



Finger Lakes Regional Economic Development Council

Public Meeting: July 14, 2015

Wegmans Conference Center

- Welcome from Co-Chairs & Lt. Governor Hochul
- Workgroup Presentations
- Upstate Revitalization Initiative (URI) Status Upstate
- Lunch Break
- Strategic Implementation Assessment Team Presentation
- Bus Tour (*SIAT and FLREDC members only*)

FINGER LAKES MANUFACTURING COLLABORATIVE

Workforce

Workforce Development

Identification of industry needs

Development of relevant curriculum

Delivery of
Training/Mentoring/Coaching

Employer/Candidate Matching

Opportunity Access

Outreach & Support

Women & Minorities Business
Assistance

Underserved urban & rural
community engagement

Small Business Revolving Loan
Fund

Advisory Board

Integration

Knowledge Clearing House

Industry Economic Data Analysis
& Priority Setting

Knowledge Diffusion

- Information Dissemination & Best Practice Exchange
- Website, Technology & Management Databank & Library, Listserve, Publications

Technology Transfer

Performance Metrics &
Evaluation

Advanced Manufacturing User
Facilities

Discovery

Innovation Testbeds – R&D

Identification of disruptive technology
opportunities

Evaluation of opportunity impact on
local industry

Collaboration with industrial partners
in execution of innovative projects

R&D in Product, Process, and
Technology

Acceleration

Technology Accelerator

New Product Commercialization
Assistance

Technology Development &
Validation

Linkage with Business Incubators &
Fundors



2015 Priority Project Recommendations: TOP PRIORITIES

High priority projects, including potential “Transformational” projects for Upstate Revitalization Initiative (URI) funding

Project Name	County	Jobs	CFA/URI	Total Investment
Aquaponics	Monroe	400	URI	\$250M
Project Say Cheese	Genesee	100	URI	\$25-\$50M
PridePak Veggies	Orleans	206	URI	\$56M
Project Iowa	Livingston	50	URI	\$66M
All Other	Finger Lakes	1337	CFA/URI	\$908M



Currently in our Portfolio:

	Capital Investment	Jobs	Payroll	Total Investment
Announced, Potential (15)	\$319M	1,184	\$266M	\$585M
Growth and Expanding (13)	\$265M	862	\$183M	\$192M
Beverage (8)	\$5M	17	\$4M	\$8M
Dairy (15)	\$88M	162	\$36M	\$106M
Other/Incubator/Tourism (7)	\$126M	142	\$31M	\$106
Total	\$933M	2,093	\$560M	\$1,320



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Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Finger Lakes Regional Fund <i>(Combines Rochester Regional Fund & Urban Core Reinvestment proposals)</i>	Greater Rochester Housing Partnership	Region	URI	Funding mechanism to leverage private investment, strengthen commercial and neighborhood main streets, deconcentrate poverty, and provide housing choice by repurposing vacant and underutilized structures. Finance portions of individual community development projects that meet FLREDC’s strategic and community goals. Foster mixed-use and mixed-income redevelopment of Rochester city neighborhoods, as well as in small cities and villages across the region.
Brownfield Opportunity Area (BOA) Revitalization Fund	City of Rochester and other Regional Representatives	Throughout Region	URI	National study shows \$1 Brownfield public investment yields \$8 total investment. Create a fund for predevelopment needs for getting sites for market ready and quality of life improvements in Brownfield Opportunity Areas. CFA Example: Genesee River Community Resilience Project- Rochester’s West River Wall.
Joseph Floreano Rochester Riverside Convention Center	City of Rochester	Region	URI	The expanded center would be the workplace of 1,520 employees earning more than \$37 million a year. The project yields \$109 million in new economic activity in Rochester each year.



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Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Renovations at the Blue Cross Arena at the War memorial	City of Rochester	City of Rochester & Region	\$9,000,000 CFA	The City has a strong asset in the Blue Cross Blue Cross Arena at the War Memorial and in spite of its age, it remains busy. A unique and improved venue will illustrate that Rochester is on the move and innovating in ways that will attract residents and visitors to the urban core and remain the community wide asset is has been revered as since its construction. Improvements yield \$116,000 per year gain in base case scenario.
East Main Street Reconstruction	City of Rochester	Rochester	\$3,200,000 CFA	This vision seeks to transform the corridor connecting East Main St. to Downtown Rochester , currently characterized by vacant and underutilized properties, fast moving traffic, failing pavement, and an unappealing streetscape, into a vibrant mixed-use mixed-income community with an attractive, sustainable streetscape that is highly walkable and bike-friendly.
Downtown Innovation Districts <i>(Combines Urban Entrepreneurship Ecosystem, Regional Innovation Districts, Urban Core Reinvestment, & Grow Rochester Fund proposals)</i>	Rochester Downtown Development, Corporation, Pathstone Enterprise Center, Ibero, City of Geneva, Batavia Development Corporation	City of Rochester & Region	URI	Leverage emerging Rochester Downtown Innovation Zone and existing NFPs to create Urban Entrepreneurship Ecosystem. Develop culture of urban entrepreneurship and success by creating strong business support network, access to micro loan funding, new urban business market opportunities, and training/education modules for lower-income high school, post-secondary, and adult populations in the city of Rochester and throughout the region. Grow impact and capacity of Downtown Innovation Districts across region (e.g., Food & Beverage Innovation District in Geneva and Batavia’s Food Processing Innovation District).



OPTIONAL: Other Workgroup Recommendations/Updates

[Add any additional slides with more detail about new projects, status on existing/completed projects, strategic plan recommendations, or any other information to be shared]

The Community Development Workgroup goals are to invest in the strength of its communities, create economic opportunities for diverse populations, and grow, connect, and retain the region's workforce and firms. The 2015 changes to the strategy include:

- Inclusion of historical preservation and redevelopment of infrastructure
- Encouraging creation and innovation in start up and mature businesses
- Fostering economic investment in targeted community areas and Brownfield Development Opportunities
- Emphasis on development of mixed income communities and housing choice
- Integrating sustainable best practices, which align with the Finger Lakes Regional Sustainability Plan

Finger Lakes Economic
Development Council

Eastman Business Park

Work Group

July, 2015



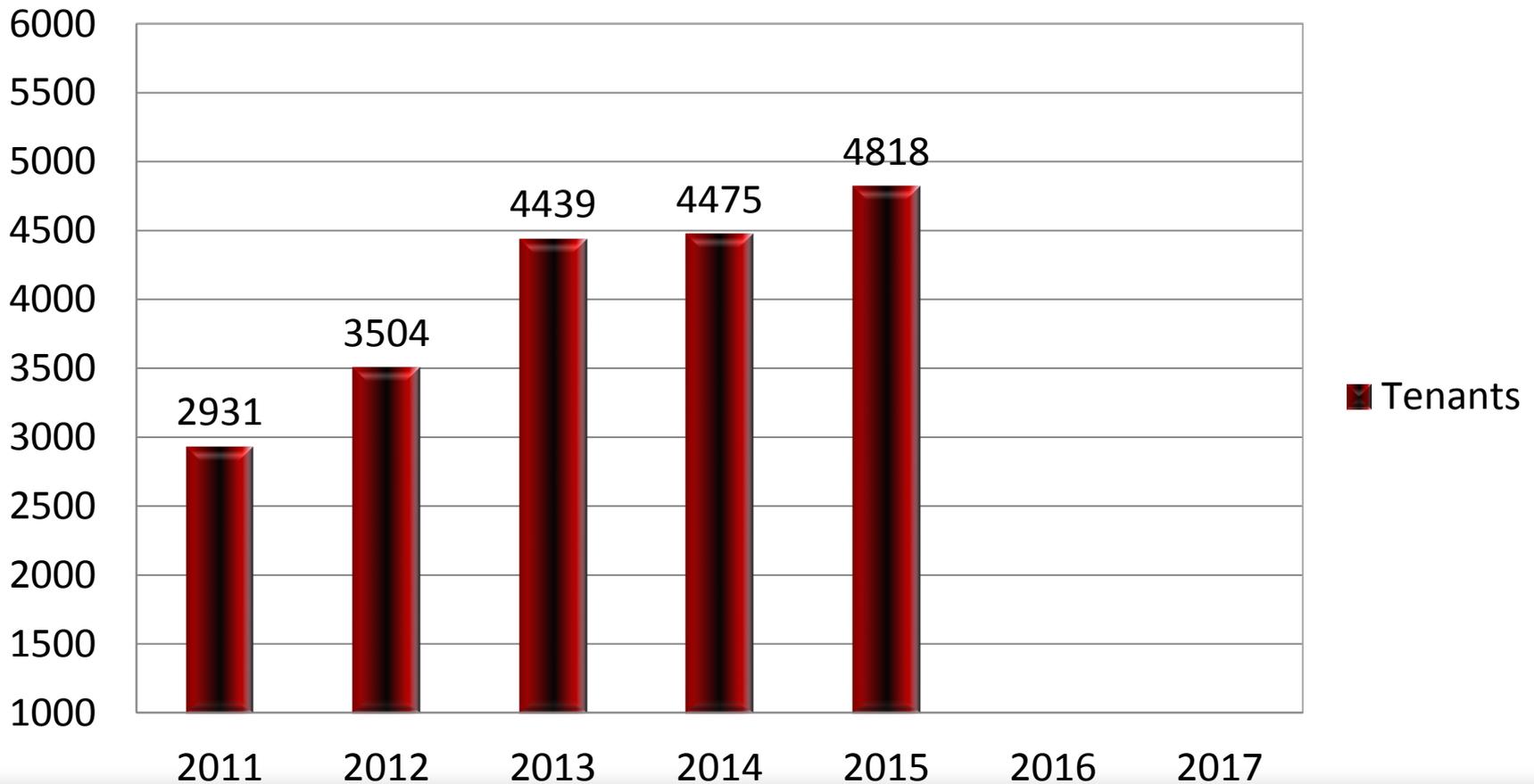
VISION/STRATEGY

- NYS Premier Center for Commercialization of new technology in the areas of energy innovation, biobased materials, functional films and agriculture and food processing.



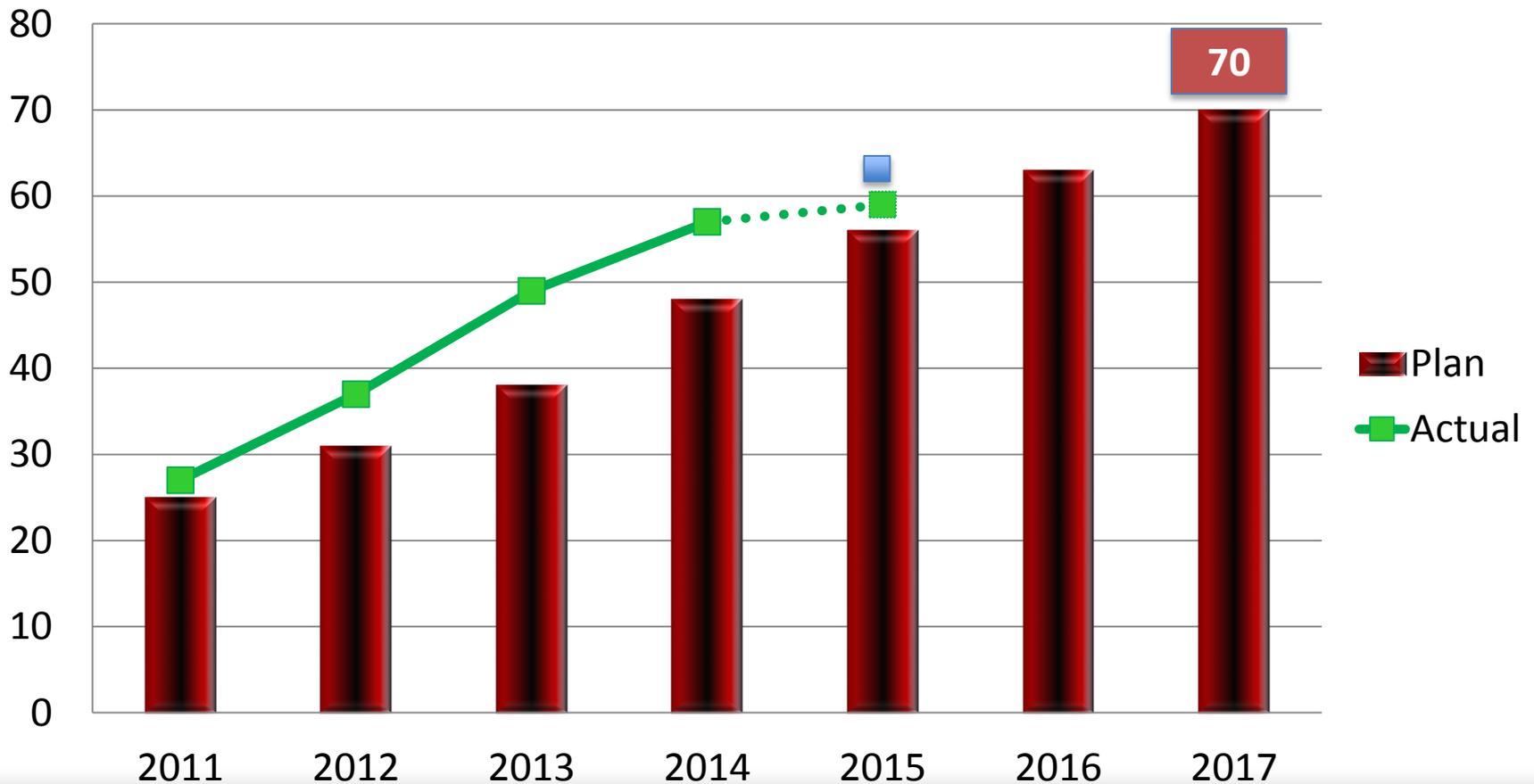
KEY PERFORMANCE METRICS

EBP TENANT ONLY JOBS





KEY PERFORMANCE METRICS COMPANIES



KEY ACTIVITIES AND SUCCESSES

- Decision to Retain EBP
- Successes YTD
 - Receipt of \$611K Grant to Establish Commercial Accelerator
 - SiGNa Chemistry located their pilot manufacturing plant in Building 218
 - Partnership with Oak Ridge National Labs



PRIORITY PROJECT UPDATE

1. Sweetwater Energy
2. Urban Electric Power
3. Cadenza
4. SFI, Inc.
5. Molecular Glasses



2015 Priority Project Recommendations: TOP PRIORITIES

High priority projects, including potential “Transformational” projects for Upstate Revitalization Initiative (URI) funding

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Cellulosic Sugar Manufacturing	Sweetwater Energy/EBP	Monroe County City of Rochester within EBP	\$25M	Total Project Cost = \$150M 100 direct jobs, 150 indirect jobs Spending on \$30M annually on NYS suppliers. Will be third largest utilities user! Leverage = ~ 8:1
Zinc – Manganese Battery Manufacturing	Urban Electric Power	Monroe County Town of Greece within EBP	\$3.5M	Total Project Cost = \$16M 40 direct jobs, 20+ indirect jobs Leverage = ~ 6:1
Lithium Ion Battery Manufacturing	Cadenza	Monroe County Town of Greece or City of Rochester within EBP	TBD – finalizing CFA	TBD – finalizing CFA
Several Small Start-up Companies	Security Films, Inc Molecular Glasses	Monroe County Town of Greece or City of Rochester within EBP	<\$1M each	Both companies are completing their prototyping and getting ready to start pilot and commercial scale-up. Types of companies that benefit from assets at EBP



2015 Priority Project Recommendations: TOP PRIORITIES

High priority projects, including potential “Transformational” projects for Upstate Revitalization Initiative (URI) funding

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Battery Mfg @ EBP	Cadenza	Monroe	TBD	CFA under development
Battery Mfg @ EBP	Urban Electric Power	Monroe	\$3.5M	CFA under development - \$16M total project
Battery Mfg @ EBP	Apogee Power USA	Monroe	TBD	CFA under development

Cadenza Innovation Corporate Overview

- Cadenza Innovation has developed a breakthrough lithium ion cell architecture that will enable the production of the highest energy density, lowest cost and safest batteries in the industry
- Founded in 2012 by Dr. Christina Lampe-Onnerud, previous Founder and CEO of Boston Power - now headquartered in Beijing with over 500 employees, sold out “Giga”-factories and a likely IPO in 2016
- Christina is joined by five other former Boston Power executives, including the COO & CTO, who are leading the growth of Cadenza Innovation
- Already contracted with global top 10 auto OEM (Fiat Chrysler) and won a major ARPA-E award (\$3.5M)
- Secured global development partners including Alcoa, Morgan Advanced Materials, Samsung SDI/Magna, NREL, MIT

Cadenza Innovation Technology

- Cadenza has invented a new Li-ion architecture that produces:
 - Industry leading energy density
 - Industry leading low cost
 - Industry leading safety and thermal protection
- Projected cost below \$150 kWh is six years ahead of DOE goal
- Technology validated by DOE, global customers and partners
- Commercialization within 12-18 months and mass production by Cadenza and/or partners likely by 2018

Cadenza Innovation Rochester Proposal

- Assembly and packaging plant of world leading batteries
- Located at Eastman Business Park
- Utilize, contribute to and help grow emerging world-class battery community in Rochester
- Potential 20-50 employees over time
- High number of engineers and professional workers
- Operations will provide potential opportunities for local sub-contracting

Innovative Battery Cell

Safe Alkaline Chemistry
Non-Flammable
Non-Toxic
Long Life
Simple and safe manufacturing process
Low Cost

Manufacturing Scale Up

UEP proposes the ideal location for manufacturing to be in the Kodak Facility at Rochester, NY.

The line will scale from 17,000 battery modules in year one growing to over 200,000 battery modules produced annually by 2020.

In 2017, UEP will scale to 102 skilled well paying jobs.

UEP requires \$3.5M in NYS support of a total \$16M capital budget to begin efforts at the Kodak Facility.

Timeline

Q1 2016: Finalize Lease

Q1-3 2016: Equipment & Building Retrofit

Q4 2016: Manufacturing starts

Q1 2017: Expansion Equipment & Installation

2019: Final Phase of Line Expansion

URBAN ELECTRIC POWER

When evolution is revolution: safe, clean, low-cost energy storage.

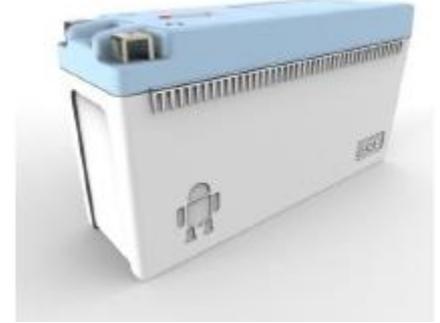
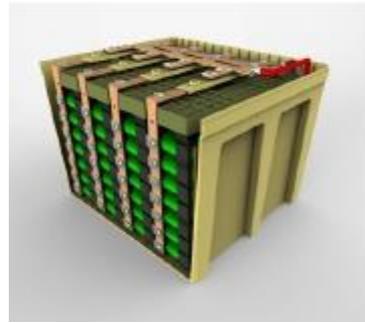


1.5kWh 12/24V battery module // 15kWh energy storage system

- UEP proposes to build an Energy Storage Manufacturing Facility in Rochester at 2301 Mt Read Blvd, S. Service Rd (B-318), site of the former Kodak Factory, which has been redeveloped into a mixed-use facility for commercial businesses and start-up companies. The Energy Storage Manufacturing Facility will produce battery systems based on the Zinc-Manganese Dioxide battery technology developed at the CUNY Energy Institute, which is headquartered at the City College of New York. This is a product invented, developed and now manufactured, all within the State of New York.
- These funds will go to renovating facilities, obtaining manufacturing equipment, lab supplies, office furniture, and conducting feasibility studies for further growth opportunities within the existing site. The \$3.5million requested from NYS will allow UEP to begin manufacturing today while retaining a manufacturing facility and creating manufacturing jobs in NYS. The production and adoption of UEP's sustainable energy storage technologies will demonstrate that affordable, safe energy storage has the potential to transform the carbon-based, inefficient 20th century grid. NYS will see the benefits of reduced cost of energy, grid congestion reduction, and less need for inefficient, highly polluting peaker plants.

Apogee Products

(6V,12V,24V, 48V,72V, 96V, 380V Rechargeable Intelligent Battery Packs)



Apogee Manufacturing Plant at Eastman Business Park

- Three business units to work from the plant
 - DOD
 - Commercial
 - R&D
 - 13 Sole Source Batteries from the DOD
 - 4 current R&D projects
 - EV/HEV
 - Li-Air
 - Ceramic Battery
 - DOD Testing
- Commercial Business (includes utilities & integrators)



FL Global NY Work Group goals/objectives:

- 1) Increase and attract international investment
- 2) Create jobs
- 3) Minimize real and perceived export barriers
- 4) Catalyze under-exporters and provide targeted export interventions in key innovation sectors
- 5) Strategically market regional strengths and key industry sectors as global business solutions

ENTREPRENEURSHIP & INNOVATION

Wealth Creation Across the Economic Spectrum





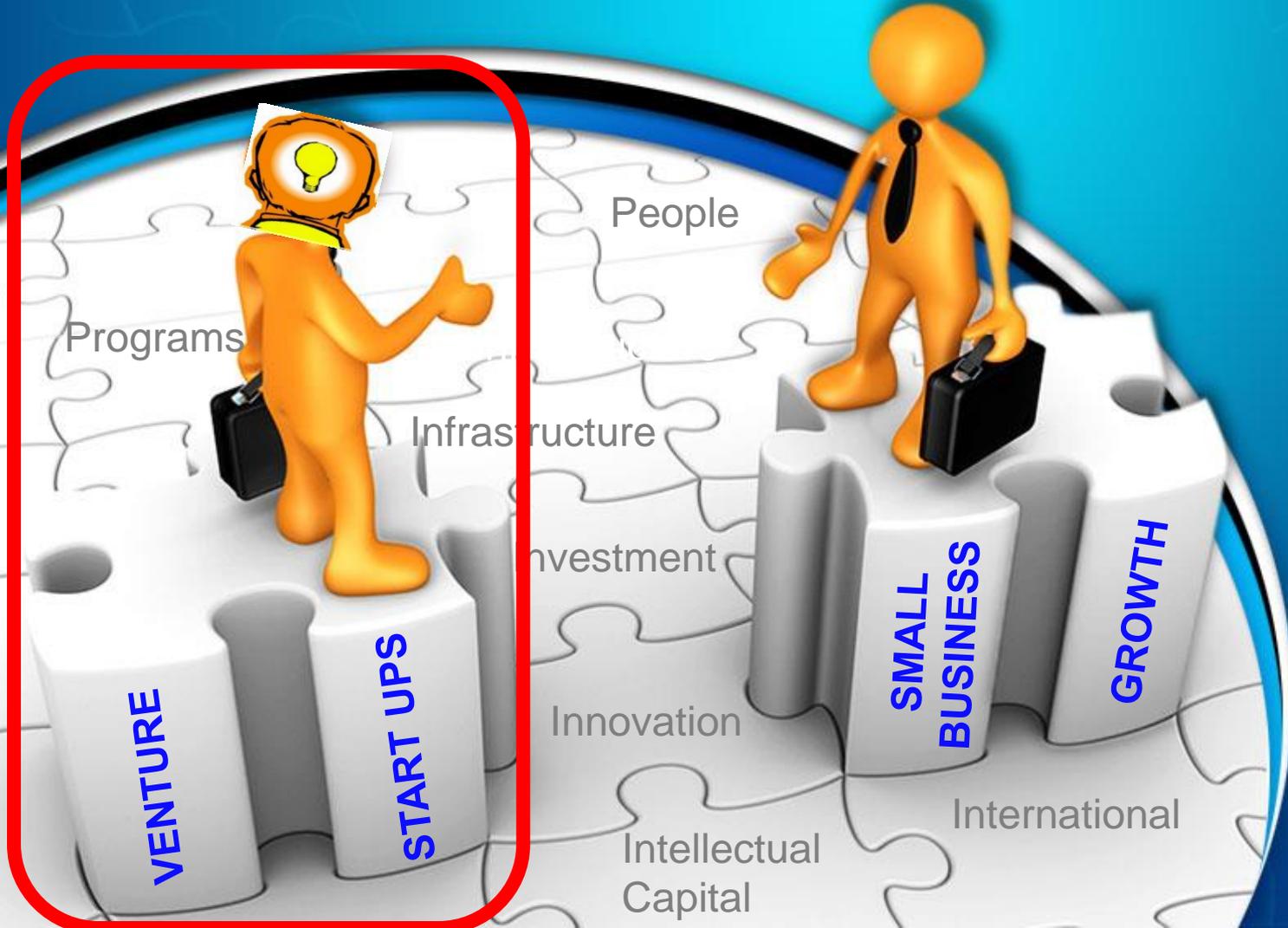
Three New Initiatives to: Accelerate Venture Startups Grow Small Business

- Venture Challenge \$4 Million/year
- Finger Lakes Venture Fund \$7-10 Million/year
- Small Business Initiative \$2 Million/Year

Total: \$13-16 Million/ year for 5 years

TWO STRATEGIES. ONE GOAL.

WEALTH CREATION FOR ALL



Venture Challenge

A Startup Accelerator Competition

- **Description:** Global Start Up Competition on steroids
Based on Mass Challenge- a national successful model
- **Geographic:** Global recruiting up to 40 startups from region & world
- **Industry Focus:** Across multiple industry segments
- **Strategy:**
 - Winner: Top 10 Best in Class receive \$100K
 - Access to investors in Rochester, NYC and Boston.
 - Space in Accelerator
 - More!
- **Job projections:** 1300 Direct FTE in 5 years
- **Projected Leverage:** 9:1



Finger Lakes Venture Fund

“Solving the Capital Gap”

Description: A \$35- \$50M Seed and Round A Venture Fund

Geographic Focus: Finger Lakes Region

Industry Focus: Life science, Material science, Photonics, IT/Software Engineering

VC Fund Strategy:

- Seed and Early Stage high tech startup companies

- Life of fund is 10 years

- Managed by experienced fund manager with track record

- Will seek Private co-investment capital from multiple sources

Job Projection: 1,000-1,429 new jobs (Avg Salary: \$70K)

Projected Leverage: 28:1



TWO STRATEGIES. ONE GOAL.

WEALTH CREATION FOR ALL



Urban Entrepreneur Initiative

Accelerating Small Business Growth in our City & Region

- ✓ Grow **200** small businesses, 5 years
 - ✓ Center for Urban Entrepreneurship, Accelerator Cooperative, Innovation Zone.
 - ✓ Incubation, mentoring, navigator support.
 - ✓ RIT, UR, REOC/SUNY Brockport, Urban League, Ibero-American Action League, Pathstone, City of Rochester, YEA and others.
- ✓ 'Hand-hold' through entire startup process, funding sources with incentives to put money to work.
- ✓ Rolling enrollment of 3-4 cohort training groups per year.
- ✓ Regional "Buy Local" Collaboration to create sales for local urban and MWBE companies.

Job projections: 750 new jobs

Projected Leverage : 50:1



Accomplishments

- ✓ *Video conferencing facilities connecting regionally & globally.*
- ✓ *Entrepreneur Ecosystem Portal –2 tracks –Venture and Small Business.*
- ✓ *Accelerator & Center for Urban Entrepreneurship within Innovation Zone with \$>750M of private sector investment.*
- ✓ *Collaboration between > 18 Partners across region*
- ✓ *1st Jazz Tech event.*
- ✓ *Incubators graduated > 40 companies*
- ✓ *Job creation of >1200 FTE.*
- ✓ *Seed & Venture Capital raised > \$100M.*

We are ready!



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We are ready!



ENTREPRENEURSHIP & INNOVATION

Wealth Creation Across the Economic Spectrum





2015 Priority Project Recommendations: TOP PRIORITIES

High priority projects, including potential “Transformational” projects for Upstate Revitalization Initiative (URI) funding

Project Name	Organization/ Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Town of Alabama water project to support STAMP	Town of Alabama	Alabama, Genesee Co.	\$3.4M & URI	\$8M total project cost 10,000 jobs at STAMP
Orleans Co. Agri-Products Processing Facility	Orleans County Economic Development Agency	Medina, Orleans Co.	\$600K & URI	\$2.1M total cost 30 jobs
Export Assistance Program	High Tech Rochester	Finger Lakes Region	\$250K	\$500K 3-5+ per company Retain 100+



FL Global NY Work Group Initiative:

- Multi-regional collaboration on Global NY initiatives
- 86% of attendees met someone, or learned something that will assist them in exporting or increasing current international business activity
- 98% percent of attendees said they plan to attend next year and will recommend the conference





2015 Priority Project Recommendations: TOP PRIORITIES CFA ONLY

High priority projects, including potential “Transformational” projects for Upstate Revitalization Initiative (URI) funding

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Student Center Green Roof Project	FLCC	Canandaigua	CFA \$180,000	Will provide a living laboratory where the building itself can be used as a teaching tool. Students will see real-world applications of the principles they learn in their classes and become an integral part in the development of sustainable solutions for FLCC. Total project cost \$200,000
Eastman Community Music School/Messinger Hall Renovation	Eastman School of Music	City of Rochester	CFA \$1 million	Renovation will enable the school to increase enrollment size, better accommodate families, and extend its outreach in the Rochester community. Project will add at least 24 new teaching studios, 2 classrooms, staff offices & waiting area for parents. Total project cost \$5.4 million. 127 new jobs; 66 retained
Sampson Theatre Renovation Planning Grant	Keuka College	Penn Yan	CFA \$49,500	Would support planning for rehabilitation and renovation of the Sampson Theatre and construction of a multi-purpose annex on an adjacent vacant lot in Penn Yan. The theatre, built in 1890, was damaged by the devastating floods in the spring of 2014.
Center for Entrepreneurship, Innovation & Economic Development	SUNY Geneseo	Geneseo	CFA \$5.4 million	To spur entrepreneurship and drive economic growth & development by establishing a one-stop center for inventors and businesses. Total project cost: \$6.9 million. 144 new jobs; 3 retained jobs



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Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Smith Science Center Renovation	Roberts Wesleyan College	Chili	CFA \$1 million	Will support workforce education for STEM and Nursing fields by providing state-of-the-art work, research and education spaces, enabling Roberts to fully support increasing enrollment and help train and retain critical intellectual capital in our region. Total project cost: \$7 million
Workforce Development = Economic Success	FLCC	Canandaigua	CFA \$76,500	FLCC seeks to eliminate the barriers to skilled employment for low-income people in the Finger Lakes Region by offering accelerated non-credit training programs in the Advanced Manufacturing and Health Care sectors. The project will serve twenty-six (26) dislocated workers in the nine county Finger Lakes Region. Total project cost: \$92K
Special Populations in Workforce Development	FLCC	Canandaigua	CFA \$22,000	Provide workforce development training and job placement to special populations within the FL region. Total project cost: \$37,500



2015 Priority Project Recommendations: TOP PRIORITIES for URI

High priority projects, including potential “Transformational” projects for Upstate Revitalization Initiative (URI) funding

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Institute for Data Science (Capital Project)	University of Rochester	City of Rochester	CFA/URI \$23.5 million	Total project cost: \$100 million Leverage: \$330 million in research funding Jobs: 230 construction, 150 direct & indirect
Center for Additive Manufacturing (Equipment)	RIT	Town of Henrietta	CFA/URI \$3.5 million	Leverage: \$1.4 million in RIT funds Potential federal funding, \$3-4M/year Jobs: tbd
Food & Beverage Innovation District	FLCC, Hobart & William Smith Colleges and City of Geneva	Geneva	CFA/URI Amount tbd	This is a multi-pronged initiative with details still being developed. Would involve broad partnership between the colleges and the City of Geneva to leverage assets in the food and beverage industry cluster.
Institute for Pharmaceutical Innovation & Strategic Partnership	St. John Fisher College	Pittsford	URI Amount tbd	Laboratory upgrades to provide analytical drug testing services to healthcare systems with compounding pharmacy facilities & a hub for local players in the drug discovery and development industry to collaborate.
Workforce Development Project	FLCC & GCC	Regional	URI Amount tbd	Project will address the need for accelerated non-credit workforce development training programs for high school graduates that do not plan on



2015 Priority Project Recommendations: TOP PRIORITIES

High priority projects, including potential “Transformational” projects for Upstate Revitalization Initiative (URI) funding

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
MAGIC Spell Studios	RIT	Town of Henrietta/City of Rochester	URI, potential request for program support, amount tbd	Total Project cost: \$27 million NYS funding awarded: \$13.5 million 100 direct jobs/300 indirect jobs
Finger Lakes Regional Workforce Development Center @ Eastman Business Park	MCC	City of Rochester	URI	Center will serve as a regional industrial training facility serving businesses in high growth STEM industries. The purpose of the Center is to improve diversification in workforce development programs to bridge the gap between employer needs and workforce skills vital to the region’s businesses. Will train 2300 workers over 5 year period. Total Project Cost: tbd



- Other Recommendations
 - Regional Veterans Service Center
 - Collaboration with Veterans Outreach Center and Regional Higher Education Institutions to attract and retain returning service members to FL region
 - Grow Enrollment in Higher Education
 - Increased enrollment in higher education will create jobs and stimulate economic growth throughout the region



2015 Priority Project Recommendations: TOP PRIORITIES

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
NYS Route 390/I-490/ and Lyell Avenue Interchange	NYS Department of Transportation	Monroe County; Towns of Gates and Greece	To be constructed in four phases at a total cost of \$157 million	<ul style="list-style-type: none"> • Address existing and future safety and capacity issues, which negatively impact travel times for commuters and freight and limit the viability of business • Replacement of several bridges that are at the end of their useful service life and additional lanes to reduce weaving movements • Critical to continued development of Eastman Business Park – if not addressed, will become even more of a bottleneck <ul style="list-style-type: none"> ○ 200,000 vehicles use the interchange every day – equivalent to the traffic carried by the Brooklyn Bridge & Manhattan Bridge combined ○ 16,000 trucks use the interchange daily & Planned projects will add 100 -200 trucks per day plus 1% growth annually



2015 Priority Project Recommendations: TOP PRIORITIES

Project Name	Organization / Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
STAMP Infrastructure and Transportation Improvements	Genesee Gateway Local Development Corporation	Genesee County; Town of Alabama	CFA project is for \$3.4M to extend water system to support STAMP campus	<ul style="list-style-type: none"> • \$33 million awarded in SFY 14-15 NYS Budget for engineering and infrastructure connections. • Future funding to be sought for upgrades to NYS Route 77 and other improvements as needed based on build out. • Active sales and marketing continue – negotiations underway with potential initial tenants
Route 318 Corridor Infrastructure Enhancements	Seneca County Economic Development	Seneca County	Project cost is \$7,748,000, funds being requested are \$2,748,000.	<ul style="list-style-type: none"> • This project extends and increases capacity of the public sewer system from the Thruway exit to the Waterloo Outlet Mall. • Will lead to over 1,000 jobs in addition to the 1,500 added by new casino.



2015 Priority Project Recommendations: WORK GROUP RECOMMENDATIONS

Table with 5 columns: Project Name, Organization / Sponsor, County/Town, CFA Prog Ask (and/or URI), and Description/Note. Row 1: Transformative Corridors * (Genesee, Monroe and Ontario; Genesee County; Town of Alabama, Monroe County; Rochester, Ontario County; Town of Victor)

* See graphic next slide.

2015 Priority Project Recommendations: WORK GROUP RECOMMENDATIONS

Transformative Corridors



Mt. Read Boulevard

City of Rochester | Monroe County

Buffalo Road (NYS Route 33) to West Ridge Road (NYS Route 104)

- Gateway to Eastman Business Park with 1M square feet of manufacturing and warehouse development.
- 3,000 new jobs along the corridor.
- 12 distinct redevelopment sites.
- 4% employment growth per year.
- Eliminates a barrier between a ready and willing workforce and established businesses/emerging ventures.



NYS Route 77

Towns of Pembroke & Alabama | Genesee County

NYS Thruway (I-90) to Judge Road (NYS Route 63)

- Serves New York State's second mega-site for nanotech-oriented manufacturing, advanced manufacturing, and large scale bio-manufacturing projects.
- 10,000 new jobs on-site.
- 1,250 acres.
- \$4.7 billion in annual regional economic output.
- Ensures there is sufficient capacity and optimal operations between the NYS Thruway and the site for employees, materials, and outputs.



NYS Route 96

Town & Village of Victor | Ontario County

NYS Thruway (I-90) to the Town/Village of Victor Line

- Sought-after location for new and expanding technology-based manufacturing, telecommunications, and multi-regional retail/recreational developments.
- 1,700 new jobs at Fisher's Ridge, a 95-acre mixed-use development.
- Hundreds of high-tech jobs and nearly 100,000 square feet of new facilities added at the adjoining Lehigh Crossing Office Park and Meadows Business Park.
- Pinnacle Athletic Campus will host sports tournaments attracting teams from beyond the Region, resulting in increased tourism-related spending.
- Provides for future growth between the NYS Thruway and Village of Victor Business District through access management and improved traffic signal operation.



TRANSFORMATIONAL PROJECT UPDATES

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Inner Loop East Transformation Project	NYS Department of Transportation	Monroe County	\$16.5 million (construction only)	<ul style="list-style-type: none"> Funding for construction obtained from USDOT in 2013 Work began in 2014 and is slated for completion Winter 2017.
Access 390 Initiative	NYS Department of Transportation	Monroe County; Town of Henrietta	\$70 million for all four phases.	<ul style="list-style-type: none"> New off-ramp at East River Rd. and roundabout at East River Rd./Kendrick Rd. completed 2012. New on-ramp at Kendrick Rd. And widening of Kendrick Rd. Bridge over I-390 was completed 2013. New on-Ramp at West Henrietta Rd., rehabilitation of West Henrietta Rd. Bridge over I-390 fully funded and expected to be completed in October 2015. Funding for new East Henrietta Rd. Bridge over Erie Canal and reconfiguration of I-390/East Henrietta Rd. interchange secured February of 2014 by Governor Cuomo. Work started in 2015 and completion for 2017.



TRANSFORMATIONAL PROJECT UPDATES

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
The Portageville Freight Rail Bridge Replacement Project	NYS Department of Transportation	Wyoming County; Letchworth State Park	\$68.5 million	<ul style="list-style-type: none">• \$51 million in private sector funds have been committed to the project.• Project received \$2 million in funding during the 2011 CFA process.• A total of \$12.5 million in NYS and federal funds have been secured and design and permitting have been completed.



Mission/Vision Statement

The Finger Lakes Region is a national hub for biomedical research and commercialization.

Over the next five years, the region will:

- **Invest** in academic/private R&D projects
- **Accelerate** the translation of scientific discoveries into commercial opportunities by increasing the region's capacity to support and fund new start-up companies
- **Sustain** and expand regional capabilities in biotechnology and pharmaceutical manufacturing
- **Expand** capacity and reach of the region's life sciences incubation and acceleration facilities

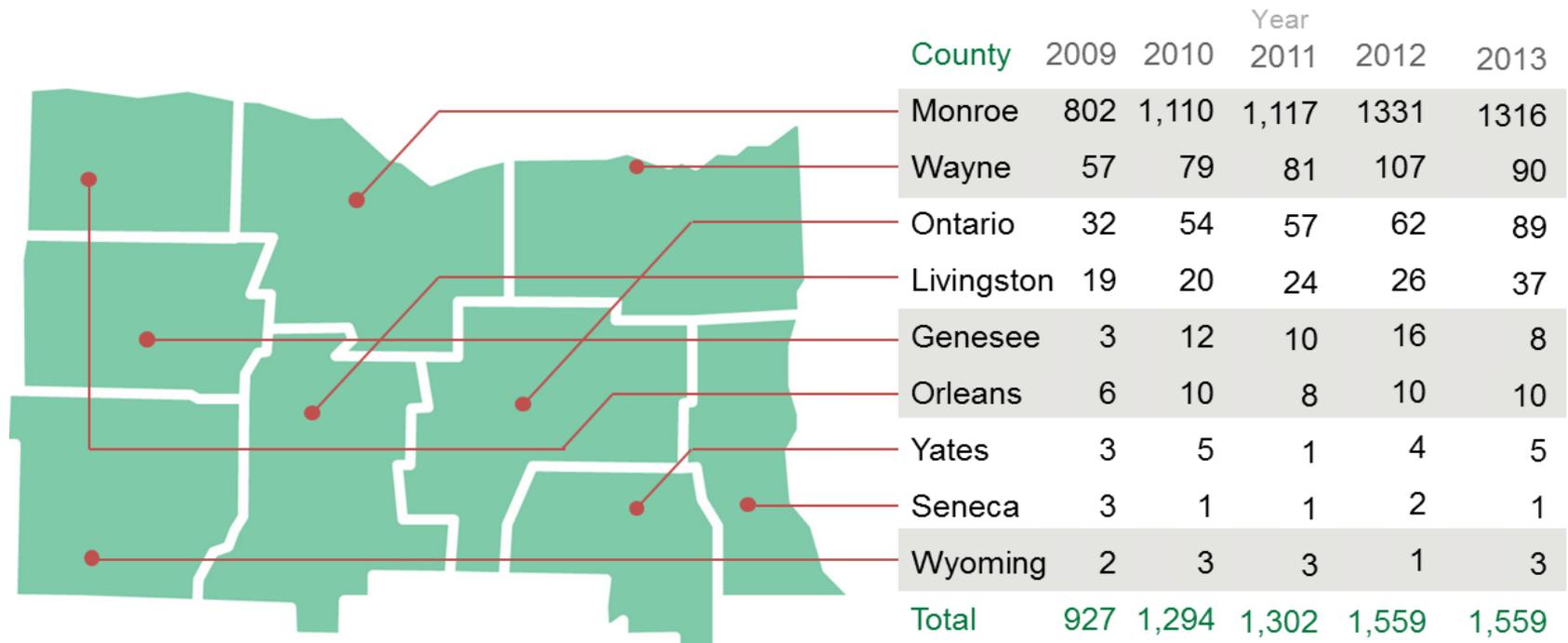
2015 Work Group Focus

- **Track** sector performance measures
 - Overall regional patents awarded
 - Kodak patents vs. rest of region
- **Capitalize** on regional/interregional synergies and connections
- **Develop** a network to better understand life sciences capacity in the region
- **Identify** 2015 priority projects



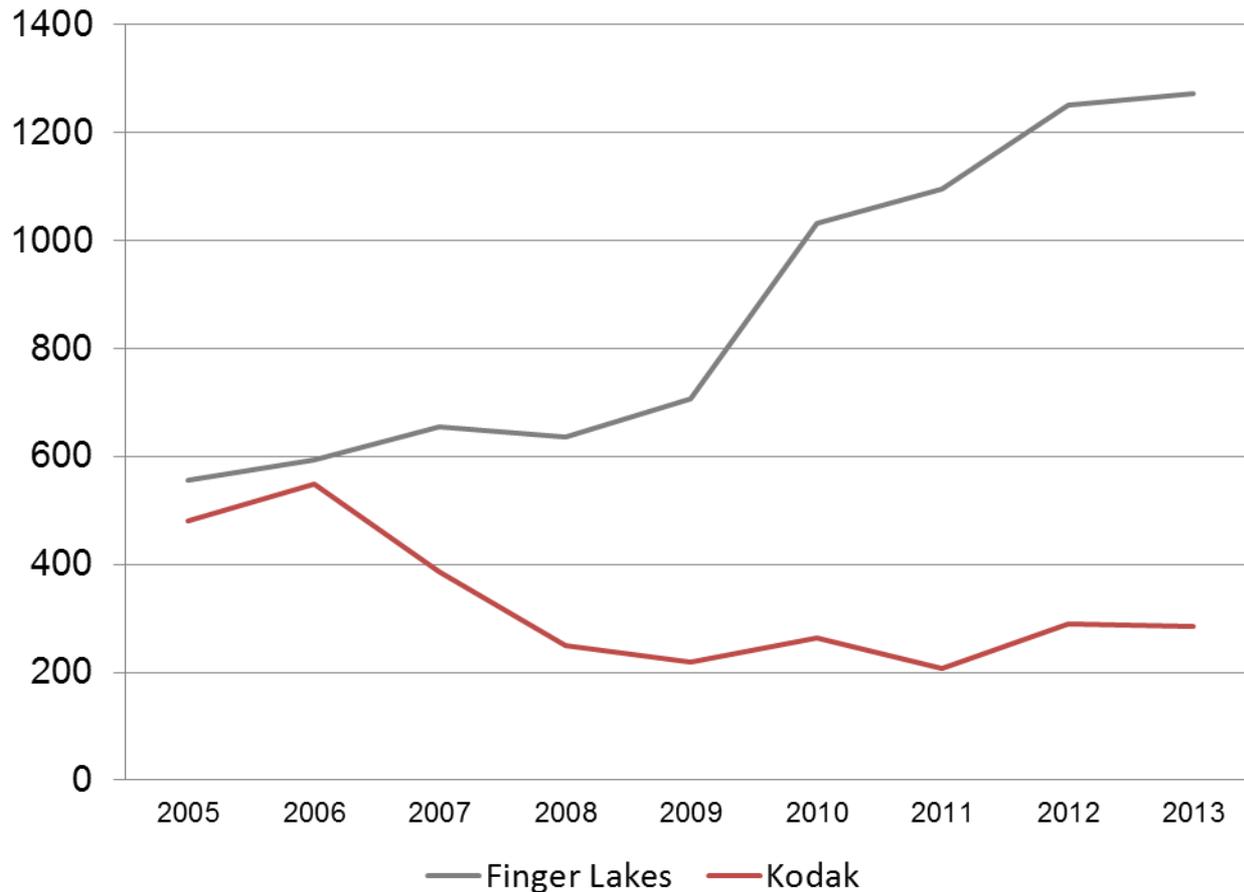


Sector Performance Measure: Patents Awarded





Patents awarded in Finger Lakes Region vs. Patents awarded to **Kodak**





Recommendations for URI Plan

Strengths

- Highlight FL region's strength in formulation science
 - Create synergy with Western NY strength in modeling capacity

Opportunities

- Capitalize on existing opportunity in packaging, devices, data science/computing, nutrition/probiotics, etc.

Barriers to Growth

- Lack of VC/Seed stage funding to attract outside investors





Project Update

UR Institute for Data Science

- \$1.5M REDC Award in 2014
- **Progress:** Preliminary construction began June 2015
- **Goals:** Create 460 jobs/attract \$530M in research over 10 years

Business Accelerator Cooperative

- \$5M REDC Award in 2014; \$2.5M in 2012; \$2.5M in 2011
- **Progress:** Hub location established at Sibley Building in downtown Rochester; Groundbreaking in September
- **Goals:** Create 1,000 jobs in 5 years

SJFC Integrated Science and Health Sciences Building

- \$250,000 REDC Award in 2014 for phase 2
- **Progress:** Construction completion by August 1; Open to students in September
- **Goals:** Create 60 construction jobs and serve 1,246 science, nursing, and pharmacy students

Health Sciences Center for Computational Innovation (HSCCI)

- \$500,000 REDC Award in 2013 for project phase 3
- **Progress:** \$330M in research funding leveraged, 2009-2015
- **Goal:** Leverage \$205M in research funding (to date, exceeded goal by \$125M)





Potential 2015 Priority and Pipeline Project Recommendations

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note
Institute for Data Science Phase 2	University of Rochester	Rochester		<ul style="list-style-type: none"> Phase 2 request for building construction Wegmans Hall house NYS Center of Excellence in Data Science & Goergen Institute for Data Science
Life Sciences Seed Fund	N/A	N/A		<ul style="list-style-type: none"> Require 5:1 match of venture/angel investors from inside/outside NYS Bring expertise in the evaluation of life science ventures Incentivize new dollars to NYS; Require venture to remain in FL region
SJFC Institute for Pharmaceuticals Innovation and Strategic Partnership	St. John Fisher College	Rochester		<ul style="list-style-type: none"> Connect local pharmaceutical companies, biotech companies, and universities on drug development Leverage and expand existing resources in pharmaceuticals Advance work of local researchers and companies
UR Neurorestoration Institute	University of Rochester	Rochester	Pipeline Project	<ul style="list-style-type: none"> Utilize UR strength in neuroscience research to establish center for neurological rehab



Finger Lakes Region

Economic Development Council

Optics, Photonics & Imaging Work Group

- Co-Chairs
- Jim Sydor - Sydor Optics, Inc.
- Jay Eastman - Optel, Inc.

•Rochester, New York - July 14, 2015

The \$500 Billion Optics, Photonics and Imaging (“OPI”) Market



Flat Panel Displays



Photonic & Fiber Optic Communications



Clinical Diagnostic Instruments



Lenses for Computer Chip Manufacturing

Smartphone Cameras



Infrared Imaging



Advanced Optical Systems

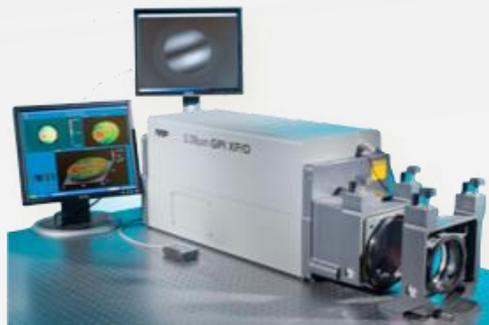


Minimally Invasive Surgical Tools

2014 OPI CFA Proposals - Summary

Focus on Infrared Optics Testing

Transformational - 2014 NYS CFA Application Number 43012



Infrared Interferometers

Total Project Budget	- \$1,524,583	250 to 350
NYS CFA Request	- 408,954	jobs over 5
NYS CFA Funding	- 400,000	years

Priority - 2014 NYS CFA Application Number 43343



Precision 5 Axis Non-Contact Profiler

Total Project Budget	- \$2,748,500	25 to 50
NYS CFA Request	- 434,900	jobs over 5
NYS CFA Funding	- 275,000	years

2015 OPI Revised CFA 43343 Budget

Priority - NYS CFA Application Number 43343



Precision 5 4 Axis Non-Contact Profiler
for Measuring Visible and Infrared
Free Form Optical Components

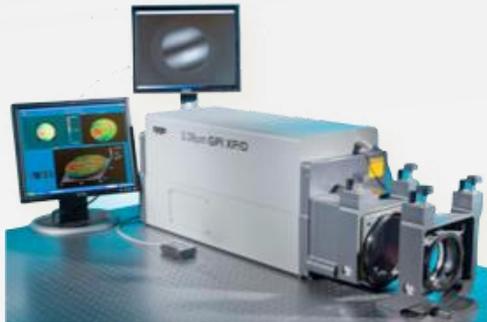
Original Project Budget - \$2,748,500

<u>Actual Project Funding:</u>	1) Federal Funding (NSF 1 year)	\$ 112,000
	2) Private Company CeFO fees	
336,000		
	3) Private Company SBIR Funds	
1,053,793		
	Total Funding	\$1,776,793
	4) NYS CFA Award	

275,000

Proposed 2015 OPI CFA Applications

Transformational – 2015 NYS CFA Proposal



Infrared Interferometer Software

Private & Federal	- \$ 250,000	250 to 350
NYS CFA Request	- 75,000	jobs over 5
Total Project Budget	- 325,000	years

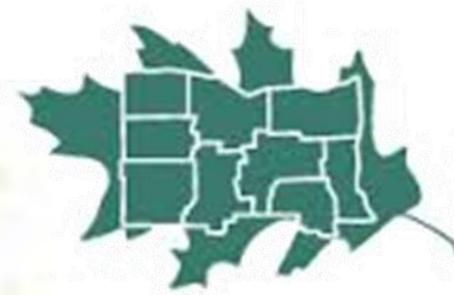
Priority – 2015 NYS CFA Proposal



Precision 5th Axis for the Non-Contact Profiler

Private & Federal	- \$ 1,150,000	100 to 125
NYS CFA Request	- 275,000	jobs over 5
Total Project Budget	- 1,425,000	years

Both projects are potential candidates for URI funding, if available.



Sustainability Workgroup Report

**Co-Chairs:
Nabil Nasr
Tom Mitchell**

July 14, 2015



URI Transformational Program Ideas

that support Regional Sustainability Strategy

- *Sustainable Food & Beverage Manufacturing Cluster*
- *Energy (Resilience & Renewables)*
- *Transportation and Infrastructure*
- *Sustainable Manufacturing*
- *Marketing & Communications*

Food and Beverage Cluster

Important Economic Sector in NYS

- 2,600 food and beverage processing plants in NY – second in the nation
- 63,000 employment state wide
- Top 10 industry clusters in the state by employment
- 1 in 9 factory jobs in New York State.

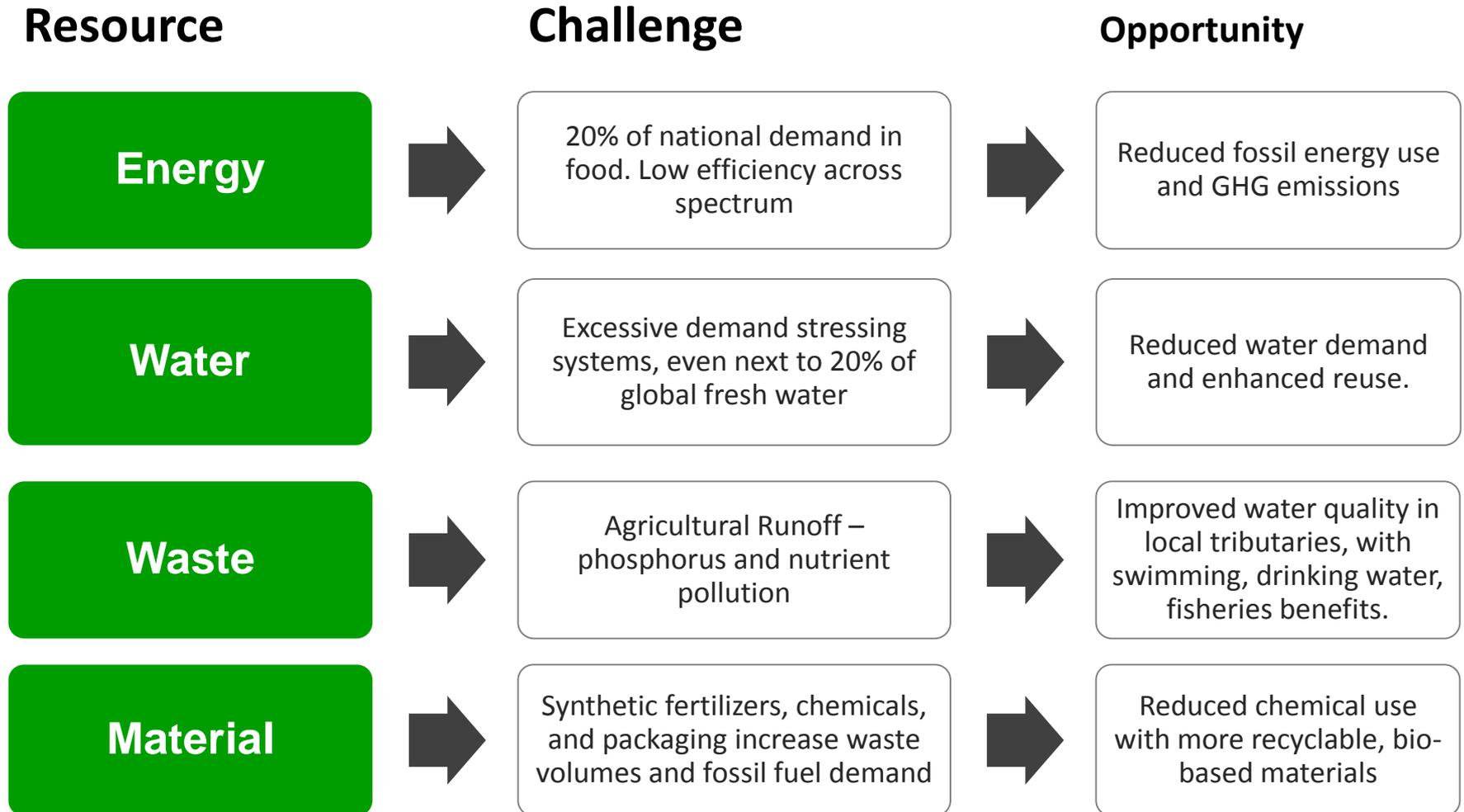
Bright star in Manufacturing Employment

- Jobs grew by 5,000 jobs 2009-14 – 4X faster than the job growth of the nation
- Wages grew 17.3% over same period
- Total food firms grew by more than 16% in 2003-2013
- Projected to add another 6,500 jobs by 2022

Finger Lakes Food Cluster

- Top five industry cluster by employment (19,000 employees)
- Largest wine producer accounting for 85% of total state output
- 800 food and beverage processing plants in the Finger Lakes

The Challenge





Food System



Transformational growth of the Finger Lakes food industry cluster that is both protective and restorative to the region's environmental quality and natural resource base.



Increasing beneficial outcomes of sustainable food production

- Waste valorization
- Renewable energy development
- Water body use reclassification upgrades
- Food industry firms, revenue, jobs
- Resource conservation
- Worker skill enhancement
- Food production industry innovation



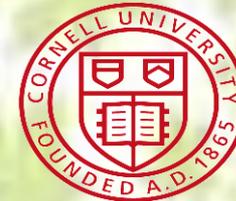
Reducing the environmental footprint of food production

- Waste disposal
- Impaired water bodies
- Water treatment
- Landfill disposal
- Energy costs
- Fossil fuel-driven production transportation & distribution

Potential Partners



New York State
Pollution Prevention Institute



Constellation Brands



2015 Priority Project Recommendations: TOP PRIORITIES

High priority projects, including potential “Transformational” projects for Upstate Revitalization Initiative (URI) funding

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Bristol Mountainside Inn and Lodging	Bristol Mountain	Ontario and South Bristol	\$900,000	Addition of overnight accommodations allowing for expansion to year-round operations and competition with Canada, PA and Western & Central NY that currently offer accommodations.
Seneca Park Zoo Master Plan Improvements – 1A	Seneca Park Zoo	Monroe and Rochester	\$5,000,000	Architectural and engineering plans and specs for implementation of the master plan, development of north land.
Historic Armory Renovation	Geva Theatre Center	Monroe and Rochester	\$850,000	Completion of a \$10m capital campaign to fund \$8m in renovations. Transformation of bar to full-service bistro focused on Finger Lakes cuisine, lobby to create dynamic displays and new entertainment suites for meetings and events.



Other Projects Receiving 20 Points

- Center for Great Women, Seneca Falls
- George Eastman House
- The Little Theater



2015 Priority Project Recommendations: TOP PRIORITIES

High priority projects, including potential “Transformational” projects for Upstate Revitalization Initiative (URI) funding

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
A Welcome Surprise	Visit Rochester	Monroe and Region	\$275,000	This is the continuation of a very successful campaign with 34 regional partners. The total campaign will be \$600,000.
The Strong	The Strong National Museum of Play	Monroe and Region	\$151,450	\$73,550 secured to date. This is for an international and national tourism marketing program that highlights not only the Strong but the region.
Wine, Waters and Wonders	Finger Lakes Tourism Alliance	Covers 4 regions	\$100,000	This is a regional program to attract international visitors to Upstate New York, specifically the Finger Lakes and Niagara region.



Other Marketing Initiatives Receiving 20 Points

- Rochester Craft Beverage Trail
- Finger Lakes Wine Alliance



Project Name	Organization/ Sponsor	Description/Note (highlight project cost, leverage, jobs, etc.)
Regional Veterans Service Center	Workforce Development - Veteran Task Force Five Year Plan	<ul style="list-style-type: none"> • Regional Veterans Service Center will provide regional case management and shared data • A hub for service providers allowing them to share expertise across the region while helping navigate the myriad of services • Wrap-around services •  Finger Lakes Veterans Institute - a consortium of colleges - to attract veterans to the region • Veterans Community Technology Center (VCTC) • SBA Entrepreneur Program • Will support 5,000 veterans and families • Placement goal 75% or 3,000 workers • Benchmark entry point & measure mobility • Estimated total project cost? 8,927,000 • Amount of funding requested? 8,497,000



Project Name	Organization/ Sponsor	Description/Note (highlight project cost, leverage, jobs, etc.)
Workforce Development Transportation	Workforce Development - Veteran Task Force Five Year Plan	<ul style="list-style-type: none"> • Will reduce the largest barrier to employment • Assist specific people ready to work or train • County VSA's, Ibero, Urban League, and RBA for riders • 3 purchased and 1 donated van • Financial counseling within 2 months. After 6 months clients can purchase a car with low interest loans • Collaborate with BOCES for maintenance • Will provide 9,500 door to door rides per year • 150 families will gain self-sufficiency • 1,000 jobs will be filled • Companies looking for employees will pay a part • Estimated total project cost? 1,407,000 • Amount of funding requested? 1,307,000



Project Name	Organization/ Sponsor	Description/Note (highlight project cost, leverage, jobs, etc.)
Workforce Development Veteran Housing	Workforce Development - Veteran Task Force Five Year Plan	<ul style="list-style-type: none"> • Reduce unemployment among veterans by addressing underlying issues that prevent maintaining stable housing • Many landlords hesitate to house veterans due to poor credit, eviction history and criminal records • Veterans will take part in money management, stress management, and transportation planning • Pay rent up to six months for 3 veteran families seeking work • Shore up landlords with stipend for each hard to place veteran and lower their risk, security deposit insurance • Expand much needed housing beyond concentrated poverty areas; funding to build or rehab 9 unit of veteran/family apartments on the west side of the region • Renovate the dilapidated 28 bed veteran home at the VOC • Estimate 60 stable veteran homes with wrap-around services • Estimated total project cost? 3,670,000 • Amount of funding requested? 3,670,000



OPTIONAL: Other Workgroup Recommendations/Updates

CFA Collaborative Efforts:

- High Tech Rochester's Apprenticeship and On-the-Job Training in Advanced Manufacturing Field
- RIT's Center for Electronics Manufacturing & Assembly
- Higher Education - Finger Lakes Veterans Institute
- Foodlink & Wegmans Culinary Program

Completed Projects:

- City of Rochester and County of Monroe Civil Service Exams to Ft. Drum in partnership with Solider for Life
- SBA Entrepreneurs programs
- US Chamber Hiring Our Heroes
- VCTC curriculum targeting middle-skills training programs
- NY and New England Community of Practice – collaboration with Syracuse University's IVMF and USDVA



2015 Priority Project Recommendations: TOP PRIORITIES

Project Name	Organization/Sponsor	County/Town	CFA Prog Ask (and/or URI)	Description/Note (highlight project cost, leverage, jobs, etc.)
Finger Lakes Workforce Dev Center	Monroe CC	Regional	URI project	Shared use training/retraining center at EBP w a just-in-time, accelerated competency model
Workforce Development Transportation	VOC/Ibero/Urban League/RBA	Regional	\$1.4M	Provides transportation to connect working poor/vets to jobs & financial counseling to create assets
Excel Center	Goodwill of Finger Lakes	Monroe	\$18.7M	Create an adult high school that also provides certificates in CTE fields
Regional Veterans Center	VOC/ROC Area Colleges	Regional	\$8.5M	Connect veterans to higher ed, entrepreneurship & training
Adv Manufacturing Middle Skills Improvement	4 Regional BOCES & RCSD	Regional	\$1.9M	Revise CTE curriculum and renovate classrooms to model adv manf work environments



- **Support** all training funds requests
- **Support** pipeline projects on both ends of continuum, like JA Center, Market Driven Co-Ops
- More CFAs request significant capital dollars for facilities and industry-specific equipment to connect to high tech/high demand workforce needs—but match is a challenge
- More CFAs reflect productive collaborations across multiple agencies to serve hard-to-reach, hard-to-place populations and reconnect youth to opportunity
- Our work is generating results
 - 300+ placed in jobs
 - MCC \$320K grant from JPMorganChase
 - PK16 alignment and PTECH high schools



**Finger Lakes
Regional Economic
Development Council**

URI Progress Update

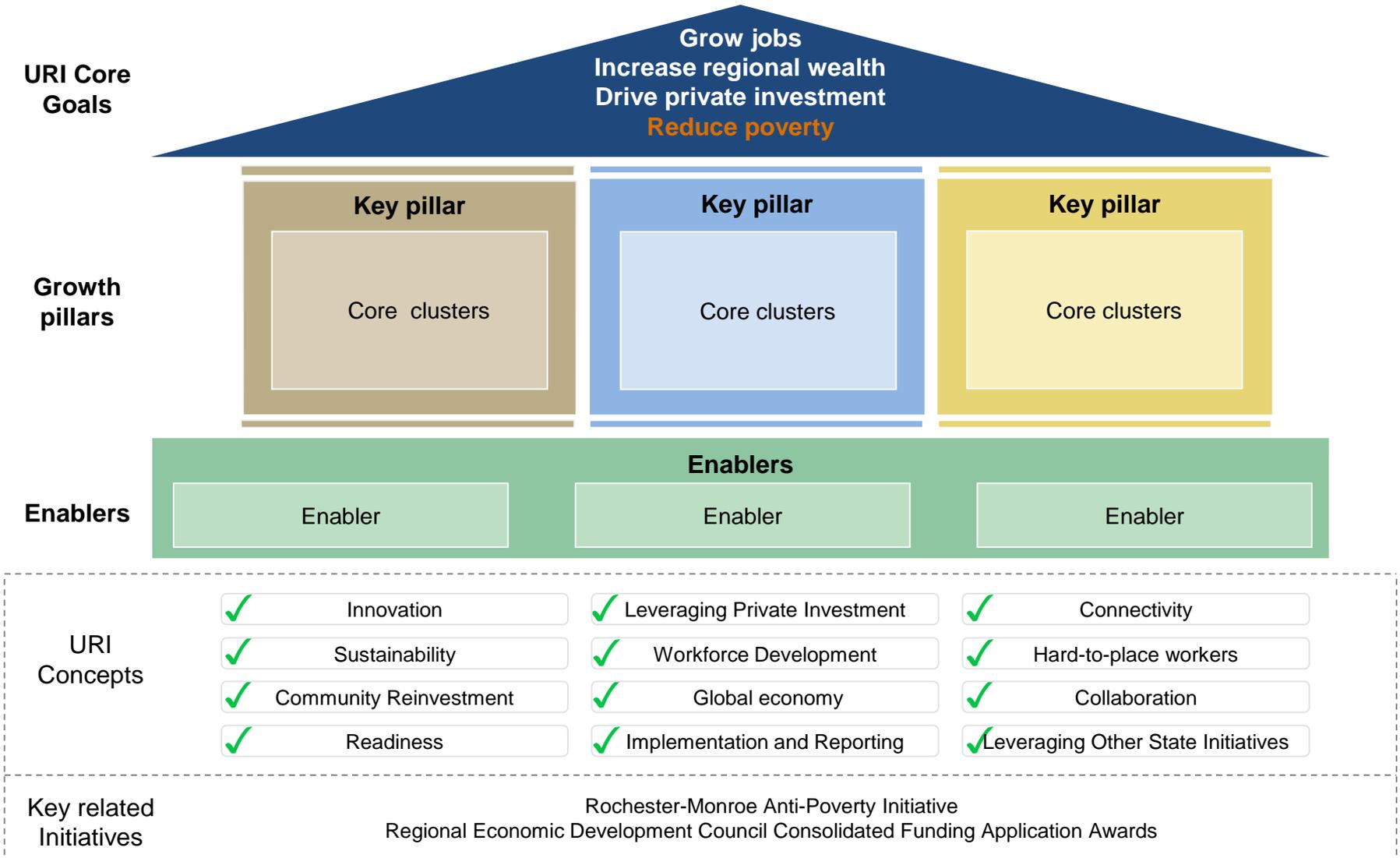
Finger Lakes Regional Economic Development Council

July 14, 2015

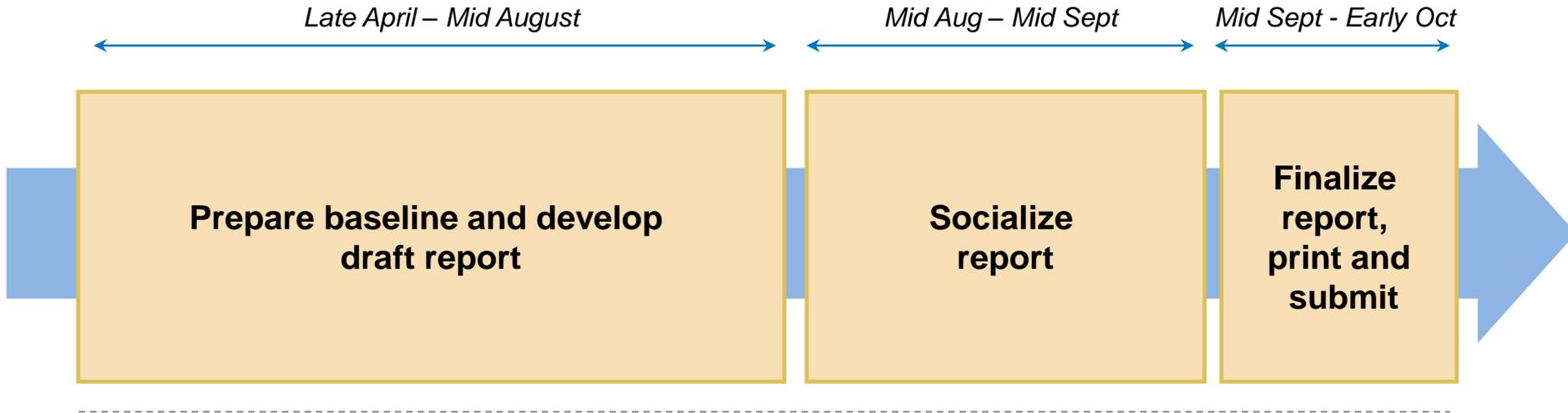
FLREDC is developing a plan to meet key URI objectives

- 1 Ultimate goals are to **increase high wage, private sector jobs, wealth, and leverage (5:1)**
 - 2 Plan should touch upon **12 key concepts** (e.g., connectivity, hard to place workers)
 - 3 Plan must show how **\$500M will significantly move the economic development needle**
 - 4 Plan should formulate **creative proposals** that will **leverage** region's **unique strengths**
 - 5 Bulk of the plan should **focus on sectors, job creation, investment targets & urban core**
- Public engagement and consensus are a crucial part of the URI development process**

Our URI plan development framework



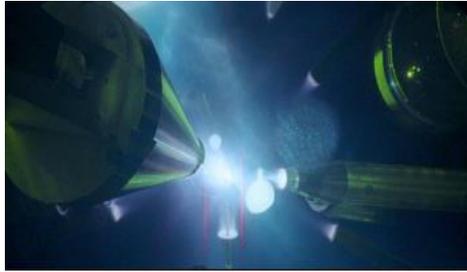
URI plan development timeline



URI achievements to date

- Held 5 Steering Committee Meetings, 20+ team meetings, 3 CFA/ URI workshops
- Interviewed 100+ stakeholders, received 50+ public input forms
- Developing a preliminary fact base in order to identify priority sectors
- Developing a first draft plan for Steering Committee review

The plan will build on existing capabilities...



Laser experiment at Univ of Rochester

Optics, Photonics, and Imaging

- World leader leveraging Kodak, Bausch and Lomb heritage
- Deep academic research combined with commercial activity
- Pending \$110M federal grant (NNMI) with more than 5:1 leverage, 90 bicoastal partners, and substantial NYS support

Agriculture and Food production

- Approximately 25% of New York State's agricultural output
- ~\$1B+ in private investment expected over next 5 years
- Home of breakthrough techniques transforming the industry
- With agri and wine tourism spans across all 9 Finger Lakes counties



Winery in Yates County



RIT Battery Prototyping Center

Higher Education and Research

- 19 institutions of higher education
- \$2.5B in university research funding over last 5 years

The region is building on its comparative advantage and quality of life assets that make it unique in NYS and beyond

And diversify into key growth emerging fields...

A few examples

Energy Innovation



NY-BEST battery commercialization center at EBP:
part of a network of facilities that support energy innovation companies in the Finger Lakes region

Life Sciences



URMC Stem Cell lab:
one of the growing advanced research capabilities in the region that draws funding dollars and top faculty

Nanotech and Semiconductors



STAMP site layout:
industrial megasite with potential to attract large semiconductor or other companies

... to build a case to transform our economy



Downtown Rochester Development

Downtown Innovation Zone

- Create an energetic place to live, work, and play
- Build on arts and culture assets and more than \$800M in real estate investment
- Co-locate new start-ups, business incubators, residential developments, and more

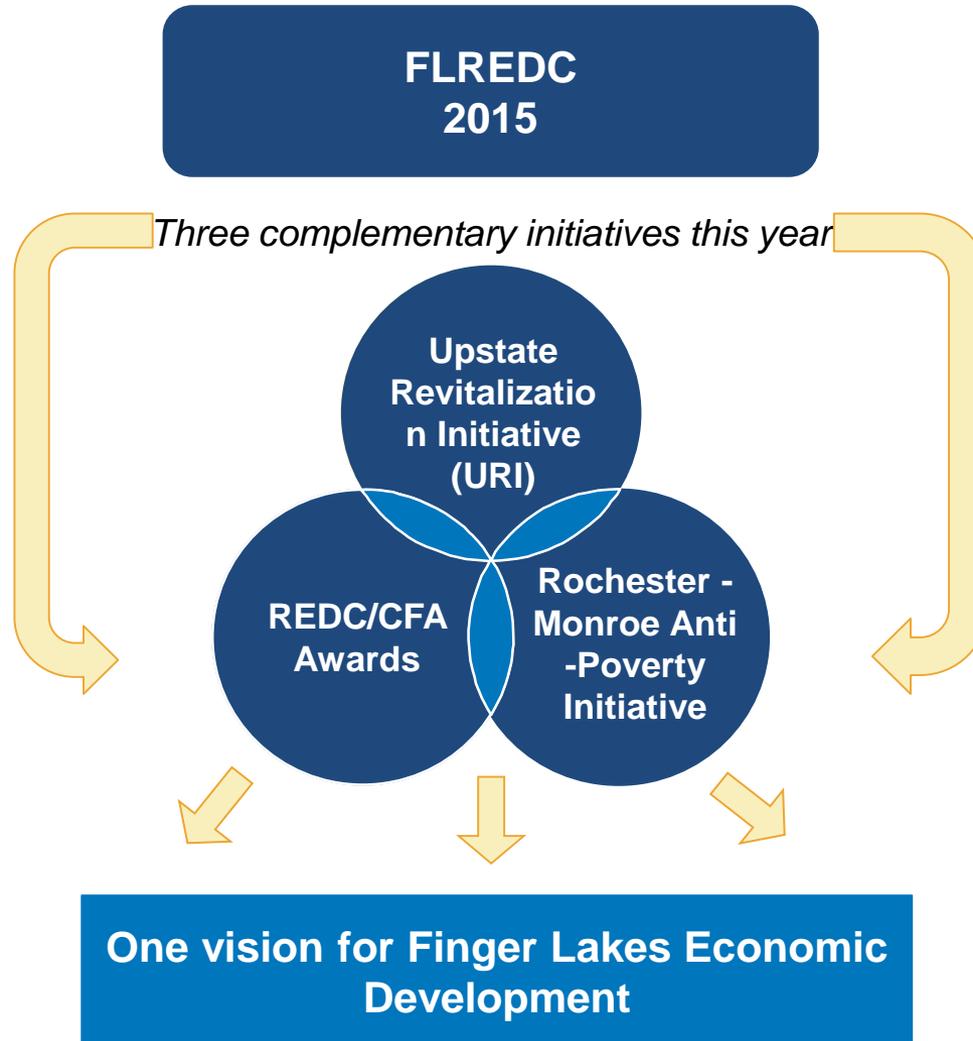


Hillside Work Scholarship Connection

Paths to Prosperity

- Reduce poverty by improving high school graduation rates
- Connect hard-to-place workers with entry employment
- Close the skills gap with targeted training programs

We are creating a framework for collaboration among key initiatives



Readiness for transformative growth is among key criteria for success

The region has begun its economic transformation ✓

- \$305M awarded by the state through CFAs: investments directly in our economy
- 20,000+ jobs created since 2010

Assets are in place to support growth ✓

- Robust value chains for core industries in place, supporting sustainable growth
- Infrastructure such as Downtown Innovation Zone, incubators, Eastman Business Park
- Highly qualified human capital across a set of industries and academia

Private companies are ready to invest substantially in the region ✓

- In Food, private companies are considering \$1B+ of local investment by 2019: need to ensure this spending stays in New York State
- Optics, Photonics, and Imaging sector is thriving, with federal support across multiple grants
- Newer industries (e.g., semiconductors) have the foundation to grow

Example projects will be featured to demonstrate readiness and help build a case for \$500M

Three types of projects:

- 1 Signature
 - Projects that will induce swift improvements in the regions
 - 'Ready to go' projects with detailed feasibility plans, expected costs, leverage, sponsors, estimated URI investment, expected impact on jobs etc.
- 2 Pipeline
 - Projects that are conceptual or long-term
 - Projects that have vision, context for development, linkage to strategy, timing estimated total project cost, and estimated URI investment
- 3 Other
 - Projects that have yet to be identified and will be submitted for consideration over the course of the 5-year funding period

URI highlight does not serve as a funding guarantee

Input from workgroups and stakeholders has been vital

Three key buckets of information required for signature projects

A

Project background

Projects must target four URI goals

URI allows a variety of project types, e.g.,

- Nonprofit centers of excellence, innovation support
- Infrastructure targeted to job creation and growth
- User facilities
- Industrial sites
- Job training/readiness
- Venture capital funds
- Creation of projects for hard-to-place workers

B

Leverage

We will be evaluated competitively

- 5:1 ratio is the goal, but higher ratios are better
- Commitments (e.g., specific company pledges) make our proposal stronger

Broad definition of leverage

- Can include: private capital investments, federal grants, venture capital investment etc.

C

Impact

Direct impact on Finger Lakes jobs/output

- Economic activity resulting from project

Indirect impact on jobs/output

- Economic activity driven in the supply chain (e.g., indirect jobs)

Induced impact

- "Ripple effect" impact in other industries (e.g., restaurants)

Timeline and next steps

Key dates	Description
July 14	FLREDC Public Meeting: workgroup presentations
July 31	CFA portal closes
August 12	FLREDC Public Meeting: Draft report shared with public
September 9	FLREDC Public Meeting: Updated draft shared with public
September 21	2014 Progress Report due
September 30	FLREDC Public Meeting: Final URI report approved
October 5	URI plan submission

Solicit public input

Questions from the Council members?