



**Finger Lakes  
Regional Economic  
Development Council**

**United for  
Success**



FINGER LAKES *FORWARD*

**FLREDC Public Meeting  
Monroe Community College  
May 25, 2017**

## Executive Director Update (Last Meeting: 2/1/2017 @ MCC)

- 2017-18 NYS Budget Highlights:
  - REDC/CFA Round 7 (\$800M), ROC Airport (\$40M), FL Welcome Center in Geneva (\$5M), Buffalo Billion II (\$500M), Clean Water (\$2.5B), Downtown Revitalization II (\$100M), etc
  - No major changes to the REDC initiative competition/guidelines
- 3/3 NYS Photonics Board Meeting
- 4/25 Groundbreaking @ ROC Airport
- Other Announcements:
  - EBP: NEST iON, Precision Optical Transceivers, Clearwater Organic Foods
  - Food: OFD Foods (Henrietta), Newstead Ranch (Kreher's, Genesee/Wayne), Bounduelle
  - Ontario: Ultra Electronics (Victor), HPP Machine (NYSAES in Geneva), Akoustis (STC)
  - Groundbreakings: ROC, Genesee Brewery, Naz Performing Arts, Holy Childhood Bakery
  - Lake Ontario Flood Emergency Assistance/Grants
- FLXFWD Communications Plan: Events, Promotion, Twitter (@FLXFWD), Website

## TOTAL POPULATION: 1,220,000

9-County Finger Lakes (FLX) Region

Genesee, Livingston, Monroe, Orleans, Ontario, Seneca, Wayne, Wyoming, Yates

## GOAL 1: Grow Jobs

Total Jobs: **549,000** (11,000 Net New Jobs Since 2011)

Regional Growth: Up 2% (NYS: 7%, Upstate: 2%)

### Finger Lakes Employment

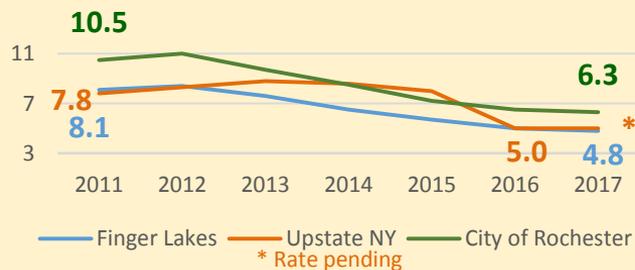
NYS Department of Labor, QCEW



— Finger Lakes: (p) Data for 2016 are preliminary and subject to revision

## Unemployment Rate (March)

NYS Department of Labor, Local Area Unemployment Statistics



## GOAL 2: Increase Regional Wealth

Average Annual Wage: **\$46,800**

Regional Growth: Up 11% (NYS: 6%, Upstate: 9%)

### Average Annual Wages

NYS Department of Labor, QCEW



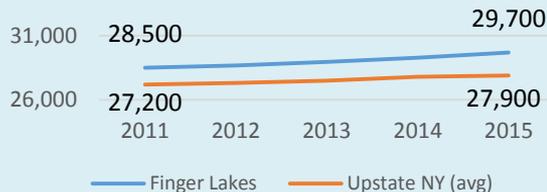
## GOAL 3: Drive Private Investment

Regional Growth: Up 4%

(NYS: 7%, Upstate: 2.5%)

### Establishments (2011-15)

NYS Department of Labor, QCEW



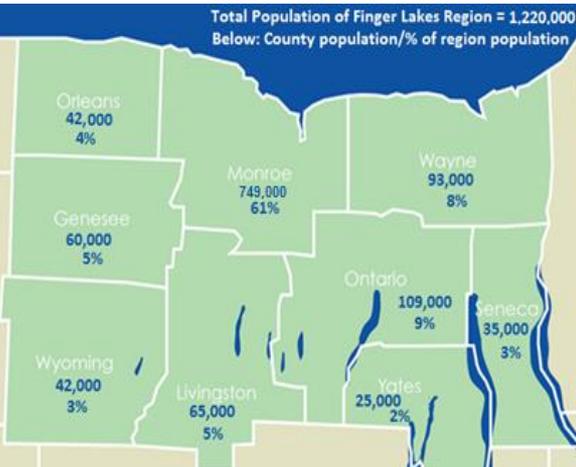
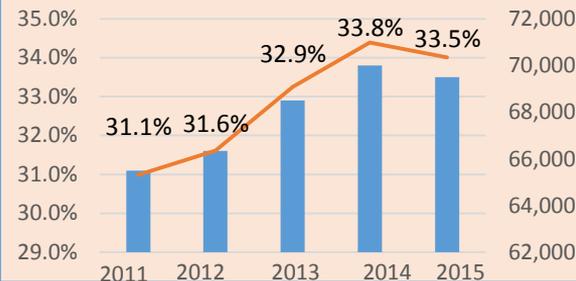
## GOAL 4: Reduce Poverty

Rochester Poverty Rate: 33.5% = **70,350 Residents**

FL Region Poverty Rate: 14.3%

### City of Rochester Poverty Rate

U.S. Census Bureau, American Community Survey



CFA CATEGORY	ROUND 1 (2011)	ROUND 2 (2012)	ROUND 3 (2013)	ROUND 4 (2014)	ROUND 5 (2015)	ROUND 6 (2016)	% of PROJECTS	TOTALS
Total Projects Funded	94	80	94	104	145	97		<b>614</b>
Total Project Cost (Millions)	\$273.5	\$266.4	\$196.3	\$361.2	\$877.2	\$257.1		<b>\$2.23 Billion</b>
Total Amount Awarded (Millions)	\$53.4	\$41	\$24.1	\$42	\$71.7	\$37.5		<b>\$269.7 Million</b>
Ratio of TPC to Awards	5:1	6.5:1	8:1	9:1	12:1	7:1		<b>8:1</b>
Jobs Created (est.)	1,130	756	143	115	1,063	354		<b>3,561</b>
Jobs Retained (est.)	3,781	900	363	931	4,260	430		<b>10,665</b>
 Complete	75	53	43	24	7	0	33%	<b>202</b>
 On Schedule	14	13	44	72	125	97	60%	<b>366</b>
 Contract Not Yet Executed	0	0	0	3	9	0	2%	<b>12</b>
 Progressing Slow	0	3	1	1	3	0	1%	<b>8</b>
 Concerns To Be Resolved	1	0	0	1	0	0	1%	<b>2</b>
 Cancelled or funding declined	4	9	4	2	1	0	3%	<b>20</b>

\*Only includes projects awarded NYS funding in annual REDC/CFA Rounds (and not other NYS-supported projects)

Updated: January 2017

**COMMITTED: \$252,310,000 (of \$500M)**

**Leverage (Direct): \$1,078,560,000**

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

## GOALS

**Reduce poverty**

**Grow jobs | Increase regional wealth | Drive private investment**

Optics, Photonics, & Imaging	Agriculture & Food Production	Next Gen Manufacturing & Technology
<p><u>COMMITTED: \$145,160,000 (TARGET: \$50M)</u>                      AIM Photonics* (\$145M, additional requests TBD)  <i>Precision Optical Transceivers @ EBP</i>                      Avogy (project status TBD)  <i>CFA Round V (\$160K)</i></p>	<p><u>COMMITTED: \$15,900,000 (TARGET: \$75M)</u>                      North American Breweries* (\$2M) + \$4.5M Excelsior                      American Packaging (\$7.7M) + \$7M Excelsior                      WNY Cheese (\$1.3M) + \$700K Excelsior                      Clearwater Organics* (\$3M) + \$2M Excelsior                      OFD Foods (\$500K)  <i>Newstead Ranch</i>  <i>CFA Round V (\$1.4M)</i></p>	<p><u>COMMITTED: \$29,100,000 (TARGET: \$125M)</u>                      1366 Tech* @ STAMP (\$18M)                      NY-BEST Cell Assembly Pilot Manufacturing @ EBP (\$1.2M)                      Datto @ DIZ (\$2.1M)  <i>Akoustis @ STC</i>  <i>NEST iON @ EBP</i>  <i>CFA Round V (\$7.8M)</i></p>
Pathways to Prosperity	Entrepreneurship & Development	Higher Education & Research
<p><u>COMMITTED: \$15,900,000 (TARGET: \$100M)</u>                      MCC FWD Center* @ EBP (\$5.4M) + \$6M SUNY2020                      Hillside Work-Scholarship* (\$3M)                      RMAPI/CFC Adult Mentors* (\$1.5M)                      North American Breweries* (\$3M)                      Clearwater Organic Farms* (\$1M)  <i>CFA Round V (\$2M)</i></p>	<p><u>COMMITTED: \$10,275,000 (TARGET: \$75M)</u>                      Photonics Challenge* (\$10M)  <i>CFA Round V (\$275K)</i></p>	<p><u>COMMITTED: \$21,100,000 (TARGET: \$75M)</u>                      REMADE Institute @ RIT (\$20M)  <i>CFA Round V (\$1.1M)</i></p>
<p><b>Foundation</b> (Quality of Life): Education, Healthcare, Skilled Workforce, Diverse Economy, Cost of Living, Arts &amp; Culture (<i>CFA Round V: \$11.3M</i>)</p>		

**30,600 New Jobs** – net new private sector jobs in FLX region (from March 2010 to March 2017)

- Despite continued downsizing, including 3,800 jobs losses in Chemical Manufacturing in last 5 years

**4.8% Unemployment Rate** – down from 8.0% in Dec 2010

**8.8% Millennial Growth** – increase in 20-34 year-olds since 2010 (US Census)

- Faster growth than all Upstate cities and national average of 6.1%

**4-Time REDC “Top Performer”** – out of 6 CFA/REDC competition rounds

- Nearly 600 projects directly funded by CFA awards leveraging over \$2 Billion in private investment
- \$3.4 Billion total invested by NYS in FL region in 2011-15 (not including health care or education)

**Poverty Reduction** – core economic development goal per FLXFWD

- Implementation of Anti-Poverty Impact Statement and targeted anti-poverty grant incentives

## REDC Code of Conduct Review

Chanel Maddigan

Empire State Development, Senior Counsel

*ESD's Ethics Counsel shall serve as Ethics Officer for the Council. If a Member is unsure if he or she has an actual or potential conflict of interest, or has any other questions regarding the interpretation and application of this Code of Conduct, the Member should contact the Ethics Officer for guidance. Members are encouraged to disclose known relationships and potential conflicts of Interest to prevent even the appearance of impropriety.*



**Regional Economic  
Development Councils**

# **2017 Regional Economic Development Council**

## **Round VII Competition**

### **Overview**

# Economic Development

- ❑ Governor Cuomo created the Regional Economic Development Councils (REDCs) to transform the State's economic development process from the top down
- ❑ REDCs re-built the statewide framework for a bottom-up approach to regional economic growth

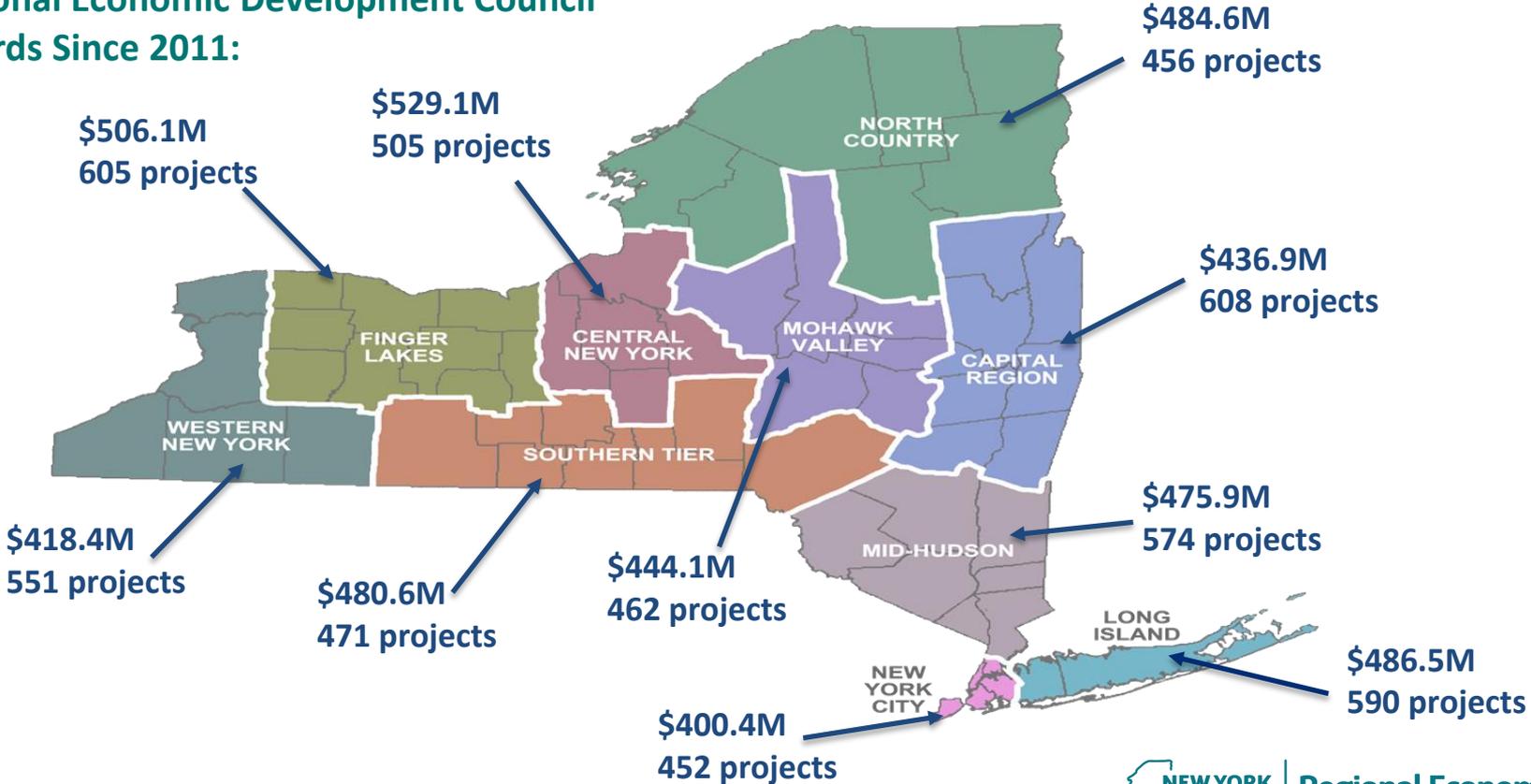
Since 2011:

- Over \$4.6 Billion awarded/committed to support over 5,200 projects statewide
- Commitments for 210,000 jobs created/retained
- Over 1,000 businesses received funding for startup or expansion
- Leveraged additional private investment at a 5:1 ratio



**Regional Economic  
Development Councils**

# Regional Economic Development Council Awards Since 2011:



**Regional Economic Development Councils**

# 2016 REDC Highlights

- ❑ **\$716.9 Million awarded Statewide**
- ❑ **950 projects received funding**
- ❑ **Downtown Revitalization Initiative**



# 2017 Competition Breakdown

- ❑ **Unprecedented Commitment to Economic Development in New York State**
- ❑ **More resources = More Opportunities**

- ❑ \$150M in Capital Grants; \$75M in Excelsior Tax Credits
  - ✓ All 10 regions eligible
- ❑ Over \$575M in additional state funding through the Consolidated Funding Application (CFA) from various state agencies
  - ✓ All 10 regions eligible
- ❑ \$10M to each region for Downtown Revitalization Initiative

# 2017 Competition Breakdown

## NYS CONSOLIDATED FUNDING APPLICATION

Total Grants, Tax Credits & Other Resources *(in millions)*

### Agency

**Direct Assistance to Businesses and Other Organizations** ..... up to \$247.25

Empire State Development  
Department of Agriculture and Markets

**Community Development** ..... up to \$73.1

Homes and Community Renewal  
Office of Parks, Recreation, and Historic Preservation  
Council on the Arts

**Waterfront Revitalization** ..... up to \$16.2

Department of State  
Canal Corporation

**Energy** ..... up to \$40

Energy Research and Development Authority  
New York State Power Authority

**Environmental Improvements** ..... up to \$105

Department of Environmental Conservation  
Environmental Facilities Corporation

**Sustainability Planning and Implementation** ..... up to \$14

Department of Environmental Conservation  
Department of State

**Education/Workforce Development** ..... up to \$5

Department of Labor

**Low-Cost Financing** ..... up to \$300

Industrial Development Bond Cap

**In 2017, Governor Cuomo has made over \$800 million available from over 30 programs across 12 state agencies.**

For more information on each program,  
visit [regionalcouncils.ny.gov](http://regionalcouncils.ny.gov)  
and view the Available Resource Guide



**Regional Economic  
Development Councils**

# 2017 Competition Criteria

**In 2017, each REDC will be required to:**

- ✓ Identify projects for the State life sciences cluster
- ✓ Support the Downtown Revitalization Initiative & identify projects to implement
- ✓ Address the skills gap by collaborating with industry and skills training programs
- ✓ Implement strategies through the project pipeline
- ✓ Update ongoing regional initiatives in Progress Report
- ✓ Update Performance Measures

# Round VII Timeline



# Downtown Revitalization Initiative

## Round II

- ❑ \$100M Program - \$10M awarded for one community in each region
- ❑ Develop strategic plan that will identify economic development, transportation, housing and community projects
- ❑ Use investments to reinforce and secure additional public and private investments



# Ongoing Initiatives

- ✓ **Regional Industry Cluster Plans**
- ✓ **Opportunity Agenda**
- ✓ **Community College Councils**
- ✓ **Business Incubator and Hot Spot Program**
- ✓ **Veteran's Initiative**
- ✓ **Engage Local Governments**

# Priorities in 2017

- ✓ **Placemaking** is the notion that where investment occurs matters. In order to attract a talented workforce, our built environment must emphasize creating accessible job centers, sustainable infrastructure and livable communities.
- ✓ **Workforce** is the belief that people drive the economy. Targeted job training and education ensures that jobs in high-paying, in-demand, tradeable sectors are filled in an equitable way.
- ✓ **Tradeable Sectors** describes which industries New York State is targeting to increase export based employment opportunities. They are the industry sectors that are part of a global market like manufacturing, agricultural products, and energy.
- ✓ **Innovation** is the strategy of investing in creating synergies between research and commercialization to drive the economy forward.



# QUESTIONS?

Thank you!





**Office of Planning  
and Development**

Governor Andrew Cuomo's

# **Downtown Revitalization Initiative**

## **Round One Winner:**

### **City of Geneva**

An Office of the New York State Department of State

May 2017

# Projects Supporting the Downtown Vision

**Beautiful**

create a vibrant, welcoming and attractive city center.

**Prosperous**

support a range of businesses, educational resources and jobs.

**Equitable**

a range of services and amenities available to all

**Connected**

downtown & waterfront integrated, supporting multimodal users

**Sustainable**

celebrates our resources, while fostering opportunities for long-term growth

# Priority Project Selection Criteria

- **Alignment with other plans**
- **Transformative potential**
- **Market demand and economic feasibility**
- **Potential to leverage additional private and/or public funds**
- **Anticipated community and economic benefits**
- **Project readiness**
- **Capacity of responsible parties**
- **Ongoing maintenance**

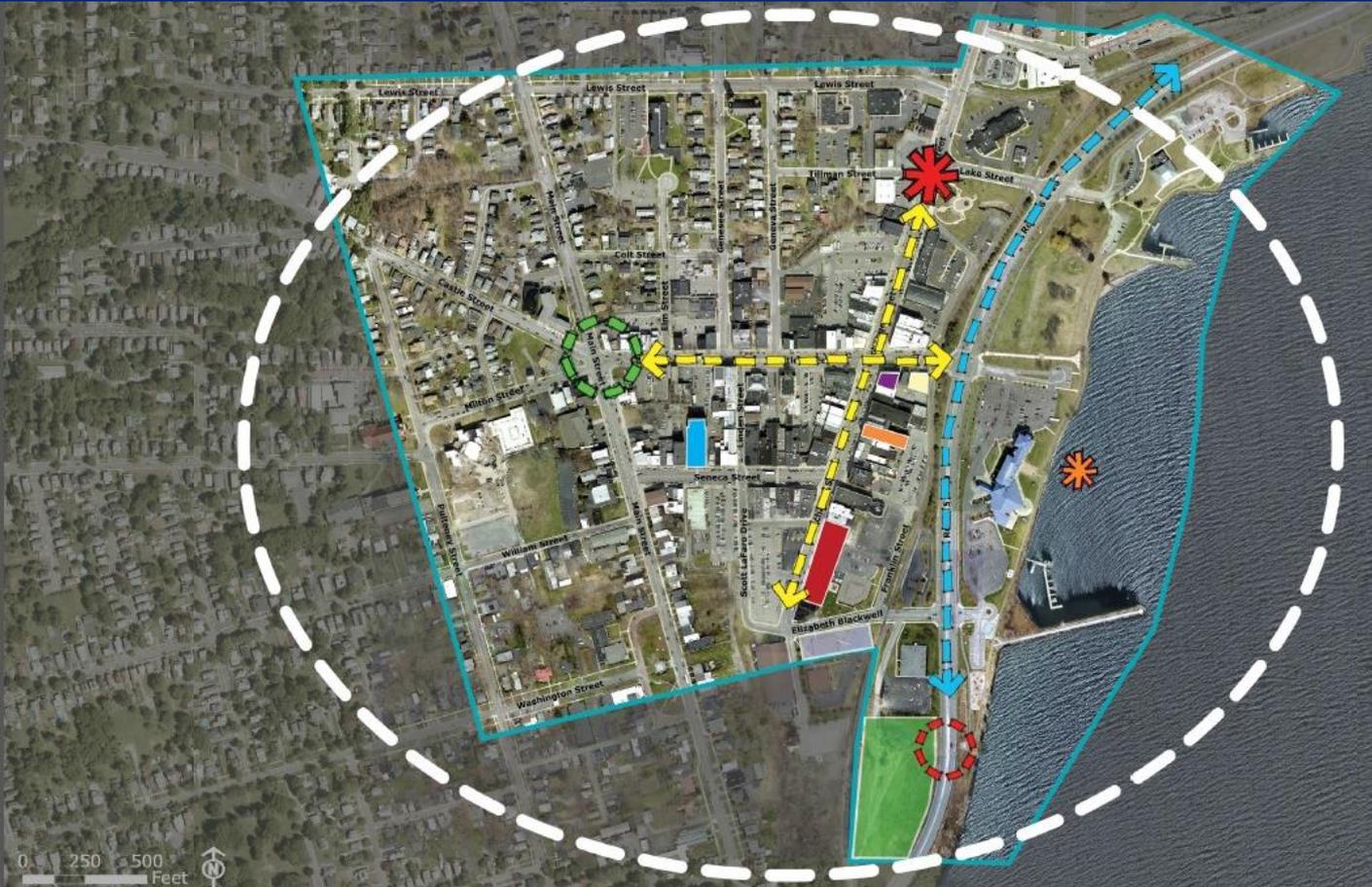
# DRI Priority Projects



## LEGEND

- 1 Gateway Sign
- 2 Downtown Broadband Infrastructure
- 3 Smith Opera House Enhancements
- 4 Community Arts Fund
- 5 Public Art Program
- 6 Dove Bock - Tribute Project
- 7 499 Exchange Street - Twisted Rail Brewery
- 8 General Adaptive Reuse Fund
- 9 Tunnel Enhancements
- 10 20 East Castle Street - Patent Block
- 11 5-Point Intersection - Enhancements
- 12 Marina Development
- 13 Downtown Resiliency Center
- 14 Dove Block
- 15 Lake Tunnel Solar Village
- 16 Exchange Commons
- 17 Streetscape Enhancements
- 18 Routes 5 & 20 Improvements

# Master Plan



**LEGEND**

-  Gateway Sign
-  Downtown Broadband Infrastructure
-  Smith Opera House Enhancements
-  Community Arts Fund
-  Public Art Program
-  Dove Bock -Tribute Project
-  499 Exchange Street - Twisted Rail Brewery
-  General Adaptive Reuse Fund
-  Tunnel Enhancements
-  20 East Castle Street - Patent Block
-  5-Point Intersection - Enhancements
-  Marina Development
-  Downtown Resiliency Center
-  Dove Block
-  Lake Tunnel Solar Village
-  Exchange Commons
-  Streetscape Enhancements
-  Routes 5 & 20 Improvements

Total Leveraged Funds:  
**\$19,958,000**



**Office of Planning  
and Development**

Governor Andrew Cuomo's

# **Downtown Revitalization Initiative**

## **Round Two**

An Office of the New York State Department of State

May 2017

# Downtown Revitalization Initiative

\$100 Million State Investment  
in 10 downtown neighborhoods  
nominated by REDCs

Strategic Investment Plans will  
identify projects funded  
through the DRI and other  
public & private resources



# DRI Round Two

- Included in Executive & Enacted Budget
- Announced by Governor Cuomo in May
- REDCs will nominate one downtown per region
- Consultants will work with DOS & HCR to help community develop strategic investment plans



# Downtown Selection

**Goal:** Identify a downtown neighborhood ripe for redevelopment to transform into a vibrant community where tomorrow's workforce will want to live, work, and raise a family



# Community Applications

- REDCs accept new or revised applications in template form
- Application requires
  - Vision
  - Preliminary Project List
  - Desired attributes addressed
- Deadline is June 14th

**Downtown Revitalization Initiative**

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**Application Template**

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Applications for the Downtown Revitalization Initiative will be received by the Regional Councils. Applicant responses for each section should be as complete and succinct as possible. Applications must be received by the appropriate Regional Council by 4:00 PM on May 31, 2017 at the email address provided at the end of this application.

**BASIC INFORMATION**

Regional Economic Development Council (REDC) Region: [Click here to enter text.](#)

Municipality Name: [Click here to enter text.](#)

Downtown Name: [Click here to enter text.](#)

County: [Click here to enter text.](#)

Vision for Downtown. Provide a brief statement of the municipality's vision for downtown revitalization.  
[Click here to enter text.](#)

Justification. Provide an overview of the downtown, highlighting the area's defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.  
[Click here to enter text.](#)

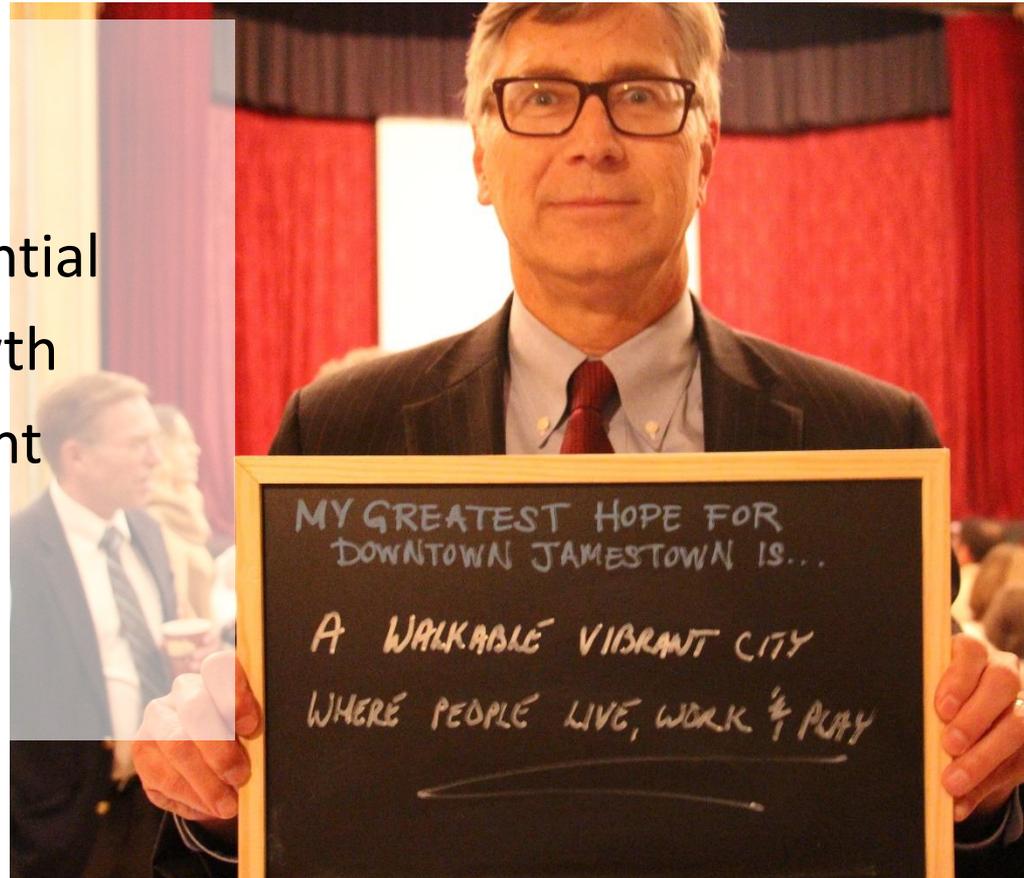
**DOWNTOWN IDENTIFICATION**

This section should be filled out with reference to the list of desired attributes for participation in the DRI as set forth in the DRI program description.

- 1) **Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be concentrated and well-defined. Core neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment. Attach a map that clearly delineates the downtown neighborhood.  
[Click here to enter text.](#)
- 2) **Catchment area.** Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing or increasing population within easy reach for whom this would be the primary downtown destination.  
[Click here to enter text.](#)

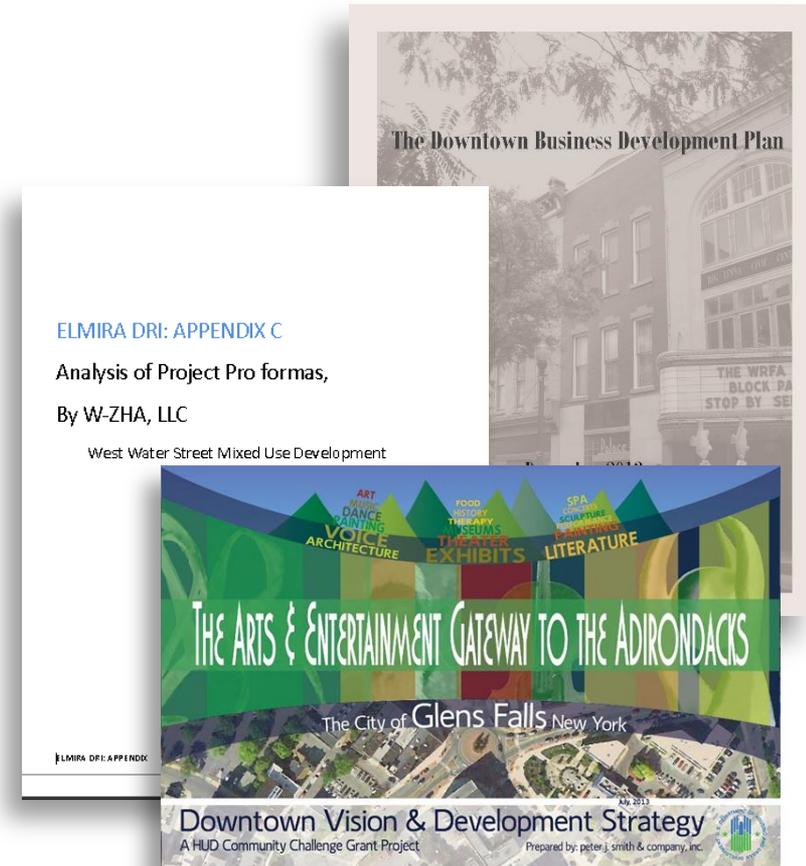
# Desired Downtown Attributes

- Well-defined boundaries
- Sufficient catchment area
- Past investments, future potential
- Recent or impending job growth
- Attractive physical environment
- Quality of life policies
- Support for the local vision
- Readiness



# Project Readiness

- Recognition of recent planning efforts
- Majority of projects must be ready for implementation with DRI funds within one to two years
- Examples of readiness:
  - ✓ Completion of feasibility and market studies
  - ✓ Preliminary site design
  - ✓ Site control of key properties by willing partners
  - ✓ Funding commitments, and/or expression of interest by developers and investors



# Planning Process

- Local Planning Committee
- Consultants/DOS/HCR
- Public engagement
- More time devoted to developing project profiles



# Focus on Implementation

- Ambitious and realistic implementation plan
- Viable, economically feasible projects
- Identify projects as candidates for DRI funding that will also leverage other public and private funding



# State Funding Programs Support Downtown Revitalization

A CFA application will be given priority consideration if it demonstrates it will advance downtown revitalization through transformative housing, economic development, transportation and community projects that will attract and retain residents, visitors and businesses

Other State funding may come into play, such as complete streets, RESTORE, & Main Street

Graduate to Homeownership Program just announced for new college graduates in the eight upstate DRI communities



# Milestones



June

- Communities submit applications to REDCs



July

- REDCs Nominate Communities
- Planning Team Assigned
- Local Planning Committee Co-Chairs and Members Named



August

- First Local Planning Committee Meeting Held



September

- Downtown Profile and Assessment Complete



November

- Draft Priority Project Profiles submitted



February

- Final Downtown Revitalization Initiative Plan Submitted



## FLREDC DRI Round 2 Selection Process

- Interested applicants are encouraged to submit notice of intent to apply by June 5<sup>th</sup> to [NYS-FingerLakes@esd.ny.gov](mailto:NYS-FingerLakes@esd.ny.gov)
- Applications due by June 14<sup>th</sup> to [NYS-FingerLakes@esd.ny.gov](mailto:NYS-FingerLakes@esd.ny.gov)
- FLREDC Selection Committee will review and score the applications and make recommendation to the FLREDC Executive Committee
  - Selection Committee will be chaired by reps for Co-Chairs Wegman and Kress
  - Selection Committee will be comprised of reps from approximately 10 regional organizations
- FLREDC will submit recommendation to NYS by mid-July

# FLREDC ENTREPRENEURSHIP & DEVELOPMENT

2017 STRATEGIC PLANNING

Co- Chairs: T. Mazzullo & C. Whitman

**United for  
Success**



FINGER LAKES *FORWARD*

# WORKGROUP OBJECTIVES

- Increase job growth from startup companies & business expansion.
- Increase access to capital in Finger Lakes region.
- Increase job growth from small business with special focus on “Buy local” collaboration & MWBE companies.
- Leverage collaboration throughout Finger Lakes ecosystem.

# FINGERLAKES ECOSYSTEM



R·I·T



Geneseo



Eastman Business Park



# ENTREPRENEURSHIP & DEVELOPMENT

## TWO TRACKS

### TECH TRACK –

- Facilitator: Rich Notragiacomo
- HTR, Excell, Venture Creations, RAN, Cranberry Capital, RIT Fund, Universities, etc
- Incubators & Accelerators
- Metrics:
  - Jobs
  - Investments (Capital, Grants, Debt)
  - Industry sector
  - Average Salary
  - Exits

### BIZ TRACK

- Facilitator: Paul Morrell
- CUE, SBDC, Pathstone, GRE, IDAs, YEA, Colleges, etc
- Workshops & Programs, Economic Gardening, etc
- Metrics:
  - Jobs
  - Investment (Capital, Grants, Loans)
  - Business Sector
  - Average Salary
  - M & A

# ENTREPRENEURSHIP & DEVELOPMENT METRICS

## TECH TRACK – Cumulative 5 Year

- Jobs Created: 1,047
- Investments: \$512 Million

## BIZ TRACK - 2016

- Jobs Created: 2,491
- Jobs Retained: 3,372
- Investments: \$643 Million\*

\*Representing 60% of Counties, excluding the City of Rochester

# ENTREPRENEURSHIP & DEVELOPMENT DASHBOARD 2017

Strategy	Progress	Future Actions	Status
<p><b>Attract world-class talent to the Finger Lakes region building on Global NY and START-UP NY through regional marketing initiatives.</b></p>	<p><b>University of Rochester/High Tech Rochester Finger Lakes Business Accelerator</b>  <b>Progress:</b> Design complete, contractors selected. HTR received federal EDA grant award of ~ \$2.5M. HTR will close on purchase of 40k sf Sibley building space May 2017, construction start thereafter. Facility ready for occupancy by end of 2017, will house dozens of tech startup companies, community partners, serve as coordinating location for network of entrepreneurial programs &amp; activities throughout region.</p>	<p>Interior build out, and move in by end of 2017.</p>	<p>ON TARGET</p>
<p><b>Strengthen the entrepreneurial ecosystem through learning</b></p>	<p><b>Produce Entrepreneurial Programs</b>            The Produce Entrepreneurial program currently has seven programs through Q3 2016 with 80-100 in attendance per program.</p>	<p>Goal is 1-2 programs per quarter.</p>	<p>COMPLETED &amp; ONGOING</p>

# ENTREPRENEURSHIP & DEVELOPMENT DASHBOARD 2017

STRATEGY	PROGRESS	FUTURE ACTIONS	STATUS
<b>Increase job growth from small business with special focus on “Buy local” collaboration &amp; MWBE companies.</b>	<b>RIT’s Center for Urban Entrepreneurship (CUE)</b> RIT’s CUE has launched four major programs to date: General Education Program (monthly), Capacity Building Program (2Xs per year), Future Business Leaders and Entrepreneurs (FBLE) (annual program for students 9-12 grade), and Lemonade Day (annual program for students)	RIT’S CUE goal is to identify three cohorts of ten per year.	<b>COMPLETED &amp; ONGOING</b>
<b>Expand access to seed, early-stage, venture, and public/private capital.</b>	<b>Finger Lakes Venture Fund</b> Continuing progress of raising \$30M in funds by 2020.	Support 10–12 high potential Series A investments of \$2–\$3 million and 10–15 seed investments of \$200,000–\$300,000 per company.	<b>URI FUNDING PROPOSAL IN PROGRESS</b>

# PILLAR HIGHLIGHTS

## OPTICS, PHOTONICS & IMAGING

- **What:** Photonics Venture Challenge

- **Description:** Worldwide startup competition & accelerator program focused on optics, imaging, and photonics. 2 year, \$10M project with 10-12 startups/year selected for initial \$100k investment and intensive 4-6 month accelerator program. Additional \$2M will be invested in best companies.

- **When:** Cohort 1 selection: Fall 2017; Cohort 1 Demo Day: June 2018

- **Lead:** HTR, Jim Senall

- **What:** Light & Sound Interactive (LSI)

- **Description:** First annual conference/expo to showcase Photonics applications – light and sound based technologies, new applications and emerging industries such as augmented reality, gaming, next generation displays, autonomous vehicles.

- **When:** September 12-14, 2017

- **Lead:** UR, Paul Ballentine

# VIEW OF THE FUTURE 2017 PROJECTS

PROJECTS	DESCRIPTION	STATUS
<b>RIT's CENTER FOR URBAN ENTREPRENEURSHIP(CUE)</b>	RIT's CUE has launched four programs to date: General Education Program (monthly), Capacity Building Program (2Xs per year), Future Business Leaders and Entrepreneurs (FBLE),and Lemonade Day.	Programs underway, URI funding proposal submitted for additional navigator resources.
<b>CITY OF ROCHESTER MDDC</b>	Market Driven Community Cooperative (MDDC)- 1 <sup>st</sup> company formed – Eneroc, received customer contract, employees hired.	Demonstrating success with 1 <sup>st</sup> company, URI proposal submitted for additional resources for a revolving loan fund.
<b>DOWNTOWN COMMISSARY</b>	A catalyst for entrepreneurs to prototype and test food ideas.	Program underway

# FLREDC ENTREPRENEURSHIP & DEVELOPMENT

2017 STRATEGIC PLANNING

Co- Chairs: T. Mazzullo & C. Whitman

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ROCHESTER  
**DOWNTOWN  
INNOVATION ZONE**





- Number of innovation and creative class companies = **138** (*↑ 14% over 2015*)
- Number of downtown employees = **48,000** (*no change over 2011*)
- Number of downtown residents = **7,000** (*↑ 36% over 2011*)
- Vacancy rates
  - All “competitive” office space = **22.5%** (*↑ 2.1% over 2011*)
  - “Non-traditional” office space = **12.4%** (*↓ 16.5% over 2011*)
  - Competitive office occupancy = **5.3 M. square feet** (*no change over 2011*)
  - Market-rate rental housing (“normal” is 5%) = **2.1%** (*↓ 1.6% over 2011*)
- Current investment in downtown pipeline = **\$891 M.** (*↑ 35% over 2011*)
  - Includes **21** housing projects with **1,700** units
  - Since 2014, **1.65 million** square feet of office space converted to housing

<b>Status</b>	<b>Progress</b>	<b>Future Actions</b>
ON SCHEDULE	<b>RIT Center for Urban Entrepreneurship (CUE)</b> – To build wealth in the urban community by serving as a hub for urban entrepreneurial programs and research & strengthening the urban support ecosystem.	Convening urban entrepreneurship providers; developing research and best practices center; engaging next generation urban entrepreneurs.
ON SCHEDULE	<b>Downtown Kitchen Incubator – The Commissary</b> – Space secured; Single Member LLC being formed; A&E work underway; workshop series began in April 2017.	Complete fundraising; start construction; open in 2018.
ON SCHEDULE	<b>Datto Inc.</b> – Expanded into new space in The Metropolitan; committed in 2014 to 77 new jobs in five years – now have 150 two years later; first StartUpNY project in region.	Projects growth in DIZ from 150 to 350 within a few years. <i>(NYS StartUpNY – 2014, NYS Capital Grant – 2016)</i>
ON SCHEDULE	<b>Inner Loop Redevelopment</b> – Former Inner Loop fill project almost complete; three development projects totaling \$144 million selected by the City; mix of museum expansion, hotel, housing, parking garage, office, and retail.	The three developer groups now moving forward with design, financing, and construction scheduling.
ON SCHEDULE	<b>Main Street Streetscape Enhancements</b> – Reconstruction of Main Street between the St. Paul Street and Liberty Pole; new sidewalks and sidewalk furniture, street geometry and plantings.	Design completion by Fall '16, construction start in Spring '17, completion by Fall '17; Phase Two from St. Paul to State Street now funded.

<b><i>Completed (Year Awarded)</i></b>	<b><i>On Schedule/Under Construction (Year Awarded)</i></b>
Geva Theatre Center (2012)	HTR Business Accelerator Cooperative (2012 & 2014)
Hilton Garden Inn (2012)	RIT Center for Urban Entrepreneurship (CUE) (2013)
Tower280 (2012)	Sibley Square Redevelopment (2013 & 2015)
Little Theatre Renovation (2012 & 2013)	JAF RRCC – Upgrades & Expansion Planning (2015)
RIT Center for Urban Entrepreneurship (2013)	The Strong – International Tourism Marketing (2015)
The Strong –National Toy Hall of Fame (2014)	Charles Carroll Park Renovation Design (2015)
2016 Rochester Fringe Festival (2015)	Downtown Kitchen Incubator, The Commissary (2016)
Hochstein School, Making Music, Making Strides (2015)	<b><i>Progress Delayed (Year Awarded)</i></b>
	Frontier Field Improvements (2014)
	ESM Messinger Hall Renovation (2015)



## DOWNTOWN INNOVATION ZONE (DIZ)

### Number of DIZ Companies Growing

- Up 14% since 2015, from 121 to 138
- Number of urban companies is far greater

### Four Incubators in Core

- RIT Center for Urban Entrepreneurship (OPEN)
- UR/HTR Business Accelerator Cooperative (UNDER CONSTRUCTION)
- The Commissary – Downtown Kitchen Incubator (PLANNED)
- AIM Photonics Incubator (ANTICIPATED)

### Two Leadership Teams

- Focused on development & activation of growth strategies
  - DIZ Sub-Team
  - Video Game Industry Group

### DIZ CEO Feedback

- New tenant mindset shared with real estate sector
- Tapping FOMO and tackling “blockers”



## THE COMMISSARY: Downtown Kitchen Incubator

### Food Business Incubation

- Culinary entrepreneurs – food truck operators, caterers, bakers, pre-startup restaurateurs, home-based food businesses, startup packaged food manufacturers
- Incubation, visibility & location assistance

### Shared, Licensed Commercial Kitchens

- 11 kitchen stations, one performance kitchen
- Low-cost rent, flexible usage for diverse range of food businesses

### Creating a Food Business Ecosystem

- Exportable food products
  - Guidance in idea generation and testing, packaging technologies, and strategies
  - Supply chain options & connections to distribution channels
- Workshop Series to de-risk and inform local food businesses

### Project Timetable

- 2017 – Remaining fundraising, workshop series started
- 2018 – Construction, grand opening





## VIDEO GAME INDUSTRY CLUSTER STRATEGY

### Unique Local Assets

- RIT, The Strong, UR, Eastman School of Music, Rochester Public Library, RMSC, RPO
  - Nexus of local companies with strong industry reputations
  - Strong talent pool, lower cost labor and business environment

### NEW IDEA: Downtown Game Hub

- “Serious” games (Eds & Meds applications use same cognitive science as video games)
  - Incubation studios, pilot studies, efficacy testing, market trials
  - Leverage local “leading” technologies
  - Create viable distribution channels to institutional users
  - Test site for game concepts, technologies, software, experimental hardware
- Focus on “*lakeshoring rather than offshoring*” – platform conversions, post-production facilities
- Create aggressive marketing campaign to get Rochester on the map
- Game sector pays well and acts as magnet for other innovators – a “lead disruptor” – generates media attention, gives “hip” cred that appeals to young talent, attracts capital and grants



# Optics, Photonics & Imaging Work Team Update

May 25, 2017



# Worldwide Optics\* Production Centers

as reported by Steven Anderson of SPIE

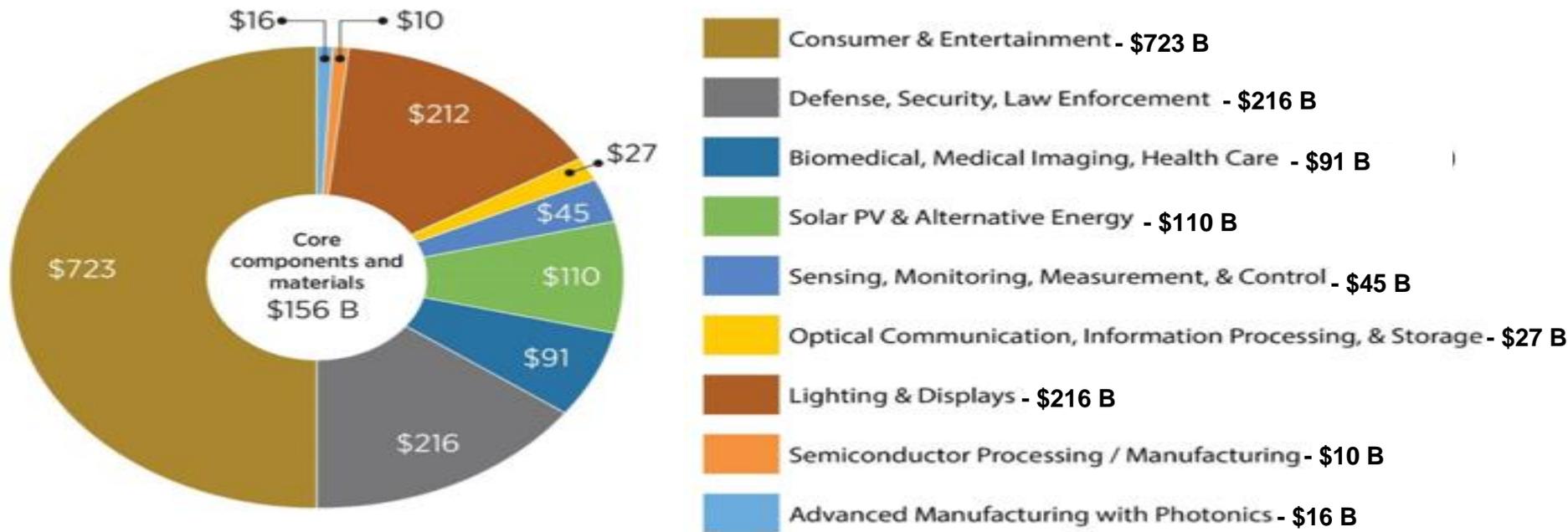
Rochester is the major optical component center in the U.S.



The Finger Lakes region is home to about 120 optics companies & provides about 15,000 jobs

\* Throughout this presentation "Optics" generally refers to core optics and photonic components and materials.

# Worldwide Optics Enabled Markets



Optics Enabled Markets: Total global sales = \$1,450 B

• ~ 15% of this total corresponds to defense, security & law enforcement spending

# OPI Priority Projects

Project	Technology	Status	Comments
1366 Technologies	HE photovoltaics	Progressing	Great technology, soft market, complete funding prior to STAMP groundbreaking
Avogy, Inc.	Power conversion	Progressing slowly	Five year forecast for 400 jobs at \$80K/year + 600 support jobs
LLE @ U of R	Pulsed power	Progressing	\$68 million pending in Congress + LLE, DoE & Sandia partnership
AIM Photonics	Integrated photonics	Now on schedule	Separate slide with details follows
Photonics Venture Challenge	OPI Accelerator Fund	On schedule	Separate slide with details follows
RRPC Projects (3)	IR Interferometer & 5 axis optical profiler	Progressing slowly	IR Interferometer - contract pending Optical profiler - awaiting award letters
AmeriCOM	Optics manufacturing	Progressing	Re-branding of previous URI proposal Now seeking \$30M of federal funds
LSI	Light & Sound Interactive Conference	Progressing	Conceived by Co-Chair Paul Ballentine VR and AR focused September event

# AIM Photonics is Alive and Well in Rochester



On Semiconductor's facility in Rochester will house the AIM Photonics Test, Assembly & Packaging (TAP) manufacturing operations.

## AIM Photonics Highlights & Milestones

- 67 members signed-on
  - Additional membership in negotiation
- TDK design library releases
  - Jul'16, Jan'17, Jul'17, Jan'18
- Rochester TAP site selected
  - 30,000 sq. ft. - office & clean room
  - Facility upgrade bids in process
  - \$39M of tool purchases in progress
- IBM fiber attach license complete
- DOD call for directed projects
- 2018 proposal solicitation is out
- 2 MPW runs in 2016
  - 3 scheduled for 2017

# The Photonics Venture Challenge

- \$5.0 million per year accelerator competition for startup companies
  - Focused on optics, photonics and imaging enabled applications
  - Largest accelerator program in the World
- Applications open this summer
  - 20 semi-finalists brought to Rochester in November
  - 10 teams selected for accelerator which starts in January
- Each of the 10 winning teams receives a \$100k initial investment
  - Four to six month accelerator program
  - Program includes mentors, venture capitalists and corporate partners
- Next, teams compete for up to \$2.0 million additional investment
  - "Demo Day" public event is the basis of the investment decision
  - Winning teams must stay in Rochester for at least 12 months

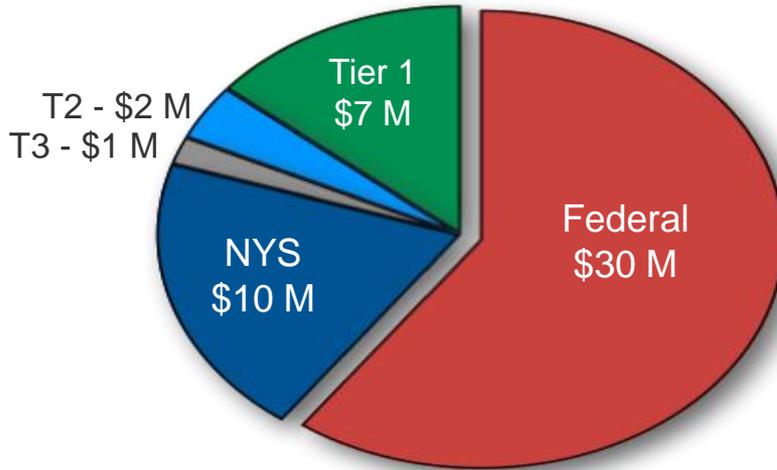
# Proposed AmeriCOM Project

- Based on proven model: Center for Optics Manufacturing (COM)
  - Created state of the art optics manufacturing technologies
  - Multiple spinoff companies
  - Created more than 750 direct jobs
- Develop critical Optics Manufacturing and Material Technologies required for military needs and follow-on commercial spin-offs
  - Workforce development program will be an integral component of the AmeriCOM Institute → disabled, displaced and veteran training programs
- Optics industry leads partnership with universities, community colleges and the Federal and New York State governments
  - Tiered industry membership levels and IP rights
  - Educational and research opportunities for industry, students and faculty
- DOD & NYS funding can potentially leverage ~ \$1.25 trillion of annual commercial market opportunities

# Sources and Uses of Funds

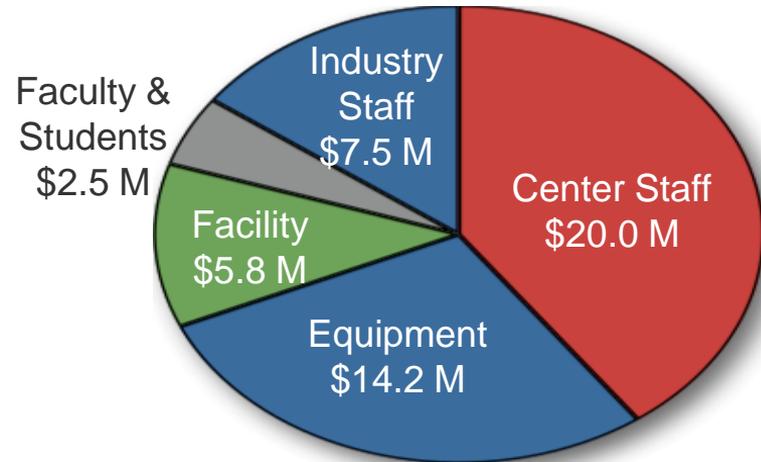
## AmeriCOM Proposed Five Year Funding and Operating Budget

### Sources of Funds



Total proposed cash and in-kind funding = \$50 M

### Use of Funds



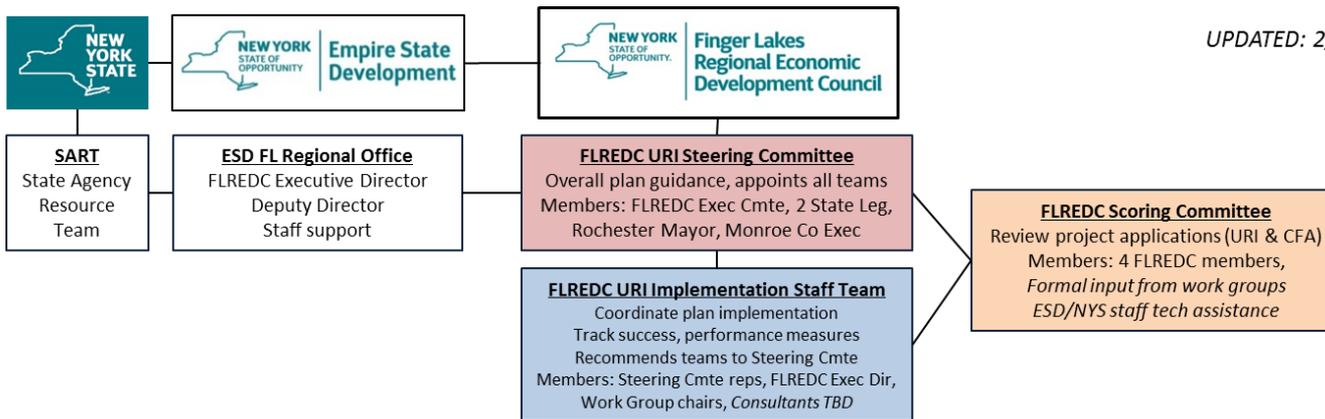
# The First Annual Light and Sound Interactive Conference and Expo



- An interactive conference, trade show, and job fair focused on two of Rochester's core strengths: Imaging and Music
- Fast-growing applications of light and sound including virtual/augmented reality, games, cinema, medical imaging, drones, autonomous vehicles, and new audio technologies
- Builds off of RIT's MAGIC Studio and Center for Imaging Science, and UR Optics, Eastman School, Music Engineering, and URMC
- Located at the Hyatt and Convention Center as well as local museums, Eastman Business Park, and RIT
- Planned for September 12-14, immediately before the Rochester Fringe Festival (Sept. 14-23)
- Modeled after the highly successful South by Southwest Interactive Conference in Austin, TX
- Fund raising underway – sponsorships are available
- Contact [paul.ballentine@rochester.edu](mailto:paul.ballentine@rochester.edu) (585) 748-1408 or [tracy.armstrong@lightandsound.org](mailto:tracy.armstrong@lightandsound.org)

# FLREDC Work Team Structure

UPDATED: 2/25/2016



**Work Groups:** Restructure existing workgroups to develop strategy/projects/initiatives to achieve plan goals (25-member max, can create sub-teams)

<b>PILLAR TEAMS</b>	<b>Optics, Photonics, Imaging</b> Optics, Photonics, Imaging WG <i>Other: CEIS, AIM Photonics, etc</i>	<b>Agriculture &amp; Food Production</b> Ag & Food Processing WG <i>FLX Food Initiative</i> <i>Multi-Regional opportunities</i>	<b>Next-Gen Manufacturing &amp; Tech</b> Advanced Manufacturing WG Energy Innovation WG <i>Subteams: EBP, STAMP, DIZ</i>	
	<b>ENABLER TEAMS</b>	<b>Pathways to Prosperity</b> Workforce Development WG Opportunity Agenda & Veterans TF <i>Rochester-Monroe Anti-Poverty Initiative</i>	<b>Entrepreneurship &amp; Development</b> Entrepreneurship & Innovation WG Community Development WG	<b>Higher Education &amp; Research</b> Higher Education WG Life Sciences WG
	<b>FOUNDATION TEAMS</b>  <i>Quality of Life Issues</i>	<b>Tourism &amp; Arts</b> <i>Focus on annual CFA funding process</i>	<b>Sustainability</b> <i>Continue implementation of the FL Sustainability Plan</i>	<b>Global NY</b> <i>Coordinate export strategy, foreign investment</i>
	<b>Infrastructure &amp; Transportation</b> <i>Focus on other NYS funding programs/opportunities</i>			

**Project Implementation Teams** – Formed separately when major initiatives are funded (as needed/requested by FLREDC, NYS and/or project sponsor)  
 Members: 3-5 industry experts (may come from work groups) that will work with project sponsor to execute the project to successful completion

Work Team	Type	Chair(s)	Facilitators & State Agency Resource Team (SART)
Agriculture & Food Production	Pillar	Jim Pierce, Bill Strassburg	Leah Perkins (Wegmans), Paul D'Amato (DEC), Hector Gonzalez (Ag & Markets)
Entrepreneurship & Development	Enabler	Theresa Mazzullo, Christine Whitman	JaMone Turner (ESD)
Global NY	Foundation	Scott Bass, Leah George	Carolyn Baker-Scott (ESD)
Higher Education & Research	Enabler	Denise Battles, Peter Robinson	Jim Milroy (Geneseo), Mike Kennerknecht (UR), JaMone Turner (ESD)
Higher Ed: Life Sciences	Implementation	Peter Robinson	Mike Kennerknecht (UR), Mark Michaud (UR)
Infrastructure & Transportation	Foundation	Bill Carpenter, Sergio Esteban	Kelly Schmidt (RGRTA), Marcela Tessi (LaBella), JaMone Turner (ESD), Kevin Bush (DOT), JC Smith (EFC)
Inf & Trans: Broadband	Implementation	Sergio Esteban	JaMone Turner (ESD)
Next-Gen Manufacturing & Tech	Pillar	Susan Spencer	Vinnie Esposito (ESD)
Next-Gen: Downtown Innovation Zone	Implementation	Heidi Zimmer Meyer	Vinnie Esposito (ESD), Steve Golding (ESD)
Next-Gen: Eastman Business Park	Implementation	Dolores Krutchen	Tim Palmer (Kodak), Vinnie Esposito (ESD)
Next-Gen: WNY STAMP	Implementation	Steve Hyde	Chris Suozzi (GCEDC), Vinnie Esposito (ESD)
Optics, Photonics & Imaging	Pillar	Jay Eastman, Paul Ballentine	Terry Clas (ESD)
OPI: AIM Photonics	Implementation	Ed White	Vincent Esposito (ESD)
OPI: Photonics Venture Challenge	Implementation	Jim Senall	Vincent Esposito (ESD), Terry Clas (ESD)
Pathways to Prosperity	Enabler	Joe Wesley, Leonard Brock, Todd Oldham	Tori Toliver-Powers (RMAPI), Joe Hamm (DOL)
Sustainability	Foundation	Nabil Nasr, Tom Mitchell	Lisa Templar (RIT), Meredith Smith (RIT), Anthony Hazzan (NYSERDA), Bill Murray (ESD)
Tourism & Arts	Foundation	Don Jeffries, Kelly Kiebala, Pamela Reed-Sanchez	Diana Rapp (VisitRoch), Sharon Leighton (Canals), Fred Bonn (Parks), Rich Parker (Parks), Stefan Fleming (ESD)

# Work Teams: Roles & Responsibilities

## FLREDC Traditional Role

### Annual Work Team/Group “Assignment”:

- Identify sector strategies that align with the Council’s regional strategies.
- Develop and prioritize projects to meet the strategic goals.
- Measure performance within the sector and also among state-funded priority projects.
- Provide input and assist with the drafting of the Progress Report as it relates to the Regional Council “priorities” and “ongoing initiatives.”  
(New in 2016)

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## REDC Guidelines

Working Groups may:

- Help to cultivate projects
- Review “Priority Project Request Forms”
- Assist applicants to shape good projects
- Make recommendations to the REDC about the strategic plans
- Assist in the writing of Progress Reports
- Provide expert advice to the REDC members regarding priority projects

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**2017 CHANGE:** *Work teams no longer able to review, prioritize, recommend projects*  
= Priority Project Request Form & Priority Project Recommendation Sheet will no longer be used

# Work Teams: Roles & Responsibilities

## FLREDC Proposed Role

- Identify sector strategies that align with the Council's regional strategies.
- Develop projects to meet the strategic goals.
- Measure performance within the sector and also among state-funded priority projects (using an updated Dashboard).
- Provide input and assist with the drafting of the Progress Report as it relates to the Regional Council "priorities" and "ongoing initiatives."
- *NEW: Assist FLXFWD communication efforts, including reports at all FLREDC public meetings*

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- Make recommendations to the REDC about the strategic plans
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**FOCUS:** Pillar, Enabler & Foundation Teams should promote funding opportunities, develop project pipeline, connect stakeholders, track/communicate industry data and success stories

## Work Teams: *Action Plan & Dashboard*

- Annual Work Team Memo will be distributed following this meeting
- By June 5<sup>th</sup> new Work Team Dashboard Templates will be sent, focusing on:
  - **Work Team Purpose** (what is the work team mission)
  - **Performance Indicators** (for the industry in our region)
  - **Facilitating Collaborations** (in the region to advance our strategic goals)
  - **Priority Project Updates** (past CFA/URI projects, potential future projects/initiatives)
  - **Workforce Development** (actions being taken to ensure skills for available/expected jobs)
- Dashboards should be completed by August 25<sup>th</sup> for this year's Annual Report
- Ongoing support to publicly communicate FLXFWD progress
  - Including regular reports by 2-3 work teams at all public FLREDC meetings

## Expanding FLREDC Evaluation Team

Evaluation Team will be expanded to 6 members to provide greater perspective:

- Steve Griffin (Yates)
- Tony Jackson (Monroe)\*
- Augie Melendez (Monroe)
- John Noble (Livingston)
- Peter Robinson (Monroe)\*
- Erin Tolefree (Wayne)\*

*\*New member*



REIMAGINING SOCIAL CHANGE

# Rochester-Monroe Anti-Poverty Initiative (RMAPI) Update

FINGER LAKES REGIONAL ECONOMIC DEVELOPMENT COUNCIL  
MAY 25, 2017

# FSG's collective impact engagement with RMAPI spanned six months

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*Dec*

*Jan*

*Feb*

*Mar*

*Apr*

*May*

**1. Stock-taking**

**2. Strategy Development**

**3. Governance and operating considerations**

**4. Capacity Building**

## **FSG's final deliverables include:**

- Strategic positioning and common agenda
  - Measurement and evaluation plan
  - Operating plan
- 
- Implementation plan with 18-month milestones

# RMAPI's goal, role, and approach

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RMAPI's ultimate **goal** is to contribute to improved quality of life by reducing poverty and increasing self-sufficiency.

RMAPI is a **collection** of individuals and organizations **working together** in new ways to tackle **systemic root causes** that contribute to poverty

RMAPI works alongside and in close partnership with **existing programs and initiatives** in our community to:

- **Build** trust and relationships among people living in poverty and those working to end it
- **Connect** the individuals and organizations working to reduce poverty to increase coordination and reduce duplication
- **Coach and support** individuals and organizations on how to address trauma, structural racism, and community building in their practices, programs, funding, and decision making

# RMAPI's STRATEGIC FRAMEWORK

The **ultimate goal** we hope to achieve

To contribute to improved quality of life by reducing poverty and increasing self-sufficiency

The **changes for households** we strive to affect

Increased income, affordability of basic needs, and neighborhoods with lower concentrations of poverty

The **redesigned systems** we will create

Person-centered systems that are accessible, aligned, culturally responsible, coherently funded, data-driven, equitable, and principle informed

The initial **five strategies** RMAPI will implement

1. Connecting and coordinating **service provision**

2. Enabling sustainable **employment**

3. Designing and advocating for effective **benefits\* and policies**

4. Ensuring **learning and data-driven action**

5. Equipping individuals and organizations with awareness, tools, and practices around addressing **trauma, combatting structural racism, and building community assets**

\* Benefits include government programs such as SNAP, vouchers or subsidies for housing or childcare, EITC, etc.

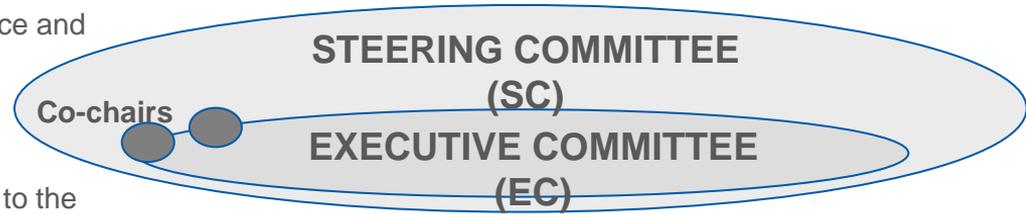
# RMAPI's OPERATING STRUCTURE

## STRATEGIC OVERSIGHT

**SC purpose:** provide strategic oversight / guidance and champion the effort in the community

**EC purpose:** bring recommendations to the larger group for consideration and decision-making

**Co-Chair purpose:** provide day-to-day oversight to the backbone staff (i.e., meet with on a more frequent basis, serve as thought partner)



## IMPLEMENTATION AND ACTION

**Service provision working group**

**Purpose:** connect and coordinate service provision

**Employment working group**

**Purpose:** enable sustainable employment

**Policy working group**

**Purpose:** design and advocate for effective benefits and policies

**Evaluation and data working group**

**Purpose:** ensure learning and data-driven action

## COORDINATION

### Community Advisory Council

**Purpose:** provide voice of lived experience across RMAPI's work

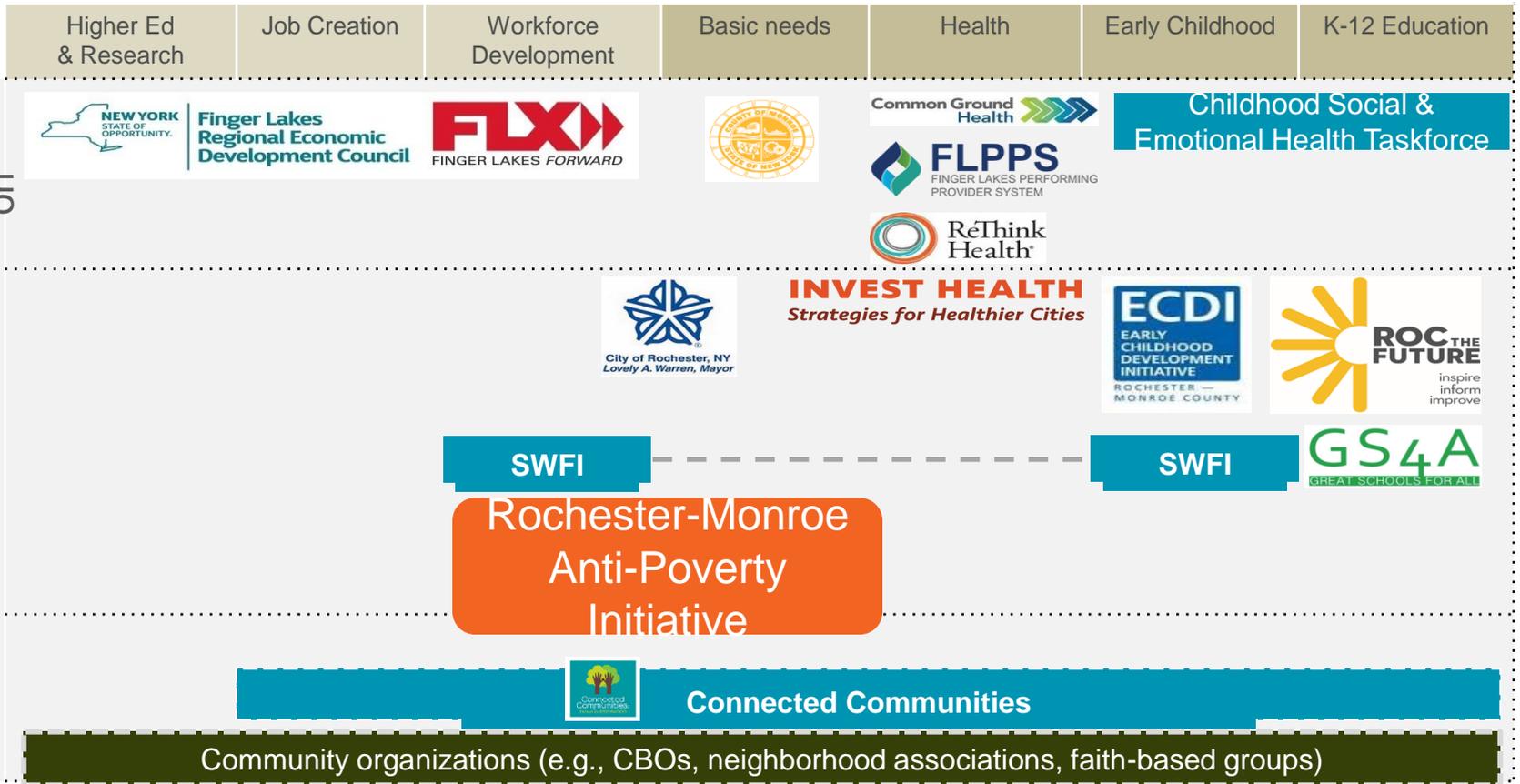
### Funding Alignment Council

**Purpose:** promote and facilitate alignment and coordination of public and private funders toward anti-poverty goals

### Backbone staff

**Purpose:** facilitate coordination across the initiative, foster shared accountability, ensure progress towards milestones, and monitor progress towards the ultimate goal

# RMAPI is acting in collaboration with many other initiatives



# The FLREDC will continue to be an important partner in RMAPI's collective work of poverty reduction

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- Joint FLREDC-RMAPI Work Team: Pathways to Prosperity
  - “Pathways to Prosperity” Anti-Poverty Impact Form
  - Alignment of processes and funding priorities
  - Coordination with project sponsors seeking state funding
- Utilizing URI/CFA funds to support anti-poverty efforts, such as:
  - Support for workforce development efforts throughout the FL region
  - Directly funding One Community Plan pilot projects
  - Anti-Poverty Incentive Grant (ex. North American Breweries, Clearwater)
- Encouraging businesses to participate on RMAPI's new Employer Work Group
  - Improve awareness & effectiveness of hiring and on-boarding strategies



**Finger Lakes  
Regional Economic  
Development Council**

**United for  
Success**



FINGER LAKES *FORWARD*