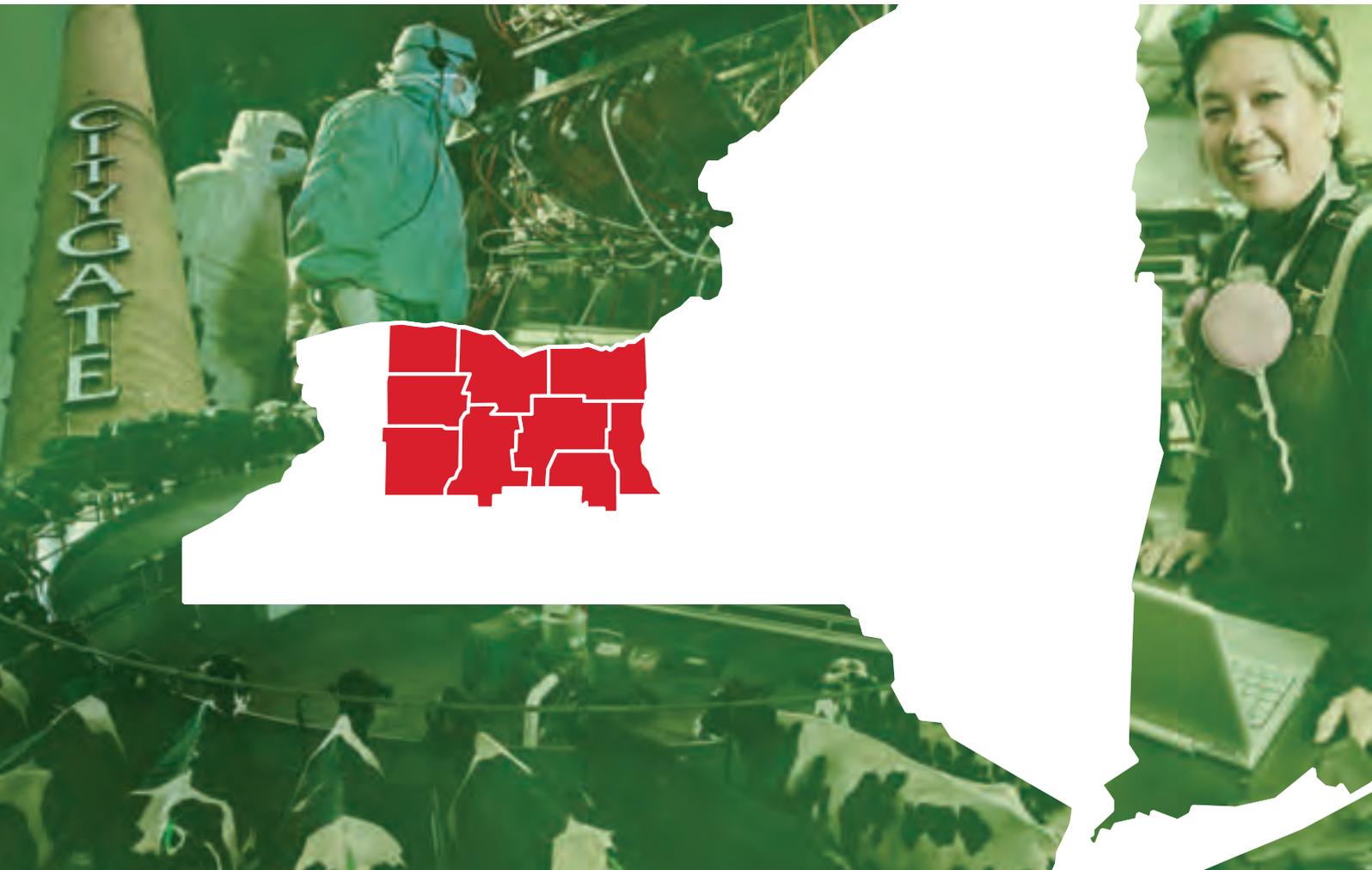


# Finger Lakes Regional Economic Development Council



Finger Lakes  
Regional Economic  
Development Council

## Progress Report & Recommended Priority Projects

Year 5 | Sept. 2015



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# Message

from the co-chairs



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.

**F**or 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



# Executive Summary

1



Canandaigua Lakefront

Photo by: Matt Wittmeyer

# 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.

**T**he more than \$300 million in support that the state has provided the region over the last 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.



CityGate in Rochester.

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.



### 2015 New York State Initiatives

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.

### Key Regional Strategies

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.

- 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.

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Left	Wegmans Affinage Facility
Center	UR Laboratory for Laser Energetics
Right	MCC Applied Technologies Center

Left photo by: Matt Wittmeyer



### 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 regions' 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 **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

**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.





# Community & Local Government Engagement

## Work Groups



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

In 2015, more than 450 community stakeholders actively participated in 20 Work Groups and associated subgroups. By design, engaging such a large number of individuals in the Work Groups process provides the Council with a broad-based, regional perspective on economic and community development issues.

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. Work Groups also monitor and report the status of previously recommended projects and progress on performance measures. Throughout the course of the year, the Work Groups have remained highly active and engaged, with most meeting on a regular basis.

A description of the Work Groups and list of members can be found on page 121 of this report.

## Public meetings



The Finger Lakes Regional Economic Development Council held 14 public meetings in 2015 on topics including the CFA application process, the Progress Report, and the Finger Lakes URI proposal.

CFA Workshops were held to inform potential applicants about the CFA process and provide direct access to state officials in May and June at Monroe Community College, Genesee Community College, and Hobart & William Smith Colleges. URI Public Forums were held after the Workshops and offered stakeholders and interested citizens the opportunity to learn more about the URI, ask questions, and offer input into the process.

The Council held public meetings in February, April, July, August, and September. More than 1,500 people have attended these sessions, which featured presentations on aspects of the 2015 CFA and URI processes from representatives of Empire State Development, the Boston Consulting Group, the University at Buffalo Regional Institute, and project recommendations from the Council's Work Groups.

## 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.



# Interregional Collaboration



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 support's 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 year, 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 (NYSERDA) sponsored initiative that aims to accelerate the commercialization of clean energy innovations across Upstate New York. New Energy Xcelerator in Upstate NY (NEXUS-NY) is a clean energy proof-of-concept center that works with several universities, including the University of Rochester, Rochester Institute of Technology, the University at Buffalo, 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 NOR's first major collaboration with the goal of extending affordable, high-speed Internet services to rural businesses and residents in the two counties.

# Progress

# 2



Pinnacle North in Canandaigua

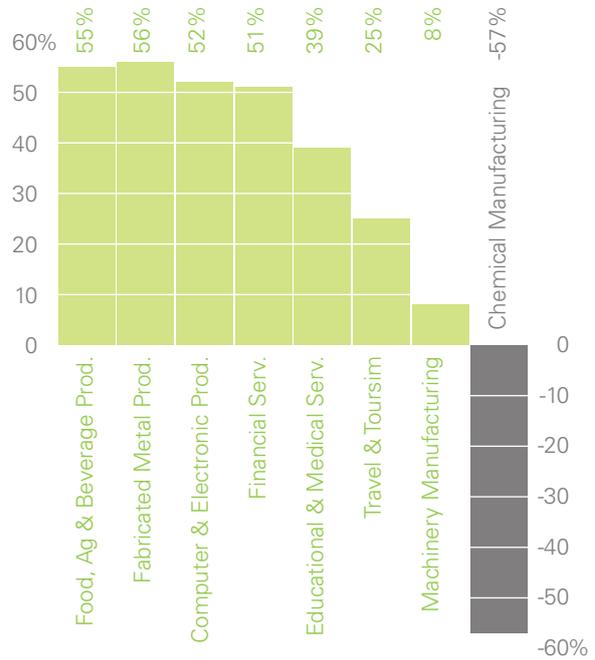
# State of the Region

## General Economic Indicators

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.

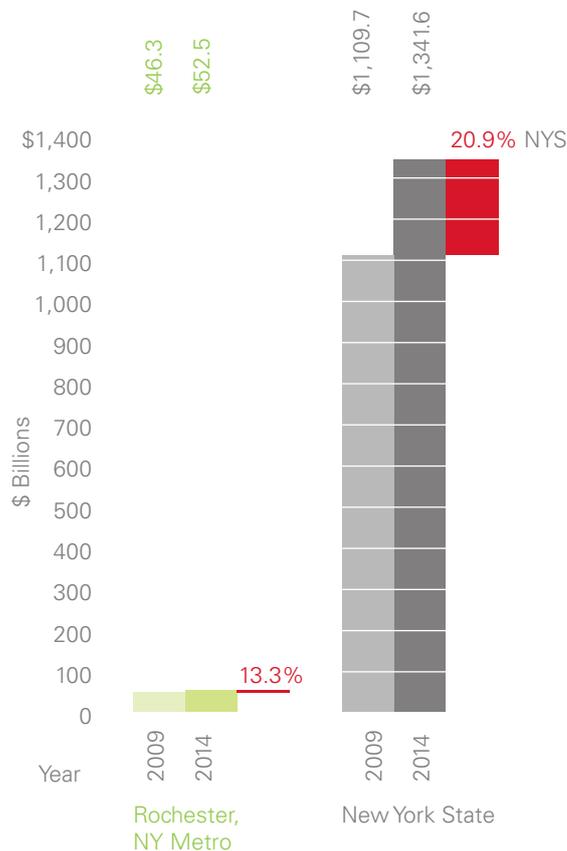
While the total value of the region's foreign exports has decreased, this is due to the recent rapid decline in Eastman Kodak's chemical exports. In fact, over the last five years there has been more than \$1 billion in export growth in other sectors and the Finger Lakes is the second largest exporting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

### % Change in exports (2009-2014)



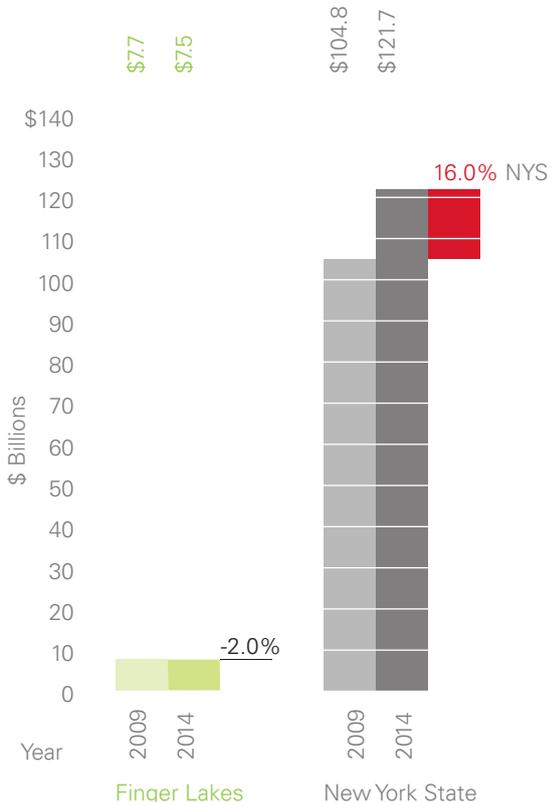
Source: Brookings Institution

### Gross metropolitan product



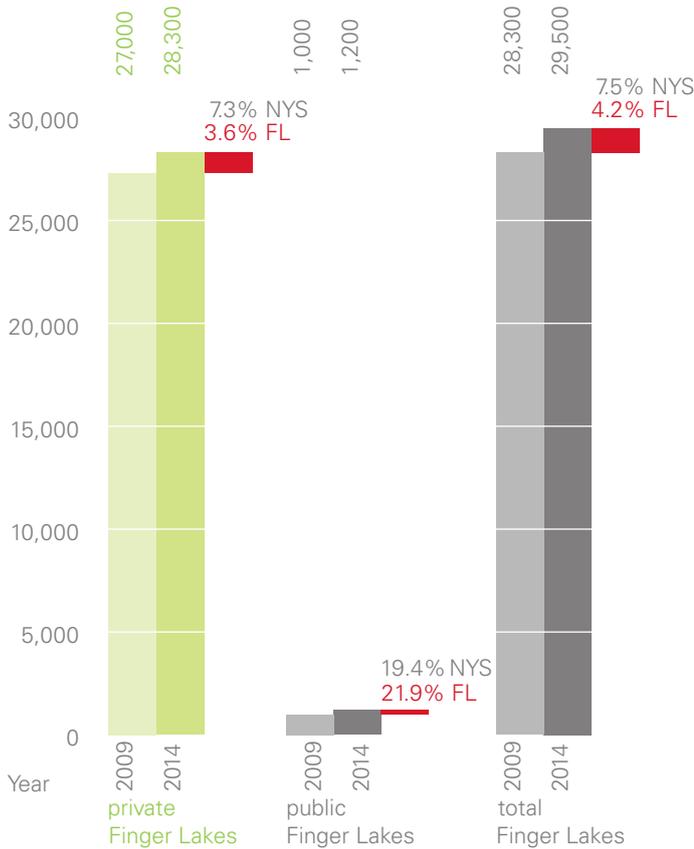
Source: Bureau of Economic Analysis

### Value of Finger Lakes foreign exports



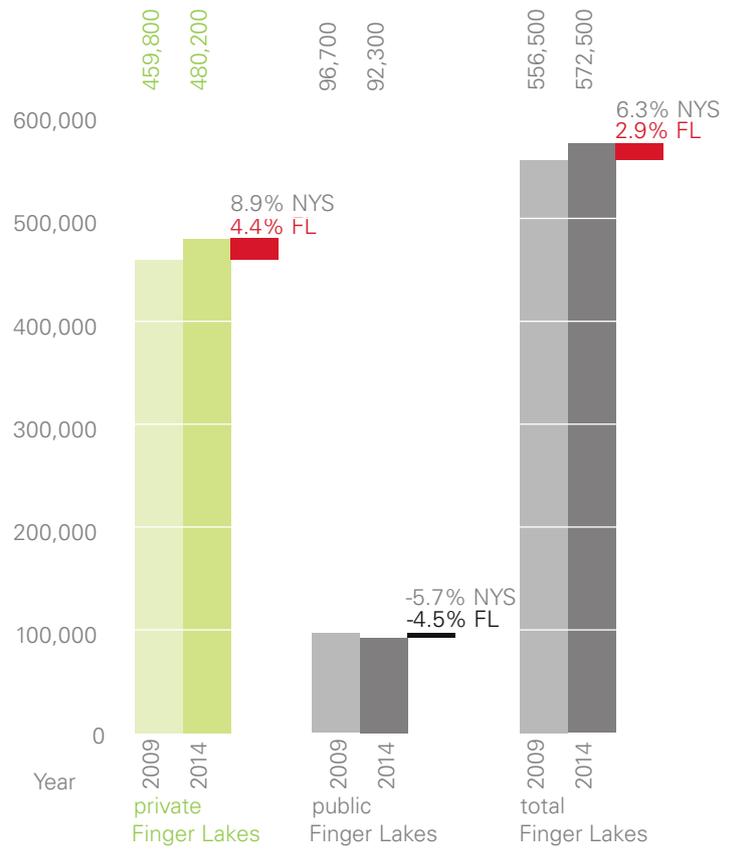
Source: Brookings Institution

## Number of establishments



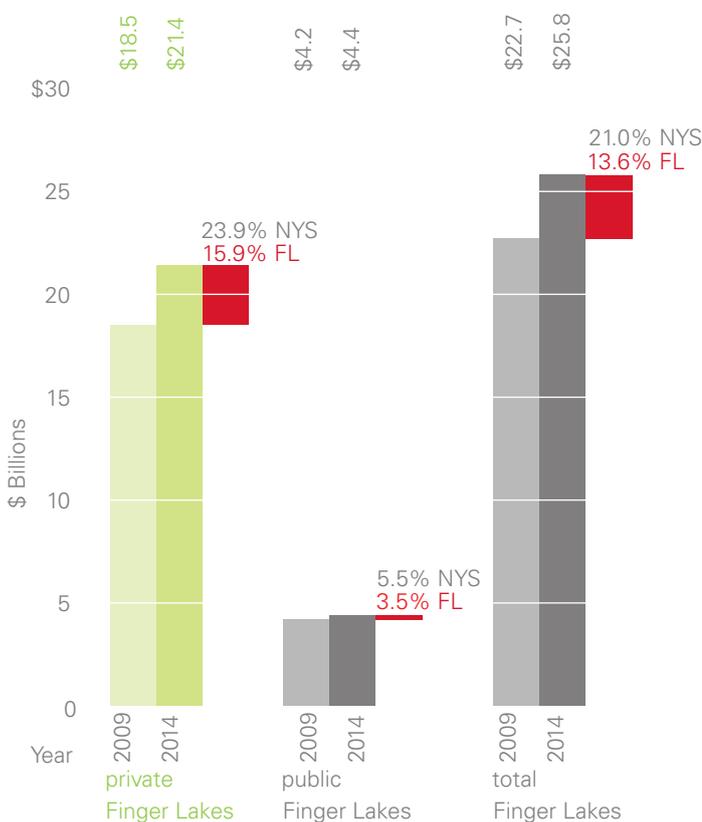
Source: NYSDOL

## Average annual employment



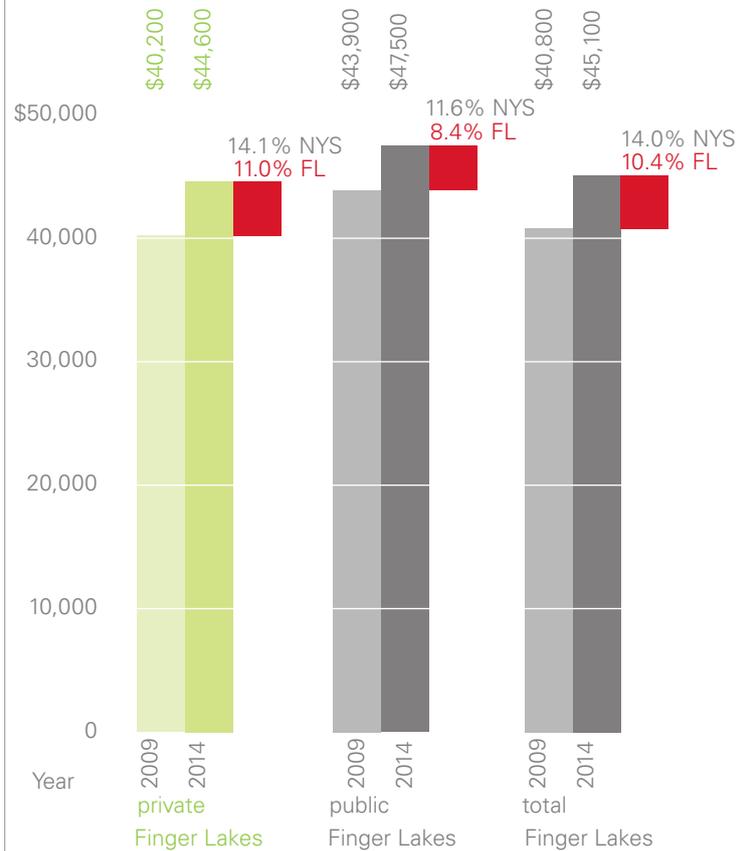
Source: NYSDOL

## Total annual wages



Source: NYSDOL

## Average annual wages

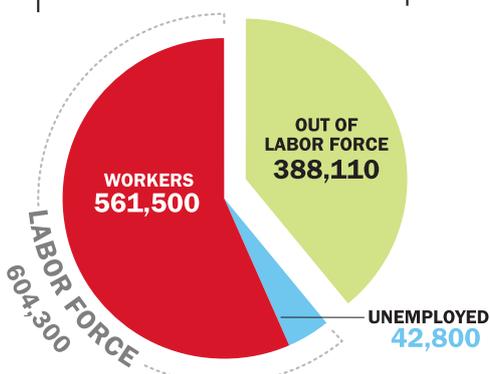


Source: NYSDOL

# How large is the labor force

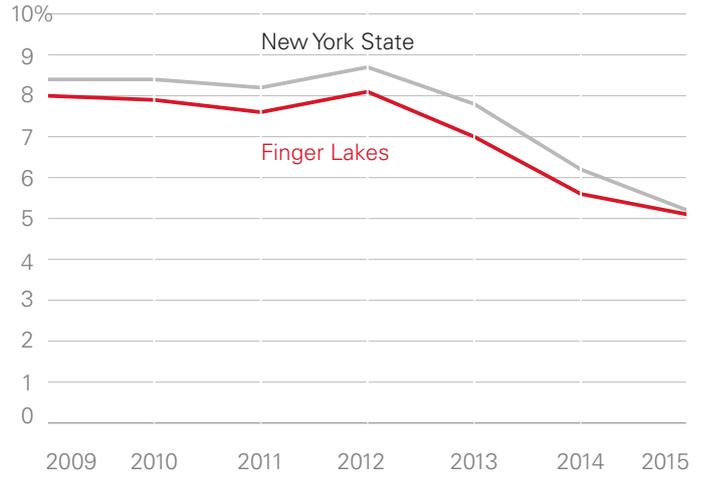
The region has the third largest labor market in upstate—an engine for economic growth.

**POPULATION 16+ 992,410**



Source: UBRI analysis of data from the U.S. Census Bureau, American Community Survey, 2013; NYS Department of Labor, 2013.

# Unemployment rate (June)



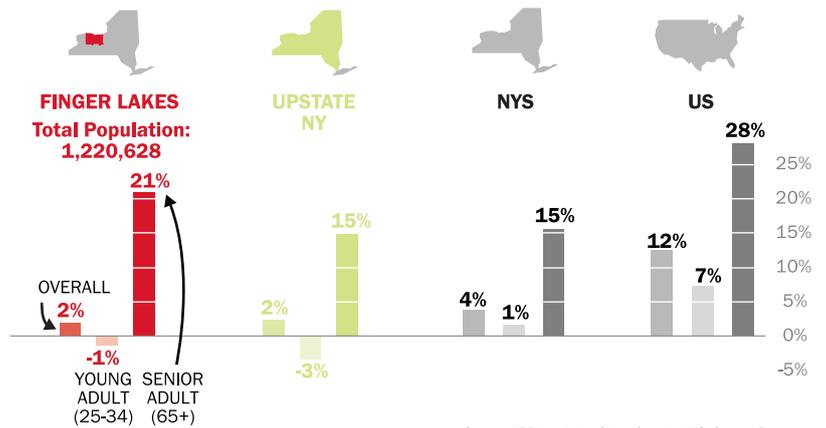
Source: Bureau of Labor Statistics

# 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



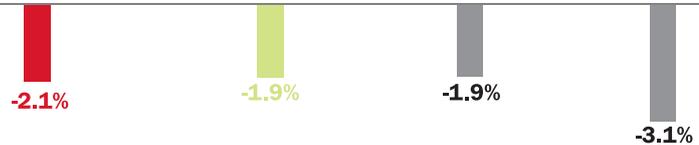
Source: UBRI analysis of data from the U.S. Census Bureau.

Unemployment rate 2014



Source: UBRI analysis of data from the U.S. Bureau of Labor Statistics.

Unemployment rate change 2009–2014



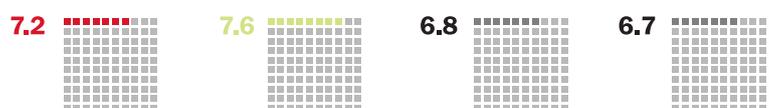
Source: UBRI analysis of data from the U.S. Bureau of Labor Statistics.

Per capita income 2013



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

Higher education enrollment per 100 population 2013



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

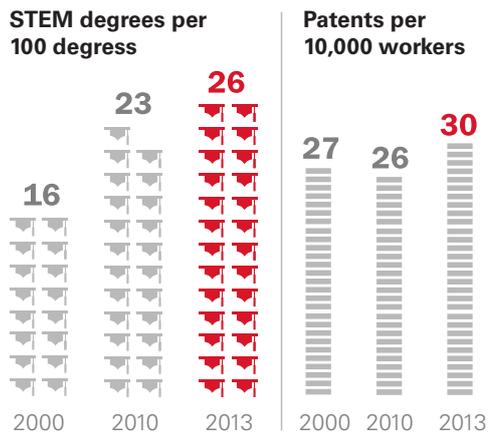
Poverty rate 2013



Source: UBRI 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.



Source: UBRI 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



Source: UBRI analysis of data from the U.S. Patent and Trademark Office; NYS Department of Labor; U.S. Bureau of Labor Statistics.

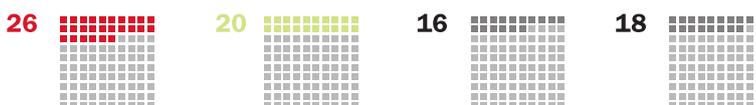
STEM jobs as % of total jobs<sup>1</sup>, 2014, Q1



<sup>1</sup> STEM occupations reflect 184 different jobs in science, technology, engineering and mathematics. These jobs typically require a college degree, are higher-paying and concentrated in STEM-intensive industries.

Source: UBRI analysis of data from the NYS Department of Labor; U.S. Bureau of Labor Statistics.

STEM degrees per 100 degrees, 2013



Source: UBRI analysis of data from the National Center of Educational Statistics; U.S. Bureau of Labor Statistics.

R&D expenditures per capita, 2013



Source: UBRI analysis of data from the National Center of Educational 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.



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

# Quality of Life Indicators

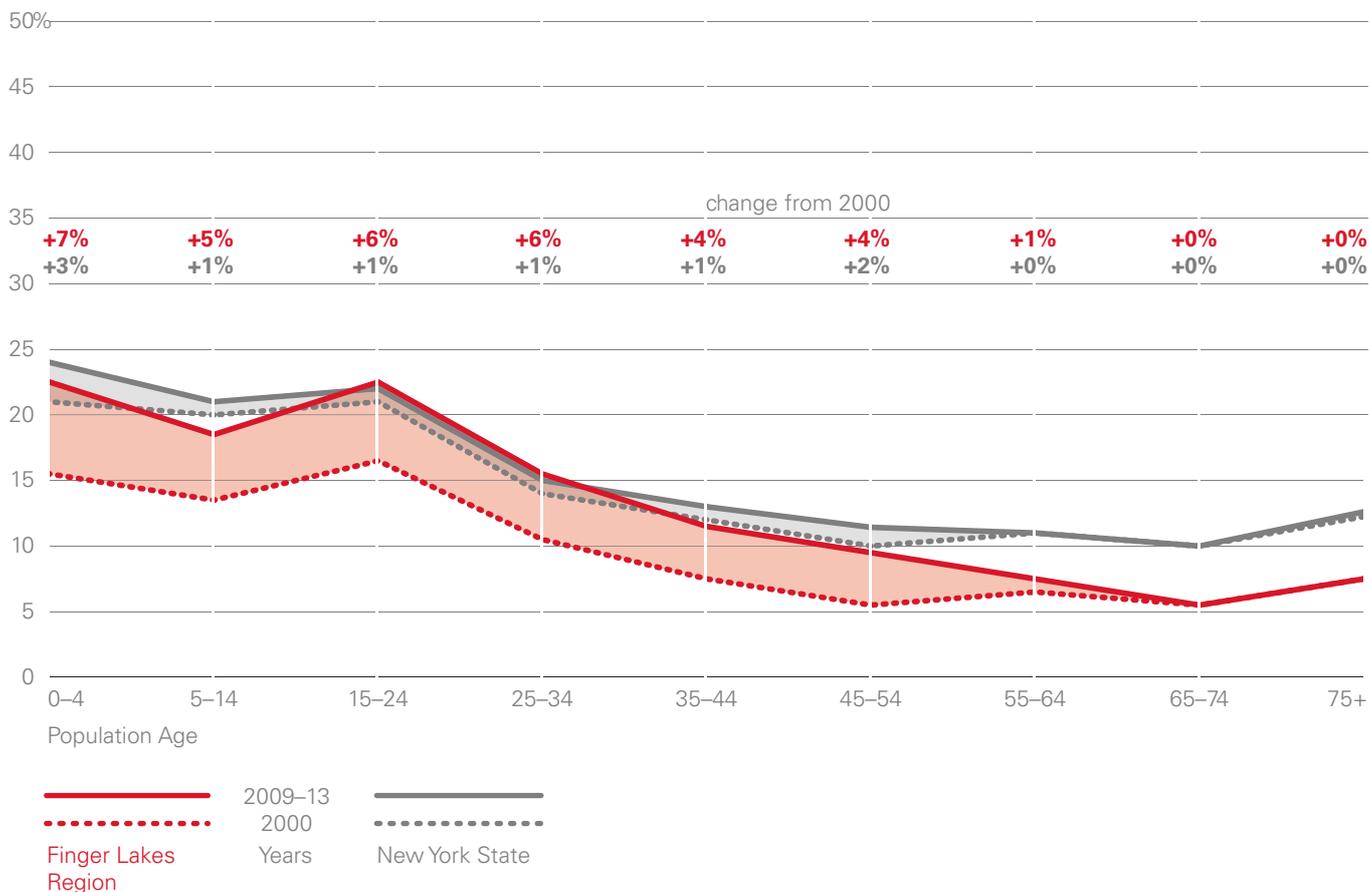
## Share of residents lacking health insurance



	Finger Lakes Region	New York State
2008	10%	13%
2013	10%	12%
Change	0%	-1%

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



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

Source: Internal Revenue Service, Statistics of Income Migration Data

## Commuting (% working in region of residence)



	<b>Resides in</b> Finger Lakes Region	<b>Works in</b> Finger Lakes Region
<b>16+ Population</b>	<b>560,363</b>	<b>96%</b>
<b>% who work &amp; reside in region</b>	<b>557,641</b>	<b>96%</b>

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

## Estimated visitor spending



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

Source: Oxford's Economic Impact of Tourism  
Note: Figure follows the NYEDC regional definition





# Status of Past Priority Projects

## Priority Project Progress

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

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

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

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

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

### 2013 YEAR AWARDED • ROUND 3

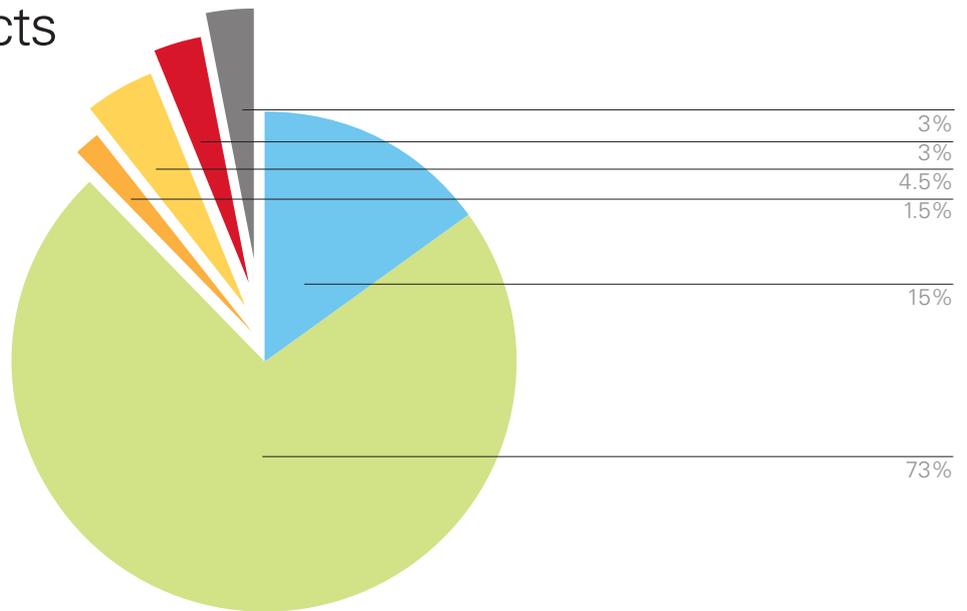
Status	CFA#	Project Sponsor	Project Name	CFA Award	Project Total
	28157	City of Canandaigua	Canandaigua Lakefront	\$1,500,000	\$10,625,000
	30079	City of Rochester	City of Rochester Public Market, Phase I	\$500,000	\$8,328,000
	30266	Hobart & William Smith College	Performing Arts Center	\$1,000,000	\$22,000,000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

### 2014 YEAR AWARDED • ROUND 4

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

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

## Overall Status Past Priority Projects



## Aggregated status of ESD grant projects

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

## Leverage of State investment in all past Priority Projects

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

# 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

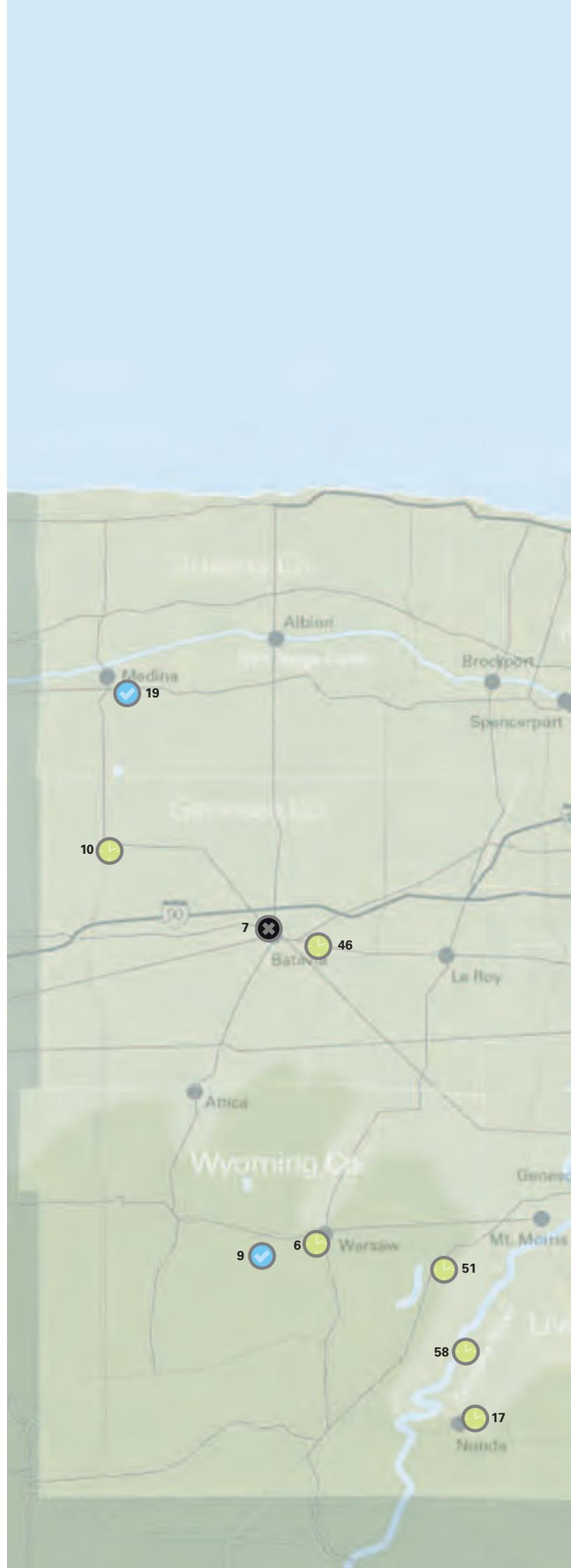
- 6 Center Street Business Center
- 7 CNG One Source of New York
- 8 College Town Rochester
- 9 Drasgow
- 10 Science, Technology and Advanced Manufacturing Park
- 11 The Geva Theatre Center
- 12 HTR – Business Accelerator, Phase 1b
- 13 Hilton Garden Inn
- 14 Little Theatre Film Society
- 15 Midtown 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 ValTech Holdings

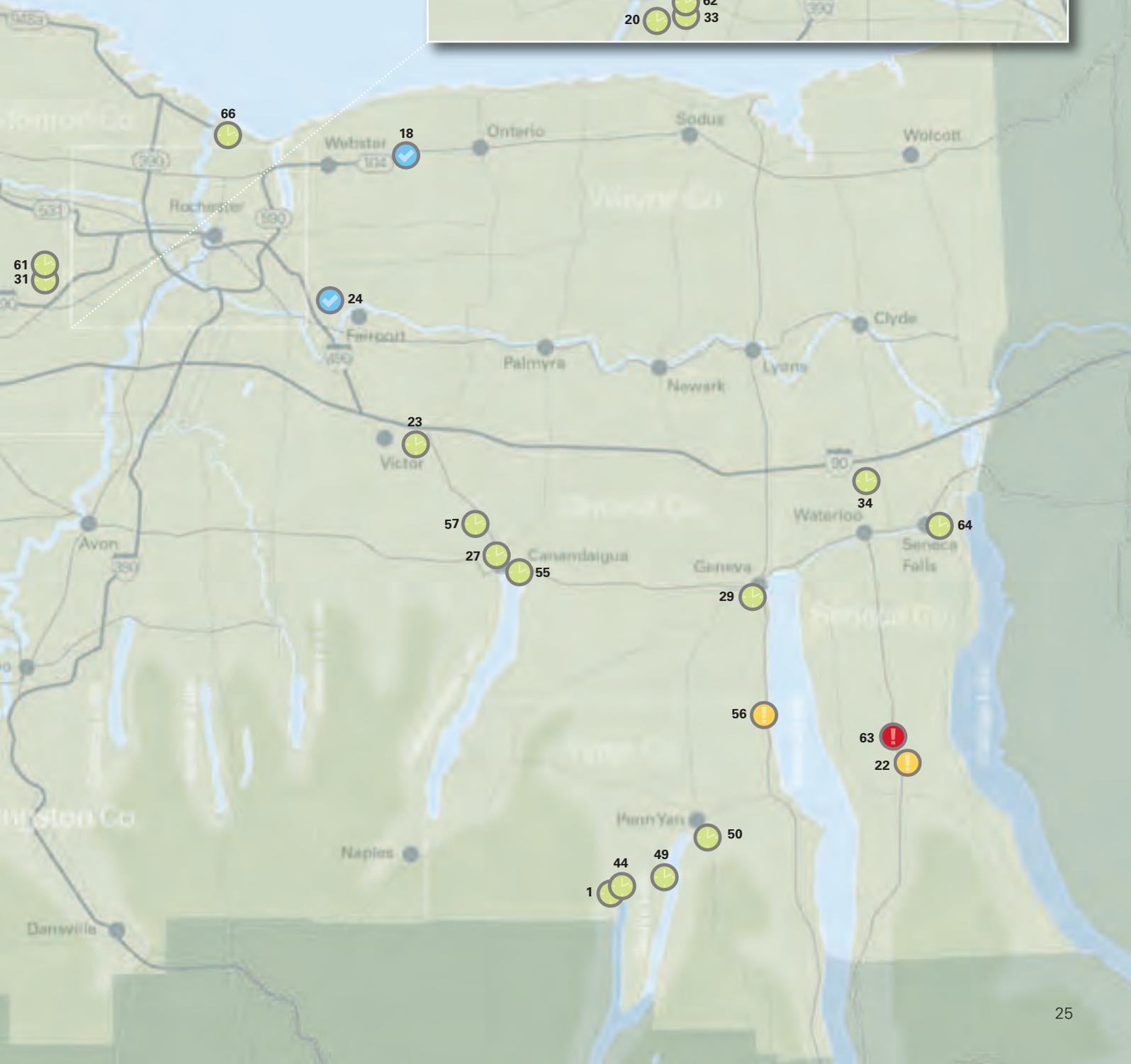
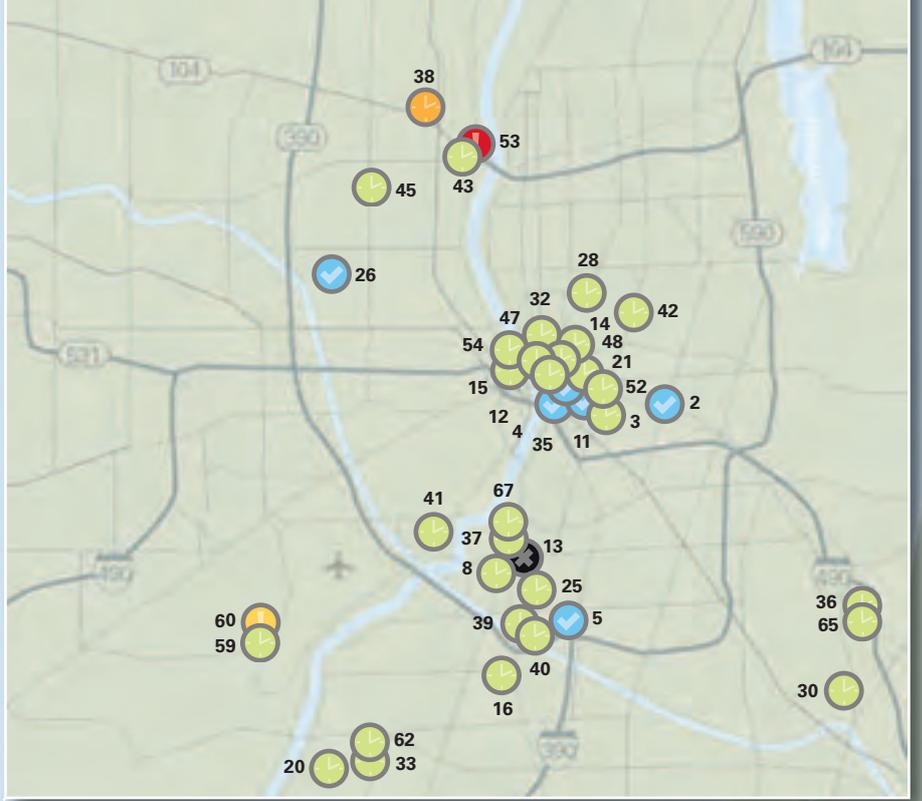
## ROUND 3

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

## ROUND 4

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

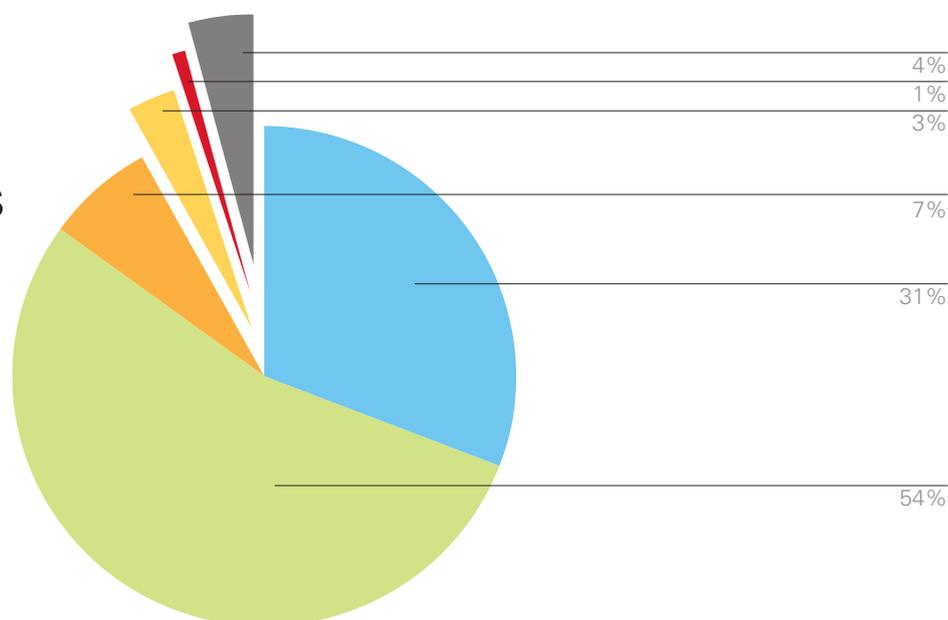




# Status of All Projects Awarded CFA Funding

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.

Overall CFA Status



## Aggregated status of all CFA projects

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

# Projects delayed or terminated

2011 YEAR AWARDED • ROUND 1				
Status	CFA#	Project Name	CFA Award	Reason for delay or termination
✖	2967	Document Reprocessors Excelsior Expansion	\$750,000	Applicant did not win the contract associated with this expansion project.
✖	3879	E2E Materials Excelsior	\$1,250,000	Applicant defaulted on the job-creation promises it made to secure the grant and had to return the money.
⚠	2423	Finger Lakes Museum Phase I	\$400,000	Applicant changed site location and adjusted the scope of their project, which caused a delay.
✖	4926	Genesee Valley Mushroom, Inc.	\$750,000	Applicant was unable to execute the grant agreement and the project was rescinded on August 4, 2015.
!	3083	Seneca AgBio Green Energy Park	\$7,000,000	Applicant recently emerged from bankruptcy and the project is on hold while restructuring continues.
2012 YEAR AWARDED • ROUND 2				
Status	CFA#	Project Name	CFA Award	Reason for delay or termination
⚠	18564	American Heritage Homes Excelsior	\$500,000	Applicant defaulted on the job-creation promises due to weather related delays.
✖	18799	CNG One Source	\$300,000	Applicant declined the award due to changes in their business plans.
✖	19220	Corn Hill Canalway Info Center	\$93,081	Applicant did not pursue the award due to a restructuring within its staff and mission.
⚠	18310	Finger Lakes Museum Main Campus	\$498,000	Applicant changed site location and adjusted the scope of their project, which caused a delay.
✖	18310	Finger Lakes Museum Promotional Events	\$30,000	The events for which the marketing funds were to be used did not occur.
✖	16169	Heritage Christian Services 1200 Winton Road	\$200,000	Project completed prior to award and was therefore no longer eligible for an award.
✖	14659	Hilton Garden Inn	\$250,000	Applicant declined award due to Labor Peace Agreement requirements.
✖	18583	Mr Butts Inc.	\$750,000	Applicant failed to identify a viable site and did not receive other financing identified in the application. The project was unable to proceed.
⚠	16766	Seneca BioEnergy Capital	\$100,000	Applicant project delayed due to company restructuring.
✖	16766	Seneca BioEnergy New Hire Training	\$25,000	Applicant declined the award due to changes in their expansion plans.
✖	15856	VOA WNY Senior Apartments	\$200,000	Applicant was not able to obtain funding balance needed to complete the project due to adverse fiscal conditions.
2013 YEAR AWARDED • ROUND 3				
Status	CFA#	Project Name	CFA Award	Reason for delay or termination
✖	30227	Arnold Magnetics Technologies – Capital	\$600,000	Applicant did not pursue the award.
✖	31416	FLHSA Blood Pressure Advocate Training	\$4,034	Applicant decided not to pursue the grant.
✖	27619	Hotel Geneva	\$416,000	Additional project financing has not yet been secured. A proposed scope modification was deemed infeasible.
⚠	32476	I-Square Green Redevelopment	\$393,000	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.
✖	26971	Macedon Canal Park Enhancements	\$21,225	Applicant declined the award due to adverse fiscal conditions. They could not afford the required match amount.
⚠	29963	Regional Green Infrastructure Showcase	\$724,374	Applicant encountered cost over runs in summer 2015 which forced them to re-design project scope of work.
⚠	27149	Syntec Technologies Excelsior	\$300,000	Applicant project delayed due to potential company restructuring.

**2014 YEAR AWARDED • ROUND 4**

Status	CFA#	Project Name	CFA Award	Reason for delay or termination
ⓘ	36992	Emmi Roth USA Excelsior Expansion	\$400,000	Applicant was acquired by KanPak in late 2014, which has complicated use of the award.
ⓘ	43343	FL Center for Advanced Optics Manufacturing	\$275,000	Applicant received an award less than what they requested and has attempted to find additional funding or move forward with a reduced cost/scope.
✖	41228	Genessee Falls Municipal Sewer System	\$12,400	Applicant decided to proceed without the assistance of the grant.
!	43217	MICROrganic Tech Bioelectrical Systems Commercialization	\$100,000	Additional project financing has not yet been secured.
!	42142	Seneca BioEnergy Biodiesel Production	\$250,000	Applicant recently emerged from bankruptcy and the project is on hold while restructuring continues.

## Leverage of State investment in all CFA projects

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

## Job creation to date

	ROUND 1	ROUND 2	ROUND 3	ROUND 4	TOTALS
Permanent Jobs Created	1,194	756	143	115	<b>2,208</b>
Jobs Retained	3,764	900	363	931	<b>5,958</b>
Totals	4,958	1,656	506	1,046	<b>8,166</b>

# Implementation Agenda

# 3



# 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.



# Regional Economic Cluster Plan

## Optics, Photonics, and Imaging Sector

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

UR Laboratory for Laser Energetics

Rochester Regional Photonics Cluster with a concentrated focus on accelerating the growth of small- and medium-sized OPI companies. The \$600 million American Institute for Manufacturing (AIM) Integrated Photonics, which will be headquartered in Rochester, will create a sustainable, innovative ecosystem and infrastructure with 90 of the leading industry and academic partners in 18 states to capture and sustain U.S. global leadership in this critical industry. Coupled with funding awarded to the region last year through the Regional Economic Development Council process to further expand capacity and enable companies and researchers to innovate and more effectively compete for contracts, the region is well-positioned to be the international leader in OPI manufacturing.

To further accelerate this revitalization, the FLREDC proposes to make OPI one of the primary areas of focus in its URI proposal. The Council recommends targeted investments within the areas of optics, lasers, and imaging that will complement and amplify AIM Photonics to drive innovation, strengthen manufacturing and research, and lay the groundwork for attracting major multinational companies to the region. The strategy will build upon and grow the existing industry base and help incubate and attract companies in new OPI industries, particularly the end systems integrators. All of these companies will benefit from the unmatched OPI talent, assets, and resources in the Finger Lakes.

### **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 off the successful efforts 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.

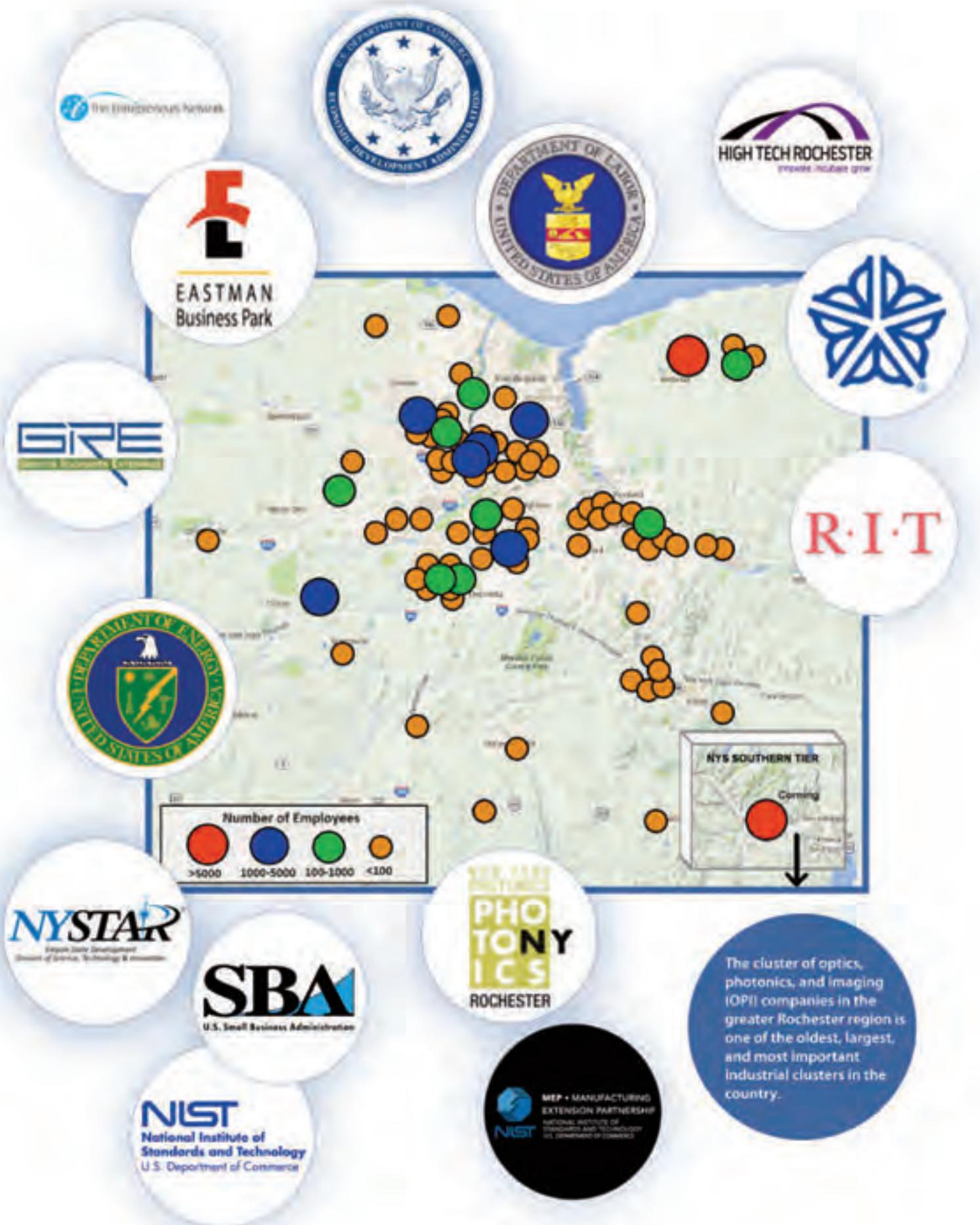
#### **Attract**

- Working with the Rochester Regional Photonics Cluster and AIM Photonics, increase presence of Finger Lakes OPI companies at domestic and foreign tradeshows.
- 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.

#### **2015 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.

# Opportunity Agenda

## Rochester-Monroe Anti-Poverty Initiative



The Finger Lakes Regional Economic Development Council recognizes that 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.

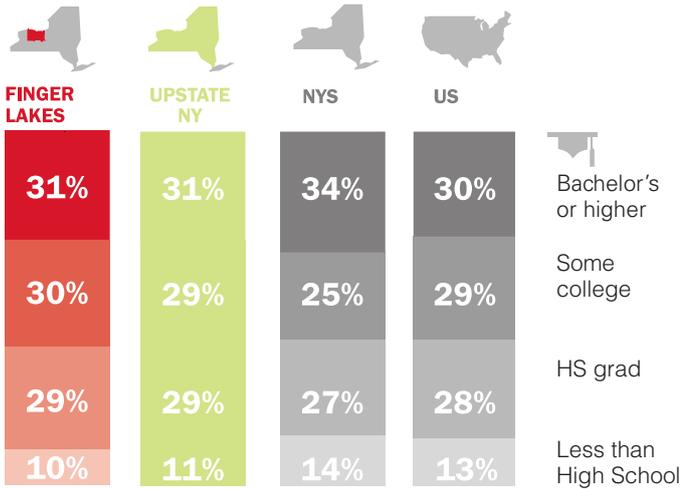
The Finger Lakes Regional Economic Development Council recognizes that the Opportunity Agenda has evolved into a community-wide effort to address poverty, and the Council has worked in close coordination with RMAPI in the preparation of both this Progress Report and the region's URI plan.

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Governor Cuomo announcing the Upstate Revitalization Initiative in Rochester (January 2015).

## Population education

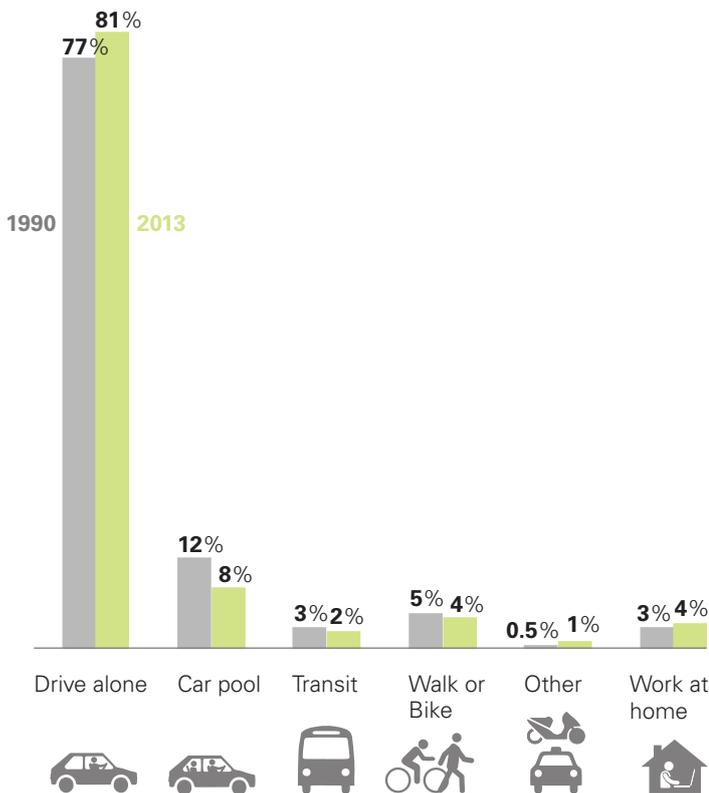
Educational attainment of adults age 25 and up in the region compares favorably to Upstate New York as well as state and national benchmarks.



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

## Car dependence

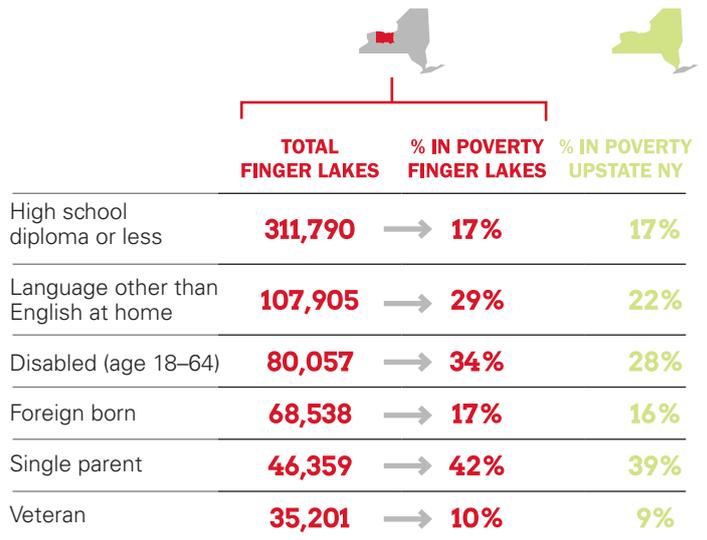
A majority of workers in the region travel by car to their jobs.



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

## Hard-to-place workers

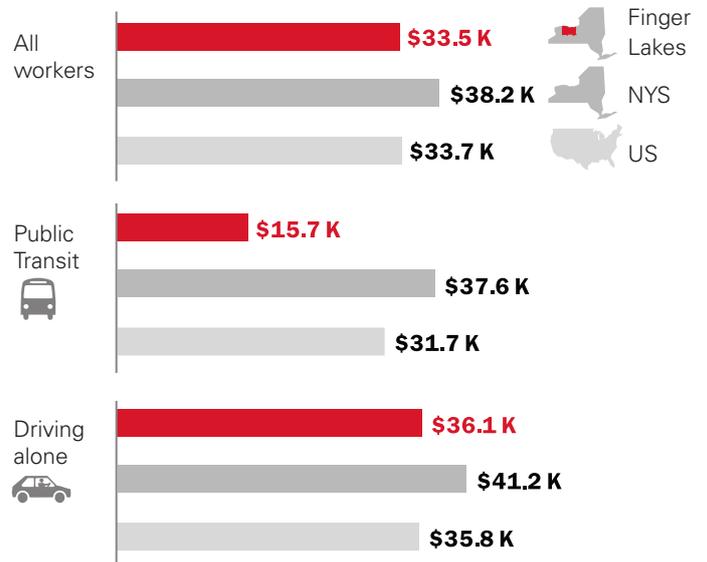
Limited education, language barriers, disability, and lack of access to affordable child care create work-related barriers for thousands of residents in the region.



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

## Auto dependence barriers

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



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

# 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

STRATEGY	Progress	Implementation
<b>Increase the aggregation, storage, processing, and distribution of healthy, affordable, and locally produced food products.</b>	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>Construction of the new covered and enclosed sheds expected to be complete by late 2016.</p>
	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>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.</p>



El Camino Trail in Rochester

STRATEGY	Implementation	
<b>Develop and preserve the availability of high-quality, affordable housing.</b>	<p><b>Progress</b></p> <p>The Sibley Tower redevelopment project will create 94 units of low-income housing and benefit the University of Rochester Medical Center's Eastman Dental Clinic and Lifespan, two organizations that cater to low-income households. Project received a 3.1 million NYSERDA CGC2 grant in 2014.</p> <p><b>Future Actions</b></p> <p>Construction will begin on underground parking, retail and office space, and apartments by the end of 2015.</p>	
	<p><b>Progress</b></p> <p>The Urban League of Rochester Affordable Housing project (M&amp;M Rochester) was awarded \$150,000 through 2013 CFA process to renovate two underutilized historic buildings in Rochester into 59 affordable, energy efficient rental units. Project completed ahead of schedule and under budget.</p> <p><b>Future Actions</b></p> <p>Building should be fully occupied in early 2016.</p>	
<b>Collaborate across health systems to improve access to quality, affordable healthcare services.</b>	<p><b>Progress</b></p> <p>Stepping Stones Learning Center will renovate a former Chase Pitkin building to expand a unique program to 100 additional children/youth with and without special needs, and hire 10 more teachers and therapists over the next 5 years. Project received a \$100,000 ESD grant in 2014.</p> <p><b>Future Actions</b></p> <p>Renovations under way.</p>	
<b>Improve public safety.</b>	<p><b>Progress</b></p> <p>The Boys &amp; Girls Club of Rochester received a \$100,000 ESD grant in 2014 to construct a 10,000 sq ft expansion of its Genesee Street building, providing additional space to expand programs and services to underserved and at-risk youth and families in Rochester.</p> <p><b>Future Actions</b></p> <p>Construction on the \$3.5 million project is under way and is expected to be completed by January 2016.</p>	



STRATEGY		Implementation
<b>Increase access to high-quality primary and secondary education and improve student achievement.</b>	Progress	The Inner Loop East Transformation project will eliminate a 2/3 mile segment of the Inner Loop and replace it with a surface boulevard. Project will improve traffic safety, enhance livability and allow people to more easily walk and bicycle between neighborhoods and downtown Rochester.
	Future Actions	Construction the project is underway and is expected to be completed in 2016.
<b>Increase access to convenient, safe and affordable transportation.</b>	Progress	The new \$50M RTS Transit Center in Rochester opened in 2014 with \$5M in state support, improving bus service for city residents. Project complete.
	Future Actions	
<b>Improve access to quality, affordable postsecondary education, workforce training, and employment.</b>	Progress	MCC's Accelerated Precision Certificate Program is the central component of the 2013 FLREDC Opportunity Agenda and was awarded \$100,000 through the 2013 CFA process. Program is a public-private partnership between MCC and the Rochester Technology and Manufacturing Association and links workforce training to high demand occupations within the growing advanced manufacturing cluster.
	Future Actions	MCC will continue recruiting underserved students for this program.
	Progress	Hillside Work-Scholarship Connection (HW-SC) is an established, nationally-recognized youth development model that helps at-risk middle school and high school youth living in poverty successfully complete high school and continue on to post-secondary education and/or employment at rates much higher than their peers. HW-SC now serves more than 4,400 students in grades 7–12 in four regions including Rochester, Syracuse, Buffalo, and Prince George's County, Maryland. In 2013–2014, 94% percent of students enrolled in the full academic/employment partner program graduated on time (vs. 54% for NYS District Cohorts), and 62% entered college immediately following graduation (vs. 54% for NYS District Cohorts).
	Future Actions	HW-SC will continue to collaborate with academic and numerous industry partners representing the multiple middle skills sectors.
<b>Increase access to the arts, culture and leisure.</b>	Progress	Friends of the GardenAerial, in partnership with other organizations, received a \$240,000 award in 2014 to 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.
	Future Actions	District boundary established and sponsors are identifying first initiative that will demonstrate project's principals. Process of hiring EcoDistrict coordinator under way.
	Progress	The Rochester Train Bridge Overlook Project received a \$200,000 DOS LWRP grant in 2014 to repurpose an historic structure into a scenic amenity for visitors to the Port of Rochester, the Genesee Riverway Trail, and the workforce at nearby EBP. The City of Rochester put out an RFP for professional design and construction supervision services.
	Future Actions	City is evaluating design and construction proposals.

### 2015 Priority Project Recommendations

- Ibero Community Entrepreneurship Training and Micro Loan Program
- Rochester Riverside Convention Center Renovation
- Veterans Community Technology Center
- Foodlink Food Hub Workforce Development Center
- Blue Cross Arena at the War Memorial Renovations
- Hickey Freeman Training Program
- Monroe Community College Applied Technologies Center Modernization
- City of Rochester East Main Street Reconstruction
- Rochester City School District Special Populations Training Program
- Hochstein School of Music Pre-K Music Class
- Boys & Girls Clubs of Rochester Building Expansion Project
- Rochester Rehabilitation Center Special Populations Training
- City of Rochester Charles Carroll Park Plaza
- Rochester Institute of Technology Electronics Assembly and Specialist Training



Photo by: Matt Wittmeyer



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.

#### **MCC Finger Lakes Regional Center for Workforce Development at Eastman Business Park**

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.

#### **SUNY Geneseo Center for Entrepreneurship, Innovation, and Economic Development (CEIED)**

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.

#### **Cornell University Food Venture Center at the New York State Agricultural Experiment Station**

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.



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.

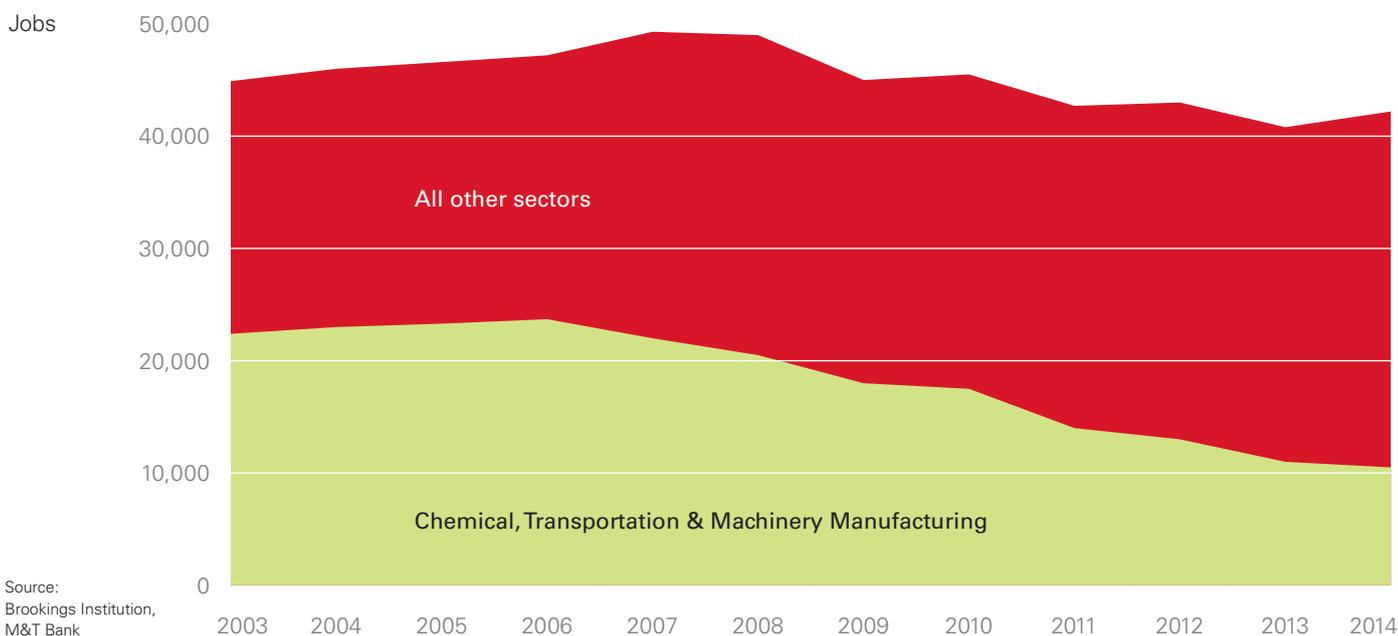
Companies in nearly every county in the Finger Lakes region can now capitalize on Foreign-Trade Zone (FTZ) benefits which include the reduction and/or elimination of import duties on goods used in manufacturing products. For example, Bloomfield-based Crosman Corporation established the first FTZ in Ontario 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 \$53 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.

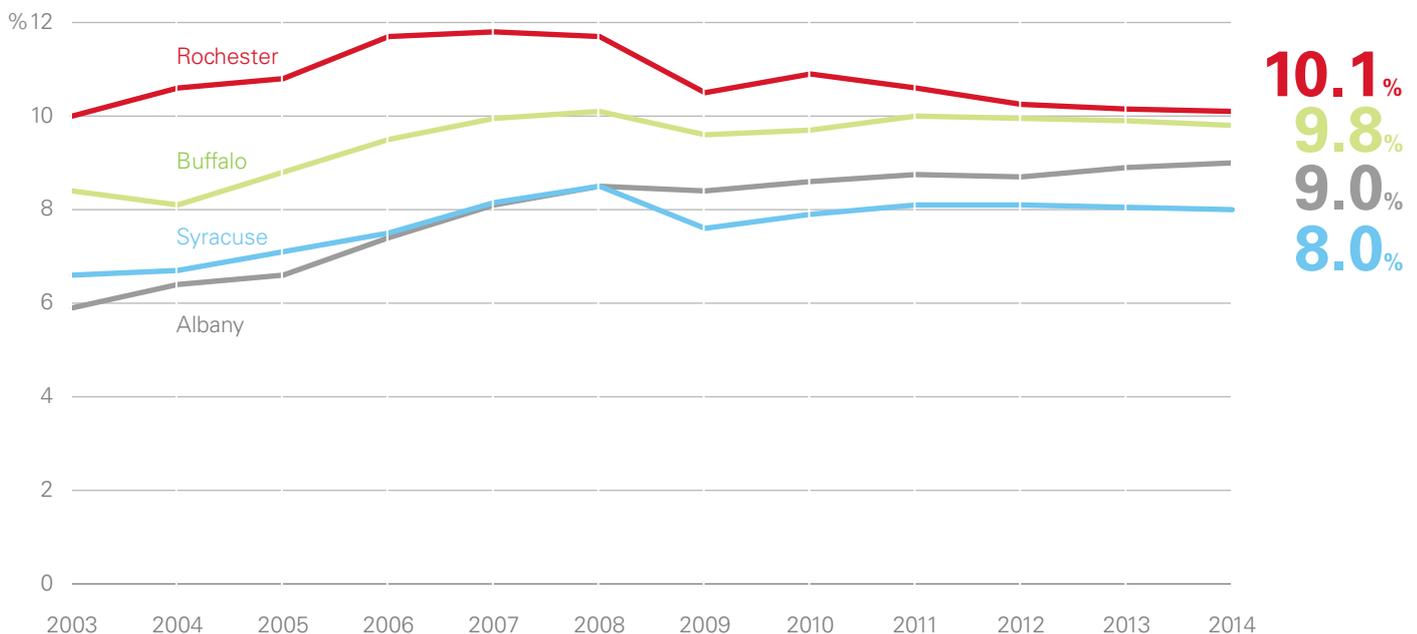
#### Promote the Finger Lakes region's global advantage

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.



# Global NY Implementation Items

STRATEGY		Implementation
<p><b>Connect FLREDC priority projects</b> to the Global NY Agenda and the Finger Lakes Global NY effort and promote the region's success in exporting.</p>	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>Since the creation of the Global NY program in 2014 and subsequent formation of the Finger Lakes Global New York Work Group, international trade initiatives and priorities are now part of the ongoing regional economic development discussion. In 2015, the Global NY Work Group reviewed 22 NYS CFAs related to Global NY strategies and goals.</p> <p>Continue to inform key regional stakeholders on the status of international business progress, opportunities, and challenges. Develop relationships to increase the information flow from ESD to enhance connectivity between the FLREDC and projects that advance Global NY goals.</p>
<p><b>Increase collaboration with the Western and Central New York REDC Global NY Work Groups</b> to promote export opportunities to manufacturers and to market the region for increased Foreign Direct Investment (FDI).</p>	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>Western, Central, and Finger Lakes REDC Global NY Work Group co-chairs have co-hosted and coordinated cross-promotional marketing efforts for more than 25 international trade workshops, seminars, and programs targeted towards small- to mid-sized exporters in key industry sectors.</p> <ul style="list-style-type: none"> <li>• <b>Participants</b> Central New York International Business Alliance, World Trade Center Buffalo Niagara, and the Greater Rochester Enterprise</li> <li>• <b>Events</b> 2015 Upstate NY Trade Conference, World Trade Center Buffalo Niagara World Trade Day, ExportNY Program – Helping New York Businesses Achieve Global Success, and several other events focused on export compliance and specific international markets such as NAFTA, Canada, China, and Japan.</li> </ul> <p>FL Global NY Work Group has hosted several private meetings for key international investment stakeholders, including senior U.S. Department of Commerce staff stationed at U.S. embassies who work closely with the SelectUSA office to encourage foreign investment in the US.</p> <p>Increase communication, collaboration, and marketing of significant international trade initiatives and events that benefit companies across New York State. Leverage connectivity and networking opportunities provided through federally established regional trade organizations including the Upstate New York District Export Council and U.S. Small Business Administration Buffalo District Office International Trade Task Force.</p>
<p><b>Develop and incorporate an export ready assessment, consulting, and strategic international business component</b> into regional business creation, retention, and expansion efforts.</p>	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>To date, export related projects valued at \$239,000, have been conducted for five companies in the Finger Lakes region. Project scopes ranged from export compliance assistance, and sales and distribution agreements, to new product compliance testing, and language translation.</p> <p>Identify and secure additional funding sources to continue the Export Assistance Program and increase and expand program eligibility and outreach.</p> <p>Collaborate with the Center for Emerging and Innovative Sciences, Center for Integrated Manufacturing Studies, Rochester Technology &amp; Manufacturing Association, Rochester Regional Photonics Cluster, and the Finger Lakes Food Processing Cluster to raise awareness and connect with companies throughout the region with high export potential.</p>

STRATEGY		Implementation
<p><b>Attract world-class talent and new wealth</b> 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.</p>	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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), Intrinsic Materials (United Kingdom), DNV GL (Netherlands), Muller Quaker Dairy (Germany), Omni-ID (United Kingdom), ORAFOL (Germany) and Quintel Solutions (United Kingdom).</p> <p>Utilize the Finger Lakes Business Accelerator Cooperative and Hot Spot Consortium to connect with emerging technology companies throughout the region.</p> <p>Support and promote exporting companies locating at Eastman Business Park, STAMP, and other sites located throughout the region.</p> <p>Leverage the Empire State EB-5 Regional Center to support companies with international trade and FDI efforts.</p>
<p><b>Identify and promote greater academic-industry partnerships</b> to retain the highly skilled international workforce emerging from the region's 19 colleges and universities.</p>	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>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.</p>
<p><b>Expand the diversity of the GRE Trade Council and the Global NY Work Group</b> by continuing to convene a vast network of exporters, service providers, government partners, and champions to increase exports by building on past successes.</p>	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>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.</p>

### 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

# Cleaner, Greener Communities Program



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

STRATEGY		Implementation
<b>Energy efficiency and renewable energy</b> (including transportation).	<b>Progress</b>	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.
	<b>Future Actions</b>	Construction pending awaiting completion of project financing and is expected to begin Q4 2015. Plant anticipated to be operational by August 2016.
<b>Water &amp; waste reduction &amp; management.</b>	<b>Progress</b>	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.
	<b>Future Actions</b>	Phase 2 consists of 2 new buildings, an outdoor performance area, and rainwater collection system. Phase 2 is 50% complete.
	<b>Progress</b>	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 NYSEDA and CGC2.
	<b>Future Actions</b>	District boundary established and sponsors are identifying first initiative that will demonstrate project's principals. Process of hiring EcoDistrict coordinator under way.
	<b>Progress</b>	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.
	<b>Future Actions</b>	Planning process is under way.
<b>Climate resiliency and adaptation.</b>	<b>Progress</b>	In 2014/2015, 6 more communities became Climate Smart Communities (CSC).
	<b>Future Actions</b>	Continue to encourage other communities to pledge to be CSC.
<b>Adherence to smart growth principles for locality.</b>	<b>Progress</b>	Sibley Tower Redevelopment Project: \$200 million redevelopment of a 1.1 million square foot historic department store in downtown Rochester into 94 low income housing units, 92 market rate housing units, new Life Span Senior Center, and office and retail space. The project will update an inefficient structure to achieve LEED and Enterprise Green Communities certification. A \$3.1 million ESD grant was awarded in 2014.
	<b>Future Actions</b>	Construction will begin on underground parking, retail and office space, as well as apartments by the end of 2015.
	<b>Progress</b>	The Town of Mount Morris, City of Batavia, City of Rochester, Town of Springwater, City of Geneva, Town of Brighton, and Village of Waterloo have all received grants from NYSEDA and/or CGC to revise comprehensive plans and developing sustainable growth strategies.
	<b>Future Actions</b>	The development and implementation of these plans is ongoing.

## 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 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.

**12 firms** → **\$9.2M investment** → **365+ jobs**

The incentives offered through STARTUP 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.

**Finger Lakes Community College (FLCC)** – 3 companies; 51 new jobs; \$4.4 million investment

**Construction Robotics** is developing a Semi-Automated Masonry (SAM) system that will potentially revolutionize the masonry industry by bringing robotics and automation to construction sites. The company will partner with the FLCC Instrumentation and Control Technologies Program and locate in a vacant manufacturing facility in Victor, NY. It already employs several FLCC alumni and will offer internships to current students. Construction Robotics will create eight new jobs and invest \$325,000.

**ClearCove Systems**, a graduate of RIT’s Venture Creations incubator, is a renewable energy company that has developed technologies that transform wastewater treatment plants into renewable energy resources. The company has tested its technology at two upstate wastewater treatment plants and plans to implement its first full-scale operation at the Bath (Steuben County) wastewater plant in 2015. Clearcove Systems will locate its headquarters in Victor, NY and create 23 new jobs while investing \$3.98 million.

**Idea Boxx** is the exclusive agent for ProNatural Brands, a new line of proprietary formulated and environmentally friendly products for cleaning, sanitizing, and disinfecting, primarily for the food service and healthcare industries. The company is developing unique delivery devices and will partner with the Finger Lakes Community College Instrumentation and Control Technologies Program to offer an internship program for students. Idea Boxx will relocate their existing operations to Victor, NY near the FLCC campus. The company is committing to create 10 new jobs and invest \$140,000.

**Keuka College** – 1 company; 17 new jobs; \$140,000 investment

**Sensored Life** is a designer and manufacturer of MarCELL, a home monitoring device for temperature, humidity, power, and water leaks that utilizes cellular networks to return data to its servers. The company is ready to take the product and service to the market and will hire new employees, including software engineers, hardware designers, customer service personnel, and warehouse workers. Sensored Life will locate in the Keuka Business Park and create 17 new jobs while investing \$140,000.




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**Rochester Institute of Technology** – 3 companies; 98 new jobs; \$716,000 investment

**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.

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**SUNY Brockport** – 1 company; 8 new jobs; \$2.06 million investment

**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.

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**University of Rochester** – 4 companies; 191 new jobs; \$1.874 million investment

**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.

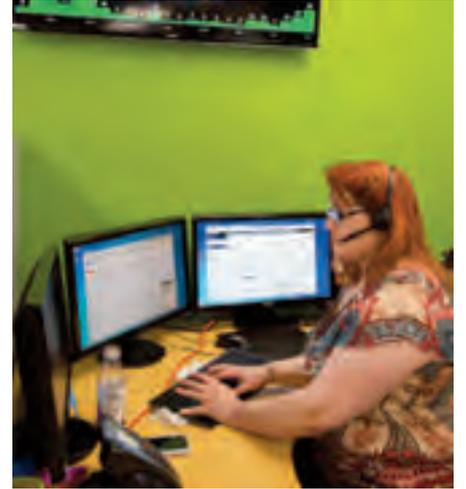
**FillShift** is a software development company offering industries a unique staffing solution to lower employer costs through a web-based application that fills open shifts from a business' existing workforce or agency partners. The FillShift automation technology uses a proprietary matching algorithm 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.

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Facing page photos: New Datto offices in Rochester.



The College at  
**BROCKPORT**  
STATE UNIVERSITY OF NEW YORK

**R · I · T**

**GENESEO**

THE STATE UNIVERSITY OF NEW YORK



**Monroe Community College**  
STATE UNIVERSITY OF NEW YORK



**KEUKA COLLEGE**

**SUNY  
GCC**  
Genesee Community College



UNIVERSITY of  
**ROCHESTER**

# 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

STRATEGY		Implementation
Finger Lakes Business Accelerator Cooperative	Progress	HTR has contracted to construct a 68,000 square foot accelerator/incubator in the Sibley Building in Rochester.
	Future Actions	Construction on Business Accelerator to be completed by Sept 2016.
Center for Urban Entrepreneurship	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.
Finger Lakes Innovation Hot Spot	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.
	Future Actions	Hire 3 remaining EIRs by end of 2015.
Technology Farm	Progress	Since April 2014, the Technology Farm has attracted 3 new incubator companies, grown revenue by \$5M, and increased employment by 40%.
	Future Actions	Efforts to attract new companies to the incubator are ongoing.

# 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 several veteran-related CFA applications and other initiatives that may be funded through



the URI. In addition, the Veterans Task Force chair has worked with the Council and co-chairs of the other 20 Work Groups in order to keep veteran-centric projects in mind when developing CFA proposals.

This increased coordination of effort is an important byproduct of the Veterans Task Force's creation. Just as the formation of the FLREDC has led to a coordinated economic development strategy for the region and spawned new ideas and partnerships by virtue of bringing stakeholders together who otherwise would not have met, the Veterans Task Force is bringing together people and agencies from across the region that are dedicating themselves to assisting veterans. Business leaders, county veteran service agencies, and higher education officials are sharing ideas about how best to serve the needs of veterans.

This collaboration has led to the creation of a signature initiative for the Finger Lakes Veterans Task Force: the Regional Veterans Service Center. The idea was first conceived last year when Task Force members recognized that the organizations and resources that support veterans required better coordination.

Led by the nationally-recognized Veterans Outreach Center, the Regional Veterans Service Center will create a regional case management system, featuring improved coordination among service providers that will help veterans better navigate the myriad of programs available to them. The service center will help eliminate barriers to employment and support the upward mobility of our veterans. In coming years, the center will also work with area colleges and universities, most of whom have programs dedicated to assisting veterans and their families with educational and transitional needs, to attract veterans to the region and ensure their education leads to meaningful employment.

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

STRATEGY	Implementation
<p><b>Coordinate services across the region to better assist veterans.</b></p> 	<p><b>Progress</b> The Regional Veterans Service Center will help veterans navigate the "sea of goodwill," which can become an overwhelming array of services offered by numerous agencies in different locations. Phase 1 of the program is supported by a CFA for case management software and IT infrastructure. The concept focuses on creating a case management system, shared among veteran service agencies, that coordinates and tracks services offered to individual veterans. Partners will be able to benchmark the entry point for each individual and measure mobility and job placement. The Veterans Outreach Center (VOC) will lead the effort in partnership with county veteran services agencies.</p> <p><b>Future Actions</b> Begin implementation of Phase 1 of the Regional Veterans Service Center by spring 2016; continue to add partner agencies as participants.</p> <hr/> <p><b>Progress</b> The VOC has commissioned a study on behalf of the Task Force with the Institute for Veterans and Military Families (IVMF) at Syracuse University to document veteran-related issues, identify best practices, and suggest achievable goals in the coordination of veteran services.</p> <p><b>Future Actions</b> Complete the Syracuse IVMF study by the end of 2015 and begin work on implementing recommendations.</p>

STRATEGY	Implementation
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**Eliminate barriers to employment for veterans.**



**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.

STRATEGY	Implementation
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Eliminate barriers to employment for veterans (continued)



**Progress** More than 200 veterans participated in Valor Day 2015. Area veteran service providers, including Task Force members, held employment workshops and credit counseling sessions. College representatives discussed GI Bill benefits with attendees, and local attorneys provided free legal advice.

**Future Actions** Task Force members are involved in the planning of next year's event.

**Progress** NYS awarded Monroe County a \$185,000 PFC Joseph Dwyer Peer-to-Peer Veterans Support Program grant to ensure veterans get the help, advice, and support they need as they separate from service and return to civilian life.

**Future Actions** Task Force members are working with the County to ensure that local veterans are aware of the program.

**Progress** The VOC received approval for another year of the federal Homeless Veteran Reintegration Program grant. VOC will receive \$300,000 to provide support services, training, and job placement assistance for homeless veterans in the region.

**Future Actions** Task Force members are working with the VOC to ensure that local veterans are aware of the program.

**Progress** Task Force members met with human resource directors at several area businesses and organizations, including the University of Rochester, Rochester Institute of Technology, Iberdrola, Harris Communications and Excellus BCBS to engage local businesses and educate them on veterans' unique abilities and skill sets.

**Future Actions** Task Force members continue to meet with local employers.

**Progress** The Task Force is beginning work on a Workforce Transportation for Veterans initiative to address this key barrier to employment. The goal is to provide 9,500 door-to-door rides to work to help 150 families gain self-sufficiency. The program envisions the inclusion of wrap-around services such as financial counseling and low-interest car loans.

**Future Actions** A proposal to support the program will be submitted as a potential URI project.

**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

## Yates & Ontario County Flooding



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.

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.

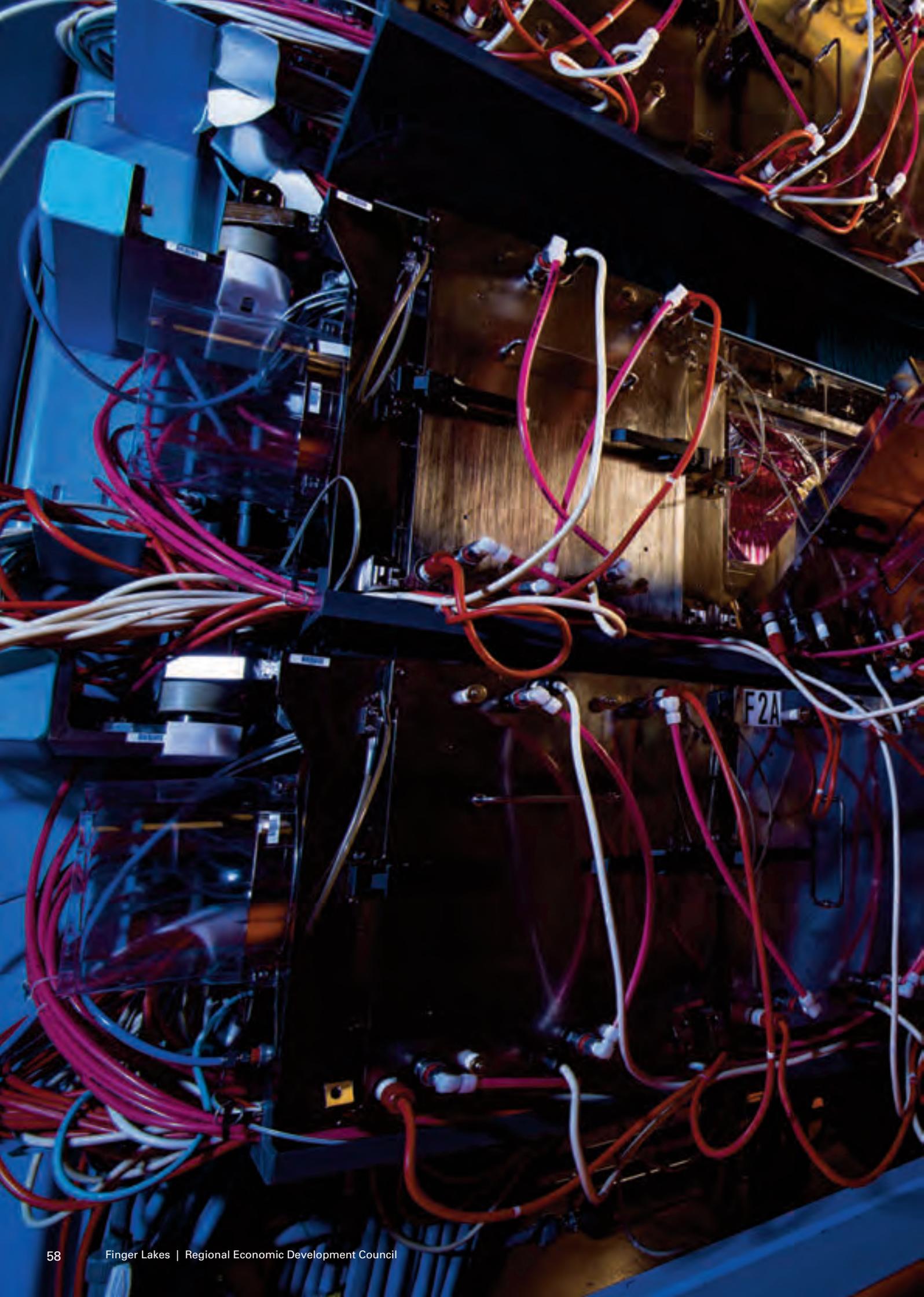
The FLREDC will continue to support projects that aid in the repair and recovery efforts in Yates County and improve the area's economy. In 2014 the FLREDC supported several successful CFA projects to aid repair and recovery and improve the economy of Yates County, including:

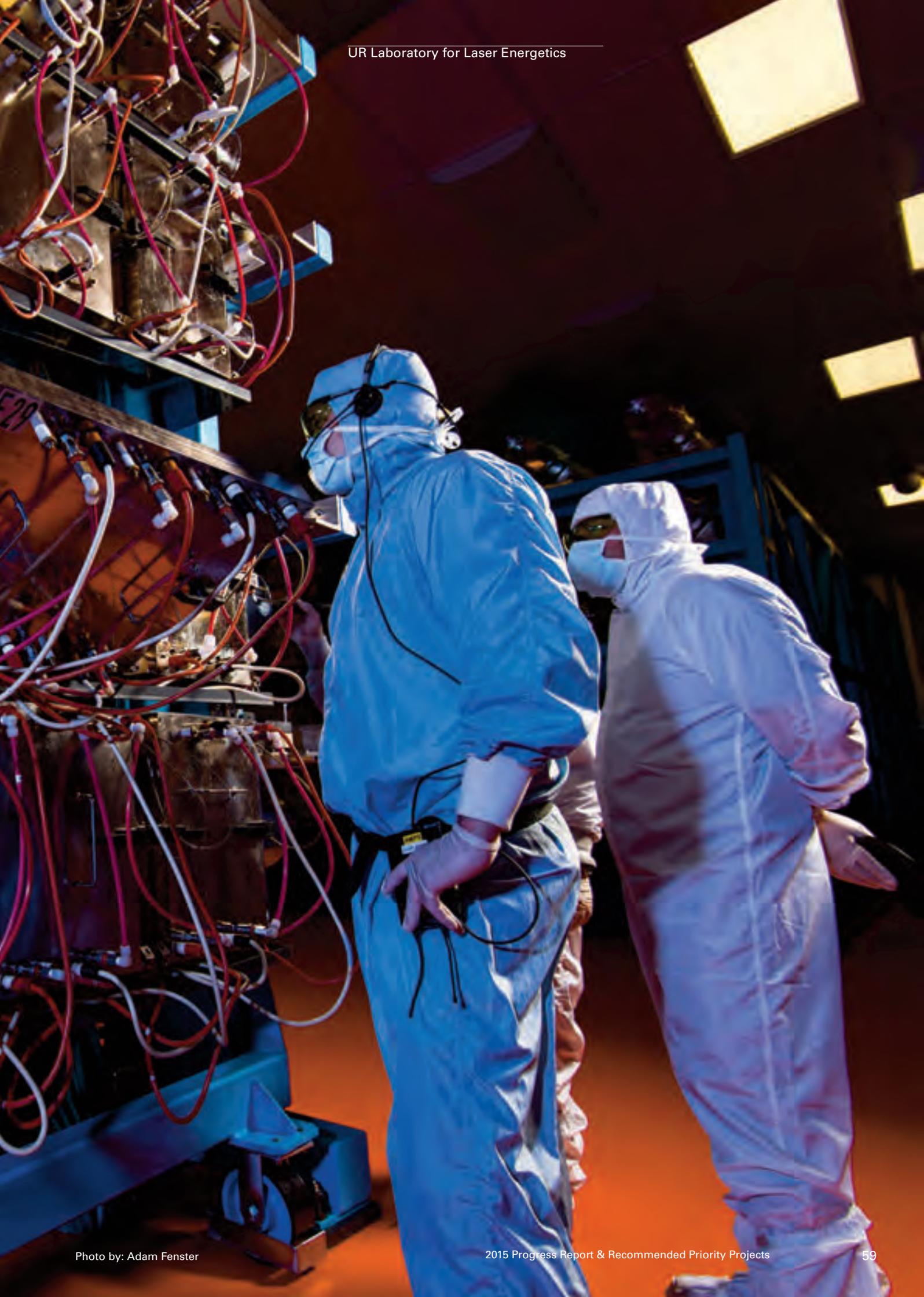
- Village of Penn Yan's Seneca Street Water Main Improvements
- Town of Middlesex Water System Improvements
- New York Wine Industry Alliance Green Wastewater Treatment System
- Emmi Roth USA Yogurt Manufacturing Expansion in Penn Yan
- Growing the Agriculture Industry Now! Loan Fund
- Keuka College 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.





# Implementation of **Key** Regional Priorities



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

# 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



STRATEGY	Implementation
<b>Strengthen and expand (both in terms of capacity and geographic reach) the region's network of incubation and acceleration facilities as well as business support and networking services.</b>	<b>Progress</b> 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.  <b>Future Actions</b> Construction to be completed by Sept 2016.
	<b>Progress</b> The Finger Lakes Innovation Hot Spot Consortium has hired 2 of 5 new Entrepreneurs in Residence (EIR) to advise and mentor start-up companies.  <b>Future Actions</b> Hire 3 remaining EIRs for Hot Spot Consortium by end of 2015.
	<b>Progress</b> Renovations at RIT's Center for Urban Entrepreneurship (CUE) are on schedule.  <b>Future Actions</b> Renovations will be completed and facility will open in Fall 2015.
<b>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.</b>	<b>Progress</b> Several local municipalities in the Finger Lakes region continue to consider merging and/or dissolving municipalities.  <b>Future Actions</b> 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.
	<b>Progress</b> The Pathstone Finger Lakes Enterprise Fund has provided essential credit to microenterprise and small businesses, particularly in underserved rural and urban communities.  <b>Future Actions</b> Proposal for a new Finger Lakes Venture Fund has been developed and will be submitted as part of the FLREDC URI proposal.
<b>Expand access to seed, early-stage, venture, and public/private capital.</b>	<b>Progress</b> 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.  <b>Future Actions</b> 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		Implementation
Expand access to seed, early-stage, venture, and public/private capital. (con't.)	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>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.</p>
<p><b>Increase the number of entrepreneurs through education/training programs and recruitment, particularly those with domain experience in key sectors.</b></p>	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>A project plan for the Growing the Agricultural Industry Now! (GAIN) Fund has been developed and in process for approval.</p> <p>Once project plan is approved, loans will be disbursed to counties and eligible companies in fall 2015.</p> <p><b>Note</b> 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.</p> <p>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.</p> <p>2 new EIRs with expertise in optics and software development joined HTR in 2015.</p> <p>Efforts to expand access to entrepreneurial training programs and resources are ongoing.</p>
<p><b>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.</b></p>	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>GRE expects to complete enrollment in round 3 by the end of 2015.</p>



Dairy farm in Seneca County.

# Strengthen Academic and Industry Partnerships



STRATEGY	Implementation
<b>Develop programs and shared resources that allow closer collaboration between academic and industry scientists.</b>	<p><b>Progress</b> 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.</p>
	<p><b>Future Actions</b> 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.</p>
	<p><b>Progress</b> The University of Rochester's Laboratory for Laser Energetics (LLE) received \$750,000 in NYSERDA funding in the 2015-16 NYS Budget and received \$68M in FY15 federal funding.</p>
	<p><b>Future Actions</b> 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.</p>
	<p><b>Progress</b> 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.</p>
	<p><b>Future Actions</b> 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.</p>
	<p><b>Progress</b> 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.</p>
	<p><b>Future Actions</b> Project is ongoing.</p>
	<p><b>Progress</b> 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.</p>
	<p><b>Future Actions</b> 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).</p>
	<p><b>Progress</b> 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.</p>
	<p><b>Future Actions</b> Project is ongoing.</p>
	<p><b>Progress</b> 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 HSCCI added a 1,000 sq. ft. visualization lab called the VISTA Collaboratory.</p>
	<p><b>Future Actions</b> Project is ongoing.</p>
	<p><b>Progress</b> 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.</p>
	<p><b>Future Actions</b> A new building to house the facility will be constructed on the RIT campus. Project expected to create 100 direct and 300 indirect jobs.</p>

STRATEGY	Implementation	
Develop programs and shared resources that allow closer collaboration between academic and industry scientists. (Con't.)	<b>Progress</b>	RIT's received a \$921,000 grant to establish an Additive Manufacturing and Multi-Functional Printing (AMPrint) Center for Advanced Technology will conduct R&D in 3D printing and additive manufacturing.
	<b>Future Actions</b>	In August 2015, AMPrint, a collaborative with Clarkson and SUNY New Paltz, was selected by NYSTAR as a NYS Center of Advanced Technology.
	<b>Progress</b>	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.
	<b>Future Actions</b>	STC will serve as an R&D site for the AIM photonics initiative.
	<b>Note</b>	<i>See Optimize Business Creation, Retention, and Expansion above</i>

**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.**



Photo by: Matt Wittmeyer

# Align Workforce Development Efforts with Sector Needs



STRATEGY	Implementation	
<p><b>Expand opportunities for the region’s employees and spur the creation of high-skill, high-wage jobs; Strengthen and develop education and training programs needed to provide employees with the skill sets for key growth industries; Address regional workforce shortages in healthcare, agriculture, information technology, manufacturing, and other key fields.</b></p>	<p><b>Progress</b></p>	<p>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.</p>
	<p><b>Future Actions</b></p>	<p>MCC will grow the SkillBuild affiliate Network by promoting the availability of the labs to more community organizations, schools, and employers.</p>
	<p><b>Progress</b></p>	<p>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.</p>
	<p><b>Future Actions</b></p>	<p>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.</p>
	<p><b>Progress</b></p>	<p>Construction is complete on the Nazareth College Wellness Rehabilitation Institute.</p>
	<p><b>Future Actions</b></p>	<p>Grand opening is scheduled for September 18, 2015.</p>
	<p><b>Progress</b></p>	<p>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.</p>
	<p><b>Future Actions</b></p>	<p>Opening to students in September 2015.</p>
<p><b>Progress</b></p>	<p>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.</p>	
<p><b>Future Actions</b></p>	<p>Construction is complete and Certificate of Occupancy was received in July 2015. Classes began August 2015. Grand opening is September 2015.</p>	
<p><b>Progress</b></p>	<p>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.</p>	
<p><b>Future Actions</b></p>	<p>A developer has been selected and construction is scheduled to commence in September 2015. The building will be completed in June 2016.</p>	
<p><b>Progress</b></p>	<p>Finger Lakes Community College Viticulture and Wine Technology Facility is nearly complete. Classes began in the new building in January 2015.</p>	
<p><b>Future Actions</b></p>	<p>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.</p>	

# Invest in Community and Industrial Development & Infrastructure



STRATEGY	Implementation	
<b>Reinforce the identity, sense of place, and character of the area through downtown redevelopment, adaptive reuse of existing buildings and infrastructure, and historic preservation.</b>	<b>Progress</b>	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.
	<b>Future Actions</b>	Construction at Midtown Tower is expected to be complete by 2017.
	<b>Progress</b>	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 NYSEDA and \$10M in low income housing tax credits.
	<b>Future Actions</b>	Construction will begin on HTR, underground parking, retail and office space, as well as apartments the end of 2015.
	<b>Progress</b>	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.
	<b>Future Actions</b>	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.
	<b>Progress</b>	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.
	<b>Future Actions</b>	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.
	<b>Progress</b>	Monroe County received \$1.5M in 2014 CFA funding to support the renovation and expansion of Frontier Field.
	<b>Future Actions</b>	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.
	<b>Progress</b>	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.
	<b>Future Actions</b>	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.
	<b>Progress</b>	I-Square's Building 1 was completed and opened to the public in 2014. Construction on Building 2 is in process.
	<b>Future Actions</b>	Construction on Building 4 begins fall 2015.
	<b>Progress</b>	CityGate, a \$177M, 45-acre mixed-use redevelopment project, received \$750,000 in 2014 CFA funding to improve public access along the Erie Canal.
	<b>Future Actions</b>	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.

Rendering of HTR's Business Accelerator in the Sibley Building.



STRATEGY	Implementation	
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.)	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>The Strong received a total of \$800,000 in CFA funding and its Toy Industry National Halls of Fame exhibition was completed on schedule.</p> <p>The collection opened to the public on September 18, 2015</p>
	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>Construction of the Hobart and William Smith Colleges Performing Arts Center is under way and on schedule.</p> <p>Construction completion expected for January 2016.</p>
	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>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.</p>
	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>A grand opening of the Museum's Creekside Center is scheduled for October 2015.</p>
	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>Seneca Arts and Cultural Center at Ganondagan State Historic Site is on schedule and near completion.</p> <p>Grand opening scheduled for October 3, 2015.</p>

STRATEGY		Implementation
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.)	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>Facility expected to open in 2016.</p>
<b>Foster the development of the region's industrial complexes and business parks for commercial or industrial use.</b>	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>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.</p> <p>EBP is focused on adding 10 tenants and 100-200 employees per year for next 10 years.</p>
	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>A strong pipeline of companies is developing to continue progress towards further job creation and private investment.</p>
	<p><b>Progress</b></p> <p><b>Future Actions</b></p>	<p>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.</p> <p>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.</p> <p>Construction is pending awaiting completion of project financing. Plans are to be operational in a year.</p>

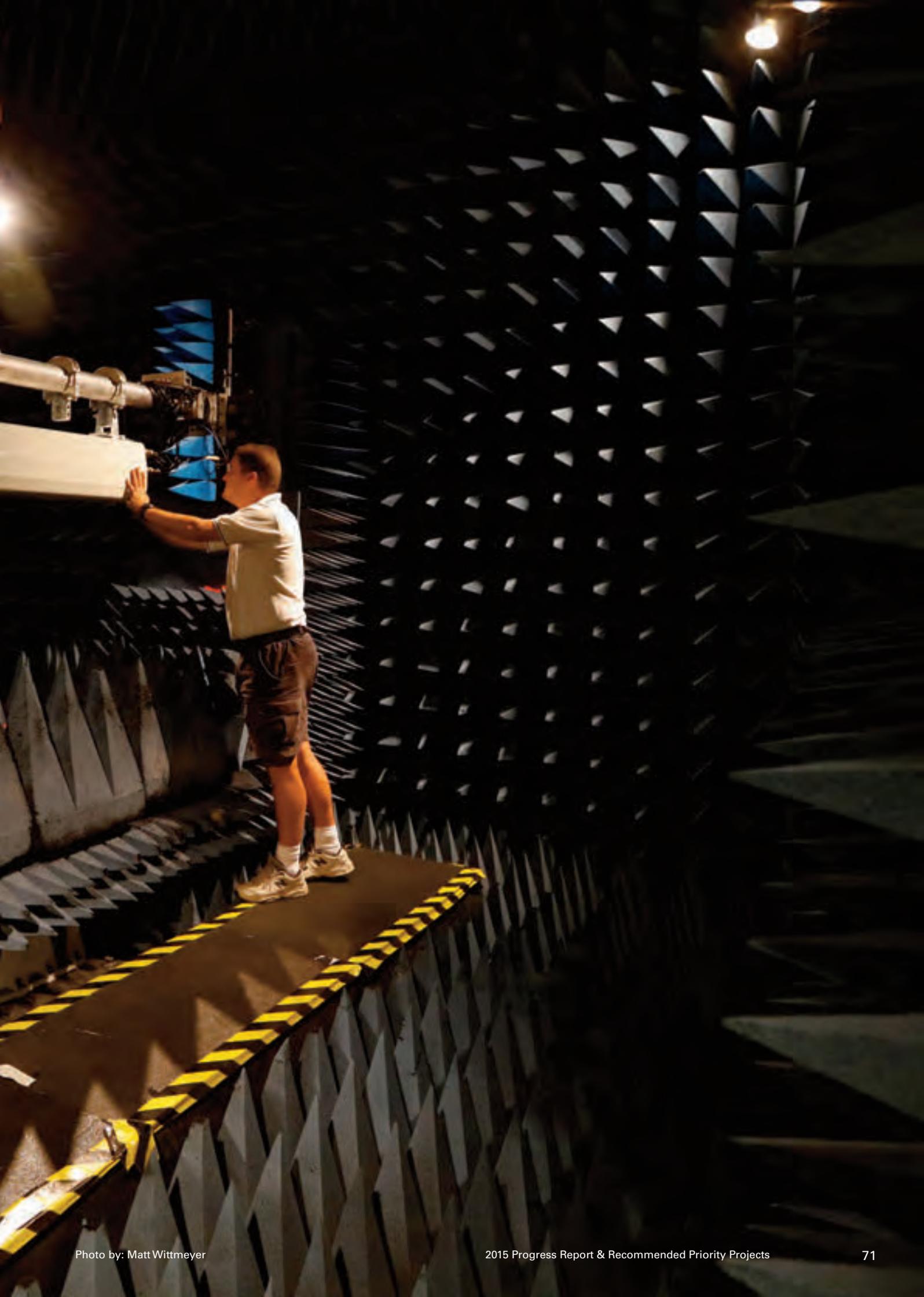
I-390 / Kendrick Road Interchange



Photo by: Matt Wittmeyer

STRATEGY	Implementation	
<b>Invest in key projects that will address transportation bottlenecks that are barriers to growth; Strengthen transportation infrastructure through preservation and maintenance of the existing system; Extend broadband internet access to rural and underserved urban areas.</b>	<b>Progress</b>	Work on 4th and final piece of the I-390 project to improve the Route 15A/East Henrietta Road interchange began in summer 2015.
	<b>Future Actions</b>	Work slated for completion by September 2017.
	<b>Progress</b>	Design and permitting for the Portageville Bridge project are complete.
	<b>Future Actions</b>	Opened for bids in August 2015.
<b>Enrich living environments by increasing access to affordable housing and mixed-income units, and promoting energy efficiency.</b>	<b>Note</b>	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.
	<b>Seek to invest in water resource-related projects that enhance water access, retain water quality, and increase water safety.</b>	<b>Note</b>
<b>Note</b>		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.
<b>Progress</b>		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.
<b>Future Actions</b>		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.
<b>Improve access to credit and capital for revitalization and reinvestment.</b>	<b>Note</b>	<i>See Optimize Business Creation, Retention, and Expansion above</i>





# Proposed Priority Projects

The Finger Lakes Regional Economic Development Council has identified 36 transformative priority projects that it is recommending for immediate state support. These projects have been aligned with the strategies, core industry clusters, and enablers identified in the region's URI plan.

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.

# Agriculture & Food Technology Park



**Applicant** Cornell Agriculture & Food Technology Park

**CFA#** 50732

**Ontario**

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.

Total project cost	\$	4,710,000
FLREDC Recommendation	\$	500,000



# 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



**Applicant** Gateway LDC

**CFA#** 54260

**Genesee**

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.

Total project cost	\$	1,912,000
FLREDC Recommendation	\$	500,000



# Medina Business Park



**Applicant** Orleans County IDA

**CFA#** 52748

**Orleans**

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.

Total project cost	\$	2,075,000
FLREDC Recommendation	\$	600,000



# Marquart Brothers Potato Chip Plant & Starch Recovery System

**Applicant** Marquart Brothers LLC

**CFA#** 54227



**Wyoming**

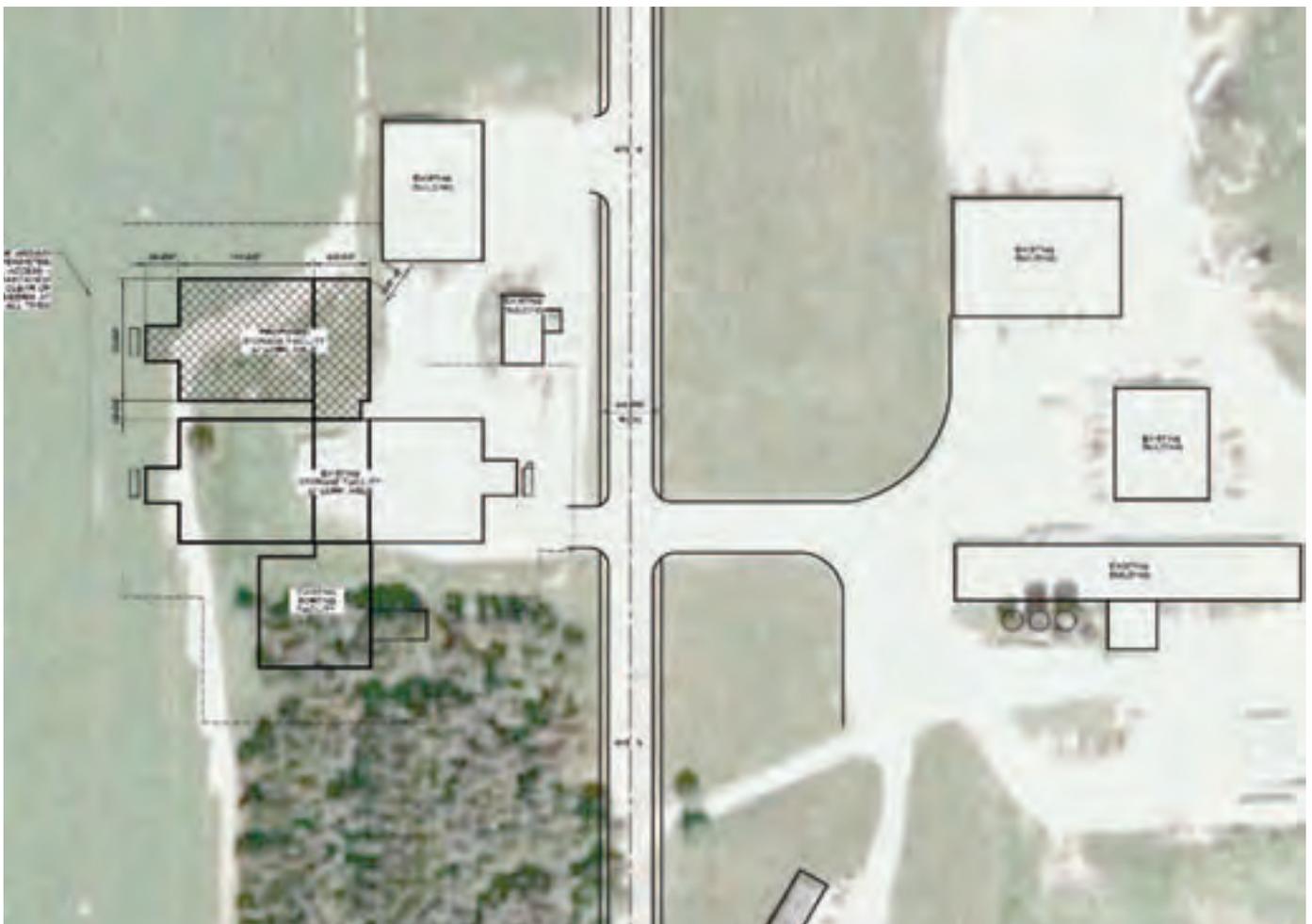


Marquart Brothers will construct a new potato chip production and packaging operation at its existing food processing facility in Wyoming County that will supply national brands with chips produced from potatoes sourced from local growers.

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.

Total project cost	\$	14,010,000
FLREDC Recommendation	\$	1,400,000



# New York State Agricultural Experiment Station

**Applicant** Cornell University

**CFA#** 55910

**Ontario**



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.

Total project cost	\$	15,310,252
FLREDC Recommendation	\$	1,000,000



# Rochester Riverside Convention Center



**Applicant** City of Rochester

**CFA#** 56623

**Monroe**

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.

Total project cost	\$	27,273,167
FLREDC Recommendation	\$	1,500,000



Photo courtesy of: The Optical Society (OSA)

# Sibley Building



**Applicant** WinnDevelopment

**CFA#** 55708

**Monroe**

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.

Total project cost	\$	65,504,528
FLREDC Recommendation	\$	2,000,000



# Bent's Opera House



**Applicant** Orleans Renaissance Group

**CFA#** 51677

**Orleans**

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.

Total project cost	\$	673,120
<b>FLREDC Recommendation</b>	<b>\$</b>	<b>223,000</b>
ESD Grants	\$	73,000
OPRHP funds	\$	150,000



# Pinnacle North – Final Phases

**Applicant** Morgan-LeChase Development LLC

**CFA#** 56544



**Ontario**



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.

Total project cost	\$	38,000,000
FLREDC Recommendation	\$	1,500,000



Photo by: Matt Wittmeyer

# CityGate

**Applicant** Costello & Son Development

**CFA#** 56164

**Monroe**



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.

Total project cost	\$	73,303,728
FLREDC Recommendation	\$	1,000,000



Photo by: Matt Wittmeyer

# Metropolitan Square



**Applicant** Gallina Development (Tower 195 LLC)

**CFA#** 57368

**Monroe**

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.

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.

The property includes a 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

Total project cost	\$	2,485,000
FLREDC Recommendation	\$	200,000



# NY-BEST Test & Commercialization Center



**Applicant** NY-BEST Consortium

**CFA#** 56730

**Monroe**

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.

Total project cost	\$	22,737,746
FLREDC Recommendation	\$	2,000,000



Photo by: Matt Wittmeyer

# Cadenza Innovations Advanced Battery Assembly Plant

**Applicant** Cadenza Innovation LLC

**CFA#** 53882

**Monroe**



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.

Total project cost	\$	1,000,000
FLREDC Recommendation	\$	200,000



# NOHMs Technologies



**Applicant** NOHMs Technologies

**CFA#** 56233

**Monroe**

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.

Total project cost	\$	2,512,500
FLREDC Recommendation	\$	135,000



# Keuka Business Park



**Applicant** Yates County IDA

**CFA#** 56764

**Yates**

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.

Total project cost	\$	760,000
FLREDC Recommendation	\$	150,000



# Roberts Wesleyan College Smith Science Center

**Applicant** Roberts Wesleyan College

**CFA#** 51570

**Monroe**



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.

Total project cost	\$	6,766,832
FLREDC Recommendation	\$	1,000,000



# St. John Fisher Institute for Pharmaceutical Innovation & Strategic Partnership

**Applicant** St. John Fisher College

**CFA#** 57327

**Monroe**



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.

Total project cost	\$	600,000
FLREDC Recommendation	\$	600,000



# Keuka College Center for Business Analytics & Health Informatics



**Applicant** Keuka College

**CFA#** 57518

**Yates**

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.

Total project cost	\$	635,000
FLREDC Recommendation	\$	127,000



# Middle Skills Advanced Manufacturing Secondary Education



**Applicant** Wayne-Finger Lakes BOCES

**CFA#** 56663

**Region-wide**

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-Orleans 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.

Total project cost	\$	2,100,112
FLREDC Recommendation	\$	1,000,000



# MCC Applied Technologies Center Modernization

**Applicant** Monroe Community College

**CFA#** 55453



**Monroe**



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.

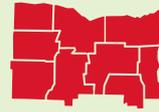
The \$285,000 project will be completed within 18 months of an award.

Total project cost	\$	285,046
FLREDC Recommendation	\$	57,000



Photo by: Matt Wittmeyer

# Regional Veterans Service Center



**Applicant** Veterans Outreach Center

**CFA#** 56893

**Region-wide**

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.

Total project cost	\$	190,000
FLREDC Recommendation	\$	150,000



# Science & Technology Advanced Manufacturing Park

**Applicant** Town of Alabama

**CFA#** 51251

**Genesee**



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.

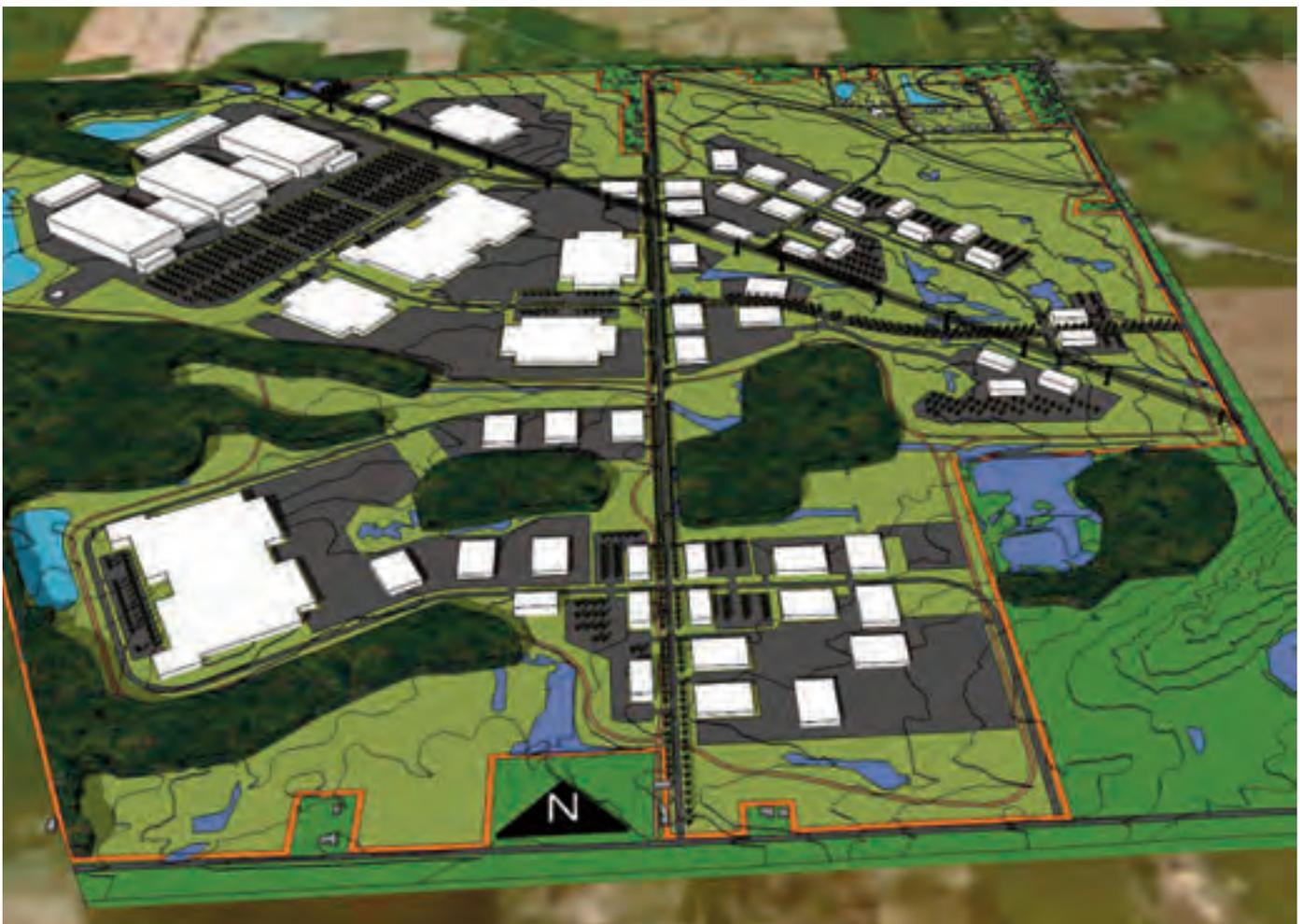
The STAMP site is located at the convergence of transportation and industrial infrastructure, including low-cost power, making it a very cost-competitive location for a project of this scale and magnitude. The site is also within a 60 minute commute of 2.1 million residents from the Rochester and Buffalo 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.

Total project cost	\$	8,000,000
FLREDC Recommendation	\$	1,500,000



# Unither Pharmaceuticals



**Applicant** Unither US Corp.

**CFA#** 56058

**Monroe**

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.

Total project cost	\$	10,800,000
<b>FLREDC Recommendation</b>	<b>\$</b>	<b>2,100,000</b>
ESD Grants	\$	2,000,000
DOL EET funds	\$	100,000



# Boys & Girls Clubs of Rochester



**Applicant** Boys & Girls Clubs of Rochester

**CFA#** 55149

**Monroe**

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.

Total project cost	\$	3,500,000
FLREDC Recommendation	\$	300,000



Photo by: Matt Wittmeyer

# Community Entrepreneurship Training & Micro Loan Program

**Applicant** Ibero American Investors Corp

**CFA#** 52813



**Monroe**



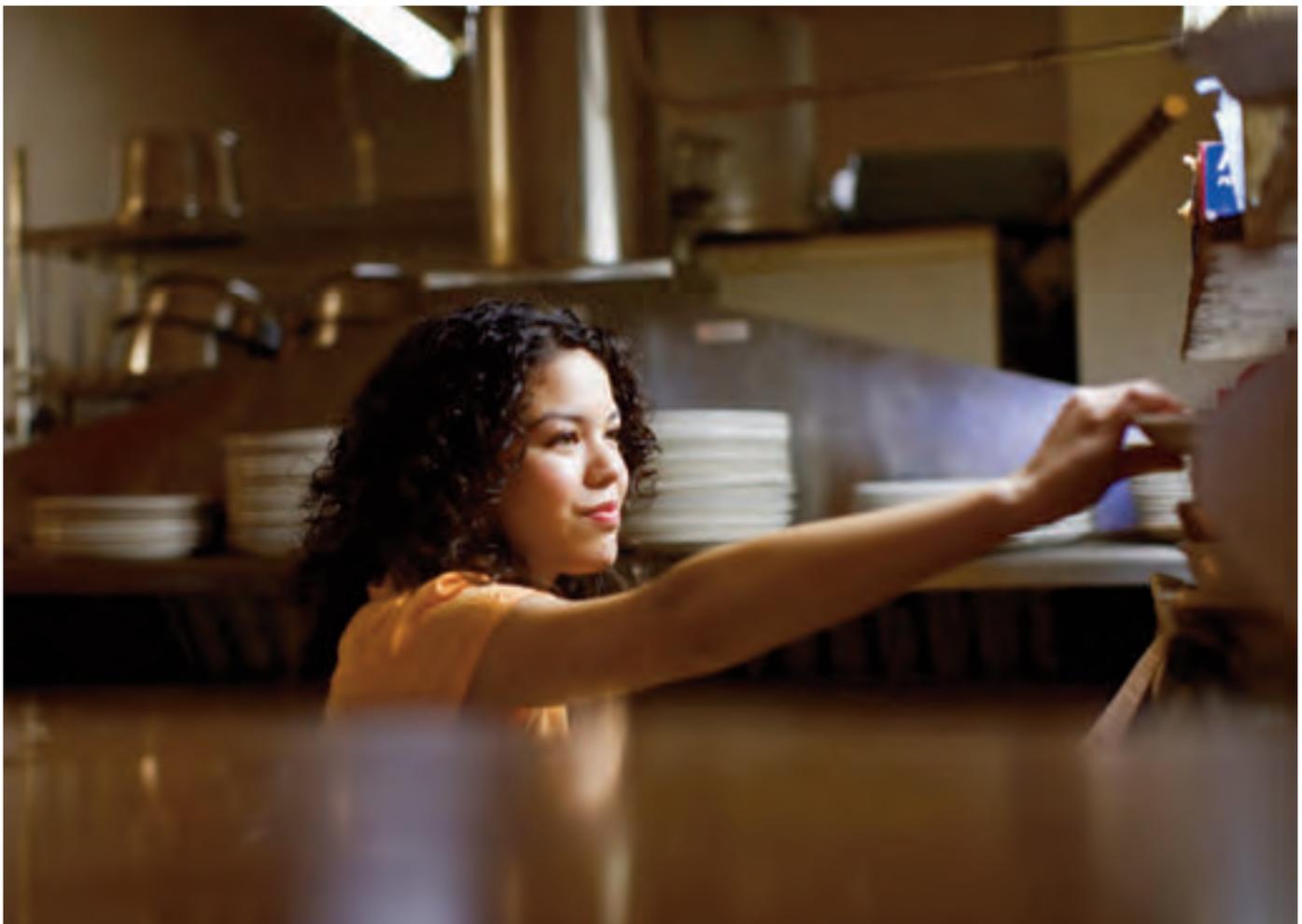
The Ibero American Investors Corporation will create a microloan level funding and training program to foster small business creation in underserved communities in Rochester and Monroe County.

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.

Licensed 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.

Total project cost	\$	2,347,814
FLREDC Recommendation	\$	500,000



# Foodlink Food Hub – Phase 2



**Applicant** Foodlink

**CFA#** 55079

**Monroe**

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.

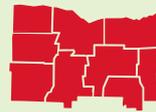
Phase 2 will expand the Foodlink commercial kitchen into a 28,000 square foot regional food production, processing, and culinary workforce development center.

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.

Total project cost	\$	4,891,654
FLREDC Recommendation	\$	250,000



# Freeform Optics Profiler



**Applicant** Rochester Regional Photonics Cluster

**CFA#** 56121

**Region-wide**

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 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.

Total project cost	\$	1,507,900
FLREDC Recommendation	\$	160,000



Photo by: Adam Fenster

# Touchscreen Sensor Quality Lab



**Applicant** Kingsbury Corp

**CFA#** 56295

**Monroe**

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. Kingbury 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.

Total project cost	\$	1,240,000
FLREDC Recommendation	\$	200,000



# University of Rochester Goergen Institute for Data Science

**Applicant** University of Rochester

**CFA#** 56197



**Monroe**



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.

Total project cost	\$	50,000,000
FLREDC Recommendation	\$	3,000,000



# Additive Manufacturing Center at RIT



**Applicant** Rochester Institute of Technology

**CFA#** 56210

**Monroe**

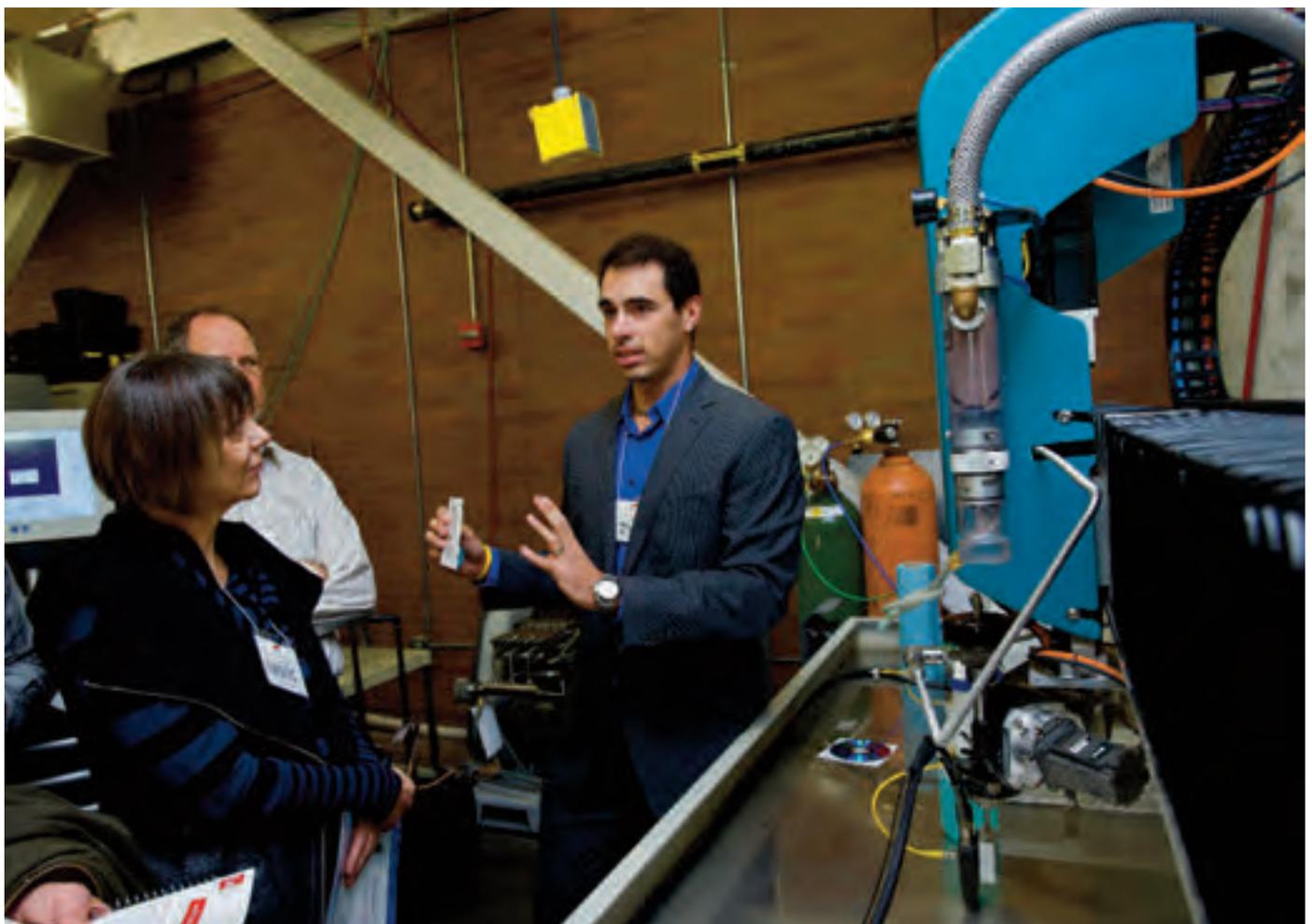
RIT is establishing a new Additive Manufacturing and Multi-Functional Printing (AMPrint) Center that will partner with industry to develop the next generation of additive manufacturing (AM) and 3D printing (3DP) technologies. The Center was recently named one of New York State's Center for Advanced Technology.

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.

Total project cost	\$	500,000
FLREDC Recommendation	\$	100,000



# Seneca Park Zoo – Phase 1a



**Applicant** Seneca Park Zoo Society

**CFA#** 54761

**Monroe**

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 fo 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.

Total project cost	\$	22,200,000
FLREDC Recommendation	\$	1,500,000





# Messinger Hall Renovations



**Applicant** Eastman School of Music

**CFA#** 52976 **Monroe**

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.

Total project cost	\$	5,498,528
FLREDC Recommendation	\$	500,000



# Rte 318 Corridor Sewer Expansion



**Applicant** Seneca County

**CFA#** 54142

**Seneca**

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.

Total project cost	\$	9,200,000
FLREDC Recommendation	\$	1,000,000



# Dresden Power Plant Gas Conversion



**Applicant** Greenidge Generation Holdings LLC

**CFA#** 55858

**Yates**

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.

Total project cost	\$	11,655,000
FLREDC Recommendation	\$	2,000,000



# Overall Investment Ratio\* for Proposed Priority Projects

# 13:1

\* 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

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

# 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



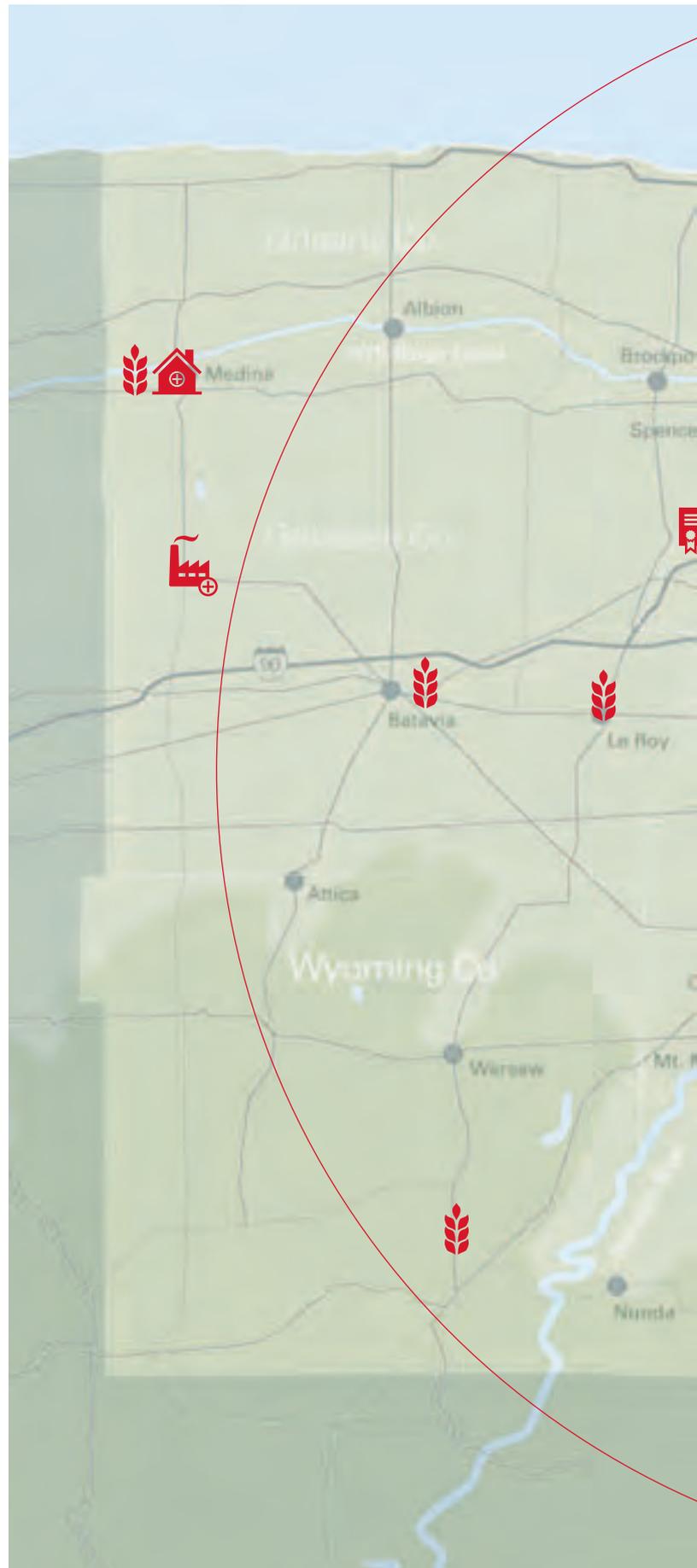
## Tourism & the Arts

Seneca Park Zoo  
 Bristol Mountain Winter Resort  
 Messinger Hall Renovations

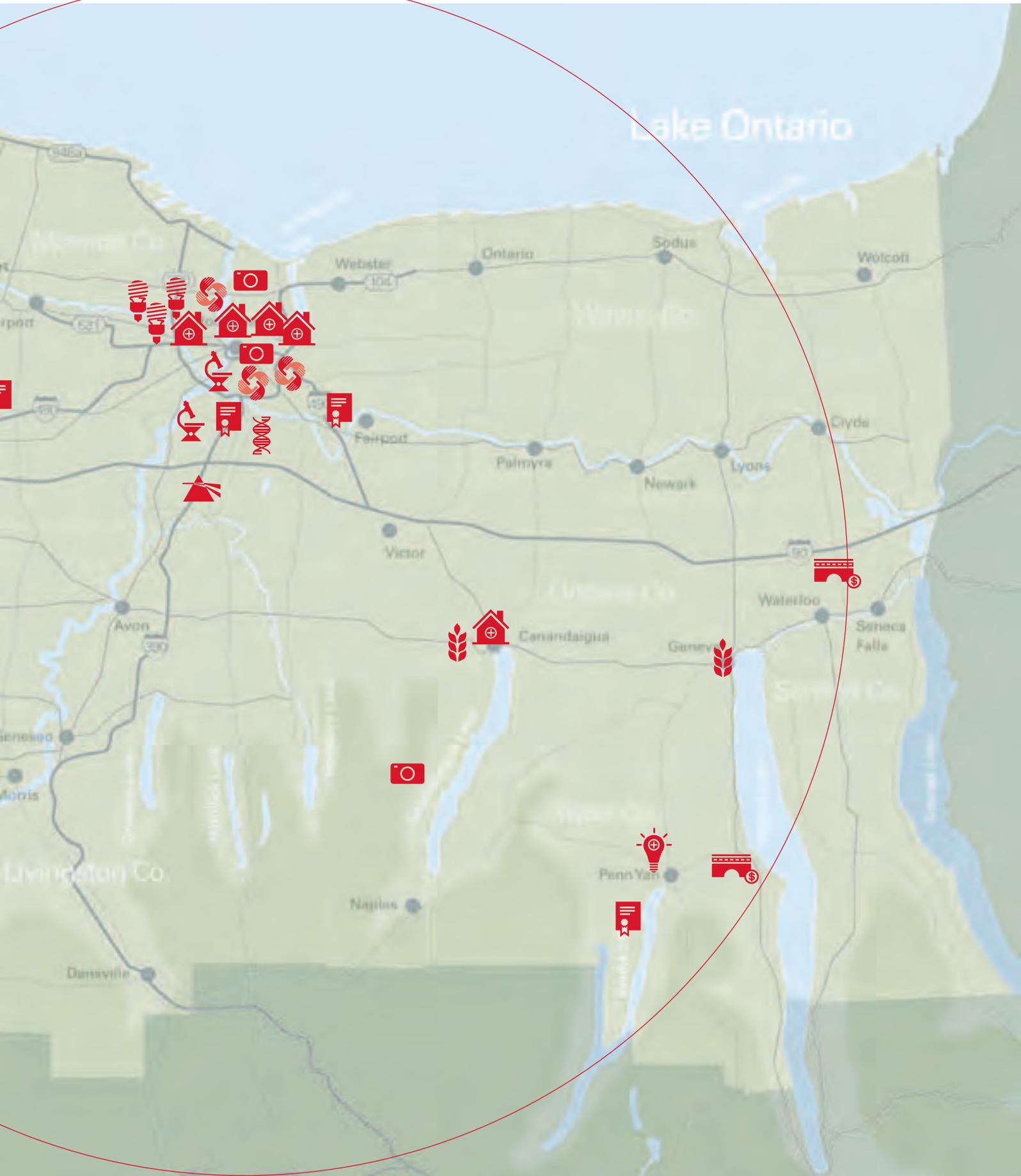


## Transportation & Infrastructure

Seneca County Rte. 318 Corridor Sewer Expansion  
 Dresden Power Plant Gas Conversion



Region-wide



# Additional Priority Projects and Regionally significant projects

Business & Local Government Projects				
CFA #	Project Name	Business Name	Funding Req.	Funding Program
56860	Renovations for Blue Cross Arena at the War Memorial	City of Rochester	\$1,000,000	ESD MNY
56126	NY-BEST BRIDGE Incubator–Energy Storage Business Accelerator	New York Battery and Energy Storage Technology Consortium (NY-BEST)	\$375,000	ESD BISP
53662	ISquare Sustainability Project	ISquare LLC	\$2,800,000	EFC GIGP, NYSERDA CGC3
53392	Orleans County Microenterprise Program	Orleans County	\$200,000	HCR CDBGME
52637	Microenterprise Assistance Program 4	City of Geneva	\$200,000	HCR CDBGME
51844	Implementation of Efficient and Effective Zoning Code and Enforcement	Genesee/Finger Lakes Regional Planning Council	\$99,996	DOS LGE
54638	Orleans County Law Enforcement Shared Service and Efficiency Study	Orleans County	\$36,000	DOS LGE
51617	Vacuum Oil Site	DHD Ventures	\$6,000,000	NYSERDA CGC3
Job Training Projects				
CFA #	Project Name	Business Name	Funding Req.	Funding Program
51548	Workforce Development Economic Success	Finger Lakes Community College	\$368,500	DOL UWT, EFC GIGP, DOL SPTP
53516	Training Program	Hickey Freeman Tailored Co	\$100,000	DOL EET, DOL NHT,
54966	Electronics Assembly and Certified IPC 610, IPC 7711/7721 Specialist Training For Veterans	Rochester Institute of Technology	\$199,910	DOL SPTP
57802	WFL BOCES CDL Workforce Development	Wayne-Finger Lakes BOCES	\$33,600	DOL UWT,
56682	WFL BOCES CNA Program	Wayne-Finger Lakes BOCES	\$65,120	DOL UWT,
56058	Phase II Transformation: Unit Dose Technology & Growth	Unither US Corporation	\$2,240,000	DOL EET, ESD Grants
52762	Training Finance Employees in New Health Managed Care Skills	NYSARC Inc Ontario County Chapter	\$15,600	DOL EET
53256	ReactorView 2	Jamko Technical Solutions Inc	\$45,000	DOL EET, DOL NHT, DOL UWT, DOL SPTP
53870	Existing Employee Training	Heritage Christian Services	\$62,000	DOL EET
57888	Electronics Assembly and Certified IPC 610, IPC 7711/7721 Specialist Training to Alleviate Unemployment in the Region	Rochester Institute of Technology	\$95,900	DOL UWT
55806	Provide training to special populations	Rochester Rehabilitation	\$100,000	DOL UWT, DOL SPTP
Tourism & Arts Projects				
CFA #	Project Name	Business Name	Funding Req.	Funding Program
50365	Historic Armory Renovation	Geva Theatre Center, Inc.	\$850,000	HCR NYMS, OPRHP HP, ESD MNY, ESD Grants
55348	National Historic Landmark Restoration	George Eastman House	\$500,000	OPRHP HP
54816	Mountainside Inn and Lodging	Bristol Mountain Ski Resort	\$900,000	ESD MNY, ESD Grants
51318	PreK music class partnership with the YMCA of Greater Rochester for at risk children	Hochstein School of Music Dance	\$26,690	Arts CHPG
51634	Center for Great Women	National Womens Hall Of Fame	\$2,600,000	OPRHP HAS, ESD MNY, Canals
47741	Livingston County Museum Implementation of Facilities Master Plan	Livingston County Historical Society	\$495,000	OPRHP HP
51677	Bents Opera House Restoration Phase II	Orleans Renaissance Group	\$373,120	OPRHP HP, ESD Grants
56434	A Welcome Surprise! Canadian Tourist Marketing Campaign	Visit Rochester	\$275,000	ESD MNY
52923	Phase 4 Seneca Lake Access Improvements	City of Geneva	\$800,000	DOS LWRP
52671	Rochester Fringe Festival 2016	Rochester Fringe Festival, Inc.	\$300,994	ESD MNY, Arts CHPG
52798	Wine Water and Wonders	Finger Lakes Tourism Alliance	\$400,000	ESD MNY

Water & Infrastructure Projects				
CFA #	Project Name	Business Name	Funding Req.	Funding Program
50876	Village of Nunda WWTP Improvements	Village of Nunda	\$8,000	DEC EPG
57308	Harvester Park Feasibility Subdivision Plan	Batavia Development Corporation	\$15,000	ESD SPFS
50988	Town of Lyons Engineering Planning grant	MRB Group	\$30,000	DEC EPG
51345	Village of Attica WWTP Upgrade Planning Project	Village of Attica	\$30,000	DEC EPG
55250	Dundee inflow and infil study	Village of Dundee	\$30,000	DEC EPG
56540	General Wastewater and Collection System Evaluation	Village of Avon	\$30,000	DEC EPG
56745	WWTF Phosphorus Study	Village of Bergen	\$30,000	DEC EPG
53458	Town of Jerusalem Water System	Town of Jerusalem	\$50,000	HCR CDBGCP
53218	Town of Milo Water and Sewer Districts	Town of Milo	\$150,000	HCR CDBGCP, DEC EPG
55777	Waterfront to Downtown Connectivity Proj.	Village of Waterloo	\$290,000	Canals, DOS LWRP
51196	Town of Milo Water District 3 Improvements	Municipal Solutions Inc	\$576,000	HCR CDBGPI
51007	South Street Sanitary Sewer Project	Village of Red Creek	\$596,000	HCR CDBGPI
52864	South Main Street Storm Drainage Improvements	Village of Perry	\$600,000	HCR CDBGPI
54806	Wastewater Sustainability Project	Village of Oakfield	\$1,415,000	DEC WQIP
57911	Pembroke WQIP Phase II – WWTP	Town of Pembroke	\$1,791,800	DEC WQIP
53199	Town of Springwater WQIP	Town of Springwater	\$2,071,237	DEC WQIP
58119	WWTF Improvements	Village of LeRoy	\$2,500,000	DEC WQIP
51403	Pembroke WQIP Phase II – Hamlet	Town of Pembroke	\$2,500,000	DEC WQIP
52041	Arcade WWTP Upgrade and Expansion	Village of Arcade	\$3,400,000	DEC WQIP ESD Grants

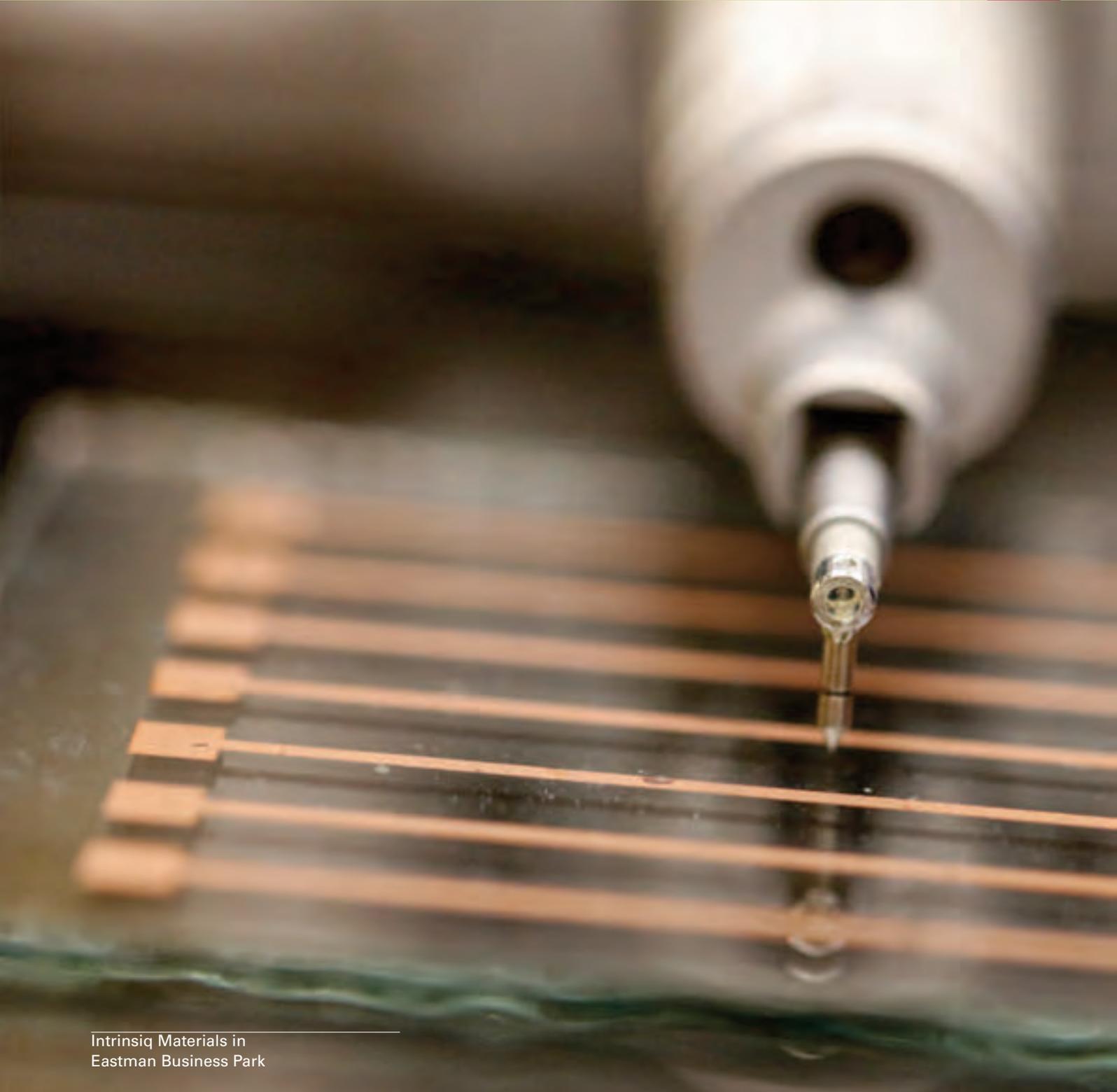
## Five-year Pipeline Initiatives

CFA #	Applicant / Business Name	Project Name	County
57469	Rochester Tech & Manufacturing Assoc	Manufacturing Direct Investment Program	Monroe
54480	Goodwill of the Finger Lakes	Excel Center	Monroe
56439	City of Rochester	East Main Street Reconstruction ESD	Monroe
55321	Rochester Museum & Science Center	Gateway to Optics and Science	Monroe
57043	City of Rochester	Inner Loop North	Monroe
50561	The YMCA of Greater Rochester	Camp Corey Campus Expansion	Yates
54144	Hillside Children's Center	Varick Innovation Project	Seneca
55970	Monroe County Airport Authority	Greater Rochester International Airport Business Aviation & Airline Support Complex	Monroe
53411	Junior Achievement	Center for Free Enterprise	Monroe



# Upstate Revitalization Initiative

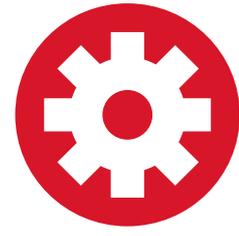
# 4



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Intrinsic 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**

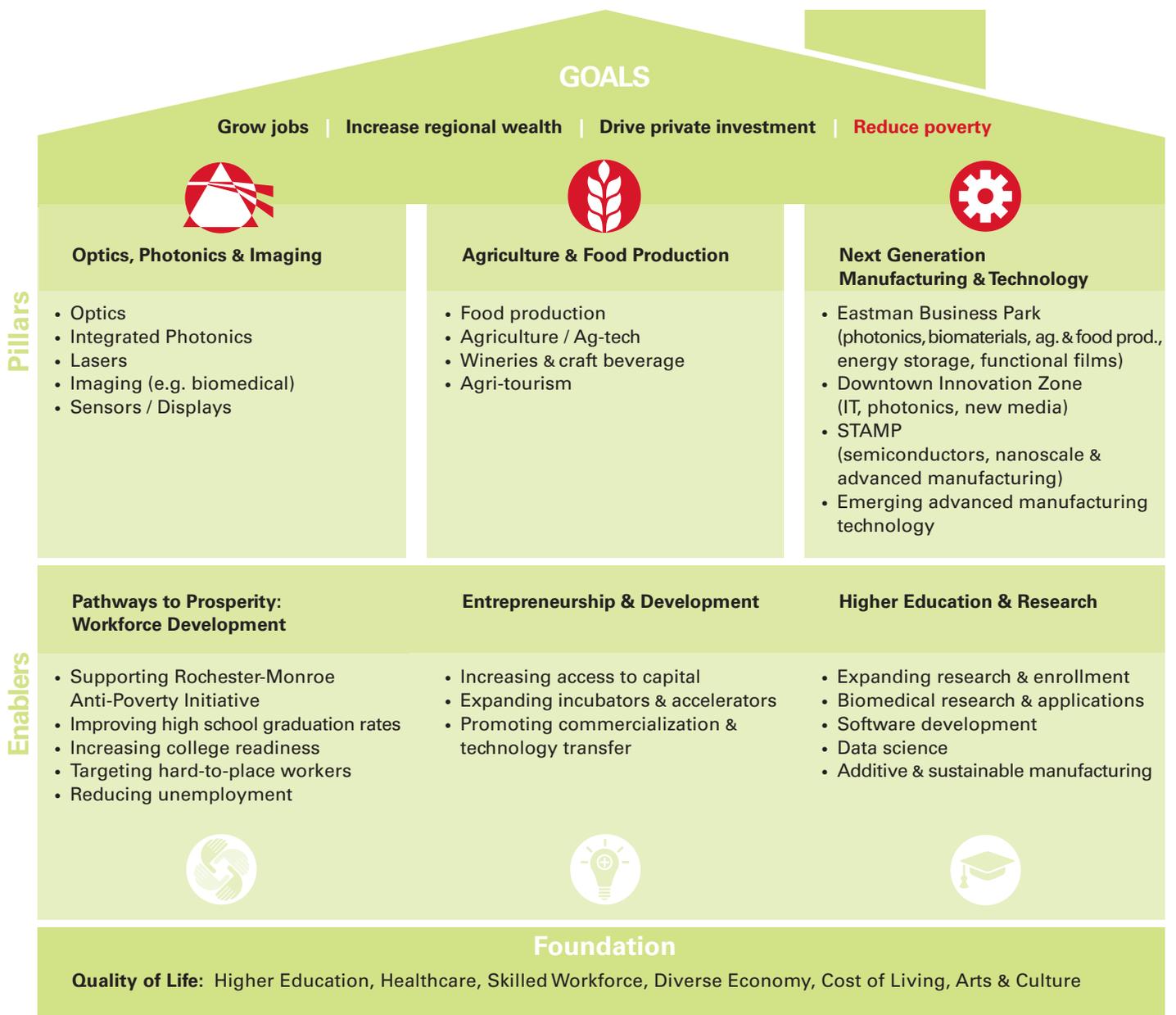
The Finger Lakes' URI Plan emphasizes the capabilities that make it unique within New York State and enable it to compete nationally and globally. The core job drivers, or pillars, in which the Finger Lakes can achieve transformative growth, are:

#### **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.



# Conclusion

# 5

## A United Community

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.**



# Work Groups **6**



Minority- and Women-Owned Business Enterprises Regional Expo at SUNY Brockport (June 2015).

# Work Group Summaries & Membership List



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.



## Key

- Co-chair
- Council Member



## 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	UR Center for Emerging & Innovative Sciences
Matt Chatfield	Webster Community Coalition for Econ Dev
Charlie Cook	Liberty Pumps
Dennis Cormier	Rochester Institute of Technology
Bob Coyne	Acro Industries
Ronald Golumbeck	ITT Goulds Pumps
David Gottfried	Smart System Tech & Commercialization Center
• Andy Harlan	Rochester Institute of Technology
John Hurley	Web Seal, Inc.
• Kevin Kelley	Rochester Tooling and Machining Association
Ed Maier	G.W. Lisk Company, Inc.
Mike Manikowski	Ontario County IDA
Andrew Moreau	Precision Packaging Products
Todd Oldham	Monroe Community College
Dave Overholt	Advanced Automation Technologies
Brian Perry	Gleason Corporation
Bill Pollack	Optimization
Tyrone Reaves	TruForm Manufacturing Corp.
Judy Seil	Monroe County Industrial Development Agency
Mike Sisson	High Tech Rochester (HTR)
Rachael Tabelski	Genesee County Econ Dev Agency
Robert Trouskie	Workforce Development Institute

## 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	New York Apple Association, Fishers, NY
A.D. (Doug) Berwanger	Wyoming County Board of Supervisor
Robert Brown	Brown's Berry Patch
Tom Burr	Ag Experimental Station
Elizabeth Claypoole	Cornell Coop. Extension Wayne County
Matt Cole	Commodity Resource Corp
Paul D'Amato	NYS DEC
Doug Finch	Town of Canandaigua

Steve Glenning	Wegmans Food Markets
Hector Gonzalez	NYS Ag & Mkts
Mitch Gruber	Foodlink
Gary Hadyk	Seneca Foods
Andy Harlan	Rochester Institute of Technology
Dale Hemminger	Hem-Dale Farms & Farm Bureau
Dan Johnson	Rochester Institute of Technology
John Johnson	Cornell Agriculture & Food Technology Park
Robert Keiffer	T.Y. Lin International
John LiDestri	LiDestri Foods
Tom Macinski	Standing Stone Winery
Julie Marshall	Livingston County Development
Peter Martini	Anthony Road Winery
• John Noble	Synergy, LLC
Sarah Noble-Moag	Linwood Management
Julie Pacatte	Batavia Development Corporation
• Jim Pierce	Wyoming County Business Center
Ora Rothfuss	Wayne County
Nathan Rudgers	Farm Credit East, Batavia, NY
Marc Smith	NYS Ag Experiment Station
Bill Strassburg	Wegmans Food Markets
Mark Venuti	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	Complemar
Kathy Cronin	Earthlink
Andre Godfrey	Entre Computer Services
Pamela Heald	Reliant Community FCU
Roberta Jordans	Harris Beach
• Ken Kaisen	Enterprise Solutions at Entre Computer Services
Luis Martinez	Human Capital Strategy Partners
Kevin Pickhardt	Pharos Systems
Peter Schnorr	Sutherland Global Services
Jeff Valentine	Valentinium
James Van Thof	iVidex
Laurie Zaucha	Paychex
Mike Zimmer	Xerox

## 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 focus not only 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 Hamm	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
Kathy 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 Skrill	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 Viruso	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 Fronk	Matt Fronk & Associates LLC
Kim Griffith	Gunlocke Corporation
Brett Hastings	Noble Environmental Power
Brian Johnston	Technology Consultant
Joe Kosiorek	SWBR 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 Raffaele	Rochester Institute of Technology
• Courtney 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 Carballeda	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	HTR
Ray Shady	St. John Fisher College
Mikael Totterman	I-Cardiac
• Chris Whitman	Complemar
Alex Zapsochny	I-Cardiac



## Global NY

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	Xerox Corporation
Heidi Hu Ames	Myland USA LLC/Simon School of Business U of R
Carolyn Baker-Scott	Livingston County IDA
• Scott Bass	Advanced Language Translation
Amit Batabyal	Rochester Institute of Technology
Rob Blair	Citizens Bank
Aaron Bowker	US Customs
Michael Byrnes	SEKO Worldwide
Edward Christopher	Constech Consulting
Frank Cipriano	First Niagara Financial Group
Sarah Clark	US Senator Kirsten Gillibrand
Adam Crandall	VWR International
Carlos De Oliveira	Harris RF Communications
Maria Delle Fave	Kodak Alaris
John DeLuca	Liberty Pumps
Beverly Demma	IDEX Corp
Daniel Duffy	JP Morgan
Jodi Earle	Crosman Corporation
Richard Ferrari	Wells Fargo N.A.
Michael Frail	Mohawk Global
Jane Gatewood	University of Rochester

• Leah George	GRE
Edward Kowalewski	Empire State Development
Debbie Kurvach	Klein Steel
Mike Leach	ISCOR
David Livingston	Ambrell – an Ameritherm Company
Antonio Lizano	Paychex
Steve Luxmore	RIT College of Business
Michael Manikowski	Ontario County
Tim McCall	US Dept. of Commerce
Jeffery McCann	Monroe County
Nasos Mihalakas	Brockport School of Business
Tom Nespeca	Carestream
Jan Pisanczyn	SUNY Brockport, SBDC
Mauricio Riveros	The Pike Company
Jessica Rosen	UPS Supply Chain Solutions
Lynn Ryan	RBS Citizens
Kristin Sampson	Gallagher Benefits Services
Jamie Sanchez	S4 Growth Partners
Thad Schofield	City of Rochester
Mark Schrader	High Tech Rochester (HTR)
Anne Sherman	Stauch
Bill Simpson	Gleason
Mary Slack	Orolia USA, Inc (Spectracom)
Virginia Smith	US Small Business Administration(SBA)
Christopher Suozzi	Genesee County
Trent Sutton	Littler Mendelson P.C.
John Vilaro	M&T Bank
Mary Wilmot	Towpath Group
Jeremy Wolk	Nixon Peabody LLP
Tang Zhi	City of Rochester
Ellen Zuroski	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       | Rochester Regional Health System       |
| Christopher Booth | Excellus BlueCross BlueShield          |
| Jeffrey Clarke    | Eastman Kodak                          |
| Trilby de Jung    | Finger Lakes Health Systems Agency     |
| William Destler   | Rochester Institute of Technology      |
| Bob Duffy         | Rochester Business Alliance            |
| Denise Gonick     | MVP Health Care                        |
| John LiDestri     | Lidestri Food and Beverage             |
| Marty Mucci       | Paychex, Inc.                          |
| Paul Speranza     | Wegmans Food Markets                   |
| John Summers      | Jasco Tools                            |
| Mark Taubman      | University of Rochester Medical Center |
| Kevin Warren      | Xerox                                  |
| • Danny Wegman    | Wegmans Food Markets                   |

### Healthcare Planning Team

- |                   |  |
|-------------------|--|
| Larry Becker      | Xerox                                  |
| Nancy Bennett     | University of Rochester Medical Center |
| Dawn Borgeest     | United Way of Greater Rochester        |
| Al Bradley        | Finger Lakes Health Systems Agency     |
| Renee Brownstein  | Rochester Institute of Technology      |
| David Crosby      | MVP Healthcare                         |
| George Dascoulias | 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	St. John Fisher College
Daan Braveman	Nazareth
• <b>Bill Destler</b>	<b>Rochester Institute of Technology</b>
Jorge Díaz-Herrera	Keuka College
Mark Gearan	Hobart and William Smith Colleges
John Halstead	SUNY Brockport
Anne Kress	Monroe Community College
Peter Lennie	University of Rochester
Carol Long	SUNY Geneseo
Deana Porterfield	Roberts Wesleyan
• Barbara Risser	Finger Lakes Community College
Gerard Rooney	St. John Fisher College
<b>Joel Seligman</b>	<b>University of Rochester</b>
Deborah Stendarid	Rochester Institute of Technology
Jim Sunser	Genesee Community College
James "Beau" Willis	SUNY Brockport

## 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	Genesee Finger Lakes Regional Planning Council
Michael Alt	Eastman Business Park / Signa Chemical
Brian Anderson	National Grid
Bob Aronson	Seneca County IDA (Army Depot)
Ann Burr	Frontier Communications of Rochester
Kevin Bush	NYS Department of Transportation
<b>Dave Callard</b>	<b>Orleans County Legislature</b>
• Bill Carpenter	Rochester Genesee Regional Trans Authority
Dave Collins	Genesee & Wyoming Railroad
David Dworkin	LLD Enterprises
• Sergio Esteban	LaBella Associates
Michael Giardino	Greater Rochester Regional Airport
Paul Griswold	Finger Lakes Technology Group
Dennis Kennelly	T.Y. Lin International
Dan Kuntz	Business Manager, Laborers Local 435
Michael Manikowski	Ontario County IDA
<b>Jack Marren</b>	<b>Ontario County Board of Supervisors Chair</b>
Mark McAnany	Bergmann Assoc
Jim McIntosh	City of Rochester
Mark Meyerhofer	Time Warner Cable
Rich Perrin	Genesee Transportation Council
John Purcell	Fibertech
Terry Rice	Monroe County Transportation
Joe Rizzo	Rochester Gas and Electric
JC Smith	NYS Environmental Facilities Corp
Bob Traver	NYS DOT
Evhen Tupis	Niagara-Orleans Rural Broadband Initiative
David Zorn	Genesee Finger Lakes Regional Planning Council

## 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	St. John Fisher College
• Rob Clark	Hajim School of Engineering & Applied Sciences
Richard Doolittle	RIT's College of Health Sciences & Technology
Josh Farrelman	University of Rochester
Russ Fuller	Sigma
• Kevin Haehl	Unither Pharmaceuticals
Rick Richmond	STS Bio Polymers, SiMPore, Diffinity Genomics
Mark Taubman	School of Medicine and Dentistry, URM
Maurice Zauderer	Vaccinex, Inc.

## 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	City of Rochester
Romanda Gibson	SUNY Brockport
-Stevenson	
Kayla Jenkins	PathStone Enterprise Center
Roxanne Kise	Western Erie Canal Regional Coordinator
• <b>Anne Kress</b>	<b>Monroe Community College</b>
Jennifer Leonard	Rochester Area Community Foundation
<b>Augustin Melendez</b>	<b>Hillside Work-Scholarship Connection</b>
<b>Joe Morelle</b>	<b>NYS Assembly Majority Leader</b>
Daisy Rivera Algarin	City of Rochester
Joan Roby-Davison	Sector 4 Community Development Corp
• <b>Hilda Rosario-Escher</b>	<b>Ibero-American Action League</b>
Paul Speranza	Wegmans Food Markets
Bill Strassburg	Wegmans Food Markets
Julia Tedesco	Foodlink
• <b>Lovely Warren</b>	<b>City of Rochester</b>
<b>Danny Wegman</b>	<b>Wegmans Food Markets</b>
Joe Wesley	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	Lumetrics
William Hurley	Rochester Precision Optics
Mike Mandina	Optimax Systems
Duncan Moore	University of Rochester
Ed Patton	Rochester Precision Optics
Mike Richardson	Rochester Institute of Technology
• James Sydor	Sydor Optics
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
Bob McNary
• Thomas Mitchell
• Nabil Nasr
Carol Nellis-Ewell
Diane O'Connor
Felipe A. Oltramari
Richard Perrin
Vic Salerno
Sanwal Sarraf
Ram Shrivastava
Anne Spaulding
Scott Steele
Jason Wadsworth
Michael Whyte
Anahita Williamson
David Zorn

NY Green and Conservation Connects
Wayne County Planning & Econ Dev
Bergmann Assoc
Rochester Institute of Technology
Village of Spencerport
Xerox, VP EH&S
Genesee County Planning Department
Genesee Transportation Council
O'Connell Electric
Lumentek Global
Larsen Engineering
City of Rochester
University of Rochester
Wegmans Food Markets
Rochester Computer Recycling and Recovery
P2I Rochester Institute of Technology
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	the Strong
John Adamski	Finger Lakes Museum
Bruce Barnes	George Eastman House
Don Bennett	Campground Owners of New York
Lisa Burns	Livingston County Chamber of Commerce
Leslie Carlson	Wegmans Food Markets
Ginny Clark	Constellation Brands
Vicky Daly	NYS Canal, Palmyra Rep
Dan Fuller	Bristol Mountain/Roseland Waterpark
Rachel DeGuzman	21st Century Arts
Wayne Hale	Orleans County Planning and Tourism
Marc Iacona	Jazz Fest
Howie Jacobson	Red Rock 1886
• Don Jeffries	Visit Rochester
• Kelly Kiebala	Genesee-Orleans Regional Arts Council
Cynthia Kimble	Finger Lakes Tourism Alliance
Valerie Knoblauch	Finger Lakes Visitor Connection
Dennis Kohl	Darien Lake Theme Park
Sharon Leighton	NYS Canal Corp
Susan Lindsay	City of Rochester
Mike Linehan	Yates County Chamber of Commerce
Dave Mansfield	Three Brothers Winery & Estates
Rich Parker	NYS Parks & Historical Preservation
• Tom Parrish	Geva Theatre
Kelly Rapone	Genesee County
Jamal Rossi	Eastman School of Music
Jeff Shipley	Seneca County Chamber of Commerce
Norm Silverstein	WXXI
Greg Smith	Jay Advertising
Meghan Stearns	Wyoming County Chamber
Bill Strassburg	Wegmans Food Markets
Jim Trezise	New York Wine Grape Foundation
Christine Worth	Wayne County Tourism
Claire Wysowkowski	Visit Rochester



## 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.

Jeanine Arden-Ornt	Community Volunteer
Keith Babuszcak	Rochester City School District
Todd Baxter	Veterans Outreach Center
Kate Bennett	Rochester Museum & Science Center
Sharon Blake	LiDestri Foods
Mary Boland	ABVI Goodwill
Kaitlyn Bond	Rochester Regional Health
Adele Bovard	Rochester City School District
Holli Budd	Farash Foundation
Todd Butler	Ad Council
Daphne Demeyers	Wegmans Food Markets
Colleen DiMartino	Rochester Business Alliance
John Emerson	Wegmans Food Markets
Lynn Freid	Finger Lakes Community College
Laurent Fontanel	Earthlink
Kathy Graupman	Greece Central School District
Isobel Goldman	Farash Foundation
Joe Hamm	NYS Department of Labor
Kareem Hayes	City of Rochester
Jocene Henderson	Veterans Outreach Center
Paul Hetland	Rochester Teachers Association
Aaron Hilger	Builder's Exchange
Gidget Hopf	ABVI Goodwill
Kevin Kelley	Rochester Technology & Manufacturing

- 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 Caraccio	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  
James Love  
Joseph Marhatta  
Jeremy Marshall  
Kevin Melia  
Tom Murphy  
Matthew O’Connor  
Peter Pecor  
Peter Robinson  
Edmund Russell, III  
Mark Schrader  
John Stradley  
Laura Stradley

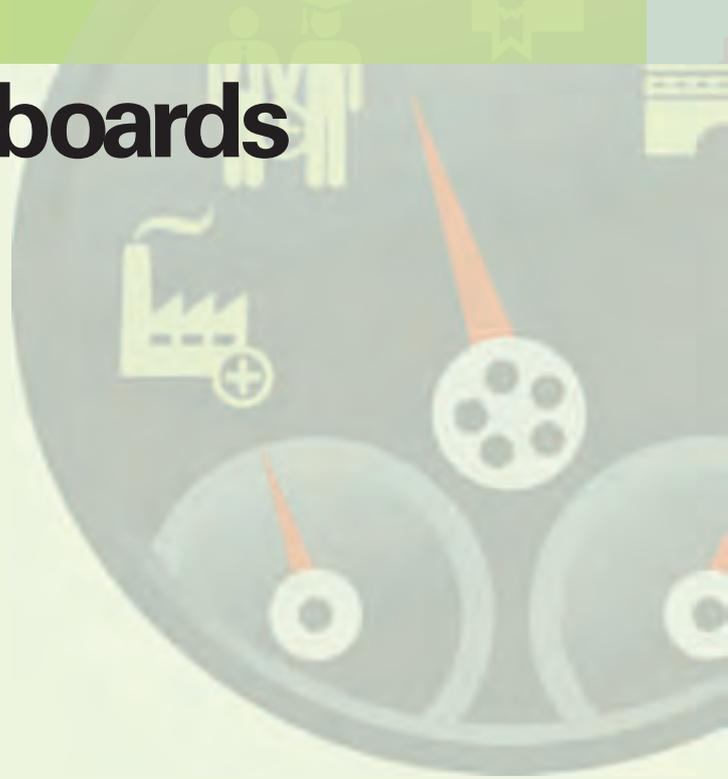
Rochelle Sulli

Thomas Tartaglia  
Andrew Tyman  
James Vogel  
Joe Wesley  
Eric Paul Wheeler

IBEW LU 86  
Regional Director, Military Programs RC  
American Legion  
Ontario County Veterans Service Agency  
NYS Department of Labor  
Macedon, NY  
Town of Pittsford  
Rochester Works  
University of Rochester Medical Center  
Underberg & Kessler LLP  
High Tech Rochester (HTR)  
NYS Department of Labor  
Veterans Service Agency – County of Monroe  
Blue Star Mothers NYS Chapter #8, Rochester  
Warrior Salute Program Manager  
Geneva Housing Authority  
ESGR  
Wegmans Food Markets  
Academy for Veterans’ Success – Monroe Community College



# Workgroup Dashboards



## 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
- Genesee Biogas

# Business Services



## 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

## Key Activities & Milestones

None

## Previous Priority Projects

- Sutherland Global Services expansion project
- Maximus Federal Services Excelsior Jobs Tax Credits award
- Datto, Inc. START-UP NY project

## 2015 Priority Project Recommendations

- University of Rochester Goergen Institute for Data Science
- Ibero American Investors Corporation Community Entrepreneurship Training and Micro-loan program
- SUNY Geneseo Center for Entrepreneurship, Innovation, and Economic Development (URI)

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

# 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

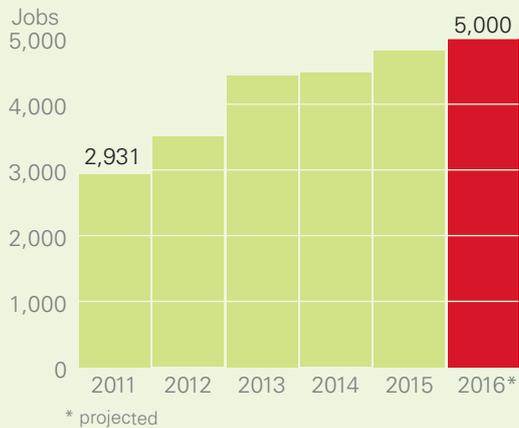
- EBP is a 1,250-acre industrial campus with on-site generation of utilities including 125 MW electricity, steam, chilled water, compressed air, nitrogen, ultra-high purity water and demineralized water; its own wastewater treatment facility; and 17 miles of railroad track.
- 61 companies on-site employing 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



## 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 lap 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; Completed 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)

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

Sector	Companies presently at EBP	Companies in pipeline	Jobs today	Jobs at Mfg. Scale	Capital Spend
Biobased Materials	4	7	31	605 – 1500	\$673 – \$1258M
Energy Storage	5	7	32	375 – 520	\$199 – \$214M
<b>Totals</b>	<b>9</b>	<b>14</b>	<b>63</b>	<b>980 – 2020</b>	<b>\$872M – \$1472M</b>

# 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
- Microorganics
- 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	2010	2011	2012	2013	2014 YTD
Energy Innovations jobs	8,400	7,800	8,100	7,500	8,000

## Energy Innovation Sector Jobs





## 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



## 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

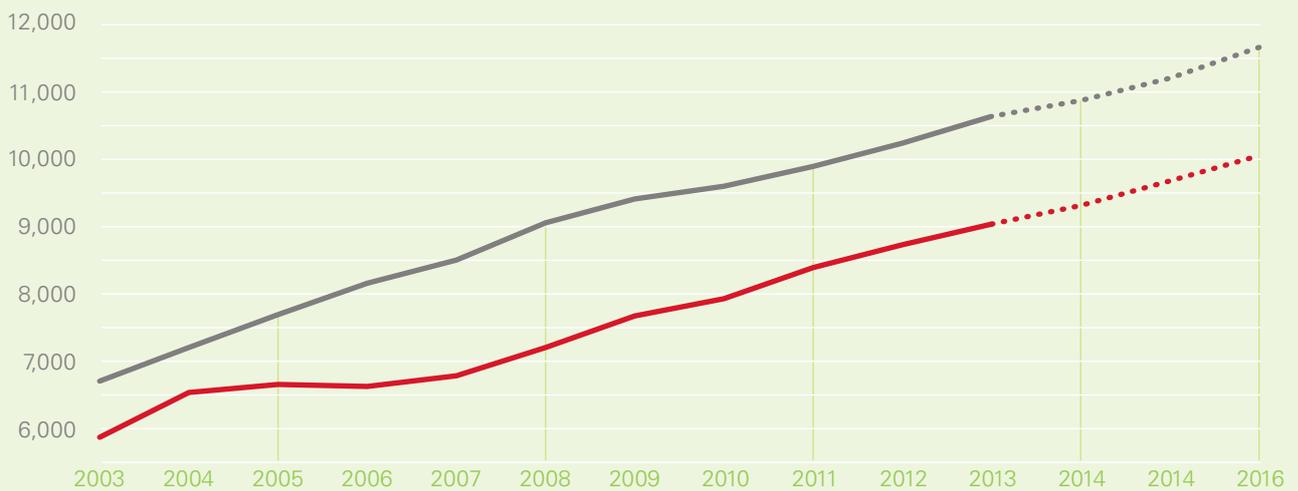
- In June 2012, the Finger Lakes Health System Agency was awarded a \$26.6 million grant, the largest in the nation, from the Center for Medicare and Medicaid Innovation for Transforming Primary Care Delivery: A Community Partnership.
- In May 2015, Rochester Regional Health and University of Rochester 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



## High Blood Pressure Control Rate Goal

	Baseline 2012	2013	2014	2015	2016	2017	2018	2019	2020
Actual Control Rate	66.7%	71.3%							
Goal	63%	67%	70%	73%	76%	79%	81%	83%	85%



## 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 Goergen 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

# Infrastructure & Transportation



## 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.

### Patents at Kodak vs. Rest of the Finger Lakes



## 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 Pharmaceuticals 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 awarded in the Finger Lakes (by county)



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

# 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 through 2014. Data for 2015 is not yet available.

	2011	2012	2013	2014
"Big Three" total jobs	17,376	14,957	12,855	12,468
Small to Medium Total Jobs			12,850	
Total OIP Jobs				26,000

## 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

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

\* Health Care data represents youth between 16–21 years old and Veterans.

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**2015**

**Progress Report &  
Recommended  
Priority Projects**



**Finger Lakes  
Regional Economic  
Development Council**