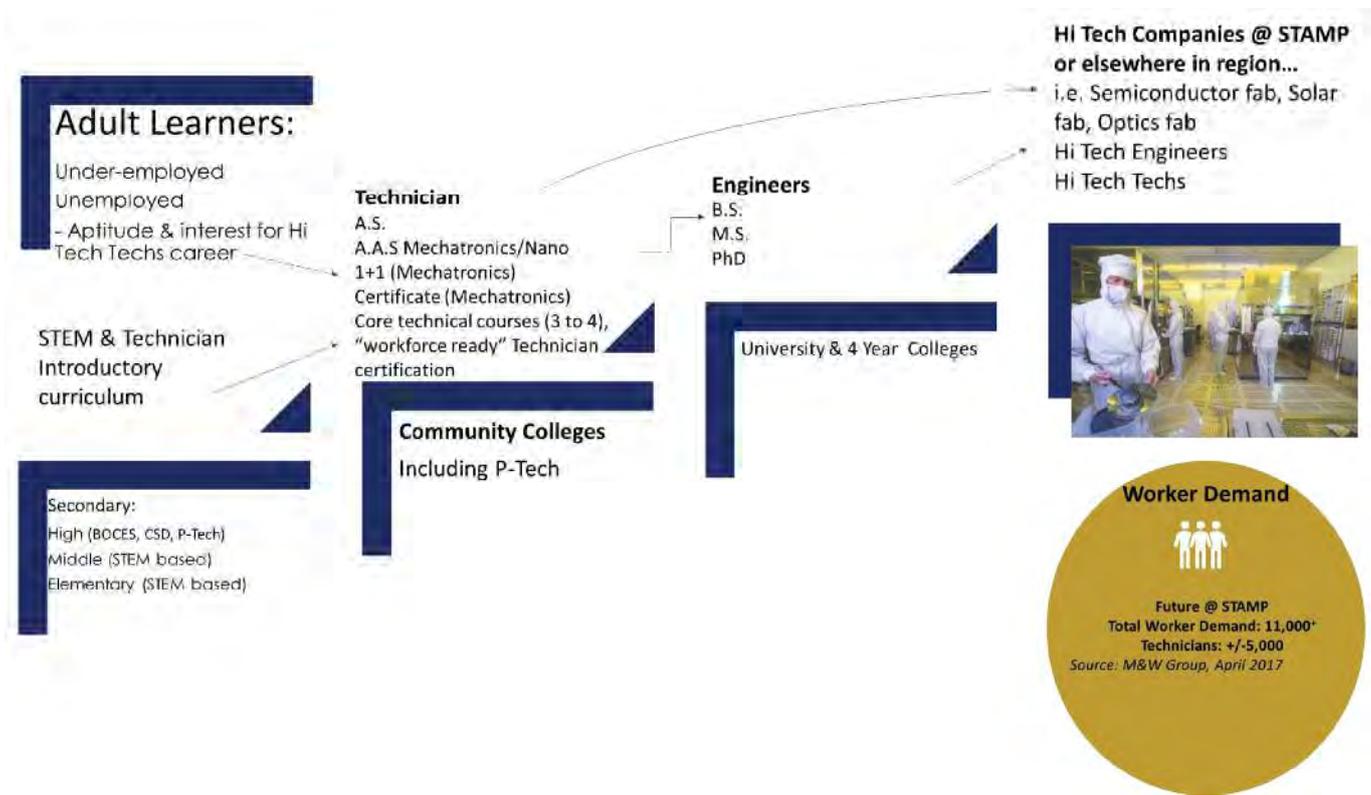
Additionally, EBP has completed its Life Sciences Wet Labs Initiative, participated in the AIM Photonics Attraction Project and the Kodak Tower Commons Project, as well as cross-benchmarking with STAMP to facilitate supply chain collaboration opportunities.

JOB IMPACT	Facility #1 150T Size	Facility #2 300T Size	Facility #3 300T Size
<b>Sweetwater Production</b>			
Direct	65	65	65
Indirect and Induced	195	195	195
Total Production	260	260	260
<b>Construction</b>			
Direct	60	90	90
Indirect and Induced	104	156	156
Total Construction	164	246	246
<b>Forestry/Agriculture</b>			
Direct	28	56	56
Indirect and Induced	44	88	88
Total Forestry	72	144	144
<b>Sweetwater R&amp;D</b>			
Direct	4	4	4
Indirect and Induced	8	8	8
Total	12	12	12
<b>Total</b>	<b>508</b>	<b>662</b>	<b>662</b>



**STAMP: STEM 2 STAMP**

Not only is STAMP a multi-region effort, it is also a multi-work team effort in the Finger Lakes region. A diverse group of stakeholders from Monroe Community College, Genesee Community College, Rochester Institute of Technology, Genesee County Economic Development Center, Clark Patterson Lee, Greater Rochester Enterprise, Western NY Tech Academy, Pembroke Central School District, and Fusion Marketing Group have developed an educational and workforce development pathway to create a highly skilled workforce, as shown below.



**Priority Project Status**

**Project Name and Description** | **Project Status**

**1366 Technologies**

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.

- Committed to \$728M Investment, 1,000 jobs as STAMP initial Anchor tenant.
- Phase 1A - \$108M / 130,000 ft2 Fab, 150 jobs
- Market softness (Solar industry) and U.S. Department of Energy (DOE) administration change hampering final funding commitments to construct Phase 1A Fab/factory at STAMP. Still committed to STAMP pending successful funding resolution.

**American Institute for Manufacturing Integrated Photonics (AIM Photonics) Manufacturing Center**

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.

Development of facility is underway.

**Sweetwater Energy Pilot**

Creation of a pilot plant at Lee Road to produce sugars from non-food plant materials, using a patented process, to create a renewable alternative to petroleum.

Sweetwater signed a licensing agreement August 2017 with MetGen, a leading enzyme producer based in Finland. The MetGen enzymes will allow manufacture advanced industrial chemicals and fuels from their lignin, as well as higher value plastics and foams.

- August 2017 Sweetwater received extensive final testing results from the top activated carbon testing laboratory in the US proving that their carbon performs at the highest levels globally for multiple applications.
- Immediately following these results, Calgon Carbon, the largest manufacturer of activated carbon globally, began active testing of Sweetwater’s carbon with their senior



Project Name and Description	Project Status
<p><b>Sweetwater Energy Pilot, continued</b></p> <p>A joint facility to develop these products will be located at Eastman Business Park and utilizing part of Sweetwater’s previous NYSERDA grant award. The facility will have 5 full time research employees.</p>	<p>technical team. Their objective is to use Sweetwater lignin fiber from several commercial facilities to command first position globally in multiple high value markets.</p> <ul style="list-style-type: none"> <li>• Sweetwater is extending two customer contracts, formerly for 2 years and 2 million gallons of industrial grade alcohol per year, to seven-year contracts for a full 4 million gallons of alcohol per year. • This represents 100% of the planned industrial alcohol production from the first commercial facility.</li> <li>• Most recently, Sweetwater Energy achieved what is described as “world-record results”, more than 91 gallons of industrial ethanol per dry metric tonne of biomass.</li> </ul>
<p><b>NOHMs Technologies Electrolyte Manufacturing Equipment Purchase</b></p> <p>Received a \$135,000 ESD Grant to expand and renovate the company’s facility at Eastman Business Park and purchase equipment to support their production of advanced lithium ion batteries for supply to domestic race car and military radio battery manufacturers. New equipment was purchased and is operational.</p>	<p>Expansion and renovation of facility to be completed by December 2017.</p>
<p><b>NY-BEST Energy Storage Ecosystem:Energy Storage Device Commercialization</b></p> <p>Opening of the new Kodak Cell Assembly Center completes the energy storage ecosystem at Eastman Business Park. With this new resource, the Center can provide coating, assembly and testing services all in one place. The Center can accommodate small- and large-scale process development and pilot production needs. The ecosystem includes Kodak Coating Services, the BEST Test &amp; Commercialization Center and the Kodak Cell Assembly Center. This allows companies to go from design to commercialization in one location.</p>	<p>Facility completed.</p>
<p><b>American Institute for Manufacturing Integrated Photonics (AIM Photonics) Manufacturing Center</b></p> <p>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>	<p>Development of facility is underway.</p>
<p><b>Greenidge Power Plant</b></p> <p>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. The Project will create permanent entry level, skilled, and other full and part-time employment opportunities, temporary construction jobs, and act as catalyst for further development of industry and other business enterprises in the region.</p>	<p>Project is in-process.</p>
<p><b>Rochester Regional Fund</b></p> <p>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.</p>	<p>Project is in-process.</p>
<p><b>RIT’s Center for Urban Entrepreneurship (CUE)</b></p> <p>The CUE 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. The CUE is part of RIT’s Downtown Center for Innovation &amp; Entrepreneurship and Rochester’s first START-UP NY Company, Datto, is also located in the Downtown Center.</p>	<p>Convening urban entrepreneurship providers; developing research and best practices center; engaging next generation urban entrepreneurs.</p>
<p><b>Downtown Kitchen Incubator – The Commissary</b></p> <p>Space secured; Single Member LLC being formed; A&amp;E work underway; workshop series began in April 2017.</p>	<p>Complete fundraising; start construction; open in 2018.</p>
<p><b>Datto Inc.</b></p> <p>Expanded into new space in The Metropolitan; committed in 2014 to 77 new jobs in five years – now have 150 two years later; first StartUpNY project in region.</p>	<p>Projects growth in DIZ from 150 to 350 within a few years. (NYS StartUpNY – 2014, NYS Capital Grant – 2016).</p>



Project Name and Description	Project Status
<p><b>Inner Loop Redevelopment</b> Former Inner Loop fill project almost complete; three development projects totaling \$144 million selected by the City; mix of museum expansion, hotel, housing, parking garage, office, and retail.</p>	<p>The three developer groups now moving forward with design, financing, and construction scheduling.</p>
<p><b>Main Street Streetscape Enhancements</b> Reconstruction of Main Street between the St. Paul Street and Liberty Pole; new sidewalks and sidewalk furniture, street geometry and plantings.</p>	<p>Design completion by Fall '16, construction start in Spring '17, completion by Fall '17; Phase Two from St. Paul to State Street now funded.</p>
<p><b>STAMP Infrastructure Development</b> Supports up to 600K ft of facilities (100-150 acres)/500-1,000 jobs. Planning activities (feasibility, environmental, re-zoning), land acquisition (~1,100 acres of 1,250) are almost complete.</p>	<p>The \$40M infrastructure project has 1MGD of water pipeline and entrance roadway, turn lane, and signage under construction, 1.5MGD of sewer, as well as electric, gas, and telecommunications under design. It will be build-ready by year's end of 2017. The project is on budget (\$12M in contracts let to date), and engaged in active selling.</p>
<p><b>Kodak Cell Assembly Center</b> Establishes a set of US-based cooperative services that helps companies go from lab to commercial production. We make energy storage expertise, tools and production capabilities available to improve speed time to market, lower costs, reduce risks and serve the market better than ever.</p>	<p>August 29 grand opening ceremony. Four paying customers already on board. Requesting fund payment. Hired manager.</p>
<p><b>Finger Lakes Workforce Development Center</b> Establishes a program to develop the skilled workforce needed by companies operating in Eastman Business Park and throughout the region.</p>	<p>Development Center plans have been established and approved. Awaiting final funding criteria and timing to formalize agreements and begin execution of the project. Anticipate move from pilot location to permanent location in 2019. Pilot running since 2016.</p>
<p><b>Fermentum – Bio fermentation toll manufacturing provider</b> Received a \$5,000,000 ESD Grant to develop toll fermentation facility at Eastman Business Park.</p>	<p>Finalizing funding stack to proceed with project.</p>
<p><b>RED Rochester</b> RED received n \$3.6M ESD grant and a \$3.5M ESD Loan for the purchase of Kodak utility assets. Since that time, RED has paid off the loan completely. RED has also applied for NYSERDA funds specifically for the MACT Boiler Project.</p>	<p>Actual value of those payments for MACT project will depend on actual efficiency performance data, to be gathered though a subsequent Measurement and Verification Process.</p>
<p><b>DuPont Plant Expansion</b> DuPont Nutrition &amp; Health to expand its operations at Eastman Business Park. ESD offered up to \$1.5 million through an Upstate Revitalization Initiative grant in return for job commitments. Monroe County also is considering offering incentives for the expansion plan. In November of 2016, DuPont announced that it would expand its U.S. probiotics production capacity through a significant investment in a multiphase plan, totaling over \$100 million.</p>	<p>Engineering plans for expansion are being finalized.</p>
<p><b>Precision Optical Transceivers</b> Expansion of Precision Optical Transceivers, a system engineering company focused on optical transport technology, into Eastman Business Park in Rochester. POT currently employs 20 people and expects to add another 30 positions at the new facility over the next two years.</p>	<p>Precision Optical has moved into the new facility.</p>
<p><b>Clearwater Organic Farms</b> To encourage Clearwater Organic Farms to build in the Finger Lakes region, ESD offered up to \$ 4 million in Upstate Revitalization Initiative (URI) Funding and \$ 2 million in Excelsior Jobs Tax Credits in exchange for a job creation commitment. The total project cost is approximately \$50 million.</p>	<p>Finalizing funding stack to proceed with project. The project farm will be located at Eastman Business Park.</p>
<p><b>High Falls EcoDistrict</b></p>	<p>Steering committee established, composed a public outreach strategy, conducted preliminary data collection and asset mapping, recently held second public meeting on final draft plan and steering committee meeting on draft plan. High Falls EcoDistrict formation to be formally announced October 2017.</p>



## Future Projects

Project Name	Project Description
<b>Downtown Game Hub</b>	<ul style="list-style-type: none"><li>• “Serious” games (Eds &amp; Meds applications use same cognitive science as video games)</li><li>• Incubation studios, pilot studies, efficacy testing, market trials</li><li>• Leverage local “leading” technologies</li><li>• Create viable distribution channels to institutional users</li><li>• Test site for game concepts, technologies, software, experimental hardware</li><li>• Focus on “lakeshoring rather than offshoring” – platform conversions, post-production facilities</li><li>• Create aggressive marketing campaign to get Rochester on the map</li><li>• Game sector pays well and acts as magnet for other innovators – a “lead disruptor” – generates</li><li>• Media attention, gives “hip” cred that appeals to young talent, attracts capital and grants</li></ul>
<b>Sweetwater Energy: Three Additional Biorefinery Plants</b>	<ul style="list-style-type: none"><li>• 1,830 Jobs – Direct and Indirect jobs in manufacturing, forestry, construction, R&amp;D and shipping</li><li>• 275 Anti-Poverty Jobs – 15% of the workforce will come from high-poverty neighborhoods, minimum of \$50,000 salary and benefits</li><li>• Reduction in Greenhouse Gas Emissions equivalent to:<ul style="list-style-type: none"><li>• Converting 2,500 buses from diesel to electric, or</li><li>• Installing home solar systems on 87,000 houses, or</li><li>• Installing a 330 MW solar array requiring 1,700 acres of land</li></ul></li><li>• Eastman Business Park will be revitalized as a bioenergy cluster, with a large Sweetwater manufacturing facility tied to NYS forestry and dozens of companies as partners/customers, reducing costs to Kodak and tenants by \$17M annually.</li></ul>
<b>STAMP Semiconductor Fab</b>	<ul style="list-style-type: none"><li>• Worldwide Semiconductor Market is forecasted to be US\$378 billion in 2017 - an increase of 11.5 percent, World Semiconductor Trade Statistics (WSTS) May 2017.</li><li>• More opportunity today for Greenfield Fab projects than in last 20 years.</li><li>• Most 200mm fabs that can be upgraded to state of the art 300mm processing have been and used fabs are in very short supply.</li><li>• Greenfield Fab projects are realistically the “only” alternative to meet continued growth in demand.</li><li>• Big Players (Micron, Hynix, Intel, Toshiba/W. Digital, TSMC) considering “Greenfield” options). Tier II players are as well.</li><li>• Strong market for “Greenfield Fabs” next 5 to 8 years.</li><li>• This is the best time in the last 15 years to site a SEMI Fab Project at WNY STAMP.</li></ul> <p><b>10 Year Forecast for SEMI Fab Projects – WNY STAMP Opportunity</b></p> <ul style="list-style-type: none"><li>• 4-8 Mega Fabs</li><li>• \$1.0-1.5B Construction Cost</li><li>• \$6-10B Capital Equipment Costs</li><li>• 3,500 Jobs each</li><li>• 6-8 Medium Fab Projects</li><li>• \$300-600M Construction Cost</li><li>• \$600M-1.5B Capital Equipment Costs</li><li>• 1,000 Direct Jobs/each</li><li>• The STAMP site appears positioned to be one of the lowest cost Semiconductor Campuses in North America given available low-cost hydropower and labor costs, EVP/COO Publicly Traded Semiconductor firm, April 2017.</li></ul>
<b>Junior Achievement Experience Center</b> Creation of a place for middle school students to have a hands-on learning experience regarding personal finances and workplace environments/entrepreneurial skills.	<ul style="list-style-type: none"><li>• Project is currently in the planning phase. CFA support requested. Anticipated project completion 2019.</li></ul>
<b>Lake District Redevelopment Project</b> Divert Maplewood Drive, demolition of B-29, infrastructure improvement for parcels, development of flexible manufacturing facilities, expansion of Photonics infrastructure.	
<b>Solar in the City</b> The Ecodistrict’s first project will be focused on supporting a 2 MW community solar installation at Coca-Cola’s downtown facility to provide subsidized renewable energy to affordable housing residents in the Ecodistrict.	<ul style="list-style-type: none"><li>• Stakeholders identified</li><li>• Kickoff meeting scheduling in progress</li><li>• Project planning is 40% complete through volunteer efforts by ROCSPOT and Resilient Energy</li></ul>



**Update on Highlighted 2017 State Priorities:**

**KEY FOCUS: Workforce Development**

**HIGHLIGHTED PROJECT: Downtown Kitchen Incubator-The Commissary**

- **Food Business Incubation**
  - o Culinary entrepreneurs – food truck operators, caterers, bakers, pre-startup restaurateurs, home-based food businesses, startup packaged food manufacturers
  - o Incubation, visibility & location assistance
- **Shared, Licensed Commercial Kitchens**
  - o 11 kitchen stations, one performance kitchen
  - o Low-cost rent, flexible usage for diverse range of food businesses
- **Creating a Food Business Ecosystem**
  - o Exportable food products
  - o Guidance in idea generation and testing, packaging technologies, and strategies
  - o Supply chain options & connections to distribution channels
  - o Workshop Series to de-risk and inform local food businesses
- **Project Timetable**
  - o 2017 – Remaining fundraising, workshop series started
  - o 2018 – Construction, grand opening

**Downtown Innovation Zone Indicator Progress**

- Number of innovation and creative class companies = 138 **(increase of 14% over 2015)**
- Number of downtown employees = 48,000 (no change over 2011)
- Number of downtown residents = 7,000 **(increase of 36% over 2011)**
- Vacancy rates
  - o All “competitive” office space = 22.5% (increase of 2.1% over 2011)
  - o “Non-traditional” office space = 12.4% **(decrease of 16.5% over 2011)**
  - o Competitive office occupancy = 5.3 M. square feet (no change over 2011)
  - o Market-rate rental housing (“normal” is 5%) = 2.1% **(decrease of 1.6% over 2011)**
- Current investment in downtown pipeline = \$914.2 M. **(increase of 38% over 2011)**
  - o Includes 22 housing projects with 1,702 units
  - o Since 2014, 1.65 million square feet of office space converted to housing

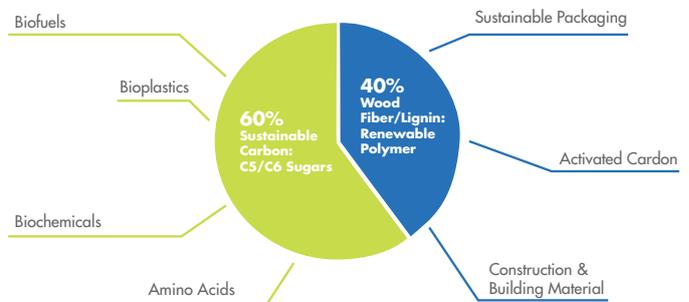
**STAMP**

The core workforce development goal for the STAMP site is to develop a meta-regional (BUF-ROC) technician oriented worker pipeline, with foci in multiple clusters of advanced manufacturing and technology. STAMP will leverage capacity of super-regional higher education system to train “workforce ready” technicians in mechatronics and nanotechnology, through the creation and development of a core curriculum based around 3 to 4 courses. Prior to this, STAMP will do a crosswalk utilizing multiple FLREDC work teams to measure regional higher education system capacity. Another key value-add will be tying in secondary education so that the high school graduates of tomorrow can immediately train in the previously mentioned core curriculum and start work in a variety of core clusters. To achieve this, we will utilize STEM 2 STAMP Memos of Understanding: Performance Indicators for both Higher Education (3 partners signed on to date: RIT, MCC, GCC) and Secondary Education (Working on 22 partners – GVEP Component districts).



**Eastman Business Park: Sweetwater Energy**

Sweetwater Energy has committed to initial development (years 0-5) of 275 Anti-Poverty Jobs, meaning that 15% of the workforce will come from high-poverty neighborhoods and will receive a minimum of \$50,000 salary and benefits. By working collaboratively with the local unions and the Department of Labor, a robust and sustainable training program will be implemented to help both underemployed adults and new high school graduates prepare for these jobs that resemble Kodak jobs of old. When the global market opportunity (see graph) for Sweetwater Energy is considered, these 275 jobs can be upscaled as the biorefineries built at the park upscale to meet global demand for Sweetwater Energy’s products.



# Entrepreneurship & Development



## Purpose:

The workgroup shares one mission, which is to optimize business creation, retention and expansion; strengthen and expand capacity and geographic reach of the region's network of incubators and accelerators as well as business support and networking services.

## Achieving Results Through Collaboration:

The Entrepreneurship and Development Work Team is comprised of 24 members who represent a cross section of individuals supporting entrepreneurs within both high tech/high growth and traditional business ecosystems.

Ultimately, the FLREDC Entrepreneurship & Development workgroup is about job creation through collaboration. This collaborative effort would not exist "but for" the FLREDC Entrepreneurship & Development Workgroup.

## Job Creation Through Collaboration:

### Minority and Women-owned Business Enterprises (MWBE):

Recognizing the special needs of the minority and women entrepreneurs, in 2017 the workgroup dedicated efforts to support the **Pathways to Prosperity** initiative by taking on a leadership role in helping to close the gaps to MWBE growth. Following are just three of the programs that were led by the workgroup members:



The City of Rochester launched a micro-loan program, KIVA Rochester, for urban businesses. A majority of the loans were made to MWBE. The City also started a micro-driven community co-op. The first company to receive a loan from the program was ENEROC.



Excell invested \$1.2 million in certified MWBE high tech startup companies.



The Center for Urban Entrepreneurship conducted four programs for entrepreneurs located within the inner City.

## Performance Indicators:

- Create or impact 3300 jobs over 5 years Status: Biz Track: 2,330 businesses/Tech Track 863 Companies
- Create 40 new high-tech startups per year across the region Status: 91+ over last 3 years
- Grow 200 small businesses in the downtown innovation zone (DIZ) Status: In progress.
- Expand entrepreneurial programs to 6 events per year Status: Over 16 programs held in 2016



## Priority Project Status

Project Name and Description	Project Status
<b>University of Rochester/High Tech Rochester (HTR) Finger Lakes Business Accelerator</b> HTR will house dozens of tech startup companies and community partners, serve as a coordinating location for network of entrepreneurial programs and activities throughout region.	Design complete and contractors selected. HTR received federal EDA grant award of ~ \$2.5M. Facility ready for occupancy by end of 2017.
<b>RIT's Center for Urban Entrepreneurship (CUE)</b> 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.	CUE offering General Education Program (monthly), Capacity Building Program twice a year, Future Business Leaders and Entrepreneurs annually to students in 9-12 grades. Currently identifying three cohorts of ten per year.
<b>Finger Lakes Venture Fund</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.	Continuing progress of raising \$30M in funds by 2020. URI funding proposal in progress.
<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 and report 100% complete.	Waiting approval of plan by NYSERDA.

## Optics, Photonics, and Imaging pillar support

The Entrepreneurship and Development Work Team is actively supporting the following major programs and events:

- Light & Sound Interactive (LSI) Conference
- Photonics Venture Challenge - Luminare

# Global NY



## Purpose:

The purpose of the Greater Rochester Enterprise (GRE) International Business Council and Finger Lakes Global New York work team is to connect small to mid-sized companies to the resources they need to compete and win in a global economy and reap the benefits of their success here at home in the form of diversified and increased revenues, market share, and job growth.

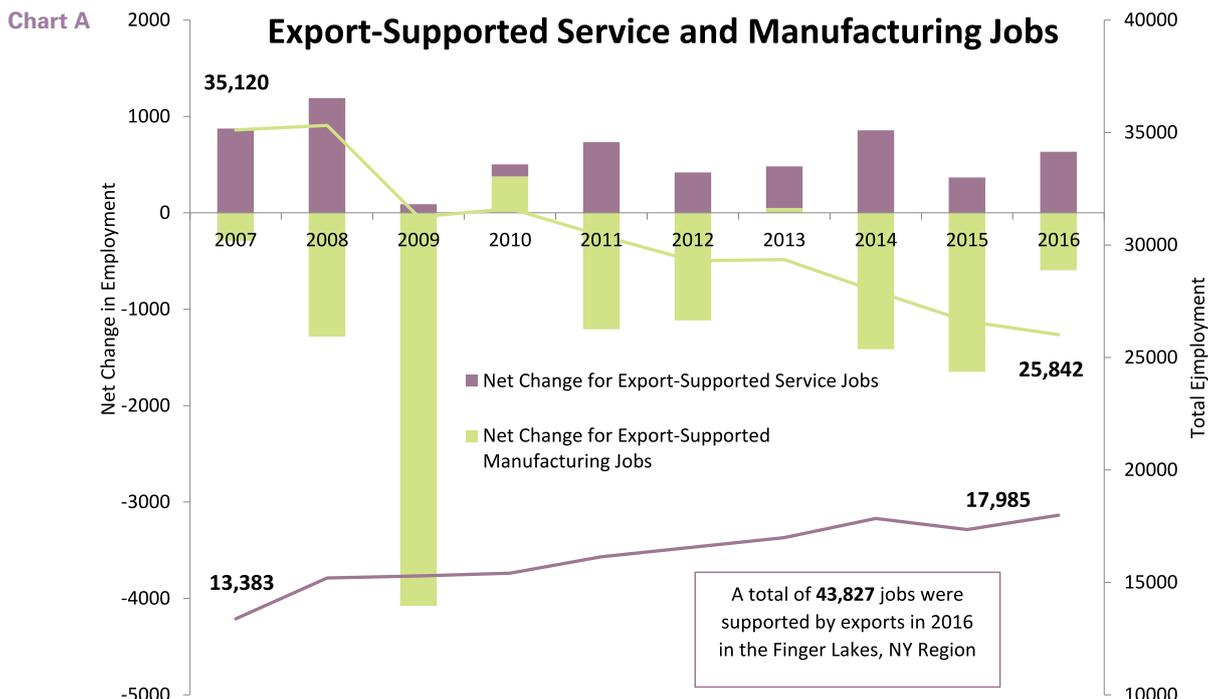
## Performance Indicators:

The 9-county Finger Lakes, NY region is one of the largest export markets in the United States and home to some of the most active, robust, and successful exporters. Businesses within the region export more than \$7.46 billion in machinery, computer and electronic products, chemicals, communications equipment, precision instruments, royalties from intellectual property, travel and tourism, and education, business and educational services, food, beverage and manufactured goods each year. The region accounts for more than 5.8% of New York State's total exports.<sup>1</sup>

Approximately 95% of the world's customers are located outside U.S. borders, and yet less than one percent of U.S. companies export.<sup>2</sup> 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 more than 8,500 small to mid-sized manufacturing and service companies to the resources and talent necessary to complete successful international business transactions.<sup>3</sup> 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, 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.<sup>4</sup> In 2016, the Finger Lakes region benefited from 43,827 export-supported jobs, particularly in growing regional industry clusters. Industries where total export-supported job growth was evident between 2015 and 2016 include: Educational & Medical Services (+445 jobs); Food, Beverage, & Agriculture (+265 jobs); Computer & Electronic Products Manufacturing & Tech Sector (+201 jobs); Management & Legal Services (+132 jobs); and Royalties (+128 jobs). In total, service industries added 634 new jobs year over year and manufacturing industries lost 595 jobs during the same period, reflecting national trends. Service export-related employment opportunities compensated for sharp year-over-year losses particularly in the machinery (-493 jobs), chemical (-177 jobs), and transportation equipment (-42 jobs) manufacturing industries.

Service exports represent a significant growth opportunity for the Finger Lakes region. Total export-supported jobs have declined by 12.5% since 2007, but service related export jobs have grown by 34%. (See Chart A) Approximately 32% 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 U.S. average of 44.4%.<sup>1</sup>



Source: Brookings Institute, Export Monitor 2016

\*Note: Manufacturing includes jobs supported by agriculture, forestry, fishing, mining, oil, & gas extraction exports



Regional industries ripe for increased export growth include: Computer & Electronic Products, Educational & Medical Services, Primary Metal Manufacturing, Food & Beverage Products, Plastics & Rubber Products; Tech Sector services including telecom, computer, information, and R&D 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 5.1% decline since 2011.

**Chart B**

Top Finger Lakes Export Industries Ranked by Volume & Percentage Change — 2011 to 2016		
Top Ten Finger Lakes Region Export Categories Ranked by Volume, 2016		
Industry	2016 Real Exports (\$ Millions)	2011-2016 % Change
Computer & Electronic Products	\$1,120.97	29.6%
Machinery Manufacturing	\$1,039.79	-26.5%
Chemical Manufacturing	\$819.29	-46.7%
Food, Beverage & Agriculture	\$619.66	12.3%
Royalties	\$616.48	-12.5%
Finance & Insurance	\$455.75	9.9%
Educational & Medical Services	\$359.14	89.4%
Travel & Tourism	\$276.31	12.4%
Transportation Equipment Manufacturing	\$254.92	-18.8%
Travel and Tourism	\$248	23%
Tech Sector	\$252.96	24.7%
Total	\$7,461.38	-5.11%

**Source:** Brookings Institution Export Monitor 2016, Counties by NAICS3

**\*NOTE:** Total Real Exports sum includes 35 export industry sectors. Exports sectors such as Mining, Textile Product Mills, Nonmetallic Mineral Manufacturing, and Leather & Allied Products are included in the FLX region total sum but not shown in the table. Only the top 10 export industries by total volume are depicted above.

**Chart C**

Top Ten Finger Lakes Region Export Categories Ranked by 2011-2016 % Growth		
Industry	2016 Real Exports (\$ Millions)	2011-2016 % Change
Primary Metal Manufacturing	\$134.04	140.8%
Educational & Medical Services	\$359.14	89.4%
Paper Manufacturing	\$80.94	58.8%
Management & Legal Services	\$183.09	37.2%
Plastics & Rubber Products	\$246.09	37.2%
Support Services	\$65.23	36.6%
Computer & Electronic Products	\$1,120.97	29.6%
Tech Sector	\$252.96	24.7%
Fabricated Metal Products	\$171.90	12.8%
Travel & Tourism	\$276.31	12.4%

**Source:** Brookings Institution Export Monitor 2016, Counties by NAICS3

**\*NOTE:** The Oil and Gas Extraction industry exhibited 456.9% growth from 2011 to 2016 but only represents 0.04% of total exports in 2016. Forestry and Fishing also showed significant growth from 2011-2016 at 29.4%, representing 0.2 percent of total exports. These industries are not represented in the table due to their insignificant overall impact.

**Achieving Results through Collaboration:**

- **The Finger Lakes Region boasts a diverse set of locally based export service providers and international business champions.**

Export partners include: Empire State Development Global NY Division (ESD Global NY), U.S. Department of Commerce (USDOC) US Export Assistance Center (USEAC), U.S. Small Business Administration (SBA), New York Small Business Development Center (SBDC), Monroe County Finger Lakes Procurement Technical Assistance Center (MCFL PTAC), International Sister Cities of Rochester (ISCOR), Rochester Global Connections, High Tech Rochester (HTR), and Greater Rochester Enterprise (GRE).

- **Local (SMEs) are utilizing regional programs to achieve success outside of U.S. borders.**

**FLX Export Success Testimonials:**

- ✓ In 2017, Refractron increased global sales, identified new international business opportunities, strategic partners and distributors. The Wayne County industrial ceramics manufacturer utilized State Trade Expansion Program (STEP) grants to partially fund a U.S. Commerce Gold Key

Service for Europe and Asia, and to support a foreign sales trip to Asia. Refractron also took part in GRE's Economic Gardening Program to support its global positioning strategy by identifying international target markets, leads and a full competitive analysis. Refractron will add two new employees to its international sales team in 2018.<sup>5</sup>

- ✓ Liberty Pumps Inc. has grown international sales by more than 20% thus far in 2017. The Genesee County pump manufacturer credits Global NY programs with enhancing its international distribution and presence in international markets. Liberty leveraged the Global NY State Trade Expansion Program (STEP) to attend Hannover Messe, the largest industrial trade show in Europe, and took part in the Global NY sponsored trade mission to Indonesia and Vietnam. Liberty met with numerous potential distributors in both countries and as a result created partnerships with three dealers in Vietnam and one in Indonesia. Increased international growth has resulted in additional jobs at the company.<sup>6</sup>



✓RCare, Inc. utilized Global NY grants and connections made through the FL Global NY work team and GRE International Business Council to translate its website into several European languages, participate in international trade shows and grow its international presence. Recently, the Monroe County manufacturer of customized call systems attended Medica in Dusseldorf, Germany and Africa Health in Johannesburg, South Africa where it made numerous new contacts for sales and re-distribution. Rcare also leveraged GRE's Economic Gardening Program to identify new opportunities around the globe<sup>7</sup>

international trade initiatives and export opportunities part of the ongoing regional economic development discussion. The work team informs and advises key regional stakeholders on the status of international business progress, opportunities, and challenges and 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.

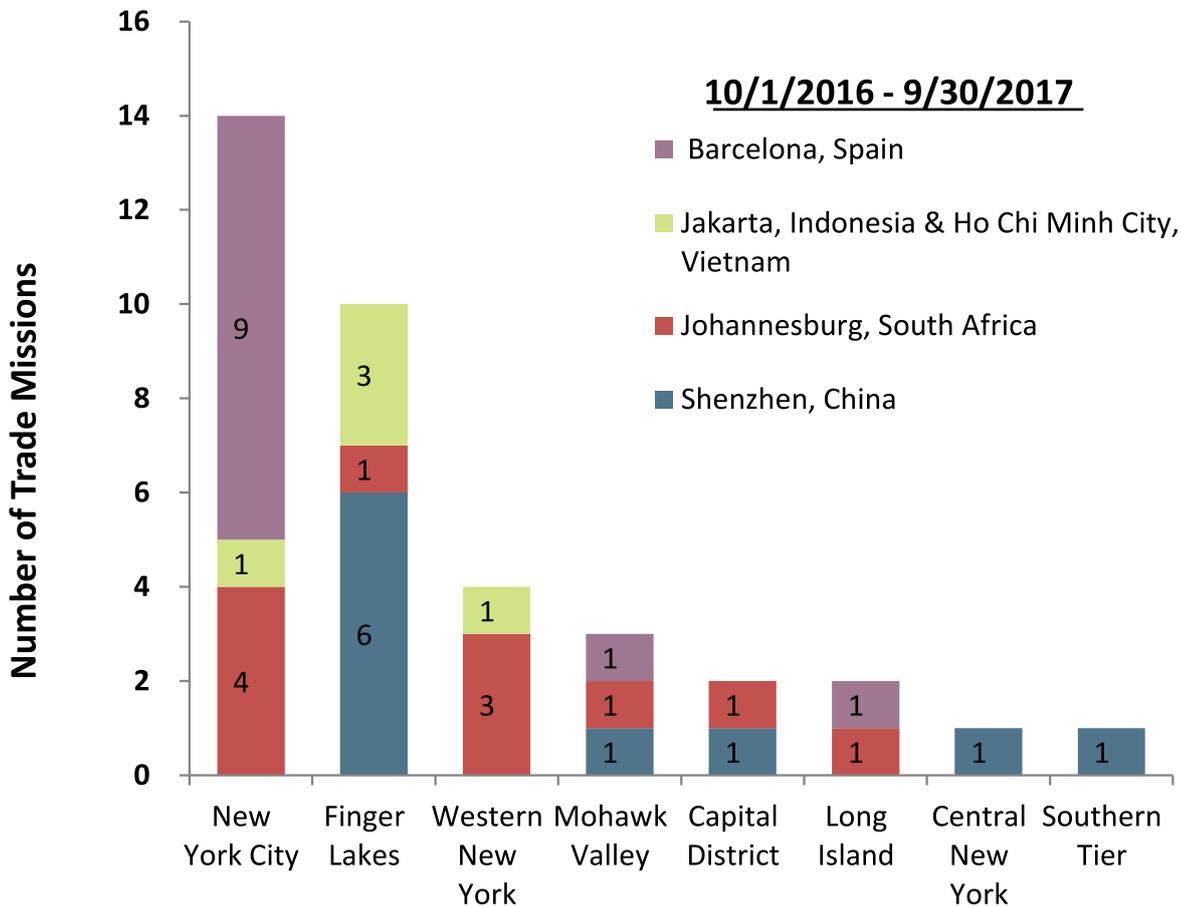
ESD Global NY led four trade missions during fiscal year 2017, including: a trade mission to Smart City Expo World Congress (SCEWC) in Barcelona, Spain, a multi-sector trade mission to Jakarta, Indonesia and Ho Chi Minh City, Vietnam, a trade mission to the Africa Health Trade Show in Johannesburg South Africa, and the International Optoelectronic Expo in Shenzhen, China.

**Overcoming barriers to growth**

Since the creation of the ESD Global NY Fund program in 2014, the Finger Lakes Regional Economic Development Council has integrated the Finger Lakes Global New York work team and made

Chart D

## Regional Participation in Global NY Trade Missions



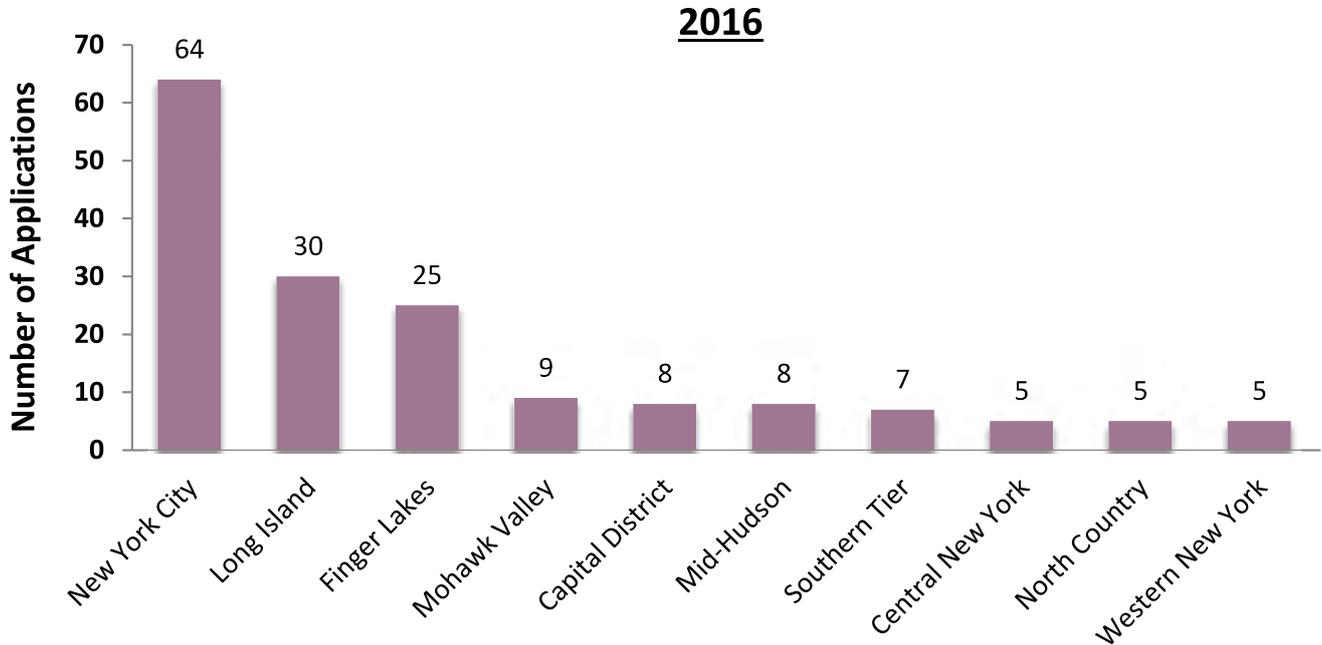
**Export Programs Available through ESD Global NY:**

• **Export Marketing Assistance Service (EMAS)**

The Export Marketing Assistance Service (EMAS) is a New York State program designed to help businesses find sales agents or distributors abroad. Global NY’s international offices provide local expertise for markets to conduct customized research and identify potential company partners.

Chart E

## Export Marketing Assistance Service (EMAS)

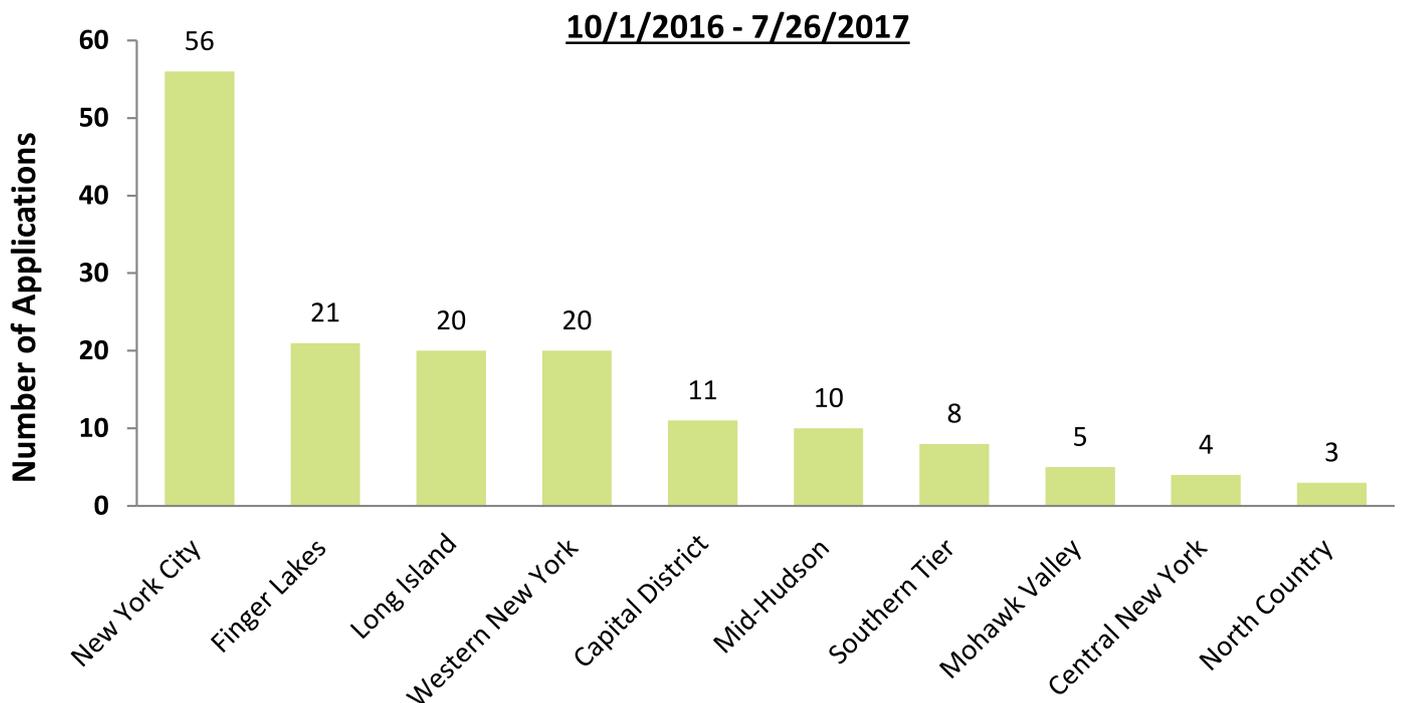


**Global NY State Trade Expansion Program (STEP)**

The U.S. Small Business Administration (SBA) and Empire State Development (ESD) offer funds through the Global NY State Trade Expansion Program (STEP) to help businesses participate in foreign trade missions, foreign market sales trips, and travel within the U.S. to participate in the U.S. Department of Commerce International Buyer Program (IBP) trade shows. Subscription services provided by the U.S. Department of Commerce, foreign translation services, international marketing campaigns, and exhibitions at an international trade shows may also be partially funded by TEP.

Chart E

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



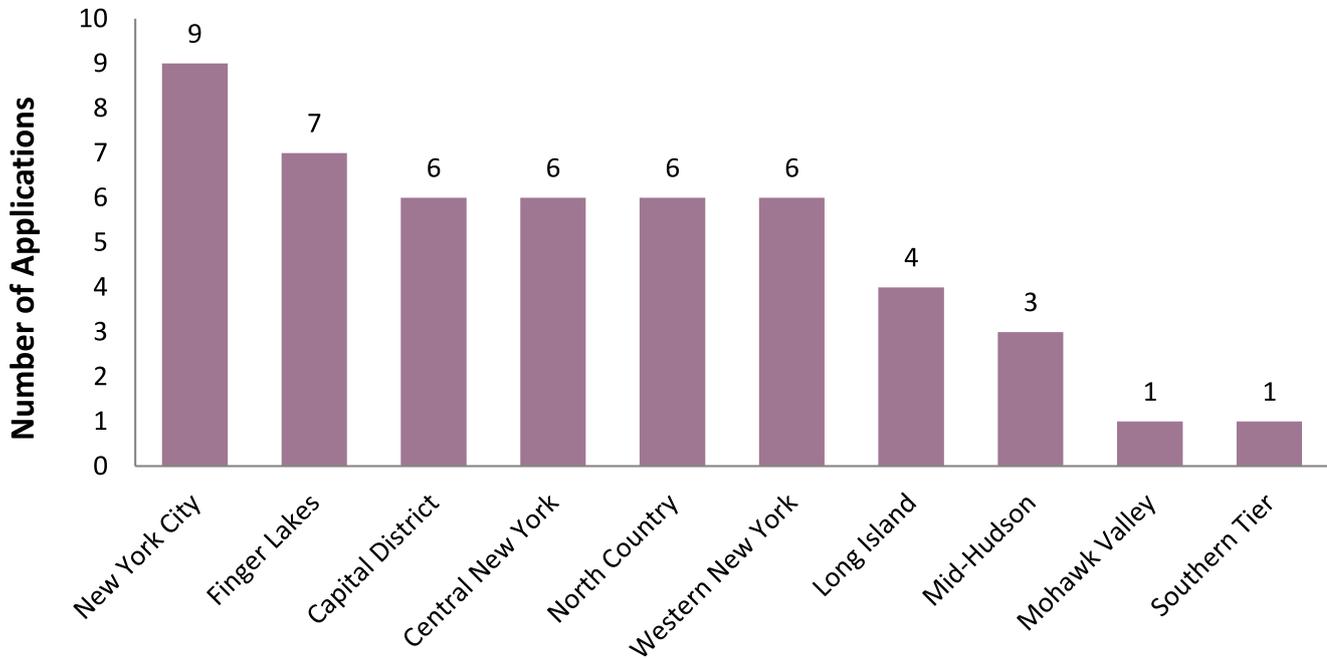
## The Global NY Grant Fund

The Global NY Grant Fund helps businesses to start exporting or increase their global exports by offering funding for international market customization, participation in trade shows/missions, export workshops, and product adaptation to meet foreign regulatory requirements.<sup>8</sup>

Chart G

# Global NY Grant Program Participation by Region

2016



• **Increase interregional collaboration to promote export opportunities for manufacturers and service providers and market “Super-Region” assets for increased foreign direct investment (FDI).**

○ **Participation in Globally Recognized SEMICON West 2017 Conference & NYS Nanotech Summit**

Economic developers from New York State, including representatives from Greater Rochester Enterprise (GRE), Genesee County Economic Development (GCEDC) and Eastman Business Park (EBP) partnered with SUNY Poly-Led AIM Photonics and the NY-Power Electronics Manufacturing Consortium to collaborate in highlighting regional advanced manufacturing assets, research capabilities and development updates at the globally recognized SEMICON West 2017 conference in San Francisco, California.

“Empire State Development is proud to once again collaborate with our partners at SUNY Poly and Upstate New York’s economic development organizations to showcase New York State’s high-tech research, development and business growth opportunities at SEMICON West,” said Empire State Development President, CEO & Commissioner Howard Zemsky. “Our strategic approach and improved business climate are successfully attracting innovative firms and entrepreneurs, and we’re looking forward to sharing our story with attendees and business leaders from around the world, particularly those who can benefit from the cutting-edge work being done in power electronics and photonics.”<sup>9</sup>

In addition to the regional presence at the New York State Tech Pavilion, Economic development organization from multiple regions collaborated on the Nanotech Summit at SEMICON West to showcase innovation-based business growth opportunities.

○ **Silicon Europe Alliance U.S. Trade Mission**

A leadership team of 10 representatives of the Silicon Europe Alliance, an intermediary between relevant partners from research, academia, public authorities and industry, visited New York State in November 2016 with the intent to develop stronger trans-Atlantic partnerships to better support small and medium sized companies (SMEs) involved in advanced electronic technologies on both sides of the Atlantic. Silicon Europe Alliance representatives visited the Capitals District, Central New York and the Finger Lakes region. In the Finger Lakes, meetings focused on assets and talent in the photonics, device design, and sensors sectors. Regional partners were invited to present and lead discussions, including representatives from: Greater Rochester enterprise (GRE), Rochester Institute of Technology (RIT), FuzeHub, Empire State Development (ESD), John W. Danforth Company, Heslin Rothenberg Farley & Mesiti P.C., M+W Group and The Science and Technology Advanced Manufacturing Park (STAMP).

○ **Increased Regional Connectivity to Global NY Resources**

The FL Global NY work team and GRE partnered with Global NY to market and host Global NY Country Directors while they were in New York State to meet with exporters in regions throughout the state and promote services. Efrén Flores Rangel, Director Global NY Mexico, and Jay Amer, Ec.D., Director Global NY Canada, met with more than 30 Finger Lakes region exporters at GRE in May 2017. Wendy Chen, Country Director, Global NY China met with a similar size group at GRE in June 2017. Country Directors discussed current export opportunities, sales channels, regulatory issues, distributors and Global NY grant programs. Country Directors listed the following industries as the top prospects for increased exports: Advanced Manufacturing, Cleantech and Renewable Energy, Food and Beverage Manufacturing, Industrial Machinery and Systems, Medical Equipment and Healthcare Services, Tech and Electronics, and Optics and Imaging.



o **ESD Global NY Bi-Regional foreign direct investment (FDI) Tour**

Representatives from 25 foreign countries and territories toured business, tourism and academic locations in the Finger Lakes and Western New York regions as part of an initiative to attract foreign direct investment (FDI) to New York State. The Global NY FDI tour made stops at several locations in the Finger Lakes Region in Mid-May 2017 with 34 consuls general and other foreign representatives in attendance. The main purpose of the tour was to familiarize the foreign participants with key industry sectors, foreign direct investment opportunities, higher educational institutions and local immigration services. The venues included Eastman Business Park, George Eastman House, and Rochester Institute of Technology (RIT).

o **International Sister Cities of Rochester (ISCOR) Lithuanian Business Delegation Trade Mission**

The International Sister Cities of Rochester lead a Lithuanian business delegation trade mission to the Finger Lakes, NY region in March 2017. The delegation consisted of approximately 10 diverse Lithuanian businesses owners and representatives seeking U.S. partners for distribution, production and retail of various industries and products including: software, ceramics, jewelry, transportation and logistics and log home manufacturing. The FL Global NY work team and GRE supported the trade mission by attending events, and coordinating meetings with potential regional business partners.

o **Export Control Roundtable**

The FL Global NY work team partnered with Phillips Lytle LLP and Greater Rochester Enterprise (GRE) to host an export control roundtable. The sold-out March 2017 event focused on recent International Traffic in Arms Regulations (ITAR) and Export Administration Regulations (EAR) developments, including new Export Compliance Guidelines from Bureau of Industry and Security (BIS), Hong Kong licensing requirements, economic sanctions and a self-determination case study. Some of the region's most knowledgeable industry professionals lead the interactive discussion, including: Beverly Demma, Export Solutions, Inc., Mary Menz, Harris Corporation, Jim Trubits, Mohawk Global Trade Advisors, Larry Vuksanic, REDCOM Laboratories, Inc. and Jon Yormick, Phillips Lytle LLP.

• **Create new jobs and increase regional wealth in the form of foreign direct investment (FDI) in the Finger Lakes Region**

Finger Lakes, NY region has attracted significant foreign direct investment (FDI) from companies such as: Ultra Electronics PLC (UK), NEST iON (Ireland), Bonduelle USA (France), Seisenbacher Rail Interiors Inc. (Austria), Pride Pak (Canada), Love Beets USA (United Kingdom joint venture with LiDestri Food & Drink), DNV GL (Netherlands), Unither USA (France), Alpina Foods (Columbia), Intrinsic Materials (United Kingdom), Omni-ID (United Kingdom), Quintel Solutions (United Kingdom), and Barilla (Italy).

➤ In the year ahead, the FL Global NY work team will continue to:

- o Utilize connectivity with, Luminare NY, the Finger Lakes Business Accelerator Cooperative and Hot Spot Consortium to connect with emerging technology companies throughout the region.
- o 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.
- o Leverage the Empire State EB-5 Regional Center to support companies with international trade and foreign direct investment efforts.

o Collaborate with Greater Rochester Enterprise (GRE), Empire State Development (ESD), County and City economic development partners and regional business representatives to host private, confidential meetings with key international investment stakeholders, to market assets located within the region and to encourage foreign direct investment (FDI).

• **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 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 U.S. 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, & Healthcare 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.**

The Rochester business community has convened a council of international trade experts for more than 20 years 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 and exporters.

**SOURCES:**

- 1- Brookings Institution Export Monitor 2016, Counties by NAICS3
- 2- U.S. Dept. of Commerce, "U.S. Secretary of Commerce Penny Pritzker Announces 2016 National Export Strategy," 2016
- 3- Hoover's, Inc., subsidiary of Dun and Bradstreet, 2017
- 4- U.S. Chamber of Commerce, "The Benefits of International Trade," 2017
- 5- Manager-International Sales & Strategic Partners. Refractron. (9 August 2017).
- 6- International Sales Manager. Liberty Pumps Inc. (8 August 2017).
- 7- Director of International Sales & Customer Service. RCare, Inc. (3 August 2017).
- 8- EMAS, STEP, Global NY Grant Fund information provided by Global NY Division of Empire State Development (3 August 2017)
- 9- AIM Photonics. (11 July 2017) SUNY Poly-Led AIM Photonics and NY-Power Electronics Manufacturing Consortium to Highlight Research, Collaboration at SEMICON West 2017. [Press release].



# Tourism & Arts



## Purpose:

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.

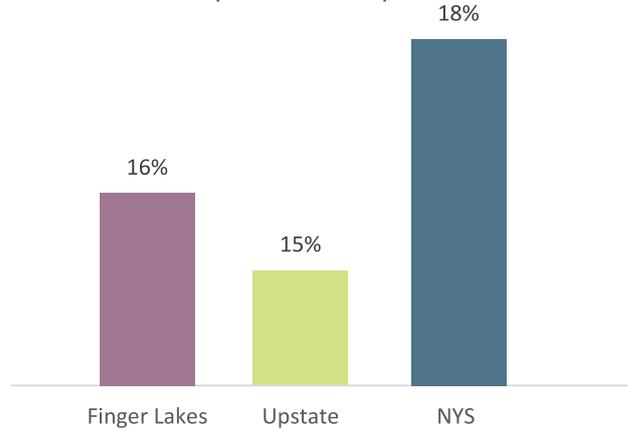
## Performance Indicators:

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 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.

## Achieving Results through Collaboration:

The Tourism and Arts Work Group has met several times to discuss ideas in how to collaboratively entice visitors to come to Rochester and how venues, accommodations, attractions, etc. can work together to promote the Finger Lakes region as a whole. Examples include The Little Theater identifying potential programming that would allow them to fit into the concept promoted by The Strong National Museum of Play of a Neighborhood of Play.

## % Change in Visitation (2011 - 2016)



THE STRONG Toy Hall of Fame



## Priority Project Status

Project Name and Description	Project Status
<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.	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 began in September of 2016 with anticipated completion of December 2017.
<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, and the Seneca Park Zoo Society continue to convene bimonthly to finalize architectural and engineering plans and specifications for implementation.	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. This is part of a five-year plan to transform the zoo campus including the development of four new acres of land and an African Savannah, an indoor/outdoor giraffe feeding exhibit, snow leopard habitat, and the addition of a trolley, restaurant and new species, the Red Panda. 200 construction jobs are anticipated over the course of the project.
<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.	Bristol Mountain completed the planning stages in the fall of 2016 and construction will begin in 2017. Currently, Bristol Mountain is working to improve their snow making process and improve summer marketing and awareness of year-round activity offerings at their wake, water and aerial adventure parks. Notably, the fourth-grade ski passport program saw a 50% increase this year.
<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.	The final program phases are underway with the publishing of a new fall/winter guide in 2016 and new spring/summer guide in 2017. The program in a continuous marketing program with components that are revised weekly. Radio shows continue to be produced. Advertising will continue and new opportunities for presence promotion are being considered.
<b>Haunted History Trail</b> This marketing program spans the state with participation and has marketing efforts through web, social media, American Bus Association, Ontario Motor Coach Association, and a printed brochure.	This program has grown to include 32 counties statewide and an economic impact study has shown an economic impact of \$1.5 Million over 18 months.
<b>The Strong National Museum of Play National and International Marketing Efforts</b> This project created the job of a tourism sales associate at The Strong and marketing efforts including attendance at major tradeshows (International Pow Wow, International Inbound Travel Association, and more) as well as regional and northeastern sales missions.	In 2017, The Strong has already welcomed 40+ tour buses, which is ahead of initial projections.
<b>Votetilla</b>	The National Susan B. Anthony Museum and House recently concluded their Votetilla event in celebration of the centennial of women's suffrage in New York State. Crowds gathered at many of the canal stops as a parade of packet boats made their weeklong journey from Seneca Falls to downtown Rochester. The Museum has seen a great increase in visitation.



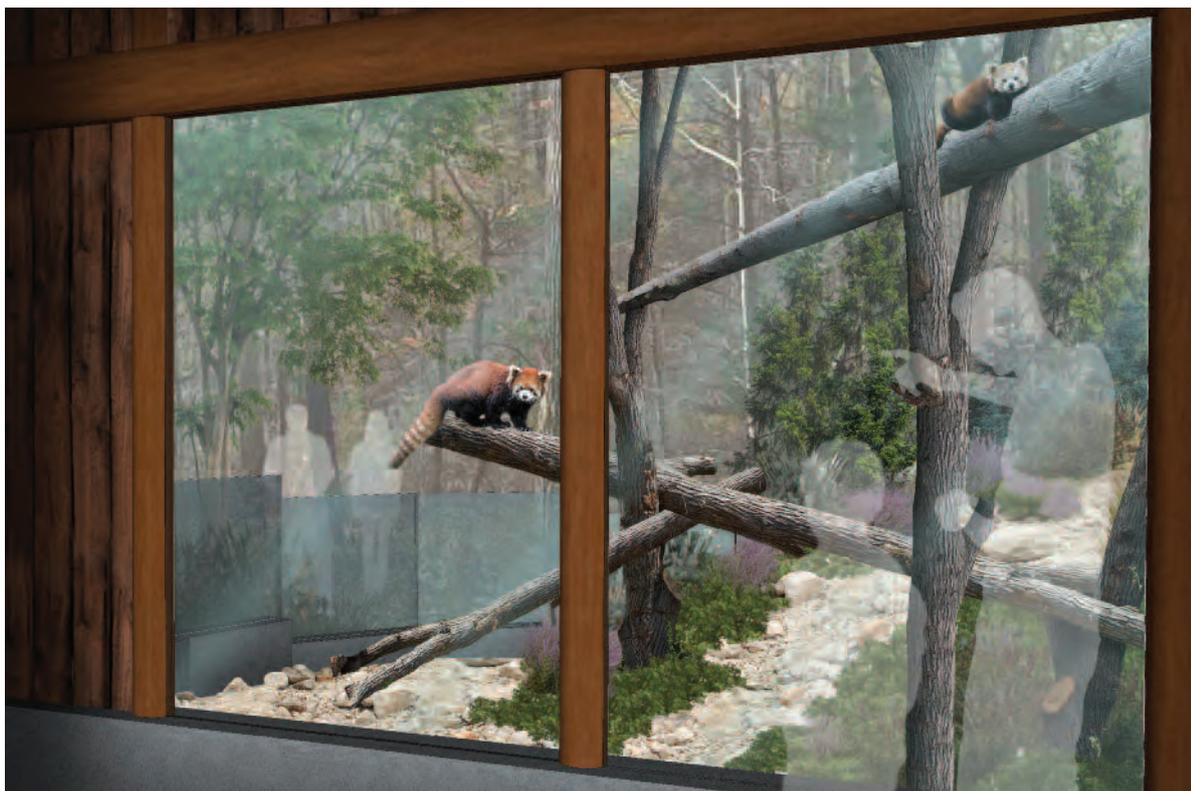
Project Name and Description	Project Status
<b>Wine, Water and Wonders of Upstate New York</b>	<p>Wine, Water and Wonders project is underway and we have supported sales missions and already are seeing results with travel product being included in international Tariffs. Completion is on target for 12/31/2018.</p>
<b>Finger Lakes Tourism Alliance Marketing Plan</b>	<p>FLTA marketing plan is nearing completion with the Final Phase of this project being an update to the fingerlakes.org. website, with completion of summer 2017.</p>
<b>The Little Theater</b>	<p>The new marquee has been installed and is lit. Building improvements are nearing completion for ADA accessibility.</p>
<b>George Eastman Museum Restoration Project</b>	<p>Systematic effort to continue addressing restoration areas not identified in 1990. \$500k has gone to east porch and colonnade improvements. Window replacement is in the late design phase. The Colonnade is in much worse shape that originally identified.</p>
<b>Future Projects</b>	
Project Name	Project Description
<b>Cayuga Lake Wine Trail</b>	<p>The Cayuga Lake Wine Trail is seeking a CFA grant of \$50,000 to market the 35th anniversary of the oldest wine trail in America. This is a regional project spanning three economic regions with marketing efforts in target markets of Scranton, Philadelphia, Allegany, the Hudson Valley and others within a day's drive. Two jobs are supported and the success of the marketing program will be measured by attendance at wine trail events.</p>
<b>Genesee Country Village and Museum Marketing Program</b>	<p>Genesee Country Village and Museum is seeking a CFA grant of \$82,940 for added programming and marketing. Program creation and continuation would support GCV as a family friendly destination as well as their four signature events (Maple Sugaring Weekends, Hops Harvest, Fall Festival and History on Tap). Marketing efforts would take place in Ohio, Pennsylvania, New England, Buffalo and Syracuse to support travel trade promotion, all of which would result in increased tourism and job support.</p>
<b>Rochester Museum and Science Center</b> <b>1. Gateway to Optics and Photonics</b> <b>2. Planetarium Improvements</b> <b>3. Cumming Nature Trail Improvements</b>	<p>Rochester Museum and Science Center is seeking three CFA grants. The first, for \$380,000 is for a Gateway to Optics and Photonics, which connects the Strassenburgh Planetarium to the Rochester Museum and Science Center. This project is shovel ready, and will add four jobs to RMSC and construction jobs associated with the project. The second grant for \$400,000 is for the Strassenburgh Planetarium. The grant would allow for a new dome and technological media experience that would allow the Planetarium to catch up to modern day technology and would become a community asset for festivals and immersive story space. The third CFA grant for \$50,000 is for the Cumming Nature Center and would allow for upgraded infrastructure, the creation of story spaces along trails and a connection to local trail networks.</p>
<b>The Strong National Museum of Play National and International Marketing Continued</b>	<p>The Strong National Museum of Play is seeking a \$263,900 grant, the third request in a series of four for their continuation of national and international tourism marketing meant to increase national and international tourism business for The Strong, Rochester, Finger Lakes and NYS. The program builds on \$500,000 in private and state investment by The Strong in 2016 and 2017 to strategically grow domestic and international tourism to the Finger Lakes region of NYS and is in line with 2016 research conducted suggesting the enormous growth potential that NYS has for visitation, particularly from domestic family audiences. Project goals include 35,000 total new visitors to the region over 1-3 years, 40,000+ annually by year 4 and estimated \$13 million in visitor spending. 85 additional jobs are expected to be supported by year 4.</p>



Project Name	Project Description
<b>Town of East Bloomfield Veterans Park and American Legion Post Building Improvements</b>	East Bloomfield, small town America and a leapfrog destination from Rochester to the Finger Lakes seeks \$400,000 for updates to Veterans Park and American Legion building. The town has already invested \$150,000 and 25-30 groups use on a regular basis.
<b>The Little Theater Building Code Improvements and ADA Accessibility</b>	WXXI is seeking \$500,000 for The Little Theater in order to continue bringing the building up to code and for additional necessary enhancements. Since taking over the theater five years ago, WXXI has invested over \$650,000 into the theater, which hosts 100 performances/events every week. They are very active in collaborative programming including Center for Youth media development and seek to fit into the plans for the Neighborhood of Play, proposed by The Strong.
<b>Rochester Philharmonic Orchestra Marketing Program</b>	The Rochester Philharmonic Orchestra seeks \$300,000 marketing efforts including a more robust summer schedule that focuses on Erie Canal concerts in conjunction with the ongoing bicentennial as well as a website redesign. These efforts will lead to an increase in attendance, which already includes guests from 34 states, the District of Columbia, and 5 countries outside of the US. 2-3 FT jobs are expected to be created.
<b>Greater Niagara-Finger Lakes Country Byways Marketing Program</b>	The Greater Niagara-Finger Lakes Country Byways Region seeks \$100,000 for an international marketing program for attractions located within Genesee, Orleans, Wyoming, and Livingston counties, with three key objects: 1) increase Canadian leisure travelers, 2) develop and marketing FIT offerings for UK/German markets, and 3) encourage more Chinese tours throughout the region. Collaboratively, the counties would contribute \$30,000 to the program.
<b>Memorial Art Gallery Strategic Planning/Feasibility Study</b>	The Memorial Art Gallery seeks a \$20,000 CFA grant for a strategic planning/feasibility study related to a major expansion and facility improvements. The expansion/facility improvements being explored include improving the north side entrance, moving the restaurant to a more centralized location and opening the property to the Neighborhood of the Arts/Village Gate in an effort to better tap into local activity taking place.
<b>Finger Lakes Regional Tourism Council Marketing Partnership with Beautiful Destinations</b>	The Finger Lakes Regional Tourism Council is seeking \$120,000 with a match commitment of \$40,000 for a marketing partnership/photography supplement with Beautiful Destinations, a creative social media travel community with more than 13.5 billion followers in 180 countries. New York State has used Beautiful Destinations for a feature on the Catskills.
<b>NYSTIA Brand USA Marketing Co-Op</b>	NYSTIA is seeking a Market NY CFA grant with partner match that looks to expand their current media buy program with Brand USA/Miles Media into 2018. The grant supplements the cost for counties and TPA's to buy into international marketing in Canada, United Kingdom, China, and Australia.
<b>Livingston County Museum Building Rehabilitation and Accessibility</b>	The Livingston County Museum is a third-time applicant seeking \$488,000 for necessary structural improvements and universal accessibility to their historic 1838 cobblestone structure. The building serves as a gathering space in addition to being a historical society and could be considered an endangered state should improvements not be made. The project is shovel ready, and looks to protect the foundation, remediate ventilation and moisture issues, fill crawlspace with slab on grade concrete fill, improve storm drainage, move parking, upgrade HVAC, and assure ADA compliancy.
<b>Campground Owners of New York Marketing Program</b>	CONY is seeking a \$135,000 Market NY grant for one of the fastest growing tourism segments. A 2015 tourism economic impact study showed the \$1.2B impact that camping has and CONY seeks to attend 18 RV and campground shows in 2018, print and distribute 192,000 CONY directories and market camping as " <i>where social began</i> ".
<b>Corn Hill Navigation Marketing Program</b>	Corn Hill Navigation, in their 26th year of service are a first-time applicant seeking \$100,000 Market NY grant for marketing efforts in support of a new boat expected to debut in late summer 2018. The Mary Jemison, the last boat docked out of Corn Hill Landing was decommissioned in 2013. The marketing efforts would generate both the need for and the experience of a cruise on the Genesee River in an area (Corn Hill Landing) which has significantly less foot traffic than Schoen Place where the Sam Patch boat is currently docked. CHN has shared the magic of Rochester's waterways with more than 350,000 passengers.



Project Name	Project Description
<b>George Eastman Museum Building Improvements</b>	George Eastman Museum is seeking \$300,000 for continued structural repairs to the museum's colonnade. \$500,000 was previously awarded with \$250,000 to fix the East Porch and \$250,000 previously for colonnade improvements. The State Historic Preservation Office has stressed the urgency of this project, as the condition of the structure is worse than originally thought. 38.5 jobs are anticipated, some temporary.
<b>George Eastman Museum Building Improvements</b>	George Eastman Museum is seeking \$1 million with an already secured \$1 million match for relocation of the museum entrance in the center of the building near the café/theater and museum shop. This enhancement is meant to provide a more welcoming hub for visitors as well as better accommodate guests who currently must travel a significant distance from the parking lot.
<b>Visit Rochester Local Contact Development Program for Meetings and Conventions</b>	Visit Rochester is seeking a \$125,000 Market NY grant to promote meeting and convention business by building local contact endorsement, effectively reaching advocates and elevating meeting and convention business to a higher yield by building a network of 350 local contacts over a two-year program that ties into local leadership programs. A \$200,000 match is proposed with both Visit Rochester equity and that of private program partners. The program would result in a booking of at least 60 meetings and conventions taking place from 2019-2021, a total attendance of at least 25,000 delegates, and an estimated direct spend of \$40 million in the Rochester/Finger Lakes region and an implied economic impact of \$65 million.
<b>Visit Rochester Family Travel Marketing Program</b>	Visit Rochester is seeking a \$150,000 Market NY grant with a \$200,000 match of both Visit Rochester equity and private partner investment that target markets the 70+ family friendly attractions and destinations that exist within a 50-mile radius of Rochester within the Finger Lakes and Genesee Valley regions to parts of the state that likely require 1-2 overnights. The program would result in an anticipated 4,000 families, comprised of 12,000+ individuals visiting the region from downstate and an estimated \$6 million spend.
<b>Wayne County First Annual Cider Festival and International Competition</b>	Wayne County, home to 21,000 acres of New York States 51,000 total acres of apples is seeking a \$100,000 Market New York grant to host the first annual Wayne County Cider Festival and International Competition as a kickoff to harvest season in conjunction with Taste NY.
<b>Cobblestone Museum Visitor Center</b>	Seeking a planning grant for an Orleans County Visitor Center adjacent to the Cobblestone Society Museum.
<b>Constellation Marvin Sands Performing Arts Center Marketing Program</b>	Seeking a \$200,000 Market NY grant (with match already secured) for a contract with a professional advertising agency to enhance print, tv and video marketing efforts, develop a mobile app, and expand their dinner and a show series in 2018.



Red Panda exhibit rendering



# Infrastructure & Transportation



## Purpose:

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.

## Performance Indicators:

- Number/Percent of Deficient Bridges in the Region: 495 of 1,597 / 31% (2016 data)
  - Clean Watersheds Needs in the Region: \$278,487,572 (2012 data)
  - Regional Transit Service Annual Ridership: 16,648,923 (SFY 2016-2017)
  - Enplanements at Greater Rochester International Airport: 1,197,742 (CY 2016)
  - Amtrak Rochester Station Ridership: 123,065 (2016 data)
  - Number of address points un-served by Broadband\*: 34,543 (2013 data)
- \*Broadband is defined by NYS Broadband Program Office

## Achieving Results through Collaboration:

The Work Team process has generated collaborations across the 9-county region. Infrastructure is aging and financial resources for replacement and expansion are limited. The relationships built at our Work Team enable consensus on prioritizing investments. Drawing from the work of the Genesee Transportation Council, funding is

prioritized to first maintain the existing infrastructure (roads and bridges) and then support the expansion of necessary roadways. The agreement of the Work Team to identify Transformative Corridors where investments had the highest priority generated needed focus and investments by NYS DOT.

Another example is the recent introduction of Bike Share in the City of Rochester. The recruitment of many partners (businesses, institutions, transit agency) expanded the initial footprint and will make the system more expansive and accessible.

The WNY Science & Technology Advanced Manufacturing Park (WNY STAMP) is located on the western edge of Genesee County, near the border of the Finger Lakes and WNY REDC regions. Support by both regions has been critical to the project. When meeting with potential companies, the GCEDC always touts the benefits of the "Super-Region" that this area has to offer. Invest Buffalo Niagara and Greater Rochester Enterprise both actively market the WNY STAMP site and attend site visits. With proximity to Buffalo and Rochester, the WNY STAMP site can pull from 2.3 million people within commuting distance, 57 colleges and universities with over 17,000 enrolled engineers. Access to the Interstate I-90, international airports in Buffalo, Rochester and Niagara Falls, and convergence of major trucking routes are all reasons that the WNY STAMP site connects Buffalo and Rochester together in a large, technology driven economic ecosystem.

## Priority Project Status

Project Name and Description	Project Status
<p><b>Greater Rochester International Airport Redesign</b></p> <p>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.</p>	<p>Project is well underway. The new smartphone lot is completed. The terminal, canopy and incubator study projects are on schedule. All work is to be completed by October 2018.</p>
<p><b>NYS Route 390/I-490/Lyell Avenue Interchange</b></p> <p>Designated the highest priority transformational transportation project in the Finger Lakes region.</p>	<p>Phase 1 (\$11M) replacement of Lyell Avenue Bridge Over I390 currently under construction. Scheduled completion is August 2018. Phase 2 is northbound I390 improvements, including to the Lyell/Lee intersection and construction is starting in summer of 2017. Phase 2 includes the replacement of I390 over Trolley Boulevard and the widening/rehabilitation of I390 Over the Erie Canal bridges. The low bid cost for the project is \$50.6M for Phase 2. The Governor recently announced funding commitment of \$142M for the entire interchange.</p>
<p><b>Portageville Freight Rail Bridge Replacement Project</b></p> <p>Project has been fully funded and is currently under construction.</p>	<p>The arch was completed on July 31, 2017. The last piece of steel to be erected was set on August 18, 2017. Currently, the concrete deck is being formed, reinforced and cast. The deck then has to be waterproofed. The new bridge should be ready for track in late November. Trains will be running on the new bridge by the end of the year.</p> <p>The project includes removal of the old bridge, presentation of a portion of the old bridge and restoration of the park road and the land around the bridge. The project should be completed by late Summer of 2018.</p>



Project Name and Description	Project Status
<p><b>Inner Loop East Transformation Project</b></p> <p>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.</p>	<p>Projected completion in 2017. Project is currently ahead of the scheduled November 2017 completion date. Proposal for Development Parcels have been received and construction will begin on 4 of the 7 available parcels during 2018.</p>
<p><b>Rochester Intermodal Station</b></p> <p>Currently under construction, adding customer amenities and an additional track to reduce delays.</p>	<p>This \$32M design build project is on schedule for completion in the fall of 2017. The building construction will be substantially completed in August 2017. Amtrak amenities and system installation is scheduled for October 2017 completion. The station is tentatively scheduled to open to riders in October 2017.</p>
<p><b>STAMP Infrastructure and Transportation Improvements</b></p> <p>Project is fully funded and transportation improvements to be advanced as build out occurs.</p>	<p>Design, engineering and permitting for the initial water and roadway for the STAMP site has been completed, and construction has begun on Phase I of the water project along with the roadway. Those projects are estimated to be completed by mid-2018. Design, engineering and permitting on the sewer, gas and electric is anticipated to be completed by early 2018. The initial infrastructure deployment and construction is anticipated to take 12 to 18 months.</p>
<p><b>Route 318 Corridor Infrastructure Enhancement</b></p> <p>Project will enhance wastewater infrastructure along NYS Rt. 318 to encourage further economic and real estate development. Funding for this project has been approved.</p>	<p>Construction set to begin the end of 2017 with completion in 2018.</p>
<p><b>Fishers Ridge Phase I Infrastructure</b></p> <p>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.</p>	<p>Project review is taking additional transportation enhancements into consideration for full projected project build out. Construction is projected to be underway by Spring of 2018.</p>
<p><b>Canandaigua Airport sanitary sewer connection</b></p> <p>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.</p>	<p>The main sewer line is now installed. The contractor is finishing some "punch list" items which should be done by end of summer 2017. At that point, the county will take dedication of the line and connections by the airport can commence. The Canandaigua Airport been awarded other Federal and NYS grants in the amount of approximately \$2.5M for additional renovations and expansion.</p>
<p><b>Main Street Rochester Streetscape Enhancement</b></p> <p>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.</p>	<p>Projected completion will be in 2017. Project design completed and project was bid in Fall of 2016 with construction beginning in Spring of 2017. Additional funding was recently provided by New York State to fund items not eligible for FHWA funding.</p>
<p><b>Marquart Rail Project</b></p> <p>The project is for a new Trans-load Multi-Modal Railroad site in Wyoming County. The new railroad site will have the ability to accommodate shipments, service new and existing clients.</p>	<p>Site work will begin fall 2017. The land lease, operating agreements and easement have been approved. Installation of the new switch and track for the siding may be delayed until next construction season in 2018.</p>



Project Name and Description	Project Status
<p><b>Livonia Agribusiness Park</b></p> <p>The project is for the creation of an agribusiness park in the Town of Livonia located on Gateway Road. Infrastructure will include a new access roadway, a bridge, water and sanitary sewer.</p>	<p>This project is advancing through the development stages as rezoning and discussions regarding acquisition of the property are in process. The Economic Development Agency is working to secure further funding to help offset the expenses of road construction, infrastructure and the rail crossing. The property continues to be marketed with significant available acreage, rail access and close proximity to highway.</p>

**Mt. Read Blvd., Buffalo Road (Rte 33) to Ridge Road (Rte 104).**

**Involved agencies: City of Rochester, New York State DOT, Monroe County.**

This project would consist of improvements to address identified safety, operational, infrastructure, mobility, and multimodal deficiencies along the Mount Read Boulevard corridor. Corridor goals include accident pattern mitigation, improve pedestrian accommodation, modifications to remove Outer Drive connections at signalized intersections and enhance safety, changes to roadway character north of West Ridge Road that help signify entry into the Town of Greece, and general roadway improvements along the corridor. The Total project will provide improvements to a vital transportation segment within the City of Rochester and Monroe County that will maintain the economic vitality and encourage economic growth of the region by facilitating the transportation needs for commuters/employees, customers and goods movement that will sustain commercial and business enterprises and stimulate opportunities for economic development.

The first project for the corridor is scheduled for the spring 2018. This \$4M Mount Read Boulevard contract is from NY 33, Buffalo Road, to NY 31, Lyell Avenue. This project will make intersection improvements at Mount Read and Buffalo Road. Improvements will also be made that the Mount Read and Lyell Avenue intersection. The project will provide for bike and pedestrian accommodations along the entire length. Mount Read Boulevard from Lyell Avenue to Ridge Road is not on the Capital Program and is competing for funding.

**Future Projects**

Project Name	Project Description
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**East River Rd. Corridor Improvements: East River Rd- Erie Station Rd. to Jefferson Rd & John St Extension- Lehigh Station Road to East River Rd**

Involved agencies: Monroe County, Town of Henrietta, New York State DOT, RIT and private developers. This project will provide improvements to a vital transportation segment within Monroe County that will maintain the economic vitality and encourage economic growth of the region by facilitating the transportation needs for commuters/employees, customers and goods movement that will sustain commercial and business enterprises and provide for opportunities for economic development.

East River Rd- This project involves the rehabilitation/reconstruction of East River Rd to increase capacity linearly and at spot intersections based on existing and proposed development in the area. Bicycle space will be considered into the planned improvements. This project will improve the structural integrity and efficiency of the highway and preserve the investment in the highway system and extend the useful life of the road before major reconstruction is needed. The project is currently in the planning phase. John Street Extension- This project consists of constructing a road on a new alignment to acceptable standards in order to provide an efficient road network for all modes of transportation to this corridor in Monroe County, New York. This is a new roadway that would essentially extend John Street from its present terminus at Lehigh Station Road south to East River Road or Brooks Road and would serve the residents and businesses of the Town of Henrietta as well as the light industrial development and two industrial parks on John Street and Bailey Road, as well as provide a connection to RIT and future development along the road.

**Brockport Waterfront Revitalization Initiative**

Involved agencies: The Village of Brockport, The College at Brockport, SUNY, and the Town of Sweden This project will attract visitors, assist in economic revitalization and business development near the canal, further emphasize the historical significance of the canal, increase access around the waterfront area to pedestrians, and ensure that the resources offered by the canal are enhanced to their full capacity.

The Village of Brockport, The College at Brockport, SUNY, and the Town of Sweden share over two miles of canal frontage and have entered into a formal partnership and submitted a Local Water Front Program (LWRP) proposal through the CFA process to develop a comprehensive Waterfront Revitalization Plan to address ways by which its shared canal assets.



Project Name	Project Description
<b>Erie Canal Interdisciplinary Research Laboratory</b>	<p>Involvement agencies: The College of Brockport. This project seeks to strengthen the public's understanding of the canal as a unique and world-class asset of the State of New York.</p> <p>The College of Brockport is the only SUNY campus bordering the Erie Canal and is seeking Canal Way Corporation Grants Program funding for the development (preliminary phase) of the College at Brockport's waterfront along the Erie Canal (c.a. 1000 yds.) to improve public access and to support the development of the College's Erie Canal Interdisciplinary Research Laboratory; an experiential faculty/student collaboration encompassing multiple fields of study- transportation, commerce, art, music, wetlands, immigration, public health, urbanization, etc.</p>
<b>Route 204/33A (Brooks/Chili Ave) from I-490 to I-390 (3.17 miles)</b>	<p>Advancing this project will enable improved freight capacity in the area around the Greater Rochester International Airport and mitigate flooding concerns.</p> <p>Route 204/33A provides access to and around the Greater Rochester International Airport (the region's cargo-handling airport) and Rochester Southern Railroad. Many freight related businesses are concentrated around the airport and along this corridor. The 2012 GTC Freight Plan noted that this corridor is experiencing growth in truck traffic. The Brooks Avenue portion of Route 204 experiences highway clearance and flooding issues where the route passes under the Rochester Southern Railroad line near the airport, making it troublesome for trucks to access nearby businesses. To address flooding concerns, pumps have been installed but a long-term solution including relocating abutments and adjusting bridge approach grades is needed.</p>
<b>RTS Campus Improvement Project</b>	<p>The RTS Main Street Campus was originally constructed over 40 years ago. In recent years, RTS has invested significant time and money into modernizing and expanding the Campus to address changes in facility needs that have occurred over this time. The two highest priority elements still outstanding are the Advanced Environmental Service Building and Advanced Technology Building.</p> <p>The replacement of the existing service building with an Advanced Environmental Service Building will reduce the environmental impact through the incorporation of water reclamation technology and other energy efficiency improvements. The new facility will also increase the operational efficiency through increased capacity and process flow optimizations. Additionally, RTS will construct a new Advanced Technology Building which will incorporate maintenance equipment which may include paint bays, tire changing stations, sedan maintenance bays and storage that will free up space in existing garages to allow for more indoor storage of revenue vehicles. The procurement of design services for these remaining elements are underway with an expectation to have preliminary design completed by the Fall of 2018. RTS is actively pursuing full funding for the construction of these elements.</p>
<b>Downtown Geneva/Seneca Lake Connectivity—Routes 5 and 20</b>	<p>The City of Geneva's historic central business district is severed from the vibrant Seneca Lake waterfront by 5 lanes of traffic on Routes 5 and 20. The City is partnering with the State of New York to tame Routes 5 and 20, creating a multi-modal complete street, with ease of access from downtown Geneva to the Seneca Lake shoreline for pedestrians and cyclists.</p> <p>Conceptual design complete. Funding agreement and RFP for construction design is in development. Design expected to be completed in late 2018. Construction to begin and be completed in 2019.</p>
<b>Streetscape Enhancements—Downtown Geneva</b>	<p>Geneva's historic downtown district is developing as an attraction for shopping, dining, and recreation. Outmoded streetscape design has resulted in an auto-dominated environment, with challenges for pedestrians and cyclists. Improvements to the street profile will enhance the attractiveness and functionality for all modes of transportation.</p> <p>Conceptual design complete. Funding agreement and RFP for construction design is in development. Design expected to be completed in late 2018. Construction to begin and be completed in 2019.</p>
<b>Livingston County Comprehensive</b>	<p>This study is an intermunicipal assessment of water availability and public water supply systems in Livingston County.</p> <p>The goal of this study is to provide strategies for Livingston County municipalities, agencies and public water suppliers to effectively respond to increased water quality requirements and to continue to meet water quantity demands for economic growth and stability.</p>



Project Name	Project Description
Livingston County Comprehensive Water Supply Study	<p>This study is an intermunicipal assessment of water availability and public water supply systems in Livingston County.</p> <p>The goal of this study is to provide strategies for Livingston County municipalities, agencies and public water suppliers to effectively respond to increased water quality requirements and to continue to meet water quantity demands for economic growth and stability.</p>
Infrastructure: Maintain State of Good Repair	<p>Our region has robust infrastructure to support economic growth. The condition of roads, bridges, water and sewer systems needs to be maintained so that existing and future requirements can be met.</p> <p>With the funding levels currently available work is prioritized to keep as much of the system, as possible, in a state of good repair. It is recommended a complete inventory and assessment of the condition of our infrastructure be completed.</p>
Seneca Lake Marina—City of Geneva	<p>The City of Geneva has partnered with the State of New York for nearly \$10 million in improvements to the Seneca Lake shoreline, including pedestrian piers, docks, trails, and an events center. Three phases of a six-phase implementation plan for the revitalization are complete. Phase IV is the development of a 100-slip marina to attract and support travelers along the Cayuga-Seneca Canal and Seneca Lake.</p> <p>Conceptual design complete. Construction design is underway. Break wall construction set to begin in 2018 with final dock installation in 2019.</p>
Pedestrian Enhancements—5 Points Intersection—City of Geneva	<p>NY 14 empties into historic downtown Geneva with the convergence of truck and bicycle routes and a vibrant downtown shopping district. The 5 points intersection presents challenges for non-vehicular traffic, and has demonstrated difficulty for pedestrian navigation. Improvements will include enhanced crosswalks and an elevated intersection profile to improve pedestrian visibility.</p> <p>Conceptual design complete. Funding agreement and RFP for construction design is in development. Design expected to be completed in late 2018. Construction to begin and be completed in 2019.</p>
Enhanced Broadband Connectivity—City of Geneva	<p>Geneva has long been a regional center for professional services, with local, regional, and national banks dominating the landscape, and the headquarters of the regional health system located immediately adjacent to downtown. Expansion of these industries and growth in other sectors has been limited by broadband availability. Open access dark fiber will be installed throughout the downtown district and connected to the Axxess Ontario countywide fiber ring to support full accessibility for a range of carriers; reducing the cost and enhancing the quality of service to end users.</p> <p>Funding agreement and RFP for construction design are in development. Design expected to be completed in late 2018. Construction to begin and be completed in 2019.</p>

**Update on Highlighted 2017 State Priorities:**

**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.



# Sustainability



## Purpose:

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 continues to guide integrated, sustainable solutions that improve the quality of life in our region. Our goal is to brand the Finger Lakes as a sustainability region through benchmarking against the leading global communities.

## Performance Indicators:

Existing conditions for regional sustainability are 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

## Achieving Results through Collaboration:

The Sustainability Work Team continues to work on developing and promoting the following transformational and strategic sustainability concepts as well as recommend or develop projects by partnering with other FLREDC pillars and sectors:

Partnering with the Infrastructure and Transportation Work Team and RGRTA to explore Smart Transportation Options such as:

- Ride sharing
- Bus access to students and employees
- Tourist/student access to bus passes
- Shipping of goods (rail, canal, lakes, other)

Partnering with the Agriculture and Food Production Work Team on investigating opportunities to promote:

- 40% waste reduction
- Improve infrastructure supporting the sector; transportation, broadband, etc.

Working with local utility company, Avangrid, to promote projects that meet their strategy of expanding Electric Vehicle (EV) charging stations and energy storage projects. In addition, the team is exploring and promoting Alternative Energy Options such as:

- Smart Grid
- Alternative Energy Resources
- Solar Farms
- Cold Water Energy

Investigating the following Smart Development and Building Strategies such as:

- Smart building support
- Smart development practices
- Urbanization
- Redevelopment/Reuse/Infill Development

We have developed an assessment tool for the community to use to assess CFA and URI projects and programs submittals for the purpose of educating developers and sponsors on opportunities for enhancing projects with best practices in Sustainability. Sustainable categories and common performance indicators/measures include:

## Energy

- Renewable energy created and/or distributed
  - Emerson St. Landfill Solar Power Purchase Agreement – sited a large (2 MW) solar PV generating facility on a parcel within the City of Rochester's former Emerson St. Landfill. Upon completion, the City of Rochester entered into a power purchase agreement (PPA) with a private vendor for the purchase of the power generated by the system.

## Transportation

- Transportation alternatives provided
  - Establish a Center City Circulator Service (Rochester) to serve daily commuters, visitors & tourists (GTC LRTP 2035)
- Tonnage moved by rail or waterway
  - Lyons Freight Village/Industrial Park – multi-modal, multi-business facility that will allow regional businesses to utilize the most cost-effective transportation option for importing or exporting. (G/FLRPC CEDS, GTC Freight & Goods Movement Study)

## Livable Community

- Mixed Use/Infill Development
  - Midtown Redevelopment and Tower – mixed, office, residential, hotel and retail space. Included reestablishing the traditional street grid and the adaptive reuse of Midtown Tower as a cornerstone of downtown revitalization. (FLREDC Strategic Plan)
- Protection of critical open space
  - Strategy for a Sustainable Keuka Lake – updates to the Keuka Lake Watershed Land Use Planning Guide to develop model land use regulations, training and public outreach; creation of a water quality internship program; mapping of important resources and an agricultural assessment. (Funded through CFA 2011).

## Waste

- Recovery or recycling of materials
  - Revised curbside pick-up program – the City of Rochester provided proper bins for recyclable and compostable materials, also increasing efficiency in vehicle fleet.

## Water

- Storm water runoff reduction and/or re-use
  - Rochester Museum and Science Center (RMSC) Green Innovations – Created a single high profile and accessible location where developers, municipal planners, and the general public can see several different green infrastructure practices in action and be educated in their function and implementation.



## Priority Project Status

Project Name and Description	Project Status
<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, site and major project components purchased.</p>	Construction is underway with completion scheduled for 2018. A firm date for completion will be available later this year.
<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 recently held second public meeting on final draft plan.</p>	NYSERDA Steering Committee to meet in September with final plan to be submitted in October 2017 and initiated before end of 2017.
<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>	The City Council public hearing on 8/14/17 with adoption expected 9/11/17.
<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>	Updating of the plan and zoning updates are in progress and will continue into 2017.
<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>	Expected completion date is fall 2017.
<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>	The project will update an inefficient structure to achieve LEED and Enterprise Green Communities certification. Construction is progressing.
<p><b>I-Square Sustainability Project</b> Creation of a 92,000 s.f. urban-style town square in the Town of Irondequoit that will revitalize 2.5 acres of rundown or vacant buildings converting it into a cultural district that includes retail, restaurants, and office space. 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.</p>	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 & waste water reduction and management program is in the design phase. Construction is planned for completion by the end of 2019.
<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 and report 100% complete.</p>	Waiting approval of plan by NYSERDA.

## Future Projects

Project Name	Project Description
<b>Sustainable Food Production Initiative - Rochester Institute of Technology</b>	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. Awaiting sources for funding.
<b>Finger Lakes – A Hub for Energy Storage and Distributed Generation - The Standard Hydrogen Corporation</b>	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).
<b>N2 Internal SuperGrid - N2 Global Solutions, Inc.</b>	To manufacture and install N2 technologies to create Net Zero and Net Positive quality buildings. Cost: \$35M; create 117 jobs/retain 25 jobs.
<b>Renewable Energy and Fuel Cell Commercialization Center - Ahead Energy</b>	Provide the upstate industrial and academic communities with a Commercialization and Development Center for clean energy. Cost: \$3M; create 40+ jobs.



## Update on Highlighted 2017 State Priorities:

Workforce Development programs in the Sustainability sector:

- Tompkins County's Finger Lakes ReUse (FLR) program has a ReSET (Skills and Employment Training) job training program. This program develops candidates to process the growing volumes of second hand materials waiting to be tested and put back to use, so this training program is mutually beneficial. ReSET was created to be a program where unemployed or underemployed individuals have opportunities to learn skills in Computer Technology, Construction Techniques or Retail and Customer Service (coming soon). In ReSET, trainees learn about the impacts of a disposable consumer culture and the value of, skills required for, and joy resulting from reusing materials. Trainees are given a safe space to learn, push their boundaries and experience success.
- Finger Lakes Community College's A.A.S. Viticulture and Wine Technology degree program requires students to demonstrate scientific and vocational knowledge, including occupational Spanish, tractor driving and pesticide application. This degree is designed to allow students to further their education later in a four-year program. Building on FLCC's well-known and established Environmental Conservation and Horticulture programs, this degree also includes an emphasis on sustainability, ensuring that the important environmental issues in the region will be addressed.
- Monroe Community College has Sustainability certificate program, which is grounded on the conviction that societies should develop ways to meet their present needs without compromising the ability of future generations to provide for their own needs, is a field of concern and inquiry that overlaps a vast array of disciplines. Rather than focusing on one area of concern, the certificate in sustainability is designed to provide students with a broad understanding of the issues, topics, and disciplines that sustainability encompasses. The sustainability certificate is designed to complement the college's associate degree programs by allowing a given student to earn credit toward his/her degree while at the same time pursuing what amounts to a minor field of study in sustainability.



I-Square Project Sustainability Green Roof and Rain Gardens





# Proposed Priority Projects

The Finger Lakes Regional Economic Development Council has identified 36 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 \$136 million in total investment.



# Overall Investment Ratio\* for Proposed Priority Projects

# 4:1

\* The 4:1 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 4:1 private leverage ratio.

## Proposed Priority Projects Relating to State Priorities

Rank	CFA#	Priority Project	Total Cost	\$20M Rec	Regional Cluster Plan	Opportunity Agenda	Life Sciences Cluster	Workforce Training	Veterans	Downtown Revitalization
1	76550	OptiPro Expansion	\$9,250,000	\$1,000,000				•	•	
2	62896	Youth Jobs in Neighborhood Development	\$2,986,800	\$590,000		•		•		•
3	77181	URMC 3D Organ Printing and Surgical Simulation	\$4,000,000	\$500,000			•	•		
4	76730	Cell and Tissue Technologies Laboratory	\$569,229	\$110,000			•	•		
5	74405	Discovery Center @ EBP	\$4,078,124	\$800,000		•		•	•	•
6	74789	Former Medley Redevelop Phase I	\$11,450,000	\$2,000,000					•	
7	77246	Vigneri Chocolate Expansion	\$4,000,000	\$800,000		•			•	•
8	73148	El Camino Community Center	\$1,650,602	\$330,000		•		•	•	•
9	74387	First Light Farm Creamery Expansion	\$909,265	\$180,000				•	•	
10	76675	Opalux Manufacturing Facility	\$2,093,200	\$400,000	•					
11	75816	Howlett Soy Barley Grain Center	\$8,125,015	\$2,000,000					•	
12	76150	The Perfect Granola Facility	\$2,500,000	\$500,000				•	•	
13	75834	Organic Specialty Mushroom Production	\$700,000	\$210,000				•	•	
14	73591	Downtown Center for Entrepreneurship	\$847,000	\$250,000				•		•
15	76900	RIT Food Waste Utilization and Upcycling Testbed Phase 1	\$408,227	\$50,000				•		
16	76559	Tompkins Metal Finishing Expansion	\$1,000,000	\$300,000					•	
17	77199	Lean Life Mfg.	\$250,000	\$250,000		•		•	•	
18	74482	New York Wine & Culinary Center Facility and Programmatic Expansion	\$1,406,448	\$50,000				•		•
19	77202	Barsuk Recycling Railroad Infrastructure Project	\$1,505,568	\$250,000					•	•
20	76090	Foodlink Emergency Preparedness	\$764,675	\$150,000		•		•	•	
21	73961	Rochester Network Supply Facilities Expansion for Growth	\$1,152,157	\$230,000				•		
22	76104	RT Solutions Worm Power	\$1,143,665	\$200,000				•	•	
23	74106	Expanding Rochester Childfirst Network's Facilities Phase II	\$812,996	\$100,000		•		•	•	•
24	65882	Automated Modular Digital Precision Fabric Cutting Factory	\$284,374	\$50,000				•	•	
25	75268	Capelli Sports Stadium Upgrades	\$300,000	\$100,000						•
26	75492	Trillium Health South	\$2,661,290	\$500,000		•			•	
27	75296	Ag and Feed Processing Plant	\$2,717,500	\$1,000,000		•		•	•	
28	74908	Frontier Field Funding	\$6,000,000	\$2,000,000		•			•	•
29	75054	CGI Communications Office Space and Parking Garage Development Project	\$12,000,000	\$1,000,000					•	•
30	76938	Livingston County Public Market and Business Incubator	\$3,000,000	\$600,000				•	•	•
31	72537	Golisano Training Center	\$23,500,000	\$500,000				•	•	
32	73955	Skalny Science Renovation Phase II	\$2,800,000	\$500,000			•	•	•	
33	75387	Alexander Park Building 1	\$5,000,000	\$500,000					•	•
34	76503	Field Craft Farms Expansion	\$2,207,300	\$500,000				•		
35	72514	Hotel Geneva	\$6,260,000	\$500,000					•	•
36	75047	Broad Street Elevated River Terrace Reconstruction	\$7,800,000	\$1,000,000						•
			\$136,133,435	\$20,000,000						

# Map of 2017 Proposed Priority Projects



## Agriculture & Food Production

- Vigneri Chocolate Expansion
- First Light Farm Creamery Expansion
- Howlett Soy Barley Grain Center
- The Perfect Granola Facility
- Organic Specialty Mushroom Production
- Lean Life Mfg.
- New York Wine & Culinary Center Facility and Programmatic Expansion
- Foodlink Emergency Preparedness
- RT Solutions Worm Power
- Ag and Feed Processing Plant
- Livingston County Public Market and Business Incubator
- Field Craft Farms Expansion



## Entrepreneurship & Development

- Downtown Center for Entrepreneurship
- CGI Communications Office Space and Parking Garage Development Project
- Golisano Training Center
- Alexander Park Building 1
- Broad Street Elevated River Terrace Reconstruction



## Higher Education, Research, & Healthcare

- URMC 3D Organ Printing and Surgical Simulation
- Cell and Tissue Technologies Laboratory
- Skalny Science Renovation Phase II



## Infrastructure & Transportation

- Barsuk Recycling Railroad Infrastructure Project



## Next Generation Manufacturing

- Opalux Manufacturing Facility
- Tompkins Metal Finishing Expansion
- Automated Modular Digital Precision Fabric Cutting Factory



## Optics, Photonics, and Imaging

- OptiPro Expansion



## Pathways to Prosperity

- Youth Jobs in Neighborhood Development
- Discovery Center @ EBP
- El Camino Community Center
- Rochester Network Supply Facilities Expansion for Growth
- Expanding Rochester Childfirst Network's Facilities Phase II
- Trillium Health South



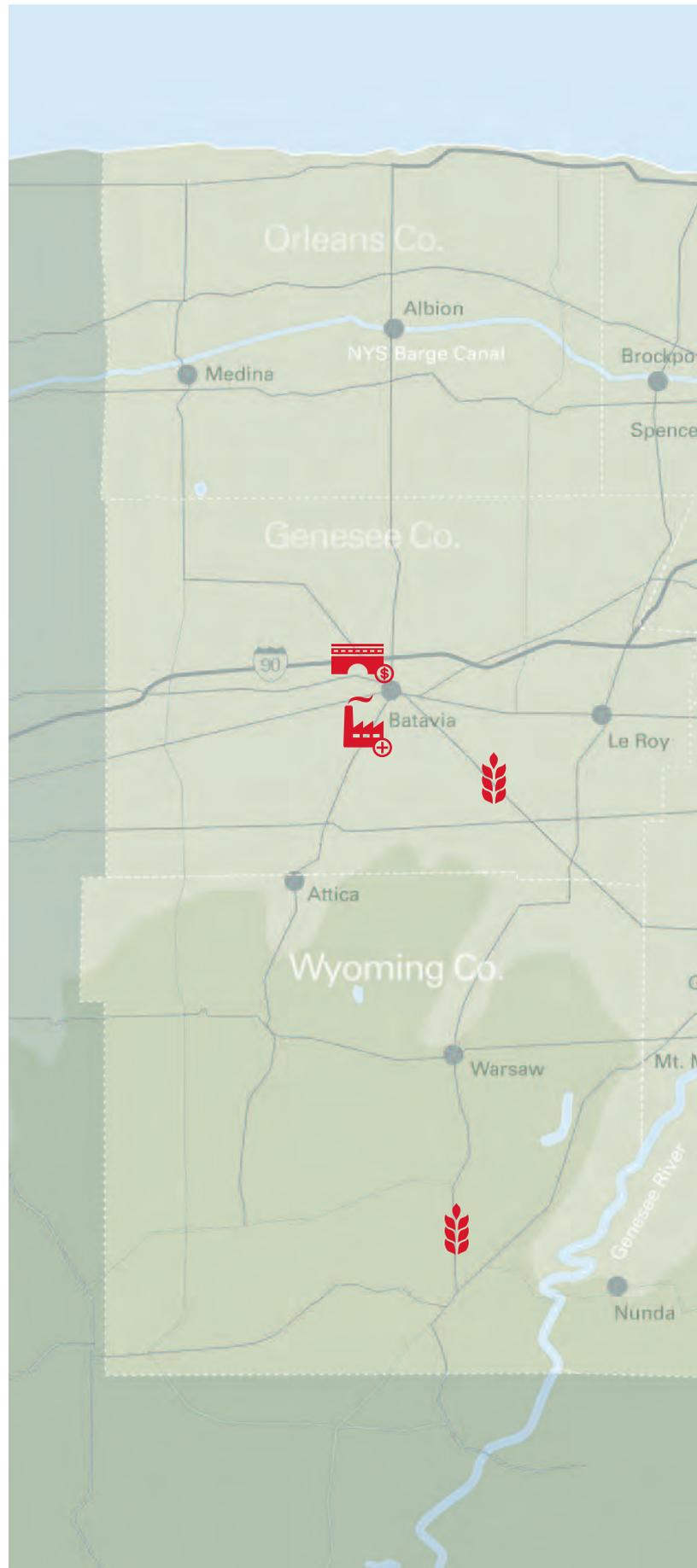
## Sustainability

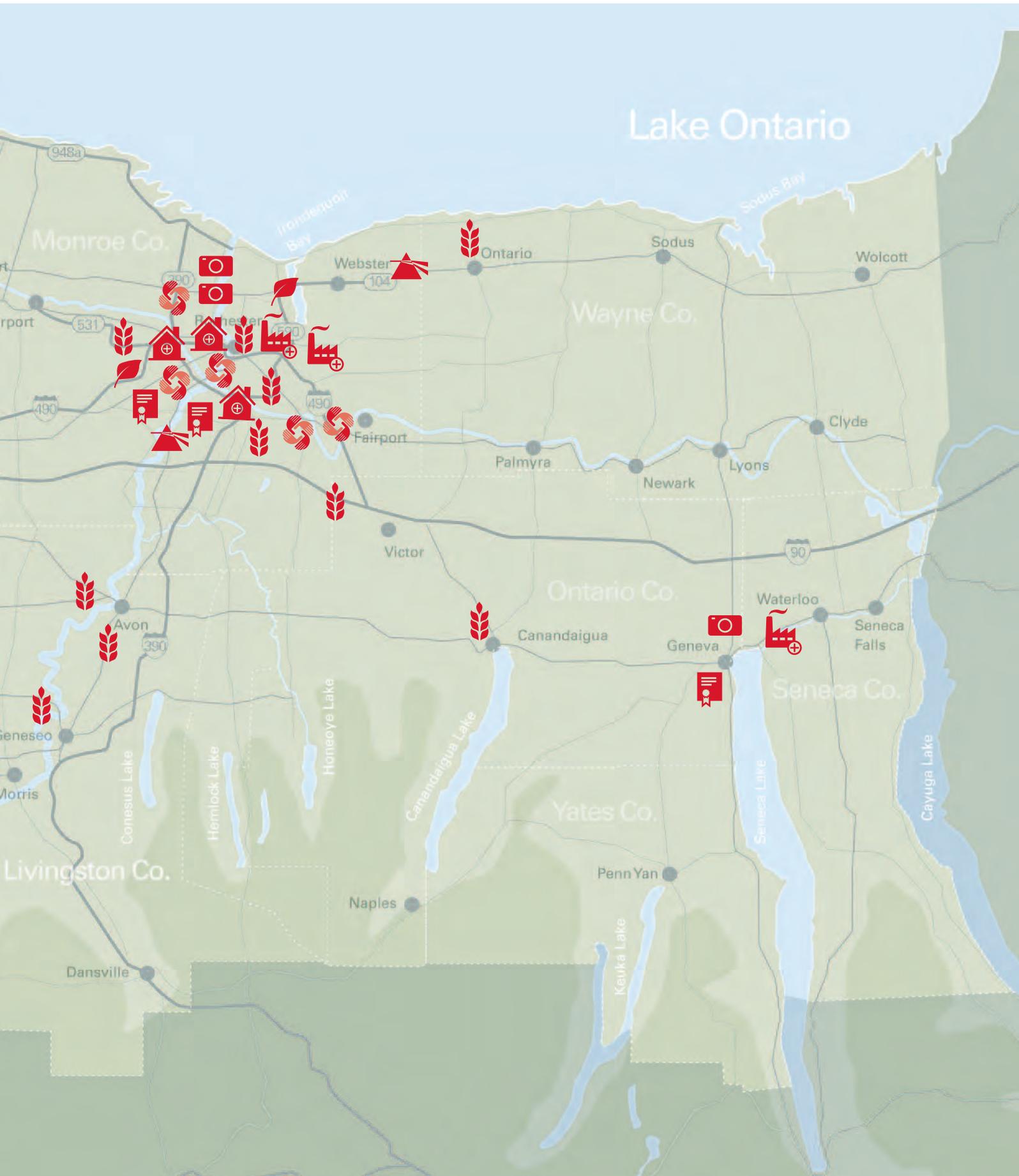
- Former Medley Redevelop Phase I
- RIT Food Waste Utilization and Upcycling Testbed Phase 1



## Tourism & the Arts

- Capelli Sports Stadium Upgrades
- Frontier Field Funding
- Hotel Geneva





# Additional Priority Projects and Regionally significant projects

Planning & Community Development					
CFA #	Business Name	Project Name	County	Funding Req.	Funding Program
73628	Orleans County	Orleans County Water Sewer Efficiency Study	Orleans	\$50,000	DOS LGE
75963	Town of Geneseo	LGE Highway	Livingston	\$600,000	DOS LGE
71938	Little Italy Neighborhood Assoc, Inc.	Little Italy Historic District & Lyell Avenue Revitalization Initiative	Monroe	\$280,000	ESD MarketNY, ESD SPFG, ESD Grant
70300	Wayne County Economic Development Planning	Derelict Properties Community Needs Assessment	Wayne	\$47,500	HCR CDBG
73087	Orleans County	Medina Business Park	Orleans	\$50,000	HCR CDBG
73330	City of Geneva	Microenterprise Assistance Program 6	Ontario	\$200,000	HCR CDBG
74616	Livingston County	Livingston County Microenterprise Program	Livingston	\$200,000	HCR CDBG
75325	Village of Oakfield	Wastewater Treatment Plant Improvements	Genesee	\$2,528,000	HCR CDBG, DEC WQIP
74335	Village of Attica	Attica Infrastructure Improvements	Wyoming	\$700,000	HCR CDBG
75573	City of Batavia	Brooklyn Avenue Infrastructure Improvements	Genesee	\$333,000	HCR CDBG
72447	City of Canandaigua	Redevelopment of 267 South Main Street	Ontario	\$262,000	HCR NYMS
73474	Village of Holley	Holley Gardens Offices	Orleans	\$300,000	HCR NYMS
75134	Finger Lakes Economic Development Center	Revitalize Penn Yan	Yates	\$500,000	HCR NYMS
71834	Livingston County Development Corporation	Livingston County Main Street Avon and Leicester	Livingston	\$500,000	HCR NYMS
72030	Village of Albion	Albion Revitalization Initiative	Orleans	\$289,415	HCR NYMS
72598	Village of Bergen	Village of Bergen Main Street Restoration Project	Genesee	\$229,660	HCR NYMS
74320	Village of Sodus	Downtown Sodus Revitalization	Wayne	\$200,000	HCR NYMS
Job Training Projects					
CFA #	Business Name	Project Name	County	Funding Req.	Funding Program
73204	Rochester General Hospital	CNA to LPN Training for Rochester Regional Health Employees	Monroe	\$100,000	DOL EET
72976	Mary Cariola Childrens Center	Autism Workforce Development	Monroe	\$100,000	DOL EET
73430	Finger Lakes Community College	FLCC Existing Employee Workforce Development Project	Monroe, Ontario	\$100,000	DOL EET
76335	Rochester Rehabilitation Center, Inc.	Skill Development & Employment for Low Income, Disadvantaged Populations in high demand industries	Monroe	\$200,000	DOL EET, DOL UWT
72946	Rochester Institute of Technology	Electronics Manufacturing and Assembly Training for Veterans	Monroe	\$98,258	DOL UWT
73815	Lifetime Assistance Inc	Employee of a Lifetime	Monroe	\$99,154	DOL UWT
75480	OACES - RCSD Office of Adult & Career Education Services	Nurse Assistant Unemployed Worker Training (UWT)	Monroe	\$100,000	DOL UWT
76382	Wayne Finger Lakes BOCES	WFL BOCES Certified Nursing Assistant Program	Multiple	\$59,712	DOL UWT
69290	Friends of the Garden Aerial dba Greentopia	Green Visions	Monroe	\$100,000	DOL UWT
74593	Monroe 2 Orleans BOCES Center for Workforce Development	CFA 7	Monroe	\$100,000	DOL UWT
Tourism & Arts Projects					
CFA #	Business Name	Project Name	County	Funding Req.	Funding Program
75288	National Women's Hall of Fame	Center For Great Women	Seneca	\$725,000	NYSCA, Canals
75023	City of Rochester	Roc Paint Division	Monroe	\$75,000	NYSCA
74966	City of Geneva	Geneva's Pop-up Art Initiative	Ontario	\$10,000	NYSCA
74452	Rochester Fringe Festival	2018 Rochester Fringe Festival Marketing & Red Ball Project	Monroe	\$213,318	ESD MarketNY, NYSCA
75155	Wayne ARC	Street of Shops	Wayne	\$150,000	Canals
65386	Genesee Country Village Museum	GCVM Agritourism	Monroe	\$65,505	ESD MarketNY
72987	Visit Rochester	Family Market Tourism Marketing Plan	Monroe	\$120,000	ESD MarketNY
74087	New York Wine Grape Foundation	NYWGF Market NY Regional Grant	Ontario	\$93,750	ESD MarketNY
74459	The Strong	National & Int. Tourism Marketing for The Strong & the Finger Lakes	Monroe	\$263,900	ESD MarketNY
74931	Geva Theatre Center	Geva Theatre Center - Tourism Marketing Project	Monroe	\$89,925	ESD MarketNY
75032	Wayne County	World Cider Competition	Wayne	\$61,150	ESD MarketNY
75298	Constellation Brands Marvin Sands Performing Arts Center	Amp of CMAC Awareness Phase II	Ontario	\$150,000	ESD MarketNY
76426	Genesee County Chamber of Commerce	International Marketing for the Gem Attractions of the Country Byways Region	Genesee, Livingston, Orleans	\$100,000	ESD MarketNY
76746	Finger Lakes Tourism Alliance	100th Anniversary Celebration	Multiple	\$375,000	ESD MarketNY
75321	The Little Theatre	The Little Theatre Multi-use Upgrade Project	Monroe	\$550,000	NYSCA/ESD Grant
76651	George Eastman Museum	Museum Entrance Relocation and Accessibility	Monroe	\$1,000,000	NYSCA/ESD Grant
77079	Rochester Museum & Science Center	Gateway to Science and Optics Phase 2	Monroe	\$2,000,000	ESD MarketNY, NYSCA/ESD Grant
72965	Yates Cultural & Recreational Resources, INC.	Yates County Recreation Complex	Yates	\$500,000	OPRHP EPF
73462	City of Rochester	Rundel Library Historic Preservation	Monroe	\$500,000	OPRHP EPF

75009	The Pennsylvania Yankee Theatre Company	Sampson Theatre	Ontario, Seneca, Yates	\$327,831	OPRHP EPF
76624	George Eastman Museum	Colonnade Restoration	Monroe	\$407,500	OPRHP EPF
76957	Rochester Museum & Science Center	Cumming Nature Center Recreational Trails Program	Ontario	\$50,695	OPRHP RTP
<b>Water &amp; Infrastructure Projects</b>					
<b>CFA #</b>	<b>Business Name</b>	<b>Project Name</b>	<b>County</b>	<b>Funding Req.</b>	<b>Funding Program</b>
72994	City of Rochester	Shared Mobility Program Expansion Project	Monroe	\$200,000	DEC CSC
74416	Village of Dundee	Dundee II Study	Yates	\$30,000	DEC EPG
72438	Town of Phelps	Engineering Planning grant	Ontario	\$30,000	DEC EPG
74818	Village of AVON	EPG POTW Improvements	Livingston	\$30,000	DEC EPG
77155	Village of Bergen	WWTP Disinfection Study	Genesee	\$30,000	DEC EPG
72496	Town of Geneva	Town of Geneva Engineering Planning Grant	Ontario	\$20,000	DEC EPG
72811	City of Geneva	Inflow Infiltration	Ontario	\$30,000	DEC EPG
74303	Village of Clyde	Wastewater Treatment Plant Evaluation	Wayne	\$20,000	DEC EPG
74396	Town of Canandaigua	EPG grant for CHESHIRE PROJECT	Ontario	\$19,920	DEC EPG
75547	Town of Batavia	Wastewater Treatment Assessment & Planning	Genesee	\$30,000	DEC EPG
75712	Village of Arcade	Arcade I & I Study Phase IIB	Wyoming	\$30,000	DEC EPG
76508	Elliott Engineering Solutions	Shortsville Manchester WWTP	Ontario	\$6,320	DEC EPG
72057	Village of Nunda	Wastewater Infrastructure Upgrade	Livingston	\$856,144	DEC WQIP
73114	Village of Naples	Village of Naples Collection and Treatment System - Disinfection	Ontario	\$4,247,423	DEC WQIP
74470	Village of Genesee	WQIP Water Effluent Disinfection	Livingston	\$1,292,250	DEC WQIP
74801	Monroe County Soil and Water Conservation District	Streambank Stabilization and Riparian Buffer Project Monroe County	Monroe	\$409,888	DEC WQIP
74815	Wayne County Water and Sewer Authority	Wastewater Treatment Plant Consolidation Project	Wayne	\$2,500,000	DEC WQIP
76813	Wayne County Soil Water Conservation District	Shoreline Stabilization and Natural Shoreline protection for Port Bays East Barrier Bar	Wayne	\$1,499,400	DEC WQIP
76824	Village of Mt Morris	Wastewater Treatment Plant Disinfection	Livingston	\$319,000	DEC WQIP, DEC EPG
72712	Village of Brockport	Village of Brockport WRS	Monroe	\$60,000	DOS LWR
73123	Town of Rush	2017 Master Plan for the Development of a Unique 315 Acre Property in the Town of Rush	Monroe	\$41,500	DOS LWR
74001	Village of Medina	Village of Medina LWRP Application	Orleans	\$37,500	DOS LWR
74486	Town of Geneva	Seneca	Ontario, Schuyler, Seneca, Yates	\$208,948	DOS LWR
74556	City of Rochester	Erie Harbor Enhancements Phase II Construction	Monroe	\$850,000	DOS LWR
74892	Wendel	Orleans County Canal LWRP	Orleans	\$62,000	DOS LWR
75819	Village of Sodus Point	Storm Water Flood Study	Wayne	\$26,500	DOS LWR
77143	City of Canandaigua Canandaigua Lake Watershed Council	Promotion and Protection of Canandaigua Lake Phase III	Ontario	\$241,600	DOS LWR
75019	Village of Dundee	Dundee Gateway Streetscape Improvement Project	Yates	\$1,334,916	EFC GIGP
75990	Town of Irondequoit	Green Innovation Grant Program Irondequoit Highway Garage	Monroe	\$1,500,000	EFC GIGP
76891	LPPA 1, LLC	Lighthouse Pointe Riverfront	Monroe	\$614,550	EFC GIGP
75828	County of Orleans Industrial Development Agency	Holley Gardens	Orleans	\$500,000	OPRHP EPF
73261	Town of Portage	Preservation of GAR Memorial Hall	Livingston	\$186,500	OPRHP EPF
72001	Town of East Bloomfield	Veterans Park Legion Building	Ontario	\$191,098	OPRHP EPF
71984	Yates County Planning	Vine Valley Boat Launch Facility	Yates	\$72,190	OPRHP EPF, DOS LWR
73515	Village of Clyde	Village of Clyde Canal Access Improvements	Wayne	\$62,500	OPRHP EPF, Canals



# Participation

# 4



GRE regional overview for consul generals: Matt Hurlbutt, GRE, provides Finger Lakes, NY regional overview for visiting consul generals during the Global NY FDI tour

# Community Engagement & Public Support

From its very beginning in 2011, the Finger Lakes Regional Economic Development Council has placed a high value on public engagement and stakeholder support of its strategic plan and the priority projects it puts forth as part of that plan. The council recruits key stakeholders to participate in work teams, holds open public meetings, makes presentations to business and community organizations, works with public officials to strengthen the pipeline of impactful funding applications, and meets with the media regularly to inform a wide audience on its work. In 2017, the council continued its robust community engagement effort in support of the Finger Lakes Forward strategic economic development plan.

## Public meetings



The Finger Lakes Regional Economic Development Council (FLREDC) held fourteen public meetings and stakeholder forums in 2017. These events included four open council meetings, two Consolidated Funding Application (CFA) workshops held in Rochester and Geneva, and eight community presentations to business and community organizations. Once again this year, more than 1,000 individuals in total attended these sessions.

The FLREDC continues to hold open meetings and stakeholder forums throughout the year to keep the public and area stakeholders informed of council actions and the progress made on implementation of the Finger Lakes Forward plan. The open council meetings in particular draw large crowds, thanks to consistent public outreach and the informative nature of the meetings.

In 2017, each council meeting featured three work teams that presented a dashboard of their progress in helping to implement the strategic plan. These presentations actively engaged the work teams, showed the effectiveness of the council's work team structure, and gave the public and area stakeholders clear information on the status of projects and actions undertaken by each work team.



STAMP Chair, Steve Hyde, Genesee County Economic Development Center presents on the project dashboard.  
Photo by: Jon Hrichak

## Community Outreach



FLREDC members and staff maintain close contact with community stakeholders throughout the year. In addition to stakeholder forums and public meetings, our council members, work team members, and the State Agency Resource Team (SART) regularly update community leaders and the public on council news and activities at the hundreds of board and community meetings they attend. Though informal, this consistent outreach over the years has played an important role in building and maintaining strong regional unity behind the Finger Lakes Forward strategic plan.

Council members and SART staff also promote CFA opportunities and accomplishments by speaking at milestone events for council-sponsored projects such as the Foodlink Kitchen opening and the Heritage Gardens groundbreaking this year. Collectively, these events help the council reach thousands of community residents. The council continues to promote programs funded through the

Consolidated Funding Application process. In 2017 the council continued to build on its poverty reduction goals by urging Finger Lakes CFA applicants to fill out an optional Pathways to Prosperity form that describes how an organization's project assists in moving individuals out of poverty, toward prosperity. This effort expands on last year's Anti-Poverty Impact Statement for Upstate Revitalization Initiative (URI) applications, supports the Governor's Empire State Poverty Reduction Initiative, and strengthens the alignment of the Rochester-Monroe Anti-Poverty Initiative with the FLREDC through the council's Pathways to Prosperity work team. The questionnaire is intended to identify and encourage ways applicants can reduce poverty, increase self-sufficiency and improve pathways to prosperity.

The council also continues to reach out to the community via its website and email database. As it has in the past, the FLREDC maintains an extensive email database of interested stakeholders and members of the public. The council uses the database to announce major council-related news and invite the public to council meetings and events. This important engagement tool continues to grow, connecting the council to more than 2,000 individuals across the region on a regular basis.

# Media



With our strategic plan implementation in full-swing, in 2017 the FLREDC ramped up its traditional and social media outreach, leveraging increased community interest in projects and activities funded through the council's plan.

This year, WROC-TV, in partnership with Greater Rochester Enterprise, aired several "Why Roc" segments on their morning news program related to Finger Lakes Forward projects, including North American Breweries' expansion and hiring plan, the FLREDC's "Top Performer" award at the 2016 regional council awards ceremony, and Clearwater Organic Farms' plan to expand and hire veterans and the underemployed. News radio WHAM 1180's Eyes on the Future radio show, produced and hosted by Greater Rochester Enterprise, also broadcast lengthy segments on several council priorities, with Eastman Business Park and the Photonics Venture Challenge among several council efforts featured on their program.

Also, as they have done for several years, council co-chairs Danny Wegman and Ann Kress met with media opinion leaders to keep these stakeholders and the public up to date on council activities and accomplishments. The co-chairs appeared on WXXI's Connections program, updating the community on council activities and taking calls from listeners. They were also joined by other council members in meetings with area newspaper editorial boards and reporters. In addition, several print and broadcast outlets regularly interviewed council members on priority projects and economic developments in the Finger Lakes region. With the creation of the #FLXFWD Twitter account, the council increased its public outreach on this social media platform, spreading news on the Finger Lakes Forward strategic plan. The account quickly gained followers, joining its Facebook page as an important outreach tool. Of course, the council's website remains the primary option on the internet to learn about upcoming events, read the strategic plan, and access a wide array of other information on the regional council.



FLREDC Members Vinnie Esposito, Regional Director, ESD, Dr. Anne Kress, President of MCC, and Wade Norwood, CSO, Finger Lakes Health Systems  
Photo by: Jon Hrichak

# Work Teams



The FLREDC's work teams continued their outstanding work in 2017 in support of the Finger Lakes Forward strategic plan. Volunteer stakeholders lead the work teams, sharing ideas, generating strategies, and tracking the council's priority projects. These leaders from the business community, higher education sector, non-profit organizations and labor groups possess the industry expertise and knowledge needed to assist the council in implementing the strategic plan, enhancing our region's competitiveness.

Last year the council realigned its work groups into work teams that correspond to the plan's three economic pillars, three economic enablers, and four quality of life foundational areas. An additional work team was formed to select a Downtown Revitalization Initiative awardee. The council maintained this structure in 2017. A complete list of the council's eleven work teams and its members can also be found in this report. This year, the work teams created dashboards to track performance in their sector. These dashboards include performance metrics, descriptions of regional collaborations, the status of priority projects, and information on workforce development efforts in each sector. Three work teams presented their dashboards to the council and community at each council meeting in 2017.

Additionally, work teams kept the project pipeline flowing by promoting CFA opportunities to their networks and identifying key projects that align with the strategic plan. Members also assisted the council by brainstorming new sector strategies and providing input on the 2017 Annual Report.

# Local Officials



The Finger Lakes Regional Economic Development Council continued its strong partnership with local government officials over the past year, working with elected leaders, staff, and economic development officials at all levels of government throughout the region. The participation by local government officials on the council and its work teams helps generate new strategies for economic development, and keeps the project pipeline filled with quality applications. Twelve local government leaders and two New York State Legislators serve as ex-officio members of the council.

Once again this year, Governor Cuomo's Downtown Revitalization Initiative (DRI) provided an opportunity for municipalities to contend for a \$10 million award to improve their downtown areas. The DRI's second round brought 7 applications from towns, cities, and villages throughout the region. After thorough review by a selection committee comprised of stakeholders with a region-wide focus, four municipalities were chosen to make presentations.

Council members and staff meet regularly with local officials, assisting with CFA questions, tracking local projects, and learning about new community and economic development projects in real time. As mentioned above, the efforts pay dividends in quality projects that drive local economic development and create jobs. This year, local governments submitted more than 100 project applications for REDC funding, an increase of more than ten percent over last year.

Thanks to continued engagement with our local elected and economic development officials over the years, these quality applications turn into important priority projects funded by the council that create jobs and improve the quality of life in the Finger Lakes region.



FLREDC Co-Chairs address at the August 2017 Public meeting  
Photo by: Jon Hrichak

# 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) 1,250-acre mega site**, is located in Genesee County in the Finger Lakes region but is only a few miles from Erie County in the **Western NY** region. In an unprecedented demonstration of multi-regional cooperation, STAMP is supported by the Western New York and Finger Lakes Regional Economic Development Councils as well as the Niagara, Western New York and Rochester trade unions. Each of these organizations recognizes that development of STAMP can transform the economies of both Buffalo and Rochester. As many as 10,000 new jobs could be created at the STAMP site and up to 50,000 jobs regionally when factoring in long term construction as well as supply chain 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. This \$600 million initiative, designated a Photonics Center of Excellence, will have its headquarters in the Finger Lakes and establish a Testing, Assembly and Packaging (TAP) facility at ON Semiconductor in Eastman Business Park. Aim Photonics will collaborate with partners to establish manufacturing standards, product certification, and workforce education training programs. 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 76 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 supported the installation of 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)**, located in Canandaigua actively promote the entire New York State wine industry, which is estimated to generate more than \$3.76 billion annually in economic benefits to 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 every region of New York State.

**Foodlink** is a food bank in the Finger Lakes and a provider of food to the 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 Foodlink completes its NYS funded community kitchen this year they will be able to expand those relationships with the other regional food banks.

**Finger Lakes Regional Prosperity Network (FLRPnet)** in Tompkins County and the **FLREDC Agriculture & Food Work Team** are partnering to expand the work being done to grow the Food-Processing sector and related industries, with the objective of creating quality jobs and increasing business investment. The initiative will provide support and resources to the growing number of start-up and existing food-processing companies that want to expand from small-scale production and niche markets into medium scale production.

**High Tech Rochester (HTR)** is a business incubator serving early stage through growth startups and manufacturing businesses in the Rochester, NY area. HTR was awarded a five-year, \$6 million New York State Energy Research & Development Authority (NYSERDA) sponsored initiative 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 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 interregional 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 **350 community stakeholders** representing all nine counties of the region serve on 11 Work Teams.

## 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
A. D.(Doug) Berwanger	Wyoming County Board of Supervisor
Elizabeth Claypoole	Cornell Coop. Extension Wayne County
Matt Cole	Commodity Resource Corp
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
Tom Macinski	Standing Stone Winery
John Noble	Synergy, LLC
Jan Nyrop	NYS Agricultural Experiment Station
Julie Pacatte	Batavia Development Corporation
Leah Perkins	Wegmans Food Markets
• 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
Hector Gonzalez	NYS Dept of Agriculture & Markets

## 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
• Theresa Mazzullo	Excell Partners, Inc.
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
Hubert Van Tol	PathStone Enterprise Center
Sue Vary	Ontario County
Kate Washington	City of Rochester
Maureen Wheeler	Livingston County
• Chris Whitman	Complemar, Inc.
Rama Yelkur	St John Fisher
lex Zapesochny	I-Cardiac
JaMone Turner	Empire State Development

**Key**

- Co-chair
- Council Member



## 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
Michael Byrnes	SEKO Worldwide
Frank Cipriano	Key Bank
Sarah Clark	US Senator Kristen Gillibrand
Adam Crandall	Refracton Technologies Corp.
James Croop	Bay Colony Capital
John DeLuca	Liberty Pumps
Beverly Demma	IDEX Corp
Robin Finnerty	Monroe County
Casey Fitzgerald	JPMorgan Chase
Michael Frail	Pulsafeeder, Inc.
• Leah George	Greater Rochester Enterprise
Katya Kaleta	Response Care, Inc.
Debbie Kurvach	Klein Steel
Mike Leach	ISCOR
Carl Luger	Bank of America Merrill Lynch
Cory Margand	SimpliShip
Tim McCall	US Dept. of Commerce
Mary Menz	Harris Corporation
Ronald Menz	US Customs & Border Protection
Tom Nespeca	Carestream
Jan Pisanczyn	SUNY Brockport, SBDC
Thad Schofield	City of Rochester
Mark Schrader	High Tech Rochester (HTR)
Mary Slack	Orolia USA, Inc (Spectracom)
Virginia Smith	US Small Business Administration(SBA)
Jerri Lynn Sparks	iCardiac Technologies, Inc.
Christopher Suozzi	Genesee County EDC
Trent Sutton	Littler Mendelson P.C.
Monica Taddeo	Visual DX
Steven Tranlli	Barclay Damon, LLP
Jim Trubits	Mohawk Global
Jon Yormick	Phillips Lytle LLP
Dulce Zahniser	Towpath Group International LLC
Carolyn Baker-Scott	Empire State Development

## Higher Education, Research, & Healthcare

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
Jerry Buckley	Hobart and William Smith College
Rob Clark	University of Rochester
Jorge Díaz-Herrera	Keuka College
<b>Anne Kress</b>	<b>Monroe Community College</b>
Dr. Heidi Macpherson	The College at Brockport
Robert Nye	Finger Lakes Community College
Deana Porterfield	Roberts Wesleyan College
Dr. Ryne Raffaele	Rochester Institute of Technology
• Peter Robinson	University of Rochester
Gerard Rooney	St. John Fisher College
Debbie Stendardi	Rochester Institute of Technology
Jim Sunser	Genesee Community College
Mark Taubman	UR School of Medicine and Dentistry
Vincent Esposito	Empire State Development

### Higher Ed Subteam: Life Sciences

Denise Battles	SUNY Geneseo
Christine Birnie	St. John Fisher College
Stephen Dewhurst	University of Rochester
Jay Eastman	Optel, Inc.
Josh Farrelman	University of Rochester
Kent Gardner	Center for Government Research
Greg Gdowski	University of Rochester
Mike Kennerknecht	University of Rochester
Theresa Mazzullo	Excell Partners
Mark Michaud	University of Rochester
Rick Richmond	STS Bio Polymers, SiMPore, Diffinity Genomics
Michael Riedlinger	High Tech Rochester
• Peter Robinson	University of Rochester
Deborah Stendardi	Rochester Institute of Technology
Hugh Thomas	Rochester Regional Health
Karen Whitbeck	Unither Pharmaceuticals
Alex Zapesochny	iCardiac
Maurice Zauderer	Vaccinex, Inc.
JaMone Turner	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 IDA
Ann Burr	Frontier Communications of Rochester
• 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/Town of Victor
Mark Masse	Genesee County Economic Development Center
Mark McAnany	Bergmann Assoc
Jim McIntosh	City of Rochester
Mark Meyerhofer	Time Warner Cable
Jeffrey Perkins	The LiRo Group
Rich Perrin	T.Y. Lin International Group
John Purcell	Fibertech Networks
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

## I&T Subteam: Broadband

• Sergio Esteban	LaBella Associates
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	PGreene, Municipal IT/Broadband Consulting
Phil Yawman	Finger Lakes Technology Group/Choice One Communications
Kevin Bush	NYS Dept. of Transportation
JC Smith	NYS Environmental Facilities Corp.

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

## Next Gen Subteam: 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.

Tara Boggio	T.Y. Lin International
Andrew Brady	XLR8 Team, Inc.
Steve Carter	Brand Networks
Kelsey Delmotte	Makeway
Richard Glaser	Merrill Lynch
Kimberly Hamer	VisualDX
Jennifer Hinton	RIT MAGIC Center
John Holland	D4, LLC
Yasmin Mattox	RIT Center for Urban Entrepreneurship
Ebony Miller	RIT Center for Urban Entrepreneurship
Cassandra Moffitt	Cowork/Grid
Stephen Mokey	Digitronik Labs
Dr. Art Papier	VisualDx
Kyle Psaty	Brand Networks
Suzanne Seldes	The Strong
Jim Senall	High Tech Rochester
Tory Van Voorhis	Second Avenue Learning
• Heidi Zimmer-Meyer	Rochester Downtown Development Corporation (RDDC)

## Next Gen Subteam: DIZ Video Game Industry Group

Jason Arena	Workinman
Mark Bocko	UR Center for Emerging & Innovative Sciences
Tonia Burton	Central Library of Rochester & Monroe County
Derrick Coley	Rochester Public Library
Colin Doody	Darkwind Media
Jon-Paul "JP" Dyson	The Strong, Int'l Center For the History of Electronic Games
Jennifer Hinton	RIT MAGIC Center
Dan Menelly	Rochester Museum & Science Center (RMSC)
Rob Mostyn	RIT
Tolley Reeves	Rochester Public Library
Jamal Rossi	Eastman School of Music
Suzanne Seldes	The Strong
Patricia Uttaro	Rochester Public Library
Tory Van Voorhis	Second Avenue Learning
Christopher Williams	A Gamer's Nostalgia
Chienliang Xu	UR Computer Science Department

## Next Gen Subteam: Eastman Business Park

Jeffrey Adair	Monroe County
Mike Alt	SIGNa Chemistry

Craig Bennett	Red Rochester
Matt Hurlbutt	Greater Rochester Enterprise
• Dolores Kruchten	Kodak
Arline Liberti	Kodak
Dan Ocorr	Kodak
Todd Oldham	Monroe Community College
Tim Palmer	Kodak
Bill Strassburg	Wegmans Food Markets
Phil Viruso	LiDestri Foods
Ed White	AIM Photonics

**Next Gen Subteam: WNY STAMP**

Matthew Calderón	Pembroke Central School District
Tom Carpenter	Clark Patterson Lee
Rick Henry	Clark Patterson Lee
LaMar Hill	Fusion Marketing Group
Matthew Hurlbutt	Greater Rochester Enterprise
• Steve Hyde	Genesee County Economic Development
Michael Jackson	Rochester Institute of Technology
John Jakubowski	Genesee County Economic Development
Tom Kucharski	Invest Buffalo Niagara
Mark Masse	Genesee County Economic Development
Todd Oldham	Monroe Community College
Tom Schulte	WNY Tech Academy
Jim Sunser	Genesee Community College
Chris Suozzi	Genesee County Economic Development
Rachael Tabelski	Genesee County Economic Development
Earl Wells	e3Communications

# 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.

Keith Babuszczyk	Rochester City School District
Elma Borcilo	Joe Morelle's Office
• Leonard Brock	Rochester-Monroe Anti-Poverty Initiative
Maggie Brooks	Rochester Genesee Regional Trans. Authority
Holli Budd	Farash Foundation
Alex Castro	PathStone Enterprise Center
Bill Clark	Urban League
James Cooper	Love Fellowship Worship Center
Corinda Crossdale	Monroe County
Colleen DiMartino	Greater Rochester Chamber of Commerce
Kathy Graupman	Greece Central School District
Jocene Henderson	Veterans Outreach Center
Dr. Jeff Kaczorowski	UR Pediatrics and The Children's Agenda
Ajamu Kitwana	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
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
Ebony Miller	RIT Center for Urban Entrepreneurship
Karen Springmeier	Finger Lakes Workforce Investment Board
Michele Sullivan	Wayne Finger Lakes BOCES
Sara Taylor	Rochester Rehabilitation Center
Julia Tedesco	Foodlink
Carol Tegas	Finger Lakes Performing Provider System
• Joe Wesley	Wegmans Food Markets
Barb Zappia	Greater Rochester Health Foundation
Joe Hamm	NYS Dept. of Labor

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

**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.

Chris Bell	Action for a Better Community
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
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
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
Jason Wadsworth	Wegmans Food Markets
Rachel Walsh	Greentopia
David Zorn	Genesee Finger Lakes Regional Planning Council
Anthony Hazzan	NYSERDA

## 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 Museum of Play
Bruce Barnes	George Eastman House
Don Bennett	Campground Owners of New York
Dr. Jonathan Binstock	Memorial Art Gallery
Ralph Craviso	Rochester Philharmonic Orchestra
Steve Dubnik	The Strong
Dan Fuller	Bristol Mountain/Roseland Waterpark
Deborah Hughes	National Susan B. Anthony Museum and House
Marc Iacona	Jazz Fest
Howie Jacobson	Red Rock 1886
• Don Jeffries	Visit Rochester
• Kelly Kiebal	Orleans County Job Development
Cynthia Kimble	Finger Lakes Tourism Alliance
Valerie Knoblauch	Finger Lakes Visitor Connection
Elissa Leuer	Livingston County COC & TPA
Dave Mansfield	Three Brothers Winery & Estates
Lynne Menz	Orleans County Tourism
Scott Osborn	Fox Run Vineyards
Kelly Rapone	Genesee County
Jamal Rossi	Eastman School of Music
• Pamela Reed-Sanchez	Seneca Park Zoo Society
Jeff Shipley	Seneca County Chamber of Commerce
Norm Silverstein	WXXI
Eric Szucs	Wyoming County Chamber
Christine Worth	Wayne County Tourism
Fred Bonn	NYS Parks, Recreation & Historical Preservation
Sharon Leighton	NYS Canal Corp.
Rich Parker	NYS Parks, Recreation & Historical Preservation



Rochester Fringe Festival  
Photo by: Erich Camping

# Downtown Revitalization Initiative Round II

## Selection Process and Regional Council Alignment

The Finger Lakes Regional Economic Development Council (FLREDC) voted to nominate the City of Batavia as the Finger Lakes Region's Downtown Revitalization Initiative (DRI) Round II community. That nomination followed a comprehensive and robust evaluation process. In May 2017, 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 seven entities. From those seven, the Committee, utilizing NYS's DRI criteria narrowed the applicant pool down to four finalists. In June 2017, 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 Batavia 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

The City of Batavia, birthplace of western New York, is the largest City of the Finger Lakes Region behind Rochester. Geographically central to Genesee County, Batavia is also centered between Buffalo and Rochester.

Downtown Batavia is a lively daytime place where historic three-story 19th century buildings are held dear, having suffered a mid-century urban renewal movement. While most physical structures were razed, this area remains densely populated (2,000 workers), pedestrian-oriented (one can walk from the center to any boundary in 5 minutes), and experiences extraordinary vehicular traffic with nearly 12 million people traveling through the district annually.

The Batavia Business Improvement District (BID) touts a mixed use, affordable neighborhood with access to jobs, community anchors, City and County services (Genesee County's seat). Despite the lack of natural amenities, BID has recreational opportunities including Austin Park, the YMCA and Jackson Square, host to the summer concert series. Local necessities such as healthcare (UMMC), groceries (Save-A-Lot and the downtown Public Market), Richmond Memorial Library, retail, restaurants and professional services are in the target area or in very close proximity. Downtown Batavia enjoys a Walk Score in the mid 80's, meaning most errands can be accomplished on foot.



## Ready for Investment

Downtown Batavia business leaders are committed to Batavia's future. These leaders have invested more than \$109 million in private capital over the last decade and continue to support community activities such as Jackson Square Concert Series, Christmas in the City and the 2015 Centennial Celebration. Elected officials and economic development leaders are equally as committed to downtown Batavia having inked an agreement to repurpose future tax dollars into revitalizing the City's urban core. These targeted investments should stem the tide of decline, reversing the City's alarming poverty trends, radiating benefits region-wide.

After years of planning, Batavia is now armed with "how" to tactically transform the City. The City's recently updated Comprehensive Plan, slotted for adoption in October 2017, has had extensive public input and dialogue and will act as a guide to Batavia's future. The resulting plan includes key recommendations that will accommodate new growth responsibly, enhance economic development and create dynamic neighborhoods. The update sets the stage for a new Form Based Zoning for the Downtown District and well as enhanced public streetscapes.

The DRI will immediately enable strategic plan implementation and propel current community development initiatives forward mobilizing new investment. Batavia's strategies will move local leadership beyond a planning and tactical front to a more thoughtful and deliberate quality of life emphasis of arts, culture, entertainment, wellness and prosperity for all.

Recently, City of Batavia leadership expressed an "All In" rally-cry setting a goal to achieve \$100 million public-private investment by 2022, placing emphasis on the central business corridor. The \$10 million DRI investment will be leveraged ten-fold to achieve this community objective.



## Boundaries

The City of Batavia Business Improvement District (BID), the central business district is still recovering from the devastating impacts of "urban renewal" of the 1960's. The 88-acre BID has great opportunity for property investments that will restore the historic character of Batavia and establish new reasons to live downtown.

Approximately 2,000 people work within the Batavia BID among the 220 diverse businesses, in addition to, City and County government also located in the district. However, the BID has multiple underutilized sites with some brownfield, vacant and abandoned buildings. Studies have revealed approximately 30% of the BID acreage is underutilized and more than 200,000 square feet of buildings require substantial investment.

Besides being the largest urban center in the Finger Lakes Region outside Rochester, Batavia can draw from a much larger population base because of its central location and other factors:

- The Downtown target area is easily accessible from the NYS Thruway exit which is equidistant between the Rochester and Buffalo metro areas (30-45 minutes) and their combined populations of 2.3 million people;
- Darien Lake Theme Park attracts more than 1,000,000 people annually, many who drive through the target area on Routes 5 and 33 and patronize restaurants, retail and services in Downtown;
- Batavia Downs, a mile away from Downtown, attracts 800,000 visitors annually;
- Approximately 35,000 vehicles pass through the target area on Route 5 daily; another 40,000 passes nearby on the NYS Thruway daily.
- An estimated 9,425 people are employed within the City limits. Of these jobs, 2,000 are within the proposed Batavia DRI district

Batavia's immediate trade area is defined as Genesee County or the Batavia Micropolitan, having 60,000 residents. A quarter (25%) of the county population is concentrated in the City of Batavia which is geographically central having multiple state highways traversing downtown in addition to I-90 and I-490 providing easy access to and from this Genesee County government post, regional commerce and employment hub.

Unfortunately, the City of Batavia's population is slowly shrinking, and poverty in the City results in a \$37,522 median household income, far below the Finger Lakes regional average. However, experts have emphasized that a reinvigorated downtown, introducing a more vibrant main street, could quickly reverse the City of Batavia population loss and begin attracting new retail, create jobs and invite more people to live downtown.

Significant to note, a priority FLREDC supported Upstate Revitalization Initiative is taking shape a short drive away. Batavia is preparing for population growth anticipated as a result of the Western New York Science and Technology Advanced Manufacturing Park (STAMP) planned 15 minutes from downtown Batavia, in the northwest corner of Genesee County. With more than 10,000 jobs predicted at full build out, the project could attract as many as 20,000 new residents into a County of 60,000 people. Many of those new residents will be millennials who appreciate urban lifestyles and gravitate toward downtown areas for living, culture and entertainment.

### **Batavia's Market-Based Strategies**

Batavia's future investment potential will be jumpstarted by three distinct market-based strategies where creativity and innovation become driving forces. City planning efforts support the following priority investment strategies for placemaking and innovation: Arts, Culture & Entertainment; Healthy Living & Wellness; and Prosperity for All.

- **Arts, Culture & Entertainment:** Batavia has a rich cultural history, one that is still alive with ethnic neighborhood pride today. The faith-based community is strongly represented among half a dozen century-old restored churches to modern sanctuaries. GO Art! leads arts programming across Genesee and Orleans Counties and are always quick to point to research showing that arts engagement results in better performing students. Years of planning has identified these

abundant, yet, underfunded and underutilized resources. Leveraging these assets would offer compelling ways to tell Batavia's story for the next century.

Leadership is poised for a purposefully organized downtown neighborhood in which individuals, couples and families from the entire Genesee region have an appetite for theatre, art shows and concerts celebrating community. Recently the City of Batavia celebrated 100 years in 2015, bringing together the business and cultural communities in a year-long celebration. Tree planting, historic walking trails, legacy gifts, multiple socials coalesced enthusiasm for living in Batavia we want the momentum to continue.

- **Healthy Living & Wellness:** Batavia must focus on many dimensions of health to include social, occupational, environmental, financial and physical wellness from walkability to brownfield redevelopment.

One of the largest collaborative community partnerships coming forward involves Rochester Regional Health (RRH) and the YMCA to create a Healthy Living Campus in the heart of downtown. The Genesee Area YMCA and RRH have developed a partnership with community leaders and stake holders to develop a comprehensive, multi-purpose health campus that will be located on a 10-acre site in the center of Downtown Batavia.

Initial surveys and feasibility studies have discovered a need to strengthen our rural community with more comprehensive and cooperative health services. The proposed healthy living campus will have a transformative impact on the revitalization of Downtown Batavia and will provide Genesee County with a first-class facility offering holistic, multi-generational health services that address disease prevention, wellness, nutrition, rehabilitation and therapy for the mind and body. The YMCA and RRH currently share independent facilities on this campus in a variety of obsolete structures with potential environmental issues and inefficient energy sources on poorly planned, underutilized acreage on the City's Main Street. This project provides an opportunity for the partners to strategically collaborate to create a downtown anchor that will improve the health of the community and, at the same time, promote economic development and revitalization in downtown Batavia.

The hospital is the County's largest non-government employer with 800 employees including 125 that work in the BID district. The hospital needs additional space for its own activities and to provide Class A medical office space for area health practitioners. Its main campus on North Street is fully built out with no space available for additional development and therefore this project will facilitate the hospital's expansion needs and support an estimated 50 jobs at the site.

The vision is to have a comprehensive and integrated health campus offering opportunities for:

- Wellness and prevention of serious health issues: exercise, weight management & nutrition programs;
- Rehabilitation: cardiac rehabilitation and physical therapy;
- Coordinated basic medical care for primary care and population health;
- Enhanced teaching campus for UMMC;
- Seeking AARP age-friendly community certification; and
- Community arts, culture and inter-generational social activities.

This integrated approach will also encourage additional employment growth for both entities. The medical portion of the building is anticipated to attract up to five businesses

with up to 50 employees, this is in addition to 50 new jobs at the hospital and 15 new jobs at the YMCA. It is anticipated that the project will generate the need for 115 additional employees. Employees at both facilities will be professionals with medical and physical fitness backgrounds that will earn good salary.

- **Prosperity for All:** The City of Batavia suffers from poverty where 1 in 3 children and more than 22% of the population live below the poverty line. The BID directly represents each of the City's six Wards, three of which are considered "highly distressed" by most standards. A primary tenet of the City's updated Comprehensive Plan, "prosperity" is thought to resonate as having a strong and diversified economy, quality buildings, a variety of quality housing options, engaged residents, and unique neighborhoods.

Savarino Companies by way of its Ellicott Station project will bring unprecedented prosperity to one of the most distressed neighborhoods within the City of Batavia, 36% of its residents now live in poverty. The significant \$17 million brownfield redevelopment will not only mitigate public health risk, it will transform the physical landscape and provide new

financial, emotional and occupational opportunities for Batavia residents. In fact, Savarino Companies will replicate a workforce training program used successfully at a Buffalo construction site to employ hard to place workers, pay above minimum wage and offer certification pathways to each participant. It is estimated the project will induce upwards of 136 temporary construction jobs and house more than 80 permanent jobs onsite not available on location since the turn of the century.

Other incremental investment is anticipated. Moody's Analytics and NYS Department of Labor have both forecast job growth in Batavia by 2022. However, DRI leadership will enable Batavia to deliver more creative solutions to support 10,000 veterans served in the tri-county area (Genesee, Orleans & Wyoming), design and deliver high quality mixed-income housing and strengthen educational programs leading to a sustainable and innovative economy.

A new DRI Local Planning Committee is now being established to finalize the City of Batavia's Strategic Investment Plan for this opportunity.



## Preliminary Project Thoughts

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

Project	Est Total Investment	Impact	Status	Economic Dev	Transportation	Housing	Community Dev
<b>Arts, Culture &amp; Entertainment</b>							
Newberry Place* & freshLAB	\$2,400,000	Historic building preservation; restaurant incubator to support 5 start-ups; strengthen industry; stop sales leakage; source regional ingredients expanding farm markets; new resident buying power living downtown	75% under construction; top floor to be completed when building begins to cash flow	✓		✓	✓
Theatre 56	\$500,000	Relocate community theatre downtown to leverage arts, entertainment and retail synergies	Site selection, fundraising	✓			✓
Jackson Square	\$375,000	Update concert venue; extend season; expand entertainment	Concept development	✓			✓
Batavia City Art Canvas	\$100,000	Public art, enhance culture, generate interest	2016 started first artist series	✓			✓
<b>Healthy Living &amp; Wellness</b>							
Healthy Living Campus*	\$22,500,000	State of the art facility on Main Street infill site; 115 new jobs; new health care programming	Planning nearly complete; draft design docs; prep for capital campaign	✓			✓
Batavia Public Market*	\$24,000-\$750,000	Expand farmers market; extend harvest season; R&D	Planning	✓			✓
<b>Prosperity for All</b>							
City Centre	Significant	Reposition prime 15 acres on Main Street, add liner building on Bank Street	Capital Planning/Mgt negotiations	✓		✓	✓
45-47 Ellicott Street	\$5,625,000	Lease-up 1st floor retail, renovate upper floors for best use	Tenant recruitment, Concept development	✓		✓	✓
Carrs ReBorn	\$5,250,000	Overhaul a 45,000-sf vacant Main Street department store, thriving center of commerce	Concept development; LOI	✓		✓	✓
Ellicott Street Corridor	\$4,500,000	Enhance Ellicott Trail bike lanes along Route 63; bury utilities; augment façade program	Trail construction 2017; Concept development	✓	✓	✓	✓
Historic Masonic Temple*	\$1,200,000	Install elevator for upper floor access; market and improve for highest and best uses featuring original public assembly spaces	Rework scope to meet budget	✓		✓	✓
Batavia Wireless	\$125,000	Introduce WIFI downtown	Research	✓			✓
Downtown Branding	\$100,000	Galvanize a compelling brand for Batavia's civic core	Concept development	✓			✓
		<b>*FLREDC CFA commitment</b>					

# Downtown Revitalization Initiative



**Geneva: Round 1 Winner Update** :The infusion of \$10 million from Round 1 of Governor Cuomo’s Downtown Revitalization Initiative served as a tipping point, accelerating the City of Geneva’s revitalization effort in a truly meaningful way; and cementing downtown Geneva’s position as a key contributor to the region’s economic success.

## Planning for Success

The City’s vision is highlighted in its Comprehensive Plan, funded in partnership with the New York State Energy Research and Development Authority. The plan sets a clear vision, and creates a measuring stick by which we judge all investments, including suggested Downtown Revitalization Initiative allocations. These core values were developed with nearly 18 months of civic engagement with residents and key stakeholders from around the region.

## Smart Investments

The project represents a mix of public and private investments, with the opportunity to leverage nearly \$13,000,000 in additional investment, over and above the DRI allocation.

As part of Geneva’s comprehensive planning process, the community identified several critical infrastructure projects many of which likely could have taken decades to complete without state support. Infrastructure investments supported by DRI include:

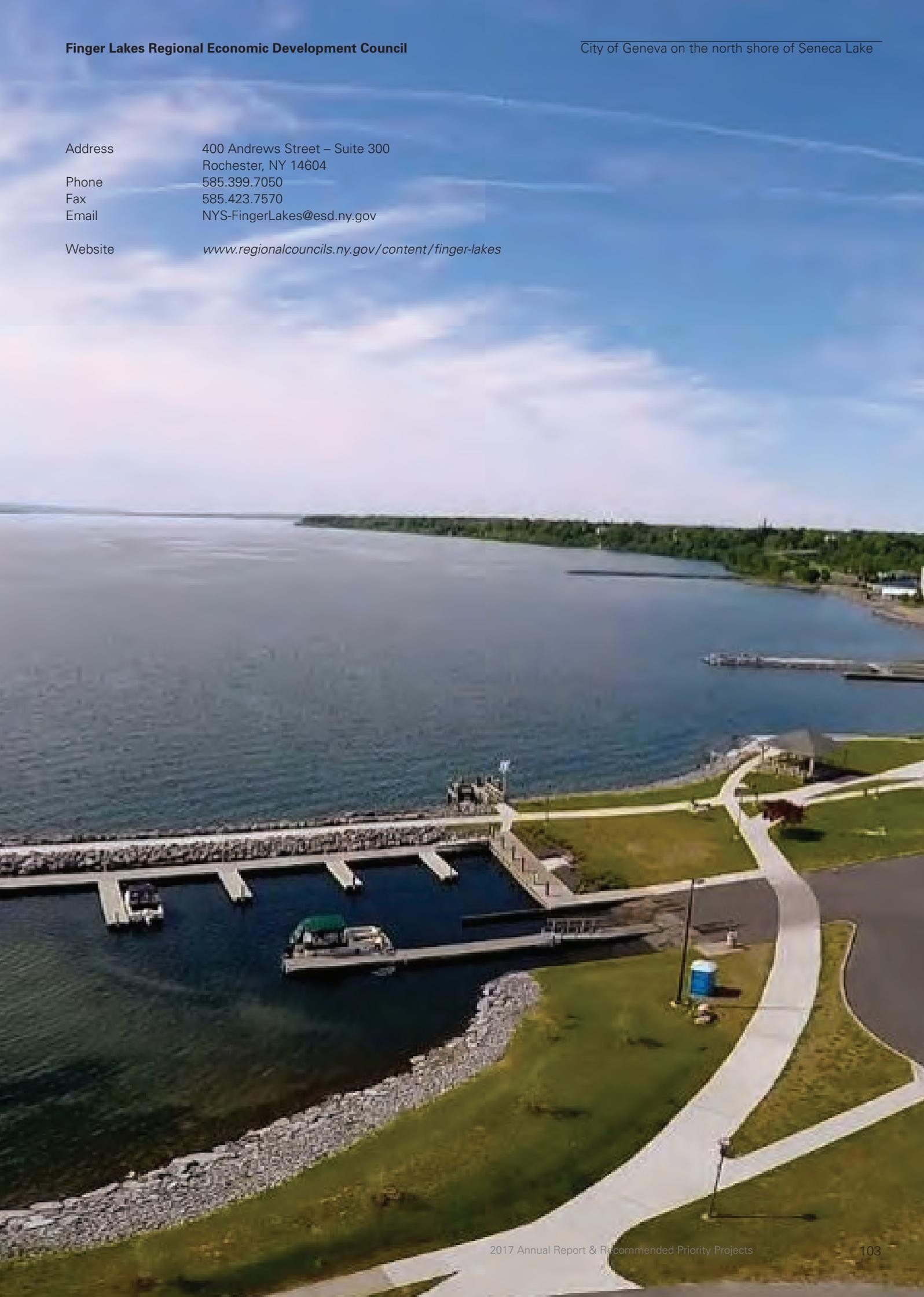
- **Complete Streets Approach to Routes 5 and 20:** One of the most critical assets of the Geneva community is its unparalleled stretch of Seneca Lake shoreline. The City maintains a sixty-acre public space, which in partnership with New York State, has evolved into an incredible civic and recreational amenity. Unfortunately, to date it has been severed from downtown by a stretch of 5-lane highway in Routes 5 and 20. DRI and City funds will support the transformation of this arterial highway into a multi-modal boulevard, seamlessly connecting downtown Geneva with Seneca Lake in true urban form.
- **Development of a Public Marina:** In partnership with the State of New York, the City has developed a six-phase plan for transformation of the City’s lakefront to a regional hub for water-based recreation. The City and State have partnered on completion of three phases of the plan to date. The City Marina is phase 4 of the plan, which will be executed as part of DRI implementation.
- **Improve Downtown Broadband Infrastructure:** Diversifying the region’s economy means creating a state of the art communications infrastructure. Downtown Geneva is rapidly becoming a hub for the financial services and healthcare sectors. Without reliable, high speed communications connectivity, Geneva could not sustain this effort. DRI funds will be used to support open access fiber optics broadband infrastructure over a 1.5 mile loop through downtown.
- **Streetscape Enhancements:** Private sector investment in Geneva’s historic structures has been a focus of the community for the last decade. With most buildings receiving some level of preservation investment, the time has come to turn to the public realm, with improvements to signage, lighting, street furniture, and pedestrian enhancements.
- **Pedestrian-Driven Intersection Improvements:** The northwestern gateway to downtown is marked by a five-point intersection that is difficult to navigate for pedestrians and cyclists. DRI funds will tame the intersection to ensure an attractive, functional gateway for all modes.

- **Gateway Sign:** With the added investment afforded by the Downtown Revitalization Initiative, downtown Geneva will become an even more special place. This attractive, celebratory feature will delineate your arrival into this federal and state recognized historic district and economic hub.

Critical infrastructure investments pave the way for private economic activity, and bolster confidence in the Geneva market. The Downtown Revitalization initiative also incentivizes private sector projects to leverage valuable private investment. The following private sector projects are supported through DRI:

- **Seneca Lake Solar Village:** Local developer Small Grid has proposed the development of over fifty dwelling units, with a mix of permanent and seasonal occupancies. The projects will be fueled by Small Grid’s “Lifecube” technology, which regulates the home’s energy consumption to ensure total sustainability. The project is located on a critical pedestrian link between downtown and the Seneca Lake shoreline.
- **Brewery and Education Center:** A long-vacant, historic theater in the heart of downtown Geneva will be preserved and repurposed into Finger Lakes brewer Twisted Rail as their central brewing hub, tasting room, and brewery education center. In addition to brewing and a restaurant, the firm is developing partnerships with regional educational partners to establish formal and informal workforce development programming at the site.
- **Patent Block Redevelopment:** Located along a critical access point into downtown, the historic Patent Block has remained vacant, blighted, and deteriorating for over a decade. This project will redevelop the unique historic asset into two street-level storefronts and upper story apartments; several with spectacular views of Seneca Lake.
- **Dove Block Redevelopment:** One of Geneva’s most famous residents, impressionist Arthur Dove, is renowned as groundbreaking in the art community. His family developed this historic structure in downtown Geneva, and Dove created many of his critically-acclaimed works from its third floor. The redevelopment project will include repurposing of the lower floors to retail space and dedication of the third floor as gallery space, celebrating Dove’s impact on modern art.
- **Smith Opera House Enhancements:** One of Geneva’s most revered historic assets, the Smith Opera House, has seen tremendous investment in its main theater over the last two decades. Unfortunately, critical infrastructure to support the theater has gone unaddressed. DRI funds will support improvements to the visual appeal of the theater and investments in its unique Cabaret space.
- **Fund for Adaptive Reuse:** Historic preservation and adaptive reuse can be challenging and expensive; elements that contributed to sprawl and downtown abandonment for decades. This fund will serve as an offset for developers seeking to revitalize historic structures throughout the downtown. Project sponsors are beginning to meet with state agencies on contract details now, and most projects are ready to commence immediately. In the very near term, regional stakeholders will begin to see the transformational nature of this innovative state, local, and private partnership.

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**2017**

**Annual Report &  
Recommended  
Priority Projects**



**Finger Lakes  
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