

# Finger Lakes Regional Economic Development Council



## ANNUAL REPORT & RECOMMENDED PRIORITY PROJECTS



Finger Lakes  
Regional Economic  
Development Council

**YEAR 8 | 2018**



# TO DO

## EXECUTIVE SUMMARY

## PROGRESS

<b>04</b> List of Council Members	<b>08</b> United for Success	<b>11</b> State of the Region	<b>24</b> Status of All Projects Awarded CFA Funding
<b>05</b> Message from the Co-Chairs		<b>15</b> Status of Past Priority Projects	<b>24</b> Aggregated Status of All CFA Projects
		<b>22</b> Mapped Status of Past Priority/URI Projects	<b>25</b> Leverage of State Investment in All CFA Projects
		<b>23</b> Summary of All Past Priority Projects	<b>25</b> Job Creation
		<b>23</b> Leverage of State Investment in All Past Priority Projects	<b>26</b> Upstate Revitalization Initiative (URI) Update



**IMPLEMENTATION  
AGENDA**

**PARTICIPATION**

<b>29</b>	<b>68</b>	<b>99</b>	<b>104</b>
<b>Implementation of 2018 State &amp; Regional Priorities</b>	Eastman Business Park	<b>Proposed Priority Projects</b>	Community Engagement & Public Support
<b>30</b>	<b>68</b>	<b>99</b>	<b>105</b>
2018 Highlights	Downtown Innovation Zone	Overall Investment Ratio for Proposed Priority Projects	Interregional Collaboration
<b>33</b>	<b>69</b>	<b>101</b>	<b>107</b>
Pathways to Prosperity	Science & Technology Advanced Manufacturing Park(STAMP)	Map of Proposed Priority Projects	<b>Work Team Descriptions &amp; Membership Lists</b>
<b>39</b>	<b>72</b>		<b>115</b>
Higher Education, Research, & Healthcare	Entrepreneurship & Development		<b>Downtown Revitalization Initiative</b>
<b>56</b>	<b>73</b>		
Life Sciences	Global NY		
<b>61</b>	<b>81</b>		
Optics, Photonics, & Imaging	Tourism & Arts		
<b>65</b>	<b>86</b>		
Agriculture & Food Production	Infrastructure & Transportation		
<b>68</b>	<b>93</b>		
Next Generation Manufacturing & Technology	Sustainability		

# COUNCIL MEMBERS



**Anne Kress, Co-Chair**  
President, Monroe Community College

**Bob Duffy, Co-Chair**  
President & CEO, Greater Rochester Chamber of Commerce

**Ginny Clark**  
Sr. VP of Public Affairs, Constellation Brands, Inc.

**Matt Cole**  
Vice President, Commodity Resource Corp.

**Paul Fortin**  
Plant Controller, Precision Packaging Products

**Steve Griffin**  
CEO, Finger Lakes Economic Development Center / Yates County Industrial Development Agency

**Matt Hurlbutt**  
President & CEO, Greater Rochester Enterprise

**Steve Hyde**  
President & CEO, Genesee County Economic Development Center

**Tony Jackson**  
President, Panther Graphics

**David Mansfield**  
President & Owner, Three Brothers Winery & Estates

**Theresa Mazzullo**  
CEO, Excell Partners, Inc.

**Augustin Melendez**  
Chief HR/HROD, Hillside Family of Agencies

**David Munson**  
President, Rochester Institute of Technology

**John Noble**  
CEO, Synergy, LLC

**Wade Norwood**  
CEO, Common Ground Health

**Peter Robinson**  
VP and Chief Operating Officer, University of Rochester Medical Center

**Hilda Rosario Escher**  
President & CEO, Ibero American Action League

**Victor Sanchez**  
Co-Chair, RocCity Coalition

**Jaime Saunders**  
President & CEO, United Way of Greater Rochester

**Bill Strassburg**  
VP of Strategic Planning, Wegmans Food Markets, Inc.

**Robert Shipley\***  
Chairman of the Board of Supervisors, Seneca County

**Erin Tolefree**  
Executive VP, Baldwin Richardson Foods

**David Young, Jr.**  
President, Rochester Building and Construction Trades Council

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**Vincent Esposito**  
Executive Director, Finger Lakes Regional Economic Development Council

**Joseph Robach\***  
Senator, NYS Senate, 56th District

**Robert Bausch\***  
Chairman, Genesee County Legislature

**A. Douglas Berwanger\***  
Chairman of the Board, County of Wyoming

**Cheryl Dinolfo\***  
Monroe County Executive, County of Monroe

**Eugene Jankowski\***  
City Council President, City of Batavia

**Lynne Johnson\***  
Chairman, Orleans County Legislature

**David LeFeber\***  
Chairman, Livingston County Board of Supervisors

**Jack Marren\***  
Chairman, Ontario County Board of Supervisors, Ontario County

**Jon C.(Chuck)Verkey\***  
Supervisor, Town of Arcadia

**Lovely Warren\***  
Mayor, City of Rochester

**Douglas Paddock\***  
Chairman, Yates County Legislature

\* = Ex-Officio

# MESSAGE from the co-chairs



Looking back in history, a transformational moment for our region and all of New York State happened when Governor Cuomo created the ten Regional Economic Development Councils. The concept focuses on collaboration among regions to identify key priority economic development projects. The Finger Lakes region has benefitted immensely not only through state investment in our priority projects, but also by the teamwork that the regional council model has fostered. The process is truly a ground-up approach and we have fulfilled our mission and vision from the start and we are very proud of what we have seen. Our partners and work groups are moving the Finger Lakes forward each day, week, and month.

The Downtown Revitalization Initiative has pumped \$10 million each into the cities of Geneva, and Batavia. Local leaders in these cities have done an outstanding job putting that funding to work in creating exciting, thriving downtowns.

Speaking of the importance of thriving downtowns, we also want to thank Governor Cuomo for his \$50 million pledge for ROC the Riverway, which aims to transform downtown Rochester as well as the city's entire Genesee River corridor. The ROC The Riverway advisory board created a long-term Vision Plan based upon collaboration and input from a wide and diverse group of stakeholders. Our board members reached out to communities that in the past may have been overlooked, assuring that their ideas and voices were heard. We have participated in a number of development initiatives throughout our careers, but we must say that co-chairing the ROC the Riverway board is one of our most rewarding experiences. The initial \$50 million state investment promises to generate a significant private investment to carry ROC the Riverway well into the future. It is not about building the downtown Rochester of today. It is about building the downtown Rochester of tomorrow for our children and our grandchildren. In the end, we truly believe that the ROC the Riverway projects that we have put forth will truly have a transformational impact for decades to come.

Much as our local community came together for ROC the Riverway, the Finger Lakes and Western New York regions came together with a strong proposal to attract Amazon's HQ2. Although Amazon did not select our regions as finalists, the collaborative effort had a positive impact: we clearly articulated the many strengths and created a greater spirit of teamwork across our two regions. Based upon the number of projects we are now competing to bring here, there is no doubt that the Finger Lakes region is now top of mind for many site selectors and economic development professionals across the country because of our Amazon HQ2 efforts .

One example of the post-HQ2 effect is a great win for our region in recruiting LiveTiles to Rochester. Based in Australia and with offices in Europe, New York City, and Silicon Valley, LiveTiles is one of the top artificial intelligence company in the world. The company recently opened its North American Intelligent User Experience Hub in Rochester's High Falls district, with plans to create at least 500 jobs over five years. LiveTiles has unlimited potential and a who's who of clients and customers. It had the choice to locate its new office anywhere and chose Rochester because of the incredible depth of tech talent we have here, our excellent higher education institutions, affordability, and quality of life. LiveTiles CEO Karl Redenbach gave a passionate speech at an event announcing the company's move to Rochester. If we can get even more people to recognize our strengths with Karl's passion, we can move the Finger Lakes forward at an even more rapid pace.

Another win is the opening of AIM Photonics in Rochester. Because of the tools, technology, and expertise coming to our area in this cutting-edge venture, we expect other tech companies and jobs to follow. An example of this has already happened. ON Semiconductor recently expanded operations in the same building as AIM Photonics at Eastman Business Park. ON had a number of choices when considering expansion and picked Rochester over other sites across the country and around the world. This is another testament to our region's assets and the work of our strong economic development professionals.

All across our region, in every way, the Finger Lakes is moving forward.

- Businesses are growing: CoverWallet, Datto, IEC Electronics, OFD Foods, O-AT-KA Milk Products, North American Breweries, Optimax, TOPTICA Photonics, and Paychex have all located or expanded in our region in the past year, building on the momentum in every FLX Forward priority industry sector.
- Innovation is happening: the REMADE Institute at RIT, UR-Harris Data Science Institute, NextCorps business incubator in the Sibley Building, and Luminate Accelerator Competition are sparking entrepreneurship and research to keep our region's history of invention alive in the 21st Century.
- Communities are thriving: Pathstone and Eastman Business Park are building a new live/work/play development where there were once empty parking lots; the reimagined Sibley Building in downtown Rochester is now home to seniors in affordable housing and young professional modern condos; and former bank and department store buildings in Batavia are finding new life as retail and office space that will soon be home to a business incubator and cidery.
- Neighbors are finding pathways to prosperity: FLCC's new CNA to LPN program with Rochester Regional Hospital is connecting residents to economic security, and LadderzUp—MCC's collaboration with Monroe County and Imagine Monroe—has trained over 300 individuals in optics/photonics, medicine, advanced manufacturing so that they and their employers advance.
- And, the world is discovering what makes our region so special: the Strong Museum of Play is expanding to bring even more visitors to one of the state's top destinations, and thriving Geneva has created a welcome center that is Instagram-worthy and serves as a gateway to our region.

Finger Lakes Forward is testimony to the economic transformation taking place across the state thanks to Governor Cuomo's vision for the regional economic development councils. By involving a wide cross-section of people with direct knowledge of the economic needs of their communities, the regional councils have built sustaining and sustained change in the full diversity of upstate communities. The most important part of this effort is not the bricks and mortar you see with projects, it is the fact that people who never worked together in each region are now coming together routinely and doing great work together. That teamwork and collaboration is priceless in moving the Finger Lakes Forward.

Photo of Anne Kress



**Co-Chairs Finger Lakes Regional Economic Development Council**

  
**Bob Duffy**

  
**Dr. Anne M. Kress**

# EXECUTIVE SUMMARY

1



# UNITED FOR SUCCESS

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



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

Thanks to the historic commitment from Governor Andrew Cuomo and the New York State Legislature to revitalize the upstate economy, the Finger Lakes region continues to make remarkable strides towards our four overarching objectives: Grow Jobs, Increase Regional Wealth, Drive Private Sector Investment, and Reduce Poverty. Over the past eight years, economic development support from New York State has served as a catalyst, creating the confidence and momentum necessary to drive economic growth and attract substantial additional investments. This development in the Finger Lakes region reflects the many partnerships and collaborations fostered by the REDC process, which has enabled the region's leaders and stakeholders to work together and create a common blueprint for future economic growth. The progress is affecting regional economic development and making the region more attractive for residents and businesses. Since 2011, we have been awarded over \$570 million for more than 700 projects. These projects represent \$2.4 billion in total investment, leveraging \$300 million in state support by a ratio of more than 8 to 1. We continue to be grateful, committed, energized and ready to continue moving the Finger Lakes Forward!

This year's successes also included a \$50 million investment to revitalize the Genesee River corridor in downtown Rochester. Thirteen transformative projects as part of the ROC the River way initiative came at the recommendation of the appointed ROC the Riverway

advisory panel, which created a new Vision Plan to prioritize the transformation of the area through targeted public and private investments.

This year's report continues to track the meaningful progress made toward the goals the Council established—both region-wide and within each key industry sector—and the progress of individual projects that have received state support from the Consolidated Funding Application (CFA) process and other important economic development initiatives. To further deliver on our promise to advance these goals and strategies and help economically transform our region and New York State, the Finger Lakes Regional Economic Development Council has identified 23 priority projects that it is recommending for immediate state support. These projects align with our strategic plan and represent more than \$171 million in total investment.

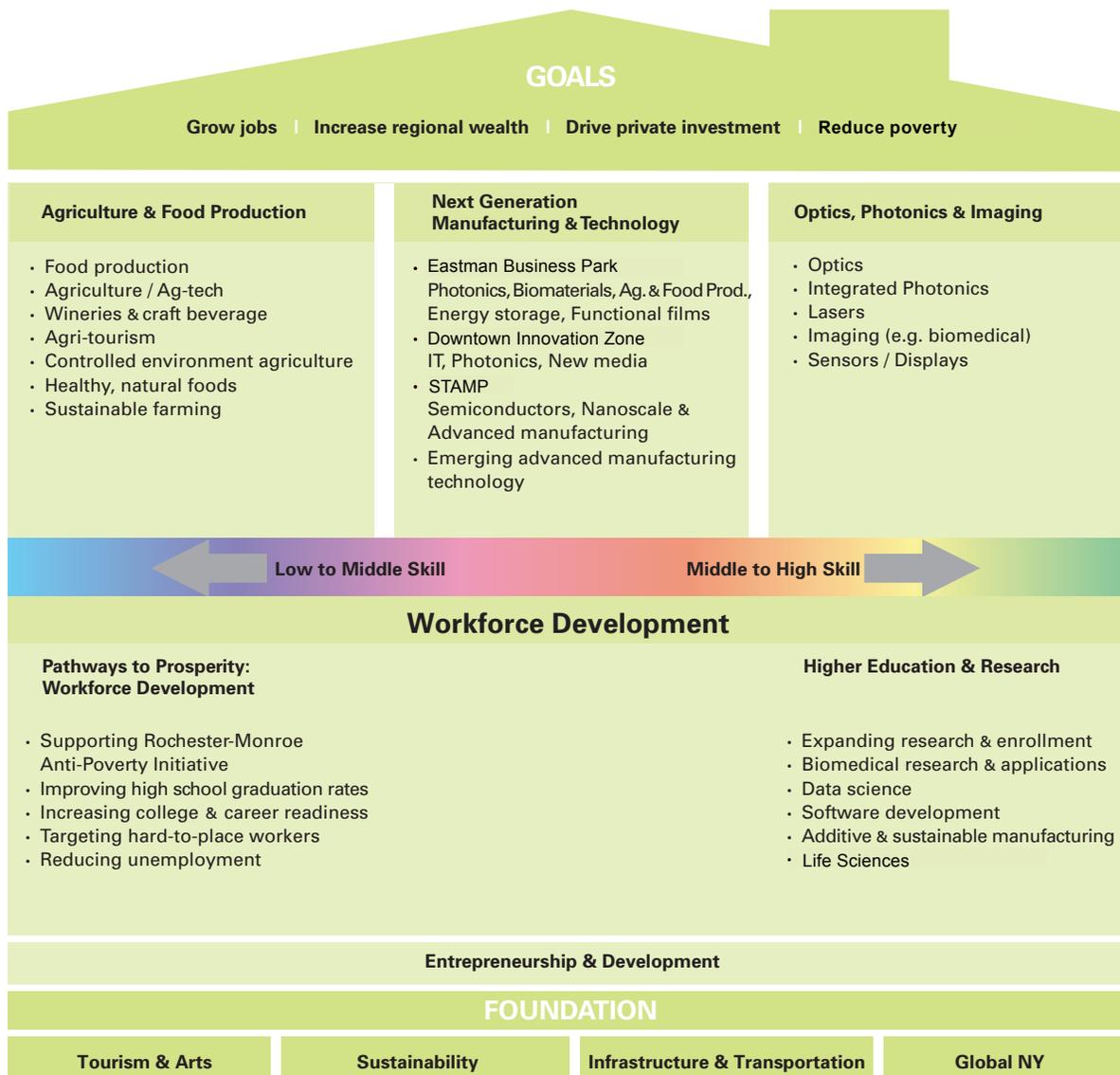
The FLREDC has always taken a holistic approach to economic growth that includes all our residents, and recognizes that reducing poverty and connecting underserved workers with the resources and training required to enter the workplace are vital for the success of the entire region. The representation of our strategy continues to illustrate the three industry clusters that provide a full-spectrum of jobs for the people of our region; from low-skill to high-skill, across all counties. Our plan supports our four objectives with three industry clusters, or pillars, that act as the core drivers of job and

output growth: (1) Optics, Photonics, and Imaging (OPI); (2) Agriculture and Food Production; and (3) Next Generation Manufacturing and Technology. Three core enablers that will facilitate economic growth within the key pillar industries: (1) Pathways to Prosperity: Workforce Development; (2) Entrepreneurship and Development; and (3) Higher Education, Research, & Healthcare. And four foundational strategies that will support the pillar and enabler strategies, enhance the region's quality of life and help the region attract and retain jobs: (1) Global NY; (2) Tourism & Arts; (3) Infrastructure & Transportation; and (4) Sustainability.

This report also highlights the significant progress the Finger Lakes has made advancing regional and state priorities, including in the areas of workforce development, the Opportunity Agenda, our Regional Economic OPI Cluster, and Downtown Revitalization Initiative Plans. As we look forward, we will continue using regional labor market information to identify workforce gaps within our

workforce clusters, continue to invest in emerging fields in our region, and implement coordinated efforts to help workers and businesses connect with workforce development programs.

While the progress the Finger Lakes has witnessed over the last 8 years is substantial, the council recognizes that real challenges remain in our region, and more economic opportunities need to be extended to more of the region's residents. While jobs are growing and poverty is decreasing in the region, there continues to be too many jobs that go unfilled in certain key sectors, due to labor force gaps. Our region remains committed to meeting these challenges through the FLREDC and we are united in moving the Finger Lakes Forward, one trained worker, one job, one business, one tech discovery, one revitalized neighborhood, one completed project at a time.





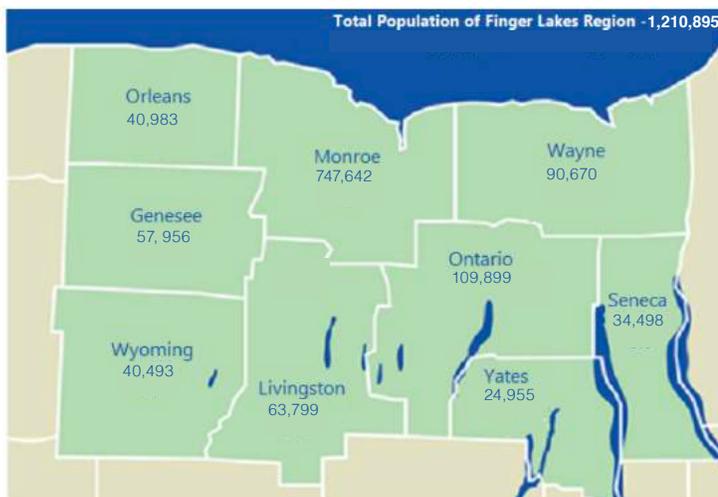
# PROGRESS

# 2

## STATE OF THE REGION

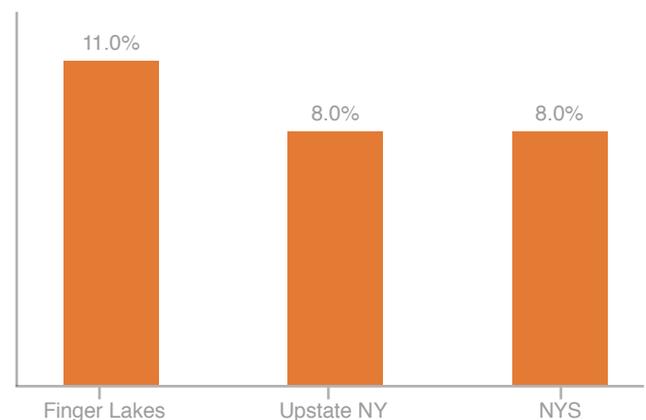
### How the Finger Lakes population is changing

- Finger Lakes total employment reached over 554,000 in 2017, an increase of .2%. The poverty rate decreased from 14.2 to 13.1.
- Private sector jobs in the Rochester metro area increased over the year by 9,400 or 2%.
- Despite a decline in the labor force, the Finger Lakes region continues to see healthy growth in the Young Adult population.



Source: U.S. Census Bureau

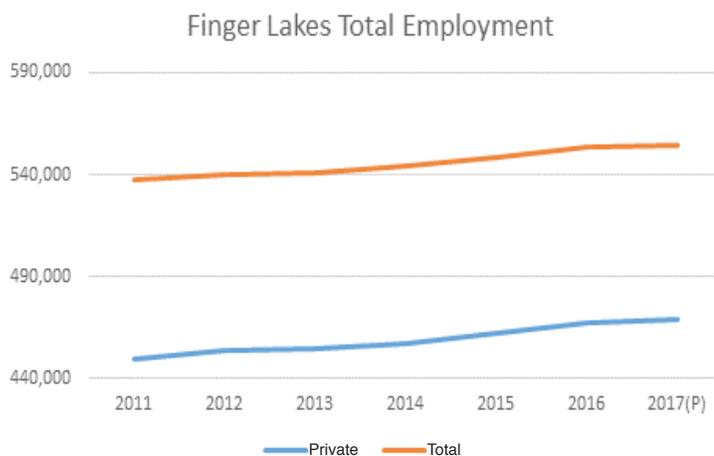
Population Growth 2011 - 2016



Source: U.S. Census Bureau

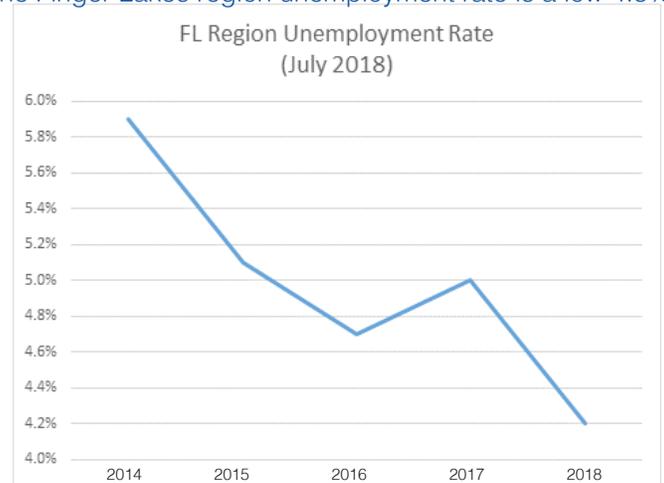
### GOAL ONE: Grow Jobs

Finger Lakes total employment reached over 554,000



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

The Finger Lakes region unemployment rate is a low 4.8%



Source: NYS Department of Labor

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

The Finger Lakes outperforms NYS and the US in R&D spending, STEM degrees and patents.

	 FINGER LAKES	 US
<b>2016 - 2017</b>		
<b>R&amp;D per capita</b>	<b>\$326</b>	<b>\$222</b>
<b>STEM degrees per 100K population</b>	<b>372</b>	<b>196</b>
<b>Patents per 10K workers</b>	<b>23</b>	<b>19</b>

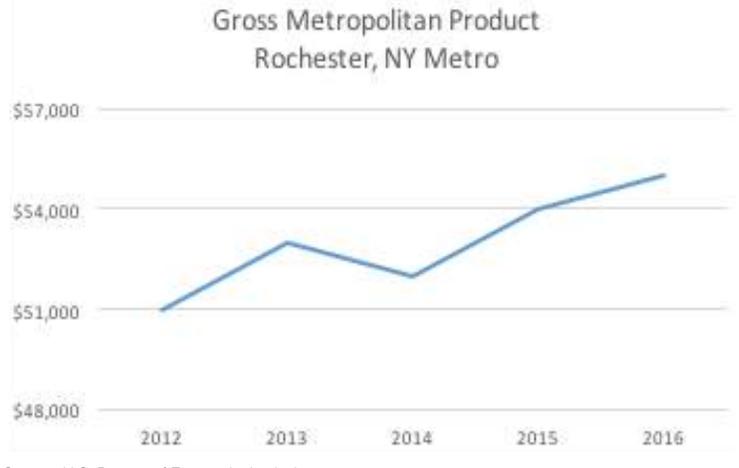
## GOAL TWO: Increased Regional Wealth

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

- Average annual wages are up 14%
- Average annual wage is now \$47,757



Source: NYS Department of Labor



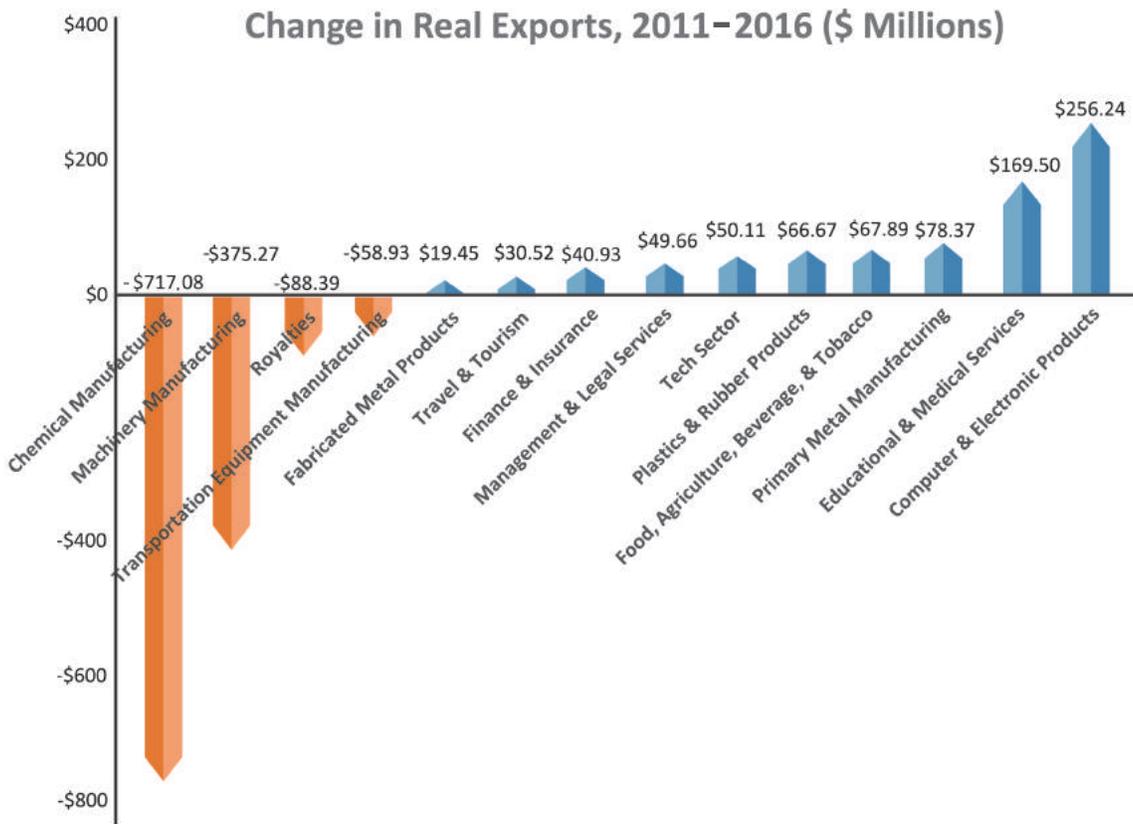
Source: U.S. Bureau of Economic Analysis

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

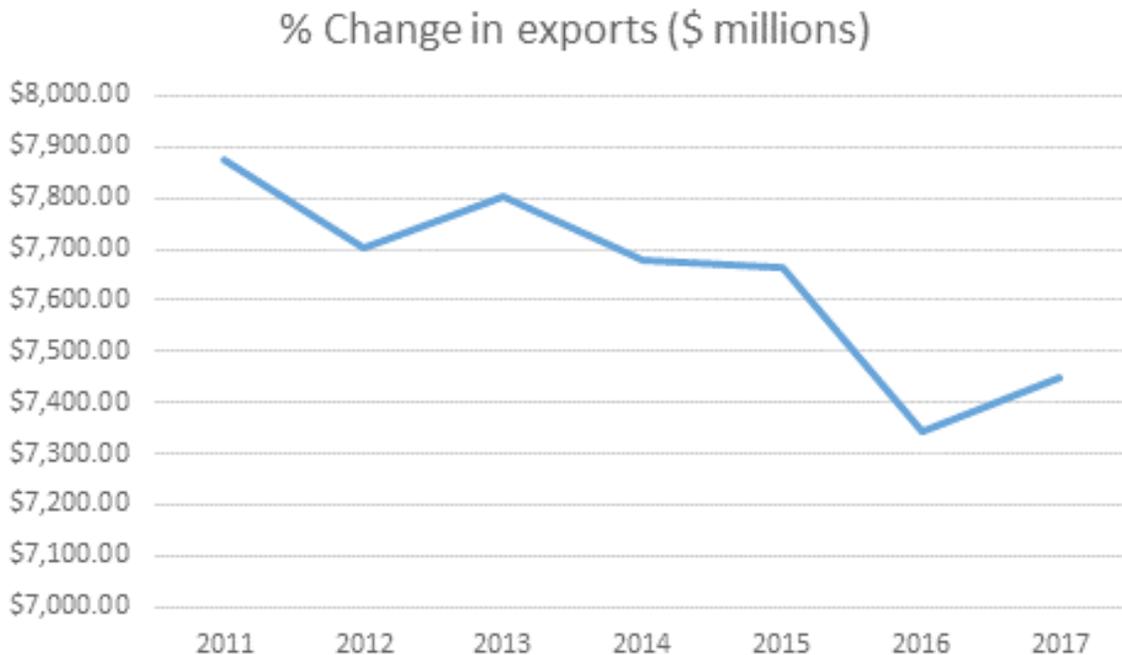


Source: NYS Office of Comptroller

# FLX Change in Real Exports



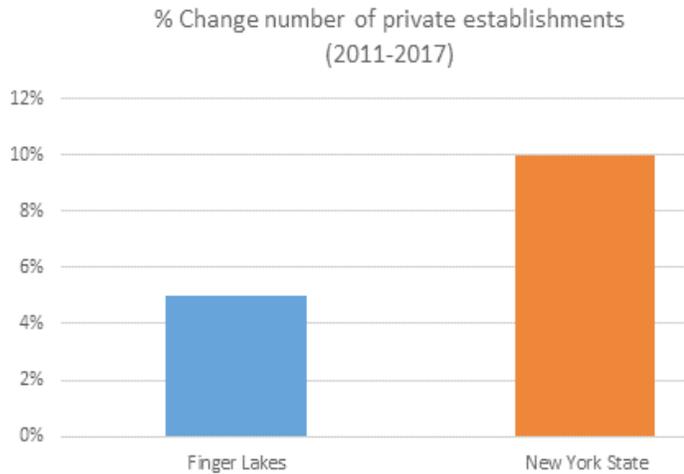
The Finger Lakes region is showing a 1.5% increase in exports from 2016 to 2017.



Source: Brookings Institute Export Monitor 2018

## GOAL THREE: Drive Private Investment

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



Source: New York State Department of Labor, Quarterly Census of Employment and Wages

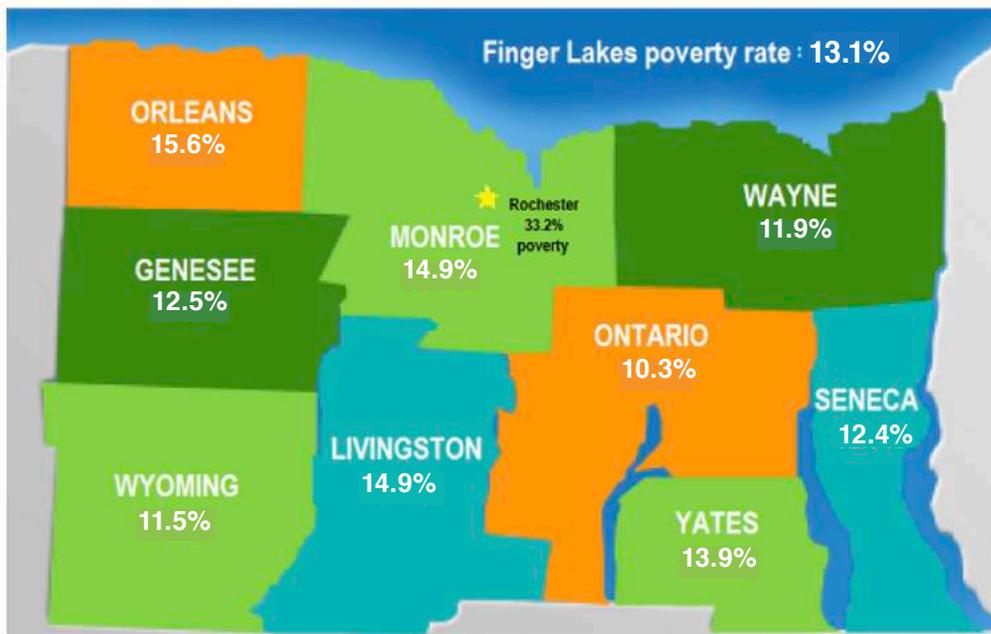
The region is working in partnership with New York City and Niagara Falls to complement their tourism marketing to promote the Finger Lakes wine and craft beer trails and the arts and museums.



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

## GOAL FOUR: Reduce Poverty

The poverty rate in the Finger Lakes region decreased from 14.2 to 13.1.



# STATUS OF PAST PRIORITY PROJECTS

165 priority projects in the Finger Lakes region have received a capital award through the ESD Grant Funds program over the last seven years. These projects represent \$1.2 billion in total investment, leveraging \$130 million in state support by a 9 to 1 ratio.

## Key

	<b>BLUE</b>	Project is complete		<b>YELLOW</b>	Project progressing slower than anticipated
	<b>GREEN</b>	Project is on schedule		<b>RED</b>	Project has concerns to be resolved
	<b>ORANGE</b>	Project contract not yet executed		<b>BLACK</b>	Project cancelled or funding declined

## 2011 YEAR AWARDED · ROUND 1

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	1	4883	Finger Lakes Health Systems Agency	High Blood Pressure Collaborative Capital	\$300,000	\$1,186,000
	2	6361	Greater Rochester Enterprise	Regional Internal Harvesting and Economic Gardening Working Capital	\$300,000	\$400,081
	3	7136	University of Rochester	Health Sciences Center for Computational Innovation Capital	\$5,000,000	\$11,175,000
	4	7690	NY Battery & Energy Storage Technology Consortium Inc.	New York Battery and Energy Storage Technology Consortium Phase I Capital	\$1,000,000	\$4,000,000
	5	2423	Finger Lakes Cultural & Natural History Museum	Finger Lakes Museum Capital	\$1,500,000	\$3,600,125
	6	5392	High Tech of Rochester's Business Accelerator Capital Phase 1a	Finger Lakes Business Accelerator, Phase 1a	\$300,000	\$1,186,000

## 2012 YEAR AWARDED · ROUND 2

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	7	14659	Host Resident Partners, LLC	Hilton Garden Inn Capital	\$250,000	\$8,560,000
	8	16766	Seneca BioEnergy, LLC	Seneca BioEnergy, LLC - New Hire/OJT Training/Seneca BioEnergy Capital	\$125,000	\$300,000
	9	18799	CNG One Source of New York, Inc.	CNG One Source of New York Capital	\$300,000	\$2,000,000
	10	13901	College Town Rochester, LLC	College Town Rochester Capital	\$4,000,000	\$121,626,000
	11	14283	Quorum Group, LLC	Quorum Group Capital	\$150,000	\$1,692,000

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	12	15079	University of Rochester	The Health Sciences Center for Computational Innovation Capital	\$5,000,000	\$12,000,000
	13	16253	Center Street Business Center, LLC	Center Street Business Center Capital	\$50,000	\$1,500,000
	14	16767	Midtown Tower LLC	Midtown Tower Capital	\$4,000,000	\$57,699,000
	15	16922	Monroe Community College	Monroe Community College Capital	\$600,000	\$400,000
	16	17054	Geva Theatre Center	Regional Marketing Plan- Geva Theater Center	\$250,000	\$1,400,000
	17	17157	Town/Village of East Rochester	Eyer Building Development Capital	\$200,000	\$17,387,216
	18	17352	TOPTICA Photonics, Inc.	Toptica Photonics Capital	\$120,000	\$392,351
	19	18009	Pathstone Enterprise Center, Inc.	Pathstone Capital	\$2,000,000	\$3,800,000
	20	18082	Little Theatre Film Society	Little Theatre Film Society Capital	\$180,000	\$390,000
	21	18460	OptiPro Systems, Inc.	OptiPro Systems Capital	\$50,000	\$250,000
	22	18502	Once Again Nut Butter Collective, Inc.	OANB Capital	\$300,000	\$3,500,000
	23	18770	Val Tech Holdings, Inc.	Val Tech Holdings Capital	\$100,000	\$553,000
	24	18828	Genesee County IDA	Western NY Science, Technology and Advanced Manufacturing Capital	\$500,000	\$2,102,100
	25	19459	Drasgow, Inc.	Drasgow Capital	\$125,000	\$1,070,000
	26	18502	Rochester Institute of Technology	Golisano Institute for Sustainability Capital	\$5,000,000	\$15,000,000
	27	19736	High Tech of Rochester, Inc.	High Tech of Rochester Capital	\$2,500,000	\$18,500,000

### 2013 YEAR AWARDED · ROUND 3

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	28	27234	Sibley Redevelopment Phase II NMTC, LLC	Sibley Redevelopment Capital	\$500,000	\$1,500,000
	29	28155	Roberts Wesleyan College	Roberts Wesleyan College Capital	\$250,000	\$10,402,867
	30	28157	City of Canandaigua	City of Canandaigua Lakefront Capital	\$1,500,000	\$10,625,000
	31	29462	Rochester Institute of Technology	Rochester Institute of Technology CUE Capital	\$1,000,000	\$5,100,000
	32	30079	City of Rochester	City of Rochester - Rochester Public Market Phase I Capital	\$500,000	\$6,828,000
	33	30173	Nazareth College of Rochester	Nazareth College of Rochester Capital	\$250,000	\$15,800,043
	34	30266	Hobart & William Smith College	Hobart and William Smith Colleges Capital	\$1,000,000	\$46,524,000
	35	31288	Rochester Institute of Technology	Rochester Institute of Technology - MOVPE Capital	\$300,000	\$2,252,255
	36	31823	St. John Fisher College	St. John Fisher College Capital	\$250,000	\$13,138,000
	37	32162	University of Rochester	University of Rochester Capital	\$500,000	\$1,000,000

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	38	30227	Arnold Magnetics Expansion Project	Arnold Magnetics Technologies - Capital	\$600,000	\$21,000,000
	39	30288	Seneca County	Seneca County Sewer Capital I	\$250,000	\$7,394,910

### 2014 YEAR AWARDED · ROUND 4

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	40	43217	MicroOrganic Technologies	MicroOrganic Technologies Capital	\$100,000	\$420,000
	41	38005	Boys and Girls Club of Rochester, Inc.	Boys & Girls Club of Rochester Capital	\$100,000	\$500,000
	42	38763	St. John Fisher College	St. John Fisher College Capital	\$250,000	\$13,388,000
	43	38988	Open Space Institute	Letchworth Nature Center	\$300,000	\$3,745,650
	44	39022	Logical Images	Logical Images Capital	\$100,000	\$558,000
	45	39313	Genesee/Finger Lakes Reg. Plan Coun.	Growing the Agricultural Industry Now! ("GAIN") Capital	\$3,000,000	\$3,333,333
	46	39352	Margaret Woodbury Strong Museum	Gallery Renovations/The Strong and Toy Industry National Halls of Fame: Phase II	\$420,000	\$4,000,000
	47	40760	Keuka College	Keuka College Capital	\$250,000	\$1,142,803
	48	41005	Keuka Lake Hotel LLC	Keuka Lake Hotel Capital	\$750,000	\$12,050,000
	49	41080	Foodlink, Inc.	Foodlink Capital	\$750,000	\$4,857,665
	50	41386	Anthony J. Costello & Son Development LLC	Costello & Son Capital	\$500,000	\$1,197,268
	51	41959	LVM Materials LLC	LVM Materials Capital	\$25,000	\$161,000
	52	41993	Roberts Wesleyan College	Roberts Wesleyan College Capital	\$250,000	\$9,056,353
	53	41080	Foodlink, Inc.	Foodlink Capital	\$750,000	\$4,857,665
	54	43012	Photonics Industry Association of New York	Photonics Industry Association of New York Capital RC4	\$400,000	\$1,227,350
	55	43343	Photonics Industry Association of New York	Finger Lakes Regional Center for Advanced Optics Manufacturing	\$275,000	\$2,747,500
	56	39473	City of Rochester	City of Rochester Public Market Capital	\$1,500,000	\$8,328,000
	57	39493	Morgan-LeChase Development LLC	Canandaigua Lake Development	\$1,000,000	\$19,750,000
	58	40374	Finger Lakes Cultural & Natural History Museum	Finger Lakes Museum Capital	\$200,000	\$1,928,500
	59	40402	Genesee Biogas, LLC	Genesee Biogas Capital	\$1,500,000	\$6,960,000
	60	40492	Seneca County	Seneca County Capital	\$750,000	\$6,493,490
	61	40955	University of Rochester	University of Rochester Goergen Institute Capital	\$1,500,000	\$5,000,000
	62	41413	County of Monroe	Frontier Field Capital	\$1,500,000	\$4,800,000
	63	42142	Seneca BioEnergy, LLC	Biodiesel Production Project	\$250,000	\$4,250,000
	64	42282	Anthony J. Costello & Son Development LLC	Costello & Son Capital II	\$250,000	\$3,102,646

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	65	42291	Rochester Institute of Technology	RIT MAGIC Capital	\$1,500,000	\$9,000,000
	66	42662	Ontario IDA	Ontario County IDA Capital	\$100,000	\$640,000
	67	43011	New York Wine Industry Association	New York Wine Industry Association	\$300,000	\$800,000
	68	43160	High Tech Rochester, Inc.	High Technology of Rochester's Business Accelerator Capital Phase 1c	\$3,150,000	\$15,420,000
	69	43394	American Fuel Cell, LLC	American Fuel Cell Capital	\$500,000	\$150,000
	70	40864	FermCo., Inc.	FermCo Capital	\$2,000,000	\$26,500,000

### 2015 YEAR AWARDED - ROUND 5

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	71	56295	Kingsbury	Kingsbury Touchscreen Sensor Quality Lab	\$200,000	\$1,240,000
	72	55079	Foodlink, Inc.	Foodlink Capital	\$250,000	\$4,107,665
	73	55149	Boys and Girls Club of Rochester, Inc.	Boys and Girls Club of Rochester Capital	\$300,000	\$900,000
	74	55858	Greenidge Generation Holdings LLC	Greenidge Gas Conversion Capital	\$2,000,000	\$11,655,000
	75	55871	University Preparatory Charter School for Young Men	University Preparatory Charter School Capital	\$150,000	\$1,564,494
	76	56764	Finger Lakes Economic Development Center	YCIDA ? Horizon Business Park Capital	\$150,000	\$760,000
	77	56893	Veterans Outreach Center, Inc.	Veterans Outreach Center Capital	\$150,000	\$190,000
	78	57368	Tower 195, LLC	Tower 195 Capital	\$200,000	\$2,188,000
	79	57518	Keuka College	Keuka College Business Analytics and Health Information Center Capital	\$125,000	\$892,803
	80	50561	YMCA of Rochester	YMCA Farmhouse Capital	\$200,000	\$5,294,183
	81	50732	Cornell Agricultural and Technology Park-Geneva	Cornell Agriculture New Manufacturing Building	\$500,000	\$4,710,000
	82	51251	Town of Alabama	Town of Alabama Water Line STAMP Capital	\$1,500,000	\$8,000,000
	83	51570	Roberts Wesleyan College	Smith Science Center Capital	\$1,000,000	\$6,766,832
	84	52041	Village of Arcade	Village of Arcade Capital	\$500,000	\$4,547,695
	85	52748	County of Orleans IDA	Orleans County Agriculture Processing Facility Business Park	\$600,000	\$1,200,000
	86	52833	Genesee County IDA	Leroy Food Tech Park Capital	\$420,000	\$972,142
	87	52976	University of Rochester	Messinger Hall Capital	\$500,000	\$2,260,930
	88	53542	Genesee Biogas, LLC	Genesee Biogas Pretreatment	\$750,000	\$4,207,500
	89	53882	Cadenza Innovations, LLC	Advanced Battery Assembly Plant at EBP Capital	\$200,000	\$8,794,910
	90	54227	Marquart Bros. LLC	Marquart Bros. Potato Chip Plant Capital	\$900,000	\$13,721,866

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	91	54260	Genesee Gateway Local Development Corporation	Genesee Gateway LDC Capital	\$500,000	\$1,921,000
	92	54761	Seneca Park Zoo Society	Seneca Park Zoo Master Plan Improvements Capital Phase 1a	\$1,500,000	\$11,275,400
	93	54816	Troser Management, Inc.	Mountainside Inn and Lodging Capital I	\$300,000	\$4,264,000
	94	55453	Monroe Community College	MCC Applied Technology Center Capital	\$57,000	\$285,046
	95	55708	Sibley Redevelopment Phase I NMTC, LLC	Sibley Building Phase II Capital	\$3,500,000	\$64,390,520
	96	56058	Unither U.S. Corporation	Unither Capital	\$1,000,000	\$10,800,000
	97	56121	Photonics Industry Association of New York	Photonics Industry Association of New York Capital RC5	\$160,000	\$1,507,900
	98	56164	Anthony J. Costello & Son Development LLC	CityGate Capital	\$2,000,000	\$5,623,915
	99	56197	University of Rochester	University of Rochester Goergen Institute Capital	\$1,000,000	\$3,500,000
	100	56210	Rochester Institute of Technology	Rochester Institute of Technology AMPrint Center Capital	\$100,000	\$500,000
	101	56233	NOHMs Technologies, Inc.	NOHMs Technologies Electrolyte Manufacturing Equipment Capital	\$135,000	\$135,000
	102	56544	Morgan-LeChase Development LLC	Morgan LeChase Development Pinnacle North Capital	\$2,000,000	\$38,000,000
	103	56623	City of Rochester	Rochester Riverside Convention Center Capital	\$1,500,000	\$3,940,000
	104	56663	Wayne- Finger Lakes BOCES	Wayne-Finger Lakes BOCES Capital	\$1,000,000	\$2,050,056
	105	56730	New York Battery & Energy Storage Technology Consortium, Inc.	New York Battery and Energy Storage Technology Consortium Capital III	\$2,000,000	\$5,035,868
	106	57285	Rochester City School District	Edison Career and Technology High School Capital	\$83,000	\$185,000
	107	51677	Orleans Renaissance Group, Inc.	Orleans Renaissance Group/ Bents Capital	\$70,000	\$520,000
	108	51646	Rowley 96, LLC	Rowley 96 Capital	\$1,000,000	\$20,000,000

### 2016 YEAR AWARDED · ROUND 6

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	109	63508	Rochester General Hospital	Rochester General Hospital Capital RC6	\$1,100,000	\$5,545,000
	110	64542	Friends of CMAC	Friends of CMAC Capital RC6	\$1,260,000	\$4,826,762
	111	64798	University of Rochester	Memorial Art Gallery of the University of Rochester Capital	\$100,000	\$2,007,627
	112	64916	National Women's Hall of Fame	Center for Great Women Phase III-A	\$500,000	\$5,164,754
	113	64943	Headwater Foods	Food HUB Expansion	\$280,000	\$1,400,000
	114	64974	Little Theatre Film Society	The Little Theatre Film Society Capital II	\$225,000	\$1,420,000
	115	65396	Smith Center for the Arts, Inc.	Smith Opera House Capital	\$100,000	\$582,000
	116	65618	Wayne County NYSARC	Hillside Children's Center Capital RCCF	\$800,000	\$4,000,000

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	117	65790	Seneca Park Zoo Society	Seneca Park Capital	\$1,000,000	\$22,200,000
	118	66058	Livingston County Development Corp.	Livingston County IDA AgriPark Capital	\$2,300,000	\$11,850,000
	119	66430	Rochester Downtown Development Corporation	RDDC Kitchen Incubator Capital	\$213,500	\$1,067,674
	120	66476	Monroe Community College Sports Centre Corp	Monroe Community Sports Capital	\$700,000	\$2,000,000
	121	55708	Sibley Redevelopment Phase I NMTC, LLC	Sibley Building Phase II Capital	\$3,500,000	\$64,390,520
	122	66672	Romold, Inc	Romold Capital	\$202,000,000	\$1,010,000
	123	66691	Nazareth College of Rochester	Nazareth College Music Performance Center Capital	\$1,000,000	\$15,500,000
	124	66868	City of Rochester	City of Rochester Convention Center Capital	\$1,800,000	\$12,466,000
	125	66929	City of Rochester	City of Rochester Infrastructure Capital RC6	\$1,500,000	\$16,500,000
	126	66949	Rochester Institute of Technology	RIT UAS Vehicle Spectrometer Capital	\$188,000	\$988,190
	127	67012	Rochester School of the Holy Childhood, Inc.	Special Touch Bakery Capital	\$481,000	\$2,405,400
	128	67074	Keuka College	Keuka College Dahlstron Student Center Capital	\$1,000,000	\$5,000,000
	129	67204	St. John Fisher College	St. John Fisher-Skalny Science Center Capital	\$440,000	\$2,200,000
	130	67306	Roberts Wesleyan College	Roberts Wesleyan College Capital RC6	\$145,000	\$747,300
	131	67334	Sibley ESCO	Sibley Square Innovation Phase	\$2,000,000	\$21,816,525
	132	67491	Batavia Development Corporation	Batavia Development Ellicott Station Capital	\$1,900,000	\$17,347,148
	133	67861	Sempreverde Development, LLC	Sempreverde Development Capital RC6	\$510,000	\$2,550,000
	134	67885	Sysco	Western NY Depot	\$150,000	\$750,000
	135	67939	YMCA of Rochester	Southeast Regional Healthy Living Campus RC6	\$1,455,500	\$40,000,000
	136	68335	The Costello Group	CityGate Remediation Phase	\$800,000	\$28,582,528
	137	68452	Keuka College	Keuka College Waterfront Capital RC6	\$100,000	\$500,000
	138	68491	State University of New York	The College at Brockport Capital	\$700,000	\$3,600,000
	139	68636	1000 Silver Hill, LLC	1000 Silver Hill Capital	\$150,000	\$1,900,500
	140	67742	Marquart Dairy, LLC	Marquart Dairy Capital RC6	\$1,500,000	\$7,500,000

### 2017 YEAR AWARDED · ROUND 7

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	141	73961	Rochester Network Supply, Inc.	Rochester Network Supply Capital	\$230,000	\$1,152,157
	142	62896	Center for Teen Empowerment, Inc.	Youth Jobs in Neighborhood Development Rochester	\$400,000	\$2,986,800

Status	Map #	CFA #	Project Sponsor	Project Name	CFA Award	Project Total
	143	65882	NYSARC, Inc. Seneca-Cayuga Counties Chapter	Seneca Cayuga Counties - NYSARC Capital	\$50,000	\$284,374
	144	73591	Hobart & William Smith College	Hobart and William Smith Colleges Capital	\$250,000	\$847,000
	145	74106	Rochester Childfirst Network	Rochester Childfirst Network Capital	\$100,000	\$812,996
	146	74387	Sandvoss Farms, LLC dba First Light Farm & Creamery	First Light Farm & Creamery Capital	\$180,000	\$909,265
	147	74405	Junior Achievement of Central Upstate New York, Inc.	Junior Achievement of Central Upstate NY Capital	\$620,000	\$4,078,125
	148	74482	The New York Wine & Culinary Center, Inc.	The New York Wine & Culinary Center Capital	\$50,000	\$952,848
	149	74789	1733 Ridge Rd LLC	1733 Ridge Rd Capital	\$2,000,000	\$11,450,000
	150	75054	CGI Communications	CGI Communications Capital	\$1,000,000	\$12,000,000
	151	75387	Tracy Street Realty LLC	Tracy Street Realty Capital	\$500,000	\$500,000
	152	75816	Howlett Soy Barley Grain Center	Howlett Soy Barley Grain Center Capital	\$1,500,000	\$8,125,015
	153	75834	Empire Medicinals, Inc.	Empire Medicinals Capital	\$200,000	\$700,000
	154	76090	Foodlink, Inc.	Foodlink Capital	\$150,000	\$764,675
	155	76104	RT Solutions	RT Solutions Expansion	\$200,000	\$1,143,665
	156	76150	The Perfect Granola, LLC	The Perfect Granola Facility	\$260,000	\$2,500,000
	157	76550	OptiPro Systems, Inc.	Brightside 09- OptiPro Systems Capital	\$600,000	\$9,250,000
	158	76675	Opalux Incorporated	Opalux Capital	\$400,000	\$2,093,200
	159	76730	Rochester Institute of Technology	RIT Cell Tech Capital	\$110,000	\$569,229
	160	76900	Rochester Institute of Technology	RIT Food Waste Capital	\$50,000	\$408,227
	161	77202	Joseph Barsuk, Inc.	Joseph Barsuk Capital	\$250,000	\$1,505,568
	162	77223	Western Region Off-Track Betting Corporation	Western Region OTB Capital	\$180,000	\$900,000
	163	77246	Vigneri Chocolate, Inc	Vigneri Chocolate Capital	\$620,000	\$4,000,000
	164	75268	Rochester Stadium Operations, LLC	Capelli Sports Stadium Capital RC7	\$100,000	\$300,000



## Aggregated status of ESD grant projects

Status	2011	2012	2013	2014	2015	2016	2017	Total	% of projects
 Completed	4	16	10	14	8	0	0	52	32%
 On schedule	2	2	1	14	28	31	22	100	61%
 Contract not yet executed	0	0	0	1	1	1	0	3	2%
 Progressing slow	0	0	0	0	0	0	1	1	1%
 Concerns need to be resolved	0	0	0	0	1	0	0	1	1%
 Canceled or funding declined	0	3	0	1	1	0	1	6	3%
<b>TOTALS</b>	<b>6</b>	<b>21</b>	<b>11</b>	<b>30</b>	<b>39</b>	<b>32</b>	<b>24</b>	<b>163</b>	<b>100%</b>

## Leverage of State investment in all past Priority Projects

	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5	ROUND 6	ROUND 7
Total Projects	<b>6</b>	<b>21</b>	<b>11</b>	<b>30</b>	<b>39</b>	<b>32</b>	<b>24</b>
Total Project Cost	\$35,673,836	\$218,082,700	\$95,888,985	\$172,966,137	\$459,792,284	\$235,472,855	\$71,580,987
Total amount of ESD Capital Awards	\$10,500,000	\$24,675,000	\$6,300,000	\$25,120,000	\$29,880,000	\$24,566,500	\$9,770,000
Ratio of TPC to ESD Capital Awards	<b>3:1</b>	<b>9:1</b>	<b>15:1</b>	<b>7:1</b>	<b>15:1</b>	<b>10:1</b>	<b>7:1</b>

# STATUS OF ALL PROJECTS AWARDED CFA FUNDING

724 projects in the Finger Lakes region have received awards through the CFA process over the last seven years. These projects represent \$2.3 billion in total investment, leveraging \$310 million in state support by a ratio of more than 8 to1.

## Aggregated status of all CFA projects

Status	2011	2012	2013	2014	2015	2016	2017	Total	% of projects
 Completed	82	62	76	66	52	16	0	354	48%
 On schedule	7	6	14	35	81	74	98	315	43%
 Contract not yet executed	0	1	0	1	2	4	12	20	3%
 Progressing slow	0	1	0	0	3	0	1	5	1%
 Concerns need to be resolved	1	0	0	0	1	0	1	3	1%
 Canceled or funding declined	6	10	5	4	6	3	1	35	4%
<b>TOTALS</b>	<b>96</b>	<b>80</b>	<b>95</b>	<b>106</b>	<b>145</b>	<b>97</b>	<b>113</b>	<b>732</b>	<b>100%</b>

# Leverage of State investment in all CFA Projects

	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5	ROUND 6	ROUND 7
Total Projects	<b>96</b>	<b>80</b>	<b>95</b>	<b>106</b>	<b>145</b>	<b>97</b>	<b>113</b>
Total Project Cost	\$245,060,453	\$300,029,508	\$214,332,348	\$358,152,210	\$868,554,309	\$282,220,802	\$172,508,060
Total amount of CFA Awards	51,606,000	\$40,305,709	\$23,732,588	\$39,222,918	\$70,723,736	\$37,322,371	\$37,207,998
Ratio of TPC to ESD Awards	<b>5:1</b>	<b>7:1</b>	<b>9:1</b>	<b>9:1</b>	<b>12:1</b>	<b>8:1</b>	<b>5:1</b>

# Jobs Creation to Date

	ROUND 1	ROUND 2	ROUND 3	ROUND 4	ROUND 5	ROUND 6	ROUND 7	TOTALS
Permanent Jobs Created	1,130	756	143	115	1,063	30	1,995	5,232
Jobs Retained	3,781	900	363	931	4,260	246	503	10,984
Totals	4,911	1,656	506	1,046	5,323	276	2,498	16,216

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



# Upstate Revitalization Initiative (URI) Update

In December of 2015, Governor Cuomo announced a five year commitment of \$500 million of State funding from the Upstate Revitalization Initiative (URI) for the Finger Lakes region based on the FLREDC's new Finger Lakes Forward strategic plan.

The Finger Lakes Forward plan united the Finger Lakes region around the overall goals of Creating Jobs, Driving Private Investment, Increasing Regional Wealth and Reducing Poverty through a refined strategic vision focused on targeted industry sectors, called "pillars," of Optics,

Photonics, and Imaging, Agriculture and Food Production, and Next Generation Manufacturing and Technology; as well as key enablers to facilitate growth: Pathways to Prosperity, Entrepreneurship and Development, and Higher Education, Research, & Healthcare.

Status	CFA #	Project Sponsor	Project Name	Total Project Cost	URI Award
	N/A	Optimax Systems Inc.	Optimax Expansion	\$21,700,000	\$700,000
	N/A	LiveTiles	Rochester Technology Center	\$17,000,000	\$3,500,000
	N/A	City of Rochester	ROC The Riverway (Initial Phase)	\$92,269,000	\$50,000,000
	85102	AIM Photonics	Operating Support (Yrs 3-5)	\$30,000,000	\$30,000,000
	N/A	AIM Photonics	Photonics Attraction Fund	\$30,000,000	\$30,000,000
	62943	The Strong Museum	Neighborhood of Play Expansion	\$117,000,000	\$20,000,000
	N/A	IEC Electronics	IEC Electronics Corp. Expansion	\$7,500,000	\$2,000,000
	77624	Paychex	Paychex Rochester Expansion	\$58,400,000	\$2,500,000
	67058	ON Semiconductor	EBP Expansion	\$6,676,722	\$4,300,000
	77335	HP Hood	Batavia Agri-Biz Park Expansion	\$206,662,500	\$2,000,000
	74626	Conduent	SkyView Expansion	\$7,362,000	\$2,000,000
	70781	United Way	Early Childhood Pilot	\$3,500,000	\$1,750,000
	*70781	Monroe County	Child Care Expansion	\$4,000,000	\$3,000,000
	74308	Kodak Alaris	RTP Relocation	\$7,500,000	\$2,000,000
	70749	OFD Foods, LLC	Henrietta Expansion	\$25,070,000	\$400,000
	70348	High Tech Rochester	Luminate NY Photonics Venture Challenge	\$10,000,000	\$10,000,000
	71066	DuPont	Danisco EBP Expansion	\$89,015,000	\$1,500,000
	71009	Datto	Downtown Rochester Expansion	\$5,250,000	\$2,100,000
	68744	RIT	REMADE Clean Energy Institute	\$40,000,000	\$20,000,000
	N/A	Clearwater Organic Farms	EBP Hydroponic Greenhouse	\$50,600,000	\$4,000,000
	70745	American Packaging Corp	Flexible Packaging Facility	\$192,118,000	\$7,700,000
	68751	AIM Photonics	TAP Facility	\$187,000,000	\$147,000,000
	62699	Eastman Kodak	NY-BEST Battery Cell Assembly Pilot Plant	\$5,900,000	\$1,200,000
	69070	Catholic Family Center	Mentors for Success Pilot	\$2,956,386	\$1,500,000
	61031	Hillside	Work-Scholarship Connection	\$6,000,000	\$3,000,000
	69000	Monroe Community College	Forward Center at EBP	\$12,000,000	\$5,400,000
	71058	U of R & Harris Corp	Data Science Consortium	\$386,000,000	\$7,500,000
	71059	University of Rochester	Goergen Institute for Data Science	\$50,000,000	\$12,500,000
	78173	WNY Cheese Enterprise	Cheese Plant	\$49,700,000	\$1,300,000
	54472	North American Breweries	Genesee Brewery Eco-District	\$49,100,000	\$5,000,000
	68086	GCEDC	1366 Technologies at STAMP	\$700,000,000	\$18,000,000

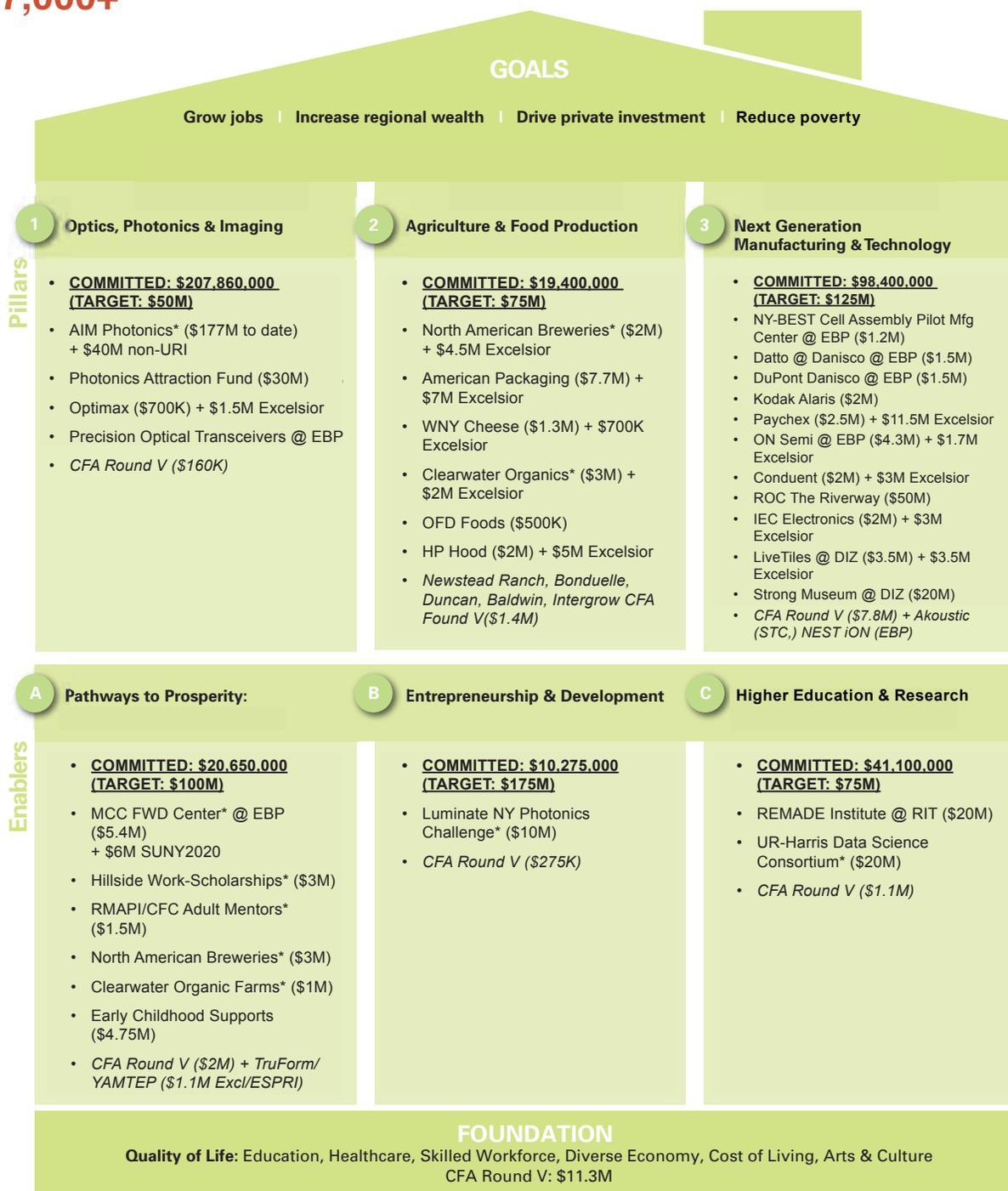
# URI PROGRESS

**COMMITTED: \$401,850,000 (of \$500M)**

**Leverage (Direct): \$1,649,509,000**

**Additional NYS: \$143,100,000+**

**Jobs: 7,000+**

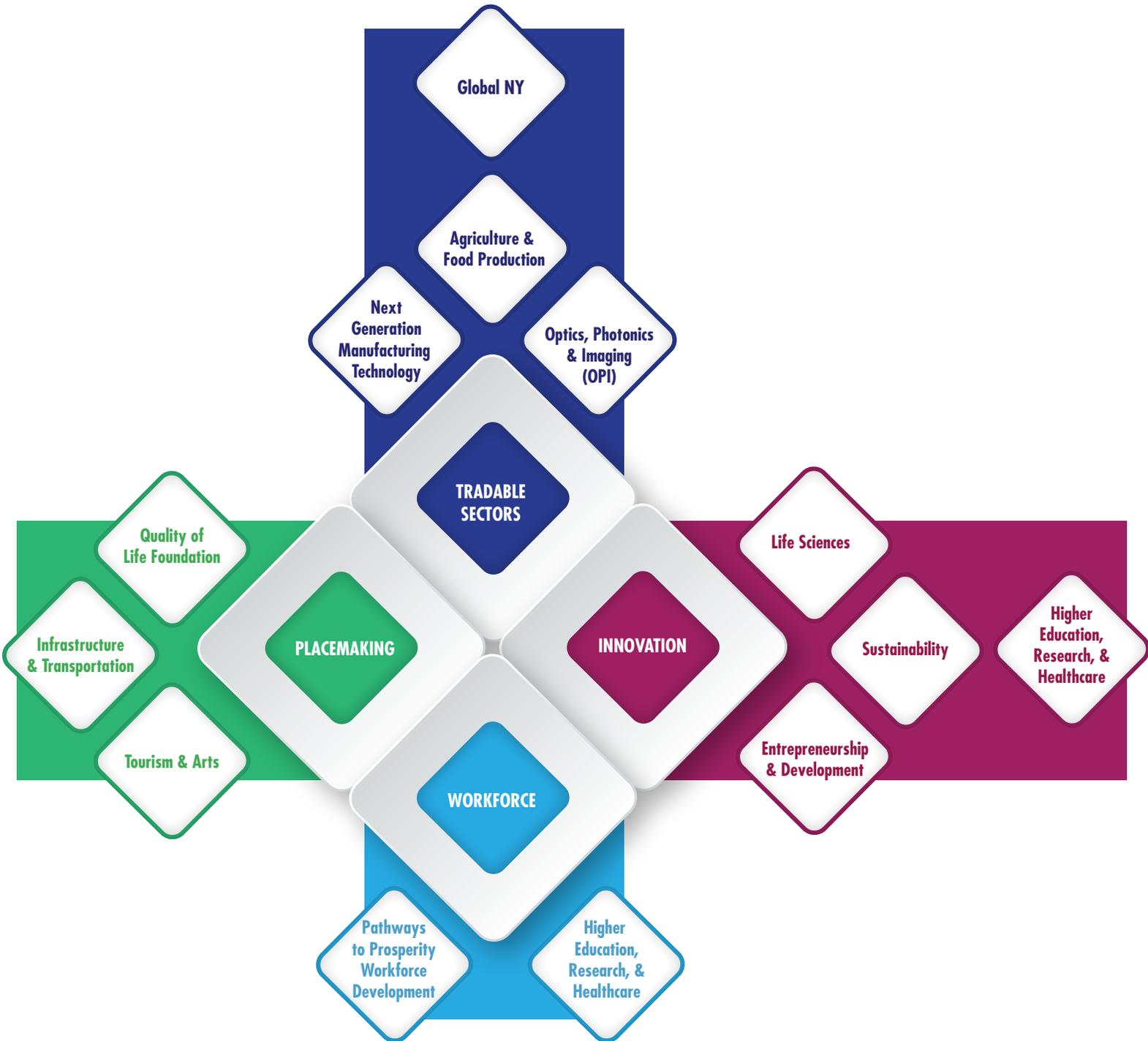


\*Highlighted Initiatives in the FLXFWD URI Plan  
*Italics: Non-URI funds*



# IMPLEMENTATION AGENDA

# 3



# 2017-2018 FINGER LAKES REGIONAL ECONOMIC DEVELOPMENT COUNCIL HIGHLIGHTS

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

## **ROC the River is moving the Finger Lakes forward.**

The ROC the Riverway Program will consolidate more than two dozen transformative projects along the Genesee River under a single concept. The prospective projects include the completion of the Genesee Riverway Trail through the Center City and a redesign of Charles Carroll Plaza and Genesee Crossroads Park. The plan also envisions significant upgrades to major riverfront facilities, including the Blue Cross Arena at the War Memorial; the Joseph A. Floreano Rochester Riverside Convention Center; and the Rundel Memorial Library building. Revitalizing the Genesee River corridor will help fuel the local economy and serve as a major asset in attracting new jobs, and solidifying Rochester's identity as a vibrant waterfront community. Cities around the world have discovered the tremendous power of great public spaces, bicycle and pedestrian-focused infrastructure, and water-oriented development in attracting employers and the next generation workforce. Now is the time to leverage this power in the Finger Lakes region.

**Luminate New York is moving the Finger Lakes forward.** Luminate NY is the world's largest business accelerator for startup firms in the optics, photonics and imaging industries. The Luminate NY accelerator, located in Rochester, helps promising optics and photonics companies advance their technologies and businesses through a community of resources, including financial support. Double Helix Optics, a Boulder, Colorado-based company, will establish operations in Rochester, NY. The company received \$1 million in funding through Luminate NY – a strategic investment in OPI-enabled technologies intended to bolster the region's reputation as the imaging capital of the world. Double Helix Optics earned this

opportunity based on its Light Engineering technology. As 3D information is increasingly incorporated into real-world applications, a major challenge has been integrating depth information with increased resolution. The company's technology overcomes these limitations, providing improvement in depth resolution where current technologies fail. Its SPINDLE, 3D Nano-imaging module, seamlessly integrates with existing microscopes, cameras, and other optical instruments to turn 2D imaging into 3D information capture.

**NextCorps at Sibley** The opening of NextCorps, formerly High Tech Rochester, on the sixth floor of the beautifully renovated Sibley Building in Downtown Rochester. The new state-of-the-art facility supports the creation and growth of high tech companies, and will serve as one of the cornerstones of the ongoing revitalization that is happening in downtown Rochester. The Sibley Building will serve as the headquarters for NextCorps, which has moved its staff from the Lennox Tech Enterprise Center in Henrietta to the renovated facility. The transformation of the historic building is central to the ongoing revitalization of the city's urban core. NextCorps also has an option to build out an additional 28,000 square feet on the sixth floor in response to future demand. In addition to high tech incubation and acceleration services, NextCorps also runs a number of other programs supporting business growth, including:

- **Luminate NY** - The world's largest accelerator for photonics, optics, and imaging companies;
- **Manufacturing Extension Partnership** - Supporting growth of small to mid-sized manufacturing companies in the Finger Lakes region;
- **NEXUS-NY** - Startup incubation/acceleration program for clean energy companies across New York State;

- **Rochester Venture Challenge** - An annual startup business competition;
- **The Entrepreneurs Network** - A four-month accelerator program for startups or existing businesses seeking to grow; and
- **NYSERDA EIR Program** - A statewide program that matches entrepreneurs-in-residence/mentors with clean- energy startups.

The new \$16 million facility was supported with \$8 million from the State of New York, \$2 million from the federal Economic Development Administration, and \$3 million in private philanthropic donations, and is a priority project of the Finger Lakes Regional Economic Development Council. NextCorps is an affiliate of the University of Rochester, and is the region’s only NYSTAR-designated technology development center.

**Young Adult Manufacturing Training Employment Program expansion** In 2015, TruForm CEO Tyrone Reaves created the Young Adult Manufacturing Training Employment Program (YAMTEP). The YAMTEP initiative is aimed at providing the chronically unemployed and unskilled with the training needed to secure a job in CNC machining, welding and other careers in advanced manufacture. YAMTEP accepts participants ranging in age from 19 to 60 years old. The program does not require a high school diploma or equivalent and has partnered with over 20 local employers who interview students once they have completed the program. YAMTEP recently received \$750,000 under the Empire State Poverty Reduction Initiative and the Rochester Monroe Anti Poverty Initiative. The funding will be used to help adults acquire the skills to maintain a living wage job in the manufacturing industry. The program will teach basic work habits and social skills required to work in manufacturing. This pilot project will also serve as a model for other employers to emulate in their respective fields. To date, there have been thirteen cohorts totaling 159 students, of which 74% completed the training and 90 have been employed by 22 different companies.

### LiveTiles

Governor Cuomo also announced in May the decision by LiveTiles to establish a new Intelligent User Experience (IUX) hub in downtown Rochester. LiveTiles is a global software firm founded in Australia and headquartered in New York City. LiveTiles chose Rochester for expansion for two main reasons – the ability to hire exceptional talent and the vibrant downtown environment. The new IUX Hub will be located in Rochester’s High Falls District at 61 Commercial Street. The expansion project will include outfitting the new facility and hiring new employees. Staff will range from client-side teams such as customer success managers and business development roles, to technical teams such as solution engineers and AI (Artificial Intelligence) deployment specialists. These teams will also support the rollout of additional platform offerings that are currently under development. The \$17 million project will result in the creation of at least 500 new jobs over the next five years, 60 of which have already been created in recent weeks. The project is expected to be completed in March of 2023.

### Finger Lakes Welcome Center

Newly open on the shores of Seneca Lake, the Finger Lakes Welcome Center promotes regional tourism, historic attractions and locally produced food and beverages. The center features kiosks and displays providing information about attractions in Ontario, Seneca and Yates counties, and in the Rochester area. Operated by the New York Kitchen in Canandaigua, the Geneva welcome center includes a cafe and Taste NY store showcasing local food and the wine, beer, cider and spirits produced in the region. Outdoor seating allows visitors to enjoy the local food with a view of the lake, a Walk of Fame that recognizes famous New Yorkers from the region and a children’s play area gives kids the opportunity to run and explore. The Finger Lakes Welcome Center’s theme, “Wine and Water,” promotes the world-renowned assets of the Finger Lakes by paying tribute to the region’s famous vineyards and namesake lakes.

**The Center of Excellence in Food and Agriculture Technology at Cornell Agritech is moving the Finger Lakes forward.** The goal of the Center for Excellence in Food and Agriculture (Center) is to catalyze business development in the agriculture and food industry by serving as a connecting point between startups and existing corporations and innovation assets. Ultimately, the Center is intended to spark investment and economic growth. The Center will achieve this by pushing new technologies into commercialization within New York State; attracting existing companies to New York State by promoting access to innovation and research; and supporting growth within existing New York State agriculture and food technology companies. This is just a small sampling of the many workforce development initiatives currently taking place in the Finger Lakes region. Each of the FLREDC work teams have established an implementation agenda which



expands on the great work being done by all. Details are included in this report. Together we will continue to move the Finger Lakes forward.

### **American Packaging**

Operations are up and running at American Packaging Corporation's (APC) new, 215,000 square-foot facility in the Town of Chili, Monroe County. This State supported expansion has already enabled the company to hire 70 new employees, of which 40 are working at the new site. The sustainable packaging manufacturer currently has 200 employees working at its long-established plant on Driving Park Avenue in the City of Rochester. Overall, APC plans to create up to 260 new full-time jobs over the next five years in the Finger Lakes. The company previously considered constructing the new manufacturing plant near its facilities in Iowa; however, thanks to Governor Cuomo's Upstate Revitalization Initiative and the Finger Lakes Forward strategic plan, along with strong local support, the company decided to stay and grow in Upstate New York.

### **Genesee Brewery**

North American Breweries celebrated the grand opening of the most significant project in its history. The \$48.5 million investment to modernize the brewery paves the way for a bright future for the Genesee Brewery in Rochester. The new brewery provides more flexibility to make a wider variety of beer styles at the highest quality standards in the industry. The project unlocks the brewery's full potential while creating a more efficient and competitive brewery that is positioned for the future and built with opportunities for expansion.

#### Modernization Enhancements:

- **New Brewhouse:** A new efficient and more sustainable brewhouse that makes higher quality wort (beer precursor), uses less material, water and energy.
- **Mash Filter:** The mash filter, the heart of the new brewhouse, uses ingredients to their full potential, extracting more flavor and sugar and leaving only spent grain behind.
- **Fermentation Tanks:** Twenty-four new high efficiency fermentation tanks perform double-duty to decrease loss by fermenting and lagering (or storing) beer in one tank.

- **Automated System:** An automated system takes repetitive tasks out of the process, allowing our brewers to focus on managing and overseeing the whole brewing process. This allows our brewers to focus on recipe development, quality improvement, trouble-shooting, and innovation. This results in greater accuracy and better quality.
- **Dry Hopping System:** A new dry hopping system, along with the new fermentation tanks, unlock Genesee's ability to make world-class craft beers with hoppier profiles.
- **Cold Block:** A new 13,000-square-foot building houses a state-of-the-art control room and the equipment needed to finish and ferment beer. Behind the building, the cold block includes a "tank farm" with 24 new fermenters. A glass viewing wall in the front of the building allows people to see inside brewery operations.

### **New Portageville Bridge**

Replacement of the historic bridge in Letchworth State Park protects New York State's freight rail network and supports global economic competitiveness. The bridge was identified in the New York State Rail Plan as one of the ten most significant rail bottlenecks in the state. Replacing the rail bridge will enable the Norfolk Southern Railway to continue safe, cost-competitive, and reliable service across the Finger Lakes Region. Located in the Town of Portage, Livingston County, and the Town of Genesee Falls, Wyoming County, the bridge supports the region's strategy to revitalize communities and grow the economy.

### **IEC Electronics**

IEC Electronics to invest more than \$200M in new Wayne County 150,000 square-foot manufacturing facility and create more than 360 new jobs. The company had considered moving out of New York State but chose to remain in the region with support from the Governor and Empire State Development. IEC plans to move to and begin operations at the new facility in mid-2019. The company is a provider of electronic contract manufacturing services such as printed circuit board assembly, cable and wire harness assembly, and precision metalworking for life-saving and mission critical products. They specialize in providing technical solutions for the custom manufacturing of complex full system assemblies with advanced engineering support and state of the art laboratory services, including risk mitigation related to counterfeit component

# PATHWAYS TO PROSPERITY

## PURPOSE

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

## PERFORMANCE INDICATORS:

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

### 1. Reduce Poverty rate in Rochester from 34% to 17% by 2030

#### a. Rochester Monroe Anti-Poverty Initiative (RMAPI)

RMAPI will work to reduce poverty and increase self-sufficiency using a collective impact approach focused on workforce development and basic needs. The work will seek to improve three specific household-level outcomes:

- Increased income levels in households through higher earnings and more effective benefits
- Increased affordability of basic needs such as daycare, transportation and housing
- Improved neighborhoods with lower concentrations of households in poverty

#### b. Strengthening Working Families Initiative/SWFI (Rochester Rehabilitation)

Targeted population of parents with child care responsibilities to move along a pathway that builds job-related skills and lead to living-wage employment. To serve 1,000 participants over 4 years. The program initiated in July of 2016 and runs through June of 2020.

#### c. Health Professional Opportunity Grant/ HPOG (Action for a Better Community)

Targeted population of adults receiving TANF benefits to gain the skills for jobs in Health Care. The five-year goal

is to have 1,050 participants obtain employment in the health care field.

#### d. Paths to Empowerment (County/Rochester Rehab)

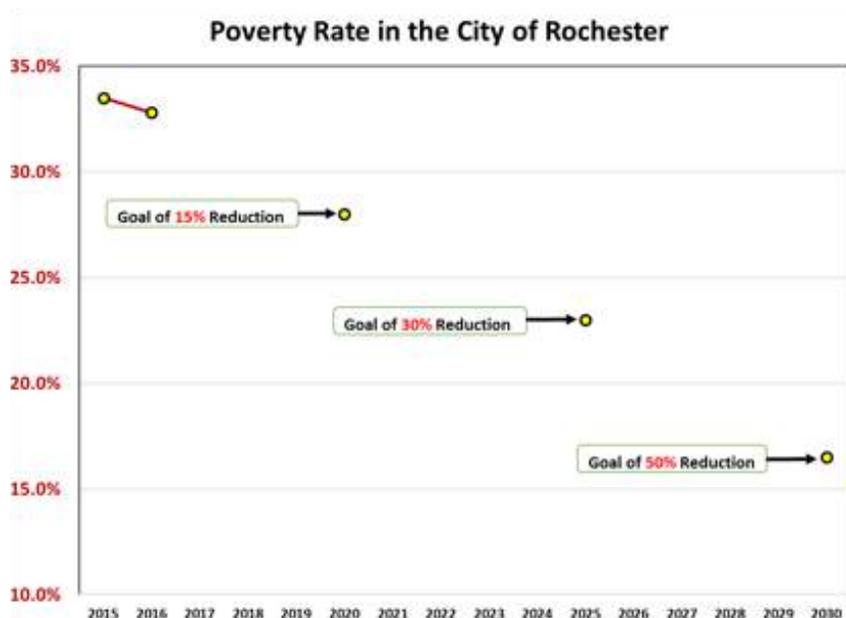
Human Services have collaborated on a program to support individuals transitioning from public assistance to employment. The agencies will coordinate existing resources as well as community programs and resources to maximize success for individuals working toward employment retention. The program aligns with an RMAPI recommendation to create more centralized services and provide mentoring and guidance to those seeking to achieve self-sufficiency.

#### e. Foodlink Career Fellowship (Foodlink)

Foodlink has been diligently working over the last 18 months to create a structured program designed to support individuals in the community who have faced significant barriers to sustained employment and career growth. The Foodlink Career Fellowship was piloted on 7/9/18. Twelve selected participants entered into a vigorous and structured 12 month training program that provides a balance of classroom and hands on experience. Upon successful completion of the program, participants will have completed approximately 1,500 hours in the program, including an internship within Foodlink, externship within selected businesses in the community as well as soft skills and career building tools. In addition to their newly acquired skills, they will receive a number of different certifications such as Rouxbe Culinary Foundations, Serv Safe, CPR/ First Aid, OSHA and more. Participants are given a valuable foundation and necessary tools to gain full time employment within the culinary realm.

**2. Improve Academic achievement in the Rochester City School District:**

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



**Collective Impact Work in Action**

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

RMAPI’s role is to bring partners together to identify the root causes of poverty, create better coordination of services, and advocate for effective anti-poverty policies to address these factors. RMAPI promotes the guiding principles to build community, address trauma, and address structural racism, keeping these at the forefront of all decision-making.

RMAPI’s efforts focus on reducing poverty by enacting systemic change, creating incremental improvements at each point a person in poverty touches systems. Though each of these changes alone may be small, the sum of these improvements over time will be substantial.

*RMAPI’s ongoing initiatives aimed at creating systemic change include:*

**Structural Racism Initiative**

RMAPI has worked with St. Joseph’s Neighborhood Center to expand implementation of its Structural Racism Initiative, a two-year program that helps local agencies and businesses better understand structural racism and develop effective ways to combat it within their own organizations.

**Employer and trainer pledges**

The RMAPI Employment Working Group has developed pledges for employers and job training agencies to promote and uphold the RMAPI guiding principles. These organizations pledge to reduce barriers to employment for no-skill and low-skill workers and enable sustainable employment for people affected by poverty.

### **Participatory Budgeting process**

RMAPI is implementing a Participatory Budgeting process allowing members of the community to decide how to spend \$175,000 in state-approved funding for projects addressing poverty. This aims to increase civic engagement and encourage political participation, especially in traditionally marginalized groups.

### **Monroe County System Integration Project (SIP)**

Driven by New York State mandate to reduce poverty, improve health, enrich education and control cost, local leaders from health, human services and education gathered to discuss the current state of disconnected services, the poor outcomes that result, and whether a single integrated solution had potential to be both feasible and responsive to numerous sectors, initiatives and objectives. Consequently, the Monroe County System Integration Project (SIP) was born. In essence, the SIP is a proposed five-year engagement to develop an integrated data ecosystem and cross-sector workflows that bridge health, human service and education initiatives and sectors, thus facilitating aligned, person-centered service delivery for individuals who are vulnerable or living in poverty.

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

In the ever-difficult task of connecting people impacted by poverty with employment there is a new player in our Rochester region that has found a secret sauce to improve the odds of success.

Tyrone Reaves, a local businessman, has taken on the task to fill a need for himself and other manufacturers within the region by establishing a basic manufacturing skill development class in partnership with the City of Rochester, PathStone, a not-for-profit community development and human service organization providing services to low-income families, and now Catholic Family Center.

The program is called Young Adults Manufacturing & Training Employment Program (YAMTEP). Tyrone runs Tru Form Manufacturing, located in three different manufacturing facilities within the City of Rochester and being faced with the same challenge as his peers in the industry, finding a qualified workforce. Tyrone started a 12 week, 3 or 4 days a week class, depending on which of the four different programs was chosen, with candidates identified by the City, Path Stone or Catholic Family center to attend within one of his own facilities. These classes cover everything from basic math used in the industry to hands on skill development as well as soft skill training that any employer would be looking for. Thanks to established relationships with local businesses in the industry, Tyrone promotes the successful students and with supports from his community partners, helps these candidates get and hold jobs in manufacturing.

**To date, there have been thirteen cohorts totaling 159 students, of which 74% completed the training and 90 have been employed by 22 different companies.**

The YAMTEP program has also received an additional two years funding from the ESPRI (Empire State Poverty Reduction Initiative). \$750,000 will be used to help as many as 200 adults or more gain the skills necessary to gain meaningful employment and reduce the dependency of public support systems.

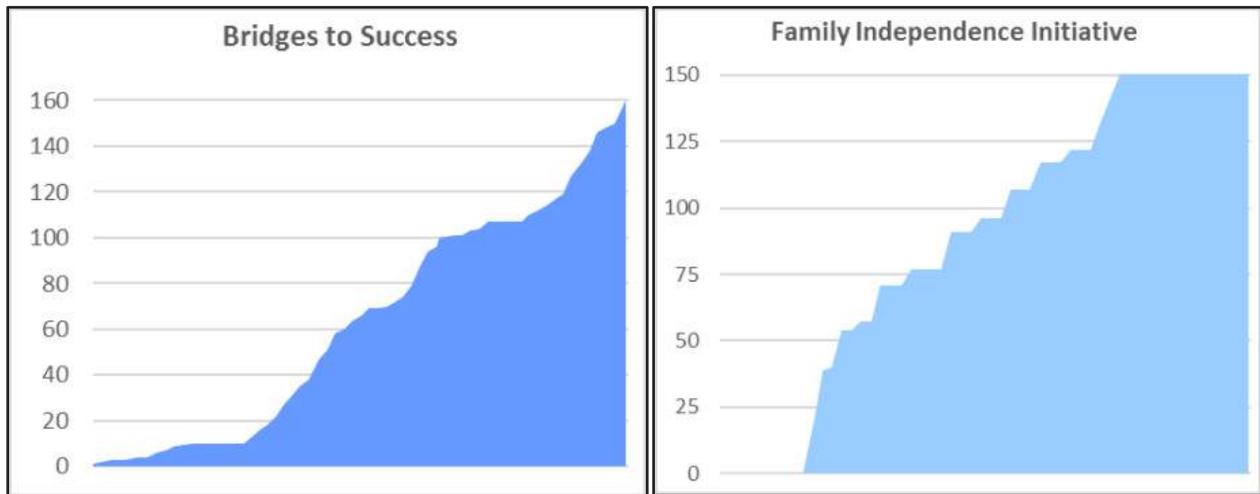
### **Connected Communities**

Connected Communities is an arm of a larger Collective Impact team serving the Rochester community. The work of Connected Communities is directly aligned with and builds on the work of the Rochester-Monroe Anti-Poverty Initiative and ROC the Future but is targeted specifically for the Beechwood and EMMA neighborhood. Serving as role as convener and resource navigator helps to ensure that critical supports are not implemented in silos, duplication is eliminated, and resources are maximized through our collective strengths. The organization follows the Purpose Built Communities model of holistic neighborhood transformation that includes neighborhood-based cradle to college and career education; mixed income, affordable housing; and integrated wellness programs all with an economic overlay. In partnership with Home Leasing and Hillside, 72 units of mixed income, affordable apartments were created to serve families. Sixteen of the units will be reserved for persons with developmental disabilities. The development will include 2400 square feet of commercial space for service providers, a community center available for the greater neighborhood and a playground also open to the public. Connected Communities' Community Engagement Coordinator's office will be located within this townhome community, giving them direct access to residents and providing a hub for community-wide activities.

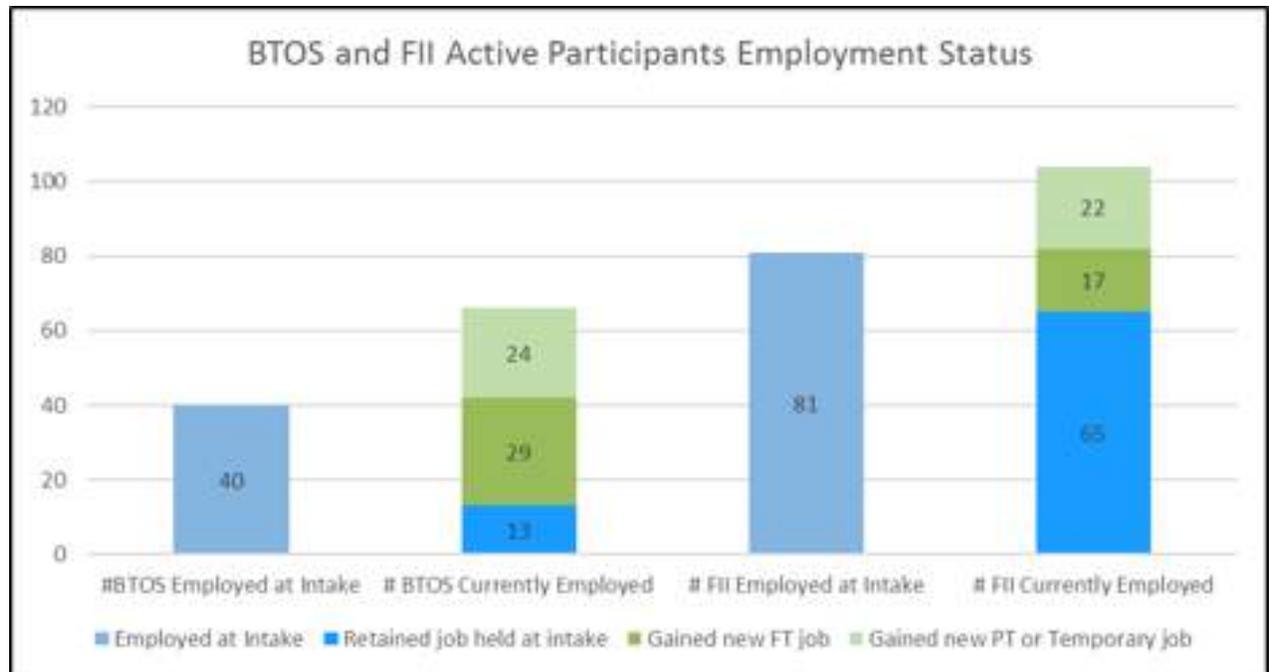
### **Adult mentoring program**

The first implementation strategy from RMAPI addresses the need for mentoring services for individuals and families seeking to achieve economic self-sufficiency. There are two programs under the adult mentoring umbrella— Bridges to Success (BTOS), which connects individuals to a professional mentor, and Family Independence Initiative (FII), which connects families to a group of peers to work together in creating change. Both approaches help participants identify socio-economic needs and develop a specialized plan of goals and action to achieve them. The programs are administered by Catholic Family Center, Action for a Better Community and Community Place of Greater Rochester. The program has reached and surpassed its recruitment of 300 people from the community. (see charts on next page)

BTOS and FII participant enrollment trends are illustrated in the graphs below.



BTOS and FII Participant Employment Status Change Since Enrollment.



### Strengthening Working Families Initiative

Rochester Rehabilitation Center is partnering with local employers and community organizations to create access to educational and training institutions for parents with dependent children at home. This program also supports their career advancement in demand industries. It is an example of a program supporting the work of RMAPI and the community's goals of reducing poverty. The program aligns with a recommendation from the RMAPI Jobs and Workforce Development workgroup to provide training and support that matches the working poor with willing employers seeking to fill job openings. The program looks to serve 1,000 participants over the 4 years of the program with 550 unemployed people gaining employment after training. At the completion of the second year of the program, June 30, 2018, 222 individuals have enrolled in the program.

### Youth Mentorship

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

the 2 years with a goal of 100% of the seniors graduating with a job. Currently there are almost 500 students in the program that are also employed. There are 955 incremental students in the program based on the URI funds committed by the state.

### **Paths to Empowerment**

Rochester Rehabilitation Center and the Monroe County Department of Human Services have collaborated on a program to support individuals transitioning from public assistance to employment. From June 2017 through June

2018, the County referred 1,817 individuals to this program through Rochester Rehab. Clients received an initial resource packet with information on transitioning from Temporary Assistance, including budgeting tips, creating back-up transportation options, creating back-up child care arrangements, information on various community resources and access to support groups to discuss issues they are encountering during their transition. The program aligns with an RMAPI recommendation to create more centralized services and provide mentoring and guidance to those seeking to achieve self-sufficiency.

## **Additional highlights on employment related work Monroe County is doing in the Financial Assistance Division:**

In 2016, Monroe County closed 2,416 individuals from Public Assistance due to excess income. In 2017, the county had a recidivism rate of 15.8% for those individuals closed in 2016 returning to TA. In 2017, the county closed 2,673 individuals due to excess income, in the first 6 months of 2018, it is projected a recidivism rate of only 13.9%. Monroe County is expecting to close more people due to employment and fewer of them are returning – the hopes are to see this reduce even further as the Paths to Empowerment program grows.

Monroe County supported the Summer Youth Employment Program (SYEP) with funding from NYS OTDA. In 2017, that funding was \$1.26M and contributed to summer employment for 752 youth in our County.

### **LadderzUP Program**

Proper education and training is the key to obtaining a good-paying job. Monroe County is leading the charge to train the local workforce through the LadderzUP program. Monroe Community College develops, implements, and manages the LadderzUP workforce development program in partnership with Monroe County and IMAGINE MONROE. The program objective is to recruit, train, upskill, and place workers in the high demand industry sectors of advanced manufacturing, IT, and health care.

During the 2017-2018 year, MCC far exceeded the projected number of participants served via the LadderzUP program. In the plan's first year, more than 400 individuals received training and support through LadderzUP and MCC-delivered learning opportunities.

More than 25 Monroe County companies and organizations upskilled 399 incumbent workers in 22 distinct or customized curricula, including machining skills, electrical theory, SolidWorks, Linux+, project management, customer service, sales, supervisory skills, and more. Also, a consortium of area plastics companies sent workers and recruits through a five-course injection molding technology curriculum.

Additionally, LadderzUP supported more than 50 participants in the MCC Accelerated Tooling and Machining Certificate Program, the MCC Medical Office Technology

Certificate Program, and the MCC Middle Skills Bridge Program with books, tools, and student fees.

### **Pathways in Technology Early College High School (P-TECH)**

Monroe Community College's partnership with the Rochester City School District and local employers on the Pathways in Technology Early College High School (P-TECH) continues to promote student completion of high school and college degrees. P-TECH, going into its fifth year, leads the district in attendance, and students have already moved into college coursework. The first cohort of students completed their high school graduation requirements, graduating at a rate of close to 90%, with some students earning as many as 21 college credits and the majority earning between 9 and 12 credits. These students will continue their studies in the Information and Network Technology A.A.S. degree program, free of charge and in an area of high demand in our region and state, Information Technology. Local industry partners have provided mentors and job shadows for the students, who have even been involved in data analysis conducted by the City of Rochester and IBM as part of the Smarter Cities grant.

### **FWD Center at Eastman Business Park**

The regional Finger Lakes Regional Workforce Development Center at Eastman Business Park will serve the advancing high growth middle-skills workforce through education utilizing a variety of proven classroom techniques to mature, long-term unemployed individuals as well as new entrants into the technician workforce. MCC was awarded \$6 million from a NYSUNY2020 grant and \$5.4 million through the FLREDC URI to establish the Finger Lakes Workforce Development Center (FWD Center). The FWD Center is designed to connect residents to accelerated technician focused workforce programming and that lead to an associate's degree. Currently, MCC is piloting the concept in partnership with Eastman Business Park, having launched a mechatronics certificate program at the Park in fall of 2016 to directly address the workforce needs of EBP companies. The FWD Center is presently in the pre-design stage with formal design slated to begin in fall 2018 with a targeted opening date of fall 2021.

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

Administered by Action for a Better Community, this program provides education and training to TANF recipients and other low-income individuals for occupations in the healthcare field. The program focuses on jobs that pay well and are expected to either experience labor shortages or be in high demand. It is an example of a program supporting the work of RMAPI and the community's goals of reducing poverty. The program aligns with a recommendation from the RMAPI Jobs and Workforce Development workgroup to work with local employers to address job needs for the working poor. After a slow start to the program, it is expected that as it approaches the end of year 3, over 300 people will have gained employment thanks to the efforts of the program and Action for a Better Community. The ultimate goal of the program will be to enroll 1,500 people over the 5 years, ending in September of 2020, with the expectation that 1,050 participants will obtain employment in a healthcare occupation.

### **OWN Rochester (previously titled Market Driven Community Cooperatives)**

Since 2015, the City has been working to replicate the successful Evergreen Cooperatives model from Cleveland, Ohio. Evergreen Cooperatives facilitates greater economic inclusion and builds the local economy by leveraging local anchor institutions' investments to launch and grow worker-owned businesses. In Cleveland, the initiative has created over 200 jobs for residents of distressed communities. The cooperative model offers workers access to a good-paying job and the opportunity build wealth through part-ownership of the company.

OWN Rochester is a 501(c)(3) non-profit holding company that incubates and supports neighborhood-based, worker-owned businesses. OWN Rochester and its subsidiary businesses' shared mission is to create living wage jobs and new wealth building opportunities through worker-owned business development for residents of high poverty neighborhoods in the City. 'OWN' stands for Owner Worker Network and embodies this mission. OWN Rochester was founded in 2016 with the name Rochester Market Driven Community Foundation, and rebranded in the spring of 2018.

OWN Rochester's anchor institution partners include the University of Rochester, the Rochester Institute of Technology, St. John Fisher College, and Rochester Regional Health. These institutions have the spending power and reliable demand to support a variety of new businesses. Six prominent local philanthropies have invested, with support totaling \$300,000. The City has invested \$350,000 through a feasibility study and ongoing implementation. The study found that "the opportunity for employee-owned businesses to flourish as an economic development tool in Rochester is considerable."

In a little over a year with minimal funding, OWN Rochester hired its first CEO and launched two businesses that have created 10 new jobs and continue to hire. One business provides LED lighting installation and retrofitting, services with initial contracts supported through anchor institution partners and large property developers. The second is a floor care and custodial business with which Wegmans is partnering and supporting with its first major contract. The employees at these businesses were previously characterized as hard-to-place, and they are now working towards company ownership while developing a foundation of professional skills.



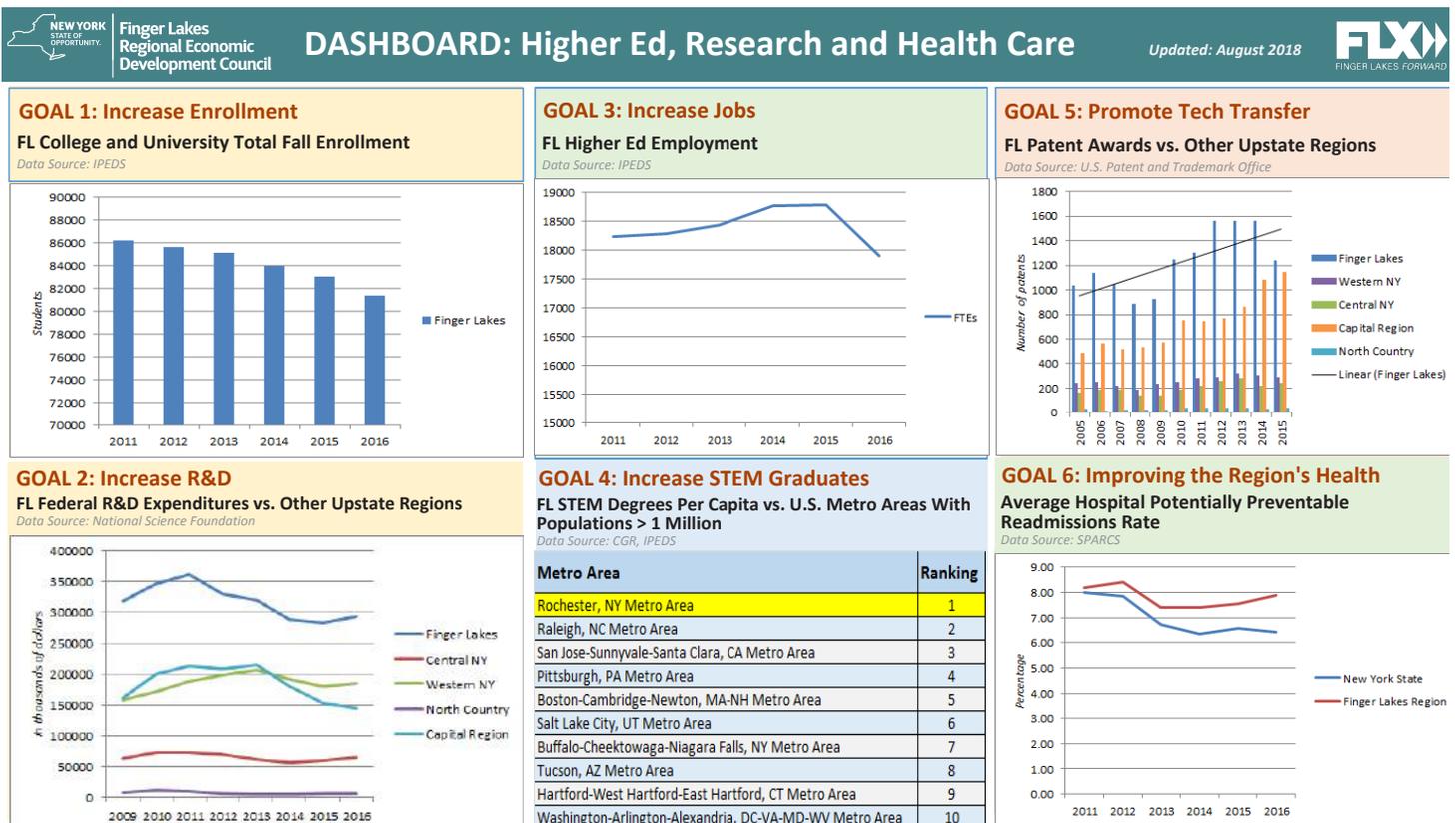
# HIGHER EDUCATION, RESEARCH, & HEALTH CARE WORK TEAM

## PURPOSE

With 19 institutions of higher education, 17 hospitals, including one of the top academic medical centers in the country, and an innovation ecosystem that attracts the most R&D in Upstate New York and fosters new technologies and companies, the higher education, health care, and research sector **represents the largest employment sectors in the Finger Lakes region** and plays a three-fold role in the regional economy: as a major employer, a critical

economic driver and resource for other industry sectors, and an anchor to the region's quality of life. The sector is an unparalleled economic asset that is the foundation of future economic growth within its own industry cluster as well as an essential contributor to the growth and expansion of other sectors of the regional economy as a resource for new knowledge, technology transfer, and workforce development.

## PERFORMANCE INDICATORS:



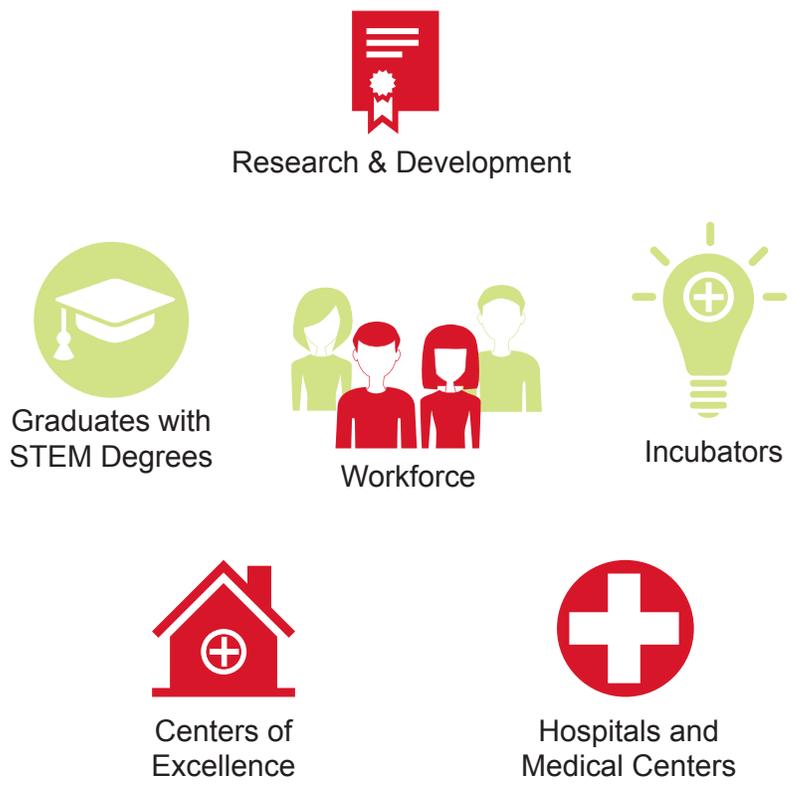
## ENROLLMENT TRENDS

Overall college enrollments in the U.S. have declined for a sixth straight year, according to data from the National Student Clearinghouse Research Center. In addition to fewer recent high school graduates overall, due to declining birth rates, there has also been a precipitous decline in the number of students older than 24, who

have been drawn back into the workforce as the economy improves. The national decline in enrollment, which began around 2011, was followed by a decline in higher education employment that started in 2015, according to data from the U.S. Bureau of Labor Statistics.

## ACHIEVING RESULTS THROUGH COLLABORATION

- The University of Rochester and Harris Corporation—two of the largest employers in the Finger Lakes Region—formed the Rochester Data Science Consortium in 2017, with support from Governor Cuomo and the Upstate Revitalization Initiative (URI). In its first year, the Consortium is on track to exceed its projections of creating 39 new jobs and has added new members, including Wegmans, VisualDX, Cause + Effect Strategy & Marketing, and Excell Partners. This strategic partnership will drive innovation in the field of data science and advanced analytics that will create a high-tech hub in the Finger Lakes region based on our core competency of optics, photonics, and imaging.
- Keuka College and the Finger Lakes College of Nursing are collaborating on a dual BS degree in Nursing. The first class (2021) filled in a matter of weeks and the second class also filled to capacity. Keuka College is currently renovating Harrington Hall to create a nursing lab for teaching and clinical skills practice. This lab will allow the classes to expand to 40 or more students. Keuka College nurses tend to return to their home communities thus these future nurses will help fill shortages in the Finger Lakes, Western and Southern Tier regions.
- MAGIC Spell Studios & NYS Gaming Hub Center of Excellence at Rochester Institute of Technology (RIT). The objective of the NYS Digital Gaming Hubs is to increase the economic impact to New York State by fostering innovation and creating collaborative activities that spur new games or companies as well as providing resources and mentoring to encourage students and entrepreneurs to enter the growing gaming industry. There are three gaming hub sites (RIT, RPI and NYU) that were collectively designated as a NYS Center of Excellence in the 2018-19 State Budget. RIT's gaming hub organized and hosted the second annual Game Development Challenge in 2018 in collaboration with the other two hubs and the Strong Museum. Twenty-five entries were received, including 13 from college students and 12 indie developers. RIT student teams took first & second place in the competition, while a student team from RPI took third place.
- REMADE Manufacturing USA Institute at RIT: The REMADE (Reducing Embodied-energy and Decreasing Emissions Institute's research includes development of solutions to challenges in key platform technologies, such as: information collecting; gathering, identification, and sorting of end-of-life and waste materials; separating mixed materials; removal of trace contaminants and robust and cost-effective reprocessing and disposal methods. Research and expertise will be contributed by a consortium of 72 member partners, including companies, academic institutions, trade organizations and national labs. Monroe Community College (MCC) is partnering with the Institute and the National Coalition of Advanced Technology Centers to lead the development of its workforce development strategy.



## OVERCOMING BARRIERS TO GROWTH

The region's community colleges and comprehensive institutions play a key role in promoting the economic development and success of the Finger Lakes area, by producing a well-educated and career-ready workforce and engaging in a host of activities relevant to the four overarching objectives of the FLREDC: Grow Jobs;

Increase Regional Wealth; Drive Private Investment; and Reduce Poverty. The Work Team's update in the Update on Highlighted State Priorities will highlight the abundance of programs in place to continue to drive the success of the region.

## PRIORITY PROJECT STATUS

### Project name and Description

### Priority Project Status

#### **The Smith Hall renovation at Roberts Wesleyan College Roberts**

Wesleyan College was awarded \$1M for the \$7M 42,000 square foot facility that houses offices & labs to support the college's science & nursing programs.

The building, completed in fall 2016, is joined to the CFA funded Crothers Science & Nursing Center. Together they provide over 85,000 square feet of dedicated Nursing and STEM education space. The building has been vital to enabling student and faculty collaboration and research in state-of-the-art labs. Both buildings allow for high-level research and workforce development and add the ability to attract and retain talented faculty and students in the Nursing and STEM fields.

#### **Goergen Institute for Data Science**

The University of Rochester was awarded \$15 million in funding for the construction of the new 60,000-square-foot, state-of-the-art facility that is the new home for the New York State Center of Excellence for Data Science. Additionally, New York State awarded \$7.5 million for the Rochester Data Science Consortium, a partnership with the Consortium, a strategic partnership to drive University and Harris Corporation.

The Rochester Data Science Consortium has added new members, including Wegmans, VisualDx, Cause + Effect Strategy & Marketing, and Excell Partners. It is also on-track to create more than 39 jobs in its first year. This collaboration is driving innovation in the field of data science and advanced analytics, helping to create a high-tech hub in the Finger Lakes region based on our core competency of optics, photonics, and imaging. Construction of the new Wegmans Hall building, which is home to the GIDS, was completed and ready for occupancy in summer 2017.

#### **MCC Applied Technologies Center**

The center has completed renovation of its General Automotive Lab with support that included \$57,000 of CFA funding. This modernization of the facility created a high-tech lab for automotive technology training. It will address the growing need in the automotive repair industry by enabling MCC to train more than 40 students per year.

MCC's partnership with the Rochester City School District and local employers on the Pathways in Technology Early College High School (P-TECH) continues to promote student completion of high school and college degrees. P-TECH, going into its fifth year, leads the district in attendance, and students have already moved into college coursework. The first cohort of students completed their high school graduation requirements, graduating at a rate of close to 90%. These students will continue their studies in the Information and Network Technology A.A.S. degree program, free of charge and in an area of high demand in our region and state, Information Technology. Local industry partners have provided mentors and job shadows for the students, who have even been involved in data analysis conducted by the City of Rochester and IBM as part of the Smarter Cities grant.

#### **Finger Lakes Community College (FLCC)**

CFA funding has and will be used to support special populations and unemployed workers.

The FLCC Existing Employee Healthcare Training Program will enroll 10 current nursing assistants within Rochester Regional Health care system and upgrade their skills to become licensed practical nurses. This will be accomplish through a partnership between FLCC and Rochester Regional Health, RochesterWorks! and REOC (Rochester Educational Opportunity Corporation). A full 12-month course of training will be offered with an outcome of 96% of trainees receiving a license through the NYS Department of Education Department.

## Project name and Description

## Priority Project Status

### **RIT's MAGIC Spell Studios**

RIT was awarded \$13.5 million toward the construction of a state-of-the-art facility to capitalize on the convergence of film & animation and interactive gaming technologies. The state commitment leverages \$15 million in corporate contributions from Cisco Systems & Dell Computer to the project, and \$1.5 million from the Wegman Family Foundation.

Construction of MAGIC Spell Studios will be completed in summer of 2018, with a grand opening planned for late fall. The 43,000 square foot facility includes a 7,000 square foot sound stage that will be available for professional film productions. The new facility will also enable RIT to increase enrollment in these high demand programs, nurture and grow new companies, and publish and distribute new products & projects with the aim of building an industry hub in the region. RIT's NYS Gaming Hub, now a Center of Excellence, will also contribute to the growth of the industry in the region.

### **RIT's REMADE (Reducing Embodied-energy and Decreasing Emissions Manufacturing USA Institute)**

A team led by RIT was selected by the US Department of Energy to lead the 14th Manufacturing USA Institute. RIT was awarded from NYS \$20M toward the cost of operating the REMADE headquarters in Rochester NY. Total federal funding for REMADE is \$70M over 5 years, and will be matched by industry & other partners.

The REMADE Institute has secured/contracted its first two years of operating funds from DOE and is headquartered in the RIT Business Park located in Henrietta, NY. 11 of the 15 Rochester-based employees have been hired to date. One of two lab "testbeds" to be located at RIT is fully operational and the second is in progress. The first national "project call" for the REMADE Institute resulted in 3 research projects awarded to RIT, totaling \$1.8 million, almost 20% of the total of \$10 million awarded. The first annual membership meeting for the REMADE Institute will be held in Rochester on October 1-2, 2018.

### **RIT's Center for Additive Manufacturing and Functional Printing (AMPrint Center)**

RIT's AMPrint Center, a Center for Advanced Technology in Additive Manufacturing and Multifunctional Printing, opened in November 2016.

The AMPrint Center received CFA funding to develop an inkjet development platform that incorporates Xerox M-series print heads. The system will facilitate ink formation, development and scale up from laboratory scale to production, as well as print test structures & prototype devices. The Center has also worked with Corning Inc. to develop new optical devices by printing optical materials. The AMPrint Center & Optimax won a Phase I SBIR grant in the amount of \$150K from the Air Force Research Lab to work on printing ceramic materials. The Center has also worked on 3D materials projects with Vader Systems, a Buffalo-based startup company, and Harris RF Communications.

### **RIT Electronic Assembly Training Program**

Hands-on training in the areas of through hole and surface mount electronics assembly, soldering, workmanship and industry standards, rework/repair of electronic assemblies and problem-solving skills provided to 20 participants (12 veterans and 8 dislocated workers) in a 20-day training period in the summer of 2016. RIT was awarded a second CFA in December 2017 for another cohort of participants, but the contract has not yet been finalized. As soon as it is finalized, RIT will be offering another program for similar populations.

All participants who started program completed the program and received certifications crucial for entry level positions. At the end of the training, RIT hosted a career fair. As a result, 11 out of the 12 veterans secured positions and 5 of the 8 dislocated workers were placed, for a total placement rate of 80 percent.

### **Eastman School of Music Messinger Hall Renovation**

The Eastman School of Music will renovate 6,000 sq. ft. of the 4th floor of Messinger Hall, home of the Eastman Community Music School (ECMS). This project will enable the School to increase enrollment, better accommodate families who come to ECMS for lessons, and extend outreach in the Rochester community.

Upon completion, the project will add new teaching studios, classrooms, and upgrades to the first-floor lobby which serves as a waiting area for parents. The project began in December 2017 with anticipated completion by fall 2018.

**Project name and Description****Priority Project Status****Keuka College Dahlstrom Student Center Transformation**

Keuka College will renovate and expand the Dahlstrom Student Center into a light-filled, contemporary complex that will be the focus of student life on the campus.

The project will start summer 2018. The building is a key community asset as a large venue for public gatherings and critical to supporting conference services in the summer. The renovation will be phased as funding allows. The College has secured significant private funding for the project and will begin building once all private funding is secured to underwrite phase I.

**Roberts Wesleyan College Wireless Technology Infrastructure Initiative**

The project will allow for upgraded wireless across campus, meet hardware and software needs critical for educating students and add redundancies to aid in information disaster recovery. In addition, the project allows for complete security card access across campus and adds vital equipment in support of our new Digital Media major.

The project was completed on time and on-budget in June 2018.

**Keuka College Waterfront Development**

Keuka College will develop the waterfront on Keuka Lake at the college for public open space including a promenade, swimming beach, outdoor classroom and a performance venue.

The project will start summer 2018. Efforts for secure private funding are underway.

**St. John Fisher College Integrated Science and Health Sciences (ISHS) Building**

The ISHS building is contributing to the College's efforts in generating nearly 300 math, science and technology graduates annually, as well as 190 baccalaureate-prepared nurses, and 45 nurse practitioners annually. The impact on this science & health sciences workforce will be realized for years to come.

The College constructed a 36,000-sq. ft. integrated science and health sciences building, which was completed in September 2015. Upon graduation, approximately 95% of Fisher science and nursing graduates work in Rochester and in other areas of New York helping to fill employment openings in the science and health sciences sector.

**Nazareth College Glazer Music Performance Center**

Construction is complete and the Glazer Music Performance Center opens in September, 2018.

The Jane and Laurence Glazer Music Performance Center supports 14 undergraduate and graduate programs that enroll approximately 20% of all Nazareth students. Equipped with state-of-the-art digital technologies for recording, live streaming, and special scenery effects, this 23,225 square-foot building features a 550-seat theater engineer for a premier acoustic experience. In addition to serving the Nazareth students, this facility expands opportunities for community programming and collaborations.

**Hobart and William Smith Colleges Gearan Center for the Performing Arts**

The \$30 million project received \$1 million from FLREDC—ESD Grant. The Gearan Center has quickly become as it was intended, a jewel in the heart of campus that is beloved by students, faculty, and staff, as well as community members and visitors.

The Gearan Center for the Performing Arts opened in January 2016. It is a 60,000 sq. ft. LEED Gold certified facility with rehearsal and performance space for Music, Dance, Theater, and Media and Society, as well as faculty offices and multipurpose spaces.

**Project name and Description**

**Priority Project Status**

**Rochester Regional Health Expansion of the Isabella Graham Hart School of Practical Nursing**

In 2016 Rochester General Hospital (Rochester Regional Health) was awarded \$1.1M in funding from ESD that was instrumental in moving ahead with the acquisition and renovation of a building at 1630 Portland Avenue.

The new simulation lab was operational in 2017 and construction will be completed in 2018. This transformation will vastly improving resources and allow the school to increase enrollment at the School of Practical Nursing by 20% each year, with a goal of doubling enrollment by 2020.

**University of Rochester Medical Center (URMC), 3D Organ Printing and Surgical Simulation**

URMC was awarded a \$500,000 capital grant to assist with the upgrade equipment and renovation of a mock operating room suite for their Simulated Inanimate Model for a Physical Learning Experience (SIMPLE).

This \$4M project got underway in spring 2018 with a \$3 million surgical robot gift from Intuitive Surgical, Inc. Construction is expected to be complete by 2020. With new upgrades to equipment, URMC will be able to 3D print replicas of a patient's abdominal organs in just 3 hours, a process that now takes 7 days. In addition to improved patient outcomes, educational, and workforce training benefits, there is also commercialization potential for the translational science of SIMPLE. As the only institution in the U.S. creating these lifelike replicas, URMC could also become a supplier for other medical centers.

**Rochester Regional Health's Existing Employee Training**

The proposed training will assist RRH employees (in positions such as Certified Nursing Assistant) to become LPNs. While the benefits to the community are numerous, for many individuals an LPN job becomes a pathway out of poverty, enhancing their life and that of their family, and positioning them for professional advancement in health care. This project is one of several that RRH plans to implement in support of Rochester Regional Health's overall strategy to: (1) provide a pathway to employment for unemployed individuals, (2) create a viable step in a workforce development pipeline, and (3) have the workforce available to meet projected regional and statewide growth in demand for skilled health care workers.

**The College at Brockport, State University of New York, Erie Canal Interdisciplinary Research Laboratory**

This \$57,000 project proposes to construct a new multi-use trail along the south side of the Erie Canal from Commissary Park on the campus of the State University of New York College at Brockport. Along with this trail creating a more attractive, pedestrian friendly connection between the College, the Village of Brockport, and the Town of Sweden, this trail would be accessible to people with mobility impairments and the overall project offers new avenues for student/ faculty to engage more deeply with the surrounding community.

**Keuka College Performing Arts Center**

Keuka College has continued to work with various entities in the Village of Penn Yan to increase opportunities for students, staff and faculty to participate in the ongoing activities of the Village. The College is looking at the possibility of creating living for students over the next five years and is working with the Penn Yan Theater Co. (PYTCO) to obtain funding to renovate the Sampson Theater, with the potential for it to serve as Keuka College's performing arts center. The College is also exploring the possibility of locating classroom space for some of our academic programs downtown.

**Keuka College Performing Arts Center**

To develop a Precision Agriculture Program consisting of a concentration in a Sciences A.S. academic program. Students will have the ability to develop stackable non-credit courses which can be transitioned to credit equivalencies. The goal of the concentration would be to minimally develop a one year credit certificate within an existing degree program with micro-credentialing possible throughout the program. Program development will require significant training costs, equipment purchases and facility renovations to support curriculum development.

**Project name and Description****Priority Project Status****GCC Certified Production Technician (CPT)**

GCC would establish an in-depth program which provides a nationally-accepted credential in the manufacturing industry, in collaboration with external partners to create and conduct programs and utilize 3rd-party providers to accommodate training goals. The CPT program is designed to provide a solid skills' foundation for machining and advanced manufacturing businesses. The CPT training is evidence that the individual has a basic understanding of manufacturing production requirements and will stage for more technical skill preparation. Employer partnerships are yet to be established, but will be based on current partnerships through other long-time, annual grant programs, such as the SUNY workforce-development and the NYS DOL Hazard Abatement grants. Employer outreach will be conducted in coordination with WDB and CBOs, similar to current Finger Lakes Hired and SUNY Career Services grants. A possible expansion of CPT to local secondary schools will be built as a separate track with existing secondary- school partnerships through GCC ACE program office. The CPT credential will bridge into more advanced credentialing anticipated by emerging nanotechnology and manufacturing employers within the next 1-2 years.

**Roberts Wesleyan College Renovation of Chesbro Hall**

In alignment with the Roberts Wesleyan College Strategic Map and in support of Corporate Partnerships, the School of Business and Adult & Graduate Education, the College recognizes the need to renovate Chesbro Hall where each of these programs is housed. As a pipeline project two to three years out, the College hopes to complete an extensive renovation of this building to modernize classroom space and provide faculty and staff offices in addition to potentially completing an external facelift, new signage and a repave of parking spaces to accommodate students completing degrees in relevant workforce development majors in Business and Health Care among others.

**Roberts Wesleyan College Community Engagement Center**

Roberts Wesleyan College is the only college located on the west side of Rochester and is one of the few colleges that does not have a central student union or community space on its campus. As a pipeline project, perhaps one to four years out, the College would like to build a centralized building on campus that would serve as a Community Engagement Center, housing Global Education, the BELL program that serves intellectually and developmentally disabled students and veterans services in addition to serving the community through a business incubator, possible clinical space and even providing rentable meeting space.

**St. John Fisher College Renovation of the Joseph S. Skalny Science Center**

St. John Fisher College is completing a partial renovation of the Joseph S. Skalny Science Center. The building requires substantial updates to align it with current programming and keep pace with industry standards. Preliminary programming has been completed. The renovations began in May 2018. It is projected that the renovated space will open in fall 2018, as planned.

**Project name and Description**

**Priority Project Status**

**Nazareth College Golisano Training Center**

Nazareth College will be submitting a CFA requesting support for the Golisano Training Center. This project supports the FLREDC's foundational priority of enhancing the Quality of Life for the region's workforce along with workforce development and mitigating the impact of poverty. Nazareth College and Special Olympics have teamed up to create a new model of fitness, wellness and inclusion for athletes of all abilities.

The Golisano Training Center (GTC) to be constructed on the Nazareth campus will be integral to meeting the needs of campus and community athletes. With over 3,000 Special Olympians in the greater Rochester area who participate in 31 regional competitions annually, availability of space for both athlete training and competitions is an ongoing challenge for the organization. GTC will offer Special Olympics additional space for sports activities. Additionally, Nazareth will offer programming serving Special Olympians in support of their Healthy Communities initiative to increase access to health care and improve the health status of people with intellectual disabilities.

**Hobart and William Smith Colleges  
Entrepreneurial Studies incubator in  
Downtown Geneva**

HWS has renovated a historic, three-story building in downtown Geneva that is the new home of the Colleges' Entrepreneurial Studies academic program. Funding from ESD has enabled HWS to install an elevator and second stair tower which makes all three floors ready for use. The new center has been named the Bozzuto Center for Entrepreneurship in recognition of a \$3 million gift by HWS Board Chairman Thomas S. Bozzuto and his wife Barbara to advance Entrepreneurial Studies at the Colleges.

In just three years since it was introduced, Entrepreneurial Studies has become the fastest growing and largest minor course of study. This project expands the partnership between HWS and the city, in which the Colleges committed a total of more than \$1.7 million in revenue over 10 years to assist Geneva in balancing its budget. HWS also has approximately 75 employees located in a nearby building in downtown Geneva.

This new 7,000 square foot space establishes classroom and workspaces where students are developing their entrepreneurial ideas in a location that is leading to increased community partnerships. The year-round program relies on face-to-face interactions with area business and community leaders, including non-profit organizations, making the downtown location an ideal hub for the Colleges' programming around entrepreneurship, leadership and community development. This project is a strong complement to Geneva's Downtown Revitalization Initiative.

**CNA to LPN Healthcare Pathway**

FLCC submitted a CFA for Existing Employee Training Funds (EET) to strengthen the Certified Nursing Assistant (CNA) to Licensed Practical Nurse (LPN) healthcare pathway in partnership with RochesterWorks! and Rochester Regional Health.

## UPDATE ON HIGHLIGHTED 2018 STATE PRIORITIES:

There are many CFA and URI projects related to the Higher Education, Research, & Healthcare Work Team that have the potential to positively impact the reduction of poverty in the region by creating new job and training opportunities for individuals that have been left out of the workforce.

Several of the region's college and university presidents serve on the Steering Committee for the Rochester Monroe County Anti-Poverty Initiative, including former RIT President Bill Destler, MCC President Anne Kress, and Nazareth College President Daan Braveman, and the University of Rochester is represented by Peter Robinson, Vice President and Chief Operating Officer of the University of Rochester Medical Center.

- MCC's (MCC) partnership with the Rochester City School District and local employers on the Pathways in Technology Early College High School (P-TECH) continues to promote student completion of high school and college degrees. P-TECH, going into its fourth year, leads the district in attendance, and students have already moved into college coursework. Local industry partners have provided mentors and job shadows for the students, who have even been involved in data analysis conducted by the City of Rochester and IBM as part of the Smarter Cities grant. These students will graduate with free associate's degrees in information technology—an area of high demand in our region and our state.
- With investment from local philanthropists and foundations, MCC has launched a comprehensive student support initiative with two centerpieces: Dreamkeepers and Single Stop. MCC's Dreamkeepers program provides microgrants to students to meet emergency needs and keep them in college. Rolled out in fall 2015, Dreamkeepers has provided 66 microgrants, which resulted in a student retention rate among recipients of over 80%. In fall 2016, MCC began participation in Single Stop, a nationally recognized organization named one of the country's top social innovators. Single Stop at MCC provides students with coordinated access to safety net services so they can be successful in college, obtain good jobs, and achieve financial self-sufficiency. Students and their immediate family members are connected to free and low-cost community resources and services, including food benefits, transportation, child care, health care, and tax preparation. All services at MCC are free and provided in a centralized office so students have fast, personalized, and confidential assistance.
- Save for Success: MCC partners with ESL Federal Credit Union, PathStone Corporation and Hillside Work-Scholarship Connection to provide students at or near the poverty level to receive financial counseling and education, fee-free financial services accounts, case management, college and life skills counseling, and an \$8:\$1 matching tuition grant up to \$4,000. Funded by local philanthropists through the MCC Foundation and two consecutive \$200,000 grants from the U.S. Department of Health and Human Services, MCC's Save for Success program provides a financial on-ramp to higher education and future careers.
- MCC's Inspiring Every Day Scholarship program offers qualifying students receiving free and reduced lunch the opportunity to take college credit courses while still in high school at no cost to their families. This opportunity accelerates their pathway to a college degree, increases affordability, and rewards academically talented students regardless of their income.
- MCC's new Geospatial Certificate programs responds to the demand for more employees. The 24-credit geospatial information science and technology (GIST) certificate prepares students for employment with businesses and government agencies. It includes internships with employers in the Finger Lakes region where geospatial information scientist and technologist jobs are expected to grow by 10% during the next decade. In partnership with GeoTech Center and the New York Geographic Alliance, the consortium provides professional development for area high school teachers and several schools now offer GIST dual-credit courses.
- In addition to the new Entrepreneurial Studies incubator space in downtown Geneva, Hobart and William Smith Colleges is the anchor institution for Geneva 2020, a partnership between HWS, the Geneva City School District, and other local organizations, to support the city's children from early childhood through high school graduation. The effort began in 2011 when the Geneva district was placed on a watch by New York State, reflecting challenges in many areas, including disheartening 70% high school graduation rate. Through this collaborative effort over the past six years the graduation rate has climbed to 86%. But there are still significant challenges around literacy and college and workplace readiness. The link to economic development is clear. Geneva needs a strong public education system to prepare students to lead productive lives and to attract and retain employers and employees.
- Nazareth engages in initiatives to help people impacted by poverty, particularly the students of the Rochester City School District (RCSD). Among the numerous programs Nazareth offers is the nationally recognized Partners for Learning program. Since 1994 Partners for Learning (PFL) program has engaged Nazareth students in partnerships with the children, teachers,

and staff of eight urban sites to help raise the academic performance and educational aspirations of children of the RCSD, while heightening the social awareness and sharpening the professional skills of Nazareth students. Partners for Learning engages 135 Nazareth students in partnerships with the children, teachers, and staff of eight urban sites. Each year over 950 children are tutored and mentored through Partners for Learning. Additionally, the national award-winning Partners for Serving (PFS) program gives students the opportunity to engage with youth and adults in a variety of settings at human service agencies throughout Rochester. At the sites, Partners mentor, tutor, facilitate activities and assist with administrative tasks.

- The Golisano Training Center will provide an unmatched opportunity for Nazareth students to develop the skills needed to serve the medically underserved population of persons with intellectual and developmental disabilities (IDD). Please see the Future Projects section for expanded details.
- St. John Fisher College recently established a master of applied data science graduate degree program which provides students with a solid foundation in applied data science. The new M.S. degree will prepare students for employment in industries such as healthcare, banking, accounting, technical consulting, and education.
- Since 2007, St. John Fisher College has offered the College Bound program designed to provide academically qualified, low-income Rochester-area students with the knowledge, skills and support necessary to complete the college admissions and financial aid application. Through the program, participants explore career options, develop a consideration set of colleges, and become familiar with specific aspects of the college admission, application, and selection processes.
- St. John Fisher College's Ralph C. Wilson, Jr. School of Education is offering a training program to help build trauma-sensitive school communities. The program consists of a four-module professional development series designed by educators to be delivered by educators to educators and other school administration staff. Last year, the program was piloted at the Greece Central School District and the Leadership Academy for Young Men. Next year, it will be implemented at Penn Yan Elementary School and Rochester City School No. 33. The trauma-sensitive schools program aligns with the Rochester-Monroe Anti-Poverty Initiative recommendation to address the impact of trauma.
- ROC the Future, a collaborative community-wide initiative which promotes alignment and focus community resources to improve the academic achievement of children in the City of Rochester. Conveners include the College at Brockport, MCC,

Nazareth College, the REOC, St. John Fisher College, and the University of Rochester with their partnership with East High.

- Rochester Regional Health System has entered into an academic practice partnership with St. John Fisher College's Wegmans School of Nursing that provides access for students to all levels of care, from inpatient- to rehab, long-term care, and outpatient in addition to their extensive medical services. In addition, the Wegmans School of Pharmacy (WSOP) has an affiliation agreement with RRH, providing two WSOP pharmacists for them to support clinical rotations and training residents in teaching certificate program.
- In partnership with Excellus Foundation in 2013, Fisher established PrimeCare at St. Joseph's Neighborhood Center, providing new patient, acute, follow-up, and primary care services to the uninsured, underinsured, and working poor.
- St. John Fisher College's Wegmans School of Nursing and the Rochester Senior Care Alliance, Inc., a group of five long-term care facilities, have established the Academy for Leadership in Long-Term Care. The Academy has developed a portfolio of training programs for long-term care nurses and other personnel which target operational and clinical outcomes to improve quality and safety. The Academy has received three workforce development grants from the New York State Department of Labor.
- St. John Fisher College's Wegmans School of Pharmacy enjoys a multi-faceted partnership with Wegmans Pharmacy which includes collaborative research, clinical pharmacy residents, clinical rotations, and joint-faculty appointments.
- Rochester Regional Health has implemented specific programs to address the needs of various subsets of individuals impacted by poverty that are aligned with the Pathways to Prosperity program. For example, young pregnant women living in the Crescent of Poverty can receive comprehensive services that include not just prenatal health care and education, but also mental health services and life skills training through the Healthy Moms program. An extension of this program -- Project Independence -- has been highly successful in helping these women move toward self-sufficiency and out of poverty by providing job training, placement, and coaching; money management and financial literacy skills training; and life skills training and leadership opportunities.
- Community College Undergraduate Research Initiative (CCURI)—FLCC is the lead institution on a National Science Foundation grant along with 40 colleges across the country to develop and implement undergraduate research (UR) at community colleges. UR is shown to increase retention and completion rates

and persistence in STEM studies. FLCC was awarded supplemental funding this year to develop regional research projects with fresh water sponges to explore biodiversity questions.

- Regional Education Continuum—FLCC continued its successful REC program with the goal of improving high school graduation rates and increasing college readiness through collaboration and partnerships between regional high school teachers and college faculty. Seventy-five percent of incoming students at FLCC place into at least one developmental studies course. The McGowan Charitable Trust provided a \$50,000 challenge grant to the FLCC Foundation, which was successfully met, and has led to planned expansion of REC in 2017- 2018.
- FLCC was awarded a Title II WIOA grant for 300,000 over 3 years to expand adult basic education and literacy support in the Finger Lakes region.
- While not directly tied to the Pathways to Prosperity program, Roberts Wesleyan College has a long tradition of working for social justice and providing pathways out of poverty, including the College's Adopt-A-School STEM education partnership with School #3 and our Escal8 and Elev8 programs that teach leadership and entrepreneurship to elementary RCSD students.

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

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

- The College at Brockport, State University of New York: Precision Optical Transceivers, a START-UP NY company sponsored by The College at Brockport, is an industry-leading manufacturer of optical transceivers and related active/passive optical components; providing high quality custom-engineered photonic solutions for building networks. Precision has become a member of Rochester's AIM Photonics consortium, providing expertise in manufacturing optical transceivers and components. Precision growth has exceeded original expectations currently have 41 full-time and 2 part-time employees. In 2017 Precision relocated into a 15,000 square feet TFA in the Eastman Business Park to accommodate this expansion and future growth stemming from its participation in the AIM Photonics consortium.
- RIT currently hosts 3 companies in its START UP NY space that collectively employ 237 jobs in Rochester and they expect to grow by 30-35 jobs in the coming months. One of those companies, Datto, is expanding to larger space in The Metropolitan, located in the Downtown Innovation Zone, with plans to significantly add to its workforce in downtown Rochester.

- FLCC hosts 4 companies that employ a total 69 jobs. FLCC added Star Cider (5 jobs) to its roster of successful START UP companies in early 2018, moving operations from a 400 sf garage in Clifton Springs to a new Research and Tasting Center adjacent to FLCC's Canandaigua campus. FLCC students will participate in hands-on workshops on apple grafting and pruning, and work in cider production in areas like picking, pressing, and fermentation. ClearCove (22 jobs) recently announced a cooperative agreement with Marmon Water, a Berkshire Hathaway Company. The collaboration positions both companies to work together on penetrating the Food and Beverage wastewater treatment industry. Construction Robotics (32 jobs) relocated to a 15,000 sf building in Victor. Its innovative SAM (semi-automated mason) was featured in the NY Times, Rochester Business Journal and a brick-laying competition held over the summer in Las Vegas. Two other companies are currently seeking FLCC sponsorship under START UP NY, bringing the total in our portfolio to six.
- GCC is working with a new medical-device manufacturing company, Tencar, Inc. The company has designed and patented a unique ostomy bag and cap, ChoiceCap™, which vastly increases wearer security and confidence. Devices will be manufactured in NYS and the US. Tencar has secured an agreement with 3M to use some of their parts in the products. The product will eventually be marketed and sold globally. The company will operate a local, call/customer-service center and sub-contract manufacturing.

### **SUNY and Community College Plans**

The several SUNY community college and comprehensive institutions play a key role in promoting the economic development and success of the Finger Lakes area, by producing a well-educated and career-ready workforce and engaging in a host of activities relevant to the four overarching objectives of the FLREDC: Grow Jobs; Increase Regional Wealth; Drive Private Investment; and Reduce Poverty. The following highlights some of those activities.

#### *SUNY Community Colleges Taking a Lead on Workforce Development*

- The regional Finger Lakes Regional Workforce Development Center at Eastman Business Park will serve the advancing high growth middle-skills workforce and promote entrepreneurship through education utilizing a variety of proven classroom techniques to mature, long-term unemployed individuals as well as new entrants into the workforce. The Forward Center will serve a diversity of populations including veterans. MCC was awarded \$6 million from a NYSUNY2020 grant and \$5.4 million through the FLREDC URI to establish the Finger Lakes Workforce Development Center (FWD Center). Additionally, the

project will leverage the recently awarded \$6 million grant through the federal America's Promise initiative to support student tuition and fees for qualified students and programs. The FWD Center, with a planned location at Eastman Business Park, is designed to connect residents to accelerated workforce education programs. Currently, MCC is piloting the concept in partnership with Eastman Business Park, having launched a mechatronics certificate program in fall Of 2016 to directly address the workforce needs of EBK companies.

- With support from the JPMorgan Chase Foundation, MCC's Economic Development and Innovative Workforce Services division created a 10-week Middle-Skills Bridge Program to increase the college-readiness of Rochester residents seeking to enter the College's career-oriented college programs. In the summer of 2017, with guidance and support from the MCC Placement & Testing Center, the format of the Bridge Program shifted. A diagnostic Accuplacer was implemented for each participant. This assessment was given on the first day of class. Individualized study plans were created based on the assessment results so that each participant only focused on the specific areas in which she/he needed to increase skills. Of the 24 students who registered for the summer 2017 program: (1) Almost half of the students attended 50% or more of the class days. (2) Of the students who retested, 67% moved to a higher math level on the final Accuplacer. (3) 78% persisted in their programs at MCC into Spring 2018 (2 semesters later). In spring 2018, 18 student registered for the Bridge program held at the Downtown campus: (1) More than half of the students took the Accuplacer a second time after completing the program. (2) 90% showed improvement in either Arithmetic, Algebra, or both. (3) More than half of the students showed significant improvement and as a result were able to directly enter their program of choice, eliminating the need for 1 to 3 remedial courses. Based on the detailed results that were carefully reviewed regarding assessment results before and after the previous Bridge programs, 4 pacing guides were created. These individualized pacing guides were implemented in summer 2018 to provide very specific instruction and guidance based on each individual's Arithmetic and Algebra scores. The first summer class resulted in 100% of students improving their Accuplacer results in either arithmetic, algebra or both. 88% of which were able to directly enter their program of choice, which eliminated the need for 1-3 remedial math classes.
- MCC's new Surgical Technology program educates future professionals who are in high- demand among regional health care partners. Developed in collaboration with hospital and surgery center partners, MCC's program celebrated the graduation of its first cohort in June 2017. This fall, MCC's program is most likely to become the first accredited Surgical

Technology program in the Rochester area. Entry-level wage in New York, according to the U.S. Department of Labor, is over \$35,000. Employment growth from 2014-2022 in the Finger Lakes Region is expected to be very favorable with a 15% increase.

- MCC is a partner in Rochester's Health Professions Opportunity Grant (ROC-HPOG) which involves a community-wide consortium of education partners, service providers and employers. The federally-funded HPOG Program supports education and training programs in health care professions targeted to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals. ROC-HPOG offers pre-training activities for participants who need to improve basic academic skills or English language proficiency before entering training. ROC-HPOG is removing barriers to training and employment and building a support system to improve program completion rates. Employment in health care and social assistance in the Finger Lakes Region is expected to grow by 15% by 2022.
- ROC-HPOG offers pre-training activities for participants who need to improve basic academic skills or English language proficiency before entering training. ROC-HPOG is removing barriers to training and employment and building a support system to improve program completion rates. Employment in health care and social assistance in the Finger Lakes Region is expected to grow by 15% by 2022.
- MCC Corporate College falls under the 2011-established Economic Development & Innovative Workforce Services (EDIWS) division of the College and is led by Vice President Todd Oldham, Ed.D. It offers workforce training solutions that serve regional business, corporations, industries, organizations, agencies and individuals. Workforce development and training services spans the College's 56-year history. Learning opportunities through Corporate College include credit and non-credit classes in technology, management and leadership, communication skills, customer service and more. The unique, consultative approach helps corporate clients train and retain a skilled, motivated, and engaged workforce. Corporate education training programs are led by experienced learning professionals and educators who understand the needs of adult learners. Program staff analyze employee surveys, post-session participant evaluations and labor market data and industry trends to ensure MCC is developing competency-based, responsive learning systems that are sensitive to the environment and needs of our clients. Each program is custom-designed and scalable to fit individual business needs. MCC Corporate College offers a full open enrollment program with upwards of 100 offerings available through [www.workforceforward.com/professional-development](http://www.workforceforward.com/professional-development). These and other learning topics are also customized for onsite contract training delivery for businesses, organizations, and agencies.

- **LadderzUP Program:** Proper education and training is the key to obtaining a good-paying job. Monroe County is leading the charge to train the local workforce through the LadderzUP program. MCC develops, implements, and manages the LadderzUP workforce development program in partnership with Monroe County and IMAGINE MONROE. The program objective is to recruit, train, upskill, and place workers in the high demand industry sectors of advanced manufacturing, IT, and health care. During the 2017-2018 year, MCC far exceeded the projected number of participants served via the LadderzUP program. In the plan's first year, more than 400 individuals received training and support through LadderzUP and MCC-delivered learning opportunities. More than 25 Monroe County companies and organizations upskilled 399 incumbent workers in 22 distinct or customized curricula, including machining skills, electrical theory, SolidWorks, Linux+, project management, customer service, sales, supervisory skills, and more. Also, a consortium of area plastics companies sent workers and recruits through a five-course injection molding technology curriculum. Additionally, LadderzUP supported more than 50 participants in the MCC Accelerated Tooling and Machining Certificate Program, the MCC Medical Office Technology Certificate Program, and the MCC Middle Skills Bridge Program with books, tools, and student fees.
  - **Project INSPIRE: Advancing Finger Lakes Forward Through Manufacturing, Healthcare, and IT Career Pathways for Pipeline Youth, Incumbent Workers, and Veterans:** The Finger Lakes United for Success Consortium, a partnership of regional SUNY community colleges, Workforce Development Boards, employer associations, and the Finger Lakes Economic Development Council, are implementing a 48-month initiative, Project INSPIRE: Advancing Finger Lakes Forward, to deliver tuition free education and job training for 1,070 eligible participants across the nine-county Finger Lakes Region. The comprehensive training project will connect underserved urban and rural youth, ages 17-29, veterans, and incumbent workers with quality middle- to high- skills training in top skill groups. Structured apprenticeship and experiential learning models will provide immersion in manufacturing, IT, and healthcare environments offering students challenging opportunities to contribute to real-world projects.
  - **SUNY Workforce Development:** FLCC was funded for \$82,500 in training funds from SUNY to assist 8 local companies with their training needs. Companies include Advanced Automation, Crosman Corporation, Family Counseling Center of the Finger Lakes, Highlands Living Center, Optimax Systems, Ontario County, Town of Victor, and Weco Manufacturing. Training has been completed.
  - **New York State Occupational Safety and Health Hazardous Abatement:** FLCC provided training for local companies in 13 targeted training areas (i.e. Accident Investigation, Spill Awareness, and Hazard Assessment) as part of an OSHA Hazardous Abatement grant. Companies include Caldwell Manufacturing, Crosman Corporation, GW Lisk, and Silgan Containers. The project and training has been completed.
  - **GCC: Through its BEST (Business and Employee Skills Training) Center,** GCC provides non-credit, workforce- development programs and training supporting a variety of industry sectors including manufacturing, healthcare, food-processing, agriculture and not-for-profit. The BEST Center provided training to eight companies in leadership, teambuilding, LEAN manufacturing, industrial inspection and computer applications.
  - **GCC: Precision Agriculture:** The BEST Center has been involved for approximately two years in promoting and offering education in Precision Agriculture topics, ranging from improving soil yields to drone technology. Activities have included two "Precision Agriculture Days" in the past two springs, workshops for producers and developing a relationship with the academic division to eventually offer stackable credentials leading to an academic certificate or degree.
  - **Roberts Wesleyan College Cybersecurity Concentration:** This approved concentration complements our Homeland Security & Applied Intelligence major and will serve to provide relevant workforce training for the law enforcement, security and intelligence communities.
  - **Roberts Wesleyan College Informatics Concentration:** Designed to complement our Master's programs in Nursing and Health Care, this concentration blends technical knowledge in electronic medical records, strategic planning and other IT issues with leadership, administration and health care services to provide the fully trained and highly skilled workforce our health care industry needs.
- SUNY Comprehensive Colleges*
- **Rochester Integrated SUNY Excels (RISE) Network:** Composed of The College at Brockport, the Rochester Educational Opportunity Center (REOC), and MCC (MCC), the RISE Network provides a framework to align institutional expertise, programs, and services with the needs of the community to increase access to two-and four-year colleges and facilitate completion for underprepared and at-risk individuals.
  - **The College at Brockport's Academic Success Center (ASC)** opens in the Fall 2018 and provides a holistic approach to student development and engagement

though partnerships with students, faculty, staff and the entire Brockport community. The ASC brings together Academic Advisement, Student Retention, Tutoring and Student Accessibility Services and is designed to welcome, empower and encourage students to reach their fullest potential – inside and outside of the classroom.

- Institute for Poverty Studies and Economic Development (IPSED): The College at Brockport's Institute for Poverty Studies and Economic Development (IPSED) was established to focus college programming related to poverty alleviation and serve the Finger Lakes region through education, research, and community initiatives. The IPSED provides The College at Brockport students opportunities to understand sources of and solutions to addressing poverty as well as studies in the MPA program's emphasis – Poverty Studies. Students are provided opportunities to serve the community through internships and other service opportunities. Ultimately, approximately 80% of these students will enter into the Finger Lakes' workforce capable of leadership addressing poverty.
- In collaboration with our community partners and employers, REOC has assisted in placing over 2,100 students in employment in the past five years, with a projection of placing over 2,600 in the next five years. With a fundamental focus of community improvement, REOC will continue to aggressively pursue and place students within the greater Rochester area in an effort of individual and area growth.
- The College at Brockport: Access 2 Excellence (A2E): Access 2 Excellence (A2E) aligns the expertise, programs, and services of The College at Brockport addressing the issues of urban poverty in the City of Rochester into a single overarching program. Located in the Rochester Educational Opportunity Center (REOC) in Rochester, NY, these programs include the SUNY RISE Network, the College's Institute for Poverty Studies and Economic Development (IPSED) and Departments of Public Administration and Social Work. The co-location of College and pre-collegiate programs with those of the REOC establishes a single point of access to educational, counseling, and support services, and resources for persons affected by poverty. Through the coordinated actions of its elements, A2E will achieve programmatic synergies focused on the fundamental shared goal of poverty elimination.
- The College at Brockport Small Business Development Center: The SBDC at The College at Brockport serves small and medium-sized enterprises in Genesee, Livingston, Monroe, Ontario, Orleans, & Wayne. Since its start in 1987, the SBDC has worked directly with 20,380 businesses, helping them invest approximately \$205 million in the area's economy, and create or save

7396 jobs. In 2017-18 alone, the staff provided 2,631 hours of counseling to over 450 clients, creating 102 jobs and saving another 55. The businesses helped belonged to 17 different sectors of the economy, including emerging "knowledge economy areas" such as advanced manufacturing, information technology and healthcare. In 2017-18, the total amount of funding brought to this region by their clients through their assistance was \$10.7 million, a significant boost to the local economy. Their social impact on the region is evidenced by several facts such as: their client base included those on government-subsidized welfare programs who wished to start their own small businesses; over 50% of the businesses assisted were women-owned and 40% of their clients came from underrepresented minority groups.

- "How to Start Your Own Business"—Entrepreneurship program: The College at Brockport, the REOC and the College at Brockport's Small Business Development Center (SBDC) are offering the program. The objectives include: a) Participants will understand what to consider when starting a business; b) Participants will be provided with knowledge about what other business owners have experienced in starting a business; and c) Participants will apply the knowledge gained to begin the process to business ownership.
- The Small Business Development Center (SBDC) at SUNY Genesee directly supports Finger Lakes Regional Economic Development Council (FLREDC) goals and is a working member in the Entrepreneurship and Development workgroup. The SUNY Genesee SBDC office supports Livingston, Wyoming, and Monroe County. The SBDC serves entrepreneurs, innovators, start-ups, and small businesses located in the central Finger Lakes and surrounding regions, providing free and confidential business counseling, technical assistance, workforce development, and training on a wide variety of business development topics. Funded by the U.S. Small Business Administration (SBA) and SUNY, Genesee SBDC is a part-time outreach center of Niagara Community College SBDC office and is staffed by certified business advisers, professors, and private sector business professionals. Since 2012, it has served over 500 business clients and created and retained 296 jobs with a total economic impact of over \$7.3 Million. During 2017-2018, total projected planned investments in the area total \$5.5M with 31 created or retained jobs from clients which include Avon Inn, Drew True Value Hardware, Christiano Machining, Monks Bread, Deer Run Winery, and the Livingston County Brewfest Beer Trail. In addition, this office administers and operates STARTUP NY program with an industry/sector concentration in Precision Farming, Alternative Energy, Digital Media, Mining, Food Processing, Agri-Business, Advanced Manufacturing, Business Services, Tourism, Science, Music, and Biology.

- SUNY Geneseo's VentureWorks Entrepreneurship Program: Since 2014, a total of 37 teams have participated in the VentureWorks program. These teams have garnered significant recognition for excellence over the past few years. Thirty-two were accepted as semi-finalists in the Finger Lakes Regionals of the NY Business Plan Competition. Twenty-four won Finalists slots to continue on to the state finals in Albany. Thirteen won judges' awards in Albany ranging from 1st place to Undergraduate Excellence. Of the 37 VentureWorks teams, active work is still continuing on 20 of the ideas/companies or technologies. Seventeen are still being pursued as either independent companies or are under the umbrella of another organization. Three were returned to the originating university for further research and development. Small amounts of seed funding have been secured by several of these businesses as they are taking strides to advance to the next level. Awards have been secured from NEXUS-NY, the regional and national NSF I-Corps program, as well as our on-campus Ambassadorship program totaling close to \$200,000.
- SUNY Geneseo Expanded Investment and Performance (EIP) Fund Awards: In ongoing EIP projects, the Critical Language Consortium, a collaboration between SUNY Geneseo, SUNY Brockport, and MCC (MCC), has offered 10 courses in Arabic, Chinese, and Japanese, with an additional six courses planned for 2018-19. Six Computational Analytics Cluster faculty members have established research programs supported by EIP start-up funds and have begun curriculum development, which will lead to new minors in data science and digital humanities. The Honors Path program with MCC will connect honors courses via video streaming and support advising early warning software for each campus. Three new PIF awards will support diversity and inclusion initiatives including a new STEM Inclusion Program that will offer a new research-based introductory biology lab and smaller lecture classes. A fourth PIF award will support the redesign of SUNY Geneseo's General Education curriculum to align with our new curricular framework, Geneseo Learning Outcomes for Baccalaureate Education (GLOBE). The redesign will support implementation of GLOBE outcomes, including applied learning and informational and digital literacy, and will also support SUNY's Seamless Transfer Requirements.
- St. John Fisher College, Roberts Wesleyan College, Nazareth College, SUNY Geneseo, the College at Brockport, and MCC are home to several programs in pharmaceutical development, biomedical sciences, and biomedical engineering. SUNY Brockport has active research funding from the National Institute on Deafness and Other Communication Disorders, and SUNY Geneseo currently holds research grants from the National Institute of Allergy and Infectious Diseases, National Institute of Neurological Disorders and Stroke, and National Institute on Drug Abuse.
- SUNY Geneseo e-garden: The e-garden, or energy garden, is a one-acre, off-grid education and research facility on campus that focuses on renewable energy, organic agriculture and sustainable organic waste management. It is a working laboratory where ideas and new technologies can be tested and refined by students and members of the larger community. In addition to physics projects focusing on renewable energy and data collection, Geneseo hosts a number of workshops on planting and harvesting vegetables, building additional raised garden beds, and composting. Garden beds are maintained using compost produced on site from campus organic waste. In the summer of 2017, 50lbs of fresh garlic scapes and nearly 200lbs of garlic bulbs were harvested and used in the campus dining halls. In collaboration with Campus Auxiliary Services, Geneseo planted ten new crop varieties this spring to be featured in a pop-up restaurant event in the e-garden this fall. Structural improvements, including a new shed and a more robust greenhouse for algae production and research was done, in part, with materials sourced as surplus from Buffalo State. Additionally, an expanded residence hall composting program utilizes the e-garden barn as a hub for washing, storage and vehicle charging. Repurposed electric utility vehicles, that are charged by wind and solar arrays, are used as collection vehicles for the residence hall compost program. Geneseo is currently working with Wendel Engineering on designing a new biodiesel production facility that will utilize waste vegetable oil from the dining halls to make fuel for campus vehicles and to provide supplemental heat to the e-garden barn. Groups from the Livingston County Environmental Management Council and local high schools have benefited from educational tours of the e-garden.

### Veterans - Pathways to Prosperity

- The MCC 10-week Middle-Skills Bridge Program Accelerated Training Program, highlighted under Workforce Development above, provides accelerated noncredit training programs veterans.
- The proposed regional Finger Lakes Regional Workforce Development Center at EBP will serve the advancing high growth middle-skills workforce and promote entrepreneurship through education utilizing a variety of proven classroom techniques to mature, long-term unemployed individuals as well as new entrants into the workforce. The Forward Center will serve a diversity of populations including veterans.
- Accelerated Training Program, highlighted under Workforce Development above, provides accelerated noncredit training programs veterans.
- The College at Brockport has staffed and established a fully integrated and comprehensive veterans outreach, student services and academic success program to

serve our growing student population coming to us with prior service.

- The Rochester EOC (REOC) is an approved training facility for veterans through the State of New York Division of Veterans' Affairs. The Veteran's Outreach Center and the REOC began an initiative to provide introductory culinary arts information and training for clients of the VOC in an effort to promote the careers in culinary so that veterans may find meaningful and fulfilling employment in the culinary field.
- Nazareth's Office of Veteran's Services supports students who are veterans with everything from navigating financial aid packages to managing the switch from military service to college. Night classes accommodate busy work/family schedules. And the York Wellness and Rehabilitation Clinics, counseling center, and student accessibility services help these students thrive.
- As a "Vet Friendly" school, Keuka College offers many forms of assistance to active duty and veteran service men and women.
- This year, FLCC opened a study lounge specifically for veterans. The purpose of this space is to provide a quiet and secluded area for our veteran students for them to study, access resource materials and have a communal space to be with other veterans. In addition, this year FLCC also hosted a veteran graduation celebration that supports veterans who may want to celebrate graduation in a more quiet setting. In addition, a collaboration with the Canandaigua VA puts a VA counselor on the FLCC campus directly to serve our veteran students on site.
- During the 2017-2018 academic year, St. John Fisher College enrolled 56 student veterans who receive benefits.
- St. John Fisher College participates in the Yellow Ribbon Program and is identified as a network member of NY Serves, an online service which links veterans to a wide variety of community services (e.g. mental health services, government assistance, etc.) tracking connections made and services rendered by all network members. In 2017, St. John Fisher College received a \$100,000 grant from NEH's Dialogues on the Experience of War grant program, which supports the study and discussion of important humanities sources about war and military service. This project engages student veterans at Fisher, individuals associated with the Veterans Outreach Center, the Veterans One Stop Center of Western New York, and retired service members living in or receiving support through several community homes in a dialogue about how World War I and the Afghanistan/Iraqi wars can inform a diverse understanding of the concepts of duty,

patriotism, and loyalty.

- For over 50 years, RIT has had a Veterans Services Office dedicated to supporting and advocating for active duty military, veterans, and their dependents—helping them access the services and support they need when applying to RIT the time they graduation. Following are specific initiatives in support of Veterans:
  - o RIT has established a Veterans Upward Bound Program, made possible by a \$1.3 million federal grant (\$257,750 over 5 years) through the US Dept. of Education's TRIO program. The goal is to attract 125 veterans per year, the first cohort of which were enrolled as of July 2018. The program assists veterans in all aspects of the college admissions process and their needs in order to achieve academic success.
  - o The Vets Club at RIT is a recognized member of Student Veterans of America (SVA) which is a global program to help vets clubs across college campuses
  - o RIT collaborates with The Canandaigua VA Medical Center (VITAL) to provide support (a social worker from VITAL visits RIT to assist students with issues around academic preparedness, adjusting to a school environment, or academic success) as well as the Veterans Administration (Buffalo) and the Rochester Vet Center to provide access to support services and resources for our veteran students and their families.
  - o Currently RIT has 222 students total using veterans benefits 2017-2018 (110 are veterans themselves, 112 dependents of veterans (for a dependent, a veteran (usually parent or spouse) has transferred the benefit to them)
  - o RIT participates in the Yellow Ribbon Program, a scholarship program designed to "bridge the gap" for Veterans who qualify for the Post 9/11 GI Bill, which has a limit that is higher than RIT Tuition. Currently 185 veterans and their dependents benefit from the Yellow Ribbon Program at RIT.
  - o As previously noted, RIT has provided an electronics manufacturing training program for veterans that has led to successful job placement for 11 veterans to date. Another cohort of veterans will be offered this training in 2019.

- GCC: The BEST Center will be working with the Association of Occupational and Environmental Clinics (AOEC) on veteran outreach in the coming academic year. The NYS 8-Hour Security Guard training is a veterans-approved course. The Rural Police Training Academy, Mechatronics Certificate, Diesel Mechanics (Fall 2017) and Healthcare certifications will be submitted for approval. Numerous online high-tech, manufacturing, IT, green and healthcare certification programs are available and gaining approval for non-GCC-classroom courses is under exploration.
- Roberts Wesleyan College has a Military and Veteran Student Committee and Advisory Board that is charged with ensuring the specific needs of veteran students are met. The College has a long history of support to veterans and has been listed as a G.I. Jobs Magazine Military Friendly School for the past eight years (2011-2018) running. The College accepts JST, CLEP and DSST credits, provide guidance in obtaining and utilizing military benefits and make resources such as counseling and community services available to veterans and their families. The College's smaller size makes an ideal community for veterans to transition, and it currently serves nearly 100 veterans on campus across all disciplines, including the Nursing and STEM fields. Next steps include surveying military students to determine how the College can serve them better, working toward partnering with area agencies who may be looking for a host site for events and continuing to increase the military and veteran student population as the College increases the effectiveness of support and service to this group each year.
- The University of Rochester is dedicated to making post-secondary education more accessible and easier to navigate for veteran students, and in 2017, was ranked among the top 20 "Best Colleges for Veterans" by U.S. News and World Report. Since 2009, the University has participated in the Department of Veteran Affairs' Yellow Ribbon Program, and offers the Rochester Pledge Scholarship, which, in combination with the Post-9/11 G.I. Bill and any additional University funding, guarantees full tuition for veteran students with at least 36 months of service. In addition, the University of Rochester's Veterans Alliance, launched in 2013, and the Veteran and Military Family Services Office, opened the following year, provide resources and support to veteran students as they transition from military service to campus life to help them succeed in their pursuit of higher education.

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



# LIFE SCIENCES

## VISION

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

## ACHIEVING RESULTS THROUGH COLLABORATION

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

The foundation of any thriving life science sector is a robust ecosystem of biomedical research. In federal FY17, institutions and businesses located in the region received approximately \$159 million in NIH funding, making the Finger Lakes the largest recipient of NIH funding in Upstate New York.

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

The University of Rochester recently collaborated with the University of Buffalo and Roswell Park Comprehensive Cancer Center to create the Empire Discover Institute (EDI). This new \$47 million drug discovery partnership

## KEY ASSETS

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

was created to translate over \$1 billion of basic life science research that occurs in these universities into a robust pipeline of commercially viable therapeutics. EDI was awarded \$35.4 million in funding over five years from Governor Cuomo's Life Sciences Initiative. These institutions were selected because they possess the greatest amount of untapped biomedical research of any geographically contiguous research institutions in the State, outside of New York City. And because it is largely untapped, the pipeline from these institutions is likely to initially produce relatively later-stage, high-value research projects.

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

RIT has partnered with Rochester Regional Health (RRH) to provide work experience for students in the health care and life sciences fields. The two institutions have also partnered to create the IdeaLab, where teams of RIT students work with RRH staff to develop innovative solutions for a wide range of medical needs. The Rochester General Hospital Research Institute has active research

programs in infectious diseases, cancer, cardiovascular disease, and biomedical technologies.

St. John Fisher College houses the region's only school of pharmacy, convening faculty with expertise in the areas of formulation development, pharmaceuticals and other pharmaceutical sciences. The institution has partnered with local pharmaceutical and biotech companies such as Iuvo, Bausch+Lomb, and Unither for collaborative research, contract projects and partnerships meeting a niche need in the region.

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

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

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

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

The region is home to more than 150 companies in the life sciences field employing tens of thousands of individuals, including nationally recognized leaders such as CareStream Health, Ortho-Clinical Diagnostics, CooperVision, and Bausch + Lomb. Collectively, the life sciences sector is nearly \$2 billion market in the Finger Lakes, driven primarily by medical equipment manufacturing. Rochester is the 5th most specialized metropolitan area in medical device manufacturing in the U.S., with a specific concentration in optics and imaging technologies. Rochester – with the

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

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

### Opportunities for Growth

- More tightly coordinate workforce development programs with sector needs.
- Collaboration with research institutions from other regions to accelerate the commercialization of biomedical research discoveries.
- Opportunity to partner with researchers and companies in emerging technology fields such as photonics, data science, bioinformatics, and virtual/augmented reality to develop next generation diagnostic, drug development, R&D, and personalized medicine technologies.
- Develop shared community R&D resources, such as current good manufacturing practices facility (cGMP) that will serve both academic and industry researchers for biotech and pharmaceutical development projects.

### Barriers to Growth

- Many life sciences companies – particularly those in the pharmaceutical and biotech fields – require large investments, long product development cycles, and must overcome significant regulatory hurdles before their products can be brought to market. As a result, it may require several years to realize the benefits of growth and job creation.
- As with other fields of technology development, there are significant gaps in the flow of capital to early stage life science companies.
- Limited access and inventory of low-cost specialized facilities and equipment required by early stage life science companies to conduct their research and product development.
- The region has a dearth of serial entrepreneurs with the experience necessary to guide the growth of early stage life science companies.

### Performance Indicators

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

## CURRENT PROJECTS

### Project name

### Project Description

#### **Empire Discovery Institute (EDI) Drug Development Discovery Consortium**

The University of Rochester is partnering with the University at Buffalo and Roswell Park Comprehensive Cancer Center to form a powerful new drug discovery partnership that aims to convert the institutions' scientific breakthroughs into viable pharmaceuticals for commercialization and strengthen the region as a hub for life sciences research and development. Launched earlier this year, EDI's focus will be on early-stage drug discovery, which includes identifying and designing drug candidates and assisting researchers in examining new drugs' efficacy and safety in early-stage clinical trials. Moving new drug candidates more efficiently through the discovery and validation stages adds tremendous value, making them much more attractive to industry partners and investors. This will lead to licensing deals with pharmaceutical and biotech companies, as well as the formation of startup companies that will continue developing the drugs. In addition to \$12 million worth of in-kind support from the partner institutions, Governor Cuomo announced that EDI will receive \$35.4 million in funding over five years from Empire State Development as part of his Life Sciences Initiative that was included in the 2017-18 state budget.

#### **Finger Lakes Forward Fund**

Excell Partners was recently awarded \$25 million for the Finger Lakes Forward Fund to support early-stage technology companies, including those in the life sciences field.

One of the key barriers to private sector growth in the life sciences field is access to seed and early-stage capital. This is the result of a broader challenge across all technology fields but is more pronounced in the life sciences field due to the longer development period and higher regulatory burden required to bring new medical devices and pharmaceutical products to the market.

The life sciences sector already represents a significant proportion of Excell's deal flow – over the last five years, 20 percent of Excell investments were in companies in the field. It is anticipated that 30 percent of the Finger Lakes Forward Fund will be dedicated to life science companies.

#### **Inanimate Model for a Physical Learning Experience (SIMPLE)**

In 2017, URMC applied for and was awarded a \$500,000 capital grant to assist with the upgrade equipment and renovation of a mock operating room suite for their Simulated Inanimate Model for a Physical Learning Experience (SIMPLE). URMC is in the forefront of leveraging 3D printing technologies for a wide range of medical applications, including the design and manufacture of realistic organs that can be employed for training purposes and to rehearse complex surgeries. Using medical images, the lifelike organs can replicate individual patients and be used by surgeons to conduct dry runs prior to the actual surgery – a process that has been shown to improve outcomes, particularly in complex cases.

This \$4 million expansion project got underway in spring 2018 with a \$3 million surgical robot gift from Intuitive Surgical, Inc. Construction is expected to be complete by 2020. With new upgrades to equipment, URMC will be able to 3D print replicas of a patient's abdominal organs in just 3 hours, a process that presently takes 7 days. In addition to improved patient outcomes, educational, and workforce training benefits, there is also commercialization potential for the translational science of SIMPLE. As the only institution in the U.S. creating these lifelike replicas, URMC could also become a supplier for other medical centers.

**Project name****Project Description****RIT Cell & Tissue Lab**

RIT was awarded a CFA in December 2017 to create and equip a shared laboratory space dedicated to supporting the development of life sciences technologies. The incentive proposal for this project was recently fully executed. Three key pieces of equipment for the lab have recently been acquired and additional equipment needs have been finalized. Existing space is being renovated to house the new lab, and is expected to be completed by this fall. The new lab will facilitate collaboration between academic researchers and industry partners, including both early stage and established companies in the life sciences field.

**RIT Genomics Research Lab Cluster**

RIT has submitted a CFA for support toward a new Genomics Research Lab Cluster that will enable the university to significantly expand research, technology transfer and workforce development capabilities in areas of the life sciences that benefit directly from genomic data acquisition and analytics. RIT is making a major capital investment in renovating its College of Science building and the Genomics Lab Research Cluster will serve to support and strengthen the growing life sciences sector in the Finger Lakes region, including initiatives such as the Empire Discovery Institute and the university's alliance with Rochester Regional Hospital as well as a wide range of industry partners. RIT is requesting state funding in the amount of \$2 million that will be matched by \$8 million in private funding, to equip the new lab cluster.

**POTENTIAL PROJECTS****Project name****Project Description****Drug Discovery Manufacturing Facility**

A new current good manufacturing practice (cGMP) facility will be located in the Sibley Building as either a part of or affiliated with the High Tech Rochester Business Accelerator. This life sciences manufacturing facility will allow academic and industry researchers to manufacture new therapeutic agents on the scale necessary to conduct early stage clinical trials. The \$14 million for the project would include capital and first year start-up costs. The cGMP would focus on viral vectors and gene therapy technologies, capabilities that do not currently exist in the community. The cGMP would complement the Upstate Stem Cell cGMP facility located at the University of Rochester Medical Center.

**Prototype Development Lab**

NextCorps will create a Prototype Development Lab in its new downtown Business Accelerator in the Sibley Building. The project will allow early-stage companies and inventors to build prototypes of medical devices and other health care and life science-related technologies and provide a training platform for student engineers.

The lab will be equipped with high-resolution additive printers, computer-controlled mills and laser-cutters, inspection devices and optoelectronic design and testing tools for the purpose of providing a facility that can create working prototype devices for life science applications.

The lab will be staffed with students from area colleges in fields such as biomedical engineering and would work directly with inventors, engineers, and entrepreneurs on projects, providing the students with valuable skills building training experience.

Funding for equipping the prototype lab with tools and computer modeling software appropriate for commercializing medical device innovations will require \$500,000. Additionally, funding for support personnel to staff the lab and train users of the equipment is anticipated to be \$150,000 annually.

For this facility with the appropriate equipment and staffing, it is anticipated that 4 jobs will be directly created, 10-12 entrepreneurs/companies will be supported with indirect job creation of 40-50 jobs within 3 years.

## Project name

## Project Description

### **Upstate New York Biotech Commercialization Hub (UNYBC)**

The University of Rochester, RIT, St. John Fisher College, and SUNY Geneseo are poised to create a consortium to accelerate the development of life science technologies and devices emerging from these institutions. This initial project will serve as a model that can be subsequently expanded to other institutions in Upstate New York.

The Upstate New York Biotechnology Commercialization Hub has three specific aims: (1) create a self-sustaining UNYBC Hub that funds and fosters the development of the most promising technologies from the institutions; (2) create a network of expertise that provides support and training to project initiatives that function to accelerate and greatly de-risk the commercialization pathway of a technology; and, (3) create an environment in Upstate New York that greatly increases the amount of angel and venture capital support for promising technologies evolving out of academic institutions.

The UNYBC Hub will provide an environment that ties together regional researchers, startup incubators, the Clinical and Translational Science Institute (NIH CTSA program), venture capital investment entrepreneurs, and the Upstate NY biotechnology community. This network of expertise will provide support and training that identifies and assesses technologies with commercial potential and funds and fosters development to the point where technologies are ready to be transferred to the private sector. These activities include business creation mentoring, prototyping and manufacturing services, entrepreneurial development, intellectual property and regulatory evaluation, and clinical trials support.

The project is requesting \$750,000 per year for 5 years to fund project and support the services provide by the hub. Participating universities will be required to provide a 1:1 match for projects that are supported.

### **Digital Health Startup Accelerator & Competition**

Mirroring the success of the Luminate NY and building off of our regions strengths in life sciences, the Finger Lakes region will explore establishing a similar program for the digital health industry. The development of this innovative technology has the potential to improve the quality of life and patient care, in addition to supporting job creation and economic development that keeps moving the Finger Lakes Forward.

Digital health uses technology—including, data science & analytics, artificial intelligence (AI), mobile & wearable devices, and applications—to improve the availability, delivery, and quality of healthcare. The demand for digital health innovation encompasses providers, patients, pharmaceutical and medical device manufactures, and payers (e.g. insurance companies).

Funded through the Upstate Revitalization Initiative (URI), Luminate NY is the world's largest business accelerator for startup firms in the optics, photonics and imaging industries. The Luminate NY accelerator, located at NextCorps in Downtown Rochester, helps promising optics and photonics companies advance their technologies and businesses through a community of resources, including financial support.

The new program would seek entrepreneurs and startups interested in solving challenging problems in the healthcare industry. By providing the support, services and incentives, a digital health accelerator and competition would attract and grow the most promising digital health companies from across the state, the nation, and around the globe. The Finger Lakes region would also coordinate with other regions to compliment and build off of their unique strengths and assets, as well as ensure the benefits of Digital Health extend throughout Upstate NY.

A digital health accelerator and completion would be a catalyst for commercialization that could attract additional investment to the region and foster new business growth in the Finger Lakes region. Digital health is a complement to our region's leadership in life sciences research, existing talent and workforce development in healthcare, and rich history in optics, imaging and innovation.

# OPTICS, PHOTONICS, AND IMAGING

## PURPOSE

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

## PERFORMANCE INDICATORS:

### The Finger Lakes Region OPI Cluster

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

## ACHIEVING RESULTS THROUGH COLLABORATION

AIM Photonics (AIM) is perhaps the best example of achieving results through collaboration in the Finger Lakes region. First, the majority of funding for AIM is derived from the U.S. Department of Defense, the State of New York and private industry. Second, the AIM membership, currently nearly 100 members, is a consortium of government agencies, large, mid-size and small companies and finally numerous academic institutions. Managing the complexities of a \$610 million five-year duration project with nearly 100 members and two primary locations and many other contributing locations across the United States is a daunting endeavor. The results of the collaboration are beginning to become apparent in the Finger Lakes

The OPI industry will continue to stimulate job growth and employ individuals at many vibrant small, medium, and large companies across all levels of the supply chain, from raw materials to finished goods, and will serve a diverse set of end markets. Complete with ample investment capital available from both domestic and foreign sources, Rochester will be known as the "Optics, Photonics, and Imaging Capital of the World."

*Total Number of OPI Companies: ~ 120*

*Total OPI Employment: ~ 15,000*

*Patents per Capita: 161.7/100,000 - fifth highest in the United States according to Forbes*

*Number of OPI U.S. Patent Applications: Patents 53,128 (USPTO each of optics, optical, photonics, photonic, image, and imaging from 1976 to present in Rochester (no other regional cities or suburbs are included)*

*Number of OPI Degrees Granted since Inception: ~ 2,800 University of Rochester's Institute of Optics; ~400 Rochester Institute of Technology's Center for Imaging Science; ~674 Monroe Community College*

*Optical Technology Program*

region. Budgets for the first two years of operation have been allocated, the location for the Testing, Assembly and Packaging (TAP) facility has been decided, renovations and new construction of offices, labs and cleanrooms at the TAP facility have been completed, purchases of the required equipment and tooling for the TAP facility are in process and nearly complete, tool installation is underway and TAP is expected to begin operations in the 4th quarter 2018. **The many successes of AIM Photonics thus far are a testament to the broad collaboration** that enabled New York State to win the competition for DOD funding and have subsequently resulted in the enormous technical and management progress AIM Photonics made to date.

## PRIORITY PROJECT STATUS

### AIM Photonics

\$610 million of funding, comprised of \$110 from the Department of Defense, \$250 million from New York State via Finger Lakes URI fund investment, and the balance from other states and Industry in the form of cash and in-kind contributions. The TAP (test, assembly and packaging) facility is located at the On Semiconductor building, at Eastman Business Park in Rochester, NY. Highlights of progress are illustrated below.

- Nearly 100 government, corporate, and academic members have now joined AIM.
- 30,000 sq. ft. of cleanrooms, labs and offices have been completed at the new TAP facility by a team headed by LeChase Construction.
- Renovation and construction of the TAP cleanrooms, labs and offices will finish approximately \$3.2 million under budget.
- TAP staff have been hired and are now located in the new facility.
- The majority of the major TAP process tools have been delivered and are awaiting installation.
- The tool installation process for cleanrooms and labs, led by Pike Construction, has begun with TAP expected to begin operations in the 4th quarter 2018.
- Resources within local industries as well as at the University of Rochester and Rochester Institute of Technology have enabled development successes.
- Customer interest in TAP development, prototyping and production services continues to grow indicating a global demand for photonic test, assembly and packaging.

A second example is the participation of OPI Work Team in the development of the newly formed Life Sciences Work Team report. In December of 2016 Governor Cuomo recognized the importance of the life sciences business sector and announced a groundbreaking \$620 million initiative to fuel growth of a World-Class Life Science Cluster in New York, which received \$620 million in the 2017-2018 New York State Budget. This announcement catalyzed the FLREDC to form the Life Sciences Work Group. Optics, photonics and imaging technologies play an important role in many aspects of Life Sciences research and development. Realizing this, the OPI Work Team requested that one of its members participate in the newly formed Life Sciences Work Group. Today, the interaction of light with biological samples is called BioPhotonics - a field that is enabled by optics, photonics, and imaging technologies. Market research conducted by SPIE (the international society for optics and photonics) estimates that the global market enabled by OPI technologies is \$91 billion per year. The Finger Lake region's strength in Life Sciences research and development, its universities with expertise in OPI technologies, and the companies comprising the largest OPI cluster in the U.S. provide an ideal environment for a World-Class BioPhotonics cluster to grow and thrive.

The third example of achieving results through collaboration is the New York Light and Sound Interactive Conference (LSI). LSI is the only conference of its kind in the world: part interactive conference on emerging light- and sound-based technologies, part arts festival, part industry expo. Rochester is at the center of a burgeoning scene in optics, gaming, music, audio technologies, imaging, and photonics. LSI, is a collaborative effort among the University of Rochester, Rochester Institute of Technology, the region's OPI sector and many others.



## **AmeriCOM**

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

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

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

The two primary projects of RRPC are Infrared Interferometer for IR optics and Precision 5 axis optical surface profiler for free form optics measurement. A funding award was received by RRPC for both the IR interferometer and 5 axis optical profiler.

## **Luminate NY**

A groundbreaking, \$10 million, multi-year, startup accelerator focused on advancing next generation optics, photonics, and imaging enabled companies. Luminate NY is the largest accelerator program of its type in the world.

The inaugural cohort of 10 selected companies each received a \$100,000 investment and went through the intensive accelerator program from January-June 2018. On June 28, 2018, Governor Cuomo announced Double Helix Optics, a Colorado-based company, as the winner of the first round of the Luminate NY competition, held in the main tent at the International Jazz Festival. The company will receive \$1 million in follow-on funding from New York State through the Finger Lakes Region's Upstate Revitalization Initiative and, as required by the award, Double Helix will commit to establishing operations in Rochester for at least the next 18 months. Three additional winners were selected for investments of \$500,000, and two \$250,000 awards. The program is now accepting applications for the second cohort, which will begin in January 2019.

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

The Center for Emerging and Innovative Sciences (CEIS) at the University of Rochester launched The New York Light and Sound Interactive Conference and Expo, a unique event focused on light and sound-based technologies and their applications in emerging fields such as virtual

and augmented reality, games, cinema, and music. The interactive conference features talks by leading experts, panel sessions, workshops, and an expo.

The inaugural LSI Conference and Expo was held in September 2017 in Rochester, New York. Raised over \$250,000 to support LSI and approximately 1,000 people attended the inaugural event. Planning for the second LSI Conference is underway and will take place in June 2019 concurrent with the Rochester International Jazz Festival and the second Luminate NY awards.

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

The University of Rochester's Laboratory for Laser Energetics (LLE) is home to one of the most powerful high energy lasers in the world and is the largest U.S. Department of Energy (DOE) funded university-based research center in the nation. LLE is also a recognized center for high-power lasers that have major impacts in national security, science, and advanced manufacturing.

For fiscal year 2019, the LLE received \$80 million in federal support thanks to strong, bipartisan Congressional support. The University is also expected to finalize with the U.S. Department a new, five-year Cooperative Agreement this fall.

## **Rochester Institute of Technology's Shortwave Infrared Spectrometer for UAV Remote Sensing in Support of Agriculture**

Acquisition of a SWIR Spectrometer to be added to the RIT funded sensors to enable UAV remote sensing/imaging research supporting agriculture.

## **1366 Technologies**

1366 Technologies is developing technology for high efficiency, low cost solar cells.

Feasibility of 1366's cast silicon wafer technology demonstrated under a DOE Advanced Research Projects Agency-Energy grant. Candidate company for relocation to STAMP site in Batavia following completion of 1366's current venture financing round.

## FUTURE PROJECTS

### BioPhotonics for Life Sciences

A Life Sciences Work Group was formed in 2017 in response to Governor Cuomo's announcement that New York will invest \$620 million over 10 years to establish a strong Life Sciences technology hub in the State. BioPhotonics, an important subset of Life Sciences, is enabled by optics and photonics technologies and constitutes a \$91 billion worldwide market. The OPI Work Team participated in the preparation of the Life Sciences report.

## UPDATE ON HIGHLIGHTED 2018 STATE PRIORITIES: KEY FOCUS: WORKFORCE DEVELOPMENT

An important key to the Finger Lakes OPI cluster is a well- educated and well-trained workforce, covering all levels of education from technicians to Ph.D. scientists. For example, OPI scientists and engineers in the region are highly innovative and are responsible for many of the patents issued to companies in the Finger Lakes region. In terms of patents issued per capita, Forbes ranks Rochester as **the fifth most productive city in the U.S.**

The membership of the Rochester Regional Photonics Cluster (RRPC) is dominated by small and mid-size companies, many of which have difficulties finding and hiring qualified employees. As a consequence, RRPC and

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

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

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

# AGRICULTURE & FOOD PRODUCTION

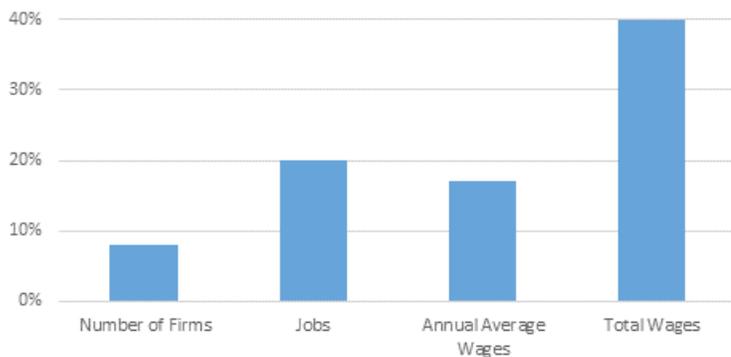
## PURPOSE

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

## PERFORMANCE INDICATORS

The strengthening links between the Finger Lakes region's food production manufacturers, growers, and retailers is resulting in an increase in the number of projects, private investments, and jobs made in our region.

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

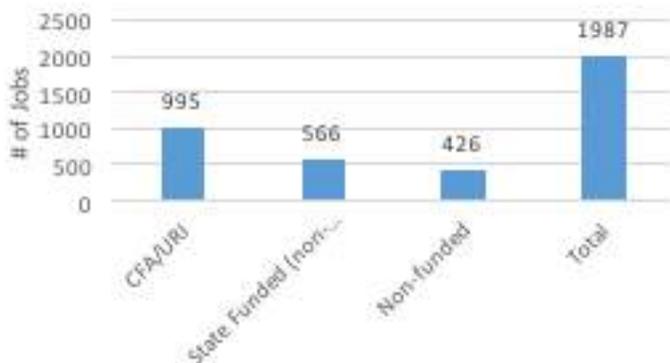


Source: NYS DOL

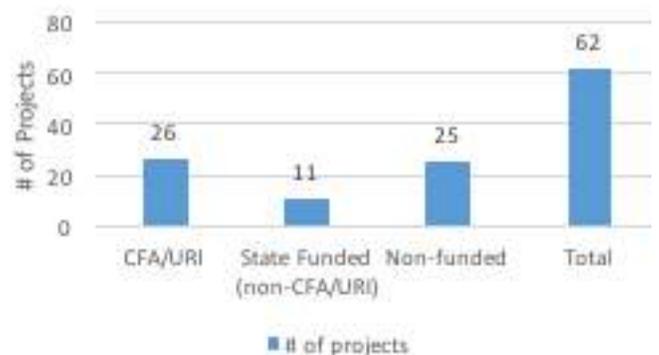
Ag & Food Production Project Totals

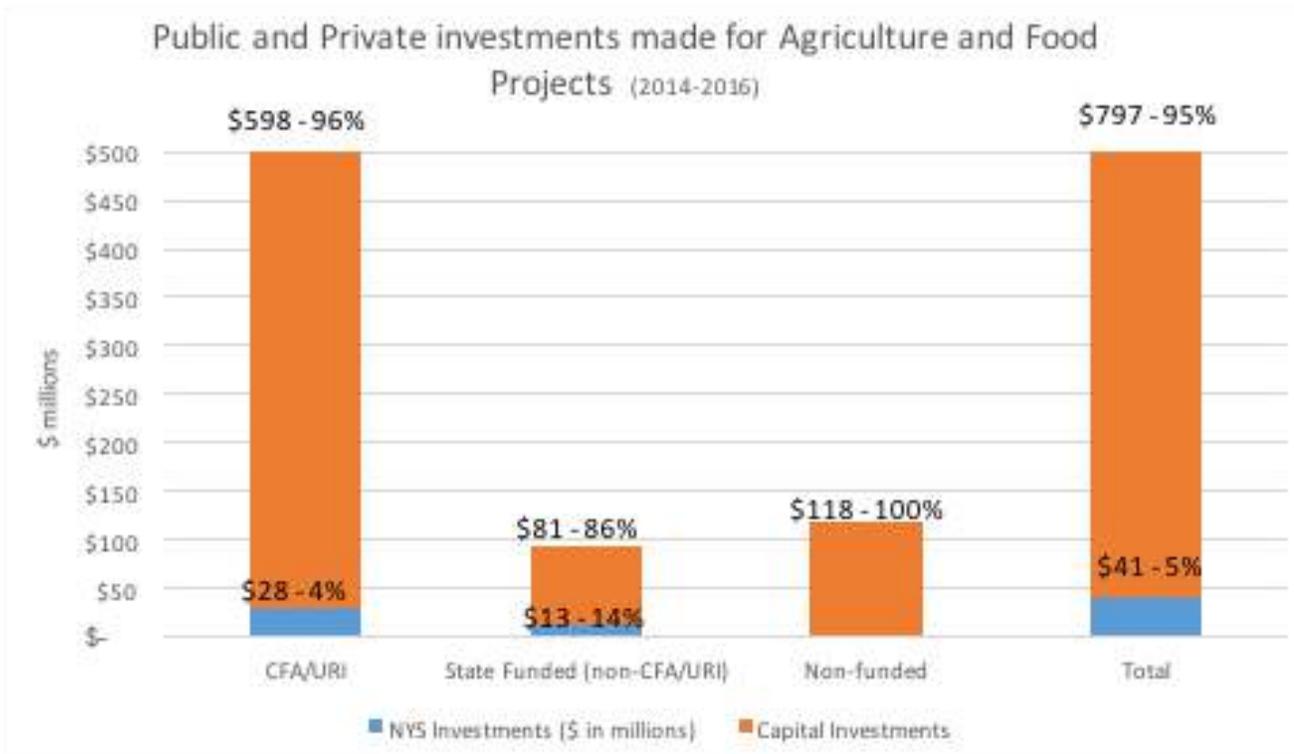


# new Agriculture & Food Production jobs (2014 - 2016)



Agriculture & Food Production Projects (2014-2016)





**Achieving Results through Collaborations**

The economic potential of agriculture, however, goes well beyond our fields and traditional supply chains. There is a strong convergence with agribusiness and other growing sectors in the region as well, including manufacturing, research, energy-related businesses, and agritourism. Each county in the region participates. Private investment, with regional support and small amounts of public dollars, is enhancing the diversity of the region’s agriculture — eggs to potatoes, wine and beer to goat cheese, organic beets to apple slices. The agricultural industry is also evolving rapidly. Some segments of agriculture like Controlled Environment Agriculture and organic farming are experiencing dramatic growth, and the Finger Lakes region is developing strategies to be on the forefront of these growth areas. Technology is advancing rapidly in the Agriculture and Food sector. Startup companies using digital technology and big data are ready to transform the industry. They are studying ways to reduce food waste, increase farm productivity, adapt to new environments, and provide alternative sources of proteins to supply the demands of the consumers.

**Projects:**

- High Pressure Processing (HPP) Project
- Clearwater Organic Farms
- Newstead Ranch Egg Farm
- North American Brewing
- Marquart Brothers Potato Chips
- Ithaca Hummus
- Ag and Food Center of Excellence
- Foodlink Commercial Kitchen
- Orleans County Ag Business Park
- First Light Creamery
- NYFAC
- CFSI
- Genesee Community College: Agri-Tourism Symposium, precision Agriculture Workshop

**Priority Projects Status:**

1. Clearwater
  - a. Equity fully committed. Farm Credit term sheet approved. USDA guarantee to Farm Credit conditionally approved, still a few details to finalize by end of week. Paperwork in process.
2. Baldwin-Richardson
  - a. New building is about completed. Hiring is taking place. Business is expanding.
3. Finger Lakes Fish
  - a. Coho Salmon farmed fish project has decided to locate in Cayuga County and is expecting first harvest in spring 2019.
  - b. No state funding approved yet, CFA for 2018 completed.
  - c. Wegmans is going to try to sell some of the fish when they are harvested. This could be an interregional collaboration.

4. Empire Medicinals
  - a. Growing fresh gourmet mushrooms for Wegmans
5. Intergrow
  - a. Buildings being built in Wayne County

## PRIORITY PROJECTS STATUS:

### Food Waste Utilization & Upcycling Testbed

RIT was awarded \$50K of the requested \$67K to develop a pilot-scale food waste utilization and upcycling test bed in partnership with several food and technology companies. RIT has made significant progress in delivering on development of the Food Waste Utilization & Upcycling Testbed. RIT acquired a new Ecovim-250 dehydrator that has already been applied to pre-consumer food waste acquired from Wegmans and various RIT food service operations. The initial results show that the food waste undergoes an 80 to 90% volume reduction and is converted to a very dry and stable material that can be stored for an extended period, or used immediately for applications such as fertilizer or animal feed. In parallel, RIT has acquired a Biogenic Refinery system from Biomass Controls (Putnam, CT), valued at \$300K and used as cost match for the project. The system was delivered in early July 2018, and is now undergoing final mechanical and electrical validation. The Biogenic Refinery will be used to heat food waste and other organic materials at high temperature (500-800oC) in a reduced oxygen environment to produce solid “biochar”, suitable as a soil amendment or additive for other products such as sustainable printing inks. RIT will continue to expand the Food Waste Utilization & Upcycling Testbed by acquiring other equipment designed to handle solid, liquid and packaged food waste materials, and become a research, development and demonstration site for the state-wide food and beverage industry. This project represents a building block project for a much larger initiative in the Finger Lakes Regional Economic Development Plan for the Upstate Revitalization Initiative (URI) called the “Center for Food System Innovation” (CFSI).

### Center for Food System Innovation (CFSI)

RIT is continuing development of CFSI while expanding the scope of food and beverage company engagements in the Finger Lakes region and throughout New York State. The key deliverable for the overall project is an applied research center and dynamic test bed focused on industry-defined challenges in waste, energy and water. The Phase 1 part of this overall effort is the CFA-funded Food Waste Utilization & Upcycling Testbed, already initiated by RIT. Expected project outcomes of the CFSI will leverage our current activities to enable: 1) regional food companies to stay on the leading edge of new technologies with high potential to strengthen their economic position through increased profitability and less waste; 2) regional food companies to spend less money on operations (waste, energy, water) freeing up resources for new product development, expanded production, workforce development and other investments to grow the business; 3) the regional food cluster workforce to develop the necessary skill sets for

managing growth and expansion in resource constrained or climate-challenged environment; and 4) a true collaborative technology effort to focus on the emerging needs of the food-related industries in waste, water and energy.

### Project updates

6. Clearwater Organic Farms
  - a. Equity fully committed. Farm Credit term sheet approved. USDA guarantee to Farm Credit conditionally approved, still a few details to finalize by end of week. Paperwork in process.
7. Baldwin-Richardson
  - a. New building is about completed. Hiring is taking place. Business is expanding.
8. Finger Lakes Fish
  - a. Coho Salmon farmed fish project has decided to locate in Cayuga County and is expecting first harvest in spring 2019.
  - b. No state funding approved yet, CFA for 2018 completed.
9. Empire Medicinals
  - a. Growing fresh gourmet mushrooms for Wegmans
10. Intergrow
  - a. Buildings being built in Wayne County

Organic Beets growing on Kreher's Farm



# NEXT GENERATION MANUFACTURING & TECHNOLOGIES

## PURPOSE

To support the advancement and expansion of our manufacturing and technology assets and ecosystem which includes industries such as energy innovation, life sciences, nanotechnology, semiconductors, and sustainable manufacturing, creating a competitive advantage for the entire Finger Lakes region.

- Attract industries who need Eastman Business Park's assets; electricity, steam and chilled water; water and waste water treatment, tools and know how; talent, natural resources and capabilities of the region.
- Target food & beverage processing, greenhouse agriculture, chemical research and production, plastics manufacturing, biopharma manufacturing, photonics, energy storage and roll to roll technologies.
- Build a community with a positive work, learn, live and play environment—to increase our ability to bring companies to the area.

## PERFORMANCE INDICATORS

### Eastman Business Park

- Over 100 companies operate in Eastman Business Park, up from 28 in 2011
- 37% of Park utilities are consumed by non-Kodak companies
- Utility capacity utilization is 50%
- New gas boiler house is online, dramatically reducing emissions and improving performance
- Over 6,000 jobs estimated in Eastman Business Park
- Estimated \$4 billion in manufacturing output from Eastman Business Park companies
- Growth of energy / coating sector
  - NestlON became a tenant in January 2017
  - Energy Materials Company won a grant in partnership with Kodak R&D to use coating capabilities for pilot and production
  - Kodak Cell Assembly Center opened August 2017
- Target industry growth
  - Food & drink manufacturing
    - 1. Clearwater Organic Farms announced 2017

- Biopharma manufacturing
  - 1. DuPont probiotics expansion announced 2017
- Photonics industry
  - 1. Added Precision Optical Transceivers in July 2017

- Kodak Center Theater and Conference Center reopened with new name and a new marquee. Construction started on the Kodak Experience, a visitor area in the lobby of Kodak Center
- Broke ground on development of multi-income residential housing called Eastman Reserve (9.4 acre development by Pathstone)
- Agreement in place to construct Finger Lakes Workforce Development Center
- Junior Achievement Experience Center to go into historic fire house.

### Downtown Innovation Zone

- Number of innovation and creative class companies = 174 (an increase of 61% over 2015)
- Number of downtown employees = 48,000 (no change over 2011)
- Number of downtown residents = 7,200 (an increase of 40% over 2011)
- Vacancy rates
  - All “competitive” office space = 25.1% (an increase of 4.7% over 2011)
  - “Non-traditional” office space = 18.4% (a decrease of 10.5% over 2011)
  - Competitive office occupancy = 5.2 M. square feet (a decrease of 3% over 2011)
  - Market-rate rental housing (“normal” is 5%) = 3.3% (a decrease of 0.4% over 2011)
  - Current investment in downtown pipeline = \$892.95 M. (an increase of 34.8% over 2011)
  - Includes 22 housing projects with 1,893 new units
  - Since 2014, 1.65 million square feet of office space converted to housing

## Achieving Results through Collaboration

### STAMP

The STAMP high-tech mega-site development project continues to see serious interest from a number of global companies in the high-tech manufacturing space. As a Finger Lakes REDC URI plan priority project, the multi-regional 16-person STAMP implementation team began marketing, business development and sales efforts to attract advanced manufacturing investment to the campus in 2014. Since then, STAMP has seen considerable market interest in the site including RFP's from 14 projects that has resulted in 23 sales meetings and site visits including Project Eagle Eyes (see below) that largely occupied the team's efforts for the better part of the second half of 2017 including 5 site visits and more than 14 days of on-site due diligence. The site's scale at 1,250 acres and planned large utility infrastructure capacity including water, sewer and high capacity redundant electric, including low cost hydropower available through the New York Power Authority (NYPA), are the major reasons why several large advanced manufacturing projects have demonstrated strong interest in STAMP.

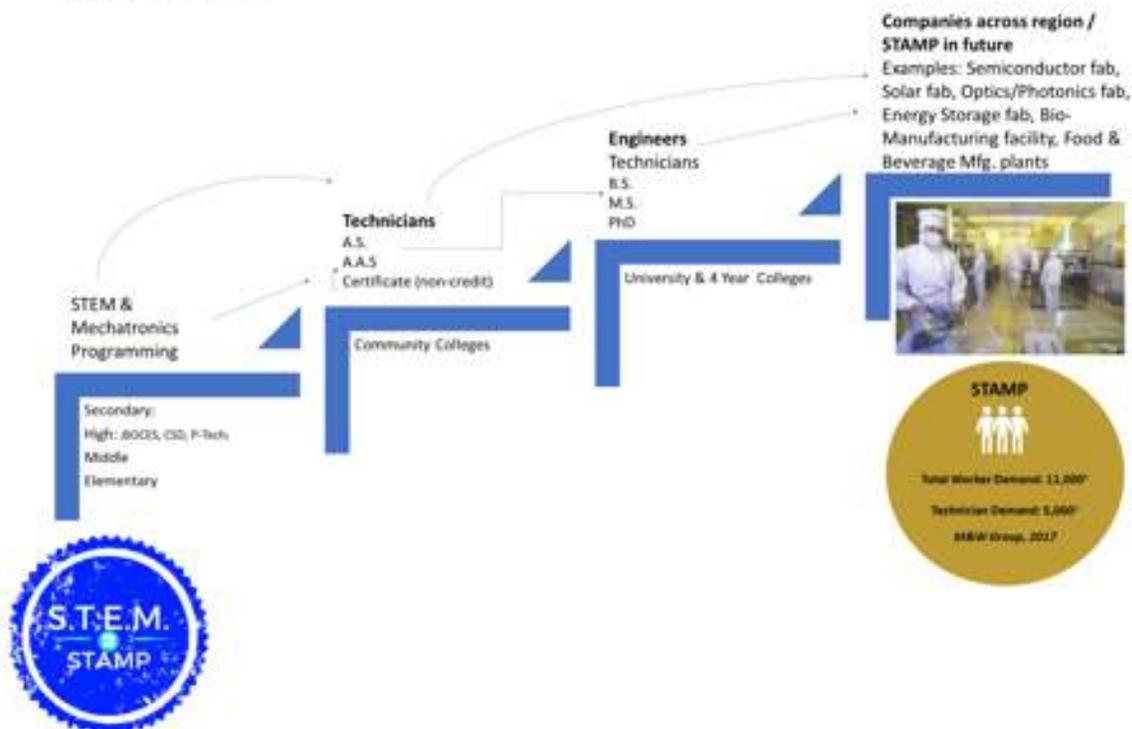
STAMP continues to see increased interest every year from potential companies looking for a greenfield mega-site to construct their advanced manufacturing facilities. At these site visits, the two most important topics that a company looks for relates to information about infrastructure and site readiness along with workforce readiness and availability. It is critically necessary that we keep the momentum moving forward, that the global site selection community recognizes, as it relates to preparing the STAMP site for

large scale advance manufacturing investment which could yield as much as 10,000 jobs on campus through time. The partnerships and regional collaboration that have come together over the last few years have been instrumental to the successful development of STAMP's strategy, site development and marketing of the site. Continued investment to enhance the site's readiness will pay dividends given the market interest being seen today by advanced manufacturers. The STAMP implementation team agrees that it is a matter of "when" not "if" that our state/regional/local team of business development partners secure a large-scale project at STAMP.

### Workforce Development: "STEM 2 STAMP" initiative and the NGMT Finger Lakes Regional Workforce Development Plan for Mechatronics Technicians

Not only is STAMP a multi-region effort, it is also a multi-region work team effort in the Finger Lakes and Western NY regions. A diverse group of stakeholders from Monroe Community College, Genesee Community College, Erie Community College, Rochester Institute of Technology, Genesee County Economic Development Center, Greater Rochester Enterprise, Western NY Tech Academy, Pembroke Central School District, Invest Buffalo Niagara and Clark Patterson Lee have been collaborating to develop a STEM programming focused (K-12) and Mechatronics focused (higher education) career pathway to enhance the interest and worker pipeline addressing the critical need for an expanded technician pool to address advanced manufacturing needs across the Buffalo – Rochester Metro corridor.

## Mechatronics Technician Career Pathway – Regional Expansion...



To date, the STAMP Implementation team has utilized the “STEM 2 STAMP” initiative as a branded model to establish a workforce partnership focused on expanding the regional technician pipeline for advanced manufacturers. In 2017-18, the first step was to secure memorandums of understating and partnership with our regional higher educational partners, Rochester Institute of Technology, MCC, GCC and ECC plus our Secondary Education local partner, the Genesee Valley Educational Partnership and component districts (18 of 22 school superintendents signed on to date). Additionally, we are working with our higher education partners on aligning and expanding mechatronics programming regionally.

Going forward, with 28 partner entities from economic development, education and industry signed on to date, the goal is to continue expanding the regional technician pipeline development process along with adding additional partners which is currently part of the FLREDC’s NGMT pillar team activities. Signing up additional higher education and secondary education partners in the FL region, expanding partnership discussions in WNY, to include the University at Buffalo, Northland training center, BOCES, and component districts are priorities. We will continue to work with our current higher education partners on Mechatronics programming expansion and alignment with a possible migration pathway to RIT’s Micro-Electronics engineering program. For our secondary education (K-12) partners, we will and need to continue

to support STEM programming roll-outs helping to enable technician pipeline enhancement via the expansion of EDGE FACTOR deployments throughout the region along with enabling linkages to programs with our higher education partners. Lastly, the NGMT Pillar Team, with assistance from the STAMP team, will need to seek state funding support to allow for a more formal and expansive regional roll-out as we continue to seek solutions to enhance the regional technician worker pipeline.

**Life Sciences Wet Labs Initiative**

Inventory of Wet Labs conducted. 517 available Wet Labs identified.

**AIM Photonics Attraction Project**

EBP participated in NYS sponsored promotional activities at SemiCon West and Light & Sound Interactive Conference.

**Kodak Tower Commons Project**

Connection with Downtown Innovation Zone, MCC Downtown Campus, Greentopia, Genesee Brewing Company and High Falls Alliance to enhance community, attractiveness of the area.

**STAMP / EBP Collaboration**

Supply chain collaboration opportunities especially if STAMP lands a large greenfield project. Cross- benchmarking to help co-market the sites

**PRIORITY PROJECT STATUS**

**Project Name and Description**

**Priority Project Status**

**Kodak Cell Assembly Center**

Establishes a set of US-based cooperative services that helps companies go from lab to commercial production. We make energy storage expertise, tools and production capabilities available to improve speed time to market, lower costs, reduce risks and serve the market better than ever.

August 29 grand opening ceremony. Four paying customers already on board. Requesting fund payment. Hired manager.

**Finger Lakes Workforce Development Center**

Establishes a program to develop the skilled workforce needed by companies operating in Eastman Business Park and throughout the region.

Development Center plans have been established and approved. Awaiting final funding criteria and timing to formalize agreements and begin execution of the project. Anticipate move from pilot location to permanent location in 2019. Pilot running since 2016.

**Fermentum – Bio fermentation toll manufacturing provider**

Received a \$5,000,000 ESD Grant to develop toll fermentation facility at Eastman Business Park. Fermentum (FermCo Inc. dba) is a toll fermentation facility to be located at Eastman Business Park. It will service biobased technology companies from scale up through commercialization. Fermentum has increased the project profile through participation at key trade shows and the introduction of a website that outlines key business offerings. [www.fermentationservices.com](http://www.fermentationservices.com).

50% increase in potential client contacts ranging in size from Fortune 100 to startups since Jan 2017 with guaranteed productions rights garnering interest as a novel offering. Developed its project financing strategy and is initiating discussions with investor partners. New resources in marketing, project finance, controlling, engineering and legal counsel - on track to put its client portfolio and project financing in place by end of Q2, 2018

## Project Name and Description

## Priority Project Status

### **NOHMs Technologies Electrolyte Manufacturing Equipment Purchase**

Received a \$135,000 ESD Grant to expand and renovate the company's facility at Eastman Business Park and purchase equipment to support their production of advanced lithium ion batteries for supply to domestic race car and military radio battery manufacturers. New equipment was purchased and is operational.

Expansion and renovation of facility to be completed by December 2018.

### **Precision Optical Transceivers**

Expansion of Precision Optical Transceivers, a system engineering company focused on optical transport technology, into Eastman Business Park in Rochester. POT currently employs 20 people and expects to add another 30 positions at the new facility over the next two years.

Precision Optical has moved into the new facility and is already expanding.

### **DuPont plant expansion**

DuPont Nutrition & Health to expand its operations, ESD offered up to \$1.5 million through an Upstate Revitalization Initiative grant in return for job commitments. Monroe County also is considering offering incentives for the expansion plan. In November of 2016, DuPont announced that it would expand its U.S. probiotics production capacity through a significant investment in a multiphase plan, totaling over \$100 million.

Construction is underway.

### **AIM Photonics TAP Facility**

ON Semiconductor building in Eastman Business Park selected for TAP facility.

Development of TAP Facility underway.

### **RED Rochester**

RED received \$3.6M ESD grant and a \$3.5M ESD Loan for the purchase of Kodak utility assets. Since that time, RED has paid off the loan completely. RED has also applied for NYSERDA funds specifically for the MACT Boiler Project.

Actual value of those payments for MACT project will depend on actual efficiency performance data, to be gathered through a subsequent Measurement and Verification Process.

### **Clearwater Organic Farms**

To encourage Clearwater Organic Farms to build in the Finger Lakes region, ESD offered up to \$4 million in Upstate Revitalization Initiative (URI) Funding and \$2 million in Excelsior Jobs Tax Credits in exchange for a job creation commitments. The total project cost is approximately \$50 million.

Finalizing funding stack to proceed with project.

## FUTURE PROJECTS

### Project Name and Description

#### **Junior Achievement Experience Center**

Creation of a place for middle school students to have a hands-on learning experience regarding personal finances and workplace environments / entrepreneurial skills

#### **Lake District Redevelopment Project**

Divert Maplewood Drive, demolition of B-29, infrastructure improvement for parcels, development of flexible manufacturing facilities, expansion of Photonics infrastructure...

#### **Sweetwater Energy**

Applying for funding to support pilot production facility

#### **Life Sciences Wet Labs Initiative**

Eastman Business Park has an inventory of 517 available wet labs. This information and floor plans have been provided to Greater Rochester Enterprise.

# ENTREPRENEURSHIP AND DEVELOPMENT

## PURPOSE

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

## JOB CREATION THROUGH COLLABORATION

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

The City of Rochester launched a micro-loan program, KIVA Rochester, for urban businesses. A majority of the loans were made to MWBE. The City also started a micro-driven community co-op. The first company to receive a loan from the program was ENEROC. Excell invested \$1.2 million in certified MWBE high tech startup companies.

## ACHIEVING RESULTS THROUGH COLLABORATION

The Entrepreneurship and Development Work Team is comprised of 24 members who represent a cross section of individuals supporting entrepreneurs within both high tech/high growth and traditional business ecosystems. Ultimately, the FLREDC Entrepreneurship & Development workgroup is about job creation through collaboration. This collaborative effort would not exist "but for" the FLREDC Entrepreneurship & Development Workgroup.

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

Performance Indicators:

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



# GLOBAL NY

## PURPOSE

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

## PERFORMANCE INDICATORS:

The 9-county Finger Lakes region is one of the largest export markets in the United States and home to some of the most active, robust, and successful exporters. Businesses within the region export approximately \$7.5 billion in manufactured machinery; computer and electronic products; chemicals; precision instruments; royalties from intellectual property; food, beverage, and agriculture products; financial services; educational and medical services; technological services; travel and tourism; and plastic and rubber products. The region accounts for 5.7% of New York State's total exports, and ranks third among the state's metropolitan areas for real exports, only behind Western New York and the Greater New York City region. Exported products and services are responsible for approximately 9.0% of regional gross domestic product (GDP) for the Rochester metropolitan statistical area, which totaled \$76 billion in 2017<sup>1</sup>. That figure is larger than export contributions to GDP in Western NY (8.6%) and Greater New York City (8.3%) and just below the national average, where exports supported 10.3% of United States GDP in 2017<sup>2</sup>.

It is estimated that 85% of economic growth will occur abroad over the next five years, and yet less than one percent of U.S. companies export<sup>2</sup>. More than half of those exporters sell to only one market. Rochester's export strength continues to be powered by a few large companies. If the region is to maintain its leadership position in international business, much work needs to be done to connect the region's approximately 8,300 small-to-mid-sized manufacturing and service companies<sup>3</sup> to the resources and talent necessary to complete successful international business transactions<sup>3</sup>. Leading regional economists predict the Finger Lakes Region's exports share of total GDP growth could see positive gains and be a competitive advantage for the region if international trade initiatives such as those outlined by the Finger Lakes Global NY work team are supported, particularly in key regional growth sectors including; Optics, Photonics & Imaging, Agriculture & Food Production, Next Generation

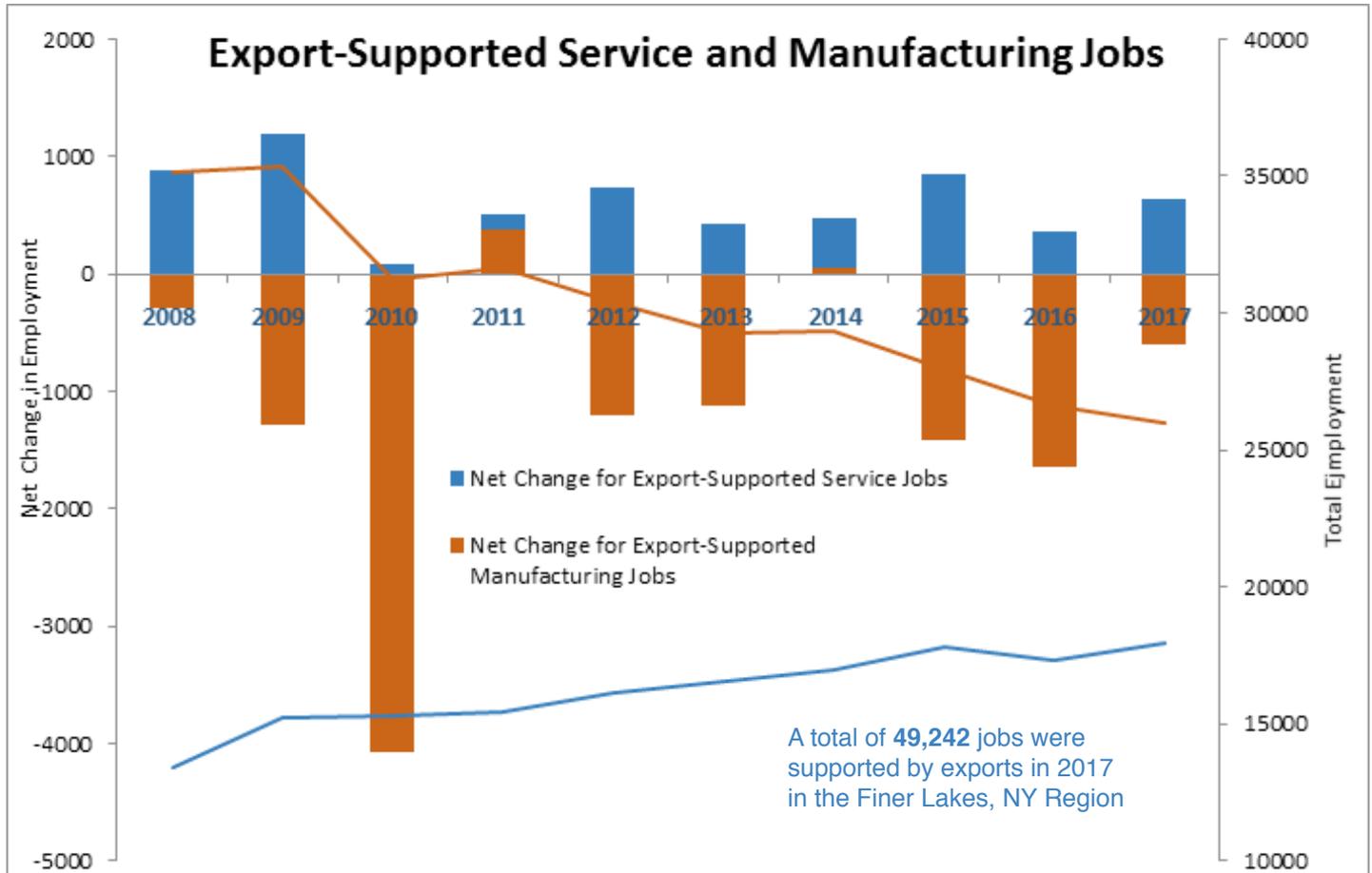
Manufacturing and Technology. Notably this year, Brookings analysts point out that regions specializing in agriculture, aerospace, and automotive manufacturing will be most exposed to tariffs affecting commerce with China. For regional businesses engaged in trade activity in those three sectors, trade policy changes may impact growth<sup>4</sup>.

International trade creates direct and export-supported jobs in industry supply chains, and provides a crucial boost to regional employment. According to the U.S. Chamber of Commerce, one in four manufacturing jobs depends on exports, and one in three acres on American farms is planted for export<sup>4</sup>. In 2017, the Finger Lakes region benefited from 49,242 export-supported jobs, particularly in growing regional industry clusters. That figure reflects significant year-over-year growth in export-supported employment, totaling 1,911 jobs<sup>5</sup>. Industries where total export-supported job growth was measurable between 2016 and 2017 include: Educational & Medical Services (+845 jobs); Finance and Insurance (+565 jobs); Computer & Electronic Products Manufacturing & Tech Sector<sup>6</sup> (+402 jobs); Engineering Services (+203 jobs); and Management & Legal Services (+165 jobs). In total, service industries added 2,272 new jobs year-over-year and manufacturing industries lost 361 jobs during the same period, mirroring national trends. New employment in service export sectors compensated for year-over-year losses in the Chemical (-296 jobs), Food, Beverage, and Agriculture (-198 jobs), and Machinery (-71 jobs) manufacturing industries.

Service exports represent a growth opportunity for the Finger Lakes region. Total export-supported jobs have declined by 10.8% since 2008, but export-supported jobs tied to services have grown by 28.1%. (See Chart A). More than 35.3% of the Finger Lakes region's total exports are comprised of key service sectors including: royalties on information technology, Film/TV, and franchising fees; research and development; tourism services associated with attracting international visitors such as accommodation services and touring companies; financial and insurance services; logistics services, including freight and port services and air transportation; management and consulting; medical services, and education. The 35.3% share represents a jump of more than 10% since 2008, when service-related exports represented approximately one-quarter of the region's exports. The service-based Tech Sector has grown by 26.6% over a 5-year period. Examples of recent business expansion and attraction successes in the Finger Lakes, NY region in the growing Tech Sector are abundant.

Information security company Datto for example, leveraged the support of the Upstate Revitalization Initiative (URI), RIT's Center for Urban Entrepreneurship (CUE) and the Rochester Downtown Innovation Zone (DIZ), and is now currently located in The Metropolitan with more than 200 workers in Downtown Rochester. Australian founded software company, LiveTiles, announced in 2018 that it would establish its Intelligent User Experience (IUX) hub in Rochester's High Falls district and employ 500 people. Whether they are West Coast start-ups choosing to hire software developers in Rochester instead of offshore, like EmployeeChannel, or healthcare tech companies leveraging the assets of the regional ecosystem such

as eHealth Technologies, and VisualDx, the growth of information technology, cloud computing and web development firms such as CloudCheckr, Envative, CoverWallet, Innovative Solutions, Brand Networks and Workinman Interactive should be supported by state, regional and university partners so that the trend continues its upward trajectory. The shift towards stronger growth in service exports in the Finger Lakes region is however not unique. Trade profiles of the nation's 100 largest metropolitan areas continue to evolve toward services, with the share of service exports growing from 38% to 47% since 2003<sup>1</sup>.



**\*Note:** Manufacturing includes jobs supported by agriculture, forestry, fishing mining, oil & gas extraction exports  
 Source: Bookings Institute, Export Monitor 2017

In addition to the Tech Sector, regional industries ripe for increased export growth include: Educational and Medical Services, Computer and Electronic Products manufacturing, Finance and Insurance, and Food, Beverage, and Agriculture. Support for accelerated export growth in these sectors is critical as chemical exports continue to decline and negatively impact total export growth.

**TOP FINGER LAKES EXPORT Industries Ranked by Volume & Percentage Change — 2012 to 2017**  
*Top Ten Finger Lakes Region Export Categories Ranked by Volume, 2017*

Industry	2017 Real Exports (\$ Millions)	2012-2017 % Change
Machinery Manufacturing	\$1,105.89	-18.0%
Computer and Electronic Products	\$1,070.37	15.1%
Chemical Manufacturing	\$666.03	-41.8%
Royalties	\$632.45	-2.3%
Food, Beverage, and Agriculture	\$555.05	5.3%
Finance and Insurance	\$521.04	14.8%
Educational & Medical Services	\$379.95	77.8%
Tech Sector	\$290.95	26.6%
Travel and Tourism	\$269.83	5.2%
Plastics and Rubber Products	\$245.69	5.6%
<b>TOTAL*</b>	<b>\$5,737.24</b>	<b>-4.3%</b>

Source: Brookings Institution Export Monitor 2018, Counties by NAICS3

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

**TOP TEN FINGER LAKES REGION EXPORT CATEGORIES RANKED BY 2012-2017% GROWTH**

Industry	2017 Real Exports (\$ Millions)	2012-2017 % Change
Educational & Medical Services	\$379.95	77.8%
Paper Manufacturing	\$90.54	46.8%
Management & Legal Services	\$208.72	35.8%
Support Services	\$76.51	31.5%
Tech Sector	\$290.95	26.6%
Computer & Electronic Products	\$1,070.37	15.1%
Finance and Insurance	\$521.04	14.8%
Fabricated Metal Products	\$185.34	11.9%
Plastics and Rubber Products	\$245.69	5.6%
Travel and Tourism	\$269.83	5.2%

Source: Brookings Institution Export Monitor 2018, Counties by NAICS3

**\*NOTE:** The Oil and Gas Extraction industry exhibited 199.3% growth from 2012 to 2017 but only represents 0.02% of total exports in 2017. Forestry and Fishing also showed significant growth from 2012-2017 at 24.6%, representing 0.2% of total exports. These industries are not represented in the table due to their insignificant overall impact.

**Achieving Results through Collaboration:**

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

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

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

**FLX Export Success Testimonials:**

- “Liberty Pumps Inc, a SME located in Bergen, NY, has seen great success and growth in its international business through its utilization of Global NY programs and services. Expansion of Liberty in the EU market was greatly enhanced by attendance at the largest water and wastewater event in Europe via a Global NY program award. In addition, participation in a CGLG Trade Mission to South Africa, Kenya and Tanzania, supported by a STEP and EMAS award, allowed Liberty to enter several high growth developing markets

in Africa. Lastly, Liberty’s distribution in LATAM was grown due to a STEP sponsored DOC subscription service (GKS) in both Peru and Panama. In Summary, Liberty was able to accomplish in several months’ time what would have taken years without the strong support of Global NY aiding our international business strategies.” - **John A. DeLuca, International Sales Manager, Liberty Pumps**

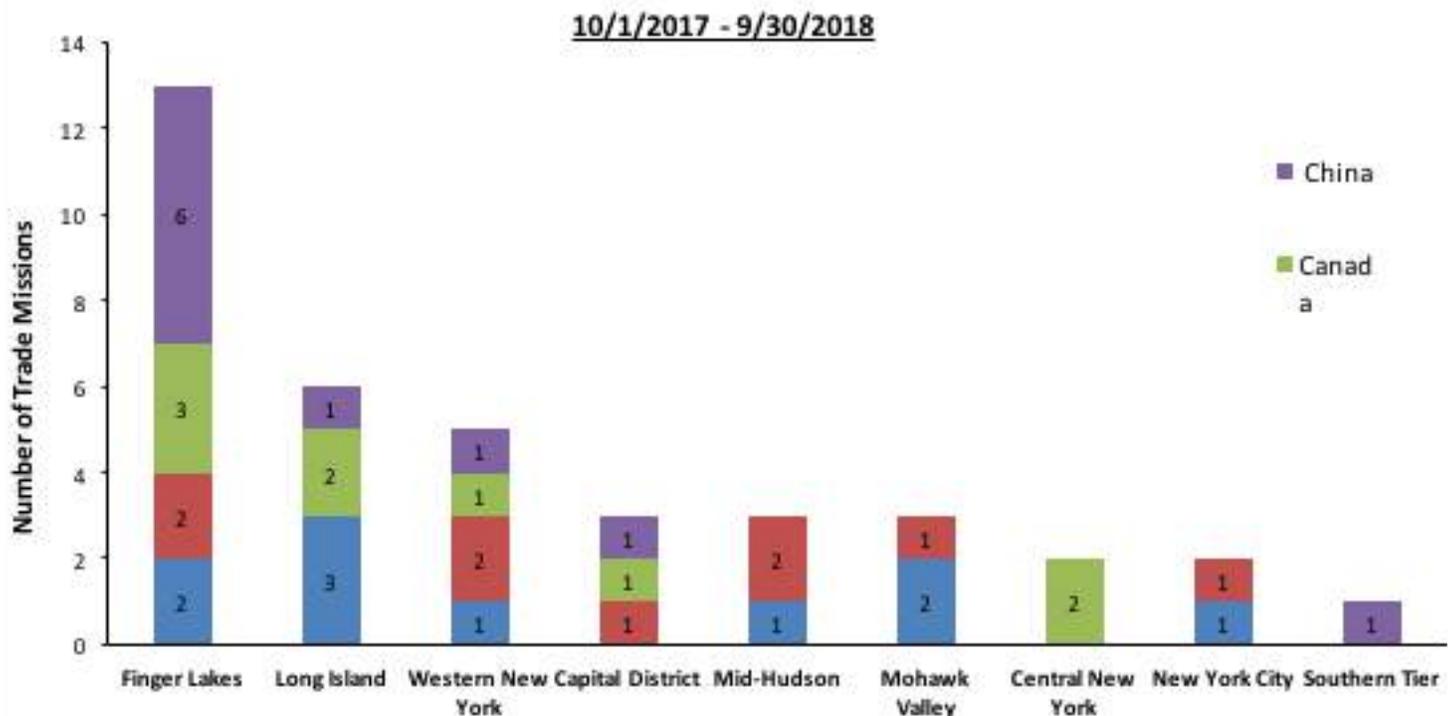
**Overcoming barriers to growth**

Since the creation of the ESD Global NY Fund program in 2014, the Finger Lakes Regional Economic Development Council has integrated the Finger Lakes Global New York work team and made international trade initiatives and export opportunities part of the ongoing regional economic development discussion. The work team informs and advises key regional stakeholders on the status of international business progress, opportunities, and challenges and continues to develop relationships to increase the information flow from ESD to enhance connectivity between the FLREDC and projects that advance Global NY goals. Finger Lakes companies are capitalizing on these opportunities.

ESD Global NY lead four trade missions during the fiscal year 2018, including: three multisector trade missions to Israel (Tel Aviv, Haifa and Jerusalem), Mexico in conjunction with the Council of Great Lakes Governors (Mexico City and Monterey) and Canada (Toronto), and the China International Optoelectronic Expo (Shenzhen).

- “Our company has been the fortunate recipient of support from Global NY programs offered through Empire State Development. One recent example is our participation in the CIOE trade show in China. We successfully demonstrated our capabilities at this event to customers who visited the New York State exhibit space. The meetings have led to increased sales in China and allowed us to introduce a new family of measurement equipment. Participating in trade shows in international countries can be difficult. The assistance we received with travelling, hotels, commercial product shipping and exhibit availability was superb.” - **John Hart, CEO, Lumetrics, Inc.**

**Regional Participation in Global NY Trade Missions**



**SOURCES:**

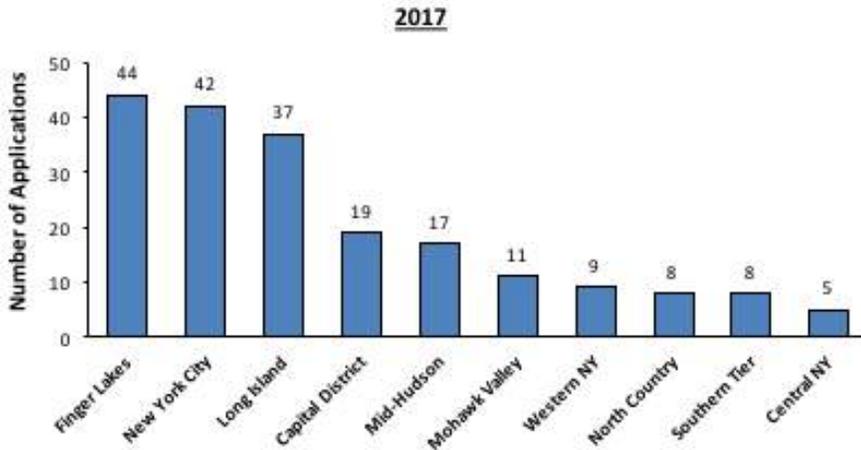
<sup>1</sup>Source: U.S. Department of Commerce Bureau of Economic Analysis, Real Gross Domestic Product (GDP) by Metropolitan Area, 2013-2016  
<sup>2</sup>Source: Brookings Metropolitan Policy Program Export Monitor 2018  
<sup>3</sup>Source: Hoover’s Inc. (2018). Greater Rochester, NY, manufacturing and service businesses with 500 or fewer employees. Retrieved August 9, 2018 from Hoover’s database.  
<sup>4</sup>Source: Brookings Metropolitan Policy Program Export Monitor 2018  
<sup>5</sup>This figure is encompassing of all sectors where job growth was recorded 2016-2017 as well as those where decline in total jobs was recorded. Therefore, totals for the top five growth sectors are larger than this figure when summed as they are offset by negative figures in some other industries.  
<sup>6</sup>The “Tech Sector” is a service industry NAICS 3 level sector, falling within the “Information & Technology” NAICS 2 title as defined by the Brookings export database methodology. It includes Telecom Services, Computer Services, Information Services, and R&D Services.

## Export Marketing Assistance Service (EMAS)

## Export Programs Available through ESD Global NY

### Export Marketing Assistance Service (EMAS)

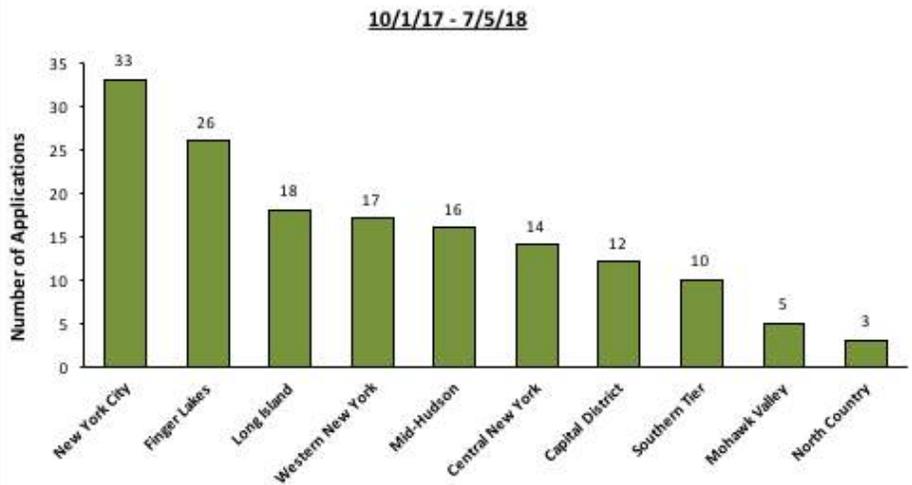
The Export Marketing Assistance Service (EMAS) is a New York State program designed to help businesses find sales agents or distributors abroad. Global NY's international offices provide local expertise for markets to conduct customized research and identify potential company partners.



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

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

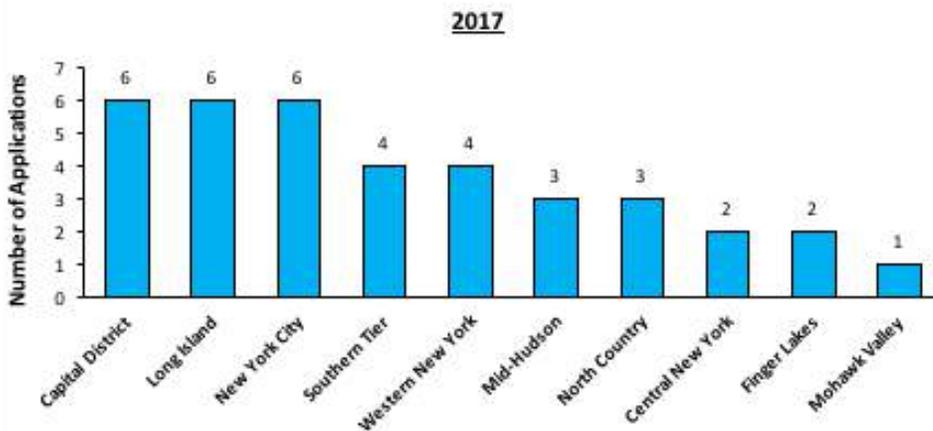
### State Trade and Expansion Promotion (STEP) Applications by Region



### Global NY Grant Program Participation by Region

### Global NY Grant Fund

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



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

- **Participation in Globally Recognized Conferences and Summits**

**SPIE Photonics West 2018 Conference**

Greater Rochester Enterprise (GRE) partnered with New York Photonics, the Rochester Regional Photonics Cluster (RRPC), and Luminare to exhibit and market the Greater Rochester, NY region for business attraction and investment at SPIE Photonics West 2018 in San Francisco, California. The joint “Light It Up” in Greater Rochester, NY campaign highlighted the region’s top-tier talent, game changing innovation, and the world’s largest OPI business accelerator. Approximately 25 top Finger Lakes NY based Optics, Photonics and Imaging firms reinforced this powerful message by filling an entire aisle at the conference and showcasing their expertise, assets, and supply chain capabilities.

**SEMICON West 2018 Conference & NYS Nanotech Summit**

Economic developers from New York State, including representatives from Greater Rochester Enterprise (GRE), Genesee County Economic Development (GCEDC) and Eastman Business Park (EBP) partnered with SUNY Poly-Led AIM Photonics and the NY-Power Electronics Manufacturing Consortium to collaborate in highlighting regional advanced manufacturing assets, research capabilities and development updates at the globally recognized SEMICON West 2018 conference in San Francisco, California. In addition to the regional presence at the New York State Tech Pavilion, economic development organizations from multiple regions collaborated on the Nanotech Summit at SEMICON West to showcase innovation-based business growth opportunities.

- **Participation in Globally Recognized Conferences and Summits**

**2019 Quebec-New York Economic Summit Preparation**

Greater Rochester Enterprise (GRE) met with New York-based economic development representatives of the Canadian Province of Quebec in January of 2018 to discuss developments in the Finger Lakes region’s Optics, Photonics and Imaging, Food and Beverage Manufacturing, and Game Design and Development sectors and later coordinated a meeting between the group and Rochester-based business leaders as well as a representative of Global NY. The meetings helped to inform plans for the upcoming 2019 Quebec-New York Economic Summit and provincial representatives are planning to visit Rochester-based OPI companies, the Rochester Institute of Technology, and Wegmans Food Market.

**Italian Trade Delegation Visit**

In February 2018, Greater Rochester Enterprise (GRE) and NY Photonics led a trade delegation visiting the Greater Rochester, NY region from the Emilia-Romagna region of Northern Italy. Visitors represented the Emilia-Romagna Region Department for Business Internationalization and FDI Attraction, international business development organization Confindustria Emilia, the Emilia-Romagna High Technology Regional Network, and the National Research Council of Italy’s Institute for Microelectronics and Microsystems. Connections were made between these institutions and Rochester-headquartered Lidestri Foods Inc., Wegmans Food Markets, the Rochester Institute of Technology Center for Imaging Science, and Optics, Photonics, and Imaging companies Optimax Systems and OptiPro Systems.

**French Tech Execs Explore FLX Market Opportunities**

In July 2018, Executives from Paris-based Berger-Levrault, a global leader in software and regulatory content publishing, visited the Finger Lakes region as part of early attempts to enter the U.S. market. Working in collaboration with International Sister Cities of Rochester and Business France, Greater Rochester Enterprise (GRE) coordinated meetings with information technology leaders representing the City of Rochester, Monroe County, and the City of Rochester School District. The company, which primarily works with public sector and higher education clients, also visited with local government operations in the Town of Greece, Monroe County. Berger-Levrault is considering the region as a location for an expansion into the U.S. market, complementing the company’s North American presence.

**Irish Interest in FLX Life Sciences and Biotech Assets**

Headquartered in Ireland, leading project management and engineering firm DPS Group maintains significant presences in the United Kingdom, the Netherlands, Israel, Belgium, Singapore, and Saudi Arabia. The firm, which established its U.S. Advanced Technology Group Headquarters at SUNY Poly CNSE in Albany in 2015 through the START-UP NY program and also operates a small office outside of Boston, MA, visited Rochester to tour Eastman Business Park in August 2018. Working with innovative life sciences and biotechnology companies all over the world, DPS seeks to connect those clients with facilities and infrastructure to help them establish, ramp up, and enhance manufacturing and quality control operations.

**US Small Business Administration, US Department of Commerce and ESD Global NY 4 Part Export Series**

The Finger Lakes regional representations of the US SBA, US Department of Commerce and ESD Global NY collaborated to host a four part educational export series. Seminars ranged in attendance from approximately 10 – 40 people and focused on the following four topics:

- *Essential Elements of an Export Plan:*  
This workshop which took place in November 2017 was designed to provide critical information on creating an export plan.
- *Buy American, Made in USA: Country of Origin Marking, Know the Difference* This February 2018 seminar explained the differences between the Buy American Act, country of origin and marking requirements of U.S. Customs and Border Protection (CBP), and the Federal Trade Commission's Made in USA Standard.
- *Key Export Controls*  
A variety of export controls that businesses should be aware of in order to be in full compliance were discussed during this event in April 2018.
- *Bullet Proof Export Documentation*  
This July 2018 seminar focused on export documents companies should have in their shipping arsenal. In order to minimize shipment delays, achieve faster clearances for customers, and ensure that they are paid on time.

### Eyes on International Trade Seminar

Greater Rochester Enterprise (GRE), NextCorps and NY Photonics collaborated to host the "Eyes on International Trade Seminar" in April 2018 to promote international trade resources available in the Finger Lakes region specifically for firms operating in the Optics, Photonics, and Imaging sectors. Guest speakers included; John Hart, President and CEO of Lumetrics, who discussed how his work with the Department of Commerce, the Export-Import Bank and the STEP program helped his business to develop and grow. And, Glenn Jackling, President of Applied Image, discussed how international trade resources such as Global NY helped take his business to the next level. Executives representing 45 OPI firms in the Finger Lakes region participated in the event.

### Export Controls Roundtable

The FL Global NY work team partnered with Nixon Peabody LLP, Harris Corporation, Mohawk Global Trade Advisor and Greater Rochester Enterprise (GRE) in October 2017 to host an export control roundtable. The roundtable focused on International Traffic in Arms Regulations (ITAR) and Export Administration Regulations (EAR) developments, including new Export Compliance Guidelines from Bureau of Industry and Security (BIS), Hong Kong licensing requirements, economic sanctions and a self-determination case study. Some of the region's most knowledgeable industry professionals lead the interactive discussion, including: Alexandra López-Casero, Partner, Nixon Peabody LLP, Mary Menz, Vice President of Corporate Trade Compliance, Harris Corporation, Eduardo Quiñones, Counsel, Nixon Peabody LLP, and Jim Trubits, Vice President, Mohawk Global Trade Advisor.

### Luminate NY

Luminate NY, the world's largest business accelerator for startup firms in the optics, photonics and imaging industries, launched in Rochester in November 2017. Funding for the \$10 million program, previously known as the Photonics Venture Challenge, was approved by Empire

State Development's Board of Directors and will be funded through the Finger Lakes' Upstate Revitalization Initiative award.

The Luminate NY initiative, which is being administered by NextCorps, is focused on attracting and growing the most promising optics and photonics companies from across the state, the nation, and around the globe. The program is looking for entrepreneurs interested in solving challenging optics, photonics and imaging problems, including but not limited to: machine vision, inspection, biophotonics, security, surveillance, augmented and virtual reality, and autonomous vehicles.

In its first year, Luminate NY was successful in garnering global attention. Two innovative companies, Think Biosolution and Lumotune, laid roots in Rochester and were a winner and finalist, respectively. The second round of Luminate NY is currently underway and is expected to generate even further attention from international start-up companies in the optics, photonics, and imaging sectors. Teams compete for one of ten available slots in the cohort, guaranteeing a minimum investment of \$100,000 and major investments of up to \$1 million.

- **Think Biosolution – Dublin, Ireland**  
Third Place Winner - \$250,000 investment
  - o Think Biosolution uses their novel camera based sensors, embedded in partner brand's athletic attire, to highly accurately measure the users' heart rate, respiratory rate, blood oxygen saturation, and heart rate variability with medical grade accuracy and combines this data with information about the users' speed to report fitness predictors such as vVO2max, heart rate-running speed index, etc. These predictors are then used for recommending personalized coaching routines designed by fitness coaches towards achieving endurance goals.
- **Lumotune – Waterloo, Ontario, Canada**  
Finalist - \$100,000 investment
  - o Lumotune enables digital marketing on glass using its patented see-through digital displays. Ideal for storefront digital signage, with zero view obstruction, Storefront messaging needs to be unobtrusive and visible in daylight, all the while being digital and easy to keep up-to-date. Lumotune Glass is the only display technology capable of delivering all three. Lumotune's technology is built by sandwiching a proprietary nanomaterial between two sheets of glass. The structure is then connected to electronics, which control small picture elements, called pixels. These pixels can switch between opaque-white and transparent, thereby showing a larger image.

### Additional International Trade Support for FLX Firms

In addition to export products offered through the US Department of Commerce, US Small Business Administration, Export-Import Bank (EXIM) of the United States and ESD Global NY, local businesses are leveraging regionally unique programs to reduce export risk and access international

markets. GRE's Economic Gardening program for example is a valuable resource for regional companies looking to boost their international sales and marketing approach. 143 second stage companies have participated in the free program that is funded by a grant from Empire State Development. Economic Gardening provides companies access to professional researchers who generate leads, perform market research, analyze competitors, and suggest digital marketing strategies that help companies better access foreign markets. Several local companies including RCare, Refractron Technologies, and Micro Instrument Corp have taken advantage of the research to grow international sales.

Up to \$40,000 is also available to FLX manufacturers that are National Grid, RG&E, and NYSEG customers and are pursuing productivity and growth initiatives. The Manufacturing Productivity Program (MPP) and Manufacturing Accelerator Program (MAP) are administered through NextCorps, the regional affiliate of the Manufacturing Extension Partnership (MEP) and can be utilized for export activities such as international marketing and sales initiatives as well as productivity improvements such as lean manufacturing and waste reduction initiatives aimed at growing international and domestic markets.

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

Finger Lakes, NY region has attracted significant foreign direct investment (FDI) from companies such as:

LiveTiles (Australia),  
 Seisenbacher Rail Interiors Inc. (Austria),  
 Opalux (Canada),  
 BizXL (Canada),  
 Pride Pak (Canada),  
 Alpina Foods (Columbia),  
 Alstom (France),  
 Bonduelle USA (France),  
 Unither USA (France)  
 TOPTICA Photonics, Inc. (Germany),  
 Barilla (Italy),  
 DNV GL (Netherlands),  
 Love Beets USA (United Kingdom joint venture with LiDestri Food & Drink),  
 Ultra Electronics PLC (United Kingdom),  
 Intrinsic Materials (United Kingdom),  
 Omni-ID (United Kingdom), and  
 Quintel Solutions (United Kingdom).

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

- Utilize connectivity with, Luminate NY, NY Photonics, NextCorps, and the Finger Lakes Business Accelerator Cooperative and Hot Spot Consortium to connect with emerging technology companies throughout the region.
- Support and promote exporting companies locating at Eastman Business Park, the Science and Technology Advanced Manufacturing Park (STAMP) and other sites

located throughout the region.

- Leverage the Empire State EB-5 Regional Center to support companies with international trade and foreign direct investment efforts.
- Collaborate with Greater Rochester Enterprise (GRE), Empire State Development (ESD), County and City economic development partners and regional business representatives to host private, confidential meetings with key international investment stakeholders, to market assets located within the region and to encourage foreign direct investment (FDI).
- **Identify and promote greater academic industry partnerships to retain the highly skilled international workforce emerging from the region's 19 colleges and universities.**

FL Global NY work team members have engaged in discussions regarding roadblocks faced by international business students seeking employment in US firms, including; difficulty participating in federal work-study programs, visas that severely limit off-campus work opportunities and U.S. immigration laws that offer no direct path from university graduation to permanent residence.

The FL Global NY work team would like to increase collaboration with the FLREDC Higher Education & Research work team as well as appropriate legal counsel to identify highly qualified international students, match them with employers and develop potential solutions.

- **Expand the diversity of the GRE International Business Council and the Global NY work team by continuing to convene a vast network of exporters, importers, service providers, government partners, and international business champions to increase our region's export capacity by building on past successes.**

The Rochester business community has convened a council of international trade experts for more than 20 years to assist small and medium sized firms and connect them to regional trade resources. Members of the GRE International Business Council & FL Global NY work team are international trade practitioners whose expertise includes; global logistics, finance, legal, tax, human resources, compliance, government regulation, market entry, supply chain, education and translation. Government partners represented on the council include; US Commerce, US Customs, FBI, SBA, Empire State Development, IDAs and City of Rochester, all of which are committed to assisting small and medium sized companies solve international trade issues and increase revenues. The Global NY work team will continue to guide the implementation of the Finger Lakes Global NY export strategy and increase collaboration among additional existing regionally-based federal, state and local international service providers and exporters.

# TOURISM & ARTS



## PURPOSE

With such geographical diversity across the Finger Lakes region, the Council aims to broaden and strengthen our national and international reputation for tourism using collaborative marketing and promotion to more fully realize our potential

## PERFORMANCE INDICATORS:

Performance indicators include Tourism Economics, an Oxford Economics Company which reports a \$3 billion economic impact from tourism on the Finger Lakes region as a whole, as well as more than 58,000 jobs. Year over year, the Finger Lakes saw a 2.4% increase in traveler spending. Monroe County accounts for 35% of the economic impact or \$1.1 billion and more than 19,000 jobs.

## COMPLETED PROJECT

### Project Name and Description

#### Wyoming County Rural Arts Initiative

Wyoming County, through a \$200,000 community block grant enhanced the arts and culture community within the county by hosting artists from outside the community and providing maker space for artists within the county. This innovative approach enabled Wyoming County to boost economic impact while building a more culturally vibrant community.

#### Seneca Park Zoo

Seneca Park Zoo recently opened their next exhibit, Cold Asia, to rave reviews, and will see a 5 acre expansion completed this fall with the opening of Animals of Savanna which will include Masai giraffes, plains zebras, ostriches and a new habitat of the white rhino. New guest amenities will include the Savanna Outpost for food and gift, as well as a tram to allow guests to travel from the zoo entrance to Savanna and back.

#### Main Street Medina

Medina received a grant to enhance Main Street and is seeing a resurgence. Bent's Opera House has been purchased by a local entrepreneur, the old high school has been purchased and turned into high-end apartments, and a new hotel is being added on Rt. 31, to be operational by June 2019 and will include meeting space.

### Priority Project Status

This program has been completed and Wyoming County is working to supplement the efforts and continue momentum with a new website identifying and highlighting the artists and providing information on where to purchase.

Enhancements to the Seneca Park Zoo will not only allow for the zoo to continue operating as an accredited zoological organization but will also allow for an improved visitor experience which continues to drive economic impact and also provide an improved habitat for the animals which supports conservancy

This resurgence has led to an increase in investment in Medina for residents and visitors.

## Project Name and Description

### Strong National Museum of Play International Marketing

Having been awarded CFA grants in both 2016 and 2017, the Strong National Museum has been hugely successful in drawing bus tours and increasing international audiences. They have a full-time dedicated staff member for the tour/travel market and their increased attendance in group tours, both domestic and international is remarkable.

### Haunted History Trail

The Haunted History Trail continues to be a huge success for New York State. Collateral included a 32 page Haunted History Trail Guide with a comprehensive look at 65+ stops across the state, as well as 17 different one-page handouts available at individual haunted locations. Digital content included a consumer newsletter with a 26.1% open rate and 24.4% CTR, a stakeholder newsletter with 56.9% open rate, social media with exponential growth and Facebook ads. Additional tactics included media visits and placement and tradeshow. Total media impressions were 13,172,815.

## Priority Project Status

The success of the Strong National Museum of Play's international marketing efforts has resulted in continued support of the travel/trade industry and continued employment of a dedicated travel/trade sales person. Direct measurement of international and domestic group tours is well documented and contributes to the increase in visitor spending documented in the Finger Lakes region in 2017.

This program is prime example of collaboration across the state and has been hugely successful in attracting new visitation and increasing visitor spend.

### Achieving Results through Collaboration:

A rising tide raises all boats and the increased economic impact of tourism on the Finger Lakes is a major result of the collaboration taking place as part of the *tourism & arts work team*.

It is because of the communication among stakeholders that we as a work team are able to share a common goal of increasing tourism offerings and remaining competitive in an already crowded marketplace. By communicating about projects and goals of individual organizations across the 14-county Finger Lakes region, we are able to better lobby for resources and better share the narrative of all that there is to experience that makes the Finger Lakes a prime visitor destination.

Visitors do not see boundaries (i.e. city or county lines) and by working together as a region we acknowledge that we are working in the best interests of our visitors.

## PRIORITY PROJECT STATUS

### Project Name and Description

#### VoteTilla

The National Susan B. Anthony Museum and House successfully completed a week-long navigational experience on the NY Canals from Seneca Falls to Rochester from July 16-23, 2017, to promote, interpret, and commemorate the New York state woman suffrage centennial. They made arrangements with towns along the Canals, with overnight stays or landings at which their re-enactors made presentations at Seneca Falls, Clyde, Newark, Palmyra, Lyons, Macedon, Pittsford, Fairport, and Rochester. They partnered with historical societies and more than 19 arts and culture organizations from eight counties and towns including Corning, Bristol, Geneva, and Canandaigua. They worked with Visit Rochester and I Love NY to establish promotion channels and offered lectures and presentations that interpreted New York's unique reform history and applied it to the present.

### Priority Project Status

The week culminated in a women's concert in Rochester, a Suffragist City Parade with 700 participants, a festival in Susan B. Anthony Square Park, and a community picnic by AAUW. This program has received two awards for community engagement, one from the Museum Association of New York (MANY) and the other from the Susan B. Anthony Center at the University of Rochester. It was also recognized by the New York City Chamber of Commerce with an award presented to our President & CEO. Goals were exceeded for media exposure, with articles in the Democrat & Chronicle, Horizon magazine, ROC Parent, Historic Pittsford, Huffington Post, Finger Lakes Times, Kids Out and About, Messenger Post, and the GEVA Journal. Social media posts were seen by thousands, and video clips on Facebook continue to get hits a year later.

## PROJECTS IN PROGRESS

### Project Name and Description

#### **Sonnenberg Gardens Visitor Center**

The new entrance will include a bus turnaround and the rehabbed Armory included in a recent land acquisition will allow for a new welcome/orientation center and ticket counter, a tasting area focused on Finger Lakes beverages, a café/bistro, gift shop, restrooms and administrative offices. Sonnenberg Gardens has long served as a popular tourist destination and this new welcome center will enrich the visitor experience for years to come, maximize the value of tourism in the region and boost the local economy.

#### **1816 Farmington Quaker Meeting House**

An Environmental Protection Fund grant was awarded on behalf of New York State Historical Preservation to restore the building that has great historical significance to the area. Famous abolitionists Susan B. Anthony, Elizabeth Cady Stanton and Frederick Douglass all spoke there. It once was a site on the Underground Railroad as well as negotiations for the Seneca Indian Nation land rights. Historical significance extends far beyond Farmington and the project would allow the meetinghouse to become a museum to educate locals and school children but also add a tourist destination to those already visiting the area for our immense historical offerings.

#### **Little Theater**

Renovations for the Little Theater will be completed by December allowing for handicap accessibility to the stage and making the entire theater more equipped to handle performances other than cinema. Additionally a back door is being added and architectural improvements are being completed.

#### **Bristol Mountain**

Bristol Mountain is in the process of planning for onsite accommodations to support their many initiatives, including the addition of an aerial site with help of the US Ski Team which will welcome domestic and international ski teams.

#### **Visit Rochester Family Marketing Co-Op**

Visit Rochester was awarded a \$60,000 Market New York in December 2017 to supplement a \$140,000 total marketing co-op that promotes Rochester and the Finger Lakes as the premier destination for families to visit in the Northeastern United States. With more than 70 family friendly attractions, and more ease, affordability and accessibility than other destinations, this serves as a huge opportunity for the region to increase visitation and economic impact. Target markets include the capital region of New York State and the Hudson Valley/Westchester area.

#### **Wine, Water and Wonders of Upstate New York**

Wine, Water and Wonders has seen continued success in promoting upstate New York to the international inbound markets of France, China, Germany, and UK/Ireland. This has been done in a way that complements efforts of I LOVE NY. With the assistance of a CFA grant awarded in 2016, the program has expanded market presence, had its first ever stand-alone booth at IPW, hosted trade and media from target markets and has established itself as a 501(c)3 organization.

### Priority Project Status

Sonnenberg Gardens recently acquired a 3.5 acre parcel of land to complement a recently purchased 1.6 acre parcel to move forward with a realigned park entry and new visitor center/café. A capital campaign to complement these efforts is also taking place.

The organization is currently working to raise the \$140,000 necessary to match the grant that was awarded.

All of these efforts will be celebrated in 2019 in conjunction with the 90th anniversary of the theater.

Architectural designs are being completed this summer and fall and a site plan has been identified. Construction will commence in summer 2019 based on the market at that time and how the winter weather impacts business.

The program's creative concept and messaging has been developed and is called Bring the Family. Closer. This concept speaks taking a nice weekend getaway within New York State that isn't too far from home, and also aims to bring the family closer together in the trip planning process and closer to all that New York State has to offer. Currently, program sponsors are being solicited with 33% of match funds raised. Creative assets are being finalized so that the program can be in market times that are most impactful, thoughtful and efficient for program sponsors and from a budgeting standpoint.

The current grant of \$400,000 will come to a close at the end of 2018 and the program has already received commitment of funds from founding members for 2019 and 2020.

## Project Name and Description

### **Eastman School of Music**

In 2015, the Eastman School of Music was awarded \$450,000 to renovate Messinger Hall, home of the Eastman School of Music. This project broke ground in January 2018 and are on track to complete renovations and reopen the building in time for classes to start in September.

## Priority Project Status

Construction is underway and a formal 'grand opening' is scheduled for Wednesday, October 3, 2018.

## FUTURE PROJECTS

## Project Name and Description

### **Visit Rochester Family Marketing Co-Op Continued**

Visit Rochester is seeking \$150,000 to continue market penetration in support of Rochester and the Finger Lakes becoming the premier destination for families to visit in the Northeastern United States. With an overwhelming abundance of family friendly attractions, affordability, and hassle-free experience not found in other parts of the US, the perfect opportunity exists to position Rochester and the Finger Lakes in this manner.

## Priority Project Status

If awarded, this program would aim to deliver an uptick in visitation from 4,000 additional families or 13,000 people and an increase of visitor spending of \$4 million through 2020. Messaging in current markets would be enhanced and geographic markets would expand to promote messaging in destinations within a four-hour drive of Rochester and the Finger Lakes.

### **Recommend Rochester Meetings and Conventions Ambassador Program**

Meetings and conventions generate tens of millions of dollars in spending and sales tax from attendees and producers, and exposes attendees to the region as a potential place to work, invest, attend school and live. Visit Rochester is seeking \$150,000 for the Recommend Rochester program. This program aims to increase meeting and convention business by engaging regional companies, institutions and influential residents in the process of meeting site selection, with a special emphasis on hosting future meetings that support the three pillars of the FLREDC URI plan.

If awarded, the Recommend Rochester Program would assist in attracting 60 additional meetings and conventions from 2020-2023, attract 25,000 meeting delegates to our region and increase visitor spending by meeting delegates and producers to the tune of \$40 million.

### **Memorial Art Gallery**

The Memorial Art Gallery has recently completed a master plan for the expansion of the outdoor sculpture park that would help connect and serve as an anchor for the Neighborhood of the Arts. They have a private art collector considering a gift of six major, museum quality outdoor sculptures and are seeking \$1.1 million total to complete this addition.

With a permanent collection of more than 12,000 objects, the Memorial Art Gallery has the best balanced collection outside of metropolitan New York City. They are a major tourist attraction in Rochester, and this expansion would further cement the gallery as a destination. They have secured major financial resources from their endowment and donor base to support this project.

### **Strong National Museum of Play**

The Strong National Museum of Play is seeking three grants; two for capital improvement and one for marketing, all associated with their expansion into the Neighborhood of Play, with the ultimate goal of attracting an additional 400,000 visitors per year from out of state. These projects will

The Strong National Museum of Play recently embarked on a campaign to raise \$60 million in funds to contribute to the project and are already halfway to goal. The expansion projects will benefit residents, increase tourism, and is expected to generate an annual economic impact of \$130 million.

**Project Name and Description**

**Priority Project Status**

**Wine, Water and Wonders of Upstate New York**

Wine, Water and Wonders of Upstate New York is seeking CFA funding that would ultimately attract an additional 18,000 overseas visitors to upstate New York and an estimated \$21 million in overseas visitor spending from 2020-2022. This program promotes visitation to four upstate regions including Corning, the Finger Lakes, Rochester and Niagara Falls and has been successful in doing so. This grant would assist the program in adding a new target market of Australia (in line with I LOVE NY efforts), provide a new competitive focus on overseas operators with high volume to New England and compel them to consider upstate NY instead, new focus on the MICE (meetings, incentives, conventions and exhibitions) market, new direct to consumer marketing and travel media coverage.

This will be an extension and continuation of efforts currently underway. Financial commitment of the four founding program partners has been secured for 2019 and 2020 for a total current financial commitment and program match of \$128,000.

**Corn Hill Navigation**

Corn Hill Navigation is seeking CFA funding for a new boat to be docked in downtown Rochester and a separate grant that would supplement regional tourism marketing. The vessel would be 50 ft long, 15 ft wide and accommodate 40 people per trip. The route would provide exposure for visitors to the intersection of the Genesee River and Erie Canal and then explore the canal to the west with the story of how the canal was developed in 1818. This project connects visitors to historic waterways and supports a downtown vibrancy by encouraging visitation to nearby shops and restaurants.

This project complements work being done for Roc the Riverway, encouraging a vibrant downtown core for residents and visitors alike that benefits the local economy and increases visitor spending.

Red Panda exhibit rendering



# INFRASTRUCTURE & TRANSPORTATION

## PURPOSE

To identify and prioritize investments in both transformational projects as well as existing infrastructure to support initiatives being advanced by FLREDC Pillar, Enabler, and other Foundation teams, allowing for uninterrupted, equitable, and sustainable economic growth.

## PERFORMANCE INDICATORS

- Number/Percent of Deficient Bridges in the Region: 492 of 1,592/ 31%
- Regional Transit Service Annual Ridership: 15,953,123
- Enplanements at Greater Rochester International Airport: 1,212,654
- Amtrak Rochester Station Ridership: 127,203
- Number of address points un-served by Broadband\*: 34,781 (2015 data) \*Broadband is defined by NYS Broadband Program Office.

## ACHIEVING RESULTS THROUGH COLLABORATION

The Work Team process has generated collaborations across the 9- county region. Infrastructure is aging and financial resources for replacement and expansion are limited. The relationships built at our Work Team enable consensus on prioritizing investments. Drawing from the work of the Genesee Transportation Council, funding is prioritized to first maintain the existing infrastructure (roads and bridges) and then support necessary expansion across all modes. The agreement of the Work Team to identify Transformative Corridors where investments had the highest priority generated needed focus and investments by NYS DOT.

The WNY Science & Technology Advanced Manufacturing Park (WNY STAMP) is located on the western edge of Genesee County, near the border of the Finger Lakes and WNY REDC regions. Support by both regions has been critical to the project. When meeting with potential companies, the GCEDC always touts the benefits of the “Super-Region” that this area has to offer. Invest Buffalo Niagara and Greater Rochester Enterprise both actively market the WNY STAMP site and attend site visits. With proximity to Buffalo and Rochester, the WNY STAMP site can pull from 2.3 million people within commuting distance, 57 colleges and universities with over 17,000 enrolled engineers. Access to the Interstate 1-90, international airports in Buffalo, Rochester and Niagara Falls, and convergence of major trucking routes are all reasons that the WNY STAMP site connects Buffalo and Rochester together in a large, technology driven economic ecosystem.

### Project Name and Description

**Route 96 Corridor Improvements**  
Route 96 in Victor was designated as a Transformative Corridor by the Infrastructure & Transportation Working Group.

### Priority Project Status

The Town of Victor realizes the importance of implementing improvements along the corridor and has recently embarked on three distinct initiatives to accomplish that. The Route 96 Transformative Corridor Strategic Infrastructure Plan identified six high priority transportation projects that can make the corridor safer and more efficient. The Plan is the result of a yearlong initiative led by representatives from the Town and Village of Victor, Ontario County, Genesee Transportation Council, and the New York State Department of Transportation. The combined cost for the six high priority transportation projects is \$14.7 million. The 2019 / 2020 Auburn Trail Sanitary Sewer Project includes installation of approximately 35,000 linear feet of gravity and force main sanitary sewer line, replacement of related sanitary sewer pump stations and incorporating additional associated equipment. The Town and Village of Victor are partnering with Ontario County to conduct an Access Management Plan to provide an overall Town and Village plan and standards that will ensure an appropriate balance of access to land uses while maintaining roadway safety and mobility. The Combined implementation of these projects along the Route 96 Corridor will ensure Victor’s continued success as an economic engine of the Finger Lakes Region

**Project Name and Description**

**Priority Project Status**

**Greater Rochester International Airport Redesign**

Airport awarded \$40M to transform the airport into a state-of-the-art transportation hub with sustainable design, and improved passenger experience and increased economic opportunity.

East side of the entrance canopy is constructed with steel and fabric is being secured. West side of the canopy is under construction with fabric installation in September/October 2018. Package A - Security & Exiting Enhancements at the checkpoint are progressing with the west half of the checkpoint and escalator installation completed. East half of checkpoint remains under construction. Package B - Food court renovations are underway with Hudson News, Subway, Dunkin Donuts and Gusto restaurants completed and open. Taste of Rochester to open in September 2018. Package C - Airport Technology and Amenities continues with signage, hearing loops, T-Coils, pet relief area, gate counters, furniture and additional charging stations being installed in the terminal and concourses. Package E - Structural Steel 8i Curtain Wall Systems continue work with installation of wall frames along with roofing, glazing and metal panels. Project completion is scheduled for October 31,2018.

**NYS Route 390/1-490/Lyeil Avenue Interchange**

Designated the highest priority transformational transportation project in the Finger Lakes region.

Phase 1 (\$11M) replacement of Lyell Avenue Bridge Over 1390 is on schedule for completion in August 2018. Phase 2 is northbound 1390 improvements, which started in 2017 and is currently on schedule for completion in 2019. Phase 2 work includes Lyell/Lee intersection, replacement of 1390 Over Trolley Boulevard and widening/rehabilitation of 1390 over the Erie Canal. The low bid cost was \$50.6M. Phase 3 & 4 are scheduled for a Design Build contract estimated at \$80M. The scope of work includes 1390 southbound improvements and the replacement of Buffalo Bridge Over 1390. The Notice to Proceed is scheduled for spring 2019.

**STAMP Infrastructure and Transportation Improvements**

Project is fully funded and transportation improvements to be advanced as build out occurs.

Design, engineering and permitting for the Phase 1 and II water has been completed and construction is underway to be done by December 2018. The Pembroke water tine is in the process of design and engineering with construction to begin in 2019. The onsite main entrance road has completed construction, with the turn lane and road widening of Route 63/77 is expected to be done by December 2018. The design and engineering for the gas line has been completed, with construction to commence once a client starts construction. Permitting for the sewer line with US Fish and Wildlife is nearing completion, with construction of the force main to commence once the permit is issued. Preliminary engineering and design (30%) for the two on-site substations is nearing completion and is expected to be done by December 2018.

**Route 318 Corridor Infrastructure Enhancements**

Project wtl enhance wastewater infrastructure along NYS Rt. 318 to encourage further economic and real estate development. Funding for this project has been approved.

This \$8.4M project began in late 2017. The project is scheduled to be substantially complete and operational in September 2018.

**Fishers Ridge Phase 1 Infrastructure**

Project addresses current traffic issues in the Town of Victor on Route 96 through the expansion of an approximately three quarters of a mile of public roadway from Omnitech Parkway to Route 251 from 3 lanes to 5 lanes and installation of a new traffic signal.

The Town of Victor is in the process of concluding the Route 96 Transformative Corridor Strategic Infrastructure Plan. The Developer and the Town have had several discussions regarding working together in a Public/Private partnership to help the Town implement key improvements that have been suggested in the Strategic Plan. Additionally, the Town is undergoing an Access Management Study which will provide further opportunity for the Developer and the Town to work together to relieve traffic congestion and improve traffic flow in the Route 96 corridor. Aligning Fishers Ridge timeline with the Town's strategic plans are necessary for cooperative improvements to the corridor to be realized.

**Project Name and Description****Priority Project Status****Canandaigua Airport sanitary sewer connection**

Project connects the Canandaigua Airport with sanitary sewer service, to enhance airport development opportunities. Design of this project is complete and bids were received at the end of July 2016.

The main sewer line is fully installed and operational. The County has dedicated the line and connections and is available for use. The Canandaigua Airport has been awarded other Federal and New York State grants over the past year in the amount of approximately \$2.5M for additional airport improvements, including rehabilitation of a portion of the main apron and the construction of a new general aviation terminal, which is anticipated to tie into the new sewer connection.

**Main Street Rochester Streetscape Enhancement**

Reconstruct the streetscape along Main Street in Downtown Rochester, over a series of phases, between West Broad Street to the west and University Avenue to the east.

Phase 1 (East Ave to South Ave/St Paul St) is substantially complete. Phase 2 (South Ave/St Paul St to Four Corners) Is in Design with Construction anticipated to begin in fall 2019. Funding is currently being sought for Phase 3 (Four Corners to N Plymouth Ave).

**Inner Loop East Transformation Project**

Transform Downtown Rochester by removing a 2/3-mile section of the Inner Loop Expressway to reconnect neighborhoods, enhance walkability and bike-friendliness, and create 6.5 acres of land for mixed-use redevelopment.

Project is complete; private development of first parcels of land created by the project is underway.

**Inner Loop North Transformation Project**

Perform an in-depth alternatives analysis to assess the feasibility for highway removal within the Inner Loop North corridor, from State Street to the Inner Loop Expressway's new terminus at North Union Street. The goal is to extend the proven success of the recently- completed Inner Loop East Transformation project and continue reconnecting neighborhoods with downtown, creating developable land and green space, generating investment and economic growth, and enhancing livability and economic competitiveness. The Scoping phase will evaluate alternatives for removing the expressway and/or minimizing its negative impact on the surrounding area. The result will be a full Project Scoping Report (PSR) identifying preferred alternatives, detailed cost estimates, and a thorough Benefit-Cost Analysis. The PSR will result in a project, or series of projects, that can be advanced to further design and construction in the future.

Funding secured for Scoping Study, which will commence in winter 2018-19.

**Aqueduct Re-Imagined**

Remove the vehicular deck of the Broad Street Bridge to create the new pedestrian- oriented Aqueduct Terrace public space and extend the Genesee Riverway Trail from Court Street to Main Street. This is a Roc the Riverway initiative.

Funding for design anticipated to be secured through Roc the Riverway. Design to begin in 2019.

## Project Name and Description

## Priority Project Status

### High Falls Terrace Park

Revitalize this historic riverside park, relocate and upgrade the existing trail (to be known as the Brewery Line Trail), and enhance the connection to downtown through the St Paul Street underpass with lighting, accessibility upgrades, and other cosmetic improvements. This is a Roc the Riverway initiative.

Design is underway. Partial funding for construction was secured and remaining construction funds are anticipated to be secured through Roc the Riverway. Construction anticipated to begin in 2019.

### Pont de Rennes

The 120-year old wrought iron bridge that now serves as a bicycle/pedestrian bridge over the Genesee River gorge is in need of major structural repairs to ensure its safety and viability. The bridge and its approaches will be upgraded to enhance the user experience. This is a Roc the Riverway initiative.

Funding for design is secured and set to begin in winter 2018/19. Partial funding for construction is anticipated through Roc the Riverway. Remaining construction funds are anticipated to be secured in summer 2019.

### Running Track Bridge

This long-abandoned railroad bridge crossing the Genesee River will be upgraded and converted to a multi-use trail crossing which connects the El Camino Trail to the Genesee Riverway Trail. Phase 1 will stabilize the bridge and develop conceptual plans for its re-use and connection to adjacent trails and neighborhoods. A future phase will design and construct the bridge conversion and trail connections.

Phase 1 anticipated to be fully funded by Roc the Riverway, with design anticipated to begin in 2019.

### Norris Drive Transformative Green Street

Cobb's Hill Park is the most heavily-used park in the City of Rochester. Norris Drive, which runs through the park connecting Culver and Winton roads, is deteriorating and does not meet the current needs of park users or the traveling public. This project will reconstruct Norris Drive through the park as an environmentally sustainable "green street" to protect and enhance water quality, improve the overall utility and attractiveness of the park, and provide high quality bicycle and pedestrian facilities.

The conceptual design is complete and the City is currently seeking funding to advance the project's design and construction.

### Priority Bicycle Boulevards

The City of Rochester completed the Bicycle Boulevard Master Plan in 2015, which called for the construction of a 50-mile network of Bicycle Boulevards, which are low-traffic residential streets that are optimized for bicycling through the use of directional signage, pavement markings, and traffic calming treatments. The Master Plan identified approximately 20 miles of routes to prioritize and the City is advancing implementation of these Priority Bicycle Boulevard routes. These projects will help to ensure seamless continuity of low-stress neighborhood bicycle routes, thereby encouraging more trips to be taken by bicycle and contributing to a reduction in vehicle miles traveled (VMT).

Funding was awarded in 2016 for the first half of Priority Bicycle Boulevard implementation project; that project is currently in design and will be constructed in 2019. The City is currently seeking funding to complete the second half of Priority Bicycle Boulevard routes, with Design to begin in 2019 and construction in 2020.

### Marquart Rail Project

The project is for a new Trans-load Multi-Modal Railroad site in Wyoming County. The new railroad site will have the ability to accommodate shipments, service new and existing clients.

Project is underway with an anticipated completion by the end of the year. Marquart will run the facility for the Wyoming County IDA. This is a public/private project.

## Project Name and Description

### **Uvonja Agribusiness Park**

The project is for the creation of an agribusiness park in the Town of Livonia located on Gateway Road. Infrastructure will include a new access roadway, a bridge, water and sanitary sewer.

## Priority Project Status

A Federal BUILD grant application was submitted by Livingston County seeking assistance with funding for the design, planning and environmental assessment work at Gateway Agribusiness Park. While marketing efforts have continued, the additional work proposed in the BUILD grant would provide further confidence to developers and site selectors that the property is approaching full readiness. Businesses and property owners surrounding the Park are enthused about the prospects of additional business and potential opportunities to complement their existing operations. Two of the existing businesses located in or adjacent to the Park are undertaking their own expansion plans, further emphasizing that this location offers the amenities successful companies are seeking.

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

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

The first project for the corridor is scheduled for construction in early 2019. This \$5.5M Mt Read Boulevard project is from NY 33, Buffalo Road, to NY 31, Lyell Avenue. This project will include a modern roundabout at Mt Read and Buffalo Road. Improvements will be made at Mt Read and Lyell intersection

The project will provide for bike and pedestrian accommodations along the entire length. Mt Read Boulevard from Lyell Avenue to Ridge Road is not on the Capital Program and is competing for funding.

## FUTURE PROJECTS

### Project Name and Description

#### **Livingston County Comprehensive Water Supply Study**

### Priority Project Status

The intent of the Livingston County Comprehensive Water Supply Study Update Project is to identify opportunities to collaborate and work together on needed water infrastructure improvements that help maximize system and operational efficiencies, minimize costs and best serve the residents of Livingston County. The County has organized the Project Management Team and is currently coordinating contract execution with NYS Department of State and has started the consultant selection process.

Project Name and Description	Priority Project Status
<p><b>East River Rd. Corridor Improvements</b> East River Rd- Erie Station Rd. to Jefferson Rd &amp; John St Extension- Lehigh Station Road to East River Rd</p>	<p>East River Rd- The town of Henrietta recently completed an East River Rd corridor study which identified various possible developments along the corridor and estimated the various traffic and capacity improvements that would likely be needed. Monroe County has a project in the capital improvement program to begin design in 2021 with construction in 2024, the project includes a private share for funding of the improvements identified in the report. We are working with the town of Henrietta on various proposed developments along the corridor to incorporate the needed roadway improvements into the project.</p>
<p><b>Brockport Waterfront Revitalization Initiative /Erie Canal Interdisciplinary Research Laboratory</b></p>	<p>This project proposes to construct a new multi-use trail along the south side of the Erie Canal from Commissary Park on the campus of the State University of New York College at Brockport. Along with this trail creating a more attractive, pedestrian friendly connection between the College, the Village of Brockport, and the Town of Sweden, this trail would be accessible to people with mobility impairments and the overall project offers new avenues for student/ faculty to engage more deeply with the surrounding community.</p>
<p><b>Route 204/33A (Brooks/Chili Ave) from 1-490 to 1-390 (3.17 miles)</b></p>	<p>This corridor is not on the DOTs program. The biggest issue with this corridor is the width restriction of the railroad bridge over Brooks Avenue near the airport. This is owned by the railroad.</p>
<p><b>RTS Main Street Campus Improvement Project</b></p>	<p>Originally constructed over 40 years ago, RTS has in recent years invested in modernizing and expanding the Campus to address the evolving needs as well as lowering the environmental impact of the RTS operations through improved design of existing facilities. The three highest priority elements remaining of the campus improvement project are the Advanced Environmental Service Building, upgrades to the electrical infrastructure and the Advanced Technology Repair Facility.</p>
<p><b>Downtown Geneva/Seneca Lake Connectivity- Routes 5 and 20</b></p>	<p>The City of Geneva's historic central business district is severed from the vibrant Seneca Lake waterfront by 5 lanes of traffic on Routes 5 and 20. The City is partnering with the State of New York to tame Routes 5 and 20, creating a multi-modal complete street, with ease of access from downtown Geneva to the Seneca Lake shoreline for pedestrians and cyclists. Final design expected in Spring 2019. Construction to begin and to be completed in 2019- 2020.</p>
<p><b>Streetscape Enhancements- Downtown Geneva</b></p>	<p>Geneva's historic downtown district is developing as an attraction for shopping, dining, and recreation. Outmoded streetscape design has resulted in an auto-dominated environment, with challenges for pedestrians and cyclists. Improvements to the street profile will enhance the attractiveness and functionality for all modes of transportation. Final design expected in spring 2019. Construction to begin and to be completed in 2019- 2020.</p>
<p><b>Seneca Lake Marina-City of Geneva</b></p>	<p>The City of Geneva has partnered with the State of New York for nearly \$15 million in improvements to the Seneca Lake shoreline, including pedestrian piers, docks, trails and the Finger Lakes Welcome Center. Three phases of a six phase implementation plan for the revitalization are complete. Phase IV is the development of a 75 plus slip marina to attract and support travelers along the Cayuga-Seneca Canal and Seneca Lake. Long Pier break wall is anticipated to be complete in 2019. The Marina final design is anticipated in 2019 with construction in 2020.</p>
<p><b>Pedestrian Enhancements- 5 Points</b></p>	<p>NY 14 empties into historic downtown Geneva with the convergence of truck and bicycle routes and a vibrant downtown shopping district. The 5 points intersection presents challenges for non-vehicular traffic, and has demonstrated difficulty for pedestrian navigation. Improvements will include enhanced crosswalks and an elevated intersection profile to improve pedestrian visibility. Final design expected in Spring 2019. Construction to begin and to be completed in 2019- 2020.</p>

**Project Name and Description**

**Priority Project Status**

**Yancey's/Corfu WWTF Expansion Project**

Yancey's Fancy needs more manufacturing space to continue in the artisan cheese market. The project has a funding shortfall of \$2M. Yancey's Fancy had committed to creating 15 jobs and retaining 35 more with this expansion. The project will consist of constructing a 150,000 gallons per day expandable package treatment plant adjacent to the existing wastewater treatment plant. The construction of the expansion will require various site work and upgrades to the driveway and grading changes, as well as new electrical service and backup generator. The increased wastewater capacity will allow for expansion of Yancey's Fancy Facility in Pembroke as well as allowing large manufacturing projects like Project Cibus (creation of 222 jobs) to locate at BETP.

**Infrastructure: Maintain State of Good Repair**

Our region has robust infrastructure to support economic growth. The condition of roads, bridges, water and sewer systems needs to be maintained so that existing and future requirements can be met. With the funding levels currently available work is prioritized to keep as much of the system, as possible, in a state of good repair. It is recommended a complete inventory and assessment of the condition of our infrastructure be completed. When reconstructing, rehabilitating, or otherwise upgrading and improving infrastructure, owners should consider the vulnerabilities of these assets to anticipated hazards and include features that improve resiliency and recovery.

# SUSTAINABILITY

## PURPOSE

To advance the best practices in sustainability throughout the Finger Lakes region and to identify and promote projects and programs that transform our region economically, socially, and in a manner that improves and sustains our natural resources. In addition, it is our goal to brand the Finger Lakes as a sustainability region through benchmarking against the leading global communities.

## PERFORMANCE INDICATORS

Baseline indicators for regional sustainability are documented in the 2013 Finger Lakes Regional Sustainability Plan. Indicators include:

1. Regional Annual Energy Consumption per Capita, baseline (2010) 186 MMBTU, 2020 goal: reduce -10%
2. Annual Vehicle Miles Traveled per Capita, baseline (2010) 9,472 miles, 2020 goal: reduce -1%
3. Total Annual Waste Generated per Capita, baseline (2010) 6.95 tons, 2020 goal: reduce -15%
4. Total Annual Water Demand per 1000 people, baseline (2010) .866 Mgal/day, 2020 goal: maintain 2010 level

It should be noted that currently there is not a resource available to benchmark the current conditions with baseline indicators. In the near future, the Sustainability Work Team will be applying for a grant to initiate a benchmarking effort. Sustainability is an important economic development tool for attracting corporations and talent any region. In the recent edition of Site Selection magazine, the publishers ranked the top countries, states and metropolitan areas. New York State nor any of its metropolitan areas were in the top ten of those categories. The ability to demonstrate regional and corporate social responsibility in regards to sustainability is key to attraction of the best companies and talent.

### Achieving Results through Collaboration

We continue to work on developing and promoting the transformational and strategic sustainability concepts as well as recommend or develop projects by partnering with other FLREDC pillars and sectors.

We are involved with the Infrastructure and Transportation Work Team and RGRTA in exploring Smart Transportation Options such the Reimagine RTS program.

We are following the work of the Agriculture and Food Production Work Team in its efforts to reduce agricultural and food waste by 50% by 2030 and have included related priority projects that our team supports in our report.

Our Work Teams and Work Team members support and encourage our region's communities to engage in the Clean Energy Community program opportunities.

There has been much activity by communities in our region to link the Regional Sustainability Plan (RSP) and Clean Energy Community actions.

RSP Energy Goals and Strategies were *"to Increase the generation and distribution of regional renewable energies while using energy efficient and alternative energy resources, along with conservation methods, to decrease the reliance on fossil fuels and outside non-renewable energy sources to become a self-sustainable Region"*.

RSP Energy strategy E1, Sub-strategy 1.2 | Support research and development, deployment of pilot projects to validate technology and eventual commercialization of new alternative energy technology

Community Choice Aggregation: Many communities in our region are passing local laws/enabling legislation as we speak to authorize municipal procurement of energy supply through a new Public Service Commission order that would ultimately allow supply options to be 100% renewable and spur local CDG projects close to home, including Community Solar and future possibilities for aggregating customers with demand response technology to be paid for their reduction in peak grid use demand.

RSP Energy strategy E1, Sub-strategy 1.3 | Educate the public and municipal officials on the benefits of alternative energy generation and address the potential negative impact.

*Activities in the region include:*

RocSpot Solarize Campaign helped bring to fruition rooftop solar awareness and project deployment in Brighton, city of Rochester, and Irondequoit.

- Assisted 514 households investigate rooftop solar, with 54 signing contracts for PV panels installed on their roofs.
- Committed to 540 MW of installed solar to help meet that goal.
- Allowed Brighton, Rochester, and Irondequoit to earn grant dollars and recognition through the NYSEERDA 2016 Clean Energy Community initiative by creating at minimum 10 behind the meter rooftop
- Held educational meetings and public workshops to infuse knowledge of solar power potential into the community.

RSP Energy Strategy E2 | Promote energy conservation and efficiency by developing educational programs, increasing participation in available state and federal incentive programs, and by adopting local and regional policies

*Activities in the region include:*

- 2 communities in our region have adopted NY State PACE financing, allowing businesses and non-profits to pay for energy efficiency upgrades in and on their facilities through a special charge on their property tax levy.
- 19 communities in the 9 county Region have instituted some sort of fleet electrification initiative, either through purchasing and installing Electric Vehicle Supply Infrastructure available to the public or through procurement of actual PHEV/HEV for their municipal fleet
- Through the Clean Energy Community Campaign, 26 communities in our REDC are now NYSEERDA approved.

RSP Energy Strategy E2, Sub-strategy 2.3 | *Develop and promote the adoption of codes and policies that promote energy conservation and efficiency*

*Activities in the region include:*

- 38 communities in our region have attended an Energy Code Enforcement Training to ensure that Code Enforcement Officers across the region are updated on the 2015 International Energy Code and 2016 NYS Supplement, ensuring that project builders, designers, and others are following energy protocols within the built environment and creating conservation gains in energy site intensity reductions.
- 34 municipal governments in our region have adopted the New York State Unified Solar Permit designed to streamline the approval process of behind the meter solar projects less than 25kw. This adoption standardizes the processes that developers can expect from communities where commercial/residential ground

and rooftop mounted solar projects are being installed through clarification of requirements needed for efficient and fair permitting protocols.

RSP Energy Strategy E4 | Develop, produce, and employ renewable energy (wind, hydroelectric, solar, and geothermal)

Below project examples that are currently in the queue for local governments who have received over \$1.5 million in State no-match grant funding through the achievement of energy actions:

1. Village of Starkey PV System and Geothermal for Town Hall and Garage; The Village of Starkey will be installing a 20 kw Solar PV system on their highway barn to offset 100% of their electricity needs from the grid, and also installing a geothermal heating system for their town hall.
2. Village of Bergen EV and Building Clean Energy Upgrades; The Village of Bergen will be purchasing one electric vehicle for their fleet for use in code enforcement and zoning transportation needs across Genesee County, as well as installing an EV charging station for public use. Additionally, they are retrofitting lighting in their WasteWater Treatment Plant and Village Office building center with LED bulbs. The estimated upgrades will cut their energy consumption by 50% and reduce emissions by almost 37 metric tons of CO2 annually.
3. Village of Spencerport LED and EV; The Village of Spencerport will be converting all 104 of their streetlights to LED through a utility buy back, as well as purchasing 1 electric vehicle for their public fleet.
4. Wyoming County PV project on county building; The County will be developing a large scale pv project to provide power for the Wyoming County Government Facility at their Highway Dept. building. The system is expected to be around 150kw.
5. Seneca County Building Upgrades at County Facility; Seneca County will be replacing boilers in their County Government bldg with 97% AFUE units, combined with other prescriptive building upgrades.
6. Town of Batavia Advanced Water Metering Project; The project proposes to install fixed radio receiver antennas that communicate with their fixed-based radio, water meter heads, purchase advanced meter reading software to schedule and record water meter readings, and implement an online customer water use portal. This project will allow the Town of Batavia to instantaneously read the fixed-based water meters within our water system and provide customers with their water usage data in real-time.
7. City of Rochester Climate Action Plan Technical Work and Building Upgrades; Fund consulting fees and facilitation of a technical advisory committee to help drive climate action plan forward. Additional funds will cover significant building upgrade improvements for energy efficiency in municipal buildings.

8. Town of Irondequoit PV; Solar PV on Irondequoit Police Station and another undefined PV project.
9. Village of Churchville LED Streetlights; Fund buy back and conversion of 214 LED Streetlights and perform upgrading on lights at the dam in the village center to LED.
10. Town of Pittsford Solar PV and EV; Fund a solar pv roof-mounted system at King's Bend Park (small, 10 kw system to provide power to gazebos) and buy an EV for public fleet.
11. Village of Fairport Weatherization; Fund a compendium of building envelope improvements, but primarily windows and doors (pending).
12. Village of Brockport LED Streetlight Conversion; LED Streetlight Conversion and buy back from Utility to avoid future facility fees and drastically cut emissions.
13. City of Geneva Clean Fleet Analysis and EV Purchase; Fund a city fleet analysis and management plan for right-sizing public fleet and purchasing an EV vehicle.
14. Village of Sodus Building Upgrades; Fund a heat recovery ventilation system and building insulation in their Town Hall (PENDING)
15. Town of Avon Solar PV; Fund a ground-mounted solar PV system (20kw) for their Town garage
16. Village of Livonia LED Streetlights; Fund buy down of LED Streetlights for NYPA conversion program (109 cobra style lights) and convert to LED
17. City of Canandaigua LED; Fund LED Streetlight conversions in their city wide stock.

- Transportation

- o Transportation alternatives provided
  - ◆ Bike Share program in the City of Rochester included many community private and public partners and expanded it from its initial footprint to make the system more accessible and useful for the broader community.
- o Tonnage moved by rail or waterway
  - ◆ The Marquart Rail project in Wyoming County is a new trans-load multi-modal railroad site will have the ability to accommodate rail service and shipments for existing and new clients.

- Livable Community

- o Revitalize Existing Centers
  - ◆ Renovation of existing building for Monroe Community College Downtown Campus resulting in: 22% energy reduction due to window replacement, energy efficient lighting and updated HVAC, diversion of 75% of construction materials from landfill, 22,000 square feet of green roof capable of capturing 13,000 gallons of runoff after storm.
- o Create Healthy Safe and Sustainable Communities
  - ◆ HOME Rochester, managed by the Greater Rochester Housing Partnership, is the City of Rochester's single-family acquisition-rehab-

resale program for income-eligible first time homebuyers. Through HOME Rochester, vacant, single family homes are acquired and rehabilitated as affordable housing for first-time homebuyers with incomes less than 120% of AMI (with the majority of HOME Rochester buyers having incomes less than 60%AMI). More than 750 homes have been completed and sold to first time homebuyers through HOME Rochester since 2012. HOME Rochester integrates Enterprise Green Communities criteria into the construction work specification including energy efficiency measures such as: green building materials (paints & primers, adhesives, caulks & sealants); insulation augmentation where necessary; air sealing the building envelope; repair/replaced windows; energy efficient furnaces and hot water tanks; low flow toilets and shower heads. This year, in partnership with PathStone as our construction manager partner, they are creating a model sustainable or "net zero" HOME Rochester home, that takes these green enhancements to the next level. This home uses a HERS model and integrates enhancements that are not part of the typical HOME Rochester specification including: further enhanced insulation measures; air source heat pump; HRV controlled ventilation; and solar panel. It is anticipated that these upgrades will result in a monthly utility bill for the homeowner of less than \$50/month.

- ◆ Through the Neighborhood Builders Program, the Greater Rochester Housing Partnership has built newly-constructed infill housing in strategically-located neighborhoods in the City of Rochester as affordable housing for first-time homebuyers. The last houses built under Neighborhood Builders were completed in 2017 and GRHP is looking to develop an additional portfolio of homes in 2019.

- Materials & Waste Management

- o Recovery or recycling of materials
  - ◆ Genesee Biogas project in Batavia will convert organic waste streams into bio-gas for renewable energy.
  - ◆ RIT's Food Waste Utilization and Upcycling program will reduce food waste.
  - ◆ County of Monroe – Refresh Recycling, a county-wide outreach campaign to encourage recycling, reach the 60% solid waste diversion rate goal, and reduce contamination in the recycling stream.

- Water Management
  - Promote Regional Standardization of Regulations
    - ◆ Development and implementation watershed management plans for the Finger Lakes.
  - Storm water runoff reduction and/or re-use
    - ◆ Rochester Museum and Science Center (RMSC) Green Innovations – Created a high profile and accessible location where developers, municipal planners, and the general public can see several different green infrastructure practices in action and be educated in their function and implementation.
- Climate Change (including Greenhouse Gas)
  - Reduce Greenhouse gas emissions
    - ◆ Reference the Clean Energy Communities program activities under “Energy” above.
    - ◆ Monroe County Solar Installation, five solar arrays (13 MW) were installed in 2017.
    - ◆ Monroe County LED lighting in County facilities significantly reduced energy consumption from greenhouse gas sources.

## 2013 - 2016 URI/CFA PROJECTS

Project Name	Future Actions
<p><b>Genesee Biogas LLC Project</b>            \$20.3 million project located in the Genesee Valley Agri-Business Park in Batavia. The plant will convert organic waste streams produced by dairy farms, agricultural, and food processors into renewable energy for use by park tenants and region. Site and process design completed, site and major project components purchased.</p>	<p>Project is still in Design phase. Commencement of Operations is expected in the 4th quarter of 2019.</p>
<p><b>Downtown Rochester High Falls EcoDistrict – NYSERDA</b>            Conduct a planning study to form a roadmap for New York State’s first EcoDistrict. The plan includes goals for reduced waste, energy, and water consumption, but the creation of the plan itself does not achieve these goals.</p>	<p>Study and Report complete.</p>
<p><b>Batavia Sustainable Future – NYSERDA</b>            Development of a market-based, comprehensive plan of the city of Batavia, that will provide a framework for sustainable land use, redevelopment, neighborhood development, resiliency, infrastructure, and parks/community facilities is complete.</p>	<p>With the hire of a new City Manager in October, 2018 the comprehensive plan will be one of the focuses for the City.</p>
<p><b>Town of Mount Morris Comprehensive Plan and Zoning Updates</b>            Town has begun updating the existing comprehensive plan with a focus on environmental and sustainability issues and also performing zoning updates.</p>	<p>On Hold</p>
<p><b>City of Rochester Sustainable Planning and Design Practice Guide</b>            Development of the on-line and hard copy Developer Guidance Manual that will be used when designing developer projects in the City of Rochester is in progress.</p>	<p>Completed in 2017 and available on the City of Rochester website.</p>
<p><b>Sibley Tower Redevelopment Project</b>            \$200 million redevelopment of a 1.1 million square foot historic department store in downtown Rochester into 94 low income housing units, 92 market rate housing units, new Life Span Senior Center, 57,000 s.f. Class A office space, and 10,000 s.f. of retail.</p>	<p>The project will update an inefficient structure to achieve LEED and Enterprise Green Communities certification. Construction is progressing with completion in 2018.</p>
<p><b>I-Square Sustainability Project</b>            Creation of a 92,000 s.f. urban-style town square in the Town of Irondequoit that will revitalize 2.5 acres of rundown or vacant buildings converting it into a cultural district that includes retail, restaurants, and office space. Phase 1 consisting of roadway, sidewalks, infrastructure, utilities, EV charging stations, LED street lighting, pumphouse, 1st Mixed Use building, and the Refuse &amp; Recycling Collection Center are complete. Phase 2, consisting of a new building, outdoor stage, and rainwater collection are complete. Also, the Imaginarium (Net-Zero) Art &amp; Science Center building, and associated renewable energy and water waste reduction features are complete. Two wind turbines are installed and expected to generate one half of the total annual demand for the Imaginarium</p>	<p>The last phase consisting of a building, water &amp; waste water reduction and management program is in the design phase. Construction is planned for completion by 2020.</p>

**Project Name****Future Actions****The Webster Cold Water Project – CGC2 Grant**

None

The study was to determine the viability and economic potential of development of chiller water district (CWD) energy system. Project and report 100% complete and accepted by NYSERDA. The findings for the report indicate that the current economic conditions do not support the advancement of the project to design or construction phases.

**2017 URI/CFA PROJECTS****Project Name****Project Description****Sustainable Food Production Initiative - Rochester Institute of Technology**

RIT was awarded \$50K of the requested \$67K to develop a pilot-scale food waste utilization and upcycling test bed in partnership with several food and technology companies. RIT has made significant progress in delivering on development of the Food Waste Utilization & Upcycling Testbed. We have acquired a new Ecovim-250 dehydrator that has already been applied to pre-consumer food waste acquired from Wegmans and various RIT food service operations. The initial results show that the food waste undergoes an 80 to 90% volume reduction and is converted to a very dry and stable material that can be stored for an extended period, or used immediately for applications such as fertilizer or animal feed. In parallel, RIT has acquired a Biogenic Refinery system from Biomass Controls (Putnam, CT), valued at \$300K and used as cost match for the project. The system was delivered in early July 2018, and is now undergoing final mechanical and electrical validation. The Biogenic Refinery will be used to heat food waste and other organic materials at high temperature (500-800oC) in a reduced oxygen environment to produce solid “biochar”, suitable as a soil amendment or additive for other products such as sustainable printing inks. RIT will continue to expand the Food Waste Utilization & Upcycling Testbed by acquiring other equipment designed to handle solid, liquid and packaged food waste materials, and become a research, development and demonstration site for the state-wide food and beverage industry. This project represents a building block project for a much larger initiative in the Finger Lakes Regional Economic Development Plan for the Upstate Revitalization Initiative (URI) called the “Center for Food System Innovation” (CFSI).

**FUTURE URI/CFA PROJECTS****Project Name****Project Description****City of Rochester Affordable, Sustainable Housing**

Greater Rochester Housing Partnership and Pathstone Corporate have submitted a CFA for increased energy efficiency for three rehabilitated homes and passive house or near net zero for 3 newly constructed homes. Their proposal is for CFA funding to increase the energy efficiency of single family houses rehabilitated through the HOME Rochester Program and or increase the energy efficiency of newly constructed homes developed by the Greater Rochester Housing Partnership through Neighborhood Builders. These homes are affordable to buyers with incomes less than 120% of AMI or less than 80% of AMI depending on the funding sources that are used. The GRHP has applied for CFA funds to be able to replicate these enhancements in additional HOME Rochester houses – the estimated added cost is ~\$35,000 per property or \$105,000 for three rehabilitated houses. In addition, the City of Rochester would like to see additional new builds include further energy enhancements. They have applied for funding for 3 houses at approximately \$35,000 per property or \$105,000 for three new homes.

**Frank E. Van Lare Aeration System Improvements – Monroe County**

Planned improvements to the Aeration System to provide flexibility and reliable compliance, \$15 million budget. New York State Department of Environmental Conservation (NYSDEC) Water Quality Improvement Project (WQIP), seeking \$2.5 million grant.

**Frank E. Van Lare Secondary Clarifier Improvements – Monroe County**

Secondary Improvements Plan - Per Consent Order, \$11 million budget. New York State Department of Environmental Conservation (NYSDEC) Water Quality Improvement Project (WQIP), seeking \$2.5 million grant.

**Workforce Development programs in the Sustainability sector:**

- Finger Lakes Community College’s A.A.S. Viticulture and Wine Technology degree program requires students to demonstrate scientific and vocational knowledge, including occupational Spanish, tractor driving and pesticide application. This degree is designed to allow students to further their education later in a four-year programs. Building on FLCC’s well-known and established Environmental Conservation and Horticulture programs, this degree also includes an emphasis on sustainability, ensuring that the important environmental issues in the region will be addressed.
- Monroe Community College has a Sustainability certificate program, which is grounded on the conviction that societies should develop ways to meet their present needs without compromising the ability of future generations to provide for their own needs, is a field of concern and inquiry that overlaps a vast array of disciplines. Rather than focusing on one particular area of concern, the certificate in sustainability is designed to provide students with a broad understanding of the issues, topics, and disciplines that sustainability encompasses. The sustainability certificate is designed to complement the college’s associate degree programs by allowing a given student to earn credit toward his/her degree while at the same time pursuing what amounts to a minor field of study in sustainability.
- The Finger Lakes Workforce Development Board - After a thorough analysis of the regional labor market and a careful consideration of Finger Lakes REDC and WIOA priorities, the local workforce development boards have selected two priority industry sectors: advanced manufacturing and healthcare. Advanced manufacturing is included in all three Key Growth Pillars of the strategic framework from the Finger Lakes REDC Upstate Revitalization Initiative (URI) Plan: Optics, Photonics, and Imaging (OPI); Agriculture and Food Production (Ag & Food); and Next Generation Manufacturing (Next Gen). A Key Enabler to the URI plan has been titled “Pathways to Prosperity: Workforce Development.” Among the goals for the Pathways to Prosperity enabler are supporting the Rochester-Monroe Anti-Poverty Initiative, targeting hard-to-place workers, and reducing unemployment. We have chosen the healthcare industry sector as the most promising sector to achieve these goals. It is the sector in our region with the most combined growth and job openings, the most well-defined career pathways, and the greatest available resources for workforce development.

I-Square Project Sustainability Green Roof and Rain Gardens



# PROPOSED PRIORITY PROJECTS

The Finger Lakes Regional Economic Development Council has identified 23 transformative priority projects that it is recommending for immediate state support. These projects have been aligned with the strategies, core industry clusters, and enablers identified in the region's URI plan. These projects align with our strategic plan and represent more than \$171 million in total investment.



## Overall Investment Ratio for Proposed Priority Projects

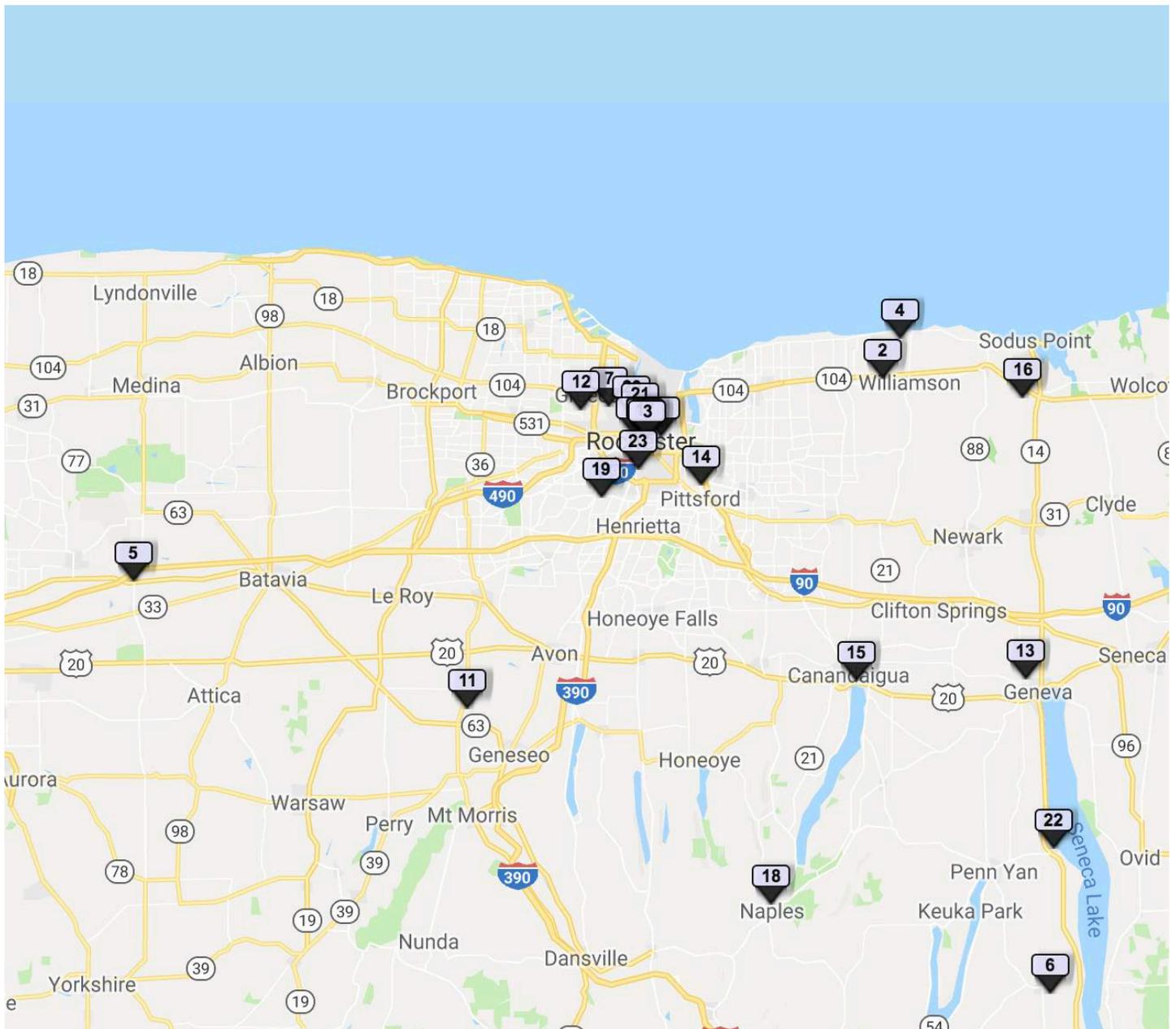
# 9:1

The 9:1 ratio assumes full projects costs submitted by CFA. While some projects may ultimately be reduced in size following an award the FLREDC is confident in a minimum 9:1 private leverage ratio.

# PROPOSED PRIORITY PROJECTS

Rank	CFA #	Applicant/Business Name	Project Name	County	Total Cost	\$20M Rec	\$10M Rec
1	83749	Bostrom Farms	Harvesting Facility Modernization	Ontario	\$993,000	\$198,600	\$198,600
2	80003	Mason Farms	Mason Farms Operating Expansion	Wayne	\$16,688,301	\$2,000,000	\$1,000,000
3	81159	The Strong National Museum of Play	Museum Expansion Project	Monroe	\$23,000,000	\$1,500,000	\$500,000
4	80000	KC Bailey Orchards	Expansion Project	Wayne	\$9,600,000	\$192,000	\$192,000
5	81087	Genesee Gateway Local Development Corp.	Yancey's Fancy Expansion	Genesee	\$9,447,000	\$1,000,000	\$500,000
6	82337	Village of Dundee	Wastewater Collection System Improvements	Yates	\$8,231,000	\$1,600,000	\$800,000
7	82567	Special Touch Bakery	Bakery Expansion	Monroe	\$560,000	\$49,500	\$49,500
8	83408	Reliant Staffing Systems	Career Start Expansion	Monroe	\$4,022,000	\$500,000	\$250,000
9	83422	Sibley Mixed Use LLC	Sibley Public Market	Monroe	\$3,006,973	\$650,000	\$300,000
10	83748	Monroe County	Frontier Field Stadium Upgrades	Monroe	\$3,000,000	\$550,000	\$300,000
11	84268	Livingston County	Ag & Feed Processing Plant CLONE	Livingston	\$2,717,500	\$750,000	\$250,000
12	83156	Rochester General Hospital	Multi-Specialty Clinical Research Campus	Monroe	\$14,888,885	\$2,000,000	\$1,000,000
13	83631	Cornell AgriTech	High Throughput Phenotyping	Ontario	\$4,000,000	\$1,600,000	\$800,000
14	79961	Nazareth College	Golisano Training Center	Monroe	\$2,344,957	\$400,000	\$200,000
15	81092	New York Kitchen	Campus Development	Ontario	\$5,039,434	\$1,000,000	\$500,000
16	81553	Wayne-Finger Lakes BOCES	PTECH Advanced Manufacturing Equipment	Ontario, Seneca, Wayne, Yates	\$5,508,972	\$208,900	\$208,900
17	82993	Midtown Parcel 2 LLC	Butler Till Expansion	Monroe	\$21,080,000	\$1,500,000	\$1,000,000
18	84492	Flint Creek Soap Co	Manufacturing Expansion	Ontario	\$2,551,417	\$300,000	\$300,000
19	81794	Rochester Institute of Technology	Genomics Research Lab Cluster	Monroe	\$10,000,000	\$1,500,000	\$500,000
20	81669	WBS Capital, Inc.	Hawkeye Trade Center	Monroe	\$18,824,414	\$1,500,000	\$500,000
21	81662	City of Rochester	La Marketa	Monroe	\$2,000,000	\$400,000	\$300,000
22	83671	Abtex Corporation	Manufacturing Modernization	Yates	\$590,000	\$100,000	\$100,000
23	81166	Golisano Autism Center	Golisano Autism Center	Monroe	\$6,800,000	\$500,000	\$250,000

# MAP OF 2018 PROPOSED PRIORITY PROJECTS





# PARTICIPATION

# 4



# COMMUNITY ENGAGEMENT & PUBLIC SUPPORT

## PUBLIC MEETINGS AND COMMUNITY OUTREACH

From its very beginning in 2011, the Finger Lakes Regional Economic Development Council has placed a high value on public engagement and stakeholder support of its strategic plan and the priority projects it puts forth as part of that plan. This year the council welcomed seven new members including several from the non-profit and philanthropic sector, as well as from the young professionals cohort. These new members add to existing members' renewed commitment and continued engagement and help ensure the council is representative of the region's diversity. Each year, the FLREDC holds numerous public meetings and stakeholder forums. These events include open council meetings, Consolidated Funding Application (CFA) workshops and community presentations to business and community organizations. These events keep the public and area stakeholders informed of council actions and the progress made on implementation of the Finger Lakes strategic plan. The Finger Lakes Regional Economic Development Council is in the implementation stage of our plan and it has become increasingly important to keep the public informed on progress. To support better communication, this year's public meetings were intentionally moved around the Finger Lakes region. This allowed better communication across the council and helped to showcase different communities across the region. The meetings included updates from the host region.

In addition to the public meetings, this year also included several public input sessions specifically focused on the Roc the Riverway initiative. Thirty-two public community meetings engaged thousands of community members to create a new community vision plan for our most important and visible URI initiative.

The council also continues to reach out to the community via its website and email database. As it has in the past, the FLREDC maintains an extensive email database of interested stakeholders and members of the public.

The council uses the database to announce major council-related news and invite the public to council meetings and events. This important engagement tool continues to grow, connecting the council to more than 2,000 individuals across the region on a regular basis.

Thanks to continued engagement with our local elected and economic development officials throughout the region, the council maintains strong partnerships with community leaders, elected officials, staff, and economic development officials at all levels of government.

## WORK TEAMS

The FLREDC's work teams continued their outstanding work in 2018 in support of the Finger Lakes strategic plan. Volunteer stakeholders lead the work teams, sharing ideas, generating strategies, and tracking the council's priority projects. These leaders from the business community, higher education sector, non-profit organizations and labor groups possess the industry expertise and knowledge needed to assist the council in implementing the strategic plan, enhancing our region's competitiveness.

Our work teams correspond directly to the strategic plan's three economic pillars, three economic enablers, and four quality of life foundational areas. The work teams created dashboards to track performance in their sector. These dashboards included performance metrics, descriptions of regional collaborations, the status of priority projects, and information on workforce development efforts in each sector. A complete list of the council's eleven work teams and its members can also be found in this report.



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

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# INTERREGIONAL COLLABORATION

Interregional Collaboration between regional councils and other economic development entities can and should be an effective way to improve the New York State economy. This issue was first raised by the FLREDC in 2012 and since then the Finger Lakes has promoted this endeavor as a productive method to help NY initiatives.

The Finger Lakes are surrounded by the other URI winners, Central NY, Southern Tier and the Buffalo Billion Plan winner Western NY. This fact makes it conducive to share efforts on large projects that may take more than one region's resources.

The **New York Food and Agriculture Challenge (NYFAC)** proposed in 2016 will be a collaborative, cross-regional economic development initiative between the Finger Lakes, **Southern Tier, and Central NY** regions, all of which have a common focus on agriculture and food production. This competition will attract food entrepreneurs and innovators who will locate their burgeoning businesses in Upstate NY. The concept will use the past competitions of 76 West (Southern Tier) and 43 North (Western NY) as examples of successful competitions. The goal of NYFAC is to establish New York State as the known global leader in agriculture and food innovation, and to kick-start the development and growth of a food and agriculture startup and innovation cluster in the Central NY, Finger Lakes and Southern Tier regions of New York State. Entrants will be judged on their potential for success, growth, and innovation. Applicants will be required to state how they will put down roots and create jobs in the three-region area, as informed by their business development trip; the likelihood and magnitude of impact to the regions will be a key judging criterion. Winners of NYFAC will boost the Finger Lakes, Southern Tier, and Central Regions of New York State as they continue to build a reputation as a hub of innovation in the food and agriculture marketplace.

#### **Key Stakeholders:**

**Central NY:** Centerstate CEO, Tech Garden, URI Agriculture Working Group, Central NY Innovation Hot Spot

**Finger Lakes:** Wegmans, URI Agriculture Working Group, NextCorps, Finger Lakes Innovation Hot Spot

**Southern Tier:** Cornell College of Agriculture and Life Sciences, Cornell Center for Regional Economic Advancement, URI Agriculture Working Group, Southern Tier Startup Alliance

Regional partners and other experts have helped us to shape a draft outline for the business competition. Our broad vision is a competition that provides training to innovators within their food and agriculture vertical to prepare them for the competition and for business growth beyond NYFAC. Our approach to creating a food and agriculture ecosystem that buzzes with creative ideas and new jobs is centered on fostering the entrepreneurial spirit of individuals and young, high-growth companies. We do this by connecting companies with the historically strong industrial and agricultural legacy of the region and leveraging the academic excellence of the region's universities and colleges. Our approach to delivering NYFAC will make relocating a company to the area appealing through connections to facilities, services, and mentoring that are endemic to the growing entrepreneurial community in the region. We intend to strike a balance between keeping the scope of the program broad to attract the very best ideas, while selectively focusing on a few important verticals to help ensure success.

Cornell's Center for Regional Economic Advancement (CREA) will serve as project implementer, in partnership with Cornell's College of Agriculture and Life Sciences and the Center of Excellence in Food and Agriculture at Cornell Agritech. The NYFAC team will work with various partners including the respective regions URI Agriculture Working Group, the regional Innovation Hot Spots, regional economic development agencies, and incumbents in the agriculture and food industry such as, notably, Wegmans. These partners will provide a combination of insights and experience in mentoring and industry knowledge that will contribute to the competition's successful implementation.

NYS has all of the ingredients needed for a vibrant food ecosystem and the CoE will blend the ingredients to produce a world class ecosphere and catalyze business development in the agriculture and food industry by serving as a connecting point and clearinghouse between startups and existing corporations and innovation assets, thereby sparking investments and economic growth.

The CoE will:

- Push new technologies to commercialization within New York State
- Pull existing companies into New York State, attracted by the opportunities to work with sources of innovation and research and
- Grow existing agriculture and food technology companies in New York State
- Identify entrepreneurs with technologies that have commercial potential.
- Provide commercialization support in the form of mentorship, workshops, business incubation and funding.
- Connect entrepreneurs and startups to potential research partnerships.
- Identify, catalog, and market resources unique to NYS ag and food industry.

- Work with IDAs, ESD, and others to Identify and attract companies to locate operations in NYS.
- Conduct a promotional campaign to establish the identity of NYS as a global leader in agricultural and food innovation.
- Promote NYS resources, companies, and entrepreneurs through events and programs building the NYS reputation as a global leader in agriculture and food innovation such as precision agriculture using drones.
- Connect existing companies and entrepreneurs to support resources.
- Catalog existing companies that can be used as resources for new or expanding companies like co-packers.

External Partners and Supporters:

- U of Rochester –NextCore(formerly HTR)
- RIT –Venture Creations
- Geneva Technology Farm
- Wegmans
- NYS Agriculture and Markets
- NYSTAR
- LOCATE Finger Lakes

Rochester Fringe Festival Photo by: Erich Camping



# WORK TEAMS SUMMARIES & MEMBERSHIP LIST

Team Name: OPI	First Name	Last Name	Organization
<b>Optics, Photonics &amp; Imaging</b>	<b>Tom</b>	<b>Battley</b>	<b>New York Photonics Industry Association</b>
Optics, Photonics & Imaging	Mike	Bechtold	Bechtold
Optics, Photonics & Imaging	Bob	Bicklser	JML Optical
Optics, Photonics & Imaging	Annette	Brenner	High Tech Rochester
Optics, Photonics & Imaging	JH	Bruning	Corning Tropol Corp
Optics, Photonics & Imaging	Don	Figer	RIT Center for Detectors
Optics, Photonics & Imaging	Don	Golini	QED Technologies, retired
<b>Optics, Photonics &amp; Imaging</b>	<b>Jay</b>	<b>Eastman</b>	<b>Optel Inc.</b>
Optics, Photonics & Imaging	John	Hart	Lumetrics
Optics, Photonics & Imaging	William	Hurley	Rochester Precision Optics
Optics, Photonics & Imaging	Bob	Loce	Xerox PARC
Optics, Photonics & Imaging	Mike	Mandina	Optimax Systems
Optics, Photonics & Imaging	Dan	Menelly	Rochester Museum & Science Center
Optics, Photonics & Imaging	Dave	Messinger	RIT Chester F. Carlson Center for Imaging Science
Optics, Photonics & Imaging	Duncan	Moore	University of Rochester
Optics, Photonics & Imaging	Ed	Patton	Rochester Precision Optics
Optics, Photonics & Imaging	James	Sydor	Sydor Optics
Optics, Photonics & Imaging	Stephen	Thorndike	Monroe 2-Orleans BOCES
Optics, Photonics & Imaging	Mark	Tolbert	Toptica USA
Optics, Photonics & Imaging	Paul	Tolley	Stretford End Solutions Photonics & Technology
Optics, Photonics & Imaging	Alexis	Vogt	MCC Optical Systems Technology Dept
Optics, Photonics & Imaging	Ed	White	White Consulting Group
Optics, Photonics & Imaging	Xi-Cheng	Zhang	UR Institute of Optics
State Agency Resource Team (SART)	Terence	Clas	Empire State Development

Team Name: Ag & Food	First Name	Last Name	Organization
Agriculture & Food Production	A.D. (Doug)	Berwanger	Wyoming County Board of Supervisor
Agriculture & Food Production	Elizabeth	Claypoole	Cornell Coop. Extension Wayne County
Agriculture & Food Production	Matt	Cole	Commodity Resource Corp
Agriculture & Food Production	Sage	Gerling	City of Geneva
Agriculture & Food Production	Mitch	Gruber	Foodlink
Agriculture & Food Production	Dan	Johnson	RIT Packaging Science Department
Agriculture & Food Production	John	Johnson	Cornell Agriculture & Food Technology Park
Agriculture & Food Production	John	Noble	Synergy, LLC
Agriculture & Food Production	Jan	Nyrop	New York State Agricultural Experiment Station
Agriculture & Food Production	Kristina	Owens	Rochester Institute of Technology
<b>Agriculture &amp; Food Production</b>	<b>Jim</b>	<b>Pierce</b>	<b>Wyoming County IDA</b>
Agriculture & Food Production	Ora	Rothfuss	Wayne County
Agriculture & Food Production	Nathan	Rudgers	Farm Credit East, Batavia, NY

Team Name: Ag & Food	First Name	Last Name	Organization
Agriculture & Food Production	Reid	Smalley	Genesee Community College
<b>Agriculture &amp; Food Production</b>	<b>Bill</b>	<b>Strassburg</b>	<b>Wegmans Food Markets</b>
Agriculture & Food Production	Chris	Suozzi	Genesee County Economic Development Center
Agriculture & Food Production	Rachael	Tabelski	Batavia Development Corporation
Agriculture & Food Production	Erin	Tolefree	Baldwin Richardson Foods
Agriculture & Food Production	Thomas	Trabold	RIT Golisano Institute for Sustainability
Agriculture & Food Production	Tonya	Van Slyke	Van Slyke's Dairy Farm
Agriculture & Food Production	Jim	Whipple	Orleans Economic Development Agency
Agriculture & Food Production	Bruno	Xavier	Cornell Food Venture Center
State Agency Resource Team (SART)	Paul	D'Amato	NYS Dept of Environmental Conservation
State Agency Resource Team (SART)	Hector	Gonzalez	NYS Dept of Agriculture & Markets

Team Name: Next-Gen	First Name	Last Name	Organization
Next-Gen Manufacturing & Tech	Bob	Bechtold	Harbec, Inc
Next-Gen Manufacturing & Tech	Matt	Chatfield	Webster Community Coalition for Econ Dev
Next-Gen Manufacturing & Tech	Michael	Coleman	Rochester Institute of Technology
Next-Gen Manufacturing & Tech	Matt	Fronk	Matt Fronk & Associates LLC
Next-Gen Manufacturing & Tech	Andy	Harlan	Rochester Institute of Technology
Next-Gen Manufacturing & Tech	Matt	Hurlbutt	Greater Rochester Enterprise
Next-Gen Manufacturing & Tech (STAMP)	Steve	Hyde	Genesee County Economic Development Center
Next-Gen Manufacturing & Tech	Kevin	Kelley	Rochester Tooling and Machining Association
Next-Gen Manufacturing & Tech (EBP)	Dolores	Kruchten	Eastman Business Park
Next-Gen Manufacturing & Tech	George	McConochie	Sustainable Energy Developments, Inc.
Next-Gen Manufacturing & Tech	Gary	Miller	ClearCove Systems
Next-Gen Manufacturing & Tech	Courtney	Reich	Courtney Reich, PE, PLLC
Next-Gen Manufacturing & Tech	Mike	Sisson	NextCorps
<b>Next-Gen Manufacturing &amp; Tech</b>	<b>Susan</b>	<b>Spencer</b>	<b>Rochester Solar Power Organization Team</b>
Next-Gen Manufacturing & Tech (DIZ)	Heidi	Zimmer-Meyer	Rochester Downtown Development Corp.
State Agency Resource Team (SART)	Vincent	Esposito	Empire State Development

Next-Gen Subteam: Downtown Innovation Zone	First Name	Last Name	Organization	
DIZ Sub-Team		Tara	Boggio	T.Y. Lin International
DIZ Sub-Team		Andrew	Brady	XLR8 Team, Inc.
DIZ Sub-Team		Steve	Carter	Brand Networks
DIZ Sub-Team		Kelsey	Delmotte	Makeway
DIZ Sub-Team		Richard	Glaser	Merrill Lynch
DIZ Sub-Team		Kimberly	Hamer	VisualDX
DIZ Sub-Team		Jennifer	Hinton	RIT MAGIC Center
DIZ Sub-Team		John	Holland	D4, LLC
DIZ Sub-Team		Yasmin	Mattox	RIT Center for Urban Entrepreneurship
DIZ Sub-Team		Ebony	Miller	RIT Center for Urban Entrepreneurship
DIZ Sub-Team		Cassandra	Moffitt	Cowork/Grid
DIZ Sub-Team		Stephen	Mokey	Digitronik Labs
DIZ Sub-Team		Dr. Art	Papier	VisualDX
DIZ Sub-Team		Kyle	Psaty	Brand Networks
DIZ Sub-Team		Suzanne	Seldes	The Strong

Next-Gen Subteam: Downtown Innovation Zone	First Name	Last Name	Organization
DIZ Sub-Team	Jim	Senall	NextCorps
DIZ Sub-Team	Tory	Van Voorhis	Second Avenue Learning
<b>DIZ Sub-Team</b>	<b>Heidi</b>	<b>Zimmer-Meyer</b>	<b>Rochester Downtown Development Corporation (RDDC)</b>
DIZ Video Game Group	Jason	Bocko	Workinman
DIZ Video Game Group	Mark	Arena	UR Center for Emerging & Innovative Sciences
DIZ Video Game Group	Tonia	Burton	Central Library of Rochester & Monroe County
DIZ Video Game Group	Derrick	Coley	Rochester Public Library
DIZ Video Game Group	Colin	Doody	Darkwind Media
DIZ Video Game Group	Jon-Paul “JP”	Dyson	The Strong, Int’l Center For the History of Electronic Games
DIZ Video Game Group	Jennifer	Hinton	RIT MAGIC Center
DIZ Video Game Group	Dan	Menelly	Rochester Museum & Science Center (RMSC)
DIZ Video Game Group	Rob	Mostyn	RIT
DIZ Video Game Group	Tolley	Reeves	Rochester Public Library
DIZ Video Game Group	Jamal	Rossi	Eastman School of Music
DIZ Video Game Group	Suzanne	Seldes	The Strong
DIZ Video Game Group	Patricia	Uttaro	Rochester Public Library
DIZ Video Game Group	Tory	Van Voorhis	Second Avenue Learning
DIZ Video Game Group	Christopher	Williams	A Gamer’s Nostalgia
DIZ Video Game Group	Chienliang	Xu	UR Computer Science Department

Next-Gen Subteam: Eastman Business Park	First Name	Last Name	Organization
Eastman Business Park	Jeffery	Adair	Monroe County
Eastman Business Park	Mike	Alt	SiGNa Chemistry
Eastman Business Park	Craig	Bennett	Red Rochester
Eastman Business Park	Matt	Hurlbutt	Greater Rochester Enterprise
Eastman Business Park	Dolores	Kruchten	Kodak
Eastman Business Park	Arline	Liberti	Kodak
Eastman Business Park	Dan	Ocorr	Kodak
Eastman Business Park	Todd	Oldham	Monroe Community College
Eastman Business Park	Tim	Palmer	Kodak
Eastman Business Park	Bill	Strassburg	Wegmans Food Markets
Eastman Business Park	Phil	Viruso	LiDestri Foods
Eastman Business Park	Ed	White	AIM Photonics

Next-Gen Subteam: WNY STAMP	First Name	Last Name	Organization
WNY STAMP	Matthew	Calderón	Pembroke Central School District
WNY STAMP	Tom	Carpenter	Clark Patterson Lee
WNY STAMP	Rick	Henry	Clark Patterson Lee
WNY STAMP	Matthew	Hurlbutt	Greater Rochester Enterprise
WNY STAMP	Steve	Hyde	Genesee County Economic Development
WNY STAMP	Michael	Jackson	Rochester Institute of Technology
WNY STAMP	John	Jakubowski	Genesee County Economic Development
WNY STAMP	Tom	Kucharski	Invest Buffalo Niagara
WNY STAMP	Mark	Masse	Genesee County Economic Development
WNY STAMP	Todd	Oldham	Monroe Community College
WNY STAMP	Alan	Rosenhoch	Invest Buffalo Niagara

Next-Gen Subteam: WNY STAMP	First Name	Last Name	Organization
WNY STAMP	Tom	Schulte	WNY Tech Academy
WNY STAMP	Jim	Sunser	Genesee Community College
WNY STAMP	Chris	Suozzi	Genesee County Economic Development
WNY STAMP	Rachael	Tabelski	Batavia Development Corporation
WNY STAMP	Earl	Wells	e3Communications

Enabler Team: Pathways to Prosperity	First Name	Last Name	Organization
Pathways to Prosperity	Elma	Borcilo	Joe Morelle Office
<b>Pathways to Prosperity</b>	<b>Leonard</b>	<b>Brock</b>	<b>Rochester-Monroe Anti-Poverty Initiative</b>
Pathways to Prosperity	Maggie	Brooks	RGRTA
Pathways to Prosperity	Holli	Budd	Farash Foundation
Pathways to Prosperity	Alex	Castro	PathStone
Pathways to Prosperity	Bill	Clark	Urban League
Pathways to Prosperity	James	Cooper	Love Fellowship Worship Center
Pathways to Prosperity	Corinda	Crossdale	Monroe County
Pathways to Prosperity	Kathy	Graupman	Greece Central School District
Pathways to Prosperity	Dr. Jeff	Kaczorowski	UR Pediatrics and The Children's Agenda
Pathways to Prosperity	Ajamu	Kitwana	ESL Foundation
Pathways to Prosperity	Larry	Knox	SEIU
Pathways to Prosperity	Lee	Koslow	Rochester Works
Pathways to Prosperity	LaShunda	Leslie-Smith	Connected Communities
Pathways to Prosperity	Eugenio	Marlin	Ibero-American Action League
Pathways to Prosperity	Joe	Martino	Education Success Network
Pathways to Prosperity	Augustin	Melendez	Hillside Work-Scholarship Connection
Pathways to Prosperity	George	Moses	North East Area Development
Pathways to Prosperity	Baye	Muhammad	City of Rochester
Pathways to Prosperity	Hank	Rubin	Rochester Area Community Foundation
Pathways to Prosperity	Jill	Slavny	BOCES2
Pathways to Prosperity	Ebony	Miller	RIT Center for Urban Entrepreneurship
Pathways to Prosperity	Karen	Springmeier	Finger Lakes Workforce Investment Board
<b>Pathways to Prosperity</b>	<b>Todd</b>	<b>Oldham</b>	<b>Monroe Community College</b>
Pathways to Prosperity	Michele	Sullivan	Wayne Finger Lakes BOCES
Pathways to Prosperity	Sara	Taylor	Rochester Rehabilitation Center
Pathways to Prosperity	Julia	Tedesco	Foodlink
Pathways to Prosperity	Carol	Tegas	Finger Lakes Performing Provider System
<b>Pathways to Prosperity</b>	<b>Joe</b>	<b>Wesley</b>	<b>Wegmans Food Markets</b>
State Agency Resource Team (SART)	Joe	Hamm	NYS Dept of Labor

Enabler Team: Entrepreneurship & Dev	First Name	Last Name	Organization
Entrepreneurship & Development	Richard	Glaser	Merrill Lynch
Entrepreneurship & Development	Jim	Goff	Landsman Co-working Space
Entrepreneurship & Development	Gayle	Jagel	The Young Entrepreneurs Academy, Inc.
Entrepreneurship & Development	Doug	Mabon	SCORE
<b>Entrepreneurship &amp; Development</b>	<b>Theresa</b>	<b>Mazzullo</b>	<b>Excell Partners, Inc.</b>
Entrepreneurship & Development	Dana	Miller	City of Rochester
Entrepreneurship & Development	Ebony	Miller	RIT Center for Urban Entrepreneurship
Entrepreneurship & Development	Duncan	Moore	University of Rochester

<b>Enabler Team: Entrepreneurship &amp; Dev</b>	<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>
Entrepreneurship & Development	Paul	Morrell	Geneseo SBDC
Entrepreneurship & Development	Richard	Notargiacomo	Rochester Institute of Technology
Entrepreneurship & Development	Jan	Pisanczyn	Brockport SBDC
Entrepreneurship & Development	Kim	Russell	Connected Communities
Entrepreneurship & Development	Jim	Senall	NextCorps
Entrepreneurship & Development	Rachael	Tabelski	Batavia Development Corporation
Entrepreneurship & Development	Hubert	Van Tol	PathStone Enterprise Center
Entrepreneurship & Development	Sue	Vary	Ontario County
Entrepreneurship & Development	Maureen	Wheeler	Livingston County
<b>Entrepreneurship &amp; Development</b>	<b>Chris</b>	<b>Whitman</b>	<b>Complemar, Inc.</b>
Entrepreneurship & Development	Rama	Yelkur	St. John Fisher
Entrepreneurship & Development	Alex	Zapesochny	I-Cardiac
State Agency Resource Team (SART)	JaMone	Turner	Empire State Development

<b>Enabler Team: Higher Ed &amp; Research</b>	<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>
<b>Higher Education &amp; Research</b>	<b>Denise</b>	<b>Battles</b>	<b>SUNY Geneseo</b>
Higher Education & Research	Eric	Bieber	Rochester Regional Health
Higher Education & Research	Mary Kay	Bishop	Nazareth College
Higher Education & Research	Daan	Braveman	Nazareth College
Higher Education & Research	Jerry	Buckley	Hobart and William Smith Colleges
Higher Education & Research	Rob	Clark	University of Rochester
Higher Education & Research	Kimberly	Collins	Monroe Community College
Higher Education & Research	TBD	TBD	Keuka College
Higher Education & Research	Josh	Farrelman	University of Rochester
Higher Education & Research	Amy	Gush	Keuka College
Higher Education & Research	Mike	Kennerknecht	University of Rochester
Higher Education & Research	Dr. Anne	Kress	Monroe Community College
Higher Education & Research	Dr. Heidi	Macpherson	SUNY Brockport
Higher Education & Research	Robert	Nye	Finger Lakes Community College
Higher Education & Research	Deana	Porterfield	Roberts Wesleyan College
Higher Education & Research	Dr. Ryne	Raffaella	Rochester Institute of Technology
<b>Higher Education &amp; Research</b>	<b>Peter</b>	<b>Robinson</b>	<b>University of Rochester Medical Center</b>
Higher Education & Research	Gerard	Rooney	St. John Fisher College
Higher Education & Research	Debbie	Stendardi	Rochester Institute of Technology
Higher Education & Research	Jim	Sunser	Genesee Community College
Higher Education & Research	Mark	Taubman	UR School of Medicine and Dentistry
Higher Education & Research	Maya	Temperley	St. John Fisher College
Higher Education & Research	Hugh	Thomas	Rochester Regional Health
Higher Education & Research	Lisa	Tiffin	Roberts Wesleyan College
State Agency Resource Team (SART)	Vincent	Esposito	Empire State Development

<b>Higher Ed Subteam: Life Sciences</b>	<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>
Life Sciences	Denise	Battles	SUNY Geneseo
Life Sciences	Christine	Birnie	St. John Fisher College
Life Sciences	Diane	Dalecki	University of Rochester
Life Sciences	Stephen	Dewhurst	University of Rochester
Life Sciences	Jay	Eastman	Optel, Inc.

Higher Ed Subteam: Life Sciences	First Name	Last Name	Organization
Life Sciences	Kent	Gardner	Center for Government Research
Life Sciences	Greg	Gdowski	University of Rochester
Life Sciences	Josh	Farrelman	University of Rochester
Life Sciences	Mike	Kennerknecht	University of Rochester
Life Sciences	Theresa	Mazzullo	Excell Partners
Life Sciences	Mark	Michaud	University of Rochester
Life Sciences	Michael	Riedlinger	NextCorps
<b>Life Sciences</b>	<b>Peter</b>	<b>Robinson</b>	<b>University of Rochester</b>
Life Sciences	Deborah	Stendardi	Rochester Institute of Technology
Life Sciences	Maya	Temperley	St. John Fisher College
Life Sciences	Hugh	Thomas	Rochester Regional Health
Life Sciences	Winthrop	Thurlow	MedTech
Life Sciences	Karen	Whitbeck	Unither Pharmaceuticals
Life Sciences	Alex	Zapesochny	iCardiac
Life Sciences	Maurice	Zauderer	Vaccinex, Inc.
State Agency Resource Team (SART)	JaMone	Turner	Empire State Development

Foundation Team: Tourism & Arts	First Name	Last Name	Organization
Tourism & Arts	Bruce	Barnes	George Eastman Museum
Tourism & Arts	Don	Bennett	Campground Owners of New York
Tourism & Arts	Dr. Jonathan	Binstock	Memorial Art Gallery
Tourism & Arts	Dawn	Borchert	Orleans County Tourism
Tourism & Arts	Lisa	Burns	Finger Lakes Regional Tourism Council
Tourism & Arts	Steve	Dubnik	The Strong
Tourism & Arts	Dan	Fuller	Bristol Mountain/Roseland Waterpark
Tourism & Arts	Deborah	Hughes	National Susan B. Anthony Museum and House
Tourism & Arts	Marc	Iacona	Jazz Fest
Tourism & Arts	Howie	Jacobson	Red Rock 1886
<b>Tourism &amp; Arts</b>	<b>Don</b>	<b>Jeffries</b>	<b>Visit Rochester</b>
<b>Tourism &amp; Arts</b>	<b>Kelly</b>	<b>Kiebala</b>	<b>Orleans County Job Development</b>
Tourism & Arts	Cynthia	Kimble	Finger Lakes Tourism Alliance
Tourism & Arts	Valerie	Knoblauch	Finger Lakes Visitor Connection
Tourism & Arts	Elissa	Leuer	Livingston County COC & TPA
Tourism & Arts	Dave	Mansfield	Three Brothers Winery & Estates
Tourism & Arts	Scott	Osborn	Fox Run Vineyards
Tourism & Arts	Kelly	Rapone	Genesee County Chamber of Commerce
Tourism & Arts	Jamal	Rossi	Eastman School of Music
<b>Tourism &amp; Arts</b>	<b>Pamela</b>	<b>Reed-Sanchez</b>	<b>Seneca Park Zoo Society</b>
Tourism & Arts	Jeff	Shipley	Seneca County Chamber of Commerce
Tourism & Arts	Norm	Silverstein	WXXI
Tourism & Arts	Eric	Szucs	Wyoming County Chamber
Tourism & Arts	Christine	Worth	Wayne County Tourism
State Agency Resource Team (SART)	Fred	Bonn	NYS Parks, Recreation & Historical Preservation
State Agency Resource Team (SART)	Sharon	Leighton	NYS Canal Corp
State Agency Resource Team (SART)	Rich	Parker	NYS Parks, Recreation & Historical Preservation

Foundation Team: Sustainability	First Name	Last Name	Organization
Sustainability	Tara	Boggio	T.Y. Lin International
Sustainability	Amy	Butler	Bausch and Lomb
Sustainability	Bill	Daly	Wyoming County
Sustainability	Mike	Garland	Monroe County
Sustainability	Thomas P.	Harvey	Ontario County Planning Department
Sustainability	Sheila	Hess	NY Green and Conservation Connects
Sustainability	Wendi	Latko	Xerox
Sustainability	Dr. Jose	Maliekal	College at Brockport
<b>Sustainability</b>	<b>Thomas</b>	<b>Mitchell</b>	<b>Bergmann Associates</b>
Sustainability	Don	Naetzker	SWBR Architects
<b>Sustainability</b>	<b>Nabil</b>	<b>Nasr</b>	<b>Rochester Institute of Technology</b>
Sustainability	Carol	Nellis-Ewell	Village of Spencerport
Sustainability	Scott	Oliver	PathStone Corporation
Sustainability	Felipe A.	Oltramari	Genesee County Planning Department
Sustainability	Ram	Shrivastava	Larsen Engineering
Sustainability	Anne	Spaulding	City of Rochester
Sustainability	Jason	Wadsworth	Wegmans Food Markets
Sustainability	Rachel	Walsh	Greentopia
Sustainability	David	Zorn	Genesee Finger Lakes Regional Planning Council
State Agency Resource Team (SART)	Anthony	Hazzan	NYSERDA

Foundation Team: Infrastructure & Trans	First Name	Last Name	Organization
Infrastructure & Transportation	Brian	Anderson	National Grid
Infrastructure & Transportation	Bob	Aronson	Seneca County IDA (Army Depot)
<b>Infrastructure &amp; Transportation</b>	<b>Bill</b>	<b>Carpenter</b>	<b>Rochester Genesee Regional Trans Authority</b>
Infrastructure & Transportation	Dave	Collins	Genesee & Wyoming Railroad
Infrastructure & Transportation	Kamal	Crues	City of Rochester
Infrastructure & Transportation	Ken	DeRoller	Orleans County Legislature
Infrastructure & Transportation	Angela	Ellis	Livingston County Planning Department
<b>Infrastructure &amp; Transportation</b>	<b>Sergio</b>	<b>Esteban</b>	<b>LaBella Associates</b>
Infrastructure & Transportation	Timothy	Frelier	Monroe County Transportation
Infrastructure & Transportation	Aaron	Hilger	Builders Exchange of Rochester, Inc.
Infrastructure & Transportation	Susan	Hopkins	Highland Planning LLC
Infrastructure & Transportation	Dan	Kuntz	Business Manager, Laborers Local 435
Infrastructure & Transportation	Jack	Marren	Ontario County/ Town of Victor
Infrastructure & Transportation	Mark	Masse	Genesee County Economic Development Center
Infrastructure & Transportation	Mark	McAnany	Bergmann Assoc
Infrastructure & Transportation	Mark	Meyerhofer	Time Warner Cable
Infrastructure & Transportation	Andy	Moore	Greater Rochester International Airport
Infrastructure & Transportation	Jeffrey	Perkins	The LiRo Group
Infrastructure & Transportation	Rich	Perrin	T.Y. Lin International Group
Infrastructure & Transportation	Joe	Rizzo	Rochester Gas and Electric
Infrastructure & Transportation	Jim	Stack	Genesee Transportation Council
I&T Subteam: Broadband	Henry	Fitts	City of Rochester
I&T Subteam: Broadband	Ed	Hemminger	Hemminger IT Solutions, LLC
I&T Subteam: Broadband	Jennifer	Kusse	Monroe County
I&T Subteam: Broadband	Kurt	Priester	
I&T Subteam: Broadband	Bob	Scott	Bob Scott Productions, Inc.

Foundation Team: Infrastructure & Trans	First Name	Last Name	Organization
I&T Subteam: Broadband	Evhen	Tupis	PGreene, Municipal IT/Broadband Consulting
I&T Subteam: Broadband	Phil	Yawman	Finger Lakes Technology Group/Choice One Communications
State Agency Resource Team (SART)	Greg	Albert	Genesee Finger Lakes Regional Planning Council
State Agency Resource Team (SART)	Kevin	Bush	NYS Dept of Transportation

Foundation Team: Global NY	First Name	Last Name	Organization
Global NY	Luis	Aguilar	Xerox Corporation
Global NY	Scott	Bass	Advanced Language Translation
Global NY	Amit	Batabyal	RIT
Global NY	Michael	Byrnes	SEKO Worldwide
Global NY	Frank	Cipriano	KeyBank
Global NY	Adam	Crandall	Refractron Technologies Corporation
Global NY	James	Croop	Bay Colony Capital
Global NY	John	DeLuca	Liberty Pumps
Global NY	Beverly	Demma	IDEX Corp
Global NY	Robin	Finnerty	Monroe County
Global NY	Casey	Fitzgerald	JPMorgan Chase
Global NY	Michael	Frail	Mohawk Global
<b>Global NY</b>	<b>Leah</b>	<b>George</b>	<b>GRE</b>
Global NY	Katya	Kaleta	Response Care, Inc.
Global NY	Debbie	Kurvach	Klein Steel
Global NY	Mike	Leach	ISCOR
Global NY	Carl	Luger	Bank of America Merrill Lynch
Global NY	Cory	Margand	SimpliShip
Global NY	Tim	McCall	US Dept. of Commerce
Global NY	Mary	Menz	Harris Corporation
Global NY	Ronald	Menz	US Customs & Border Protection
Global NY	Tom	Nespeca	Carestream
Global NY	Jan	Pisanczyn	SUNY Brockport, SBDC
Global NY	Thad	Schofield	City of Rochester
Global NY	Mark	Schrader	NextCorps
Global NY	Mary	Slack	Orolia USA, Inc (Spectracom)
Global NY	Virginia	Smith	US Small Business Administration(SBA)
Global NY	Christopher	Suozzi	Genesee County EDC
Global NY	Trent	Sutton	Little Mendelson P.C.
Global NY	Monica	Taddeo	Visual Dx
Global NY	Steven	Tranelli	Barclay Damon, LLP
Global NY	Jim	Trubits	Mohawk Global
Global NY	Rama	Yelkur	St. John Fisher College
Global NY	Jon	Yormick	Phillips Lytle LLP
Global NY	Dulce	Zahniser	Towpath Group International LLC
Global NY	Carolyn	Baker-Scott	Empire State Development

# DOWNTOWN REVITALIZATION INITIATIVE (DRI)

## PENN YAN: Round 3 Winner Update

### **Selection Process and Regional Council Alignment**

In May 2018, the Finger Lakes Regional Economic Development Council (FLREDC) reestablished a Downtown Revitalization Initiative (DRI) Selection Committee (the “Committee”) to advance the mission and goals of the DRI. The eight members and two co-chairs of the Committee were selected by the FLREDC after careful consideration and formed a diverse group of engaged, community stakeholders representing organizations with varied and cross regional perspectives. Following a comprehensive and robust evaluation process, in July 2018, the FLREDC voted unanimously to nominate the Village of Penn Yan as the Finger Lakes region’s DRI community, finding it strongly aligns with our region’s commitment to revitalize its downtowns and four URI goals: grow jobs, increase private sector investment, increase regional wealth, and reduce poverty.

### **Location**

Downtown Penn Yan is full of tree lined streets and historic buildings spared from the urban renewal movement that decimated many historic downtown buildings. Downtown is also still the center of commerce where so many other Main Streets have lost out to strip mall developments and big box retailers. As the Yates County Seat, Penn Yan represents 41% of all employment in Yates County and is home to the Yates County Government facility, Soldiers & Sailors Hospital, Penn Yan Central School District as well as public beaches, boat docks and launches.

Penn Yan’s location places it in the literal heart of the Finger Lakes, on the northern shore of Keuka Lake. We are directly in the Center of three metropolitan

statistical areas in Rochester, Syracuse and Elmira and 1.8 million residents all of which are within an easy day trip. Penn Yan is home to the original craft beverage industry in New York, situated between the Keuka and Seneca Lake wine and craft beer trails and boasts over 100 craft beverage producers.

### **Assets**

Penn Yan is truly a unique community. A place that is largely an unknown entity within the Region and State but sought out by the rest of the World! It is a community surrounded by bucolic farms and trillions of gallons of fresh water but is far and away leading the Finger Lakes Region in manufacturing job growth. It is a community where you are likely to see a \$100,000 boat being trailered on its way to Keuka Lake passing a horse and buggy on Main Street. Penn Yan is a community where Mennonites share the same parking lot as Fortune 500 Executives and University Presidents. It is a place thought of as a small rural community in the middle of nowhere to many but is within an hour’s drive of 750,000 people. A place that seems difficult to get to but millions of visitors annually find their way here to enjoy Keuka Lake or the 100+ craft beverage makers in and around Penn Yan. As Channel 8 News in Rochester stated last summer during their “Summer Tour” series; “You either don’t know about Penn Yan and should or do and love it!”

Penn Yan’s historic downtown has a long history of significance in the development and progression of the eastern Finger Lakes region. The Downtown area has always been a center of industry starting with 40 mill sites that located along the Keuka Outlet Canal that connects Keuka to Seneca Lake. In fact, Birkett Mills still operates today on the same site in Downtown where they started in 1797...George Washington’s last year as President of the United States and two years before the formal settlement of Penn Yan! Pandemonium was once considered for the name of the area before settling on Penn Yan due to a scene most would represent as the wild, wild west at the time. While Pandemonium was ultimately not selected, it does point to the energy that was once held in Downtown.





The Birkett Mills

### Vision

Four areas of concentration have been developed in partnership with the Finger Lakes Economic Development Center (FLEDC) that identify opportunities, with support from DRI funding, to catalyze sustained, year-round economic growth. The four areas of concentration are: Craft Food and Beverage, Arts as an Economic Engine, Leveraging Natural Assets and Capturing Intellectual Assets.

### Craft Food and Beverage

No other community is better set to capitalize on this proven development strategy than Penn Yan. There are over 100 wineries, breweries, cideries and distilleries in and around Penn Yan. We are in the center of the largest organic farming County in all New York State and home to two organic grain mills. Thanks to our Mennonite residents, there are fresh produce stands everywhere and the total number of acres farmed and total farm establishments in the County are actually increasing!



Climbing Bines Hop Farm & Craft Ale Company

The Finger Lakes Economic Development Center created the State's first agriculture loan fund that has helped numerous production farms, wineries, breweries and distilleries launch. They have now created a restaurant loan fund to help bridge the financing gap to getting new restaurants started. DRI funding could be combined with this new fund to renovate identified storefronts for restaurant use.

Additionally, the Pinwheel Market, a non-profit operated by Milly's Food Pantry, operates a mixed-use facility downtown where retail sales go to fund the operations of the food pantry. The second floor has a small commercial kitchen that is underutilized due to a lack of an elevator in the facility. Local food entrepreneurs have found the lack

of an elevator a significant barrier in utilizing the kitchen. DRI funding could help install an elevator in the Pinwheel Market instantly providing a commercial grade kitchen to users.



Yates Young Professionals at The Wine Bar along the Keuka Lake Outlet

Yates County Workforce Development and Yates Cultural and Recreational Resources, Inc., have created a customer service training program titled "You're Welcome" that utilizes the "Guest Services Gold" national training curriculum. The goal of the program is to provide local restaurants and hospitality businesses with trained customer service individuals, capable of enhancing their customers experience increasing the likelihood of returning.

With a ready stock of storefronts and trained labor, DRI funding could be leveraged to create a business plan competition to help attract new restaurants to Downtown that would add the variety of menus demanded by consumers.

### Art as an Economic Engine

The need for more cultural and recreational activities is the most common request from visitors and residents alike. The renovation of the Sampson Theater, identified by the Landmark Society of Western New York as one of "Five to Revive", noting it as "a highly visible anchor...one of the most important historic theaters in the Finger Lakes region" would provide a much-needed answer to their requests. The Sampson is an early 20th century landmark in the Village of Penn Yan and was the first building in the Village constructed exclusively as an entertainment venue. The rehabilitated Sampson will return the Sampson to a fully functioning theatre venue, offering a much-needed auditorium venue for the Village, Keuka College, and Finger Lakes region.



The Sampson Theater

Penn Yan is home to many gifted artists and many more visit every year to find their inspiration for their next creation. One such gifted artist would like to partner with local school districts and the Friends of the Outlet to create a Sculpture Walk along the Keuka Outlet Trail. The Sculpture Walk is proposed to be a hands-on learning program where students will immerse themselves in learning about the natural habitat of the Outlet while learning design and fabrication techniques to create metal sculptures of the habitat to be located at key points along the Outlet.

The Arts Center of Yates County (ACYC), located on Main Street, would like to develop an Art Gym downtown. The Art Gym is a shared workspace that enables artists to create across many artistic platforms and disciplines. In addition to shared space, artists and inspiring artists will have the ability to learn from experts how to use various equipment to make their pieces.



Yates County Arts Center

Finally, ACYC repeatedly fields request from artists for Downtown loft spaces where artists could live and work. Existing rental units Downtown are full and the cost to renovate centuries old buildings with vacant upper floor units would be cost prohibitive for this market. DRI funding could help reduce renovation costs to help bring this creative market to Downtown. The FLEDC would partner with building owners and the ACYC to market the lofts to artists who would then have select creations displayed at the Center.

### Leveraging Natural Assets

Penn Yan sits at the Northern shore of Keuka Lake, one of the most marketed and widely known and sought out of the Finger Lakes. Every year Keuka Lake is recognized by national and international media for its beauty and many of the 1 million annual visitors to the area come to see her.

There are six restaurants on Keuka Lake accessible by boat, and public docks in Hammondsport on the southern end and Penn Yan at the northern end open up dozens of additional entertainment options. Music abounds on the Lake during the Summer with each venue having bands most weekends. Penn Yan has four municipal parks located along the Lake and the Outlet including a public boat launch (currently used mainly by fishing boats and small ski boats) and transient docking area, an athletic complex and two public beaches. These assets play an

important role in future community development initiatives.



Boaters enjoying one of the restaurants on Keuka Lake

Unfortunately, over time the Outlet has become too shallow for most boats to navigate and needs to be dredged and the Outlet Trail is not easily accessed from the lake into the Downtown area. This lack of both boat and pedestrian access from Keuka Lake creates a massive bottleneck preventing this traffic from reaching Downtown businesses.

DRI funding could help with the costs of dredging the Outlet and removing the bottleneck to create an immediately flow of individuals on Keuka Lake.

The Outlet Trail, while naturally beautiful, is a straight-line trail with a missing section that would connect the recently built Hampton Inn and the public beach parks of Red Jacket and Indian Pines to Downtown Penn Yan and the rest of the trail. Penn Yan is currently seeking estimates to “finish” the Outlet trail and complete this missing section. In addition, this finished trail would include a boardwalk that would extend through the “Keuka Marsh” creating both a circular aspect to the trail and an educational component allowing users to explore and see firsthand the natural habitat of the Marsh. DRI funding might be utilized for the construction of the boardwalk that when partnered with improved boat access in the Outlet, would create a one of a kind trail system connecting those enjoying Keuka Lake to Downtown Penn Yan!



Cornell University students working on updating PY Parks Master Plan

### Capturing Intellectual Assets

Penn Yan has seen a significant increase in tele-Penn Yan has seen a significant increase in tele-commuters largely due to the quality of life the area provides. With multiple lakes, vibrant craft beverage industry and a four-season

active lifestyle, Penn Yan is a natural draw for individuals who work remotely. The opportunity exists for Penn Yan to aggressively market themselves to tele-commuters by offering free high-speed wireless internet connectivity throughout the DRI area. Coupled with the free wi-fi, the FLEDC would work with building owners to offer co-work locations and maker spaces giving individuals more opportunities to work downtown. Additionally,

Yates Young Professionals would sponsor programming targeted at tele-commuters to actively engage them in the community and with one another. The opening up of more downtown apartments, free internet access, new restaurants, arts and cultural amenities and natural trails are sure to attract year-round visitors and residents benefiting Penn Yan and the Finger Lakes Region.



Proposed rendering of a boardwalk through the Keuka Lake Outlet

### Preliminary Projects

Potential DRI Projects				
Sampson Theater	East Elm Street	Phase 1 renovation of historic Sampson Theater. Named of one 5 to Revive in 2013 by Rochester Landmark Society	Construction	2018
Keuka Outlet Boardwalk	Keuka Lake Outlet	The construction of a boardwalk around the perimeter of the Keuka Lake Outlet Marshlands. Would provide recreational and educational experiences.	Planning, Construction	2018 Design / 2019 Construction
The Sculpture Walk	Keuka Lake Outlet Trail	An educational program centered on educating young adults on natural habitat along the Outlet and the design and fabricating of large sculptures representing that habitat to be placed along the Outlet itself.	Planning and Design	2018-2019
The Art Gym	Main Street	Shared workspace environment that enables artists to create across many artistic platforms and disciplines. In addition to shared space, artists of all skill set and experiences will have the ability to learn from experts how to use various equipment to make their pieces.	Planning and Design	2019
Downtown Free Wi-Fi	Main, Elm & Water Streets	Installation of wireless high-speed internet access to accommodate remote workers and residents	Design	2019
Keuka Outlet Dredging	Keuka Outlet	Opening up boat access to Downtown Penn Yan by dredging the Outlet to the Main Street bridge.	Planning and Design	2019
Bicycle and Horse & Buggy Lanes	Downtown Penn Yan	Design study to enhance transportation for alternative methods of travel and improve safety.	Design	2019
The Lumber Yard	Delano Place	Current lumber yard located on shores of Keuka Outlet. Targeting mixed-use development of property to include residential, retail and office.	Housing, Retail and Professional Office	2019

### BATAVIA: Round 2 Winner Update:

The infusion of \$10 million from Round 2 of Governor Cuomo's Downtown Revitalization Initiative has accelerated the City of Batavia's revitalization effort. The DRI has brought forth resources to initiate projects that will transform the downtown and bring its vibrancy and attractiveness to new levels.

#### Planning for Success

The City's vision is highlighted in the Strategic Investment Plan. The Plan, formulated over a 6 month period led by a Local Planning Committee consisting of local leaders, entrepreneurs and residents, established the vision and goals by which all projects proposed were measured. The result is a list of projects that will move the city's downtown forward in a manner that is consistent with the community's goals and ensure success.

#### Smart Investments

The project represents a mix of public and private investments, with the opportunity to leverage nearly \$37,000,000 of additional investment, over and above the DRI allocation. As part of Batavia's strategic planning through the DRI, the community identified several public and nonprofit projects many of which would have taken decades to complete without state support. These investments supported by DRI include:

- **Healthy Living Campus:** Develop an intergenerational Healthy Living Campus in the heart of downtown, including a new home for the Genesee area YMCA. The centrally-located facility will include a 55-60,000 square foot building and parking for 300 cars. Together with a complementary medical building planned for the site of the former YMCA building.
- **Regional Performing Arts Center at Batavia City Centre:** Establish a new Regional Performing Arts Center at Batavia City Centre by renovating the façade and interior of the city-owned building. The new visually prominent and centrally located downtown theater will feature space for offices, concessions, retail, and a dance academy.
- **Create a Building Improvement Fund:** Support downtown building improvements by creating a Building Improvement Fund that will provide grants to assist downtown property owners to undertake both interior and exterior renovations.
- **Transform City Centre into an Indoor Market and Event Space:** Transform City Centre into an indoor market and event space, by upgrading the concourse and entrances to accommodate an indoor marketplace

with micro-retail kiosks and public performance space to hold community events. Improvements will include flooring, lighting, entrance structures, wall color, and roof upgrades.

- **Enhance Jackson Square:** Enhance Jackson Square, a public gathering space bordered by historic buildings in the heart of downtown, with decorative pavement upgrades, a multi-level deck/stage, seating, lighting, decorative signage, a networking nook, and landscaping. The upgraded public plaza will become a lively hub and common space for community interaction, and provide connections to multiple businesses through its unique alleyway node configuration.

The Downtown Revitalization initiative also incentivizes private sector projects to leverage valuable private investment. The following private sector projects are supported through DRI.

- **Ellicott Station:** Create a thriving residential and commercial hub on the site of the former Della Penna property by constructing a new mixed-use development on the vacant and abandoned industrial brownfield. The new Ellicott Station will contain mixed-income residential units, four commercial spaces, and a brewery/restaurant and will leverage more than \$20 million dollars in grants and private investment, become a thriving residential/commercial anchor for downtown Batavia.
- **Mixed-Used Redevelopment of the Former Genesee Bank and the Carr's Department Store Buildings:** Rehabilitate the former Genesee Bank and the Carr's Department Store Buildings for mixed-used redevelopment. The first floor of the buildings, which have been vacant for more than five years, will be renovated for commercial uses, including a new cidery/café and retail and office incubator space.

New mixed-income upper-floor residential units on the upper floors will provide additional housing options for downtown residents.

- **Ellicott Place Mixed-Use Gateway to Downtown:** Establish Ellicott Place as new mixed-use gateway to

downtown by renovating a large, underused building at a prominent location on Ellicott Street to create three first-floor commercial spaces, and ten upper-floor residential units with first floor indoor parking. A new elevator and facade upgrades will improve access

and instill community pride in a previously chronically vacant space. The redevelopment of this 48,121 square foot building will complement the nearby Ellicott Station project and establish a new gateway to the downtown.

## — DOWNTOWN REVITALIZATION ROUND I —

### **GENEVA: Round 1 Winner Update**

#### **Complete Streets Approach to Routes 5 and 20**

The City of Geneva's historic central business district is severed from the vibrant Seneca Lake waterfront by 5 lanes of traffic on Routes 5 and 20. The City is partnering with the State of New York to tame Routes 5 and 20, creating a multi-modal complete street, with ease of access from downtown Geneva to the Seneca Lake shoreline for pedestrians and cyclists.

Through a Request for Proposal process, the firm of Barton & Loguidice was selected for the planning, design, and engineering of the Rtes. 5 & 20 project which encompasses the section of Rtes. 5 & 20 from Elizabeth Street to Lake Street. The first Advisory Committee meeting was held in August 2018 with the second scheduled for September 2018. The project schedule indicates schematic design in the fall of 2018, draft final designs by winter 2019 and contract bidding to take place in late spring 2019. Construction will be completed in 2020.

#### **Development of a Public Marina**

The City of Geneva has partnered with the State of New York for nearly \$15 million in improvements to the Seneca Lake shoreline, including pedestrian piers, docks, trails and the Finger Lakes Welcome Center. Three phases of a six-phase implementation plan for the revitalization are complete. Phase IV is the development of a 75 plus slip marina to attract and support travelers along the Cayuga-Seneca Canal and Seneca Lake.

Long Pier break wall designs are complete with permits being finalized and anticipated construction in 2019. Marina market analysis and conceptual designs are complete. Final design anticipated in 2019 with construction in 2020.

#### **Improve Downtown Broadband Infrastructure**

Diversifying the region's economy means creating a state of the art communications infrastructure. Downtown Geneva is rapidly becoming a hub for the financial services and healthcare sectors. This project remains in the preliminary planning stages.

#### **Streetscape Enhancements, Pedestrian-Driven Intersection Improvements, Gateway Sign**

Geneva's historic downtown district is developing as an

attraction for shopping, dining, and recreation. Outmoded streetscape design has resulted in an auto-dominated environment, with challenges for pedestrians and cyclists. Improvements to the street profile will enhance the attractiveness and functionality for all modes of transportation.

Through a Request for Proposal process, the firm of Barton & Loguidice was selected for the planning, design, and engineering of these projects. The project schedule indicates final schematic design by fall 2018 draft final designs by winter 2019 and contract bidding to take place in late spring 2019. The first Advisory Committee meeting was held in August with committee members taking to the streets to assess the current conditions of the involved streets and to make recommendations for improvements. A second Advisory Committee meeting will be held in late September. Barton & Loguidice has contracted with the firm of Cloud Gehshan to design celebratory features which will delineate your arrival into this federal and state recognized historic district and economic hub.

#### **Seneca Lake Solar Village**

Local developer Small Grid has proposed the development of over fifty dwelling units, with a mix of permanent and seasonal occupancies. A groundbreaking ceremony was held on April 21st. The City of Geneva Planning Board has approved the site plan and the project is currently undergoing a code review by the City's Code Enforcement office. A building permit will be issued shortly with construction to begin in September 2018.

#### **Brewery and Education Center**

A long-vacant, historic theater in the heart of downtown Geneva will be preserved and repurposed into Finger Lakes brewery Twisted Rail as their central brewing hub, tasting room, and brewery education center. The owners of the Twisted Rail Brewery have received a building permit and construction will begin in September 2018.

#### **Patent Block Redevelopment**

Located along a critical access point into downtown, the historic Patent Block has remained vacant, blighted, and deteriorating for over a decade. Review of the plans for this project are nearing completion with a building permit to be issued shortly. Construction will begin in September 2018.

### **Dove Block Redevelopment**

One of Geneva's most famous residents, impressionist Arthur Dove, is renowned as groundbreaking in the art community. His family developed this historic structure in downtown Geneva, and Dove created many of his critically-acclaimed works from its third floor. Project development is underway.

### **The Smith Opera House Enhancements**

One of Geneva's most revered historic assets, the Smith Opera House, has seen tremendous investment in its main theater over the last two decades. Renovations to the Cabaret space and the performer's dressing area are currently underway.

### **Fund for Adaptive Reuse**

Historic preservation and adaptive reuse can be challenging and expensive; elements that contributed to sprawl and downtown abandonment for decades. The City has contracted with the architectural firm of Clinton Brown Company Architecture to assist with the design elements for buildings undergoing renovations through this program. Grant awards have been made to ten buildings in Downtown Geneva with rehabilitation of five buildings currently underway with two of these previously-vacant buildings to house new businesses which were supported with Microenterprise Assistance Program grant funds.





**Finger Lakes  
Regional Economic  
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**2018**  
**ANNUAL REPORT &  
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