# Table of contents

## 1 Executive Summary
- 2 We’ve Reached A Pivotal Moment
- 8 Community & Local Government Engagement
- 10 Interregional Collaboration

## 2 Progress
- 11 State of the Region
- 12 General Economic Indicators
- 16 Quality of Life Indicators
- 20 Status of Past Priority Projects
- 20 Priority Project Progress
- 23 Aggregated Status of All Past Priority Projects
- 23 Leverage of State Investment in All Past Priority Projects
- 24 Mapped Status of Past Priority Projects
- 26 Status of All Projects Awarded CFA Funding
- 26 Aggregated Status of All CFA Projects
- 27 Detailed List of Projects Delayed or Terminated
- 28 Leverage of State Investment in All CFA Projects
- 28 Job Creation

## 3 Implementation Agenda
- 29 Implementation of 2015 State Priorities
- 31 Regional Economic Cluster Plan
- 34 Opportunity Agenda / Rochester-Monroe Anti-Poverty Initiative
- 40 SUNY 2020
- 41 Global NY
- 46 Cleaner, Greener Communities Program
- 49 START-UP NY
- 52 NYS Incubator and Hot Spot Programs
- 53 Honoring Veterans
- 57 NY Rising / Penn Yan Reconstruction
- 60 Implementation of Key Regional Priorities
- 61 Regional Strategies
- 72 Proposed Priority Projects
- 109 Overall Investment Ratio for Proposed Priority Projects
- 109 Proposed Priority Projects Relating to State Priorities
- 110 Map of Proposed Priority Projects
- 112 Additional Priority Projects
- 113 Five-year Pipeline Initiatives

## 4 Upstate Revitalization Initiative
- 115 Revitalization Plan Preview

## 5 Conclusion
- 119 A United Community

## 6 Work Groups
- 121 Work Group Descriptions & Membership Lists
- 131 Work Group Dashboards
Council Members

Joel Seligman, Co-Chair
President & CEO, University of Rochester
Danny Wegman, Co-Chair
CEO, Wegmans Food Markets
A. Douglas Berwanger
Chair, Wyoming County Board of Supervisors
Maggie Brooks
County Executive, County of Monroe
David B. Callard
Chair, Orleans County Legislature
Raymond Cianfrini
Chair, Genesee County Legislature
Richard Colacino
Supervisor, Town of Arcadia
Matt Cole
Vice President, Commodity Resource Corp.
Charles Cook
President, Liberty Pumps Inc.
Timothy Dennis
Chair, Yates County Legislature
William W. Destler
President, Rochester Institute of Technology
Donald Earle
Chair, County of Seneca Board of Supervisors
Hilda Rosario Escher
President & CEO, Ibero American Action League
Eric Gott
Chair, Livingston County Board of Supervisors
Steve Griffin
CEO, Finger Lakes Economic Development Center and Yates County Industrial Development Agency
Brooks Hawley
President, City of Batavia, City Council
Pamela P. Heald
President & CEO, Reliant Community Federal Credit Union
James D. Hoffman
Chair, Wayne County Board of Supervisors
Tony Jackson
President, Panther Graphics
Dr. Anne M. Kress
President, Monroe Community College
Tom Macinski
President, Standing Stone Winery
Jack Marren
Chair, Ontario County Board of Supervisors
Theresa B. Mazzullo
CEO, Excell Partners, Inc
Augustin Melendez
President, Hillside Work Scholarship
Andrew Moreau
CFO, Precision Packaging Products
Joseph D. Morrelle
State Assembly Majority Leader, 136th District
John Noble
CEO, Synergy, LLC
Mark S. Peterson
President & CEO, Greater Rochester Enterprise
Joseph E. Robach
State Senate, 56th District
Robert S. Sands
CEO, Constellation Brands, Inc.
Amy Tait
President, CEO & Chairman, Broadstone Real Estate, LLC
Lovely Warren
Mayor, City of Rochester
Christine Whitman
President, CEO & Chairman, Complemar, Inc.
David Young
President, Rochester Building & Construction Trades Council
Vincent Esposito
Regional Director, Empire State Development

Photo by: Adam Fenster
The Finger Lakes region of New York is in the midst of an economic revitalization and our progress is the direct result of the state’s new and revolutionary approach to economic development.

For decades, New York State’s economy could best be characterized by Charles Dickens’ immortal line – It was the best of times, it was the worst of times. Downstate grew and thrived, while upstate New York struggled and steadily lost jobs and population as its manufacturing sector – long a bedrock of the region’s economy – continued a steep decline.

Over the last four years, this narrative has changed dramatically thanks to the leadership of Governor Andrew Cuomo and the New York State Legislature and their historic commitment to the revitalization of the upstate economy.

The creation of the Regional Economic Development Council initiative in 2011 has propelled the renaissance of the Finger Lakes region in immeasurable ways. The more than $300 million in state funds awarded to the region over the last four years – including our designation as a “Best Plan Awardee” in 2012 and 2014 – has enabled us to make real and substantial progress in our transformation to a diverse knowledge-based economy.

As importantly, the process has fostered the level of collaboration necessary to seize new opportunities and tackle barriers to growth on a region-wide scale.

There are many examples of our region’s economic revitalization. New York State support was instrumental in the recent AIM Photonics award, which will be headquartered in Rochester. State investments have also played a critical role in the revitalization of downtown Rochester, and new developments at College Town, CityGate, and in Geneva, Canandaigua, and Penn Yan. Eastman Business Park is on track to become a global center of technological innovation and the STAMP site in Genesee County is poised to become a key component of New York State’s next-generation manufacturing infrastructure.

While we are proud of the progress achieved over the last four years, we are also cognizant of the fact that too many of our region’s residents have been unable to participate in the Finger Lakes’ growing prosperity. The Council is working closely with the Rochester-Monroe Anti-Poverty Initiative, which is supported by the Governor’s Rochester Anti-Poverty Task Force, and other organizations to reduce poverty and overcome the barriers to opportunity.

In this year’s report, the Council recommends that the state continue to invest in several key multi-year projects and has identified new priority projects that will enhance workforce development, advance redevelopment efforts in rural and urban communities, strengthen key industry sectors, foster academic-industry R&D partnerships, and improve the quality of life of the region’s residents. Collectively, these projects will generate $531 million in total investment and create 7,580 jobs.

The Finger Lakes is now poised to accelerate its rebirth through the Upstate Revitalization Initiative (URI). While the Finger Lakes’ URI proposal will be submitted to the state in the coming weeks, this Progress Report demonstrates how the region has created the foundation – due in great part to state support – for the successful implementation of its plan. The new projects and initiatives detailed in this report also reflect the strategies and priorities identified in our URI proposal.

As co-chairs we are especially grateful to Governor Andrew Cuomo, Lieutenant Governor Kathy Hochul, and Howard Zemsky, president of Empire State Development, for their support. We also want to express our gratitude to the other 32 members of the Council, our tireless Steering and Scoring Committees, the 450 members of our 20 Work Groups, the more than 3,000 public participants in this year’s process, and the dedicated professionals in the Executive Chamber, Empire State Development, and all the state agencies that helped facilitate the Council’s work. We also want to recognize and thank Mark Michaud, Bill Strassburg, Mitch Christensen, and Josh Farrelman for their contributions to the preparation of this report and the countless others who work to ensure a bright economic future for our region.

Danny Wegman
CEO, Wegmans Food Markets

Joel Seligman
President & CEO, University of Rochester
We’ve reached a pivotal moment

The Finger Lakes region of New York State has reached a pivotal moment on the path to economic revitalization and is now poised to accelerate its transformation.

The more than $300 million in support that the state has provided the region over the past five years through the Regional Economic Development Council (REDC) process is having a profound impact and the Upstate Revitalization Initiative (URI) provides a once-in-a-lifetime opportunity to build upon this progress and further advance economic growth at a speed and on a scale previously unimaginable.

The region has arrived at this point due to the leadership and sustained commitment of Governor Andrew Cuomo and the New York State Legislature to not only revive the economy of upstate New York, but also – as in the case of the photonics institute award recently announced by Vice President Joe Biden – enable the Finger Lakes region to reclaim its historic role as a global center of technological innovation.

State economic development support over the last four years has served as a catalyst, creating the confidence and momentum necessary to attract substantial additional investments.

The evidence of the region’s revival is strong:

- A total of $115 million in support has been committed by New York State to the University of Rochester and the Rochester Institute of Technology as part of the American Institute for Manufacturing (AIM) Integrated Photonics to establish Rochester as the national headquarters of the federal Institute of Manufacturing Innovation for Integrated Photonics and facilitate efforts to make the region a global leader in an emerging field of technological innovation that will potentially generate thousands of jobs in the coming years.
- The $800 million in private sector real estate investment planned and under way in Rochester – anchored by state support for the redevelopment of the Sibley Building and the Midtown Rising project – will create a Downtown Innovation Zone that revitalizes the region’s urban core and fosters the creation and growth of new technology companies.
- More than $1 billion in planned new private investment in agricultural and food production projects in the Finger Lakes region are the product of state support for the workforce development, site infrastructure, R&D, and marketing programs necessary to enable growth and attract new food production companies.
- State support has catalyzed more than $500 million in private sector development at College Town, CityGate, I-Square, and on the waterfronts of Canandaigua, Geneva, Penn Yan, and the Port of Rochester, creating new and vibrant focal points of business activity and residential life.
- With state support and leadership, Eastman Business Park (EBP) has overcome barriers to redevelopment and growth, is home to 57 companies and 4,500 non-Kodak employees, and is now poised to become a national hub of next generation manufacturing in energy storage technologies, functional films, biomaterials, and a new industry focus: food processing.

While the progress the Finger Lakes has witnessed over the last four years is substantial, the Council recognizes that serious challenges remain to be overcome and that economic opportunities need to be extended to more of the region’s residents. The City of Rochester has some of the highest rates of poverty in the nation and is home to some of the state’s poorest performing schools. Poverty is also a barrier to opportunity in many of the region’s other cities and rural communities.

The Rochester-Monroe Anti-Poverty Initiative (RMAPI), launched as part of the Governor’s 2015 Opportunity Agenda, represents an historic effort to achieve the coordination and collaboration necessary to break the cycle of generational poverty and provide a path to employment for more of the region’s residents.

The Council is working closely with RMAPI to identify and develop strategies and new initiatives that will connect underserved residents with the resources and education and training programs needed to enter the workforce and share in the region’s growing prosperity.
The key to the region’s recent success has been the spirit of collaboration fostered by the REDC process which has enabled the region’s leaders and stakeholders to set aside parochialism, break down barriers to progress, and create a common blueprint for future economic growth. The contents of this Progress Report and the region’s URI proposal are the product of the efforts of 34 members of the Finger Lakes Regional Economic Development Council and the more than 450 Work Group members whose guidance and contributions have been essential.

The funds invested by the state to date have allowed the region to strengthen key institutions, repurpose legacy assets, identify and support hubs of industrial activity and emerging technology sectors, revive communities, and improve the quality of life of the region’s residents.

**Upstate Revitalization Initiative**
An unprecedented opportunity now exists to build upon these achievements, strengthen the region’s core assets, and generate both immediate and sustained economic growth. The Finger Lakes’ URI plan – which will be submitted to the state on October 5 – emphasizes the capabilities that make the region unique within New York State and enable it to compete nationally and globally.

The plan – which was based on an extensive and comprehensive quantitative and qualitative analysis – calls for strategic investments in core job drivers, or pillars, through which the Finger Lakes can achieve transformative growth, including Optics, Photonics, and Imaging, Agriculture and Food Production, and the development of Next-Generation Manufacturing and Technology at hubs like EBP, the Science and Technology Advanced Manufacturing Park in Genesee County, the Rochester Downtown Innovation Zone, and other key sites.

The URI plan also calls for investments in three core enablers – areas that facilitate and further spur economic growth within key pillar industries, including Pathways to Prosperity efforts to reduce poverty and strengthen workforce development, Entrepreneurship and Development support for early-stage business growth, and Higher Education and Research.

The Finger Lakes URI plan will catalyze significant regional economic growth and generate thousands of new jobs over the next five years. The Council has identified additional private investment, business activity, wage growth, and R&D funding that will well exceed the state’s 5:1 private to public leverage requirement.

**A Record of Progress**
This year’s report provides details on the progress of 372 projects that have received state support through the REDC and Consolidated Funding Application (CFA) process. These projects represent almost $2 billion in total investment and 2,208 new permanent jobs. This report also identifies new projects that will accelerate progress in several key areas.

These investments have helped to propel significant growth. During the last four years, the region has created 25,000 jobs and the unemployment rate in the Finger Lakes has dropped from 8.0 percent in June 2009 to 5.1 percent in June 2015. The Rochester Metro Area accounts for more than 5.7 percent of the New York State’s exports, making it the second largest exporting region in the state behind only New York City.

In 2012, the Council established the goal of creating 50,000 jobs and the region has now crossed the halfway mark. Despite ongoing challenges and continued job losses at the region’s major employers, the Council is confident it will achieve this target in the near future provided the state makes the necessary investments in projects that will propel job growth.
The Council continues to develop and implement plans in response to the Governor’s initiatives to strengthen key manufacturing sectors, reduce poverty, strengthen the region’s SUNY institutions, expand exports, attract and grow new technology companies, rebuild communities after natural disasters, promote smart growth and sustainability, and support the state’s veterans.

- **Regional Economic Cluster Plan – Optics, Photonics, and Imaging Sector:** The Council has identified the OPI sector for both its Regional Economic Cluster Plan and as a key pillar in its URI proposal. The plan will build upon the region’s unparalleled core assets and strengthen its global leadership in this field.
- **Opportunity Agenda:** The Council is focused on efforts to connect underserved workers with the resources and training required to enter the workplace and reduce poverty. The Council has expanded its Opportunity Agenda and is now working closely with the Rochester-Monroe Anti-Poverty Initiative (RMAPI) and other organizations to implement anti-poverty programs.
- **SUNY 2020:** The Council is recommending state support for projects at Monroe Community College, SUNY Geneseo, and Cornell University’s New York State Agricultural Experiment Station that focus on workforce development, business support, and incubation.
- **Global NY:** The region continues to implement the Finger Lakes Global NY Plan developed last year and create the coordinated and comprehensive set of international trade services necessary to support existing exporters, enable more firms to enter global markets, and attract more foreign direct investment.
- **START-UP NY:** The START-UP NY program is an essential tool in creating the academic-private sector partnerships necessary to attract new companies and spur the growth of new firms based on academic innovation. Eight colleges and universities in the region are participating in START-UP NY and, to date, 12 companies have been accepted into the program.
- **Cleaner, Greener Communities Program:** The Council continues to implement the principals identified in the Finger Lakes Sustainability Plan that will improve the health, safety, and affordability of the region for current and future generations.
- **NYS Business Incubator and Hot Spot Programs:** State support for incubators and business support programs in high-technology, urban entrepreneurship, and food production have strengthened the region’s ecosystem of business creation and growth.
- **Honoring Veterans with Employment Opportunities:** Members of the Council’s Veterans Task Force have been a driving force behind efforts to better coordinate support services and education and training programs available for veterans of the U.S. Armed Forces.
- **NY Rising:** State support and leadership have been essential to ongoing efforts to rebuild communities in Yates County after devastating storms in May 2014 and Ontario County after multiple storms over the last two years.

2015 New York State Initiatives

The Council’s 2015 Progress Report emphasizes the following key strategies, which were first developed in 2011 and have subsequently been adjusted and revised based on input from the Council’s Work Groups and the state’s Strategic Implementation Assessment Team.

- **Key Regional Strategies**
  - The Council continues to support partnerships between academia, industry, local government, and community organizations to expand access to workforce development programs and resources. These efforts are essential to maintain the region’s competitive advantage in possessing one of the nation’s most highly-skilled workforces, address the skills gap to fill a growing number of positions in healthcare, manufacturing, and construction fields, and extend these opportunities to the region’s underserved communities, displaced and hard to place workers, and veterans.
  - The Council continues to support the closer integration of the region’s industry sectors and institutions of higher education. The Finger Lakes area colleges and universities not only produce graduates with degrees in science and engineering at some of the highest per capita rates in the nation, but these institutions are also a source of technological innovation that can be translated into new products and companies. The Council will continue to leverage state programs — such as START-UP NY, the Centers of Excellence, Centers for Advanced Technology, Regional Technology Development Centers, Innovate NY, and Innovation Hot Spots — to accelerate the creation and growth of early-stage technology companies and foster academic-industry R&D partnerships.
  - The Council continues to support investments that will create hubs of next generation manufacturing and technological innovation and other sites that will enable the region to attract new companies and allow existing enterprises to expand their operations. The Council also continues to support efforts that will strengthen communities and infrastructure, enhance quality of life, and make the region a special place to live, work, and play.
  - The Council also continues to pursue strategies and initiatives that will strengthen institutions and innovation in key regional sectors, including Advanced Manufacturing, Agriculture and Food Production, Business Services, Energy Innovation, Healthcare, Life Sciences, Optics, Photonics & Imaging, and Tourism and the Arts.
Regional Veterans Service Center will help eliminate barriers to employment and support the upward mobility of veterans of the Armed Services.

- The Science and Technology Advance Manufacturing Park (STAMP) will create an industrial mega-site in Genesee County that will attract the next generation of nano-scale, bio-manufacturing, and advanced manufacturing companies to New York State.
- The Finger Lakes leads upstate in Life Sciences R&D and economic activity. An expansion project at Unither Pharmaceuticals will strengthen private sector growth in this field.
- The region will continue to support programs that address the barriers to opportunity in underserved communities. The expansion of the Boys & Girls Club of Rochester will enable the organization to increase programs and services for disadvantaged and at-risk youths, the Community Entrepreneurship Training and Micro Loan Program will foster minority- and women-owned small business creation in low-income communities, and the expansion of the Foodlink Food Hub will train low-income workers and increase access to healthy foods.
- Building on the recent AIM Photonics award, the region will continue to strengthen its global leadership in the field of Optics, Photonics, and Imaging. The Rochester Regional Photonics Cluster will create a shared use facility that will enable local companies to develop cutting edge optics technologies and Kingsbury will expand its touchscreen manufacturing facility at Eastman Business Park.
- New investments in academic R&D at the University of Rochester Goergen Institute for Data Science and the Additive Manufacturing Center at RIT will position the region as a national leader in these emerging high technology fields, attract substantial new research funding, and promote academic-industry partnerships.
- Several new Tourism and Arts projects will strengthen the region’s quality of life, draw more visitors to the Finger Lakes cultural and recreational attractions, and expand local business activity. Renovations at the Eastman School of Music will enable it to expose more students – including low-income residents of Rochester – to music programs. The expansion and renovation of the Seneca Park Zoo in Rochester will create a first-class tourist destination and a new Inn at Bristol Mountain Winter Resort will attract more visitors to the region from other states and Canada.
- New infrastructure projects will position the region for future development. The Seneca County Rte 318 Sewer Expansion project will enable business and residential growth, which will accelerate with the opening of a new casino. The Dresden Power Plant Gas Conversion project will provide new energy capacity in Yates County and reduce greenhouse emissions.

The Council has also identified a number of other projects that have applied for funding from various state agencies through the CFA process that it believes will advance important regional priorities. The Council has also listed “pipeline” projects that it believes should be considered for state funding in future years.

2015 Recommended Priority Projects
The Finger Lakes Regional Economic Development Council recommends the following transformative projects for funding. These projects are aligned with the pillars and enablers identified in the Council’s URI plan and recommends additional investments in the region’s communities and quality of life. Collectively, these projects represent $396 million in total investment and will create 5,159 jobs.

- Several new projects will help the region’s farmers, food processors, and food entrepreneurs develop new products, expand their operations, access new markets, and reduce their environmental impact. Renovation and expansion of the Cornell University’s Agriculture Food & Technology Park and the New York State Agricultural Experiment Station will provide entrepreneurs with the resources and expertise to develop new businesses and expand operations. While the region is a highly desirable location to establish food production operations, it lacks the shovel ready facilities that are a precondition for site selectors. New investments at the LeRoy Agriculture Food Technology Park, the Genesee Valley Agri-Business Park, and the Medina Business Park will address this gap. An expansion project at Marquart Brothers in Wyoming County will increase demand for locally grown produce.
- Several projects will create mixed-use developments that restore historic structures, improve quality of life, reinvigorate the region’s urban core, and create focal points of investment, housing, business, and tourism-related activity. These include the renovation of the Rochester Convention Center and the Sibley Building and the creation of a new public space at Metropolitan Square in downtown Rochester, the Pinnacle North project in Ontario County, and the Bents Opera House restoration project in Orleans County.
- New investments will strengthen the region and the state as a global hub of innovation in new battery storage technologies. Cadenza Innovations and NOHMs Technologies will expand their battery production operations and the NY-BEST Test and Commercialization Center will add capabilities that enable academic researchers and companies to more quickly bring their energy storage technologies to market. All of these projects are located at Eastman Business Park.
- Projects at the region’s institutions of higher and secondary education will create new capacity in order to retain the region’s highly-skilled workforce, meet the growing needs of companies for skilled workers, and extend employment opportunities to underserved communities and veterans. Expansion projects at Roberts Wesleyan College’s Smith Science Center, St John Fisher College’s Wegmans School of Pharmacy, and Keuka College’s Center for Business Analytics and Health Informatics will generate more graduates in the fields of healthcare, science, engineering, and business management. The renovation and modernization of the Monroe Community College’s Applied Technologies Center and the Middle Skills Advanced Manufacturing Secondary Education project will strengthen the region’s workforce development pipeline, and the new

Center photo by: Adam Fenster; Right photo by: Matt Wittmeyer
Public input

The Finger Lakes Regional Economic Development Council created two forms – located on the Council’s website – to allow public input into the Council’s 2015 work. The forms solicited ideas for strategies and areas of focus in the strategic planning process and specific transformative projects that could be funded through the CFA or URI. To date, more than 500 comments have been submitted and reviewed by the Council and Work Groups.

The Council released drafts of its URI plan and 2015 Progress Report and Recommended Priority Projects in August. Public comments were collected via a form on the Council website and during a portion of the Council’s meeting in September that was dedicated to public input on the URI plan. In total, more than 100 public comments were submitted in response to the draft reports.

Finger Lakes Regional Economic Development Council members and staff have spoken to more than 1,000 stakeholders, government leaders, and citizens at various groups throughout the Finger Lakes region in an effort to inform area residents of the unique opportunity the URI competition brings to the region. The Boston Consulting Group – which assisted in the development of the URI plan – has interviewed 123 regional stakeholders to provide input on strategic direction for the Finger Lakes URI plan.

Media

Council co-chairs and members met with the editorial boards of key regional papers, including the Democrat & Chronicle, Finger Lakes Times, and Batavia Daily News. These sessions provided an opportunity to inform opinion leaders of the work being done to prepare the region’s URI submission and Progress Report, inform the public via resulting news stories and editorials, and drive public input and engagement.

Council members participated in live call-in shows on the area’s leading news radio stations, including WHAM’s Eyes on the Future and WXXI’s Connections with Evan Dawson.

All of the region’s news outlets have covered the Council’s activities with respect to creation of the URI plan and Progress Report. Coverage includes news articles, opinion pieces by columnists, editorials, and op-ed columns written by Council co-chairs and members. The robust news coverage served to keep the public updated on Council activities and drive additional public input.
Local government engagement

Staff and Council members routinely interact with and reach out to local government officials to solicit input. Presentations were made to more than 500 local government officials during annual meetings of the Monroe County Association of Villages, the Genesee Finger Lakes Regional Planning Council, and a monthly meeting of the Monroe County Town Supervisors Association. Twelve local government leaders from across the region and two members of the New York State Legislature serve as active ex-officio members of the council, providing critically-needed input on strategic direction and potentially impactful projects. Elected officials, economic development directors, and other staff participate in the Council’s 20 Work Groups, ensuring the perspective of local government is incorporated in the planning process. Council members and staff consult and meet directly with local government economic development staff to solicit input and guidance.
The Finger Lakes Regional Economic Development Council understands that many of the challenges and opportunities facing the upstate New York economy transcend regional boundaries and, therefore, require inter-regional solutions. In 2012, the Council’s co-chairs were among the first to raise this issue, pointing out that many projects and programs, while located in one region, may provide economic benefit to others.

Over the last four years, the Finger Lakes region has supported numerous projects and programs that will foster economic activity across upstate New York, and many of these were developed in collaboration with other regional councils and institutions in other parts of the state.

The most prominent example of this collaboration is the STAMP project in Genesee County. The project has the potential to generate significant economic opportunity in both the Finger Lakes and Western New York regions. In fact, while located in the Finger Lakes region, the STAMP site is closer to downtown Buffalo than it is to Rochester. Leaders of both the Finger Lakes and Western New York REDCs supported this project.

The University of Rochester and RIT partnered with SUNY Polytechnic Institute on the successful AIM Photonics application with the Department of Defense, which will consist of more than $600 million in federal, state, and private sector investment. While the institute will be headquartered in Rochester, the initiative will generate substantial economic activity with partnering companies and institutions in the Capital, Mohawk Valley, New York City, Southern Tier, and Western New York regions. The Council also supports’ programs located at SUNY Poly’s Smart System Technology Commercialization Center in Canandaigua and the Manufacturing Development Technology Facility in Greece.

While based in Rochester and an affiliate of the University of Rochester, Excell Partners manages two state-supported funds — a $5.1 million in 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. To date, 23 applications have been received from start-ups located in six regions across New York State.

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 (Southern Tier). Many of the incubation and business support programs at these sites have been funded at the request of the Finger Lakes Regional Economic Development Council to support farmers and food processors across upstate New York.

For the last six years, Greater Rochester Enterprise has hosted the Upstate NY Trade Conference which attracts business executives representing a cross section of regional manufacturers, international service providers, and government partners from throughout New York State and connects companies with the resources and expertise necessary to increase exports, enter new international markets, and generate direct foreign investment.

High Tech Rochester was awarded a five-year, $6 million New York State Energy Research & Development Authority (NYSEDA) sponsored initiative that aims to accelerate the commercialization of clean energy innovations across Upstate New York. New Energy Xcelerator in Upstate NY (NEXUS-NY) is a clean energy proof-of-concept center that works with several universities, including the University of Rochester, Rochester Institute of Technology, the University at Buffalo, and Cornell University 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 Center for Integrated Manufacturing Studies and the Center of Excellence in Sustainable Manufacturing, both components of RIT’s Golisano Institute for Sustainability (GIS), work with manufacturers from Long Island to Buffalo on technology transfer, and training and applied research projects to assist in adapting to new technologies to be more competitive globally. The New York State Pollution Prevention Institute, housed at and managed by GIS, is a collaboration between RIT in the Finger Lakes region, Clarkson University in the North Country, RPI in the Capital District, and the University at Buffalo, 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.

The Council recognizes that many of the people that are drawn to the Finger Lakes because of its cultural, historical, recreational, and culinary attractions will also patronize destinations and businesses in other regions. In fact, marketing efforts are often strengthened when the collective tourism assets of multiple regions are promoted together. Consequently, several Council-supported tourism projects also have an inter-regional scope. These include the New York Wine and Culinary Center in Canandaigua, the New York Wine and Grape Foundation, and other premier institutions with a statewide focus that are based in the Finger Lakes.

The proposed Regional Veterans Service Center will increase inter-regional collaboration and transition more veterans to the workforce. The Rochester-based Veterans Outreach Center already partners with organizations in Central and Western New York and the new Center will expand these partnerships.

The Niagara-Orleans Regional Alliance is an inter-regional collaboration between Niagara and Orleans Counties to identify and develop shared services. The Niagara-Orleans Broadband Initiative is NORAs first major collaboration with the goal of extending affordable, high-speed Internet services to rural businesses and residents in the two counties.
In 2012, the Finger Lakes Regional Economic Development Council established the ambitious goal of creating 50,000 new jobs. Despite ongoing challenges and significant recent job cuts by the region’s traditional major employers, over the last four years, the region has created 25,000 jobs. The Council is confident that it can achieve its job creation target in the near future contingent upon continued state support for the strategies and projects detailed in this report and the region’s URI plan.

While the total value of the region’s foreign exports has decreased, this is due to the recent rapid decline in Eastman Kodak’s chemical exports. In fact, over the last five years there has been more than $1 billion in export growth in other sectors and the Finger Lakes is the second largest exporting region in the state, behind only New York City. The Council anticipates that this growth will accelerate as it implements its Global NY plans.
How large is the labor force

The region has the third largest labor market in upstate—an engine for economic growth.

POPULATION 16+ 992,410

WORKERS 561,500

LAPOR FORCE 388,110

OUT OF LABOR FORCE 604,300

UNEMPLOYED 42,800

Source: UBR analysis of data from the U.S. Census Bureau.

How the Finger Lakes population is changing

Between 2000–2013, the region’s population grew 2%, on par with upstate trends but lagging higher growth rates reported across the state and nation.

Comparatively low per capita incomes in the region suggests the need for higher wage jobs.

Population growth since 2000

Unemployment rate 2014

FINGER LAKES 5.9%

UPSTATE NY 6.0%

NYS 6.4%

US 6.2%


Unemployment rate change 2009–2014

FINGER LAKES -2.1%

UPSTATE NY -1.9%

NYS -1.9%

US -3.1%


Per capita income 2013

FINGER LAKES $24,806

UPSTATE NY $26,532

NYS $32,514

US $28,184

Source: UBR analysis of data from the U.S. Census Bureau.

Higher education enrollment per 100 population 2013

FINGER LAKES 7.2

UPSTATE NY 7.6

NYS 6.8

US 6.7

Source: UBR analysis of data from the National Center for Education Statistics; U.S. Census Bureau.

Poverty rate 2013

FINGER LAKES 14%

UPSTATE NY 14%

NYS 16%

US 16%

Source: UBR analysis of data from the U.S. Census Bureau.
Innovation change (2000–13)

There has been growth in innovation activity and an expansion of the talent pipeline.

<table>
<thead>
<tr>
<th>STEM degrees per 100 degrees</th>
<th>Patents per 10,000 workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>23</td>
</tr>
</tbody>
</table>

Source: USBR analysis of data from the National Center for Education Statistics; U.S. Patent Office; U.S. Census Bureau.

Innovation compared to other regions

The Finger Lakes region outperforms upstate, statewide and national benchmarks on almost all selected measures.

Patents per 10,000 workers, 2013

<table>
<thead>
<tr>
<th>FINGER LAKES</th>
<th>UPSTATE NY</th>
<th>NYS</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>19</td>
<td>11</td>
<td>12</td>
</tr>
</tbody>
</table>


STEM jobs as % of total jobs\(^1\), 2014, Q1

<table>
<thead>
<tr>
<th>FINGER LAKES</th>
<th>UPSTATE NY</th>
<th>NYS</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>13%</td>
<td>12%</td>
<td>12%</td>
<td>13%</td>
</tr>
</tbody>
</table>

\(^1\) STEM occupations reflect 184 different jobs in sciences, technology, engineering and mathematics. These jobs typically require a college degree, are high-paying and concentrated in STEM-intensive industries.


STEM degrees per 100 degrees, 2013

<table>
<thead>
<tr>
<th>FINGER LAKES</th>
<th>UPSTATE NY</th>
<th>NYS</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>20</td>
<td>16</td>
<td>18</td>
</tr>
</tbody>
</table>


R&D expenditures per capita, 2013

<table>
<thead>
<tr>
<th>FINGER LAKES</th>
<th>UPSTATE NY</th>
<th>NYS</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>$277</td>
<td>$182</td>
<td>$220</td>
<td>$170</td>
</tr>
</tbody>
</table>

Source: USBR analysis of data from the National Center for Education Statistics.

Innovation Index

Measures a region’s capacity for innovation, relative to the nation. Higher values indicate strong capacity. The index takes into consideration 22 variables across five broad topics including human capital, employment, economic dynamics, economic well-being and productivity.

<table>
<thead>
<tr>
<th>FINGER LAKES</th>
<th>103.7</th>
<th>US INDEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>UPSTATE NY</td>
<td>102.6</td>
<td>100</td>
</tr>
<tr>
<td>NYS</td>
<td></td>
<td>LESS INNOVATIVE THAN US</td>
</tr>
<tr>
<td>US</td>
<td></td>
<td>MORE INNOVATIVE THAN US</td>
</tr>
</tbody>
</table>

Source: USBR analysis of data from the Innovation in American Regions.

Photo by: Matt Wittmeyer
Quality of Life Indicators

Share of residents lacking health insurance

<table>
<thead>
<tr>
<th>Year</th>
<th>Finger Lakes Region</th>
<th>New York State</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>10%</td>
<td>13%</td>
</tr>
<tr>
<td>2013</td>
<td>10%</td>
<td>12%</td>
</tr>
<tr>
<td>Change</td>
<td>0%</td>
<td>-1%</td>
</tr>
</tbody>
</table>

Source: Census Bureau, Small Area Health Insurance Estimates (SAHIE)

Poverty status of residents

Source: Census Bureau, 2000 Census and 2009–2013 American Community Survey 5-Year Estimates
## Migration

<table>
<thead>
<tr>
<th></th>
<th>Stayed in Finger Lakes Region</th>
<th>Left Finger Lakes Region</th>
<th>Left New York State</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006–07</td>
<td>94%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>2011–12</td>
<td>98%</td>
<td>2%</td>
<td>-1%</td>
</tr>
<tr>
<td>5-Year Trend</td>
<td>+4%</td>
<td>-4%</td>
<td>-2%</td>
</tr>
</tbody>
</table>

Source: Internal Revenue Service, Statistics of Income Migration Data

## Commuting (% working in region of residence)

<table>
<thead>
<tr>
<th></th>
<th>Resides in Finger Lakes Region</th>
<th>Works in Finger Lakes Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>16+ Population</td>
<td>560,363</td>
<td>96%</td>
</tr>
<tr>
<td>% who work &amp; reside in region</td>
<td>557,641</td>
<td>96%</td>
</tr>
</tbody>
</table>

Source: CTPP based on 2006–2010 American Community Survey 5-Year Estimates

## Estimated visitor spending

<table>
<thead>
<tr>
<th></th>
<th>Finger Lakes Region</th>
<th>New York State</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$1,347,376,851</td>
<td>$45,777,047,866</td>
</tr>
<tr>
<td>2013</td>
<td>$1,556,617,544</td>
<td>$62,454,968,651</td>
</tr>
<tr>
<td>Change</td>
<td>+16%</td>
<td>+36%</td>
</tr>
</tbody>
</table>

Source: Oxford’s Economic Impact of Tourism

Note: Figure follows the NYEDC regional definition

Photo by: Matt Wittmeyer
College Town in Rochester
Sixty seven priority projects in the Finger Lakes region have received a capital award through the ESD Grant Funds program over the last four years. These projects represent $534 million in total investment, leveraging $60 million in state support by a more than 9 to 1 ratio.

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

**2011 YEAR AWARDED • ROUND 1**

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

**2012 YEAR AWARDED • ROUND 2**

<table>
<thead>
<tr>
<th>Status</th>
<th>CFA #</th>
<th>Project Sponsor</th>
<th>Project Name</th>
<th>CFA Award</th>
<th>Project Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16253</td>
<td>Center Street Business Center, LLC</td>
<td>Center Street Business Center</td>
<td>$50,000</td>
<td>$1,500,000</td>
</tr>
<tr>
<td></td>
<td>18799</td>
<td>CNG One Source of New York, Inc.</td>
<td>CNG One Source of New York</td>
<td>$300,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td></td>
<td>13901</td>
<td>College Town Rochester, LLC</td>
<td>College Town Rochester</td>
<td>$4,000,000</td>
<td>$92,400,000</td>
</tr>
<tr>
<td></td>
<td>19459</td>
<td>Drasgow, Inc.</td>
<td>Drasgow</td>
<td>$125,000</td>
<td>$920,000</td>
</tr>
<tr>
<td></td>
<td>18828</td>
<td>Genesee County IDA</td>
<td>Western NY Science, Technology and Advanced Manufacturing Park</td>
<td>$500,000</td>
<td>$2,102,100</td>
</tr>
<tr>
<td></td>
<td>17054</td>
<td>Geva Theatre Center</td>
<td>The Geva Theatre Center</td>
<td>$100,000</td>
<td>$491,600</td>
</tr>
<tr>
<td></td>
<td>19736</td>
<td>High Tech Rochester, Inc.</td>
<td>Finger Lakes Business Accelerator, Phase 1b</td>
<td>$2,500,000</td>
<td>$15,420,000</td>
</tr>
<tr>
<td></td>
<td>14659</td>
<td>Host Resident Partners, LLC</td>
<td>Hilton Garden Inn</td>
<td>$250,000</td>
<td>$8,560,000</td>
</tr>
<tr>
<td></td>
<td>18082</td>
<td>Little Theatre Film Society</td>
<td>Little Theatre Film Society</td>
<td>$180,000</td>
<td>$390,000</td>
</tr>
<tr>
<td>Status</td>
<td>CFA#</td>
<td>Project Sponsor</td>
<td>Project Name</td>
<td>CFA Award</td>
<td>Project Total</td>
</tr>
<tr>
<td>--------</td>
<td>-------</td>
<td>--------------------------</td>
<td>--------------------------------------------------</td>
<td>-----------</td>
<td>---------------</td>
</tr>
<tr>
<td>16767</td>
<td>Midtown Tower LLC</td>
<td>Midtown Tower</td>
<td>$4,000,000</td>
<td>$5,699,000</td>
<td></td>
</tr>
<tr>
<td>16922</td>
<td>Monroe Community College</td>
<td>Multiple Pathways to Middle Skills Jobs project</td>
<td>$300,000</td>
<td>$1,000,000</td>
<td></td>
</tr>
<tr>
<td>18502</td>
<td>Once Again Nut Butter Collective, Inc.</td>
<td>Once Again Nut Butter</td>
<td>$300,000</td>
<td>$3,500,000</td>
<td></td>
</tr>
<tr>
<td>18460</td>
<td>OptiPro Systems, Inc.</td>
<td>OptiPro Systems</td>
<td>$50,000</td>
<td>$250,000</td>
<td></td>
</tr>
<tr>
<td>14283</td>
<td>Quorum Group, LLC</td>
<td>Quorum Group</td>
<td>$150,000</td>
<td>$1,592,000</td>
<td></td>
</tr>
<tr>
<td>19604</td>
<td>Rochester Institute of Technology</td>
<td>Golisano Institute for Sustainability</td>
<td>$5,000,000</td>
<td>$15,000,000</td>
<td></td>
</tr>
<tr>
<td>18009</td>
<td>Rural Opportunities Inc.</td>
<td>Pathstone</td>
<td>$2,000,000</td>
<td>$3,800,000</td>
<td></td>
</tr>
<tr>
<td>16766</td>
<td>Seneca BioEnergy, LLC</td>
<td>Seneca BioEnergy</td>
<td>$100,000</td>
<td>$275,000</td>
<td></td>
</tr>
<tr>
<td>17352</td>
<td>TOPTICA Photonics, Inc.</td>
<td>TOPTICA Photonics</td>
<td>$120,000</td>
<td>$465,000</td>
<td></td>
</tr>
<tr>
<td>17157</td>
<td>Town/Village of East Rochester</td>
<td>Eyer Building Development</td>
<td>$200,000</td>
<td>$9,000,000</td>
<td></td>
</tr>
<tr>
<td>15079</td>
<td>University of Rochester</td>
<td>The Health Sciences Center for Computational Innovation</td>
<td>$5,000,000</td>
<td>$12,000,000</td>
<td></td>
</tr>
<tr>
<td>18770</td>
<td>Val Tech Holdings, Inc.</td>
<td>Val tech Holdings</td>
<td>$100,000</td>
<td>$553,000</td>
<td></td>
</tr>
</tbody>
</table>

### 2013 YEAR AWARDED • ROUND 3

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

### 2014 YEAR AWARDED • ROUND 4

<table>
<thead>
<tr>
<th>Status</th>
<th>CFA#</th>
<th>Project Sponsor</th>
<th>Project Name</th>
<th>CFA Award</th>
<th>Project Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>43394</td>
<td>American Fuel Cell</td>
<td>American Fuel Cell at EBP</td>
<td>$500,000</td>
<td>$1,045,000</td>
<td></td>
</tr>
<tr>
<td>42282</td>
<td>Anthony J Costello &amp; Son Development, LLC</td>
<td>CityGate Canal Improvements</td>
<td>$250,000</td>
<td>$3,102,646</td>
<td></td>
</tr>
<tr>
<td>41386</td>
<td>Anthony J. Costello &amp; Son Development LLC</td>
<td>CityGate E. Henrietta Rd. Improvements</td>
<td>$500,000</td>
<td>$1,197,268</td>
<td></td>
</tr>
<tr>
<td>38005</td>
<td>Boys &amp; Girls Clubs of Rochester Inc.</td>
<td>Building Expansion</td>
<td>$100,000</td>
<td>$500,000</td>
<td></td>
</tr>
<tr>
<td>39473</td>
<td>City of Rochester</td>
<td>City of Rochester Public Market, Phase II</td>
<td>$1,500,000</td>
<td>$8,328,000</td>
<td></td>
</tr>
<tr>
<td>40864</td>
<td>FermCo, Inc.</td>
<td>Bioscience Manufacturing Center at EBP</td>
<td>$2,000,000</td>
<td>$29,500,000</td>
<td></td>
</tr>
<tr>
<td>40374</td>
<td>Finger Lakes Cultural &amp; Natural History Museum</td>
<td>Discovery Campus, Phase II</td>
<td>$200,000</td>
<td>$1,928,500</td>
<td></td>
</tr>
<tr>
<td>41080</td>
<td>Foodlink, Inc.</td>
<td>Food Hub Processing Center</td>
<td>$750,000</td>
<td>$3,850,380</td>
<td></td>
</tr>
<tr>
<td>Status</td>
<td>CFA#</td>
<td>Project Sponsor</td>
<td>Project Name</td>
<td>CFA Award</td>
<td>Project Total</td>
</tr>
<tr>
<td>--------</td>
<td>-------</td>
<td>----------------------------------------</td>
<td>--------------------------------------------------</td>
<td>-----------</td>
<td>----------------</td>
</tr>
<tr>
<td>40402</td>
<td></td>
<td>Genesee Biogas, LLC</td>
<td>Genesee Biogas</td>
<td>$1,500,000</td>
<td>$6,960,000</td>
</tr>
<tr>
<td>39313</td>
<td></td>
<td>Genesee/Finger Lakes Regional Planning Council</td>
<td>GAIN Agriculture Loan Fund</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>43160</td>
<td></td>
<td>High Tech Rochester, Inc.</td>
<td>Finger Lakes Business Accelerator, Phase 1c</td>
<td>$5,000,000</td>
<td>$15,420,000</td>
</tr>
<tr>
<td>40760</td>
<td></td>
<td>Keuka College</td>
<td>Center for Business Analytics and Health Informatics</td>
<td>$250,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>41005</td>
<td></td>
<td>LVM Lake Hotel LLC</td>
<td>Keuka Lake Hotel</td>
<td>$750,000</td>
<td>$12,050,000</td>
</tr>
<tr>
<td>41959</td>
<td></td>
<td>LVM Materials LLC</td>
<td>Business Expansion</td>
<td>$25,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>39352</td>
<td></td>
<td>Margaret Woodbury Strong Museum</td>
<td>National Toy Industry Hall of Fame Museum</td>
<td>$200,000</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>43217</td>
<td></td>
<td>MICROrganic Technologies Inc.</td>
<td>Commercialization of Bioelectrochemical Systems</td>
<td>$100,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>41413</td>
<td></td>
<td>Monroe County</td>
<td>Frontier Field Improvements</td>
<td>$1,500,000</td>
<td>$4,800,000</td>
</tr>
<tr>
<td>39493</td>
<td></td>
<td>Morgan-LeChase Development LLC</td>
<td>Canandaigua Lake Northshore Development</td>
<td>$1,000,000</td>
<td>$19,750,000</td>
</tr>
<tr>
<td>43011</td>
<td></td>
<td>New York Wine Industry Association</td>
<td>Green Wastewater Treatment System</td>
<td>$300,000</td>
<td>$800,000</td>
</tr>
<tr>
<td>42662</td>
<td></td>
<td>Ontario County IDA</td>
<td>Canandaigua Airport Sewer Extension</td>
<td>$100,000</td>
<td>$640,000</td>
</tr>
<tr>
<td>38988</td>
<td></td>
<td>Open Space Institute</td>
<td>Letchworth Nature Center</td>
<td>$200,000</td>
<td>$3,745,650</td>
</tr>
<tr>
<td>43012</td>
<td></td>
<td>Photonics Industry Association of New York</td>
<td>Optical Test Equipment</td>
<td>$400,000</td>
<td>$1,227,350</td>
</tr>
<tr>
<td>43343</td>
<td></td>
<td>Photonics Industry Association of New York</td>
<td>Finger Lakes Regional Center for Advanced Optics Manufacturing</td>
<td>$275,000</td>
<td>$2,475,000</td>
</tr>
<tr>
<td>41993</td>
<td></td>
<td>Roberts Wesleyan College</td>
<td>NextGen Health Science Initiative</td>
<td>$250,000</td>
<td>$9,056,353</td>
</tr>
<tr>
<td>42291</td>
<td></td>
<td>Rochester Institute of Technology</td>
<td>MAGIC Spell Studios</td>
<td>$1,500,000</td>
<td>$21,000,000</td>
</tr>
<tr>
<td>42142</td>
<td></td>
<td>Seneca BioEnergy, LLC</td>
<td>Biodiesel Production</td>
<td>$250,000</td>
<td>$4,250,000</td>
</tr>
<tr>
<td>40942</td>
<td></td>
<td>Seneca County</td>
<td>Seneca County Route 318, Phase 1a</td>
<td>$750,000</td>
<td>$6,493,490</td>
</tr>
<tr>
<td>38763</td>
<td></td>
<td>St. John Fisher College</td>
<td>Integrated Health Sciences Building, Phase II</td>
<td>$250,000</td>
<td>$1,894,000</td>
</tr>
<tr>
<td>39022</td>
<td></td>
<td>Stepping Stones Learning Center</td>
<td>Stepping Stones Learning Center</td>
<td>$100,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>40955</td>
<td></td>
<td>University of Rochester</td>
<td>Data Science Building, Phase I</td>
<td>$1,500,000</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>
Overall Status
Past Priority Projects

Aggregated status of ESD grant projects

<table>
<thead>
<tr>
<th>Status</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Total</th>
<th>% of projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>3</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>15%</td>
</tr>
<tr>
<td>On schedule</td>
<td>2</td>
<td>11</td>
<td>11</td>
<td>25</td>
<td>49</td>
<td>73%</td>
</tr>
<tr>
<td>Contract not yet executed</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1.5%</td>
</tr>
<tr>
<td>Progressing slow</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4.5%</td>
</tr>
<tr>
<td>Concerns need to be resolved</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>Cancelled or funding declined</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>5</strong></td>
<td><strong>21</strong></td>
<td><strong>11</strong></td>
<td><strong>30</strong></td>
<td><strong>67</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Leverage of State investment in all past Priority Projects

<table>
<thead>
<tr>
<th></th>
<th>ROUND 1</th>
<th>ROUND 2</th>
<th>ROUND 3</th>
<th>ROUND 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total projects</td>
<td><strong>5</strong></td>
<td><strong>21</strong></td>
<td><strong>11</strong></td>
<td><strong>30</strong></td>
</tr>
<tr>
<td>Total project cost</td>
<td><strong>$31,673,836</strong></td>
<td><strong>$218,357,700</strong></td>
<td><strong>$95,888,985</strong></td>
<td><strong>$174,186,137</strong></td>
</tr>
<tr>
<td>Total amount of ESD Capital Awards</td>
<td><strong>$7,800,000</strong></td>
<td><strong>$24,775,000</strong></td>
<td><strong>$6,300,000</strong></td>
<td><strong>$25,000,000</strong></td>
</tr>
<tr>
<td>Ratio of TPC to ESD Capital Awards</td>
<td><strong>4:1</strong></td>
<td><strong>9:1</strong></td>
<td><strong>15:1</strong></td>
<td><strong>7:1</strong></td>
</tr>
</tbody>
</table>
# 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. Stibley 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. Geneseo 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 BioEngergy – 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
Status of All Projects
Awarded CFA Funding

372 projects in the Finger Lakes region have received awards through the CFA process over the last four years. These projects represent $1.1 billion in total investment, leveraging $159 million in state support by a ratio of more than 7 to 1.

Aggregated status of all CFA projects

<table>
<thead>
<tr>
<th>Status</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>Total</th>
<th>% of projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>64</td>
<td>35</td>
<td>17</td>
<td>0</td>
<td>116</td>
<td>31%</td>
</tr>
<tr>
<td>On schedule</td>
<td>25</td>
<td>34</td>
<td>63</td>
<td>81</td>
<td>203</td>
<td>54%</td>
</tr>
<tr>
<td>Contract not yet executed</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>17</td>
<td>25</td>
<td>7%</td>
</tr>
<tr>
<td>Progressing slow</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>9</td>
<td>3%</td>
</tr>
<tr>
<td>Concerns need to be resolved</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>Cancelled or funding declined</td>
<td>3</td>
<td>8</td>
<td>3</td>
<td>1</td>
<td>15</td>
<td>4%</td>
</tr>
<tr>
<td>TOTALS</td>
<td>94</td>
<td>80</td>
<td>94</td>
<td>104</td>
<td>372</td>
<td>100%</td>
</tr>
</tbody>
</table>
# Projects delayed or terminated

<table>
<thead>
<tr>
<th>2011 YEAR AWARDED • ROUND 1</th>
<th>Status</th>
<th>CFA#</th>
<th>Project Name</th>
<th>CFA Award</th>
<th>Reason for delay or termination</th>
</tr>
</thead>
<tbody>
<tr>
<td>🟢</td>
<td>2967</td>
<td></td>
<td>Document Reprocessors Excelsior Expansion</td>
<td>$750,000</td>
<td>Applicant did not win the contract associated with this expansion project.</td>
</tr>
<tr>
<td>🟡</td>
<td>3879</td>
<td></td>
<td>E2E Materials Excelsior</td>
<td>$1,250,000</td>
<td>Applicant defaulted on the job-creation promises it made to secure the grant and had to return the money.</td>
</tr>
<tr>
<td>🟢</td>
<td>2423</td>
<td></td>
<td>Finger Lakes Museum Phase I</td>
<td>$400,000</td>
<td>Applicant changed site location and adjusted the scope of their project, which caused a delay.</td>
</tr>
<tr>
<td>🟢</td>
<td>4926</td>
<td></td>
<td>Genesee Valley Mushroom, Inc.</td>
<td>$750,000</td>
<td>Applicant was unable to execute the grant agreement and the project was rescinded on August 4, 2015.</td>
</tr>
<tr>
<td>🟡</td>
<td>3083</td>
<td></td>
<td>Seneca AgBio Green Energy Park</td>
<td>$7,000,000</td>
<td>Applicant recently emerged from bankruptcy and the project is on hold while restructuring continues.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2012 YEAR AWARDED • ROUND 2</th>
<th>Status</th>
<th>CFA#</th>
<th>Project Name</th>
<th>CFA Award</th>
<th>Reason for delay or termination</th>
</tr>
</thead>
<tbody>
<tr>
<td>🟢</td>
<td>18564</td>
<td></td>
<td>American Heritage Homes Excelsior</td>
<td>$500,000</td>
<td>Applicant defaulted on the job-creation promises due to weather related delays.</td>
</tr>
<tr>
<td>🟡</td>
<td>18799</td>
<td></td>
<td>CNG One Source</td>
<td>$300,000</td>
<td>Applicant declined the award due to changes in their business plans.</td>
</tr>
<tr>
<td>🟢</td>
<td>19220</td>
<td></td>
<td>Corn Hill Canalway Info Center</td>
<td>$93,081</td>
<td>Applicant did not pursue the award due to restructuring within its staff and mission.</td>
</tr>
<tr>
<td>🟢</td>
<td>18310</td>
<td></td>
<td>Finger Lakes Museum Main Campus</td>
<td>$498,000</td>
<td>Applicant changed site location and adjusted the scope of their project, which caused a delay.</td>
</tr>
<tr>
<td>🟢</td>
<td>18310</td>
<td></td>
<td>Finger Lakes Museum Promotional Events</td>
<td>$30,000</td>
<td>The events for which the marketing funds were to be used did not occur.</td>
</tr>
<tr>
<td>🟢</td>
<td>16169</td>
<td></td>
<td>Heritage Christian Services 1200 Winton Road</td>
<td>$200,000</td>
<td>Project completed prior to award and was therefore no longer eligible for an award.</td>
</tr>
<tr>
<td>🟢</td>
<td>14659</td>
<td></td>
<td>Hilton Garden Inn</td>
<td>$250,000</td>
<td>Applicant declined award due to Labor Peace Agreement requirements.</td>
</tr>
<tr>
<td>🟢</td>
<td>18583</td>
<td></td>
<td>Mr Butts Inc.</td>
<td>$750,000</td>
<td>Applicant failed to identify a viable site and did not receive other financing identified in the application. The project was unable to proceed.</td>
</tr>
<tr>
<td>🟢</td>
<td>16766</td>
<td></td>
<td>Seneca BioEnergy Capital</td>
<td>$100,000</td>
<td>Applicant project delayed due to company restructuring.</td>
</tr>
<tr>
<td>🟢</td>
<td>16766</td>
<td></td>
<td>Seneca BioEnergy New Hire Training</td>
<td>$25,000</td>
<td>Applicant declined the award due to changes in their expansion plans.</td>
</tr>
<tr>
<td>🟢</td>
<td>15856</td>
<td></td>
<td>VOA WNY Senior Apartments</td>
<td>$200,000</td>
<td>Applicant was not able to obtain funding balance needed to complete the project due to adverse fiscal conditions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2013 YEAR AWARDED • ROUND 3</th>
<th>Status</th>
<th>CFA#</th>
<th>Project Name</th>
<th>CFA Award</th>
<th>Reason for delay or termination</th>
</tr>
</thead>
<tbody>
<tr>
<td>🟢</td>
<td>30227</td>
<td></td>
<td>Arnold Magnetics Technologies – Capital</td>
<td>$600,000</td>
<td>Applicant did not pursue the award.</td>
</tr>
<tr>
<td>🟢</td>
<td>31416</td>
<td></td>
<td>FLHSA Blood Pressure Advocate Training</td>
<td>$4,034</td>
<td>Applicant decided not to pursue the grant.</td>
</tr>
<tr>
<td>🟢</td>
<td>27619</td>
<td></td>
<td>Hotel Geneva</td>
<td>$416,000</td>
<td>Additional project financing has not yet been secured. A proposed scope modification was deemed infeasible.</td>
</tr>
<tr>
<td>🟢</td>
<td>32476</td>
<td></td>
<td>i-Square Green Redevelopment</td>
<td>$393,000</td>
<td>Changes in work not funded by EFC have impacted design and construction of EFC funded scope of work. Applicant plans to start construction in 9/2015.</td>
</tr>
<tr>
<td>🟢</td>
<td>26971</td>
<td></td>
<td>Macedon Canal Park Enhancements</td>
<td>$21,225</td>
<td>Applicant declined the award due to adverse fiscal conditions. They could not afford the required match amount.</td>
</tr>
<tr>
<td>🟢</td>
<td>29963</td>
<td></td>
<td>Regional Green Infrastructure Showcase</td>
<td>$724,374</td>
<td>Applicant encountered cost over runs in summer 2015 which forced them to re-design project scope of work.</td>
</tr>
<tr>
<td>🟢</td>
<td>27149</td>
<td></td>
<td>Syntec Technologies Excelsior</td>
<td>$300,000</td>
<td>Applicant project delayed due to potential company restructuring.</td>
</tr>
<tr>
<td>Status</td>
<td>CFA#</td>
<td>Project Name</td>
<td>CFA Award</td>
<td>Reason for delay or termination</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>-------</td>
<td>--------------------------------------------------</td>
<td>-----------</td>
<td>--------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>36992</td>
<td>Emmi Roth USA Excelsior Expansion</td>
<td>$400,000</td>
<td>Applicant was acquired by KanPak in late 2014, which has complicated use of the award.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>43343</td>
<td>FL Center for Advanced Optics Manufacturing</td>
<td>$275,000</td>
<td>Applicant received an award less than what they requested and has attempted to find additional funding or move forward with a reduced cost/scope.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>41228</td>
<td>Genessee Falls Municipal Sewer System</td>
<td>$12,400</td>
<td>Applicant decided to proceed without the assistance of the grant.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>43217</td>
<td>MICROOrganic tech Bioelectrical Systems Commercialization</td>
<td>$100,000</td>
<td>Additional project financing has not yet been secured.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>42142</td>
<td>Seneca BioEnergy Biodiesel Production</td>
<td>$250,000</td>
<td>Applicant recently emerged from bankruptcy and the project is on hold while restructuring continues.</td>
<td></td>
</tr>
</tbody>
</table>

**Leverage of State investment in all CFA projects**

<table>
<thead>
<tr>
<th></th>
<th>ROUND 1</th>
<th>ROUND 2</th>
<th>ROUND 3</th>
<th>ROUND 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total projects</td>
<td>94</td>
<td>80</td>
<td>94</td>
<td>104</td>
</tr>
<tr>
<td>Total project cost (TPC)</td>
<td>$273,548,568</td>
<td>$266,380,716</td>
<td>$196,251,350</td>
<td>$361,172,160</td>
</tr>
<tr>
<td>Total amount of CFA Awards</td>
<td>$53,430,715</td>
<td>$41,030,709</td>
<td>$24,120,435</td>
<td>$42,009,118</td>
</tr>
<tr>
<td>Ratio of TPC to CFA Awards</td>
<td>5:1</td>
<td>6.5:1</td>
<td>8:1</td>
<td>9:1</td>
</tr>
</tbody>
</table>

**Job creation to date**

<table>
<thead>
<tr>
<th></th>
<th>ROUND 1</th>
<th>ROUND 2</th>
<th>ROUND 3</th>
<th>ROUND 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Jobs Created</td>
<td>1,194</td>
<td>756</td>
<td>143</td>
<td>115</td>
</tr>
<tr>
<td>Jobs Retained</td>
<td>3,764</td>
<td>900</td>
<td>363</td>
<td>931</td>
</tr>
<tr>
<td>Totals</td>
<td>4,958</td>
<td>1,656</td>
<td>506</td>
<td>1,046</td>
</tr>
</tbody>
</table>
Implementation Agenda

Photo by: Matt Wittmeyer
Implementation of 2015 State Priorities

The Finger Lakes Regional Economic Development Council continues to develop and implement plans in response to the Governor’s initiatives to strengthen key manufacturing sectors, reduce poverty, strengthen the region’s SUNY institutions, expand exports, attract and grow new technology companies, rebuild communities after natural disasters, promote smart growth and sustainability, and support the state’s veterans.
The Finger Lakes’ Optics, Photonics, and Imaging (OPI) sector is a major driver of growth for the region, consisting of approximately five percent of economic output and two percent of jobs – ten times the national rate. With about 120 local OPI companies, assets from legacy companies including industry-ready infrastructure at Eastman Business Park, a robust local supply chain, a preeminent academic cluster that fuels innovation, leads the nation in per capita OPI patents, and provides a skilled workforce, and a thriving small business community with a growth rate of four percent per year, the Finger Lakes is a global leader in the sector.

Since its inception, the Finger Lakes Regional Economic Development Council has focused on efforts to strengthen its position as one of the largest and most important OPI clusters in the world. Thanks to state and federal support, these efforts are having an impact. This year, FLREDC is partnering with the Optics, Photonics, and Imaging Work Group – which is comprised of industry, academic and community leaders, High Tech Rochester, the region’s Regional Technology Development Center, the Center for Emerging and Innovative Sciences (CEIS), Greater Rochester Enterprise, and the Rochester Regional Photonics Cluster – to develop and execute a Regional Cluster Plan for OPI.

The OPI Regional Cluster Plan will strengthen existing efforts currently under way and support strategic growth in modern OPI technologies by building upon the area’s unparalleled core industry assets and academic leadership and leveraging recent successes at the federal level.

The Finger Lakes OPI sector is unique in many ways: the diverse size of companies (start-ups, small and medium enterprises, and large international firms); the scope of technologies (optics, lasers, imaging systems, displays, bio-photonics, integrated photonics, solid state lighting, and photovoltaics); the types of jobs (middle skills manufacturing jobs, 4-year and graduate technology jobs, and support jobs); the quality and the breadth of education and workforce development programs (K-12 to Ph.D.); and a strong supply chain (materials, components, design services, end systems, etc.).

The region’s OPI companies compete in a wide range of markets, such as precision optics, medical and satellite imaging equipment, photocopying equipment, lasers, and biosensors. Local companies operate throughout the OPI supply chain, including raw materials, components, engineering design, capital equipment, and integrated systems. The cluster also supports adjacent industries such as precision machining, information technology, and biomedical/life sciences.

Since 2012, the region has been awarded all four of President Obama’s advanced manufacturing jobs initiatives, all in the field of OPI – an unprecedented accomplishment that has not been replicated anywhere else in the country.

- The Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC), creating the Rochester Regional Optics, Photonics, and Imaging Accelerator
- The Advanced Manufacturing Technology Program (AMTech)
- The Investing in Manufacturing Communities Partnership (IMCP) program
- The National Network for Manufacturing Innovation (NNMI) Integrated Photonics, creating the American Institute for Manufacturing Photonics or AIM Photonics

These awards recognize the importance of OPI companies to the U.S. and Finger Lakes region’s economy and provide a strong basis for identifying barriers and opportunities, strengthening key enablers, and ensuring a comprehensive and coordinated effort to expand OPI manufacturing in the Finger Lakes, New York State, and globally. Two awards in particular, AMJIAC and NNMI Integrated Photonics, define a comprehensive strategy for cluster growth.

The AMJIAC awarded in 2012 established a consortium consisting of the University of Rochester, RIT, Monroe Community College (MCC), CEIS, High Tech Rochester (HTR), NYSTAR, and...
Innovate, Incubate, Grow, and Attract

The Council proposes increased collaboration among key stakeholders to maximize local resources and alignment with state assets to advance the OPI sector. Building on the success of the Rochester Regional Optics, Photonics and Imaging Accelerator, and the AIM Photonics, the FLREDC has identified four ways to grow private OPI employment in a manner that will leverage the state's and federal government's investments in AIM Photonics and other recent federal OPI awards:

1. Supporting innovation at area colleges, universities, and industry;
2. Incubating new companies;
3. Expanding existing ones; and
4. Attracting new companies to the region.

Innovate
- Prioritize research and development that will enhance the competitiveness of Finger Lakes and U.S. OPI manufacturing.
- Work with HTR, UR Ventures, and RIT’s Venture Creations to identify nascent technologies and products that have the strongest commercial potential and strengthen efforts to accelerate the growth of new manufacturing-based start-up companies.
- Support student design projects and partnership opportunities in OPI start-ups and existing companies.
- Target OPI cluster investors and entrepreneurs and accelerate the time from concept to commercialization through programs like pre-seed workshops.
- Develop a Global Photonics Challenge that would help focus the entrepreneurship resources on the Finger Lakes photonics industry, creating a collaborative yet competitive environment for start-ups to grow and thrive.

Incubate
- Increasing availability of venture capital for OPI startups that will help unlock additional growth.
- Partner with HTR to provide targeted outreach to OPI companies (including disadvantaged and underserved enterprises) with technical and business planning and development assistance that includes market research, product commercialization assistance, coaching/mentoring, and fundraising to optimize and expand manufacturing operations.

Grow
- Leverage the NYSTAR and the National Institute of Standards and the Technology Manufacturing Extension Partnership program to provide strategic business consulting and resources connection to OPI manufacturing and engineering services companies.
- Expand entrepreneurship resources on the Finger Lakes OPI industry, like The Entrepreneurs Network Boot Camp Program, which provides access to national resources and offers programs that train, educate, and foster connections critical for helping high-growth companies succeed.
- Strengthen education and workforce training at University of Rochester, RIT, MCC, other area community colleges, and at East High School to create a set of programs for incumbent and new workers that creates a pipeline of skilled workers to meet the needs of Finger Lakes OPI companies.
- Foster greater academic-industry partnerships to facilitate collaborative research to develop new technology and products.
- Strengthen and develop user facilities with shared equipment and resources to improve manufacturing operations, reduce costs, and provide workforce training.
- Increase capital availability for established local companies (through loan programs or capital purchase incentives) to help companies to expand capacity.
- Utilize and promote the region’s unique assets, like Eastman Business Park and STAMP, to allow companies to scale up production.
- Provide business development services for disadvantaged or underserved OPI companies including mentoring, coaching, market and sales assistance, and product commercialization assistance.

Attract
- Working with the Rochester Regional Photonics Cluster and AIM Photonics, increase presence of Finger Lakes OPI companies at domestic and foreign trade shows.
- Consistent with Finger Lakes Global NY efforts, partner with Greater Rochester Enterprise (GRE) to host and participate in foreign trade promotion trips to drive more foreign investment into the region and grow exports for local OPI companies looking to expand into new markets.
- Consistent with the Finger Lakes Global NY implementation strategy, build small- to medium-sized business export capacity to create jobs, and develop and incorporate an export ready assessment, consulting, and strategic international business component into region business creation, retention, and expansion efforts.
- Strengthen collaborations with AIM Photonics partners outside New York State.
- Conduct market research and partner with GRE to identify and pursue large company projects in the region.
- Promote Finger Lakes OPI unparalleled capabilities, assets, and strengths and market and utilize START-UP NY and other state business attraction incentives to attract foreign companies and investment.

Since the Advanced Manufacturing Jobs and Innovation Accelerator Challenge award in 2012, the University of Rochester, RIT, MCC, HTR, GRE, and Rochester Regional Photonics Cluster have been regularly meeting, developing strategies, and coordinating efforts to focus on the revitalization and growth of the Finger Lakes OPI sector. Local coordination was expanded to include local industry, led by the OPI Work Group, and intensified with the advocacy, planning, and development of the AIM Photonics proposal. Through this Regional Economic Cluster Plan, the FLREDC will ensure the continued coordination of the strategies outlined above with the local implementation of AIM Photonics and the execution of FLREDC’s URI OPI plan.

2016 Recommended Priority Projects

- Rochester Regional Photonics Cluster – Freeform Optics Profiler
- Kingsbury Touchscreen Sensor Quality Lab
- Rochester Museum and Science Center Gateway to Optics
- MCC’s Finger Lakes Regional Center for Workforce Development
The cluster of optics, photonics, and imaging (OPI) companies in the greater Rochester region is one of the oldest, largest, and most important industrial clusters in the country.
The Finger Lakes Regional Economic Development Council recognizes that, while the region has experienced significant growth in recent years, too many of the region’s residents continue to face barriers to employment and are unable to reap the benefits of the region’s growing prosperity.

Rochester is the engine of the Finger Lakes economy. The City’s entrepreneurs, innovative companies, industrial infrastructure, and cultural assets are essential to the region’s growth. Yet Rochester is also a city of contrasts—growing, vital neighborhoods and business districts are juxtaposed with concentrations of poverty, decaying homes, failing schools, and struggling families.

In 2013, Governor Cuomo launched the Opportunity Agenda initiative, which was designed to help poor communities overcome the challenges that prevent them from fully participating in the region’s economic revitalization. Earlier this year, these efforts were expanded with the creation of the Rochester-Monroe Anti-Poverty Initiative, an historic effort to create the collaboration and coordination necessary to tackle poverty on a comprehensive and community-wide scale. The Council regards these efforts as central to the region’s economic revitalization and this was reflected in the decision to add “reduce poverty” as one of the overarching goals of its URI plan.

Opportunity Agenda

In 2013, the Council established a Task Force and selected El Camino – a neighborhood located in the City of Rochester’s “Crescent of Poverty” – as its focus for the Governor’s Opportunity Agenda initiative. The Council identified four strategies to create a pathway to prosperity for the neighborhood’s residents: affordable housing; healthy, nutritious food; quality healthcare and health education; and immediate and sustained employment.

Last year, in an effort to maximize the impact of community redevelopment and establish an evidence-based proof-of-concept for future efforts, the Council expanded its focus to include the entire City of Rochester. With several distressed communities in need of transformation, the City faces a number of challenges: a transitory population subjected to substandard housing; a significant and impactful lack of educational attainment; high unemployment; and chronic urban poverty.

Based on the latest U.S. Census Bureau data, Rochester now has the highest rate of extreme poverty (16.2%) of any comparably sized city in the U.S. Equally as alarming, Rochester’s childhood poverty rate increased from 46 percent to more than 50 percent over that same period and now ranks first among comparably sized cities. Rochester schools also have among the lowest graduation rates in the state, resulting in a population of residents with limited job prospects.

Last year, the Council added four more strategies to address the other fundamental needs of the community: quality primary and secondary school education; affordable transportation; safe home and work environment; and arts, culture and leisure.

The Council also identified and endorsed a list of priority projects, several of which received CFA awards in Round 4. Included among them, were a $1.5 million ESD grant for the renovation of the Rochester Public Market, and a $100,000 ESD grant for the expansion of Boys & Girls Club of Rochester.

Rochester-Monroe Anti-Poverty Initiative

In 2015, Governor Cuomo expanded statewide efforts to combat poverty through the 2015 Opportunity Agenda – a term he used to brand his joint 2015 State of the State and 2015–2016 Executive Budget address. This new agenda included the creation of the Rochester Anti-Poverty Task Force, which consists of more than twenty cabinet members and other individuals dedicated to addressing poverty in Rochester in a manner that could serve as a model for the rest of the state. The Task Force is partnering with the local consortium called the Rochester-Monroe Anti-Poverty Initiative (RMAPI), co-chaired by Assembly Majority Leader Joe Morelle, Rochester Mayor Lovely Warren, Monroe County Executive Maggie Brooks, and convened by the United Way of Greater Rochester, and is comprised of more than 100 individuals representing Rochester schools, higher education, community and non-profit organizations, healthcare, the business community, faith organizations, and local government. The initiative has received $6.5 million in state aid and commitments and RMAPI is expected to release a comprehensive anti-poverty plan later this year.

The Finger Lakes Regional Economic Development Council recognizes that the Opportunity Agenda has evolved into a community-wide effort to address poverty, and the Council has worked in close coordination with RMAPI in the preparation of both this Progress Report and the region’s URI plan.
Population education

Educational attainment of adults age 25 and up in the region compares favorably to Upstate New York as well as state and national benchmarks.

Hard-to-place workers

Limited education, language barriers, disability, and lack of access to affordable child care create work-related barriers for thousands of residents in the region.

Car dependence

A majority of workers in the region travel by car to their jobs.

Auto dependence barriers

Median incomes of workers who use public transit suggest not having a car creates barriers to higher wage work.
Opportunity Agenda Implementation Items

The Finger Lakes Regional Economic Development Council will support individuals living in distressed communities in the City of Rochester and their pathway out of poverty through implementation of the following eight strategies

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the aggregation, storage, processing, and distribution of healthy, affordable, and locally produced food products.</td>
<td>Progress: The Rochester Public Market will expand capacity by 30 percent through construction of new facilities. Project received a $1.5 million ESD grant in 2014. <strong>Future Actions:</strong> Construction of the new covered and enclosed sheds expected to be complete by late 2016.</td>
</tr>
<tr>
<td></td>
<td>Progress: Foodlink’s Food Hub project will improve the quality of life and health of the region’s underserved residents by facilitating the collection, storage, processing, and distribution of regionally-produced food. Phase 1 of this project received a $750,000 ESD grant in 2014 and is under way. <strong>Future Actions:</strong> Foodlink has applied for funding in CFA Round 5 for Phase 2, which will expand their commercial kitchen into a 28,000 sq ft regional food production, processing, and culinary workforce development center. Construction of the $4.9 million facility is expected to be completed by March 2016.</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>Implementation</td>
</tr>
<tr>
<td>----------</td>
<td>----------------</td>
</tr>
<tr>
<td>Develop and preserve the availability of high-quality, affordable housing.</td>
<td>Progress</td>
</tr>
<tr>
<td></td>
<td>Future Actions</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaborate across health systems to improve access to quality, affordable healthcare services.</td>
<td>Progress</td>
</tr>
<tr>
<td></td>
<td>Future Actions</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve public safety.</td>
<td>Progress</td>
</tr>
<tr>
<td></td>
<td>Future Actions</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Progress</td>
</tr>
<tr>
<td></td>
<td>Future Actions</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>Implementation</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Increase access to high-quality primary and secondary education and improve student achievement.</td>
<td>Progress</td>
</tr>
<tr>
<td>Increase access to convenient, safe and affordable transportation.</td>
<td>Progress</td>
</tr>
<tr>
<td>Improve access to quality, affordable postsecondary education, workforce training, and employment.</td>
<td>Progress</td>
</tr>
<tr>
<td>Increase access to the arts, culture and leisure.</td>
<td>Progress</td>
</tr>
<tr>
<td>2015 Priority Project Recommendations</td>
<td>Future Actions</td>
</tr>
<tr>
<td></td>
<td>Future Actions</td>
</tr>
</tbody>
</table>
The SUNY 2020 Challenge Grant Program was created to elevate SUNY and the State of New York to the top of global standards for affordable, world-class education and generate regional economic growth across New York State.

In 2014, the Finger Lakes Regional Economic Development Council established a SUNY 2020 Work Group as a subcommittee of the Higher Education Work Group to bring together leaders from the region’s SUNY institutions to identify opportunities for capital development projects that support SUNY campuses and the surrounding communities. While the Council fully supports this program, the Finger Lakes remains the only region in the state yet to receive a SUNY 2020 award in the first three funding rounds.

**Finger Lakes SUNY 2020 Priority Projects**

This year, the Finger Lakes Regional Economic Development Council is recommending three projects for funding in Round 4 of the SUNY 2020 Challenge Grant Program.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCC Finger Lakes Regional Center for Workforce Development at Eastman Business Park</td>
<td>This project will expand training programs that prepare workers for in-demand middle skill trades and manufacturing occupations in a variety of industrial, mechanical, and electrical fields. Regional demand for workers with these skills is particularly acute in fields like advanced manufacturing and optics, a need which will grow as the new AIM Photonics initiative is implemented. The new center will offer comprehensive, accelerated training programs in a fully equipped facility. As envisioned by Governor Cuomo’s Next Generation Job Linkages program, the proposed training center, which will be located at Eastman Business Park, will demonstrate a direct link between education and industry, and will provide an employee pipeline to companies drawn to the region by programs like START-UP NY.</td>
</tr>
<tr>
<td>SUNY Geneseo Center for Entrepreneurship, Innovation, and Economic Development (CEIED)</td>
<td>Project will create a consolidated location for the SUNY Geneseo VentureWorks Entrepreneurship Program, the Geneseo Small Business Development Center (SBDC), an innovative makerspace, a business incubator, and space designated for START-UP NY. This one-stop shop will enable business owners and entrepreneurs throughout the region to access the services and expertise necessary to build and grow businesses. The CEIED will strengthen the existing academic-industry partnerships already established by the Geneseo SBDC and VentureWorks and build on Geneseo’s national reputation to become a driving force for economic development in the Finger Lakes.</td>
</tr>
<tr>
<td>Cornell University Food Venture Center at the New York State Agricultural Experiment Station</td>
<td>This project will modernize and expand the Food Venture Center at the New York State Agricultural Experiment Station to help meet the strong and growing demand for Taste NY local farm-based products. The project – which was identified as a priority in last year’s Progress Report – will update infrastructure to strengthen business support and incubation and will also expand classroom and lecture space by adding distance learning capabilities to allow technical training and certificate courses to be taken by more food-based businesses. Funding will put the Food Venture Center back on a path to being a state-of-the-art food processing and technical innovation center and will eventually house a new Agricultural Sciences Research Lab.</td>
</tr>
</tbody>
</table>

Cornell University’s NYS Agricultural Experiment Station in Geneva.
The Finger Lakes region is one of the largest exports markets in the U.S. The Rochester Metro Area accounted for more than 5.7 percent of New York’s merchandise exports in 2014, making it the second largest exporting region in the state behind New York City.

On a per capita basis, the region outranks metropolitan economic engines such as Philadelphia, Dallas, Atlanta, and D.C. Businesses in the region exported more than $7.5 billion in chemicals, communications equipment, commercial and services machinery, precision instruments, computer and electronic products, royalties, business services, and food and manufactured goods in 2014.

These exports are creating new career opportunities and 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. The Finger Lakes region currently possesses more than 42,200 export-supported jobs, particularly in growing regional industry clusters such as manufactured goods which added 4,114 jobs since 2003. Engineering, financial, tech, and support services added 3,407 export-related jobs, and education and healthcare services added 1,697 jobs. This growth is compensating for the sharp losses in the chemical, transportation, and machinery manufacturing space, which now only account for 10,504 jobs down from a peak of 24,367 jobs in 2006.

Companies in nearly every county in the Finger Lakes region can now capitalize on Foreign-Trade Zone (FTZ) benefits which include the reduction and/or elimination of import duties on goods used in manufacturing products. For example, Bloomfield-based Crosman Corporation established the first FTZ in Ontario County in September 2014 and the company is poised to add an estimated 25 new jobs over the next three years. The FTZ allowed Crosman to level the international playing field and made it feasible for American workers to manufacture and assemble products in Ontario County instead of China. Crosman’s goal over the next three years is to reshore the production of 30,000–50,000 air-powered pellet guns currently made in Asia. Crosman also anticipates the FTZ will lead to increased demand for domestic suppliers, many of which are New York State-based, specifically in the counties of Monroe, Wayne and Ontario.

Regional exporters continue to reap the benefits of existing trade agreements with 32 percent of the Rochester metro’s merchandise exports going to North American Free Trade.

Rochester area export-supported employment

A total of 42,241 jobs were supported by exports in 2014.

Source: Brookings Institution, M&T Bank
Agreement (NAFTA) countries, Canada and Mexico. In 2014, approximately $52 million of exports went to the Dominican Republic-Central America-United States Free Trade Agreement (CAFTA-DR) region. And $2.24 billion (43.5%) of exports went to the 11 countries that are part of the proposed Trans-Pacific Partnership (TPP).

The Rochester Metro Area continues to lead upstate and Western NY peers with exports as a percentage of GDP; Rochester (10.1%), Buffalo (9.8%), Albany (9.0%), and Syracuse (8.0%). While chemical exports continue to decline, the Rochester Metro Area is making solid gains in key industry sectors, including: Food & Beverage Products, Fabricated Metal Products, Computer & Electronic Products, Financial Services, Travel & Tourism, and Industrial Machinery.

Excluding chemicals, real exports for the Rochester Metro Area have increased by $1.1 billion to $6.6 billion since 2009. Exports of manufactured goods have increased by $1.2 billion since 2003, comprising a 5.4 percent share of Rochester region’s Gross Domestic Product.

Approximately 95 percent of the world’s customers are located outside U.S. borders, and less than 1 percent of U.S. companies export. More than half of these exporters sell to only one market. Historically Rochester’s export strength was powered by a few large companies. If the region is to maintain its leadership position in international business, much work needs to be done to connect the region’s approximately 2,300 small to mid-sized manufacturing and service companies to the resources and talent necessary to successfully complete international transactions. Leading regional economists predict the Finger Lakes Region's exports share of total GDP growth could see positive gains and be a competitive advantage for the region if international trade initiatives such as those outlined by the Finger Lakes Global NY Work Group are supported and encouraged, particularly in the key regional growth sectors including: Optics, Photonics, and Imaging (OPI); Agriculture and Food Production, and Next Generation Manufacturing and Technology.

**Upstate NY Trade Conference**

GRE has hosted the Upstate NY Trade Conference for six consecutive years with an agenda developed by the GRE Trade Council and the FL Global NY Work Group. In 2015, 38 speakers led educational sessions on topics including International Marketing & Communication, Emerging Markets & Technologies, Foreign-Trade Zones, Cross Border Management, International Tax & Trade Finance, and International Support Programs and Grant Opportunities. The conference attracted more than 250 international business executives representing a cross section of regional manufacturers, international service providers, and government partners from throughout New York State and eight additional states, including Pennsylvania, Massachusetts, Florida, Texas, Ohio, Michigan, Virginia, and Washington D.C., and representatives from Denmark and Netherlands.

**Strategies & Goals**

**Build export capacity of small and medium enterprises (SMEs) to create jobs**

Minimize real and perceived export barriers by increasing awareness of export opportunities. Develop a technical training and capacity building trade support system that not only provides best-in-industry training, but also draws on and connects SMEs to successful, large local exporters with global experience and connections. Place an emphasis on streamlining export services that complement the organic training of the SMEs.

**Catalyze under-exporters and provide targeted export interventions**

Identify under-exporting manufacturers and service providers in key industry sectors and provide market analysis, ongoing case management and peer networking to increase the number of companies exporting and expand market access.

**Improve the export pipeline for small businesses**

Encourage companies to proactively pursue exports by providing training to economic development professionals and creating a comprehensive, coordinated, and centralized system of regional export services to diversify the types of companies exporting.

**Promote the Finger Lakes region’s global advantage**

Strategically market the region’s strengths and key industry sectors as solutions for global business challenges to increase and attract international investment.

**Total exports as a % of Metro-area GDP**

Source: Brookings Institute, M&T Bank

The Rochester Metro Area continues leads Upstate and Western NY peers with exports as a percentage of GDP.

<table>
<thead>
<tr>
<th>Year</th>
<th>Rochester</th>
<th>Buffalo</th>
<th>Syracuse</th>
<th>Albany</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>10.1%</td>
<td>9.8%</td>
<td>9.0%</td>
<td>8.0%</td>
</tr>
<tr>
<td>2004</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### STRATEGY

<table>
<thead>
<tr>
<th>Connect FLREDC priority projects to the Global NY Agenda and the Finger Lakes Global NY effort and promote the region's success in exporting.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Progress</strong></td>
</tr>
<tr>
<td><strong>Future Actions</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase collaboration with the Western and Central New York REDC Global NY Work Groups to promote export opportunities to manufacturers and to market the region for increased Foreign Direct Investment (FDI).</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Progress</strong></td>
</tr>
<tr>
<td><strong>Participants</strong></td>
</tr>
<tr>
<td><strong>Events</strong></td>
</tr>
<tr>
<td><strong>FL Global NY Work Group</strong></td>
</tr>
<tr>
<td><strong>Future Actions</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Develop and incorporate an export ready assessment, consulting, and strategic international business component into regional business creation, retention, and expansion efforts.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Progress</strong></td>
</tr>
<tr>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>STRATEGY</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Attract world-class talent and new wealth in the form of Foreign Direct Investment (FDI) to the Finger Lakes region building on Global NY and START-UP NY through regional marketing initiatives. | Progress  
The region has recently attracted significant FDI from companies such as Love Beets USA (United Kingdom joint venture with LiDestri Foods), Alpina Foods (Columbia), Barilla (Italy), Bonduelle (France), Intrinsiq Materials (United Kingdom), DNV GL (Netherlands), Muller Quaker Dairy (Germany), Omni-ID (United Kingdom), ORAFOL (Germany) and Quintel Solutions (United Kingdom).  
Future Actions  
Utilize the Finger Lakes Business Accelerator Cooperative and Hot Spot Consortium to connect with emerging technology companies throughout the region.  
Support and promote exporting companies locating at Eastman Business Park, STAMP, and other sites located throughout the region.  
Leverage the Empire State EB-5 Regional Center to support companies with international trade and FDI efforts. |
| Identify and promote greater academic-industry partnerships to retain the highly skilled international workforce emerging from the region's 19 colleges and universities. | Progress  
Preliminary exploration and discussion by FL Global NY Work Group members regarding the obstacles faced by international business students seeking employment by U.S. firms, including difficulty in participating in federal work-study programs, visas that limit off-campus work opportunities, and immigration laws that offer no direct path from graduation from a U.S. university to gaining permanent residence.  
Future Actions  
Collaborate with the FLREDC Higher Education and Workforce Development Work Groups 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 Trade Council and the Global NY Work Group by continuing to convene a vast network of exporters, service providers, government partners, and champions to increase exports by building on past successes. | Progress  
For more than 20 years the Rochester business community has convened a council of international trade experts, to assist small- and medium-sized firms and connect them to regional trade resources. Now known as the GRE Trade Council and FL Global NY Work Group, international trade practitioners’ expertise includes global logistics, finance, legal, tax, human resources, compliance, government regulation, market entry, supply chain, education and translation.  
Future Actions  
Guide the implementation of the Finger Lakes Global NY export strategy. Increase collaboration among additional existing regionally-based federal, state and local international service providers. Key stakeholders include High Tech Rochester, International Sister Cities of Rochester, Monroe County Finger Lakes Procurement Technical Assistance Center, New York Small Business Development Center, Rochester Global Connections, U.S. Customs, U.S. Department of Commerce Export Assistance Center, and U.S. Small Business Administration. |

### 2015 Recommended Priority Projects

- Town of Alabama water project to support STAMP
- LeRoy Food and Technology Park
- Orleans County Medina Business Park
- Genesee Valley Agri-Business Park
The New York State Energy Research and Development Authority (NYSERDA) created the Cleaner, Greener Communities (CGC) program in 2012 to encourage communities to create public-private partnerships and develop regional sustainable growth strategy areas such as emissions control, energy efficiency, renewable energy, and low-carbon transportation. This program has been embraced by the Finger Lakes region, an area with a strong history and focus on sustainability.

Phase I: Regional Sustainability Plan
The first phase of the CGC program entailed the development of regional sustainability plans. The Finger Lakes Regional Sustainability Plan was prepared by a dedicated consortium of regional partners and coordinated by the Genesee Finger Lakes Regional Planning Council. Their work chronicled the Finger Lakes “story of place” and tradition of innovation, highlighting how the evolution of ideas and technologies have improved the region’s quality of life. The plan identified an extensive list of guiding principles that will sustain and improve the health, safety, and affordability of the region for current and future generations.

Phase II: Implementation and FLREDC Alignment
Following the completion of the sustainability plans, NYSERDA asked each Regional Economic Development Council to be responsible for the implementation of the CGC strategies in order to better align these recommendations with the regional economic strategies identified by the Councils. The FLREDC created a new Sustainability Work Group to help prioritize and integrate the principles from the sustainability plan into initiatives throughout the region, with a particular focus on projects seeking NYSERDA funding.

The Sustainability Work Group has thrived thanks to the dedication of organizations such as RIT’s Golisano Institute for Sustainability and Pollution Prevention Institute, businesses with
forward-thinking energy and waste practices like Bergmann Associates, Wegmans Food Markets, Xerox, and Bausch+Lomb, and the full participation of planning and environmental services department officials from all nine counties of the Finger Lakes region.

Collectively, their work embodies the guiding vision of the Finger Lakes sustainability plan. Identifying and promoting projects and programs that transform our region economically and socially in a manner that improves and sustains our natural resources. Guiding the NYSERDA Cleaner Greener Communities program in our region and assisting in strengthening applications. Advise the Council on advancing the objectives of the Finger Lakes Regional Sustainability Plan with the economic development process.

Phase II of the CGC plan entailed $90 million in funding over three years to implement smart development projects. In the first two years of CGC awards, the Finger Lakes region has received several project awards through the REDC/CFA process.

Wegmans Organic Farm in Canandaigua.
### Cleaner, Greener Communities Implementation Items

#### Energy efficiency and renewable energy (including transportation).

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress</td>
<td>Genesee Biogas LLC Project: $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. Project received a $1.5 million ESD grant awarded in 2014.</td>
</tr>
<tr>
<td>Future Actions</td>
<td>Construction pending awaiting completion of project financing and is expected to begin Q4 2015. Plant anticipated to be operational by August 2016.</td>
</tr>
</tbody>
</table>

#### Water & waste reduction & management.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress</td>
<td>I-Square: Project will create a 92,000 sq. ft. town square in Irondequoit and revitalize 2.5 acres of rundown or vacant buildings, converting area into a cultural district that includes retail, restaurants, and office space.</td>
</tr>
<tr>
<td>Future Actions</td>
<td>Phase 2 consists of 2 new buildings, an outdoor performance area, and rainwater collection system. Phase 2 is 50% complete.</td>
</tr>
</tbody>
</table>

#### Climate resiliency and adaptation.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress</td>
<td>Downtown Rochester High Falls EcoDistrict: Friends of the GardenAerial, in partnership with other organizations, will conduct a 30-month study and outreach effort to advance the Eco-District Framework for the Brown's Square and JOSANA neighborhoods in the High Falls District of Rochester. The project has received $240k in state support from NYSERDA and CGC2.</td>
</tr>
<tr>
<td>Future Actions</td>
<td>District boundary established and sponsors are identifying first initiative that will demonstrate project's principals. Process of hiring EcoDistrict coordinator under way.</td>
</tr>
</tbody>
</table>

#### Adherence to smart growth principles for locality.

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress</td>
<td>The Webster Cold Water Project: The study will determine the viability and economic potential of development of chiller water district (CWD) energy system. Project has received a $85K CGC2 grant.</td>
</tr>
<tr>
<td>Future Actions</td>
<td>Planning process is under way.</td>
</tr>
</tbody>
</table>

### 2015 Recommended Priority Projects

- I-Square Sustainability Project
- Genesee Biogas
- FLCC Student Center Green Roof
- Ontario County Soil & Water Conservation District, Honeoye Inlet Water Quality Improvement
- City of Rochester, Genesee River Community Resilience Project, Rochester West River Wall
The incentives offered through START-UP NY are an important part of the constellation of support programs – which include other important New York State initiatives like Innovation Hot Spots, the New York State Innovation Venture Capital Fund, and the Innovate NY Fund – which foster the development of early-stage technology companies.

In 2015, the Finger Lakes Regional Economic Development Council collaborated with its area institutions of higher education to promote and expand the START-UP NY program. Sponsoring institutions are establishing partnerships with companies that align with their academic and research missions, leverage incubators, strengthen industrial parks, facilitate training, educational, and mentoring opportunities for students, and provide access to shared research facilities and centers.

The Finger Lakes region is home to 19 colleges and universities, which were among the first schools to participate in the program and are among the most active in the state.

START-UP NY continues to gain momentum in the region. In 2015, nine new companies were accepted into the program. Currently, eight schools in the region participate and have made more than 400,000 square feet and 300 acres available for the program. The 12 firms currently participating in the program have committed to invest $9.5 million and create more than 360 jobs. Several companies have exceeded or are expected to surpass first-year hiring commitments.

The region has also hosted Leslie Whatley, executive vice president for the START-UP NY program, for three roundtable discussions at SUNY Geneseo, Finger Lakes Community College, and RIT to help broaden collaborations among higher education institutions and New York State, as well as share ideas that promote the success of the START-UP NY program.

The START-UP NY program – launched by Governor Cuomo in 2014 – is a critical economic development tool allowing the region to create jobs, attract and retain new companies to the area, and grow the economy by leveraging the ideas and talent emerging from the Finger Lakes’ colleges and universities.
Datto is a high-tech provider of hardware-based, on- and off-site backup, disaster recovery and intelligent business solutions to the Managed Service Provider channel. Datto’s products and services enable businesses of all sizes to mitigate downtime in the event of catastrophic event, including natural disasters, emergencies, technical failures, or other circumstances. The company is new to New York State, has located its operations in RIT’s Center for Urban Entrepreneurship (CUE) in Rochester, and will create 69 jobs.

Darkwind Media, another graduate of Venture Creations, develops gaming software and provides consulting services to other game development studios. The company is expanding to meet international demand for its game porting and services. Darkwind Media will be headquartered in downtown Rochester and will create 11 new jobs while investing $431,000.

Optel provides a variety of services to companies in the medical device field. Optel ensures compliance with the requirements of the U.S. FDA’s current Good Manufacturing Practices, European medical device standards, and other medical device manufacturing requirements throughout concept, design, and manufacturing phases. Optel will be headquartered at Venture Creations and will create 18 new jobs while investing $285,000.

Precision Optical Transceivers is a manufacturer of optical transceivers and accessories used in cable and telecommunications networks. The company has developed proprietary Electrically Erasable Programmable Read-Only Memory coding technology and production processes to enable the rapid delivery of transceivers to customers. Precision Optical is currently operating in Brockport and will locate new employees to the SUNY Brockport MetroCenter in downtown Rochester. The company will create eight new jobs and invest $2,060,000.

Temida (d/b/a eStork) has developed a web-based platform that brokers transactions of operating room supplies to hospitals at lower unit costs, reducing their overall expenditures. Temida is a graduate of the High Tech Rochester (HTR) LaunchPad software development program. The company will locate to the HTR Lennox Tech Enterprise Center in West Henrietta and is committing to create 21 new jobs and invest $35,000.

FillShift is a software development company offering industries a unique staffing solution to lower employer costs through a web-based application that fills open shifts from a business’ existing workforce or agency partners. The FillShift automation technology uses a proprietary matching algorithm to create an efficient and effective addition to scheduling or payroll software. The company will locate at Lennox Tech Enterprise Center and will create seven new jobs and invest $50,000.

Dogways is an early-stage software company that has developed a mobile and web application that allows dog owners and businesses to create or find activities for pets through a daily personalized event calendar and activity feed. Dogways is a graduate of the LaunchPad program and the company will be located at Lennox Tech Enterprise Center. It is committing to create 31 new jobs.

PharmAdva is a University of Rochester Medical Center healthcare technology spin-off that is expanding operations to facilitate growth of manufacturing, distribution, and support. The company is launching a medication dispensing system that will extend the independence of elderly patients on multiple medications and reduce medical claims costs. PharmAdva, which is located at Lennox Tech Enterprise Center, will create 132 new jobs and invest $1,789 million.
* Schools with approved plans
NYS Incubator & Hot Spot Program

The Finger Lakes is upstate New York’s premier hub for technological innovation. The region possesses a broad foundation of leading university-based research programs, innovative companies, and a coordinated and robust ecosystem of incubation facilities, business support services, entrepreneurial training programs, and early-stage funding necessary to translate new ideas into commercial opportunities. These efforts have been further strengthened over the last four years with key investments by the state.

In 2013, a consortium of organizations including High Tech Rochester, RIT’s Venture Creations and Center for Urban Entrepreneurship, the Upstate MedTech Centre in Batavia, and the Technology Farm were selected by the state as an Innovation Hot Spot awardee. State funds are being used to expand HTR’s existing Entrepreneurship-in-Residence program by hiring five local business executives with start-up experience to advise and mentor companies. The EIRs will be based at HTR, Venture Creations, and CUE and will also be assigned to counties without an incubator and to colleges without commercialization programs. The program will also provide professional services to start-up companies.

In 2014, the Cornell Agriculture & Food Technology Park (Technology Farm) in Geneva was awarded $375,000 from the NYS Business Incubator Program to support marketing efforts and capital improvements. The Technology Farm is also in the process of constructing a 12,000 square foot addition to its current facility. The new space will house the Finger Lakes Food Innovation Center and will create a new center for food entrepreneurship in the region. The new facility will contain a shared use kitchen/small scale processing space as well as provide dry storage, cold storage, chiller, freezer and loading dock, not currently available to food entrepreneurs.

The Council also recognizes that two other critical business incubation and business support projects in the region have received state support.

The Finger Lakes Business Accelerator Cooperative is led by High Tech Rochester (HTR) and supported by RIT’s Venture Creations and the region’s Small Business Development Centers and Industrial Development Agencies. To date, the project has received $10 million in state support. HTR – an affiliate of the University of Rochester – has selected the Sibley Building in downtown Rochester as the new home for the Business Accelerator. The new facility will house HTR’s programs, participate in the START-UP NY program, and consist of co-working space, traditional office space, state-of-the-art labs, conference rooms, and a 100-seat auditorium.

RIT’s Center for Urban Entrepreneurship (CUE) – which has received $1.5 million in state support – opened its doors in 2014 in the former historic Rochester Savings Bank in downtown Rochester. The 47,000 sq. ft. facility contains business incubation and acceleration space, classrooms and conference rooms, and modular work centers. The CUE is also participating in the START-UP NY program.

NYS Incubator Program Implementation Items

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finger Lakes Business Accelerator Cooperative</td>
<td>Progress: HTR has contracted to construct a 68,000 square foot accelerator/incubator in the Sibley Building in Rochester.</td>
</tr>
<tr>
<td>Center for Urban Entrepreneurship</td>
<td>Progress: Renovations at RIT’s Center for Urban Entrepreneurship (CUE) are on schedule.</td>
</tr>
<tr>
<td>Finger Lakes Innovation Hot Spot</td>
<td>Progress: Finger Lakes Innovation Hot Spot Consortium has hired 2 of 5 proposed new Entrepreneurs in Residence (EIR) to advise and mentor start-up companies.</td>
</tr>
<tr>
<td>Technology Farm</td>
<td>Progress: Since April 2014, the Technology Farm has attracted 3 new incubator companies, grown revenue by $5M, and increased employment by 40%.</td>
</tr>
</tbody>
</table>
Honoring Veterans
with Employment Opportunities

Ensuring that individuals who have served in the U.S. Armed Forces have access to resources and employment opportunities is a priority of the Finger Lakes Regional Economic Development Council.

Last year, the Council created a Veterans Task Force – a subcommittee of its Workforce Development Work Group – to promote better coordination among regional stakeholders tasked with developing workforce programs that meet the needs of veterans and local employers.

The U.S. Bureau of Labor Statistics notes that veterans’ unemployment remains stubbornly high, especially for younger veterans who have served since September 2001. With 80,000 veterans residing in the Finger Lakes region, the focus on eliminating barriers to employment for servicemen and women remains a critical need.

To meet this challenge, the Veterans Task Force and its members have worked throughout the year on numerous projects. Task Force members helped coordinate veteran-focused job fairs, developed an innovative program to connect returning soldiers to civil service jobs, and engaged in partnerships to promote the consolidated funding application (CFA) process.

To increase the number of veteran-related CFAs, Veterans Task Force members worked with colleges and community organizations to explore partnership opportunities. While this effort is ongoing, it has resulted in the creation of several veteran-related CFA applications and other initiatives that may be funded through
Once operational, the regional service center model can be replicated statewide, increasing inter-regional collaboration. The Veterans Task Force remains committed to working across New York State, and members have taken action to partner with organizations in other regions:

- The Veterans Outreach Center (VOC) has placed four staff members in Buffalo to work with the veteran community in Western New York.
- VOC coordinates five organizations in Erie and Niagara Counties that provide services to veterans through the VA Supportive Services for Veteran Families program.
- VOC also contracts with the Institute for Veterans and Military Families at Syracuse University to enhance Community of Care practices and share ideas across the state.
- To connect veteran job seekers to employment, SART members participated in and promoted the Syracuse VA Medical Center’s September job fair in the Finger Lakes region.

With this renewed spirit of cooperation and teamwork in the veteran service community sparked by the creation of the Veterans Task Force, the Finger Lakes region is well-positioned to improve employment outcomes for those who have served, including the men and women now transitioning back to civilian life. The Finger Lakes Veterans Task Force members remain dedicated to helping those who have so ably protected this country through their military service. The projects listed below included participation, support, and sponsorship by Veterans Task Force members, or were a direct result of the efforts of Task Force meetings and actions.

Honoring Veterans Implementation Items

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate services across the region to better assist veterans.</td>
<td>Progress</td>
</tr>
<tr>
<td></td>
<td>Future Actions</td>
</tr>
<tr>
<td></td>
<td>Progress</td>
</tr>
<tr>
<td></td>
<td>Future Actions</td>
</tr>
</tbody>
</table>
Eliminate barriers to employment for veterans.

**Strategy:**

**Implementation**

**Progress**
The Veterans Outreach Center submitted a CFA to train veterans for in-demand occupations such as automotive technicians and IT administrators.

**Future Actions**
The training will take place at the Veterans Community Technology Center in Rochester.

**Progress**
The Colonel Abbott Veterans Community Technology Center at the Veterans Outreach Center has focused its curriculum on middle-skills training for in-demand jobs in the region. The center continues to train more than 1,000 veterans and families each year, offering job readiness training along with skills development in computer systems, welding, culinary arts, and other in-demand occupations.

**Future Actions**
Task Force members will continue partnerships with the Veterans Community Technology Center to ensure a pipeline of veterans seeking training for in-demand jobs.

**Progress**
RIT submitted a CFA to train veterans in electronics assembly in order to address veteran unemployment and manpower shortages in the electronics assembly industry.

**Future Actions**
Task Force members will continue partnerships with RIT and other colleges to ensure a pipeline of veterans seeking training for in-demand jobs.

**Progress**
As Foodlink develops its Food Hub, a priority project for the Finger Lakes Regional Council, phase 2 of the project features a culinary workforce development component that will train veterans for jobs in this growing sector. Foodlink has submitted a consolidated funding application in support of this workforce development program, driven by a partnership between Foodlink, the Veterans Outreach Center, and Wegmans Food Markets.

**Future Actions**
Task Force members will continue partnerships with Foodlink to ensure a pipeline of veterans seeking training for in-demand jobs.

**Progress**
Task Force members sponsored and participated in the National Veterans Job Expo in Rochester. More than 300 veteran job seekers attended to meet with 108 companies with job openings. At least 26 of those veterans are known to have landed jobs.

**Future Actions**
The next National Veterans Job Expo will be held October 7, 2015 in Rochester, with more than 100 companies participating.

**Progress**
Partnering with SCORE and the U.S. Small Business Administration, Task Force members sponsored three Veterans Entrepreneurship Seminars attended by 45 veterans. The two-day event focused on real-world advice for local entrepreneurs and future business owners with the goal of creating jobs and growing veteran-owned companies.

**Progress**
The Ibero American Action League received a grant from Empire State Development to create a Veteran Business Assistance Center in Western New York, including Ontario, Wayne, Seneca and Yates counties. The center will assist veterans with starting new businesses and offer entrepreneurship training. Services will be offered in English and Spanish.

**Future Actions**
Task Force members will continue partnerships with the Ibero American Action League to ensure a pipeline of veterans seeking training for in-demand jobs.

**Progress**
The Veterans Task Force supported the application of the Finger Lakes Community Development Corporation to create a 48-unit housing project for homeless and disabled veterans in Canandaigua. In May 2015, Governor Cuomo announced that the project will receive the low-income housing tax credits needed to ensure the project is built.

**Future Actions**
Construction on the project is expected to be underway by October 2015.
Elaborate on the strategies for attracting veterans to the Finger Lakes region with innovative, veteran-focused programs.

**Strategy:** Attract veterans to the Finger Lakes Region with innovative, veteran-focused programs.

**Progress:** Task Force members met with representatives of the U.S. Army's Soldier for Life program at Fort Drum, the City of Rochester, and Monroe County to arrange for individuals exiting military service to take civil service exams at Fort Drum. The Rochester Police Department exam was administered in November 2014, and the Monroe County Deputy Sheriff-Jailor exam was administered in January 2015. Task Force members also met with soldiers to discuss job opportunities, education options, and veteran services in the Finger Lakes Region.

**Future Actions:** Task Force members are exploring additional opportunities to offer civil service exams to exiting service members. Meetings with Pentagon officials on this topic are ongoing.

**Progress:** Finger Lakes Veterans Institute is envisioned as a consortium of local colleges and universities to collectively market and coordinate the educational services offered to veterans. The institute will attract transitioning military service members from across the country.

**Future Actions:** Continue discussions with college presidents and administrators on the formation of the Finger Lakes Veterans Institute.

---

**2015 Recommended Priority Projects**

- Regional Veterans Service Center
- RIT Electronics Assembly and Certified Specialist Training for Veterans
- Veterans Community Technology Center Training Program
- Foodlink Food Hub
Penn Yan and Yates County bore the brunt of the torrential rains and wind that caused millions of dollars in damage to homes, businesses, and public infrastructure.

In the aftermath of the storms, first responders pumped out basements and closed damaged roads, neighbor helped neighbor, and municipal officials began assessing the damage. Yates County estimates that it sustained more than $5 million in damage to roadways alone.

Governor Andrew Cuomo immediately declared a state of emergency in Yates County, directing the state’s Division of Homeland Security and Emergency Services to deploy its water rescue team and mobile command and communications vehicle to assist first responders in the area. The Governor also announced a new Disaster Assistance Program for Yates County, which provided significant help to storm-ravaged homeowners and businesses. The Finger Lakes Regional Economic Development Council’s State Agency Resource Team spent several days in Penn Yan, helping sign up hundreds of homeowners and business owners for the program.

To date, $2,475,000 in Disaster Assistance Program funding has been awarded to 297 applicants, including:

- $1.3 million to 224 homeowners
- $51,335 to 19 renters
- $871,000 to 52 small businesses
- $250,000 to 2 non-profit organizations

Governor Cuomo also pledged state support for Camp Good Days, a retreat for children fighting cancer, which sustained thousands of dollars in damage to its Keuka Lake property.

As officials began to assess the storms’ impact in the days following the flooding, damage estimates climbed. At Governor Cuomo’s request, President Barack Obama issued a disaster declaration for 11 New York Counties, including Yates, to assist localities in the aftermath of the May storms. To date, Yates County and its municipalities have been reimbursed more than $3 million by the Federal Emergency Management Agency (FEMA), including state matching funds, to cover flood damage and storm-related losses and infrastructure repairs. More assistance is expected as projects are approved. Livingston and Ontario Counties are also in the process of receiving reimbursement for storm-related damage.

In addition to FEMA assistance, Governor Cuomo asked the U.S. Small Business Administration (SBA) to assess local damage to determine if storm-impacted businesses, renters, and homeowners were eligible for low-interest loans to assist in storm recovery. The SBA performed an assessment, issued a disaster declaration, and, to date, has approved $334,700 in disaster loans to homeowners and businesses in Yates and Ontario Counties.

The U.S. Department of Agriculture also provided assistance to area farmers through their Emergency Conservation Program. More than $300,000 in aid has been approved to assist area growers in repairing damage to farmland caused by flooding.

The FLREDC will continue to support projects that aid in the repair and recovery efforts in Yates County and improve the area’s economy. In 2014 the FLREDC supported several successful CFA projects to aid repair and recovery and improve the economy of Yates County, including:

- Village of Penn Yan’s Seneca Street Water Main Improvements
- Town of Middlesex Water System Improvements
- New York Wine Industry Alliance Green Wastewater Treatment System
- Emmi Roth USA Yogurt Manufacturing Expansion in Penn Yan
- Growing the Agriculture Industry Now! Loan Fund
- Keuka College Center for Business Analytics and Health Informatics
- Keuka Lakefront Hotel Project
- Finger Lakes Cultural and Natural History Museum

Similarly, over the last two years, residents in Ontario County have experienced the worst flash flooding in several decades that wiped out roads, closed schools, and devastated homes and businesses. Flooding this June impacted more than 100 homes and businesses in the towns around Honeoye Lake, including Richmond, Canadice, Bristol, and South Bristol, and required the dispatch of fire companies from 10 surrounding communities.

Last July, a storm dumped approximately seven inches of rain caused flash floods and mudslides that caused the Town of Richmond to declare a State of Emergency. Sheriff’s Offices in Yates and Ontario Counties issued a boater’s advisory for Canandaigua and Honeoye Lakes due to floating debris that washed into the lakes from storm runoff.

Thanks to $400,000 in funding from New York State, the Towns of Richmond and Canadice are receiving support to repair infrastructure and help mitigate future disasters.

May 2014 brought a series of violent thunderstorms to Western and Central New York that caused flash flooding, brought down buildings, swept cars away and threatened the lives of thousands of residents.
Implementation of **Key** Regional Priorities

LT. Governor Hochul at the groundbreaking for HTR’s Business Accelerator in the Sibley Building (September 2015).

Photo by: Adam Fenster
Regional Strategies

This section details the progress made since the 2014 Progress Report on key regional strategies identified by the Finger Lakes Regional Economic Development Council. This list is comprised primarily of New York State-supported projects and is intended to represent a snapshot of the progress accomplished over the last four years and future plans.

As such, it does not contain details of many additional sector specific regional actions/projects/initiatives that the Council regards as equally important to future economic growth and may be included in other sections of this report or the Finger Lakes URI plan.

Optimize Business Creation, Retention, and Expansion

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Implementation</th>
</tr>
</thead>
</table>
| Strengthen and expand (both in terms of capacity and geographic reach) the region’s network of incubation and acceleration facilities as well as business support and networking services. | Progress: In December 2014, Governor Cuomo announced that High Tech Rochester’s Business Accelerator Cooperative will locate at the Sibley Building and be the anchor of a newly created downtown Innovation Zone. With nearly $10M in multiple CFA awards, HTR has contracted with Winn Development to construct a 68,000 square foot accelerator/incubator in the Sibley Building in Rochester.  
Future Actions: Construction to be completed by Sept 2016. |
| Address local and statewide barriers to growth and competitiveness, including exploring ways to reduce the cost of doing business by strengthening regional planning efforts, developing cooperative agreements, and streamlining services. | Progress: The Finger Lakes Innovation Hot Spot Consortium has hired 2 of 5 new Entrepreneurs in Residence (EIR) to advise and mentor start-up companies.  
Future Actions: Hire 3 remaining EIRs for Hot Spot Consortium by end of 2015. |
| Expand access to seed, early-stage, venture, and public/private capital. | Progress: Renovations at RIT’s Center for Urban Entrepreneurship (CUE) are on schedule.  
Future Actions: Renovations will be completed and facility will open in Fall 2015. |
| Several local municipalities in the Finger Lakes region continue to consider merging and/or dissolving municipalities. | Progress: In January 2015, residents in the village of Medina rejected a referendum dissolving their municipality and merging with the towns of Ridgeway and Shelby. However, in June 2015, residents of the Village of Macedon voted to dissolve and merge with the Town of Macedon. |
| The Pathstone Finger Lakes Enterprise Fund has provided essential credit to microenterprise and small businesses, particularly in underserved rural and urban communities. | Progress: In June 2015, Excell Partners was selected by NYS to administer a $2M MWBE business development fund. Receipt of funding to establish the MWBE fund is process.  
Future Actions: Proposal for a new Finger Lakes Venture Fund has been developed and will be submitted as part of the FLREDC URI proposal. |
| 23 applications have been received to date from start-ups located in 6 regions across NY. Of the applicants, 15 are woman-owned, 7 are minority-owned, and 1 is veteran-owned. |
**STRATEGY**

Expand access to seed, early-stage, venture, and public/private capital. (con’t.)

<table>
<thead>
<tr>
<th>Progress</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>LiDestri Foods was awarded $468,300 in 2014 CFA funding for its High Pressure Processing Center. Equipment is on order and installation site at LiDestri has been cleared.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Future Actions</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excavation and construction activities slated to begin early September 2015 with construction completed and key positions filled in October. New machine delivery and commissioning expected for November.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Progress</th>
<th>Increase the number of entrepreneurs through education/training programs and recruitment, particularly those with domain experience in key sectors.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A project plan for the Growing the Agricultural Industry Now! (GAIN) Fund has been developed and in process for approval.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Future Actions</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once project plan is approved, loans will be disbursed to counties and eligible companies in fall 2015.</td>
<td></td>
</tr>
</tbody>
</table>

| Note | 124 companies have received assistance from NYS in of Excelsior Tax Credits, capital grants, and other support. These companies are projected to invest $678M and create approximately 3,000 jobs. |

<table>
<thead>
<tr>
<th>Progress</th>
<th>Develop systems that monitor and identify firms and sectors with high growth potential and proactively engage with these companies to connect them with the resources that will accelerate product development, access to new markets, and scale business models.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Finger Lakes Business Accelerator Cooperative and the CUE continue to coordinate with the region’s higher education institutions, and other organizations such as Young Entrepreneurs to recruit and train entrepreneurs. 2 new EIRs with expertise in optics and software development joined HTR in 2015.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Future Actions</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efforts to expand access to entrepreneurial training programs and resources are ongoing.</td>
<td></td>
</tr>
</tbody>
</table>

| Progress | The 3rd round of GRE’s Economic Gardening program began in June 2015. GRE plans to accept up to 40 qualified companies. The program provides expertise and resources necessary to help companies overcome barriers to growth. |

<table>
<thead>
<tr>
<th>Future Actions</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRE expects to complete enrollment in round 3 by the end of 2015.</td>
<td></td>
</tr>
</tbody>
</table>

Dairy farm in Seneca County.
## Strengthen Academic and Industry Partnerships

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Implementation</th>
<th>Future Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop programs and shared resources that allow closer collaboration between academic and industry scientists.</td>
<td>The University of Rochester’s Goergen Institute for Data Science (iDS) received $1.5M in NYS support through the 2014 CFA process. Site preparation for Wegmans Hall – which will serve as an academic hub for the IDS and the NYS Center of Excellence in Data Science – commenced in June 2015.</td>
<td>Pending additional state support, construction of Wegmans Hall is expected to be complete in fall 2016, with faculty, staff and students move in anticipated for January 2017.</td>
</tr>
<tr>
<td></td>
<td>The University of Rochester’s Laboratory for Laser Energetics (LLE) received $750,000 in NYSEDA funding in the 2015-16 NYS Budget and received $68M in FY15 federal funding.</td>
<td>The U.S. Congress has $68M in FY16 funding pending and the LLE has made $12.7M in FY15 equipment and purchases from NYS OPI companies.</td>
</tr>
<tr>
<td></td>
<td>The Center for Emerging and Innovative Sciences, located at the University of Rochester, is a NYS Center of Advanced Technology that supports university-industry collaboration and technology transfer in the fields of biotechnology, nanotechnology, and microelectronics.</td>
<td>In August 2015, CEIS was re-designated by NYSTAR for another five years. Last year, CEIS supported 11 principal investigators working with 8 different companies on 13 projects for an estimated impact of more than $35M, including 21 new jobs and 40 retained positions.</td>
</tr>
<tr>
<td></td>
<td>RIT’s Golisano Institute for Sustainability (GIS) has leveraged over $3.7M in Department of Defense funds, and GIS is a tier one partner in one of the first National Network for Manufacturing Innovation awards – Digital Manufacturing and Design Innovation Institute. GIS is home to the NYS Center of Excellence in Sustainable Manufacturing.</td>
<td>Project is ongoing.</td>
</tr>
<tr>
<td></td>
<td>NYBEST Test and Commercialization Center opened for business in April 2014 and is successfully serving industry needs with more than a dozen different companies being served.</td>
<td>The center continues to act as a magnet for energy storage companies locating to the region and is planning to expand safety testing capabilities to fill a critical need in the ecosystem (2015 project expansion application).</td>
</tr>
<tr>
<td></td>
<td>The New York State Pollution Prevention Institute at RIT (NYSP2I) is a critical resource that enables companies to reduce toxic chemical use, increase the efficient use of raw materials, energy, and water, and reduce emissions and water generation.</td>
<td>Project is ongoing.</td>
</tr>
<tr>
<td></td>
<td>University of Rochester’s Health Sciences Center for Computational Innovation has established UR as one of the nation's leading sites for health research. In 2014, the HSIC added a 1,000 sq. ft. visualization lab called the VISTA Collabatory.</td>
<td>Project is ongoing.</td>
</tr>
<tr>
<td></td>
<td>RIT’s MAGIC Spell Studios was awarded $1.5M in 2014 CFA funds and received an additional $12M from NYS in June 2015, and has leveraged additional funds from Dell and Cisco Systems, Inc.</td>
<td>A new building to house the facility will be constructed on the RIT campus. Project expected to create 100 direct and 300 indirect jobs.</td>
</tr>
</tbody>
</table>
### STRATEGY

<table>
<thead>
<tr>
<th><strong>Progress</strong></th>
<th>RIT’s received a $921,000 grant to establish an Additive Manufacturing and Multi-Functional Printing (AMPrint) Center for Advanced Technology will conduct R&amp;D in 3D printing and additive manufacturing.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Future Actions</strong></td>
<td>In August 2015, AMPrint, a collaborative with Clarkson and SUNY New Paltz, was selected by NYSTAR as a NYS Center of Advanced Technology.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Progress</strong></th>
<th>The Smart System Technology and Commercialization Center (STC) of Excellence was created in 2010 through a merger of the NYS Center of Excellence Infotonics Technology Center in Canandaigua with the SUNY College of Nanoscale Science and Engineering.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Future Actions</strong></td>
<td>STC will serve as an R&amp;D site for the AIM photonics initiative.</td>
</tr>
</tbody>
</table>

### Note

See Optimize Business Creation, Retention, and Expansion above.

---

Streamline and accelerate the maturation, transfer, and commercialization of university-based intellectual property; Build a regional ecosystem that more effectively harnesses university-based innovation, with a particular focus on fostering the creation and growth of early-stage companies.
Align Workforce Development Efforts with Sector Needs

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Progress</strong></td>
<td>The Multiple Pathways to Middle Skills Jobs program’s mobile labs are in use and continue to serve the community. More than 2,000 students have gone through the labs since the pilot launch.</td>
</tr>
<tr>
<td><strong>Future Actions</strong></td>
<td>MCC will grow the SkillBuild affiliate Network by promoting the availability of the labs to more community organizations, schools, and employers.</td>
</tr>
<tr>
<td><strong>Progress</strong></td>
<td>The MCC Accelerated Precision Tooling Degree Certificate Program has averaged an 80% completion rate in its first 3 years of operation compared to a 33% completion rate for first time, full time cohorts completing the same curriculum in the traditional 3 year format. Job placement rate remains very high at 90% over the last three cohorts.</td>
</tr>
<tr>
<td><strong>Future Actions</strong></td>
<td>An investment by JP Morgan Chase Foundation is allowing MCC to expand this program model to a new accelerated certificate option in Mechatronics, scheduled to begin in fall 2016.</td>
</tr>
<tr>
<td><strong>Progress</strong></td>
<td>Construction is complete on the Nazareth College Wellness Rehabilitation Institute.</td>
</tr>
<tr>
<td><strong>Future Actions</strong></td>
<td>Grand opening is scheduled for September 18, 2015.</td>
</tr>
<tr>
<td><strong>Progress</strong></td>
<td>St. John Fisher College received $250,000 in 2014 CFA funding for its Integrated Science and Health Sciences Building, which was completed in August 2015.</td>
</tr>
<tr>
<td><strong>Future Actions</strong></td>
<td>Opening to students in September 2015.</td>
</tr>
<tr>
<td><strong>Progress</strong></td>
<td>Roberts Wesleyan College’s The Crothers Science and Nursing Center broke ground in March 2014 and was awarded $250,000 in CFA funding in 2014.</td>
</tr>
<tr>
<td><strong>Future Actions</strong></td>
<td>Construction is complete and Certificate of Occupancy was received in July 2015. Classes began August 2015. Grand opening is September 2015.</td>
</tr>
<tr>
<td><strong>Progress</strong></td>
<td>Keuka College was awarded $250,000 in 2014 CFA funding for its Center for Business Analytics and Health Informatics. The Center is part of Keuka Commons, a two-story, 28,000-square-foot mixed-use college town development.</td>
</tr>
<tr>
<td><strong>Future Actions</strong></td>
<td>A developer has been selected and construction is scheduled to commence in September 2015. The building will be completed in June 2016.</td>
</tr>
<tr>
<td><strong>Progress</strong></td>
<td>Finger Lakes Community College Viticulture and Wine Technology Facility is nearly complete. Classes began in the new building in January 2015.</td>
</tr>
<tr>
<td><strong>Future Actions</strong></td>
<td>All systems expected to be operational for the Fall 2015 semester. Some equipment and minor construction will continue for the next several months due to delays and construction/design issues. Students will have full use of the facilities during this time.</td>
</tr>
</tbody>
</table>
## STRATEGY

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

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Progress</th>
<th>Future Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>The $58M renovation of the Midtown Tower by Morgan Management and Buckingham Properties is under way. The mixed-used building will anchor the Midtown Rising redevelopment project in downtown Rochester.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>Construction at Midtown Tower is expected to be complete by 2017.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>The $200M redevelopment of the historic Sibley Building by Winn Development is under way and the project will serve as one of the cornerstones of the Downtown Innovation Zone. The new Class A office lobby, public art gallery, and first phase of the Main Atrium update are complete with the help of a $500K CFA award. Winn was also awarded $3.1M from NYSERDA and $10M in low income housing tax credits.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>Construction will begin on HTR, underground parking, retail and office space, as well as apartments the end of 2015.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>Phase 1 of the Canandaigua Lakefront Redevelopment project, now called Pinnacle North, is under way. Pinnacle North has received $4M in state support for the first 2 phases of the project.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>Phase 1 of the 5-phase project scheduled to open in spring 2017 with new restaurants, retail, and residences. Phase 2 began in June 2015 and is under construction.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>The City of Rochester was awarded $1.5M in 2014 CFA funds for Phase 2 of the Public Market renovation and expansion. Construction of the new outdoor covered shed at the Rochester Public Market began in late summer 2015.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>Demolition of the old and construction of the new enclosed “B” Shed expected take 12-18 months. Both covered and enclosed sheds to be complete by late 2016.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>Monroe County received $1.5M in 2014 CFA funding to support the renovation and expansion of Frontier Field.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>Monroe County has hired a consultant to conduct a Facilities Condition Assessment report that will identify, prioritize, and provide estimated costs for various improvements to the stadium. A draft report will be issued in several weeks.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>In 2014, the Keuka Lakefront Development Project received $750,000 CFA award. Ground was broken on the new Hampton Inn, Phase 1 of the project, in May. The project had been delayed due to site conditions.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>Hotel is expected to open in summer 2016 and create 25 jobs. Project to develop residential units and slip marina at former Penn Yan Marine site in process.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>I-Square’s Building 1 was completed and opened to the public in 2014. Construction on Building 2 is in process.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>Construction on Building 4 begins fall 2015.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>CityGate, a $177M, 45-acre mixed-use redevelopment project, received $750,000 in 2014 CFA funding to improve public access along the Erie Canal.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
<tr>
<td>Costco opened its first western NY location at CityGate in June 2015. CityGate also just completed a $1.2 million canal-improvement project that will restore a one-mile stretch of the area’s beloved Erie Canal Heritage Trail that will allow boats to dock in the Town of Brighton for the first time since 1918.</td>
<td><strong>Progress</strong></td>
<td><strong>Future Actions</strong></td>
</tr>
</tbody>
</table>
**STRATEGY**
Reinforce the identity, sense of place, and character of the area through downtown redevelopment, adaptive reuse of existing buildings and infrastructure, and historic preservation. (Con’t.)

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Progress</th>
<th>Future Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Strong</strong> received a total of $800,000 in CFA funding and its Toy Industry National Halls of Fame exhibition was completed on schedule.</td>
<td>The Strong received a total of $800,000 in CFA funding and its Toy Industry National Halls of Fame exhibition was completed on schedule.</td>
<td>The collection opened to the public on September 18, 2015.</td>
</tr>
<tr>
<td><strong>Construction of the Hobart and William Smith Colleges Performing Arts Center</strong> is under way and on schedule.</td>
<td>Construction of the Hobart and William Smith Colleges Performing Arts Center is under way and on schedule.</td>
<td>Construction completion expected for January 2016.</td>
</tr>
<tr>
<td><strong>The first phase of the Geva Theatre interior renovation began in June 2015 and was completed in August 2015. Geva received $250,000 in 2014 CFA funds.</strong></td>
<td>The first phase of the Geva Theatre interior renovation began in June 2015 and was completed in August 2015. Geva received $250,000 in 2014 CFA funds.</td>
<td>Phase 2 of the project, which includes renovation of public spaces (lobby, theatres, café, box office and a new mezzanine level with suites and balcony elevator access) will commence June 2016 and be completed by September 2016.</td>
</tr>
<tr>
<td><strong>In 2014, the Finger Lakes Museum received $254,000 in CFA funds. Phase 1 of the Finger Lakes Museum’s Creekside Center, a building to house kayak and canoe livery, is near completion, and the second building at the site will be constructed in September and finished by October 10. Work on the museum’s Green Innovation Grant is near completion.</strong></td>
<td>In 2014, the Finger Lakes Museum received $254,000 in CFA funds. Phase 1 of the Finger Lakes Museum’s Creekside Center, a building to house kayak and canoe livery, is near completion, and the second building at the site will be constructed in September and finished by October 10. Work on the museum’s Green Innovation Grant is near completion.</td>
<td>A grand opening of the Museum’s Creekside Center is scheduled for October 2015.</td>
</tr>
<tr>
<td><strong>Seneca Arts and Cultural Center at Ganondagan State Historic Site</strong> is on schedule and near completion.</td>
<td>Seneca Arts and Cultural Center at Ganondagan State Historic Site is on schedule and near completion.</td>
<td>Grand opening scheduled for October 3, 2015.</td>
</tr>
</tbody>
</table>
Reinforce the identity, sense of place, and character of the area through downtown redevelopment, adaptive reuse of existing buildings and infrastructure, and historic preservation. (Con’t.)

**STRATEGY**

**Implementation**

<table>
<thead>
<tr>
<th>Progress</th>
<th>Future Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letchworth State Park, which received $800,000 in 2014 CFA funds, broke ground on its new nature center in May 2015 and construction is on schedule.</td>
<td>Facility expected to open in 2016.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Progress</th>
<th>Future Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>In June 2015, Kodak announced that it will retain ownership of Eastman Business Park and will maintain film operations there. Kodak also announced a joint partnership with Oak Ridge National Laboratory in the areas of clean energy, energy storage, and flexible substrate electronics.</td>
<td>FermCo, which was awarded $2 million in 2014 CFA funding to establish a Bioscience Manufacturing Center at EBP, had its Incentive Proposal approved in May 2015. EBP is focused on adding 10 tenants and 100-200 employees per year for next 10 years.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Progress</th>
<th>Future Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site control is nearly complete at the Science and Technology Advanced Manufacturing Park (STAMP) and the site is ready for its first major manufacturing tenant.</td>
<td>A strong pipeline of companies is developing to continue progress towards further job creation and private investment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Progress</th>
<th>Future Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Genesee Biogas, owned by CH4 Biogas, received $250,000 in 2104 CFA funding and has completed the site and process design at Genesee Valley Agri-Business Park.</td>
<td>CH4 has a purchase agreement with the Genesee County Economic Development Center for five acres in the park. The project would be eligible for economic incentives from GCEDC. Construction is pending awaiting completion of project financing. Plans are to be operational in a year.</td>
</tr>
</tbody>
</table>
**STRATEGY**

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

<table>
<thead>
<tr>
<th>Progress</th>
<th>Implementation</th>
</tr>
</thead>
</table>

| Progress | Design and permitting for the Portageville Bridge project are complete. |
| Future Actions | Opened for bids in August 2015. |

| Progress | The Inner Loop East project's demolition of the East Broad Street bridge and elevation roadway for replacement with at-grade boulevard is under way and on schedule. |
| Future Actions | Next phase entails removal of East Avenue bridge over the Inner Loop. Project completion planned for November 2017, but may finish earlier. |

| Progress | Rte 318 Corridor Infrastructure Enhancement Project received $750,000 in 2014 CFA funding. |
| Future Actions | Generate 1,000 jobs, in addition to 1,500 added by new casino proposed for the area. |

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

**Note** In May 2015, the New York Department of Homes and Community Renewal announced more than $26.5 million in affordable housing for 6 projects, including $10 million for the first phase in the multi-phase redevelopment of the historic Sibley Building which includes 72 units of mixed-income senior housing.

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

**Note** 60 sewer and water treatment projects in the Finger Lakes representing more than $44 million in total investment have received funding through the CFA process to date.

**Note** 27 waterfront improvement projects in the Finger Lakes representing more than $56 million in total investment have received funding through the NYS Local Waterfront Improvement Program and New York State Canals.

**Progress** A $300,000 2014 CFA award for the Winery Based Wastewater Treatment Systems has allowed equipment to be ordered for the project, earthwork has begun, and construction commenced in late August, 2015.

**Future Actions** Project is under way. The facility will open to colleagues to observe the system and plans will be released to use at their own facilities. Fox Run is preparing to submit designs to contractors.

**Improve access to credit and capital for revitalization and reinvestment.**

**Note** See Optimize Business Creation, Retention, and Expansion above.
Quintel testing facility at Eastman Business Park.
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.

Each of these projects will be catalyzed by investments by the state and may, in some instances, require future state and private support for their full implementation.

These projects represent more than $396 million in total investment and will create 5,159 construction and permanent jobs.
The Cornell Agriculture Food Technology Park (Technology Farm) in Geneva supports entrepreneurs and growers with the business services, expertise, resources, and incubation facilities necessary to foster the creation and growth of food production companies.

The Technology Farm will construct a new 40,000 square foot light manufacturing building on its campus in Geneva (Ontario County) primarily for incubator graduates ready to begin larger-scale production. To start, the facility will house the production operations of Cheribundi and Stony Brook Wholehearted Foods with additional space for future expansion or other food production activities.

Cheribundi produces juice products which have increased local demand for tart cherries and Stony Brook Wholehearted Foods uses seeds left over from the processing of squash to create gourmet culinary oils. Both companies were launched with the assistance and resources of the Technology Farm and have outgrown their current production space. The new facility will also enable the Technology Farm – which is currently at capacity – to accept new companies into its incubation programs.

The $8 million project will create 45 new jobs and 25 construction jobs. Construction on the project is expected to begin during the spring of 2016 and be completed by early 2017.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 4,710,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 500,000</td>
</tr>
</tbody>
</table>
LeRoy Food & Technology Park

Applicant  Genesee County IDA  CFA#  52833  Genesee

The new LeRoy Food and Technology Park will create a 75-acre food and beverage, manufacturing, and business services industrial park that will help meet an urgent regional need to create the shovel ready development sites necessary to attract new companies.

The site is located in Genesee County on NYS Route 19 and is 3 miles from the I-490/I-90 interchange. The site offers excellent utility access including electric, public water and sewer and honors smart growth principles through its ability to leverage existing utility infrastructure and its location in close proximity to the Village of LeRoy.

The project will lead to the creation of 1,000 jobs, 228 within 5 years, and addresses the generational decline in manufacturing in LeRoy including the loss of nearly 500 jobs in the last 5 years. Construction on the $2 million project is expected to begin in the spring of 2016 with the site being shovel ready certified by the end of 2016.

| Total project cost | $  2,100,000 |
| FLREDC Recommendation | $  1,000,000 |
Genesee Valley Agri-Business Park outside Batavia in Genesee County will extend infrastructure in order to bring more of the site to shovel ready status and enable it to attract new food production companies to the region.

The Park is already home to two major yogurt production facilities – Quaker Müller and Alpine Foods – which represent $220 million of private sector investment creating more than 230 jobs. With more than 50 percent of the Park’s acreage currently sold, there is a critical need to prepare the site for the next phase of business attraction and growth. Extension of water and sewer lines at the Park will enable approximately 110 additional acres to become available for sale and development.

The $1.9 million project is expected to begin construction in the summer of 2016 and be completed by the end of the year.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$1,912,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

Genesee Valley Agri-Business Park

Applicant: Gateway LDC

CFA#: 54260

Genesee
Orleans County Economic Development Agency will construct a 40,000 square foot building on 10 acres of county-owned land at the Medina Business Park for use by a food processing company. Over the past several years, food processing for locally grown agricultural products has become an important and fast-growing industry in Orleans County. The County has missed several opportunities to attract these companies because it lacks sufficient light manufacturing space needed for food processing. The first two tenants for the business park have been lined up and will begin construction along with the completion of the Park's core infrastructure.

Construction of this $2 million facility will begin in April 2016 and be completed by October 2016.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 2,075,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 600,000</td>
</tr>
</tbody>
</table>
Marquart Brothers will construct a 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.

The company is requesting state support for a commercial starch recovery system that will enable it to reduce water consumption and solid/liquid waste during the manufacturing process. The full project entails the construction of a 20,000 square foot addition to the company’s food production plant and the acquisition of new equipment.

The $14 million project is expected to be completed within two years and will create 20-30 full time positions with an additional 10–15 part time positions within the first 3 years of operation. It will also provide area farmers an additional outlet for their crops.

<table>
<thead>
<tr>
<th>Details</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total project cost</td>
<td>$14,010,000</td>
</tr>
<tr>
<td>FLREDC Recommendation</td>
<td>$1,400,000</td>
</tr>
</tbody>
</table>
Cornell University’s New York State Agricultural Experiment Station in Geneva will modernize a facility dedicated to business and economic development in food processing and farm-based production.

This project is a component of a larger effort to renovate the Agricultural Sciences Research Lab at the Station. The full renovation would convert the 82,000 square foot building into a cutting edge research and education facility.

The Station plays a critical role in the state’s agricultural and food production ecosystem. In 2014 alone, the 800 products commercialized at the Station translated to 132 full time and 265 part time jobs.

Phase 1 of the project entails the renovation and modernization of the Food Venture Center and Pilot Plant with new air handling, electrical, and plumbing systems and the acquisition of new processing equipment and technologies that will allow New York State manufacturers to test and develop new food processing and packaging options.

The $15 million Phase 1 of the project is expected to be completed by 2020.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 15,310,252</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 1,000,000</td>
</tr>
</tbody>
</table>
The Joseph A. Floreano Rochester Riverside Convention Center located on Main Street in the heart of downtown Rochester will undergo significant renovations in anticipation of a future expansion of the facility.

The Convention Center is critical in bringing out-of-city, county, state, and international visitors and spending to Rochester. This activity translates to jobs and earnings equating to approximately 790 jobs with related earnings of $19.4 million. Without a renovation, the facility is at risk of losing business.

The project includes architectural renovation of the exhibit hall, galleria, bathrooms, meeting rooms, ballroom, and public circulation spaces, riverside terrace, and other improvements that will improve operating efficiency and bring the facility into Americans with Disability Act compliance. The renovation is the first phase of an effort to update and expand the entire convention center.

The full renovation and expansion of the facility will increase the facility’s annual impact to 1,530 full time jobs with related earnings of $37.3 million. It is estimated that at least 20 percent of these jobs are attributable to the $27 million first phase of project and the balance will come from the future expansion of the facility. The first phase of the project is expected to be completed in the spring of 2019.

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total project cost</td>
<td>$27,273,167</td>
</tr>
<tr>
<td>FLREDC Recommendation</td>
<td>$1,500,000</td>
</tr>
</tbody>
</table>
The 1.1 million square foot historic former Sibley Department Store in downtown Rochester is in the midst of a $200 million comprehensive restoration. The project will transform the largest building in Monroe County into a mix of apartments, office and retail space. The building will also be home to the new High Tech Rochester and RIT business incubators and space included in the START-UP NY program.

The Sibley Building is one of the cornerstones of Rochester’s Downtown Innovation Zone and will attract residents, employment, investment, and entrepreneurship back to the City’s center. The building is within a 15-minute walk of the entire downtown core and the thriving East End district, and it is directly adjacent to the region’s new transit center.

The proposed second phase of the project involves the renovation of 480,000 square feet of space on 12 floors and the creation of 72 units of affordable housing.

The $65 million second phase of the project will begin construction in January 2016 and be completed by second quarter of 2017. The entire project will to create 534 construction and 456 permanent jobs.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$65,504,528</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$2,000,000</td>
</tr>
</tbody>
</table>
The Orleans Renaissance Group will restore the historic Bent’s Opera House building located in the Village of Medina, creating a multi-purpose commercial, entertainment, and culinary and agri-tourism destination.

Built at the height of the U.S. Civil War, the Opera House is one of the oldest surviving theaters in the nation and is one of the cornerstones of the village’s historic district which is listed on the New York State and National Registers of Historic Places. The project will create major focal point for economic development in the village and enhance regional tourism.

The $6 million phase of the project will stabilize the building and prepare it for future development. Construction for the first phase is expected to be completed within two years.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total project cost</td>
<td>$673,120</td>
</tr>
<tr>
<td>FLREDC Recommendation</td>
<td>$223,000</td>
</tr>
<tr>
<td>ESD Grants</td>
<td>$73,000</td>
</tr>
<tr>
<td>OPRHP funds</td>
<td>$150,000</td>
</tr>
</tbody>
</table>
Pinnacle North – formerly known as the Canandaigua Lakefront North Shore project – will complete the remaining phases of this $120 million development project which will transform a 17-acre Brownfield site on the north shore of Canandaigua Lake into a vibrant, mixed-use neighborhood that will spur private investment, improve the water quality of the lake, generate significant business activity, and create a critical mass of visitor attractions.

Previous state awards for Phase 1 and Phase 2 have allowed the project to begin addressing the extraordinary remediation and development costs associated with the site. Additional funding is recommended for the final phases of the project, which will include 450 residential units and 70,000 square feet of commercial and retail space, integrating a now blighted and largely vacant part of the city into a development that reintegrates the City with the lake’s north shore, adjoining parks, recreational, culinary, and cultural attractions, creating a new hub of economic activity in the seat of Ontario County.

Pinnacle North broke ground in May 2015 and full build out of the project is expected to be completed by 2020. Upon completion, the entire project will create 175 new direct jobs, 600 new indirect jobs, 400 construction jobs, and grow the community’s tax base by as much as 10 percent.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$38,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$1,500,000</td>
</tr>
</tbody>
</table>

Photo by: Matt Wittmeyer
CityGate is a 45-acre private development on the former Iola Campus in the City of Rochester.

The $177 million mixed-use project is anchored by a 150,000 square foot Costco wholesale club (which opened in June 2015), 180,000 square feet of retail and commercial space, a 150-room hotel, a 90,000 square foot parking garage, and 300 residential units. The site is located at the southern “gateway” to the City of Rochester.

The developer will make enhancements to the site to improve pedestrian and visitor access to the site which borders the Erie Canal. New funds will be used to build a boat dock, a canoe and kayak launch, an amphitheater, public seating areas and landscaping improvements along the Canal.

Once completed, the CityGate project will create an estimated 1,022 permanent jobs and 1,527 construction jobs and generate $28.7 million in annual sales taxes.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 73,303,728</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 1,000,000</td>
</tr>
</tbody>
</table>
The 26-story former Chase Tower in downtown Rochester is in the process of being redeveloped under the name the "The Metropolitan" as a mixed-use building consisting of commercial, residential, and retail space.

The property includes an underutilized open plaza currently known as Chase Square at the corner of Main Street and Clinton Avenue in the heart of downtown Rochester. Gallina Development Corporation plans to recreate this plaza into an inclusive, highly-utilized, dynamic public gathering space known as Metropolitan Square. The project will bring together a famous local artists and a renowned landscape architect to create an inclusive and safe public destination for friends and coworkers, outdoor concerts, arts festivals, holiday celebrations, and other events that will enhance the public’s enjoyment of downtown Rochester.

With state support, this $2.5 million project will begin in 2016.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$2,485,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$200,000</td>
</tr>
</tbody>
</table>
NY-BEST is a consortium of more than 125 energy companies and research universities focused on the development and commercialization of next-generation energy storage technologies. NY-BEST opened its new $23 million Test and Commercialization Center in Eastman Business Park in 2014, with support from New York State and DVL GL, which relocated its energy storage testing facility from Pennsylvania to Rochester. The facility addresses a critical gap in the state’s R&D infrastructure and enables academic researchers and companies to test and validate their technologies.

NY-BEST will purchase new equipment required to perform safety testing and certification for energy storage which will be installed at its facility in Eastman Business Park and the Battery Prototyping Center at RIT. NY-BEST will be among the first facilities in the world to have this capability, enabling it to attract industry partners from across the state and the country.

The $22 million project is expected to be completed and operational by March 2017.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 22,737,746</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 2,000,000</td>
</tr>
</tbody>
</table>
Cadenza Innovations – a Connecticut-based company – will construct a new battery assembly facility at Eastman Business Park that will enable it to manufacture at both the prototype and commercial production scale.

This project is the result of the investments made by the state in the NY-BEST Test and Commercialization Center and the unique resources at the Park which has attracted energy storage technology companies like Cadenza to establish operations in Rochester.

The manufacturing facility will be initially employed for limited assembly prototype Cadenza cells for the automotive and other industries. This production is the first step in the company’s plans to build a much larger battery assembly plant at the Park.

This $1 million project will create five jobs. Construction on the new facility is expected to commence in the first half of 2016 and be completed later in the year.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 1,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 200,000</td>
</tr>
</tbody>
</table>
NOHMs Technologies is a developer of electrolytes for advanced lithium ion batteries that offer improved performance, greater safety, and lower costs.

The company will expand its current facility located at Eastman Business Park to support scale manufacturing of batteries for commercial and military clients. The new 3,000 square foot factory will expedite the development of volume manufacturing of electrolytes and facilitate electrolyte and battery cell prototyping and quality control.

The project will begin construction in January 2016 and will be completed by the end of 2017. NOHMs anticipates creating 23 new jobs by 2020 to support this additional manufacturing capability.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 2,512,500</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 135,000</td>
</tr>
</tbody>
</table>
The Finger Lakes Economic Development Center (FLEDC) in Yates County will convert an empty warehouse in Penn Yan into a multi-tenant incubator facility.

In developing this 20,000 square foot facility – which is located in the Horizon Business Park – FLEDC will address a critical gap in the county’s economic development infrastructure by creating low-cost incubation space for start-up companies.

The project’s sponsors expect to attract five new businesses to the incubator over the next five years and create 30 new jobs. The facility will hold up to three businesses at one time.

FLEDC is currently in discussions with three companies and will close on the facility within 60 days of an award and expects to have the first company located at the site within 90 days.
Renovations of the Roberts Wesleyan College Smith Science Center will enable the Finger Lakes region to meet the rapidly growing demand for highly educated workers with degrees in healthcare, science, engineering, and math. The project will also strengthen the College’s nationally recognized nursing and STEM programs, enabling it to attract more students.

The College will renovate 85,000 square feet of space in the Smith Science Center to update the facility – which was constructed in the 1970s – to meet today’s technological standards and will include new laboratory space, faculty offices, and classrooms.

The $7 million project will begin in the Fall of 2015 and expected to be completed in April 2016 and will create 25 construction jobs.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$</th>
<th>6,766,832</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$</td>
<td>1,000,000</td>
</tr>
</tbody>
</table>
The Institute for Pharmaceutical Innovation and Strategic Partnership at the St. John Fisher College’s Wegmans School of Pharmacy will foster collaboration between local pharmaceutical and biotechnology companies and universities involved in drug discovery and development.

The college will upgrade its current laboratories allowing it to provide analytical drug testing services to healthcare systems with compounding pharmacy facilities, FDA registered drug compounding outsourcing facilities, compounding pharmacies, and pharmaceutical and small biotech companies in the region and beyond.

Pending state support, the equipment for the laboratory upgrade will commence early next year. The College has recently entered into a partnership with a local pre-clinical laboratory company that will allow the company to add 50 jobs over the next five years.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$600,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$600,000</td>
</tr>
</tbody>
</table>
Keuka College’s new Center for Business Analytics and Health Informatics will leverage the College’s entrepreneurial business programs to create high-tech, health sciences, and education jobs in one of the state’s most economically challenged counties. The Center will be located in Keuka Park and the 30,000 square-foot facility will anchor a new mixed-use college town development that will serve the College’s students and community residents.

The skilled graduates of the Center will help recruit software development, business analytics, healthcare informatics and technology, agribusiness, environmental science and technology, and biomedical sciences firms to Yates County. In doing so, it will help create higher-paying jobs, an area of significant need in Yates County where 15.4 percent of residents live below the poverty line. The $625,000 second phase of the $10 million project will be completed by the end of 2016 and the Center’s incubation activities are projected to create 150 permanent jobs.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 635,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDc Recommendation</td>
<td>$ 127,000</td>
</tr>
</tbody>
</table>
All seven of Finger Lakes Career and Technical Education Centers and the region’s advanced manufacturing community are collaborating on a project that will create a new workforce development program designed to strengthen the capacity of the region to produce skilled employees.

While significant workforce investment has recently been made in the region’s higher education facilities, very little investment has occurred in secondary schools. Collaborating with over 70 advanced manufacturers, the project sponsors will identify desired skill sets, revise curriculum, renovate facilities, and retool programs to increase the capacity and ability to provide employees with the skill sets for advanced manufacturing industries and address regional shortages in this sector.

The project is a partnership between the Wayne-Finger Lakes BOCES in Williamson and Stanley, Monroe #1 BOCES in Fairport, Monroe #2-Oreleans BOCES in Spencerport, Genesee Valley Educational Partnership in Batavia and Mt. Morris, and the Rochester City School District. Programmatic elements of the $2 million project are under way. Renovations and the acquisition of new equipment is expected to be completed by September 2017. The project will graduate 190 students per year who will be qualified to enter advanced manufacturing jobs that pay on average $43,931.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$2,100,112</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>
Monroe Community College (MCC) will renovate and modernize its Applied Technologies Center (ATC) in Rochester, enabling it to expand its workforce development programs. ATC is a vital community asset and has provided career technical education to thousands of people since its creation in the 1990’s. However, the facility is in need of improvements that will enable it to meet the growing needs of industry.

The project will create more space to equip labs for multiple occupational fields so that students learn the multi-faceted aspects of emerging and rapidly evolving technical jobs, particularly in the automotive field. The enhancements will also improve lecture space and increase lab space. The improvements will increase enrollment by 25 students beginning in Fall 2017 and MCC anticipates the added space will allow students to enter the workforce more quickly. The $285,000 project will be completed within 18 months of an award.

---

**MCC Applied Technologies Center Modernization**

**Applicant** Monroe Community College  
**CFA#** 55453  
**Monroe**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total project cost</td>
<td>$285,046</td>
</tr>
<tr>
<td>FLREDC Recommendation</td>
<td>$57,000</td>
</tr>
</tbody>
</table>

Photo by: Matt Wittmeyer
Led by the nationally-recognized Veterans Outreach Center, the new Regional Veterans Service Center will help eliminate barriers to employment and support the upward mobility of veterans of the Armed Services.

The first phase of this project entails the creation of a regional case management system – AmericaServes Unite US – that will improve coordination among service providers that will help veterans better navigate the myriad of programs available to them. In coming years, the Service Center will increase coordination with area colleges and universities to attract veterans to the region and ensure their education leads to meaningful employment. Once fully operational, the regional Service Center will serve as a statewide model that can be replicated in other regions and statewide.

In five years, the Service Center estimates it will enroll 5,500 veterans and families into its service network and help place 2,500 veterans in new jobs.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 190,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 150,000</td>
</tr>
</tbody>
</table>
The Science and Technology Advanced Manufacturing Park (STAMP) project is a 1,243-acre site in Genesee County that will attract the next generation of nanotechnology companies – including semiconductor chip fabrication, flat panel display, solar, bio-manufacturing, and advanced manufacturing companies – creating a high-tech corridor spanning upstate and driving significant economic growth in both the Finger Lakes and Western New York regions.

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

New York State has designated $33 million to bring a portion of the site to shovel-ready status in order to prepare for the first major manufacturing tenant. $8 million in new investments are required to extend utilities to the STAMP site and prepare the Town of Alabama for future residential and commercial development associated with growth at the site.

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

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 8,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 1,500,000</td>
</tr>
</tbody>
</table>
Unither Pharmaceuticals – a French multinational corporation – is a world leading pharmaceutical manufacturer. Its subsidiary Unither U.S.A. produces syrups, capsules, and tablet medications at its current manufacturing facility in Henrietta, which also serves as the company’s North American headquarters.

Last year, the company announced a $15.7 million expansion project at its Henrietta facility, which was made possible with state support. Phase 2 of the project includes new construction, renovations, equipment, and staff training that will enable the company to add and expand production lines.

The $10 million is expected to be completed by the first quarter of 2018 and will create 21 construction jobs and retain 242 employees.

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total project cost</td>
<td>$10,800,000</td>
</tr>
<tr>
<td>FLREDC Recommendation</td>
<td>$2,100,000</td>
</tr>
<tr>
<td>ESD Grants</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>DOL EET funds</td>
<td>$100,000</td>
</tr>
</tbody>
</table>
The Boys and Girls Club of Rochester is in the process of constructing a 10,000 square foot expansion to its current home located on Genesee Street, providing the organization the additional space necessary to expand programs and services to underserved and at-risk youth and families in the City of Rochester. The Club, which was founded in 1971, provides programs and services that benefit youth of all backgrounds, with special focus on those from disadvantaged circumstances, with the goal of developing the qualities needed to become productive, responsible, and caring citizens. The Club is located in a pocket of the City of Rochester known for a high concentration of poverty. The expansion will allow the Club to grow its job training, education, and arts programs.

Construction on the $3.5 million project is under way expected to be completed by January 2016 thanks in part to a 2014 CFA award for the first phase. Additional funds are recommended to help complete the final phase of exterior improvements, including the playground, parking lot, landscaping, and security fencing. The project will require the Club to hire new staff for its programs and create 20 construction jobs.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$3,500,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$300,000</td>
</tr>
</tbody>
</table>
The Ibero American Investors Corporation will create a microloan level funding and training program to foster small business creation in underserved communities in Rochester and Monroe County.

The program will offer loans in the range of $10,000 to $50,000 to start-up companies and training and assistance for entrepreneurs who are forming their own businesses. Emphasis will be on the northeast areas of the City of Rochester, including the El Camino Opportunity Area and other low income/high unemployment areas.

Licenced in 1979 by the U.S. Small Business Administration as a Specialized Small Business Investment Company, Ibero American Investors Corporation has been the only agency in the Rochester/Monroe County area that specifically provides entrepreneurial financing and training to low income, minority and women-owned businesses.

The project will result in the financing of an estimated 42 new businesses and will create or retain an estimated 167 jobs, during the 5 year project period.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$2,347,814</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$500,000</td>
</tr>
</tbody>
</table>
Foodlink is a non-profit organization based in Rochester whose mission is to end hunger, eliminate the root causes of hunger, improve health, and promote economic development. The organization currently distributes 18 million pounds of food per year to a network of more than 500 community-based organizations, agencies, and programs in 10 counties, and serves more than 200,000 individuals each year.

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

Phase 1 of this project was funded as a priority project in 2014 and is under way.

Phase 2 will expand the Foodlink commercial kitchen into a 28,000 square foot regional food production, processing, and culinary workforce development center.

Construction of the $4.9 million facility is expected to be completed by March 2016. In addition to creating 34 jobs, 60–80 hard to place workers will be trained per year at the facility in partnership with local colleges and prepared for job placement in the food industry.

<table>
<thead>
<tr>
<th>Opportunity Agenda</th>
<th>Applicant</th>
<th>Foodlink CFA# 55079</th>
<th>Monroe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foodlink Food Hub – Phase 2</strong></td>
<td><strong>Total project cost</strong></td>
<td>$ 4,891,654</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>FLREDC Recommendation</strong></td>
<td>$ 250,000</td>
<td></td>
</tr>
</tbody>
</table>
100 Finger Lakes  | Regional Economic Development Council

The Rochester Regional Photonics Cluster – an organization consisting of 50 member companies located in the region – will establish a user facility with precision optical testing equipment that will enable member companies and academic researchers to innovate and more effectively compete, particularly in the rapidly growing field of freeform optics.

This technology is critical to the creation of a new generation of advanced optical components, however, many companies in the region are barred from bidding on government and commercial contracts for freeform optical components and systems because they lack the sophisticated test equipment needed to confirm that the products meet requirements.

The University of Rochester – in partnership with the University of North Carolina at Charlotte and industry partners – including Ball Aerospace and Schott North America – has established a Center for Freeform Optics with approximately $4.0 million of federal funding over 5 years to transition the technology from the laboratory into commercial and military products. The new equipment – which will be located at Sydor Optics in Rochester and available to researchers and companies – is a critical enabler for the transition of this technology into marketable products.

New York State has provided partial funding for this $1.5 million project and additional funds are necessary to acquire equipment necessary to measure and test free form optics prototypes.

### Freeform Optics Profiler

**Applicant** Rochester Regional Photonics Cluster  
**CFA#** 56121  
**Region-wide**

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 1,507,900</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 160,000</td>
</tr>
</tbody>
</table>
In 2013, Kingsbury opened a new manufacturing facility at Eastman Business Park to produce touchscreen sensors utilizing Kodak’s roll-to-roll technologies. The sensors manufactured at the site will be exported to module builders around the world.

Touchscreen monitors and displays have become the preferred viewing and input device for billions of consumers and commercial users worldwide. Studies forecast significant continued growth over the next five years.

In order to better compete in the global market, Kingsbury needs to develop the capability to thoroughly test and evaluate its sensors. Kingsbury will create a clean room lab with testing equipment located at its existing production line in Eastman Business Park.

The $1.2 million project is expected to be completed by 2016 and is projected to create 11 jobs.

### Touchscreen Sensor Quality Lab

<table>
<thead>
<tr>
<th>Applicant</th>
<th>Kingsbury Corp</th>
<th>CFA#</th>
<th>Monroe</th>
</tr>
</thead>
</table>

| Total project cost | $1,240,000 |
| FLREDC Recommendation | $200,000 |
The Goergen Institute for Data Science (IDS) at the University of Rochester will create one of the leading programs in the nation dedicated to the application of high performance computing and data science approaches to solve scientific problems.

IDS will build upon the success of the Health Science Center for Computational Innovation, a partnership between the University, IBM, and New York State that has already attracted more than $330 million in external research funding over the last seven years and created one of the most advanced computer systems dedicated to health research in the nation.

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

Construction of the $25 million facility is expected to be completed in December 2016. According to the Center for Governmental Research, the initiative will create 460 direct and indirect jobs, generation $23 million in labor income, and attract $530 million in research funding over a ten year period.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 50,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 3,000,000</td>
</tr>
</tbody>
</table>
RIT is establishing a new Additive Manufacturing and Multi-Functional Printing (AMPrint) Center that will partner with industry to develop the next generation of additive manufacturing (AM) and 3D printing (3DP) technologies. The Center was recently named one of New York State’s Center for Advanced Technology.

Compound annual growth rates for this industry have exceeded 25 percent in each of the past five years, and annual revenues are forecast to grow to $20 billion within five years. Although upstate’s printing and imaging industry has declined in recent years, the industry’s know-how is directly applicable to 3DP and AM technologies.

The AMPrint project represents a tremendous opportunity to reinvent the state’s printing and imaging industry and bring back lost jobs. New functional printing equipment will allow the AMPrint Center to work with such as Kodak, Xerox, and other smaller local companies that are developing 3D printed electronics and new 3D printing technologies. The Center will also entail training programs for the wide range of positions in the field.

RIT expects to begin construction of the AMPrint Center laboratory facility in the Fall of 2015 and anticipates completion by Spring 2016. RIT is requesting $500,000 in state support for equipment related to the project.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 500,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 100,000</td>
</tr>
</tbody>
</table>

Applicant: Rochester Institute of Technology
CFA#: 56210
Monroe

2015 Progress Report & Recommended Priority Projects 103
The Seneca Park Zoo – located in Rochester and owned by Monroe County – is undertaking improvements that will transform the facility, increase its stature in both the community and the global zoo community, and create a first-class tourist destination.

Phase 1a of the project includes: expanding the Zoo’s A Step Into Africa exhibit by developing land north of the Elephant Habitat for new giraffe and rhino habitats; installing a people-moving train to transport visitors from one end of the Zoo to the other, the development of new animal habitats and concession stands, and the demolition the 1931 Main Building (necessary in order to retain American Zoo Association accreditation) and relocation of Zoo operations located in the building. Future phases involve the construction of new animal habitats, a visitor services building, and a new education and event space.

Phase 1a of the $22 million project will provide approximately 310 construction jobs and 20 permanent jobs. Construction will commence in January 2017 and new facilities will begin to open in May 2018.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$ 22,200,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$ 1,500,000</td>
</tr>
</tbody>
</table>
Over the last 50 years, Bristol Mountain Winter Resort has grown from serving the local market to becoming a premier skiing destination that draws visitors to the region from Ontario Canada, southern Michigan, Ohio, and northern Pennsylvania.

The Resort will construct a new 30-room Inn at the base of Bristol Mountain, which will address the demand for overnight slope side accommodations and enable the resort to attract visitors for longer stays. The Inn will also support other year-round activities, including the recently added Aerial Park, which opened in 2014, and a Zip Line Canopy Tour, which is scheduled to open in the Fall of 2015. The Inn will also allow the Resort to expand its current services such as hosting destination weddings and regional special events.

The $3 million project will begin construction in May 2016 with an expected grand opening by the end of the year. The project will enable the Resort to expand its year-round and seasonal employment.

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total project cost</td>
<td>$3,334,000</td>
</tr>
<tr>
<td>FLREDC Recommendation</td>
<td>$534,000</td>
</tr>
<tr>
<td>ESD Grants</td>
<td>$300,000</td>
</tr>
<tr>
<td>Market NY funds</td>
<td>$234,000</td>
</tr>
</tbody>
</table>
The Eastman School of Music will renovate 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.

ECMS serves an average of 1,500 students per year ranging in age from 3 months to 90 years old, including inner city youth attending on full scholarship. Enrollment has increased by 45 percent in the last decade.

Upon completion, the project will add new teaching studios, classrooms, administrative offices for ECMS staff, and a waiting area for parents. The project will also involve hiring additional faculty and staff members.

The $1 million project will commence construction in May 2016 and be completed by November. The project will create 60 construction jobs and 66 new jobs.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total project cost</td>
<td>$5,498,528</td>
</tr>
<tr>
<td>FLREDC Recommendation</td>
<td>$500,000</td>
</tr>
</tbody>
</table>
Seneca County will construct a new sanitary sewer system and improvements to existing infrastructure in the Town of Seneca Falls that will enable additional business growth along the Route 318 corridor.

The corridor is between two exits off the New York State Thruway and is home to the Waterloo Premium Outlets (which draw two million visitors per year) and the new Lago Resort & Casino.

While the area poised for substantial future residential and commercial activity, the existing wastewater treatment facilities are at capacity and cannot accommodate new growth. The area is served by the Junius Wastewater Treatment Plant, which is owned and operated by the Town of Junius. This rural community is not in the financial position to expand and upgrade the plant.

A 2013 study projects that new sewer infrastructure will enable future development that will create an estimated 700 construction jobs and 850 permanent jobs depending on the level of growth and development.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$9,200,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>
The project entails the conversion of the existing coal-fired power plant in Dresden into a facility that will burn 100 percent natural gas and the construction of associated infrastructure.

The conversion will provide needed energy, capacity, voltage support, and other valuable power generation-related services at no risk to the captive retail power customers and will significantly reduce greenhouse gas emissions.

The project will create permanent entry level, skilled, and other full and part-time employment opportunities, temporary construction jobs, and provide significant additional tax revenue that will support the schools and vital public services in Yates County, and act as catalyst for development of other business enterprises in the region.

The $11.6 million conversion will commence by the end of 2015 with an anticipated completion by the middle of 2016.

<table>
<thead>
<tr>
<th>Total project cost</th>
<th>$11,655,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FLREDC Recommendation</td>
<td>$2,000,000</td>
</tr>
</tbody>
</table>
## Overall Investment Ratio

*The 13:1 ratio assumes full projects costs submitted by CFA. While some projects may ultimately be reduced in size following an award the FLREDC is confident in a minimum 6:1 private leverage ratio.*

## Proposed Priority Projects

### Relating to State Priorities

<table>
<thead>
<tr>
<th>CFA#</th>
<th>Priority Project</th>
<th>State Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>56210</td>
<td>Additive Manufacturing Center at RIT</td>
<td></td>
</tr>
<tr>
<td>51667</td>
<td>Bents Opera House</td>
<td></td>
</tr>
<tr>
<td>55149</td>
<td>Boys &amp; Girls Clubs of Rochester</td>
<td></td>
</tr>
<tr>
<td>54816</td>
<td>Bristol Mountain Winter Resort</td>
<td></td>
</tr>
<tr>
<td>53882</td>
<td>Cadenza Innovations Advanced Battery Assembly Plant</td>
<td></td>
</tr>
<tr>
<td>56164</td>
<td>CityGate</td>
<td></td>
</tr>
<tr>
<td>52813</td>
<td>Community Entrepreneurship Training and Micro Loan Program</td>
<td></td>
</tr>
<tr>
<td>50732</td>
<td>Cornell's Agriculture Food Technology Park</td>
<td></td>
</tr>
<tr>
<td>55910</td>
<td>Cornell's New York State Agricultural Experiment Station</td>
<td></td>
</tr>
<tr>
<td>52976</td>
<td>Eastman School of Music</td>
<td></td>
</tr>
<tr>
<td>55079</td>
<td>Foodlink Food Hub</td>
<td></td>
</tr>
<tr>
<td>54260</td>
<td>Genesee Valley Agri-Business Park</td>
<td></td>
</tr>
<tr>
<td>55858</td>
<td>Greenidge Gas Conversion Plant</td>
<td></td>
</tr>
<tr>
<td>56764</td>
<td>Keuka Business Park</td>
<td></td>
</tr>
<tr>
<td>57518</td>
<td>Keuka College Center for Business Analytics and Health Informatics</td>
<td></td>
</tr>
<tr>
<td>56295</td>
<td>Kingsbury Touchscreen Sensor Quality Lab</td>
<td></td>
</tr>
<tr>
<td>52833</td>
<td>LeRoy Food and Technology Park</td>
<td></td>
</tr>
<tr>
<td>54227</td>
<td>Marquat Brothers Potato Chip Plant &amp; Starch Recovery System</td>
<td></td>
</tr>
<tr>
<td>55453</td>
<td>MCC Applied Technologies Center Modernization</td>
<td></td>
</tr>
<tr>
<td>57368</td>
<td>Metropolitan Square</td>
<td></td>
</tr>
<tr>
<td>56663</td>
<td>Middle Skills Advanced Manufacturing Secondary Education</td>
<td></td>
</tr>
<tr>
<td>56233</td>
<td>NOHMsTechnologies</td>
<td></td>
</tr>
<tr>
<td>56730</td>
<td>NY-BEST Test and Commercialization Center</td>
<td></td>
</tr>
<tr>
<td>52748</td>
<td>Orleans County Medina Business Park</td>
<td></td>
</tr>
<tr>
<td>56544</td>
<td>Pinnacle North – Final Phases</td>
<td></td>
</tr>
<tr>
<td>56893</td>
<td>Regional Veterans Service Center</td>
<td></td>
</tr>
<tr>
<td>51570</td>
<td>Roberts Wesleyan College Smith Science Center</td>
<td></td>
</tr>
<tr>
<td>56121</td>
<td>Rochester Regional Photonics Cluster – Freeform Optics Profiler</td>
<td></td>
</tr>
<tr>
<td>56623</td>
<td>Rochester Riverside Convention Center</td>
<td></td>
</tr>
<tr>
<td>51251</td>
<td>Science and Technology Advanced Manufacturing Park</td>
<td></td>
</tr>
<tr>
<td>54142</td>
<td>Seneca County Rte. 318 Corridor Sewer Expansion</td>
<td></td>
</tr>
<tr>
<td>54761</td>
<td>Seneca Park Zoo</td>
<td></td>
</tr>
<tr>
<td>55708</td>
<td>Sibley Building</td>
<td></td>
</tr>
<tr>
<td>57327</td>
<td>St. John Fisher College Institute for Pharmaceutical Innovation &amp; Strategic Partnership</td>
<td></td>
</tr>
<tr>
<td>56058</td>
<td>Unither Pharmaceuticals</td>
<td></td>
</tr>
<tr>
<td>56197</td>
<td>University of Rochester Goergen Institute for Data Science</td>
<td></td>
</tr>
</tbody>
</table>
Map of 2015 Proposed Priority Projects

Agriculture & Food Production
- Cornell’s Agriculture Food Technology Park
- LeRoy Food and Technology Park
- Genesee Valley Agri-Business Park
- Medina Business Park
- Marquart Brothers Potato Chip Plant & Starch Recovery System
- Cornell’s New York State Agricultural Experiment Station

Community Development
- Rochester Riverside Convention Center
- Sibley Building
- Bents Opera House
- Pinnacle North – Final Phases
- CityGate
- Metropolitan Square

Energy Innovation
- NY-BEST Test and Commercialization Center
- Cadenza Innovations Advanced Battery Assembly Plant
- NOHMs Technologies

Entrepreneurship and Innovation
- Keuka Business Park

Higher Education & Workforce Development
- Roberts Wesleyan College Smith Science Center
- St. John Fisher College Institute for Pharmaceutical Innovation and Strategic Partnership
- Keuka College Center for Business Analytics and Health Informatics
- Middle Skills Advanced Manufacturing Secondary Education
- MCC Applied Technologies Center Modernization
- Regional Veterans Service Center

Industrial Development
- Science and Technology Advanced Manufacturing Park

Life Sciences
- Unither Pharmaceuticals

Opportunity Agenda
- Boys & Girls Clubs of Rochester
- Community Entrepreneurship Training and Micro Loan Program
- Foodlink Food Hub

Optics, Photonics, and Imaging
- Rochester Regional Photonics Cluster – Freeform Optics Profiler
- Kingsbury Touchscreen Sensor Quality Lab

Research & Development
- University of Rochester Goergen Institute for Data Science
- Additive Manufacturing Center at RIT

Tourism & the Arts
- Seneca Park Zoo
- Bristol Mountain Winter Resort
- Messinger Hall Renovations

Transportation & Infrastructure
- Seneca County Rte. 318 Corridor Sewer Expansion
- Dresden Power Plant Gas Conversion
## Business & Local Government Projects

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Project Name</th>
<th>Business Name</th>
<th>Funding Req.</th>
<th>Funding Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>56860</td>
<td>Renovations for Blue Cross Arena at the War Memorial</td>
<td>City of Rochester</td>
<td>$1,000,000</td>
<td>ESD MNY</td>
</tr>
<tr>
<td>56126</td>
<td>NY-BEST BRIDGE Incubator–Energy Storage Business Accelerator</td>
<td>New York Battery and Energy Storage Technology Consortium (NY-BEST)</td>
<td>$375,000</td>
<td>ESD BISP</td>
</tr>
<tr>
<td>53662</td>
<td>iSquare Sustainability Project</td>
<td>iSquare LLC</td>
<td>$2,800,000</td>
<td>EFC GIGP, NYSERDA CGC3</td>
</tr>
<tr>
<td>53392</td>
<td>Orleans County Microenterprise Program</td>
<td>Orleans County</td>
<td>$200,000</td>
<td>HCR CDBGME</td>
</tr>
<tr>
<td>52637</td>
<td>Microenterprise Assistance Program 4</td>
<td>City of Geneva</td>
<td>$200,000</td>
<td>HCR CDBGME</td>
</tr>
<tr>
<td>51844</td>
<td>Implementation of Efficient and Effective Zoning Code and Enforcement</td>
<td>Genesee/Finger Lakes Regional Planning Council</td>
<td>$99,996</td>
<td>DOS LGE</td>
</tr>
<tr>
<td>54638</td>
<td>Orleans County Law Enforcement Shared Service and Efficiency Study</td>
<td>Orleans County</td>
<td>$36,000</td>
<td>DOS LGE</td>
</tr>
<tr>
<td>51617</td>
<td>Vacuum Oil Site</td>
<td>DHD Ventures</td>
<td>$6,000,000</td>
<td>NYSERDA CGC3</td>
</tr>
</tbody>
</table>

## Job Training Projects

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Project Name</th>
<th>Business Name</th>
<th>Funding Req.</th>
<th>Funding Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>51548</td>
<td>Workforce Development Economic Success</td>
<td>Finger Lakes Community College</td>
<td>$368,500</td>
<td>DOL UWT, EFC GIGP, DOL SPTP</td>
</tr>
<tr>
<td>53516</td>
<td>Training Program</td>
<td>Hickey Freeman Tailored Co</td>
<td>$100,000</td>
<td>DOL EET, DOL NHT, DOL UWT</td>
</tr>
<tr>
<td>54966</td>
<td>Electronics Assembly and Certified IPC 610, IPC 7711/7721 Specialist Training For Veterans</td>
<td>Rochester Institute of Technology</td>
<td>$199,910</td>
<td>DOL SPTP</td>
</tr>
<tr>
<td>57802</td>
<td>WFL BOCES CDL Workforce Development</td>
<td>Wayne-Finger Lakes BOCES</td>
<td>$33,600</td>
<td>DOL UWT</td>
</tr>
<tr>
<td>56682</td>
<td>WFL BOCES CNA Program</td>
<td>Wayne-Finger Lakes BOCES</td>
<td>$65,120</td>
<td>DOL UWT</td>
</tr>
<tr>
<td>56058</td>
<td>Phase II Transformation: Unit Dose Technology &amp; Growth</td>
<td>Unither US Corporation</td>
<td>$2,144,000</td>
<td>DOL EET, ESD Grants</td>
</tr>
<tr>
<td>52762</td>
<td>Training Finance Employees in New Health Managed Care Skills</td>
<td>NYSARC Inc Ontario County Chapter</td>
<td>$15,600</td>
<td>DOL EET</td>
</tr>
<tr>
<td>53256</td>
<td>ReactorView 2</td>
<td>Jamko Technical Solutions Inc</td>
<td>$45,000</td>
<td>DOL EET, DOL NHT, DOL UWT, DOL SPTP</td>
</tr>
<tr>
<td>53870</td>
<td>Existing Employee Training</td>
<td>Heritage Christian Services</td>
<td>$62,000</td>
<td>DOL EET</td>
</tr>
<tr>
<td>57888</td>
<td>Electronics Assembly and Certified IPC 610, IPC 7711/7721 Specialist Training to Alleviate Unemployment in the Region</td>
<td>Rochester Institute of Technology</td>
<td>$95,900</td>
<td>DOL UWT</td>
</tr>
<tr>
<td>55806</td>
<td>Provide training to special populations</td>
<td>Rochester Rehabilitation</td>
<td>$100,000</td>
<td>DOL UWT, DOL SPTP</td>
</tr>
</tbody>
</table>

## Tourism & Arts Projects

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Project Name</th>
<th>Business Name</th>
<th>Funding Req.</th>
<th>Funding Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>50365</td>
<td>Historic Armory Renovation</td>
<td>Geva Theatre Center, Inc.</td>
<td>$850,000</td>
<td>HCR NYSMS, OPRHP HP, ESD MNY, ESD Grants</td>
</tr>
<tr>
<td>55348</td>
<td>National Historic Landmark Restoration</td>
<td>George Eastman House</td>
<td>$500,000</td>
<td>OPRHP HP</td>
</tr>
<tr>
<td>54816</td>
<td>Mountainside Inn and Lodging</td>
<td>Bristol Mountain Ski Resort</td>
<td>$900,000</td>
<td>ESD MNY, ESD Grants</td>
</tr>
<tr>
<td>51318</td>
<td>PreK music class partnership with the YMCA of Greater Rochester for at risk children</td>
<td>Hochstein School of Music Dance</td>
<td>$26,690</td>
<td>Arts CHPG</td>
</tr>
<tr>
<td>51634</td>
<td>Center for Great Women</td>
<td>National Womens Hall Of Fame</td>
<td>$2,600,000</td>
<td>OPRHP HAS, ESD MNY, Canals</td>
</tr>
<tr>
<td>47741</td>
<td>Livingston County Museum Implementation of Facilities Master Plan</td>
<td>Livingston County Historical Society</td>
<td>$495,000</td>
<td>OPRHP HP</td>
</tr>
<tr>
<td>51677</td>
<td>Bents Opera House Restoration Phase II</td>
<td>Orleans Renaissance Group</td>
<td>$373,120</td>
<td>OPRHP HP, ESD Grants</td>
</tr>
<tr>
<td>56434</td>
<td>A Welcome Surprise! Canadian Tourist Marketing Campaign</td>
<td>Visit Rochester</td>
<td>$275,000</td>
<td>ESD MNY</td>
</tr>
<tr>
<td>52923</td>
<td>Phase 4 Seneca Lake Access Improvements</td>
<td>City of Geneva</td>
<td>$800,000</td>
<td>DOS LWRRP</td>
</tr>
<tr>
<td>52671</td>
<td>Rochester Fringe Festival 2016</td>
<td>Rochester Fringe Festival, Inc.</td>
<td>$300,994</td>
<td>ESD MNY, Arts CHPG</td>
</tr>
<tr>
<td>52798</td>
<td>Wine and Wonders</td>
<td>Finger Lakes Tourism Alliance</td>
<td>$400,000</td>
<td>ESD MNY</td>
</tr>
</tbody>
</table>
### Water & Infrastructure Projects

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Project Name</th>
<th>Business Name</th>
<th>Funding Req.</th>
<th>Funding Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>50876</td>
<td>Village of Nunda WWTP Improvements</td>
<td>Village of Nunda</td>
<td>$8,000</td>
<td>DEC EPG</td>
</tr>
<tr>
<td>57308</td>
<td>Harvester Park Feasibility Subdivision Plan</td>
<td>Batavia Development Corporation</td>
<td>$15,000</td>
<td>ESD SPFS</td>
</tr>
<tr>
<td>50988</td>
<td>Town of Lyons Engineering Planning grant</td>
<td>MRB Group</td>
<td>$30,000</td>
<td>DEC EPG</td>
</tr>
<tr>
<td>51345</td>
<td>Village of Attica WWTP Upgrade Planning Project</td>
<td>Village of Attica</td>
<td>$30,000</td>
<td>DEC EPG</td>
</tr>
<tr>
<td>55250</td>
<td>General Wastewater and Collection System Evaluation</td>
<td>Village of Dundee</td>
<td>$30,000</td>
<td>DEC EPG</td>
</tr>
<tr>
<td>56540</td>
<td>General Wastewater and Collection System Evaluation</td>
<td>Village of Avon</td>
<td>$30,000</td>
<td>DEC EPG</td>
</tr>
<tr>
<td>56745</td>
<td>WWTF Phosphorus Study</td>
<td>Village of Bergen</td>
<td>$30,000</td>
<td>DEC EPG</td>
</tr>
<tr>
<td>53458</td>
<td>Town of Jerusalem Water System</td>
<td>Town of Jerusalem</td>
<td>$50,000</td>
<td>HCR CDBGCP</td>
</tr>
<tr>
<td>53218</td>
<td>Town of Milo Water and Sewer Districts</td>
<td>Town of Milo</td>
<td>$150,000</td>
<td>HCR CDBGCP, DEC EPG</td>
</tr>
<tr>
<td>55777</td>
<td>Waterfront to Downtown Connectivity Project</td>
<td>Village of Waterloo</td>
<td>$290,000</td>
<td>Canals, DOS LWRP</td>
</tr>
<tr>
<td>51996</td>
<td>Town of Milo Water District 3 Improvements</td>
<td>Municipal Solutions Inc</td>
<td>$576,000</td>
<td>HCR CDBGPI</td>
</tr>
<tr>
<td>51007</td>
<td>South Street Sanitary Sewer Project</td>
<td>Village of Red Creek</td>
<td>$596,000</td>
<td>HCR CDBGPI</td>
</tr>
<tr>
<td>52864</td>
<td>South Main Street Storm Drainage</td>
<td>Village of Perry</td>
<td>$600,000</td>
<td>HCR CDBGPI</td>
</tr>
<tr>
<td>54806</td>
<td>Wastewater Sustainability Project</td>
<td>Village of Oakfield</td>
<td>$1,415,000</td>
<td>DEC WQIP</td>
</tr>
<tr>
<td>57911</td>
<td>Pembroke WQIP Phase II – WWTP</td>
<td>Town of Pembroke</td>
<td>$1,791,800</td>
<td>DEC WQIP</td>
</tr>
<tr>
<td>53199</td>
<td>Town of Springwater WQIP</td>
<td>Town of Springwater</td>
<td>$2,071,237</td>
<td>DEC WQIP</td>
</tr>
<tr>
<td>58119</td>
<td>WWTF Improvements</td>
<td>Village of LeRoy</td>
<td>$2,500,000</td>
<td>DEC WQIP</td>
</tr>
<tr>
<td>51403</td>
<td>Pembroke WQIP Phase II – Hamlet</td>
<td>Town of Pembroke</td>
<td>$2,500,000</td>
<td>DEC WQIP</td>
</tr>
<tr>
<td>52041</td>
<td>Arcade WWTP Upgrade and Expansion</td>
<td>Village of Arcade</td>
<td>$3,400,000</td>
<td>DEC WQIP ESD Grants</td>
</tr>
</tbody>
</table>

### Five-year Pipeline Initiatives

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Applicant / Business Name</th>
<th>Project Name</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>57469</td>
<td>Rochester Tech &amp; Manufacturing Assoc</td>
<td>Manufacturing Direct Investment Program</td>
<td>Monroe</td>
</tr>
<tr>
<td>54480</td>
<td>Goodwill of the Finger Lakes</td>
<td>Excel Center</td>
<td>Monroe</td>
</tr>
<tr>
<td>56439</td>
<td>City of Rochester</td>
<td>East Main Street Reconstruction ESD</td>
<td>Monroe</td>
</tr>
<tr>
<td>55321</td>
<td>Rochester Museum &amp; Science Center</td>
<td>Gateway to Optics and Science</td>
<td>Monroe</td>
</tr>
<tr>
<td>57043</td>
<td>City of Rochester</td>
<td>Inner Loop North</td>
<td>Monroe</td>
</tr>
<tr>
<td>50561</td>
<td>The YMCA of Greater Rochester</td>
<td>Camp Corey Campus Expansion</td>
<td>Yates</td>
</tr>
<tr>
<td>54144</td>
<td>Hillside Children’s Center</td>
<td>Varick Innovation Project</td>
<td>Seneca</td>
</tr>
<tr>
<td>55970</td>
<td>Monroe County Airport Authority</td>
<td>Greater Rochester International Airport</td>
<td>Monroe</td>
</tr>
<tr>
<td>53411</td>
<td>Junior Achievement</td>
<td>Center for Free Enterprise</td>
<td>Monroe</td>
</tr>
</tbody>
</table>
Upstate Revitalization Initiative

Intrinsiq Materials in Eastman Business Park

Photo by: Matt Wittmeyer
The Upstate Revitalization Initiative (URI) represents an unprecedented opportunity to build upon the region’s recent progress and accelerate economic growth on a scale and at a speed previously unimaginable.

The full Finger Lakes URI plan will be submitted to the state on October 5. Below is a brief summary of the region’s proposal.

This Progress Report details the impact of the $300 million in state support awarded across the region to-date through the Regional Economic Development process and the significant additional private and public sector investments that state support has attracted to the region.

URI support will enable the region to take this progress to the next level, reduce poverty, and build regional wealth by propelling long-term industry growth, creating diverse job opportunities and developing a dynamically skilled workforce. Combined with that will exceed the minimum 5:1 private to public requirement, URI support will catalyze growth in innovative industries that will build on core regional strengths. A substantially strengthened workforce pipeline will enhance this growth by matching workers with training and employment driven by industry need.

The Finger Lakes URI plan is based on the three paramount objectives:

• Job Creation
• Increasing Regional Wealth
• Driving Private Investment

To develop a holistic URI regional strategy in which the Finger Lakes region realizes the transformative potential of these objectives, the Council has added a fourth objective:

• Reducing Poverty

This aspiration simply put is to achieve job creation and increased regional wealth by galvanizing private investment to benefit our entire community.

Strategy Builds on Strengths and Competitive Advantages
The Finger Lakes’ URI Plan emphasizes the capabilities that make it unique within New York State and enable it to compete nationally and globally. The core job drivers, or pillars, in which the Finger Lakes can achieve transformative growth, are:

Optics, Photonics, and Imaging (OPI)
With more than a hundred small businesses driving innovation and growth in this space, advanced research at the University of Rochester and RIT, and specialized programs at Monroe Community College and SUNY Polytechnic Institute at Canal Ponds, the OPI sector is an innovation leader. As an integral part of the AIM Photonics coalition, the region will be the recipient of significant investment. In addition to award funds and the New York State commitment, URI investment will be used to fortify the region’s leadership in this rapidly evolving field and improve commercialization and business attraction efforts, solidifying the Finger Lakes’ position as the global center for OPI.

Agriculture and Food Production
The sector has long been an area of strength with the Finger Lakes producing about a quarter of New York State’s total
agricultural output. The region has a robust food ecosystem encompassing all parts of the food value chain, from agriculture to food production to, increasingly, sustainable waste management. These core assets – coupled with a growing industry focus on organic and natural foods – positions the region to capture new growth and become a global leader in innovative agriculture and food production.

Next Generation Manufacturing and Technology
Three key next-generation manufacturing and technology hubs are reinvigorating Rochester and the Finger Lakes region: Eastman Business Park (EBP), the Downtown Innovation Zone, and the Science & Technology Advanced Manufacturing Park (STAMP). Collectively, these hubs possess the characteristics and resources necessary to accelerate growth in fields such as: energy storage, biomaterials, and functional films (EBP); IT, photonics, and new media (Innovation Zone); and semiconductors and nanoscale and advanced manufacturing (STAMP). While initially focused on these three hubs, URI funding will also be used to support private development at other emerging sites in the region. URI investment will position the Finger Lakes at the forefront of the next wave of industrial growth.

The region’s URI plan also is based on three core enablers – areas that facilitate and further spur economic growth within key pillar industries.

Pathways to Prosperity
The Finger Lakes region will strengthen its commitment to reducing poverty and provide opportunities for success through targeted education and training efforts that ultimately link to job placement for workers of all skill levels.

Entrepreneurship and Development:
The region will strengthen its entrepreneurship ecosystem through incubating and accelerating new start-ups, increasing access to capital, and growing urban and regional wealth through supporting small businesses.

Higher Education and Research
With 19 institutions of higher education and over $2.5 billion in research funding over the past five years, the Finger Lakes region will amplify its ability to attract world class talent and drive cutting edge research within the selected URI key pillar industries as well as regional strengths including life sciences, software and data science, and additive and sustainable technologies.

The Council also recognizes that the Finger Lakes’ quality of life is a foundation for economic growth, enabling the region to attract and retain businesses and workers. Strategies in the URI plan will continue to promote the city of Rochester and the Finger Lakes region as attractive places to invest, live, work, visit, and play.
Over the last four years, every vote of the Finger Lakes Regional Economic Development Council has been unanimous. This level of accord is a testament to not only the Governor’s new framework for economic development, but to the fact that our region is united in its vision for the future.

Let us be clear. We often have frank discussions – the Finger Lakes region is comprised of nine economically diverse counties. But the Regional Economic Development process has created a forum in which parochialism and politics have been set aside in the interest of the greater good and this report details how the process of collaboration and consensus building has translated into significant progress over the last four years.

We recognize that many obstacles remain to be overcome – including unacceptably high urban poverty rates and barriers to opportunity – and the lingering effects of the downsizing of the region’s major industrial employers continue to have a profound impact on many of our residents.

However, state support over the last four years has enabled our region to create a solid foundation for sustained economic growth. This report identifies new projects that will enhance workforce development, advance redevelopment efforts in rural and urban communities, strengthen key industry sectors, foster academic-industry R&D partnerships, and improve the quality of life of the region’s residents.

Our progress also has set the stage for the historic opportunity represented by the Governor’s Upstate Revitalization Initiative. Four years of experience in forging consensus, crafting regional economic development strategies, and identifying projects that will drive job creation have created the conditions and common sense of purpose that will enable us to seize this opportunity and make our region a global leader and innovator in the fields of Optics, Photonics, and Imaging, Agriculture and Food Production, and Next Generation Manufacturing and Technology.

The Region Economic Development Council process is working, and the Finger Lakes region is an example of how this approach is creating the unity necessary to revitalize the upstate economy.

We are deeply grateful for the opportunity provided by the Governor and the New York State Legislature to create a brighter economic future and accelerate our transformation.
Minority- and Women-Owned Business Enterprises Regional Expo at SUNY Brockport (June 2015).

Photo by: Adam Fenster
Work Groups have been instrumental to the success of the Finger Lakes Regional Economic Development Council. More than **450 community stakeholders** representing all nine counties of the region serve on 20 Work Groups.

By bringing together Council members, elected representatives, government officials, business and labor leaders, private sector experts, non-profit executives, higher education leaders, and members of the public, the Work Groups foster the dialogue, collaboration, and innovation necessary to identify and, in many cases, create projects that drive job creation goals. The Work Groups remain active throughout the year, monitoring the status of previously recommended projects and progress on performance measures and recommend new projects for the Council’s consideration.
Advanced Manufacturing

The Advanced Manufacturing Work Group is comprised of representatives from the region’s diverse manufacturing companies, and education, R&D, and business support organizations. The group supports the region’s manufacturing sector through academic-private sector collaboration to improve processes and increase production.

Paul Ballentine
Matt Chatfield
Charlie Cook
Dennis Cormier
Bob Coyne
Ronald Golumbeck
David Gottfried
Andy Harlan
John Hurley
Kevin Kelley
Ed Maier
Mike Manikowski
Andrew Moreau
Todd Oldham
Dave Overholt
Brian Perry
Bill Pollack
Tyrone Reaves
Judy Seil
Mike Sisson
Rachael Tabelski
Robert Trouskie

Steve Glennng
Hector Gonzalez
Mitch Gruber
Gary Hadyk
Andy Harlan
Dale Herrminger
Dan Johnson
John Johnson
Robert Keiffer
John LiDestri
Tom Macinski
Julie Marshall
Peter Martini
John Noble
Sarah Noble-Moag
Julie Pacatte
Jim Pierce
Ora Rothfuss
Nathan Rudgers
Marc Smith
Bill Strassburg
Mark Venuti

Wegman’s Food Markets
NYS Ag & Mkts
Foodlink
Seneca Foods
Rochester Institute of Technology
Herm-Dale Farms & Farm Bureau
Rochester Institute of Technology
Cornell Agriculture & Food Technology Park
T.Y. Lin International
LiDestri Foods
Standing Stone Winery
Livingston County Development
Anthony Road Winery
Synergy, LLC
Linwood Management
Batavia Development Corporation
Wyoming County Business Center
Wayne County
Farm Credit East, Batavia, NY
NYS Ag Experiment Station
Wegmans Food Markets
Town of Geneva

Business Services

The Business Services Work Group is comprised of representatives from some of the region’s largest and fastest growing companies in the field of business support services, software, and technical expertise. The Group focuses on identifying opportunities to support the attraction and expansion of companies in the region and connecting businesses with the academic programs required to fill profession and technical positions.

Jason Aymerich
Kathy Cronin
Andre Godfrey
Pamela Heald
Roberta Jordans
Ken Kaisen
Luis Martinez
Kevin Pickhardt
Peter Schnor
Jeff Valentine
James Van Thof
Laurie Zaucha
Mike Zimmer

Complemar
Earthlink
Entre Computer Services
Reliant Community FCU
Harris Beach
Enterprise Solutions at Entre Computer Services
Human Capital Strategy Partners
Pharos Systems
Sutherland Global Services
Valentinum
IVidex
Paychex
Xerox

Agriculture & Food Production

The Agriculture & Food Production Work Group 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 Group 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
A.D. (Doug) Berwanger
Robert Brown
Tom Burr
Elizabeth Claypoole
Matt Cole
Paul D’Amato
Doug Finch

New York Apple Association, Fishers, NY
Wyoming County Board of Supervisor
Brown’s Berry Patch
Ag Experimental Station
Cornell Coop. Extension Wayne County
Commodity Resource Corp
NYS DEC
Town of Canandaigua
**Community Development**

The Community Development Work Group consists of representatives from the region’s municipalities, community development, planning, housing, and support organizations, financial sector, and state agencies. The Group’s charge is cross-cutting and focuses not only on individual development projects but advises the Council on issues related to creating livable, sustainable, and economically vibrant communities.

- Alma Balonon-Rosen, Enterprise Community Partners
- Chris Bauer, NYS Dept of State
- Jim Bertolone, Rochester Genesee Labor Federation AFL-CIO
- Maggie Brooks, Monroe County Executive
- Peter Brown, Seneca County Planning & Community Dev.
- Holli Budd, Farash Foundation
- Bill Clark, Urban League of Rochester, NY
- Tim Fournier, Conifer
- Larry Francer, The Landmark Society of WNY
- Sage Gerling, City of Geneva
- Ryan Hallings, Lyons Bank
- Joe Hamman, NYS Dept of Labor
- Aaron Hilger, Builder’s Exchange
- Gidget Hopf, ABVI Goodwill
- Roxanne Kise, Western Erie Canal Main Street Program
- Jennifer Leonard, Rochester Area Community Foundation
- Jean Lowe, Greater Rochester Housing Partnership
- Eugenio Marlin, IBERO Investors
- Julie Marshall, Livingston County IDA
- Bob McNary, Wayne County
- Stuart Mitchell, PathStone
- Jason Molino, City of Batavia
- Gail Morelle, Christa Companies/CSD Housing
- Don Naetzker, SWBR Architects
- Marilyn Parchus, North Winton Village Neighborhood Assoc.
- Mike Phillipson, Friends of the GardenAerial
- Katy Rayburn, Victor Local Development
- Joan Roby-Davison, Sector 4 Community Development Corp.
- Hilda Rosario Escher, Ibero American Action League
- Judy Seil, Monroe County Planning & Development
- Leonard Skril, NYS Homes & Community Renewal
- Alex Taylor, Finger Lakes Economic Development Center
- Eric Van Dusen, NeighborWorks Rochester
- Hubert Van Tol, PathStone
- Kate Washington, City of Rochester
- Kal Wysowkowski, Village of Fairport Office of Comm & Econ Dev
- Heidi Zimmer-Meyer, Rochester Downtown Development Corp.
- Miriam Zinter, Greater Rochester Housing Partnership

**Eastman Business Park**

The Eastman Business Park Work Group is unique in that it focuses on a single industrial site. The Group was created to help guide the Council address barriers to redevelopment and revitalize this critical regional asset through the attraction and expansion of companies at the site.

- Mike Alt, Eastman Business Park / Signa Chemical
- Arunas Chesonis, Sweetwater Energy
- Vincent Esposito, Empire State Development
- Josh Farrelman, University of Rochester
- John LiDestri, LiDestri Foods
- Kelly Mandarano, Eastman Kodak
- Mark Peterson, Greater Rochester Enterprise
- Bill Strassburg, Wegmans Food Markets
- Phil Vruses, LiDestri Foods

**Energy Innovation**

The Energy Innovation Work Group is comprised of representatives from companies, academic and industry R&D organizations in the fields such as energy storage, photovoltaics, wind energy, and biofuels. The Group focuses on building academic-industry collaboration and the creation of shared resources to advance new technologies.

- Bob Bechtold, Harbec Plastics
- Jim Burton, T.Y. Lin International
- Peg Churchill, Wayne County IDA / EDC
- Matt Frank, Matt Frank & Associates LLC
- Kim Griffith, Gunlocke Corporation
- Brett Hastings, Noble Environmental Power
- Brian Johnston, Technology Consultant
- Joe Kosiorek, SVBR Architects
- George McConochie, Sustainable Energy Developments, Inc.
- Gary Miller, ClearCove Systems
- Andy Naukam, Ultralife
- Dan O’Connell, Kelson Solutions LLC
- Mark Peterson, Greater Rochester Enterprise
- Ryne Raffaell, Rochester Institute of Technology
- Courtenay Reich, NOHMs Technologies
- Susan Spencer, Rochester Solar Power Organization Team
- Daniel Wetzel, Biomaxx
- Anahita Williamson, RIT NYS Pollution Prevention Institution

**Entrepreneurship & Innovation**

The Entrepreneurship & Innovation Work Group consists of stakeholders from the region’s entrepreneurial, venture capital, academic, and business support and incubation communities. The Group’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.

- Karen Altman, City of Rochester
- Jack Baron, Sweetwater Energy
- Carlos Carballada, RIT Center for Urban Entrepreneurship
- Richard Glaser, Merrill Lynch
- Don Golini, Rochester Angel Network
- Gayle Jagel, The Young Entrepreneurs Academy, Inc.
- Bill Jones, Venture Creations
- Doug Mabon, SCORE
- Theresa Mazzullo, Excell Partners, Inc.
- Duncan Moore, University of Rochester’s Simon School
- Paul Morrell, Geneseo SBDC
- Richard Notargiacomo, Rochester Institute of Technology
- Jan Pisanczyn, Brockport SBDC
- Peter Robinson, URMC
- Jim Senall, St. John Fisher College
- Ray Shady, I-Cardiac
- Mikael Totterman, I-Cardiac

- Chris Whitman, Complemar
- Alex Zapesochny, I-Cardiac
The Global NY Work Group was created in 2014 in response to the Governor’s Global NY initiative. The Group – 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 direct foreign investment.

Luis Aguilar
Heidi Hu Ames
Carolyn Baker-Scott
• Scott Bass
Armit Batabyal
Rob Blair
Aaron Bokwer
Michael Byrnes
Edward Christopher
Frank Cipriano
Sarah Clark
Adam Crandall
Carlos De Oliveira
Maria Delle Fave
John DeLuca
Beverly Demma
Daniel Duffy
Jodi Earle
Richard Ferrari
Michael Frail
Jane Gatewood

Xerox Corporation
Myland USA LLC/Simon School of Business U of R
Livingston County IDA
Advanced Language Translation
Rochester Institute of Technology
Citizens Bank
US Customs
SEKO Worldwide
Constech Consulting
First Niagara Financial Group
US Senator Kirsten Gillibrand
VWR International
Harris RF Communications
Kodak Alaris
Liberty Pumps
IDEX Corp
JP Morgan
Crosman Corporation
Wells Fargo N.A.
University of Rochester

• Leah George
Edward Kowalewski
Debbie Kurvach
Mike Leach
David Livingston
Antonio Lizano
Steve Luxmore
Michael Manikowski
Tim McCall
Jeffery McCann
Nasos Mihaiakas
Tom Nespeca
Jan Pisanczyn
Mauricio Riveros
Jessica Rosen
Lynn Ryan
Kristin Sampson
Jamie Sanchez
Thad Schofield
Mark Schrader
Anne Sherman
Bill Simpson
Mary Slack
Virginia Smith
Christopher Suozzi
Trent Sutton
John Viardo
Mary Wilmot
Jeremy Wolk
Tang Zhi
Ellen Zuroski

GRE
Empire State Development
Klein Steel
ISCOR
Ambrell – an Ameritherm Company
Paychex
RIT College of Business
Ontario County
US Dept. of Commerce
Monroe County
Brockport School of Business
Carestream
SUNY Brockport, SBDC
The Pike Company
UPS Supply Chain Solutions
RBS Citizens
Gallagher Benefits Services
S4 Growth Partners
City of Rochester
HighTech Rochester (HTR)
Staach
Gleason
Orolia USA, Inc (Spectracom)
US Small Business Administration(SBA)
Genesee County
Littler Mendelson PC.
M&T Bank
Towpath Group
Nixon Peabody LLP
City of Rochester
Zuroski Consulting
Healthcare

The Healthcare Work Group consists of representatives from the region's major health systems, insurers, business organizations, and state and regional health organizations. The Group focuses on initiatives that improve quality and access to care and maintain the region's competitive business advantage of having some of the lowest health care costs in the nation.

Healthcare CEO Group
Eric Bieber
Christopher Booth
Jeffrey Clarke
Trilby de Jung
William Destler
Bob Duffy
Denise Gonick
John LiDestri
Marty Mucci
Paul Speranza
John Summers
Mark Taubman
Kevin Warren
• Danny Wegman

Rochester Regional Health System
Excellus BlueCross BlueShield
Eastman Kodak
Finger Lakes Health Systems Agency
Rochester Business Alliance
MVP Health Care
Lidestri Food and Beverage
Paychex, Inc.
Wegmans Food Markets
Jasco Tools
University of Rochester Medical Center
Xerox

Healthcare Planning Team
Larry Becker
Nancy Bennett
Dawn Borgeest
Ali Bradley
Renee Brownstein
David Crosby
George Dascoulias
Xerox
University of Rochester Medical Center
United Way of Greater Rochester
Finger Lakes Health Systems Agency
Rochester Institute of Technology
MVP Healthcare
Eastman Kodak

Trilby de Jung
Colleen DiMartino
Shaquana Divers
Bob Duffy
Paul Eisenstat
Jake Flaitz
Theresa Green
Susan Hagen
Chris Hilderbrant
Michele Hill
Sharon Legette -Sobers
Becky Lyons
Thomas Mahoney
Michael Nazar
Wade Norwood
Daniel Ornt
Cynthia Reddeck -LiDestri
Jeanine Seguin Santelli
• Paul Speranza
James Sutton
Mike Waters
Chris Wiest

Finger Lakes Health Systems Agency
Rochester Business Alliance
University of Rochester Medical Center
Rochester Business Alliance
Excellus BlueCross BlueShield
Paychex
University of Rochester Medical Center
Finger Lakes Health Systems Agency
Finger Lakes Health Systems Agency
University of Rochester
Greater Rochester Health Foundation
Wegmans Food Markets
Finger Lakes Health Systems Agency
Rochester Regional Health System
Finger Lakes Health Systems Agency
Rochester Institute of Technology
LiDestri Foods
Nazareth School of Nursing
Wegmans Food Markets
Rochester Regional Health System
Rochester Business Alliance
Rochester Business Alliance
Higher Education

The Higher Education Work Group 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.

- Don Bain
- Daan Braverman
- Bill Destler
- Jorge Díaz-Herrera
- Mark Gearen
- John Halstead
- Anne Kress
- Peter Lennie
- Carol Long
- Deana Porterfield
- Barbara Risser
- Joel Seligman
- Deborah Stendardi
- Jim Sunser
- James “Beau” Willis

St. John Fisher College
Nazareth
Rochester Institute of Technology
Keuka College
Hobart and William Smith Colleges
SUNY Brockport
Monroe Community College
University of Rochester
SUNY Geneseo
Roberts Wesleyan
Finger Lakes Community College
St. John Fisher College
Rochester Institute of Technology
SUNY Brockport

Life Sciences

The Life Sciences Work Group consists of representatives from the region’s academic institutions and biotech, pharmaceutical, and medical device companies. The Group focuses on efforts to attract more R&D funding, the commercialization of new technologies, fostering the growth of life science start-up companies, and collaboration between academic and industry research programs.

- Jack Brown
- Rob Clark
- Richard Doolittle
- Josh Farrelman
- Russ Fuller
- Kevin Haehl
- Rick Richmond
- Mark Taubman
- Maurice Zauderer

St. John Fisher College
Hajim School of Engineering & Applied Sciences
RIT’s College of Health Sciences & Technology
University of Rochester
Sigma
Unither Pharmaceuticals
STS Bio Polymers, SimPore, Diffinity Genomics
School of Medicine and Dentistry, URMC
Vaccinex, Inc.

Infrastructure & Transportation

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

- Greg Albert
- Michael Alt
- Brian Anderson
- Bob Aronson
- Ann Burr
- Kevin Bush
- Dave Callard
- Bill Carpenter
- Dave Collins
- David Dworkin
- Sergio Esteban
- Michael Giardino
- Paul Griswold
- Dennis Kennelly
- Dan Kuntz
- Michael Manikowski
- Jack Marren
- Mark McAnany
- Jim McIntosh
- Mark Meyerhofer
- Rich Perrin
- John Purcell
- Terry Rice
- Joe Rizzo
- JC Smith
- Bob Traver
- Evhen Tupis
- David Zorn

Genesees Finger Lakes Regional Planning Council
Eastman Business Park / Signa Chemical National Grid Seneca County IDA (Army Depot) Frontier Communications of Rochester NYS Department of Transportation Orleans County Legislature Rochester Genesees Regional Trans Authority Genesees & Wyoming Railroad LLD Enterprises LaBella Associates Greater Rochester Regional Airport Finger Lakes Technology Group T.Y. Lin International Business Manager, Laborers Local 435 Ontario County IDA Ontario County Board of Supervisors Chair Bergmann Assoc City of Rochester Time Warner Cable Genesees Transportation Council Fibertech Monroe County Transportation Rochester Gas and Electric NYS Environmental Facilities Corp NYS DOT Niagara-Orleans Rural Broadband Initiative Genesees Finger Lakes Regional Planning Council

Opportunity Agenda Task Force

The Opportunity Agenda Task Force Work Group consists of elected officials, business representatives, higher education officials, non-profits, and community-based organizations. The Work Group works in close coordination with the Rochester-Monroe County Anti-Poverty Initiative to develop and coordinate the resources and programs necessary to expand access to employment for underserved communities.

- Jeremy Cooney
- Romanda Gibson
- Kayla Jenkins
- Roxanne Kise
- Anne Kress
- Jennifer Leonard
- Augustin Melendez
- Joe Morelle
- Daisy Rivera Algarin
- Joan Roby-Davison
- Hilda Rosario-Escher
- Paul Speranza
- Bill Strassburg
- Julia Tedesco
- Lovely Warren
- Danny Wegman
- Joe Wesley
- City of Rochester
- SUNY Brockport
- PathStone Enterprise Center
- Western Erie Canal Regional Coordinator
- Monroe Community College
- Rochester Area Community Foundation
- Hillside Work-Scholarship Connection
- NYS Assembly Majority Leader
- Sector 4 Community Development Corp
- Ibero-American Action League
- Wegmans Food Markets
- Wegmans Food Markets
- Foodlink
- City of Rochester
- Wegmans Food Markets
- Wegmans Food Markets
**Optics, Photonics & Imaging**

The Optics, Photonics & Imaging Work Group is comprised of representatives from the region’s OPI companies, trade organizations, and academic institutions. The Group 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
Bob Bicklser | JML Optical
JH Bruning | Corning Tropel Corp (retired)
Jay Eastman | Optel Inc.
Don Golini | QED Technologies, retired
John Hart | Lumerics
William Hurley | Rochester Precision Optics
Mike Mandina | Optimex Systems
Duncan Moore | University of Rochester
Ed Patton | Rochester Precision Optics
Mike Richardson | Rochester Institute of Technology
Jay Eastman | Optel Inc.
Mark Tolbert | Toptica USA
Ed White | Eastman Kodak (retired)
Xi-Cheng Zhang | UR institute of Optics

**Regional Economic Cluster Plan**

The Regional Economic Cluster Plan Task Force was created in response to the Governor’s call to identify an established or emerging industry cluster and develop a regional action plan. The Task Force consists of members of the Optics, Photonics, and Imaging Work Group.

Paul Ballentine | UR Center for Emerging and Innovative Sciences
---|---
Tom Battley | NY Photonics Industry Association
Jay Eastman | Optel, Inc.
Mark Peterson | Greater Rochester Enterprise
James Senall | High Tech Rochester
James Sydor | Sydor Optics

**Sustainability**

The Sustainability Work Group was created in 2013 in response to the Governor’s Cleaner, Greener Communities initiative. The Group 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.

Christina Bakewicz | Greater Rochester Enterprise
---|---
Bill Bordeau | Seneca County Planning & Comm Dev
Art Buckley | Wyoming County Planner
Amy Butler | Bausch and Lomb
Angela Ellis | Livingston County Planning Department
Mike Garland | Monroe County Environmental Services
Thomas P. Harvey | Ontario County Planning Department
Sheila Hess | NY Green and Conservation Connects
Bob McNary | Wayne County Planning & Econ Dev
Thomas Mitchell | Bergmann Assoc
Nabil Nasr | Rochester Institute of Technology
Carol Neilis-Ewell | Village of Spencerport
Diane O’Connor | Xerox, VP EH&S
Felipe A. Oltambari | Genesee County Planning Department
Richard Perrin | Genesee Transportation Council
Vic Salerno | O’Connel Electric
Sanwal Sarraf | Lumentek Global
Ram Shrivastava | Larsen Engineering
Anne Spaulding | City of Rochester
Scott Steele | University of Rochester
Jason Wadsworth | Wegmans Food Markets
Michael Whyte | Rochester Computer Recycling and Recovery
Anahita Williamson | P2I Rochester Institute of Technology
David Zorn | Genesee Finger Lakes Regional Planning Council

**Tourism & the Arts**

The Tourism & the Arts Work Group consists of representatives from the region’s cultural, art, historic, culinary, and recreational institutions and destinations, and tourism marketing organizations. The Group 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 | Finger Lakes Museum
John Adamski | George Eastman House
Bruce Barnes | Campground Owners of New York
Don Bennett | Livingston County Chamber of Commerce
Lisa Burns | Wegmans Food Markets
Leslie Carlson | Constellation Brands
Ginny Clark | NYS Canal, Palmyra Rep
Vicky Daly | Bristol Mountain/Roseland Waterpark
Dan Fuller | 21st Century Arts
Rachel DeGuzman | Orleans County Planning and Tourism
Wayne Hall | Jazz Fest
Marc Iacona | Red Rock 1988
Hovie Jacobson | Visit Rochester
Don Jeffries | Genesee-Orleans Regional Arts Council
Kelly Kebala | Finger Lakes Tourism Alliance
Cynthia Kimber | Finger Lakes Visitor Connection
Valerie Knoblauch | Darien Lake Theme Park
Dennis Kohl | NYS Canal Corp
Sharon Leighton | City of Rochester
Susan Lindsay | Yates County Chamber of Commerce
Mike Linehan | Three Brothers Winery & Estates
Dave Mansfield | NYS Parks & Historical Preservation
Rich Parker | Geva Theatre
Tom Parrish | Genesee County
Kelly Rapone | Eastman School of Music
Jamal Rossi | Seneca County Chamber of Commerce
Jeff Shipley | WXXI
Norm Silverstein | Jay Advertising
Greg Smith | Wyoming County Chamber
Meghan Stearns | Wegmans Food Markets
Bill Strassburg | New York Wine Grape Foundation
Jim Trezise | Wayne County Tourism
Christine Worth | Visit Rochester
Claire Wysowkowski |
Workforce Development

The Workforce Development Work Group is comprised of representatives from the region’s community colleges, workforce investment boards, state and local labor organizations, the business community, and trade organizations. The Group is focused on collaborating with employers to build programs that increase access to middle skills jobs.

- Ty Kelly
- Lee Koslow
- Anne Kress
- Patricia Leo
- Joe Leone
- Ellen Lynch
- Michael Mandina
- Augustin Melendez
- Anisa Mendizabal
- Shaun Nelms
- Wade Norwood
- Todd Oldham
- Suzanne (Dr.) Piotrowski
- Hilda Rosario-Escher
- Hank Rubin
- Jennifer Skoog-Harvey
- Jill Slavny
- Reid Smalley
- Van Smith
- Paul Speranza Jr.
- Deborah Stendardi
- Kevin Stickles
- Michelle Sullivan
- Sue Vary
- Joe Wesley
- Allen Williams
- Maureen Wolfe
- Mike Woloson
- Mary Worboys-Turner
- Dave Young

Association (RTMA)
Wegmans Food Markets
Rochester Works
Monroe Community College
United Way of Greater Rochester
Skilled Trades Organized Labor
Wegmans Food Markets
Optimax/Finger lakes Advanced Manufacturing Enterprise (FAME)
Hillside Work Scholarship
Center for Employment Opportunities
East High School
Finger Lakes Health Systems Agency
Monroe Community College
University of Rochester Medical Center
Ibero-American Action League
Rochester Area Community Foundation
Office of Assemblyman Harry Bronson
BOCES2
Genesee Community College
Recovery Houses of Rochester, Inc.
Wegmans Food Markets
Rochester Institute of Technology
Wegmans Food Markets
Wayne-Finger Lakes BOCES
Ontario County Economic Development
Wegmans Food Markets
City of Rochester
ESL Federal Credit Union
Finger Lakes Workforce Investment Board
Community Volunteer
IBEW
Workforce Development – Veterans Task Force

The Veterans Task Force was formed in response to the Governor’s call to increase employment opportunities for the men and women that have served the nation in the armed forces. The Task Force consists of members of the Workforce Development Work Group, distinguished local veterans, and representatives from the region’s veterans service organizations.

| Jeremy Bagley                  | Nazareth College – Veterans Affairs |
| Jeff Bartkoski                | Mercy Flight Central                |
| George Basher                 | Loyola Recovery Foundation          |
| Maj. Gen. John Batiste        | Buffalo Armory, LLC                 |
| **Todd Baxter**               | Veterans Outreach Center            |
| Vito Caracci                  | First Niagara Financial Group       |
| Paul Cordy                    | Canandaigua VA Voluntary Services, VFW |
| Dr. Barry Culhane             | Rochester Institute of Technology   |
| Israel Cuyler                 | Sheen & Shine                       |
| Stefan Fleming                | Governor Cuomo’s Rochester Regional Rep |
| Paul Gebel                    | Rochester Regional Veterans Business Council |
| Lt. Col. Timothy Hansen       | 5.56 Multimedia Research            |
| Janice Holland                | University of Rochester             |
| Bill Joyce                    | Veterans Service Agency – County of Greece |
| Willie Joe Lightfoot          | Monroe County Legislature           |
| Tim Longbine                  | IBEW LU 86                           |
| James Love                    | Regional Director, Military Programs Region |
| Joseph Marhatta               | American Legion                      |
| Jeremy Marshall               | Ontario County Veterans Service Agency |
| Kevin Melia                   | NYS Department of Labor              |
| Tom Murphy                    | Macedon, NY                          |
| Matthew O’Connor              | Town of Pittsford                    |
| Peter Pecor                   | Rochester Works                     |
| Peter Robinson                | University of Rochester Medical Center |
| Edmund Russell, III           | Underberg & Kessler LLP             |
| Mark Schrader                 | High Tech Rochester (HTR)           |
| John Stradley                 | NYS Department of Labor              |
| Laura Stradley                | Veterans Service Agency – County of Monroe |
| Rochelle Sulli                | Blue Star Mothers NYS Chapter #8, Rochester |
| Thomas Tartaglia              | Warrior Salute Program Manager      |
| Andrew Tyman                  | Geneva Housing Authority             |
| James Vogel                   | ESGR                                 |
| Joe Wesley                    | Wegmans Food Markets                |
| Eric Paul Wheeler             | Academy for Veterans’ Success – Monroe Community College |
Advanced Manufacturing

Vision
Advance the manufacturing sector through the growth of existing/emerging companies and related assets to build our regional supply chain. Facilitate the creation and preservation of industrial development and partnerships with academia to help companies meet their R&D needs, improve manufacturing processes, and increase production output and employment.

Existing Conditions
- Limited competitive knowledge
- Lack of R&D support resources
- Insufficient support for innovation
- Deficit of required skill sets within the workforce
- Lack of access to capital to invest in operations

Goals / Strategies
- Strengthen and unify the Advanced Manufacturing cluster and develop cluster leadership.
- Establish infrastructure to support collaboration.
- Enhance technology development and transfer opportunities.

Performance Measures
- Increase overall market share in targeted manufacturing clusters
- Increase manufacturing exports
- Increase capital investment and production capacity
- Job creation/retention
- Investment in R&D
- Investment in training and workforce development
- Business incubation and company spinoffs

Key Activities & Milestones
- Participate in federal grant opportunities
  - Digital Manufacturing and Design Innovation Institute
  - National Network for Manufacturing Innovation (2)
- Apply for new federal grants focused on cluster development (Jobs Accelerator type)

Previous Priority Projects
N/A

2015 Transformational Project Recommendations
- Finger Lakes Manufacturing Collaborative – URI
- Manufacturing Direct Investment Program – CFA
- Micro/Nano Gyroscope Development Center – CFA

2015 Priority Project Recommendations
- Advanced Manufacturing Middle Skills Educational Improvements
- Kingsbury Touchscreen Sensor Quality Lab
- Town of Alabama/STAMP Water Project

2015 Pipeline Projects
- Workforce Development = Economic Success
- GI Bill Benefits for Apprenticeship and on-the-job Training in Advanced Manufacturing Fields
- LeRoy Shovel Ready Technology / Industrial Park
- STC Business Relocation Project
- Export Assistance Grant
- Technology Farm Manufacturing Facility
- Mustard Street Light Manufacturing Park
- Printable Electronics Manufacturing Line
Agriculture & Food Processing

Vision
Increase the value and diversity of agricultural products and exports. Provide incentives for the creation and expansion of food production companies in the region and develop academic and other private partnerships to gain manufacturing efficiencies and access to new markets.

Existing Conditions
- The Finger Lakes region leads New York State in agricultural commodities including milk, fruit and nut, corn, and organic products.
- The region is also a leading grower of apples and in maple production.
- The Finger Lakes grape and wine industry produces 41,403 tons of grapes annually. The region's 90 wineries and 9,124 acres of vineyards account for 85% of the state's wine production. The agricultural and food processing cluster represents a crucial part of the region's economy, employing nearly 21,000 with a payroll of $761 million.
- The region has an abundance of fresh water.

Goals / Strategies
- Continue to build collaboration and networks between local producers and local processors.
- Support and encourage priority projects for the agriculture and food processing industry sector.

Performance Measures
- Advance the 2015 priority project recommendations.
- Measure productivity, job creation, new business creation, business expansion, sales growth and private capital investment leveraged.

Key Activities & Milestones
Four out of the five Agriculture and Food Production Work Group’s top priority projects were funded in 2014.

Previous Priority Projects
- Growing the Agricultural Industry Now! Fund: Create a revolving loan pool to support the capital needs of agriculture and food processing companies, including new technology, diversification and expansion. Project will create 150 direct and 450 indirect jobs.
- Foodlink Food Hub: Project will build the capacity of Foodlink's regional value added processing center and local food alternatives. Job Creation: 32 food industry jobs and 43 construction jobs.
- Geneva Food and Farm-Based Business Accelerator: Modernize NY Food Venture Center to fuel food and beverage development, and create 40 construction jobs and 4 permanent jobs.
- Intergrow Greenhouses Expansion: Expand tomato production in size and growing season to enhance locally grown produce market. Project will create 15 permanent jobs.
- Rochester High Pressure Processing Center: Create the only facility of its kind in New York State with a centralized high pressure tolling operation to enhance the quality for food and beverage manufacturers. Project will create 15 manufacturing jobs throughout upstate New York and has the potential to attract business from Canadian companies.

2015 Priority Project Recommendations
Top Priorities
- Genesee Valley Agri-Business Park Expansion
- Modernization of Food and Farm-Based Beverage Processing Technology
- Technology Farm Manufacturing Facility One

Other Priorities
- Foodlink Food Hub Phase 2: Culinary Workforce Development
- Orleans County Agri-Products Processing Facility
- LeRoy Shovel Ready Technology/Industrial Park

Supported Projects
- Finger Lakes Food and Wine Festival
- Rochester Craft Beverage Trail 2016 Marketing Plan
- Roc Brewing Co Expansion and Growth

Pipeline Projects
- Geneva Teaching Brewery
- Geneseo Biogas
Vision
Capitalize on the recent success of this sector and add 5,000 incremental jobs to the region by 2016.

Existing Conditions
• The Business Services sector in the Finger Lakes region remains strong, with year-over-year employment steadily increasing.
• Companies such as Paychex, Xerox, and Sutherland Global Services lead this sector.
• New companies such as Datto, Inc. strengthen the regional economy.

Goals / Strategies
Increase of 5,000 jobs in this sector by 2016.

Performance Measures
See charts below

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Services</td>
<td>61,831</td>
<td>61,337</td>
<td>63,321</td>
<td>65,163</td>
<td>65,457</td>
<td>67,514</td>
</tr>
<tr>
<td>Front Office &amp; Producer</td>
<td>32,451</td>
<td>31,973</td>
<td>32,341</td>
<td>33,386</td>
<td>33,674</td>
<td>35,119</td>
</tr>
<tr>
<td>Services Cluster</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Back Office &amp; Outsourcing</td>
<td>11,569</td>
<td>12,352</td>
<td>14,290</td>
<td>14,858</td>
<td>14,665</td>
<td>14,749</td>
</tr>
<tr>
<td>Cluster</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications, Software</td>
<td>11,946</td>
<td>11,173</td>
<td>10,638</td>
<td>10,264</td>
<td>10,120</td>
<td>9,831</td>
</tr>
<tr>
<td>&amp; Media Services Cluster</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology</td>
<td>5,865</td>
<td>5,840</td>
<td>6,052</td>
<td>6,655</td>
<td>6,999</td>
<td>7,816</td>
</tr>
<tr>
<td>Services Cluster</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Community Development

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

Existing Conditions
Conditions of concentrated and dispersed poverty, disinvestment, vacancy, and foreclosure threaten full regional growth and exclude many citizens from the benefits associated with economic turnaround.

- Poverty: NYS’s poverty rate is estimated at 15.3%. The Finger Lakes region’s poverty rate is slightly lower at 14%. However, the City of Rochester’s poverty rate is 32%, making it the 5th poorest among the nation’s top 75 largest metropolitan areas. Rochester has the 2nd highest poverty rate for bachelor’s or advanced degree holders (9.7%), indicating a decline in higher salary jobs.
- Unemployment: The rate of unemployment for the Finger Lakes region decreased from 8.1% in 2010 to 5.8% in 2014 and from 5.8% to 5.1% in 2014. In the City of Rochester, unemployment rates within urban areas remains at 8%.
- Graduation Rates: The graduation rate for the nine-county region increased from 81% in 2010 to 84% in 2014. The City of Rochester’s graduation rate remained flat at 51%.
- Affordable Housing: 45% of households in the region pay more than 35% of their income in rent. In rural areas of the region, 39% of households are paying more than 35% of their income in housing expenses. In the City of Rochester, 45% of households pay more than 35% of their income in rent.
- Property Tax Base: The equalized assessed value of all property in the region grew by 4.3% between 2010 and 2014 to $84,916,933,819; the property tax base in the City of Rochester grew by 3.5% to $8,408,157,507.

Goals / Strategies
The Work Group is focused on implementing community development that:
- Reinforces the identity of the region through the reuse and historic preservation of buildings and infrastructure;
- Builds business capacity and encourages innovation and sustainable practices in startup and mature businesses;
- Fosters community investment by supporting core industry sectors and the development of new industries in targeted areas;
- Strengthens transportation and infrastructure through preservation of existing systems while investing in new infrastructure to encourage growth and connectivity;
- Increases access to high quality and energy efficient affordable housing, fosters mixed-income communities and provides housing choices for people in all stages of life;
- Invests in the region’s water resources, enhance water access, elevate waterways as community assets, retain water quality and increase water safety; and
- Improves access to credit and capital for revitalization and reinvestment.

Performance Measures
Community Development is difficult to measure as it both impacts and is impacted by the various other sectors of development, but some of the measures include:
- Access to affordable housing and number of individuals paying more than 30% of their income in rent.
- Access to jobs in industry clusters for hard to place workers.
- Increase in transportation infrastructure and water resource projects that enhance access to and the safety of water.
- Increase in access to credit and capital for revitalization and reinvestment and growth in the regional property tax base.

Previous Priority Projects
- Canandaigua Lakefront Redevelopment Project Phase II
- Foodlink Food Hub
- Keuka Lake Hotel
- Rochester Public Market Master Plan Implementation Phase II
- Seneca Knitting Mill Rehab Phase II-A
- Sibley Building

2015 Priority Project Recommendations
- National Women’s Hall of Fame Center for Great Women
- Expansion and Renovation of Riverside Convention Center
- Foodlink Food Hub Phase 2: Culinary Workforce Development
- Sibley Redevelopment Phase II

Pipeline Projects
- Broad Street Underground Aqueduct Re-Use
- Finger Lakes Regional Land Bank
- Mustard Street Light Manufacturing Park
- Route 318 Corridor Sewer Extension
- $20,000 Urban Dome Home Program
**Eastman Business Park**

**Vision**
Eastman Business Park (EBP) is now well positioned and already supporting companies in energy innovation, bioscience material manufacturing, and functional films to put Finger Lakes on the national manufacturing map. EBP further looks to attract companies operating in the food and agriculture sector to establish their operations or relocate to EBP and create a diversified jobs portfolio.

**Existing Conditions**
- EBP is a 1,250-acre industrial campus with on-site generation of utilities including 125 MW electricity, steam, chilled water, compressed air, nitrogen, ultra-high purity water and demineralized water; its own wastewater treatment facility; and 17 miles of railroad track.
- 61 companies on-site employing over 4,800 people; total net job creation will be over 200 people in 2015.
- $100M suite of assets to support manufacturing development and scale-up for companies in the four primary technology sectors.
This combined with agreements with federal labs, such as the Oak Ridge National Laboratory, make EBP the primary spot for commercialization

**Goals / Strategies**
- Stabilize utilities rates
- Add 10 tenants/year, add 100-200 jobs/year
- Upgrade pilot coating facility to leverage Kodak’s valuable R&D to help attract companies in energy innovation to construct their pilot and manufacturing operations in New York.
- Invest in small battery commercialization facility.

**Performance Measures**

### Non-Kodak jobs

<table>
<thead>
<tr>
<th>Year</th>
<th>Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>2,931</td>
</tr>
<tr>
<td>2012</td>
<td>5,000</td>
</tr>
<tr>
<td>2013</td>
<td>4,000</td>
</tr>
<tr>
<td>2014</td>
<td>3,000</td>
</tr>
<tr>
<td>2015</td>
<td>2,000</td>
</tr>
<tr>
<td>2016*</td>
<td>1,000</td>
</tr>
</tbody>
</table>

* projected

### Eastman Business Park forecast for net new job creation at their site

<table>
<thead>
<tr>
<th>Sector</th>
<th>Companies presently at EBP</th>
<th>Companies in pipeline</th>
<th>Jobs today</th>
<th>Jobs at Mfg. Scale</th>
<th>Capital Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biobased Materials</td>
<td>4</td>
<td>7</td>
<td>31</td>
<td>605 – 1500</td>
<td>$673 – $1,258M</td>
</tr>
<tr>
<td>Energy Storage</td>
<td>5</td>
<td>7</td>
<td>32</td>
<td>375 – 520</td>
<td>$199 – $214M</td>
</tr>
<tr>
<td>Totals</td>
<td>9</td>
<td>14</td>
<td>63</td>
<td>980 – 2020</td>
<td>$872M – $1,472M</td>
</tr>
</tbody>
</table>

**Key Activities & Milestones**
- Kodak will retain ownership of the Park, and has plans to maintain film operations there for many years.
- Columbia Care was granted a NYS license to operate a medical marijuana manufacturing and dispensing facility at EBP creating 200 jobs. Manufacturing will commence at the Park by January 2016.
- Tenant base grew by 2,000 manufacturing jobs in past four years; 2015 is the first year that there will be net job growth factoring in Kodak occupancy, as SiGNa Chemistry and Columbia Care added as major tenants
- Signed agreement with Oak-Ridge National Laboratory to provide technical support to companies trying to scale from lab to manufacture level
- Working with MCC on SUNY 2020 Grant to construct a new Applied Technology Center to train next generation of operations technicians and skill trades.

**Previous Priority Projects**
- Trillium Companies: $7M in NYS funding; Facility established with over 100 combined employees.
- NY-BEST Commercialization Center: $7M in NYS funding; Facility established and operating.
- Fermentation Center: $5M in CFA funding, expect to break ground in 2016 Q2
- RED – $10M+ in NYS Funding; Competed transfer of utilities – and designing $60M+ power plant conversion to clean natural gas.

**2015 Priority Project Recommendations**
- Sweetwater Energy’s Integrated Biorefinery Project
- Urban Electric Power
- Security Films Inc.
- Cadenza

**Pipeline Projects**
- AquaTerran
- CDG Energy
- Eco-Hub USA
- Iuvo Bioscience
- MailOrder 2020
- Rare Earth Metal – Canadian Company (name confidential)
Energy Innovation

Vision
Encourage and support companies involved in the development of energy storage products, energy generation technologies, and products that use energy more efficiently to stay or relocate to the region thru the development of shovel ready sites, access to intellectual capability, and other incentives. Create the resources and infrastructure that will accelerate both R&D and commercialization of these new products.

Existing Conditions
• Several previous CFA awardees have struggled to accept terms of awards and have backed out of program or have experienced extreme delays in receiving the funding after project completion
• Domestic and foreign interests creating a competitive environment for company support and location

Goals / Strategies
• To make our region attractive and successful in this sector we have to personally and actively engage in taking all roadblocks out of the way – for both companies that want to come to the area and ones that are already established here.
• Identify, connect, and promote the assets and sites in the area for company attraction

Performance Measures
• # of current companies expanding manufacturing here vs moving out of area
• # of new companies coming to the area to do both development & manufacturing

Key Activities & Milestones
See strategies

Previous Priority Projects
• NY BEST Test Commercialization Lab
• NOHMs
• Arnold Magnetics
• Microrganics
• Seneca Bio energy
• American Fuel Cell
• Genesee BioGas
• RIT Battery Prototype Center

2015 Priority Project Recommendations
• Cadenza – Advanced Battery Assembly Plant at EBP
• NY BEST Energy Storage Ecosystem – Safety Testing and Cylindrical Cell Prototyping
• NOHMs development project for electrolyte

Pipeline Projects
• ROCSPOT
• Genesee BioGas

Existing Conditions
<table>
<thead>
<tr>
<th>Energy Innovations jobs</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,400</td>
<td>7,800</td>
<td>8,100</td>
<td>7,500</td>
<td>8,000</td>
<td></td>
</tr>
</tbody>
</table>

Energy Innovation Sector Jobs
Entrepreneurship & Innovation

Vision
Optimize business creation, retention, and expansion. Strengthen and expand the capacity and geographic reach of the region’s network of incubators and acceleration facilities as well as business support and networking services.

Existing Conditions
• Undeveloped entrepreneur ecosystem
• Lack of access to capital
• Decentralized support and networking within the region

Goals / Strategies
• Create jobs with new startup companies and business expansion.
• Increase access to capital in the Finger Lakes region.
• Grow small business with a special focus on “Buy local” collaboration & MWBE companies.
• Increase collaborations throughout the Finger Lakes ecosystem.

Performance Measures
• Create 3,300 new jobs over the next 5 years.
• Create 40 new start-ups per year from across the region and the world.
• Grow 200 small businesses in the downtown innovation zone (DIZ).
• Expand entrepreneurial programs to 6 events per year.

Key Activities & Milestones
• Finger Lakes Business Accelerator to move operations into the Sibley Building.
  Milestone Timeline: Fall 2016
• Produce entrepreneurial programs.
  Milestone Timeline: 1–2 per quarter
• Launch CUE, begin small business mentoring program.
  Milestone Timeline: 3 cohorts of 10 per year
• Increase private capital investment.
  Milestone Timeline: Raise $35-$50million by YE 2020

Previous Priority Projects
Finger Lakes Business Accelerator

2015 Priority Project Recommendations
• Venture Challenge – Start-up competition for the Business Accelerator
• Finger Lakes Venture Fund
• Urban Entrepreneur Initiative – Expansion of CUE

Pipeline Projects
• SUNY Geneseo – Center for Entrepreneurship
• Technology Farm Manufacturing Space – Geneva
Healthcare

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

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

Goals / Strategies
- Multi-faceted interventions in clinical, community and worksite settings along with communication and measurement strategies to help people with hypertension adopt strategies and behavior changes to successfully manage their blood pressure.
- Manage health cost trends to maintain our competitive edge and to reduce the incidence of heart attacks, heart failure, stroke and kidney failure.

Performance Measures
See chart and table below

Key Activities & Milestones
- In June 2012, the Finger Lakes Health System Agency was awarded a $26.6 million grant, the largest in the nation, from the Center for Medicare and Medicaid Innovation for Transforming Primary Care Delivery: A Community Partnership.
- In May 2015, Rochester Regional Health and University of Rochester Medicine partnered to lead a coalition of 28 hospitals, 3000 health care organizations, and more than 600 community-based organizations that was awarded $565 million as part of the state's Delivery System Reform Incentive Payment program.

Previous Priority Projects
Finger Lakes Health Collaborative
- $2,800,000 total ($300,000 CFA Award in 2012; $4,034 CFA Award in 2013) $1,400,000 Wegmans Charitable Foundation; $1,100,000 Greater Rochester Health Foundation).
- On track to reach a control rate of 85% in 2020.
Over 200 individuals from more than 60 organizations have come together to support this initiative, which is a unique, multi-faceted coalition of broad-based community stakeholders.

Medicare Reimbursements

Goals / Strategies

Key Activities & Milestones

Previous Priority Projects
Finger Lakes Health Collaborative

High Blood Pressure Control Rate Goal

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Acutal Control Rate</td>
<td>66.7%</td>
<td>71.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal</td>
<td>63%</td>
<td>67%</td>
<td>70%</td>
<td>73%</td>
<td>76%</td>
<td>79%</td>
<td>81%</td>
<td>83%</td>
<td>85%</td>
</tr>
</tbody>
</table>
Higher Education

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

Existing Conditions
- Total economic impact of over $5 billion annually.
- Research expenditures, $419 million in FY 2013 (latest available data).
- 88,000 students from all 50 states and international.
- 5th overall in degrees per capita
  - 1st in Math/Science, Physical Sciences, Visual and Performing Arts
  - 2nd in Biological and Biomedical Sciences, Music
  - 3rd in Engineering & Engineering Related Fields
  - 6th in Computer and Information Sciences

Goals / Strategies
- Invest in growth of higher education sector as an industry.
- Strengthen linkages between and among institutions, employers, government & economic development organizations.
- Foster educational entrepreneurship, innovation and business incubation.

Performance Measures
- Increase overall market share of enrollment
- Increase funding for research & development
- Meet current & anticipated regional workforce needs (new academic programs, facilities, etc.)
- Support business incubation, commercialization and spinoff companies (jobs & wealth creation)
- Capitalize on START-UP NY (attract new companies; grow existing companies, expand START-UP space capacity)

Previous Priority Projects
- UR Goergen Institute for Data Science
  - Awarded $1.5M CFA in 2014
  - $25M in private support raised; 14 new faculty hires to date
- RIT Center for Urban Entrepreneurship
  - Awarded $2.6M in total CFA support
  - Leveraged $1.5M in federal EDA funds; Renovations will be completed and facility open in Fall 2015
- RIT MAGIC Spell Studios
  - Awarded $1.5M CFA in 2014 and $12.5M in additional state support in July 2015 for construction
  - Leveraged $15.4M in corporate support; Planning & Design in process
- Keuka College Center for Business Analytics & Health Informatics
  - Awarded CFA $250K in 2014
  - Construction to begin Summer 2015
- Nazareth College Wellness & Rehabilitation Institute
  - Awarded CFA $250K in 2013
  - Scheduled to open in August 2015
- St. John Fisher College Integrated Science & Health Sciences Building
  - Awarded CFA $250K in 2013
  - Targeted for completion in August 2015
- Hobart & William Smith Colleges Performing Arts Center
  - Awarded CFA $1M in 2013
  - Expected completion by January 2016

2015 Priority Project Recommendations
- UR Georgen Institute for Data Science, $23.5M CFA/URI
- RIT Center for Additive Manufacturing & Functional Printing, $100K CFA/$3.5M URI
- FL Regional Workforce Development Center, $7M URI
- FLCC/GCC Rural Employment Skills Collaboration, $6.5M URI
- SUNY Geneseo Center for Entrepreneurship, Innovation & Economic Development, $5.4M URI
- Keuka College Center for Business Analytics & Health Informatics, $127K CFA

Other Supported Projects
- FLCC Student Center Green Roof
- UR Eastman School of Music Messinger Hall Renovation
- RIT Veterans Workforce Development in Electronics Assembly
- FLCC Workforce Development Projects (2)
- SJFC Institute for Pharmaceutical Innovation
- Keuka College Sampson Theatre Renovation
- Regional Veterans Service Center

Pipeline Projects (URI & CFA)
- Geneva Food & Beverage Innovation District
- MAGIC Spell Studios
- Keuka College Track & Field Facility
Vision
To ensure that regional infrastructure, transportation, and telecommunications assets are distinguishing factors in the retention and attraction of jobs and investment.

Existing Conditions
- Sufficient capacity overall to accommodate additional growth, but localized limitations/bottlenecks exist.
- Significant portions of our transportation, water, and sewer infrastructure are reaching the end of their useful life and need to be replaced, but funding for maintenance is insufficient.
- Regional energy generation is far below consumption. Significant investments (over $200 million annually) are being made to enhance/modernize the system, and ensure reliability of service to customers.
- Access to broadband internet varies widely within the region including fully unserved areas where economic development and job creation opportunities are strongly limited as a result.

Goals / Strategies
Ensure priority investments are made in both transformational projects as well as existing infrastructure to enable economic growth without crisis disruption of the current infrastructure.

Performance Measures
- Number/percent of deficient bridges in the region: 513 of 1,599/32% (2015)
- Total water demand per capita: 0.866 Million Gallons/Day (2010)
- Regional transit service annual ridership 18,193,464 (SFY 2014-2015)
- Enplanements at Greater Rochester Int’l Airport: 1,188,713 (2014)
- Number of address points unserved by broadband: 34,543 (2013)

Key Activities & Milestones
- Main Street Rochester Streetscape Enhancement Project awarded federal funds
- Canandaigua Airport sanitary sewer connection funded in 2014 CFA round & 2014-2015 NYS Budget
- Bridge needs assessment & investment strategy completed by GTC

Previous Priority Projects
- NYS Route 390/I-490/Lyell Avenue Interchange
- STAMP Infrastructure and Transportation Improvements
- Monroe County Sustainable Agricultural Park
- Seneca County Route 318 Corridor Sewer Project
- Maintain Existing Infrastructure
- Other Priority/Strongly Supported
  - Niagara-Orleans Broadband Initiative
  - RGRTA Campus Improvement Project-New Service Building
  - Canandaigua Airport sanitary sewer connection
  - Fishers Ridge mixed-use development (Ontario County)
  - Main Street Rochester Streetscape Enhancement Project
  - Monroe County Airport Development Site Preparation
  - Road improvements to southern portion of Letchworth State Park (Wyoming County)

2015 Priority Project Recommendations
- NYS Route 390/I-490/Lyell Avenue Interchange (Highest Priority)
- STAMP Infrastructure and Transportation Improvements (High Priority)
- Seneca County Route 318 Corridor Sewer Project (High Priority)
- Maintain Existing Infrastructure (High Priority)
- Other Priority/Strongly Supported (Scored as 20 Points by Workgroup)
  - Niagara-Orleans Broadband Initiative
  - RGRTA Campus Improvement Project-New Service Building
  - Fishers Ridge Phase 1 Infrastructure
  - Greater Rochester International Airport-Business Aviation & Airline Support Complex
  - Canandaigua Lakefront Redevelopment Project-Final Phases
  - Road improvements to southern portion of Letchworth State Park (Wyoming County)

Pipeline Projects
- Transformative Corridors Design Initiative
  - Mt. Read Boulevard
  - NYS Route 77
  - NYS Route 96
Life Sciences

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

Existing Conditions
• Growing number of life sciences companies ranging from large, established firms to small start-ups.
• Sector employs 5,800 individuals in the region, with $568 million in earnings annually.
• Highly educated workforce with robust life science-related education and training programs.
• Strong foundation of university-based life science research and successful academic-industry collaboration.

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

Performance Measures
• Tracking the number of patents awarded in the region. This figure has increased 20% since 2012.
• Extracting patents awarded to Kodak – historically the region’s largest recipient of patent awards – to track patents awarded across the rest of the region. Patents awarded outside of Kodak have increased more than 125% since 2005.

Key Activities & Milestones
• Updated sector performance measures with new data.
• Identified the lack of venture capital as one of the sector’s greatest barrier to growth.
• Formulating a plan to better capitalize on regional strengths in areas such as formulation science, and identify opportunities to utilize these assets to create interregional synergies and connections.
• Developing a network to better understand life sciences capacity in the region.

Previous Priority Projects
• UR Institute for Data Science: Received $1.5M REDC award in 2014; Preliminary construction has begun.
• Business Accelerator Cooperative: Received $10M in total REDC awards, 2011–2014; Hub location established in Sibley Building in downtown Rochester.
• SJFC Integrated Science and Health Sciences Building: $250K REDC award in 2014; Construction complete and building opening to students in September 2015.
• HSCCI: $500K REDC award in 2013 for phase 3; $330M in research funding leveraged, 2009-2015.

2015 Priority Project Recommendations
• UR Goergen Institute for Data Science (Phase 2)
• St. John Fisher College Institute for Pharmaceutics Innovation and Strategic Partnership
• iuvo BioScience Siting Study and Engineering Evaluation for Vivarium Expansion

Pipeline Projects
• University of Rochester Neurorestoration Institute: Utilize UR’s strengths in neuroscience research to establish a center for high-level neurological rehabilitation.
• Life Sciences Seed Fund: Create a fund to attract investment in this sector from within and outside New York to address the lack of funding for new ventures and bring real, new dollars into the region.

Patents at Kodak vs. Rest of the Finger Lakes

Patents awarded in the Finger Lakes (by county)

<table>
<thead>
<tr>
<th>County</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monroe</td>
<td>802</td>
<td>1,110</td>
<td>1,117</td>
<td>1,331</td>
<td>1,316</td>
</tr>
<tr>
<td>Wayne</td>
<td>57</td>
<td>79</td>
<td>81</td>
<td>107</td>
<td>90</td>
</tr>
<tr>
<td>Ontario</td>
<td>32</td>
<td>54</td>
<td>57</td>
<td>62</td>
<td>89</td>
</tr>
<tr>
<td>Livingston</td>
<td>19</td>
<td>20</td>
<td>24</td>
<td>26</td>
<td>37</td>
</tr>
<tr>
<td>Genesee</td>
<td>3</td>
<td>12</td>
<td>10</td>
<td>16</td>
<td>8</td>
</tr>
<tr>
<td>Orleans</td>
<td>6</td>
<td>10</td>
<td>8</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Yates</td>
<td>3</td>
<td>5</td>
<td>1</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Seneca</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Wyoming</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>927</td>
<td>1,294</td>
<td>1,302</td>
<td>1,559</td>
<td>1,559</td>
</tr>
</tbody>
</table>
Optics, Imaging & Photonics

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

Existing Conditions
- One of the oldest and largest industrial clusters in the United States.
- Spinoff companies resulting from area’s historic “big three” – Kodak, Xerox, Bausch & Lomb – have grown into the largest cluster of optics, photonics and imaging companies.
- Rochester Region Photonics Cluster is comprised of approximately 100 small and mid-size companies that, combined with the “big three,” provide over 26,000 high quality technical jobs in the region.
- World-class university system including the University of Rochester, RIT, and MCC, offering educational and research programs in optics, photonics, and imaging at the 2-year, 4-year, and graduate levels.
- UR’s Institute for Optics is the nation’s oldest and leading optics program, graduating half of all formal degrees in optics in the U.S.
- The Chester F. Carlson Center for Imaging Science at RIT offers the only imaging science doctoral degree program in the nation.
- MCC offers the largest technical training program in optics in the country and its graduates are sought by OPI industry throughout the U.S.

Performance Measures
The performance measures for the optics, photonics and imaging workgroup are jobs, split into two categories:
1. Rochester’s historic big three (Kodak, Xerox and Bausch & Lomb); and
2. the other small and mid-size optics, photonics and imaging companies in the region. The data for these categories are listed below for the years 2011 though 2014. Data for 2015 is not yet available.

<table>
<thead>
<tr>
<th>Category</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Big Three” total jobs</td>
<td>17,376</td>
<td>14,957</td>
<td>12,855</td>
<td>12,468</td>
</tr>
<tr>
<td>Small to Medium Total Jobs</td>
<td></td>
<td></td>
<td>12,850</td>
<td></td>
</tr>
<tr>
<td>Total OIP Jobs</td>
<td></td>
<td></td>
<td>26,000</td>
<td></td>
</tr>
</tbody>
</table>

Key Activities & Milestones
- Rochester and NYS were recently recognized by the U.S. Department of Defense as a national and world leader in photonics research, innovation and manufacturing by its award of a $110 million contract to establish AIM Photonics.
- Additional funding, including the $250M pledged by Governor Cuomo and NYS, and additional funding from major companies such as Intel, IBM and many others bring total funding for AIM Photonics to $610 million in expected funds.

Previous Priority Projects:
Finger Lakes Regional Center for Advanced Optics Manufacturing:
- 2014 CFA Award included $400,000 for IR interferometer and $275,000 for the 5 axis precision profiler.

2015 Priority Project Recommendations
Top Priorities:
- IR Interferometer upgrade
- Freeform Precision Profiler 5th Axis
Vision
Identify and promote projects and programs that transform our region economically and socially in a manner that improves and sustains our natural resources. Guide the NYSERDA Cleaner Greener Communities (CGC) program in our region and assisting in strengthening applications. Advise the Council on advancing the objectives of the Finger Lakes Regional Sustainability Plan with the economic development process.

Existing Conditions
Documented in the Finger Lakes Regional Sustainability Plan completed in the spring of 2013.

Performance Measures
• Energy efficiency and renewable energy (including transportation)
• Water & waste reduction & management
• Climate resiliency and adaptation
• Adherence to smart growth principles for localities

URI Transformational Program Ideas
• Sustainable Food & Beverage Manufacturing Cluster
• Energy (Resilience & Renewables)
• Smart Communities (Transportation and Land Use)
• Sustainable Manufacturing
• Marketing and Communication

Previous Priority Projects
• Genesee Biogas LLC Project: A $1.5 million ESD grant awarded in 2014; Site and process design completed, construction pending awaiting completion of project financing.
• Sibley Tower Redevelopment Project: A $3.1 million ESD grant awarded in 2014.
• American Fuel Cell: A $500k ESD grant awarded in 2014.
• Downtown Rochester High Falls EcoDistrict: Received $240K in NYSERDA – CGC2 funding.
• Batavia Sustainable Future: Received $75K in NYSERDA – CGC2 funding.
• Town of Mount Morris Comprehensive Plan and Zoning Updates: Received $45K in NYSERDA – CGC2 funding.
• City of Rochester Sustainable Planning and Design Practice Guide: Received $56K in CGC2 Grant funding
• The Webster Cold Water Project: Received $85K in CGC2 Grant funding

2015 Priority Project Recommendations
• I-Square Sustainability Project (CGC-3)
• Genesee Biogas
• FLCC Student Center Green Roof - Ontario County Soil & Water Conservation District, Honeoye Inlet Water Quality Improvement
• City of Rochester, Genesee River Community Resilience Project, Rochester West River Wall
Vision
The Finger Lakes region has world-class tourism, arts, and cultural assets. These assets help produce jobs, positively impact economic development, and enhance quality of life in the region. These assets are grouped into three sectors:
1. Sports, recreation, waterways and entertainment;
2. Arts, culture, and history; and
3. Culinary and beverage.

Existing Conditions
- Significant and unique arts and cultural destinations (including historical and architectural assets), aligned with trending visitor interests, represent a key opportunity to promote our region internationally.
- Sports, recreation, and entertainment represent a significant factor in tourism, especially golf and water sports, offering opportunities to display and promote our region to an international audience. Diverse water assets collectively represent a significant resource that should be further leveraged and promoted as a tourism destination.
- Sophisticated wine, culinary, and beverage attractions are prevalent throughout the entire region and represent one of the fastest growing sectors.
- Within the region’s geographical diversity, there is opportunity to better connect the efforts of all nine counties in a more collaborative manner.

Goal
To broaden and strengthen our national and international reputation for tourism and arts using collaborative marketing and promotion to more fully realize our potential.

Strategies
- Continue to invest in, preserve, develop, and promote the region’s major assets:
  - Arts and cultural destinations (including history and architecture)
  - Sports, recreation, waterways and entertainment
  - Wine, culinary, and beverage industry (including agricultural and food micro enterprises)
  - Build on a positive destination image by leveraging partnerships and promotions of the region’s quality assets and high profile events for tourism and business development, expansion, and retention.

Key Activities & Milestones
Tourism economic impact reached over $1 billion in Monroe County in 2014.

Previous Priority Projects
- The Strong and Toy Industry National Halls of Fame: Project is on schedule; will retain 250 jobs and create 10 new jobs
- Winery Based Wastewater Treatment Systems: Project is on schedule.
- Frontier Field: Project is on schedule; will create 100 construction jobs.
- Blue Cross Arena at the War Memorial (not funded): Will continue to request funds through the CFA process; Project will create 35 construction jobs and 5 permanent jobs.

2015 Priority Project Recommendations
- Bristol Mountainside Inn and Lodging
- Seneca Park Zoo Master Plan Improvements – 1A
- Historic Armory Renovation

Other Priority Projects
- A Welcome Surprise! Canadian Tourist Marketing
- Campground Marketing
- Center for Great Women
- Finger Lakes Wine Alliance Marketing
- Little Theatre Historic Renovation
- National and Int’l Tourism Marketing for the Strong and Finger Lakes
- National Historic Landmark Restoration
- Rochester Craft Beverage Trail Marketing
- Wine, Waters and Wonder
Workforce Development

Vision
To increase access to current and future middle skilled jobs in advanced manufacturing, culinary, healthcare, information technology and skilled trades for the Finger Lakes region through collaborative, results oriented efforts of educators, area nonprofits, government, organized labor, and business stakeholders focusing on the retention of adult workers, especially our veterans, and addressing the student population – urban, suburban and rural – through education, exposure, and connection to relevant careers leading to meaningful long-term employment.

Existing Conditions
• Low graduation rates and student performance leave our young people unprepared for college or vocational careers limiting the number of available candidates to fill positions.
• Limited number of students prepared for the workforce and adults in need of retraining creates gap in unfilled jobs within the Finger Lakes region.
• Growing partnerships between business, education and community organizations within the region offer opportunities to improve the outlook for developing a strong workforce.

Goals / Strategies
The Workforce Development Work Group uses the 5 “C”s as their goals as shown below:

1 Candidates: Recruit students and adults in need of additional training for our programs through our work group, Hillside, school districts and community colleges.
2 Curriculum: Work with school districts, BOCES, community colleges and employers to develop relevant, enjoyable and results-oriented training in basic and in middle skills.
3 Careers: Find meaningful internships and jobs with a qualified and motivated business partner through our work group, Hillside and other sources.
4 Communication: Convince students, parents, guidance counselors, teachers, school administrators, adults that need retraining, and the entire community of the relevance and value of middle skills jobs
5 Coordination: Coordination of diverse stakeholder efforts within the region, increasing the availability of a trained workforce for middle skills jobs.

Performance Measures
• Jobs Filled (see chart for total of 2014 – 354 jobs filled)
• Classification of person Getting Job (Student, Adult, Veteran)

Key Activities & Milestones
• Workforce Team adopted as workgroup for Anti-Poverty Initiative efforts with focus on Jobs
• Sponsored 1st ever “Bright Futures” Job & Career Fair for graduating RCSD students with over 50 businesses represented and 460 students
• Partnering with Edison Tech HS leadership on new structure and curriculum focusing on CTE

Previous Priority Projects
MCC Accelerated Precision Tooling Certificate Program

2015 Priority Project Recommendations
• Finger Lakes Workforce Development Center
• Workforce Development Transportation (for working poor / veterans)
• Adv. Manufacturing Middle Skills Education Improvements (4 regional BOCES & RCSD)

Pipeline Projects
• Applied Tech Center Auto Lab Modernization (MCC)
• Foodlink Food Hub Phase 2

The number of Hillside students currently employed through existing Work-Scholarship program is 328.

### Workforce Development Team Job Commitment for 2014

<table>
<thead>
<tr>
<th></th>
<th>Hillside Students</th>
<th>Other HS Students</th>
<th>Adult</th>
<th>Veterans</th>
<th>YTD Total</th>
<th>Year End 2014 Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culinary</td>
<td>3</td>
<td>–</td>
<td>48</td>
<td>–</td>
<td>51</td>
<td>50</td>
</tr>
<tr>
<td>Health Care*</td>
<td>19</td>
<td>13</td>
<td>130</td>
<td>9</td>
<td>171</td>
<td>100</td>
</tr>
<tr>
<td>Skilled Trades</td>
<td>–</td>
<td>13</td>
<td>41</td>
<td>–</td>
<td>54</td>
<td>65</td>
</tr>
<tr>
<td>Advanced Manufacturing</td>
<td>–</td>
<td>18</td>
<td>55</td>
<td>1</td>
<td>74</td>
<td>75</td>
</tr>
<tr>
<td>Information Technology</td>
<td>4</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td>Totals</td>
<td>26</td>
<td>44</td>
<td>274</td>
<td>10</td>
<td>354</td>
<td>315</td>
</tr>
</tbody>
</table>

* Health Care data represents youth between 16-21 years old and Veterans.
<table>
<thead>
<tr>
<th><strong>Finger Lakes Regional Economic Development Council</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Address</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Phone</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Fax</strong></td>
</tr>
<tr>
<td><strong>Website</strong></td>
</tr>
</tbody>
</table>