

## Table of Contents:

1. Executive Summary	<b>4. List of Council Members</b> <b>5. Message from the Co-Chairs</b>
2. Progress	<b>11. State of the Region</b> <b>15. Status of Past Priority Project Progress</b> 22. Mapped Status of Past Priority Projects 23. Leverage of State Investment Past Priority Projects <b>24. Status of All Projects Awarded CFA Funding</b> 24. Aggregated Status of All CFA Projects 25. Leverage of State Investment in All CFA Projects 25. Job Creation 26. Upstate Revitalization Initiative (URI) Update
3. Implementation Agenda	<b>29. Strategies and Actions Related to State Priorities</b> 30. Childcare Needs and Potential Solutions 33. Economic and Environmental Justice Strategy 39. Community Placemaking and Downtown Revitalization 56. Support for the Workforce Development Initiative 61. Additional FLREDC Priorities <b>65. Implementation of Key Regional Priorities</b> 68. Business Support, Retention & Expansion 68. Proactive Business Attraction 68. Business-led Talent strategy/Workforce Development 69. Unifying Messaging/Regional Branding & Marketing 72. Focus on Downtown Development 73. Lake Ontario Flooding, Resiliency, and Economic Development Initiative
<b>4. Projects</b>	100. Priority Projects Descriptions 101. Crosswalk Chart 101. Map of Proposed Priority Projects 102. Crosswalk Chart of Other Projects Relating to State Priorities
5. Participation	104. Work Groups 105. Public Outreach and Engagement  107. Downtown Revitalization Initiative 115. Appendix

## Section I: Executive Summary

**Council Members List: [Insert List]**

**Message from Co-Chairs:**

We are honored to lead the Finger Lakes Regional Economic Development Council (FLREDC) team, which has achieved another year of wonderful accomplishments for our region. Our thanks go to Governor Cuomo for his leadership and support in creating and nurturing the Regional Economic Development Council process, which has engaged local stakeholders in each region in the decisions that matter most to New York families seeking stronger and more prosperous futures. We also thank Empire State Development Finger Lakes Regional Director Vinnie Esposito and his great team for their support and encouragement. Our gratitude also goes out to each and every one of the Finger Lakes Regional Economic Development Council members and leaders in our communities for volunteering their valuable time to help move the Finger Lakes *Forward*.

The greatest economic opportunity for our region is to retain and expand existing businesses in New York State. The FLREDC has seen many successes over the past year including Z-Axis, ITX, Security Risk Advisors, Fieldtex, Tompkins Metal Finishing, Monro, REDCOM, Evolve Additive Solutions, Amada Tool America, Innovative Solutions, Hickey Freeman, RealEats, and more. Each one of these victories is reflective of growing jobs and economic prosperity for our region. Had the FLREDC not done this important work in partnership with regional economic development agencies and local and state government, these companies may have made decisions to leave our region or go out of business. These successes show the incredible impact of the partnerships forged at the REDC tables. We celebrate these accomplishments as a team and look forward to many more in the years ahead.

No company can succeed without responsible, skilled, and motivated employees. New York State's Workforce Development Initiative (WDI) provides state investment for targeted workforce investment on growing fields that demonstrate a demand for workers. Young people, women, and those who face barriers to career advancement are of particular focus for the WDI. Monroe Community College's innovative approach to linking real-time labor market information to real career pathways has already been lauded as a state-wide model, and this past year, our region became the first to host a Workforce Development Summit, drawing over 200 business, education, non-profit, and community leaders together in collaboration on building stronger and more inclusive workforce pipelines. The Finger Lakes' efforts over the past and coming months will continue to position our region as a national leader in this area.

The FLREDC has also served as a responsible steward for the Finger Lakes region's Upstate Revitalization Initiative victory. We are pleased to report that \$500 million in State funding is now committed to transformative projects across our community including the AIM Photonics TAP Facility, LiDestri-Crop's, ROC the Riverway, Revitalize Rochester, FLX Venture Fund, and the REMADE Clean Energy Institute at RIT among many others. These projects are just a sampling of the FLREDC's commitment to optics, photonics, and imaging, agriculture and food production, next-gen manufacturing and technology, pathways to prosperity, entrepreneurship and development, and higher education and research.

As we look ahead, our region sees new growth opportunities in the health sciences and the digital economy. Collaborations between our outstanding colleges and universities and these sectors have already yielded results—and diversified the future of these industries. The University of Rochester is in the top five of universities for the percentage of patent holders who are women. Thanks to RIT, Downtown Rochester has become a tech hub with companies such as Datto, LiveTiles, and expanding their presence, and the NextCorps incubator at the Sibley Building, affiliated with UR, and RIT's Center for Urban Entrepreneurship and the business plan competition, are providing a home to the next generation of entrepreneurs.

The Downtown Revitalization Initiative has brought transformative projects across the Finger Lakes region. New projects happening in past winners Batavia, Geneva, and Penn Yan promise to bring with them economic success. Each DRI community has created a greater sense of momentum and generated private investment in their downtown district: becoming destination communities.

The Rochester and Finger Lakes region is well known as a hub of innovation. The new Grow-NY Ag and Food Business Competition teams up the Finger Lakes, Southern Tier, and Central New York regions with a focus on the food, beverage, and agriculture innovation cluster. The competition connects entrepreneurs with local industry partners and mentors to work on cutting-edge ideas. In its inaugural year, Grow-NY received 200 applications from 23 states and 16 countries. Rochester is hosting the 18 finalists to share their pitches at the Grow-NY Food and Ag Summit in November. This summit builds on model made successful by the Luminate NY Accelerator Competition, which recognized the optics, photonics, and imaging innovation of Rochester's own Ovitz as the winner of round two. The \$1 million prize funded by the URI commits Ovitz to establishing operations in Rochester for at least the next 18 months with our hopes of securing the company's presence here for many years to come.

Reducing poverty, growing jobs, increasing regional wealth, and driving private investment stand as the Finger Lakes Regional Economic Development Council's goals. The seeds sown through eight years of the regional council process are now growing and prospering. There is a restored pride of place in our region, whether reflected in an energized and revitalized downtown, a prize-winning Finger Lakes wine, or an exciting new job in a high demand, sustaining wage career pathway. Thanks to the investment of Governor Cuomo and the NYS Assembly and Senate, the regional council model is working, and the Finger Lakes' forward momentum has kept us united for success. We both feel very fortunate to be part of this important and impactful effort to create a stronger future for our communities and our state.



**Dr. Anne M. Kress**



**Bob Duffy**

## **Executive Summary**

Through the regional councils, New York State has empowered stakeholders to have a greater say in where the state makes investments. The outcomes in our region have been profound. Over the past nine 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. The Finger Lakes Regional Economic Development Council (FLREDC) thanks Governor Cuomo for his vision and for recognizing (over nine years ago) that New York State needed to do more to end the cyclical decline that plagued upstate New York for decades. By creating programs like the Regional Economic Development Councils, the Upstate Revitalization Initiative (URI) and the Downtown Revitalization Initiative, New York State is truly helping spur the transformation of the Finger Lakes regional economy. In Rochester, these investments helped with the acceleration of the region's photonics industry, revitalized its downtown, its waterfront and cultural institutions such as the Strong Museum of Play, and helped attract exciting new job-creating businesses like Datto and Live Tiles. With record low unemployment rates, a positive real estate market, key improvements to infrastructure, and the increase in the millennial population, the Finger Lakes Region is witnessing the improvement of our region to the benefit of the full diversity of our community.

As important as the economic development results, the council is a great example of teamwork that drives continuous momentum across the Finger Lakes region – all being coordinated in a way that has never been possible before the creation of the councils. Decisions made on where the region should make economic development investments are made through collaboration, committee work, and volunteerism. 'On the ground' expertise from the community and the private sector continues to advise the council, and every region of the community provides input, creating a balance of all the surrounding counties within the FL

region. Since 2011, we have been awarded over \$656.6 million for 856 projects from the annual Consolidated Funding Application (CFA) process. **These projects represent \$\_\_\_ billion in total investment, leveraging \$\_\_\_ million in state support by a ratio of more than \_\_ to \_\_.** We continue to be grateful, committed, energized and engaged in moving the Finger Lakes Forward!

The investments that the Finger Lakes Region has made are consistent to the Finger Lakes Forward regional strategic plan that the council created in 2015. The plan serves as a common blueprint for future economic growth and a guide to assist in the prioritization of projects throughout the region. Nearly all of \$500 million from the URI has been committed to 100 projects, which is two-years ahead of schedule.

Since the URI's implementation is nearing full commitment, the council sought to analyze the URI's impact to date. This process involved a review the goals and strategic plan to examine how the region can accelerate economic development. The goal was to validate and modify regional strategies designed to advance progress (e.g., URI pillars and enablers), and to identify the economic development ecosystem, key activities, and coordination required to advance the region's goals – particularly among the regional economic development partners and private business leaders. As a result, five priority areas were established based on the strengths and opportunities of the region:

- 1. Shift focus to growing incumbent firms, with specific emphasis on high-growth firms** to provide the support, resources, and incentives to enable incumbent firms to grow within the Finger Lakes region— the biggest creator of jobs in the region
- 2. Enhance strategic attraction in core regional clusters through targeted, proactive outreach** to increase ROI on attraction and the capacity of our economic development organizations to recruit new businesses, talent and innovations to our region.
- 3. Move to single-brand regional marketing strategy for external and internal deployment** by creating a regional brand that can drive both external attraction efforts (especially talent attraction) and also reinforce regional assets and progress for internal audiences.
- 4. Expedite implementation of a two-pronged regional talent approach to fill immediate needs & secure a long-term pipeline** we will focus on the immediate workforce demand, while aggressively increasing the pipeline of skilled talent in the long-term and for future supply and demand.
- 5. Continue investing in a vital urban core, quality of life, and greater regional connectivity** Significantly increase investment in projects that will attract/retain talent, make downtown the economic center of the region, and allow for regional mobility.

This review process also lead to the modification of the FLREDC strategic plan framework to better reflect the comprehensive nature of the region's industry strengths. The Region has added two pillars to our ecosystem, Health & Life Science and Software & IT. Alongside Optics, Photonics, and Imaging (OPI); Agriculture and Food Production; and Next Generation Manufacturing (streamlined to include only key areas), the region's pillars better reflect the true interconnectivity and interdependence of the Finger Lakes Regional region. The strong growth, employment levels, and regional presence of the Healthcare & Life Science industry in our region, coupled with extensive overlap with adjacent regional sectors make this very important for the Finger Lakes. The addition of Software & IT reflects the emerging economic presence of Software development in our region. Software and IT also has a high growth potential and strong interconnectivity to other pillars. Entrepreneurship and Development, and Higher Education & Research remain as core enablers, and Skills &

Talent Development and Digital Technology Adoption have been added as enablers to highlight vital assets that underline the growth of all pillars.

The Council also created specific targets around the regional goals and going forward, the region will have defined metrics for each: 30,000 net new jobs \* 20% increase in per capita income \* 20,000 individuals elevated out of poverty \* 10% increase in private GDP

This year’s annual 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 (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 FLREDC has identified \_\_\_ priority projects that it is recommending for immediate state support. These projects align with our strategic plan and represent more than \$\_\_\_ million in total investment. Collectively, they will lead to the creation and retention of over \_\_\_ jobs.

While the progress the Finger Lakes region has witnessed over the last 9 years is substantial, the council recognizes that real challenges remain in our region. More economic opportunities need to be extended to more of the region’s residents. While the population and jobs are growing and poverty is decreasing, efforts to increase the region’s overall economic activity need to continue. The region’s commitment to meeting these challenges remains unwavering. We will continue to focus on workforce development and providing pathways to prosperity, entrepreneurship and innovation, and taking advantage of our regional network of higher education institutions. 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!



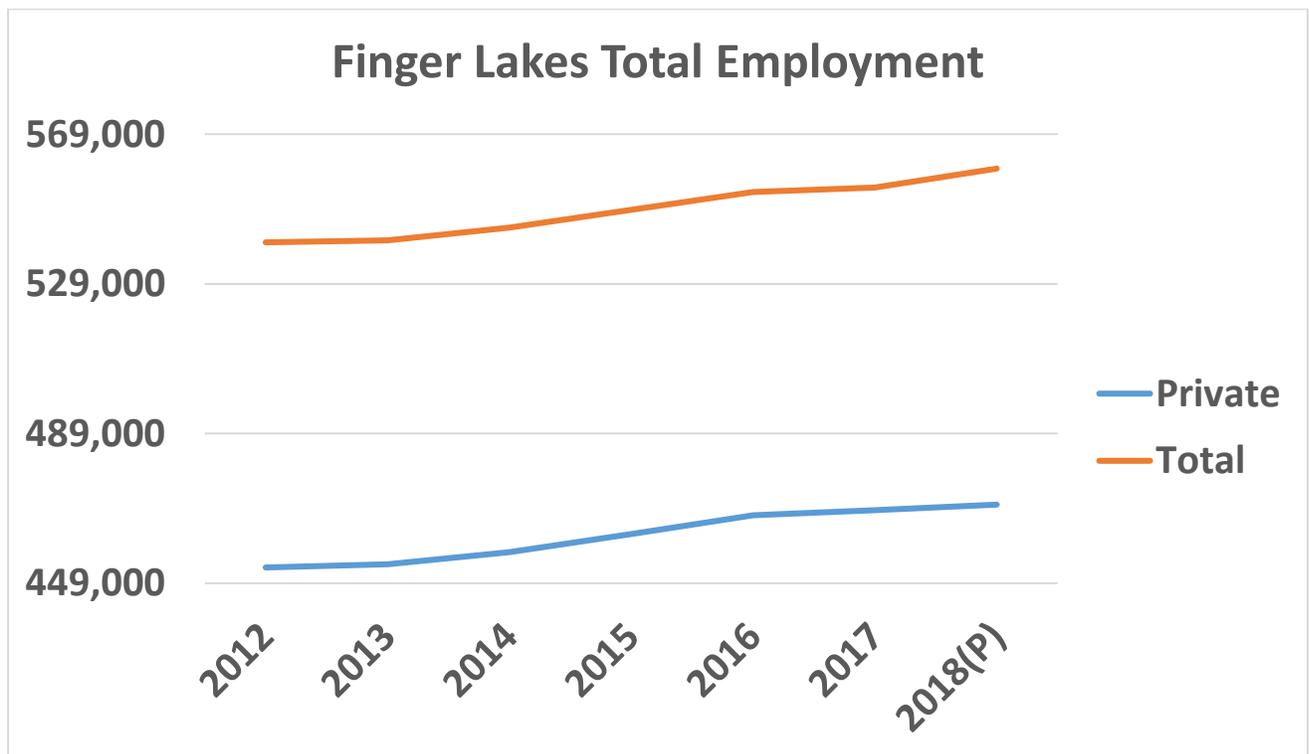
## Section II: Progress

### A. General Progress in the region

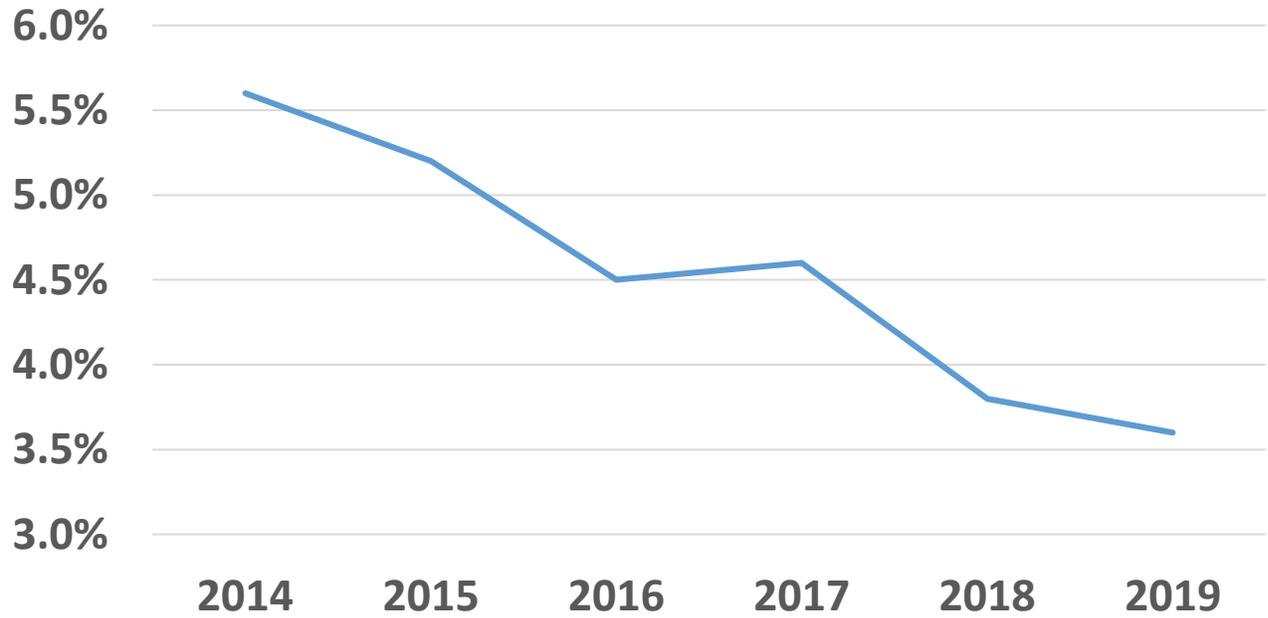
#### *How the Finger Lakes population is changing*

- The median home sales price was \$150,000 as of August 2018, an increase of 25% over 2011
- The volume of closed sales of homes as of the second quarter of 2018 was up 53.4% over 2011.
- The number of young people aged 25-34 grew in every county in the region from 2010-17—reversing a decline in every county in the region the prior decade.
- Monroe went from a decline of 6% to growth of 15.4% in the number of 25-34 yr olds.
- The unemployment rate was 4.5% as of February 2019, down from 9.2% in February 2010.
- Finger Lakes ranks as a Top Wine Region/Top World Travel Destination

#### **Goal 1: Grow Jobs**

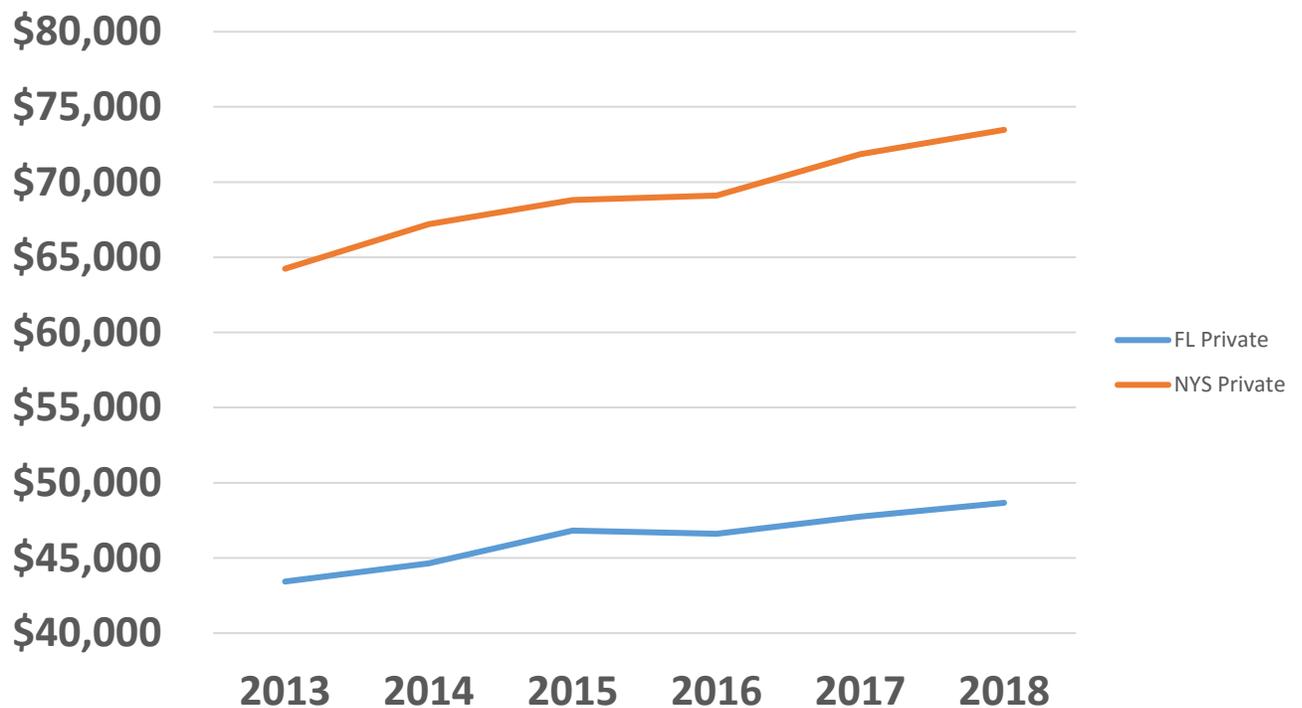


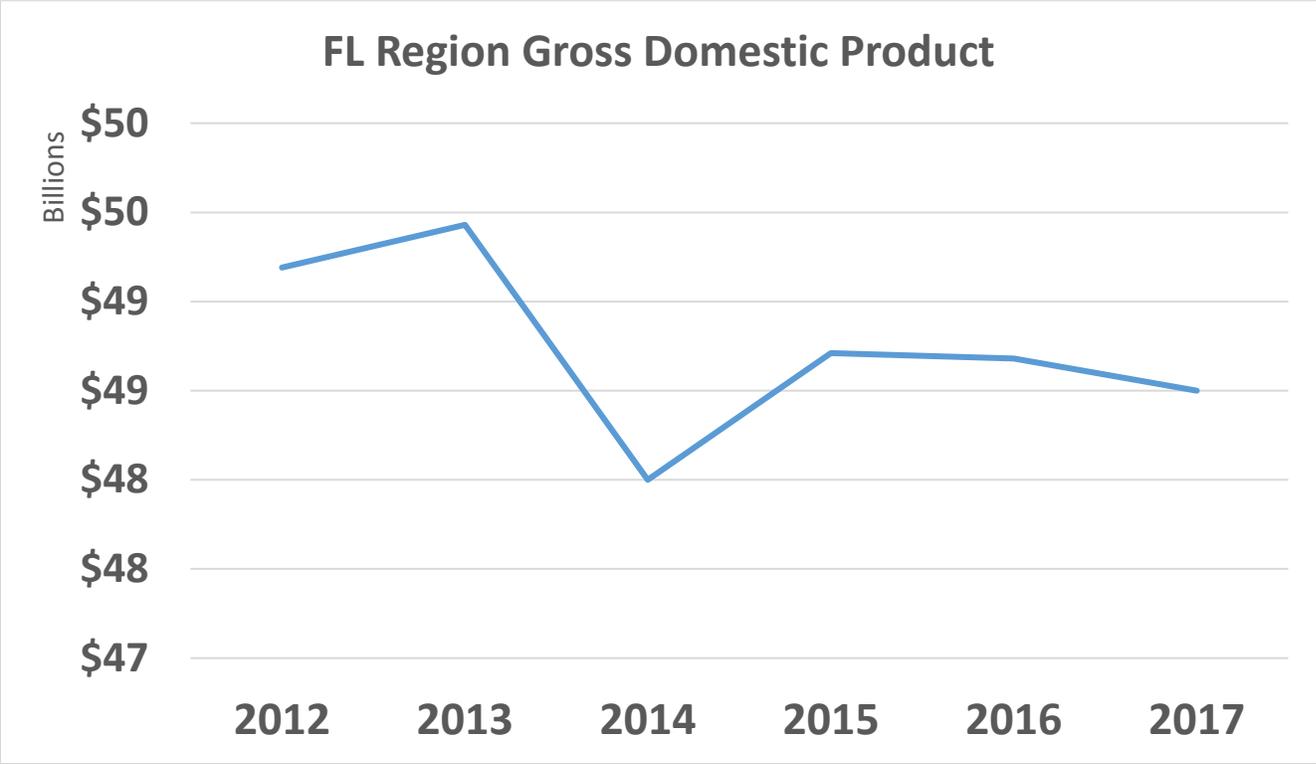
## FL Region Unemployment Rate (May 2019)



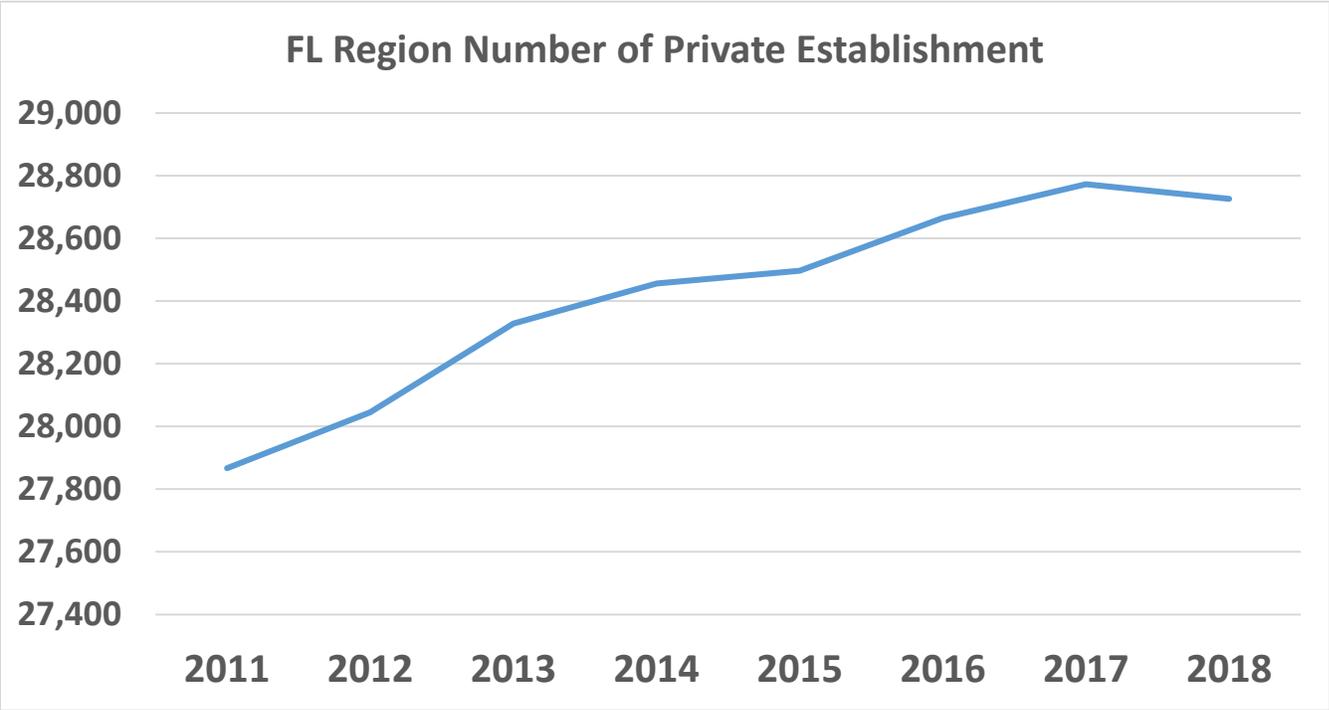
### Goal 2: Increase Regional Wealth

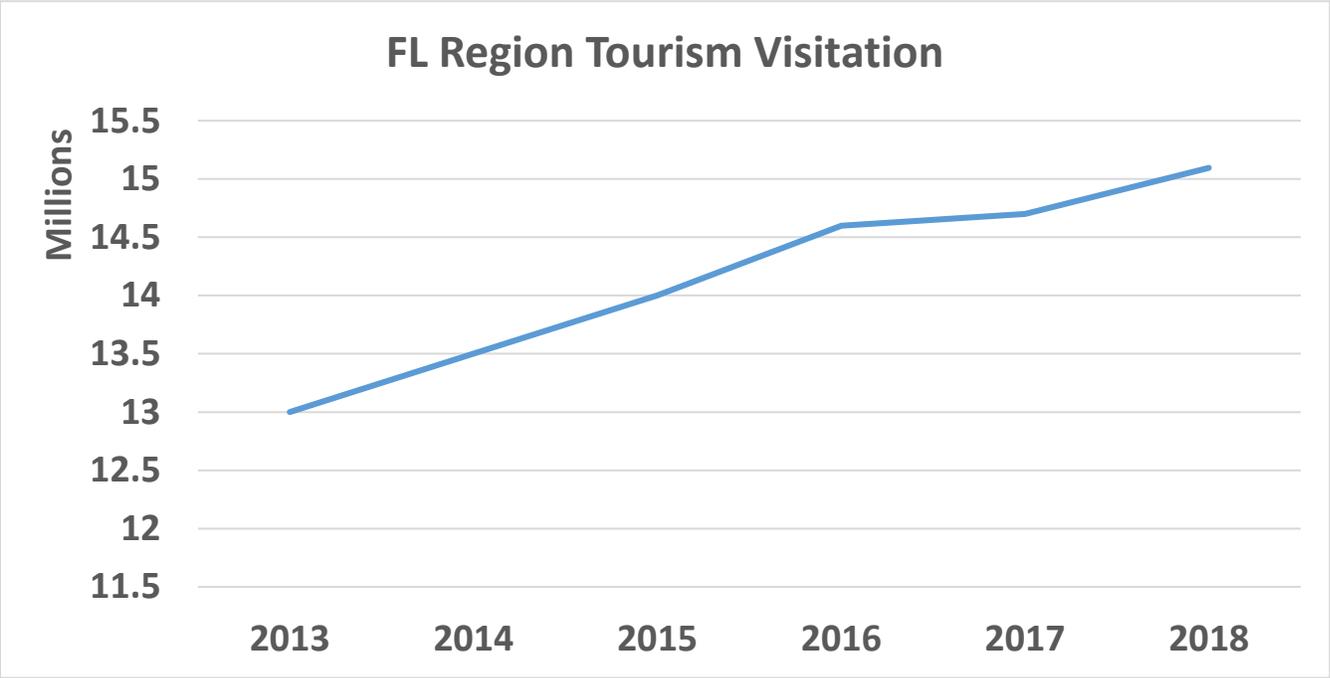
## Average Annual Wages



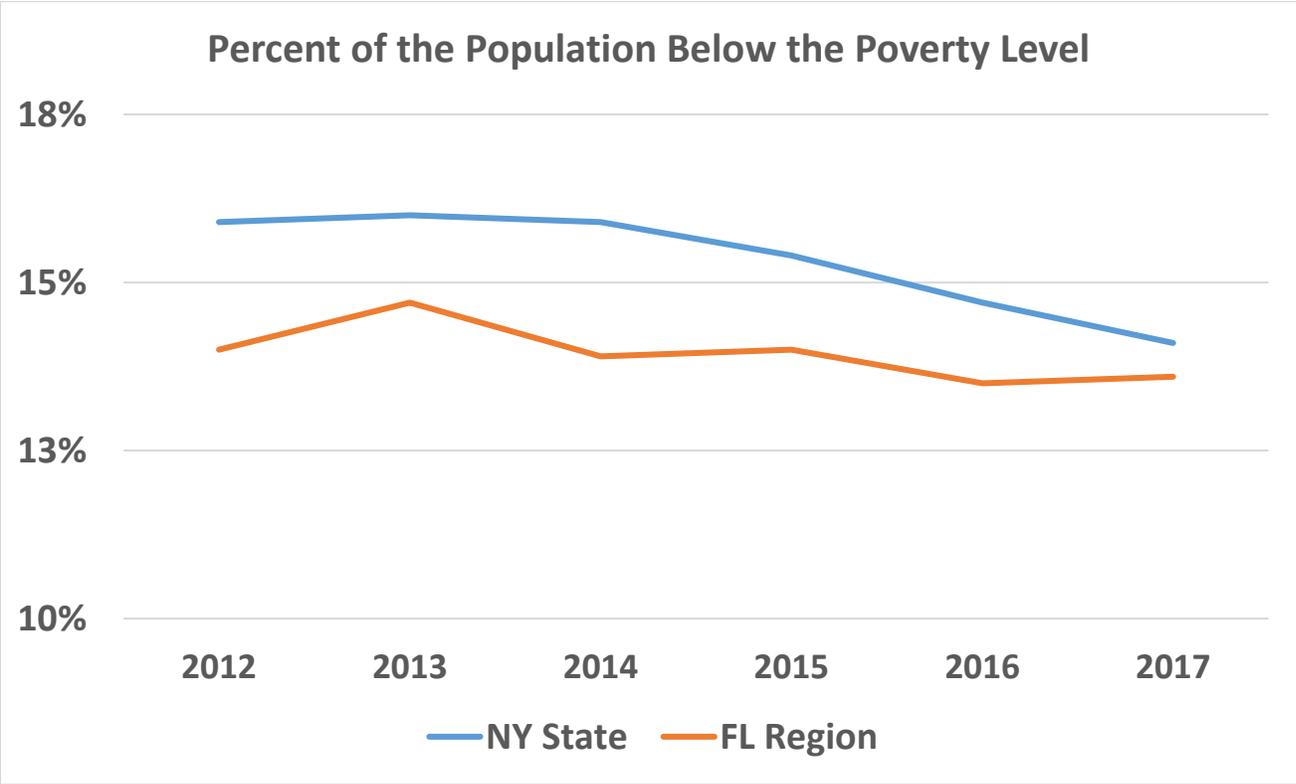


**Goal 3: Drive Private Investment**





**Goal 4: Reduce Poverty**



## B. 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 eight years. These projects represent \$1.2 billion in total investment, leveraging \$130 million in state support by a 9 to 1 ratio.*

### 2011 Year Awarded Round 1

Map #	CFA #	Status	Project Name	CFA Award
	2423	Blue	Finger Lakes Museum Capital	\$1,500,000.00
	4883	Blue	High Blood Pressure Collaborative Capital	\$300,000.00
	6361	Blue	Regional Internal Harvesting and Economic Gardening Working Capital	\$200,000.00
	7136	Blue	Health Sciences Center for Computational Innovation Capital	\$5,000,000.00
	7690	Blue	New York Battery and Energy Storage Technology Consortium Capital	\$1,000,000.00
	5392	Green	High Technology of Rochester's Business Accelerator Capital Phase 1a	\$2,500,000.00

### 2012 Year Awarded Round 2

Map #	CFA #	Status	Project Name	CFA Award
	14659	Black	Hilton Garden Inn Capital	\$250,000.00
	16766	Black	Seneca BioEnergy, LLC - New Hire/OJT Training/Seneca BioEnergy Capital	\$125,000.00
	18799	Black	CNG One Source of New York Capital	\$300,000.00
	13901	Blue	College Town Rochester Capital	\$4,000,000.00
	14283	Blue	Quorum Group Capital	\$150,000.00
	15079	Blue	The Health Sciences Center for Computational Innovation Capital	\$5,000,000.00
	16253	Blue	Center Street Business Center Capital	\$50,000.00
	16767	Blue	Midtown Tower Capital	\$4,000,000.00
	16922	Blue	Monroe Community College Capital	\$300,000.00
	17054	Blue	Regional Marketing Plan- Geva Theater Center/Historic Arsenal Renovation Front and Center Campaign for Geva/The Geva Theatre Center Capital	\$250,000.00
	17157	Blue	Eyer Building Development Capital	\$200,000.00
	17352	Blue	Toptica Photonics Capital	\$120,000.00
	18082	Blue	Little Theatre Film Society Capital	\$180,000.00
	18460	Blue	OptiPro Systems Capital	\$50,000.00
	18770	Blue	Val Tech Holdings Capital	\$100,000.00
	18828	Blue	Western NY Science, Technology and Advanced Manufacturing Capital	\$500,000.00
	19459	Blue	Drasgow Capital	\$125,000.00
	19604	Blue	Golisano Institute for Sustainability Capital	\$5,000,000.00
	18009	Blue	Pathstone Capital	\$2,000,000.00
	18502	Blue	OANB Capital	\$300,000.00
	19736	Green	High Technology of Rochester's Business Accelerator Capital Phase 1b	\$2,500,000.00

### 2013 Year Awarded Round 3

Map #	CFA #	Status	Project Name	CFA Award
-------	-------	--------	--------------	-----------

	28155	Blue	Roberts Wesleyan College Capital	\$250,000.00
	28157	Blue	Canandaigua Lakefront Capital	\$1,500,000.00
	29462	Blue	Rochester Institute of Technology CUE Capital	\$1,000,000.00
	30079	Blue	City of Rochester - Rochester Public Market Phase I Capital	\$500,000.00
	30173	Blue	Nazareth College of Rochester Capital	\$250,000.00
	30266	Blue	Hobart and William Smith Performing Arts Center Capital	\$1,000,000.00
	31288	Blue	Rochester Institute of Technology - MOVPE Capital	\$300,000.00
	31823	Blue	St. John Fisher College Capital	\$250,000.00
	32162	Blue	University of Rochester Capital	\$500,000.00
	27234	Blue	Sibley Redevelopment Capital	\$500,000.00
	30288	Green	Seneca County Sewer Capital	\$250,000.00

**2014 Year Awarded Round 4**

Map #	CFA #	Status	Project Name	CFA Award
	42142	Black	Biodiesel Production Project	\$250,000.00
	43217	Black	Commercialization of Bioelectrochemical Systems	\$100,000.00
	43394	Black	Establish Business in Eastman Business Park	\$500,000.00
	38005	Blue	Building Expansion Project	\$100,000.00
	38763	Blue	St. John Fisher College Capital	\$250,000.00
	38988	Blue	Letchworth Nature Center	\$300,000.00
	39352	Blue	Gallery Renovations	\$420,000.00
	39493	Blue	Canandaigua Lake Development	\$1,000,000.00
	40760	Blue	Keuka College Capital	\$250,000.00
	41005	Blue	Keuka Lake Hotel Capital	\$750,000.00
	41993	Blue	Roberts Wesleyan College Capital	\$250,000.00
	42291	Blue	MAGIC Laboratory Construction Project	\$1,500,000.00
	42662	Blue	Ontario County IDA Capital	\$100,000.00
	43012	Blue	Photonics Industry Association of New York	\$400,000.00
	43343	Blue	Finger Lakes Regional Center for Advanced Optics Manufacturing	\$275,000.00
	39022	Blue	Stepping Stones Learning Center Capital	\$100,000.00
	39313	Blue	GAIN Capital	\$3,000,000.00
	41080	Blue	Foodlink Capital	\$750,000.00
	41959	Blue	Business Expansion	\$25,000.00
	39473	Green	City of Rochester Public Market Capital	\$1,500,000.00
	40492	Green	Seneca County Capital	\$750,000.00
	40955	Green	University of Rochester Data Science Building Phase I	\$1,500,000.00
	41413	Green	Frontier Field Improvements	\$1,500,000.00
	43011	Green	Green Wastewater Treatment System	\$300,000.00

	43160	Green	High Technology of Rochester's Business Accelerator Capital Phase 1c	\$5,000,000.00
	40864	Orange	Establish Bioscience Manufacturing Center	\$2,000,000.00
	40374	Yellow	Finger Lakes Museum Capital	\$200,000.00
	40402	Yellow	Genesee Biogas Capital	\$1,500,000.00
	41386	Yellow	Costello & Son Capital	\$500,000.00
	42282	Yellow	Create Public Venue on Erie Canal At CityGate	\$250,000.00

**2015 Year Awarded Round 5**

Map #	CFA #	Status	Project Name	CFA Award
	51677	Black	Bents Opera House Restoration Phase II	\$150,000
	56295	Black	Kingsbury Touchscreen Sensor Quality Lab	\$200,000
	51570	Blue	Roberts Wesleyan Smith Science Building Renovation	\$1,000,000
	55149	Blue	Boys and Girls Club of Rochester	\$300,000
	55453	Blue	Modernization of MCC Applied Technologies Center	\$57,000
	55708	Blue	Sibley Building Phase II	\$3,500,000
	55858	Blue	Greenidge Gas Conversion Project	\$2,000,000
	55871	Blue	University Preparatory School Career and Technical Education Center	\$150,000
	56197	Blue	University of Rochester Goergen Institute for Data Science	\$1,000,000
	56210	Blue	Additive Manufacturing Center at RIT	\$100,000
	56233	Blue	NOHMs Technologies Electrolyte Manufacturing Equipment Purchase	\$135,000
	57368	Blue	Rochester Chase Tower Access Improvements	\$200,000
	57518	Blue	Keuka College Center For Business Analytics and Health Information	\$125,000
	55079	Blue	Foodlink Food Commercial Kitchen Expansion	\$250,000
	56764	Blue	Keuka Business Park Building Acquisition	\$150,000
	56893	Blue	Regional Veterans Service Center	\$150,000
	50561	Green	YMCA Regional Campus	\$200,000
	50732	Green	Cornell Agriculture Food Technology Park New Manufacturing Building	\$500,000
	51251	Green	STAMP Water Infrastructure	\$1,500,000
	52041	Green	Arcade Sewer	\$500,000
	52748	Green	Orleans County Agriculture Processing Facility Business Park	\$600,000
	52833	Green	LeRoy Food and Technology Park	\$420,000
	52976	Green	Eastman School of Music Messinger Hall Renovation	\$500,000
	53542	Green	Genesee Biogas Pretreatment	\$750,000
	53882	Green	Advanced Battery Assembly Plant at EBP	\$200,000
	54142	Green	Seneca County Sewer 318	\$1,500,000
	54227	Green	Marquart Bros. Potato Chip Plant	\$900,000
	54761	Green	Seneca Park Zoo Master Plan Improvements Phase 1a	\$1,500,000
	56058	Green	Unither Corp Production Expansion	\$1,000,000
	56121	Green	New York Photonics Freeform Optics Profiler	\$160,000
	56663	Green	Wayne Finger Boces Advance Manufacturing Education	\$1,000,000
	56730	Green	Energy Storage Ecosystem Resources - Safety Testing and Cylindrical Cell Prototyping	\$2,000,000
	57285	Green	Edison Career and Technology High School	\$83,000
	51646	Red	Fishers Ridge Phase I Infrastructure	\$1,000,000
	54260	Yellow	Genesee Valley Agri-Business Park Infrastructure	\$500,000
	54816	Yellow	Bristol Mountain New Ski Resort Inn and Lodge	\$300,000

	56164	Yellow	CityGate Erie Canal Public Venue	\$2,000,000
	56544	Yellow	Canandaigua Lakefront Redevelopment ProjectFinal Phases	\$2,000,000
	56623	Yellow	Rochester Riverside Convention Center Renovation	\$1,500,000

**2016 Year Awarded Round 6**

Map #	CFA #	Status	Project Name	CFA Award
	64798	Blue	Community Outreach Fellowship	\$100,000
	64974	Blue	Historic Rehabilitation Project	\$225,000
	66476	Blue	Bill Gray's Regional Iceplex Revitalization Project	\$700,000
	66691	Blue	Music Performance Center	\$1,000,000
	67204	Blue	Skalny Science Center Renovation	\$440,000
	67306	Blue	Wireless Technology Infrastructure Initiative	\$145,000
	67925	Blue	Street of Shops Expansion Project	\$400,000
	68491	Blue	Access-2-Excellence (A2E)	\$700,000
	63508	Green	Nursing School Expansion	\$1,100,000
	64542	Green	CMAC Improvements Phase 1	\$740,000
	64916	Green	Center for Great Women Phase III-A	\$250,000
	64943	Green	Food HUB Expansion	\$280,000
	65396	Green	Smith Opera House Upgrades	\$436,500
	65618	Green	Hillside Varick Campus Revitalization	\$800,000
	65790	Green	Zoo Master Plan Phase 1a	\$1,000,000
	66058	Green	Livonia Agribusiness Park	\$2,300,000
	66430	Green	Rochester Downtown Kitchen Incubator	\$213,500
	66672	Green	Advanced Manufacturing Equipment	\$202,000
	66868	Green	Rochester Riverside Convention Center Modernization Phase II	\$1,800,000
	66929	Green	East Main Street Enhancements	\$1,500,000
	67012	Green	Special Touch Bakery	\$481,000
	67074	Green	Dahlstrom Student Center Transformation	\$1,000,000
	67334	Green	Sibley Square Innovation Phase	\$2,000,000
	67742	Green	Marquart Rail Project	\$1,500,000
	67861	Green	Hamlin Beach and Letchworth State Parks	\$510,000
	67885	Green	Western NY Depot	\$150,000
	67939	Green	Southeast YMCA Healthy Living Campus	\$1,455,500
	68335	Green	CityGate Remediation Phase	\$800,000
	68452	Green	Waterfront Development	\$100,000
	68636	Green	Wayne County Manufacturing Training Facility	\$150,000
	66949	Yellow	Shortwave Infrared Spectrometer	\$188,000
	67491	Yellow	Ellicott Station	\$1,900,000

**2017 Year Awarded Round 7**

Map #	CFA #	Status	Project Name	CFA Award
	73961	Black	Rochester Network Supply Inc. Expansion	\$230,000.00
	75268	Black	Upgrades to Capelli Sports Stadium	\$100,000.00
	73591	Blue	HWS Downtown Center for Entrepreneurship	\$250,000.00
	76550	Blue	OptiPro Expansion	\$600,000.00
	76900	Blue	RIT Food Waste Utilization and Upcycling Testbed Phase 1	\$50,000.00

	62896	Green	Youth Jobs in Neighborhood Development Rochester	\$400,000.00
	65882	Green	Automated Modular Digital Precision Fabric Cutting Factory Start Up	\$50,000.00
	74106	Green	Rochester Childfirst Network Facility Upgrades	\$100,000.00
	74405	Green	Junior Achievement Discovery Center	\$620,000.00
	74482	Green	Facility & Programmatic Expansion	\$50,000.00
	74789	Green	Former Medley Redevelopment - Phase I	\$2,000,000.00
	75054	Green	CGI Office Space and Parking Garage Development Project	\$1,000,000.00
	75387	Green	Alexander Park Building 1	\$500,000.00
	75834	Green	Empire Medicinals Specialty Mushrooms	\$200,000.00
	76090	Green	Bolstering Foodlink's Emergency Preparedness	\$150,000.00
	76104	Green	RT Solutions Expansion	\$200,000.00
	76150	Green	The Perfect Granola Facility	\$260,000.00
	76675	Green	Opalux Advanced Manufacturing Facility	\$400,000.00
	76730	Green	RIT Cell and Tissue Technologies Laboratory	\$110,000.00
	77223	Green	Western Region Off-Track Betting Paddock Upgrades	\$180,000.00
	77246	Green	Vigneri Chocolate Expansion	\$620,000.00
	74387	Yellow	First Light Farm Creamery Expansion	\$180,000.00
	75816	Yellow	Howlett Soy Barley Grain Center	\$1,500,000.00
	77202	Yellow	Barsuk Recycling Railroad Infrastructure	\$250,000.00

**2018 Year Awarded Round 8**

Map #	CFA #	Status	Project Name	CFA Award
	79481	Green	Star Cider and Finger Lakes Craft Expansion	\$126,000.00
	79603	Green	FLX Destination Center at Sampson & Seneca Marinas	\$2,000,000.00
	79961	Green	Golisano Training Center	\$400,000.00
	80000	Green	Williamson Expansion Project	\$192,000.00
	80003	Green	Mason Farms Operating Co LLC	\$900,000.00
	81087	Green	Yancey's Fancy Expansion	\$2,000,000.00
	81092	Green	NY Kitchen Campus Development	\$1,000,000.00
	81166	Green	Golisano Autism Center	\$1,000,000.00
	81553	Green	PTECH Manufacturing Equipment	\$208,900.00
	81662	Green	La Marketa Latin American Village Plaza	\$400,000.00
	81669	Green	WBS - Hawkeye Trade Center Capital	\$1,200,000.00
	81794	Green	Genomics Research Lab Cluster	\$1,500,000.00
	82182	Green	Geneva YMCA Expansion	\$750,000.00
	82567	Green	Bakery Expansion	\$49,500.00
	82993	Green	Butler Till Midtown Expansion	\$1,250,000.00
	83058	Green	Centennial Sculpture Park Phase 3	\$600,000.00
	83156	Green	Multi-Specialty Clinical Research Campus	\$600,000.00
	83348	Green	Richford Building Renovation at Midtown	\$1,725,000.00
	83408	Green	Career Start Expansion	\$250,000.00
	83422	Green	Sibley Public Market	\$600,000.00
	83631	Green	High Throughput Phenotyping	\$1,050,000.00
	83671	Green	Abtex Manufacturing Dresden	\$100,000.00
	83748	Green	Frontier Field Upgrades	\$550,000.00
	83749	Green	Harvesting Facility Modernization Meat processing	\$198,600.00

	84140	Green	Keuka Lake Conference Center at Hampton Inn	\$500,000.00
	84268	Green	Organic Feed Processing Plant	\$500,000.00
	84492	Green	Naples Facility Expansion Flint Creek	\$250,000.00
	84806	Green	Joseph Ave Center for Performing and Visual Arts Renovation	\$100,000.00

- map of all past priority projects progress

### Aggregate Status of ESD Grant Projects

Project Status	2011	2012	2013	2014	2015	2016	2017	2018	Total	% of Projects
Blue	5	17	10	16	14	8	3	28	101	53%
Green	1	1	1	6	17	22	16	0	64	34%
Orange	0	0	0	1	0	0	0	0	1	.5%
Yellow	0	0	0	4	5	2	3	0	14	7%
Red	0	0	0	0	1	0	0	0	1	.5%
Black	0	3	0	3	2	0	2	0	10	5%
TOTALS	6	21	11	30	39	32	24	28	191	100%

### Leverage of State Investment In All Past Priority Projects

	Round 1	Round2	Round 3	Round 4	Round 5	Round 6	Round 7	Round 8
Total Projects	1	21	11	30	39	32	24	28
Total Project Cost	\$35,673,836	\$218,082,700	\$95,888,985	\$167,891,137	\$459,489,380	\$235,472,855	\$71,734,586	\$152,933,633
Total amount of ESD Capital Awards	\$10,500,000	\$24,825,000	\$6,300,000	\$24,470,000	\$29,730,000	\$24,566,500	\$9,670,000	\$20,000,000
Ratio of TPC to ESD Capital Awards	3:1	9:1	15:1	7:1	15:1	10:1	7:1	8:1

### c. Status of All Projects Awarded CFA Funding

*[Insert map of all past priority projects, color-coded by level of completion and including project total]*

### Aggregate Status of ESD Grant Projects

Project Status	2011	2012	2013	2014	2015	2016	2017	2018	Total	% of Projects
Blue	85	62	80	75	73	39	13	1	428	49%
Green	5	6	10	19	55	47	86	131	359	41%
Orange	0	0	0	2	0	2	6	9	19	2%
Yellow	0	2	0	4	8	5	5	0	24	3%
Red	1	0	0	0	1	0	1	0	3	1%
Black	5	10	5	6	8	4	2	0	40	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>141</b>	<b>873</b>	<b>100%</b>

**Leverage of State Investment in all CFA Projects**

	Round <u>1</u>	Round <u>2</u>	Round <u>3</u>	Round <u>4</u>	Round <u>5</u>	Round <u>6</u>	Round <u>7</u>	Round <u>8</u>
Total Projects	96	80	95	106	145	97	113	141
Total Project Cost	\$288,179,917	\$286,978,323	\$191,620,543	\$351,207,210	\$862,620,883	\$225,389,296	\$117,954,031	\$298,534,423
Total amount of ESD Capital Awards	\$53,729,029	\$41,987,531	\$23,670,435	\$40,704,618	\$70,503,736	\$35,727,371	\$32,307,998	\$48,538,176
Ratio of TPC to ESD Capital Awards	5:01	7:01	8:01	9:1	12:01	6:01	4:01	6:01

**Jobs Creation to Date**

Job Type	2011	2012	2013	2014	2015	2016	2017	2018	Total
Permanent Jobs Created	1,130	756	143	115	1,063	30	296	246	3,779
Jobs Retained	3,781	900	363	931	4,260	246	1,194	334	12,009
<b>TOTALS</b>	<b>4,911</b>	<b>1,656</b>	<b>506</b>	<b>1,046</b>	<b>5,323</b>	<b>276</b>	<b>1,490</b>	<b>580</b>	<b>15,788</b>

**d. Upstate Revitalization Initiative**

In December of 2015, Governor Cuomo announced a five-year commitment of \$500 million of State funding from the Upstate Revitalization Initiative for the Finger Lakes region based on the FLREDC's Finger Lakes Forward strategic plan. The plan represented a shared vision to realize a once-in-a-lifetime opportunity, build upon our progress, transcend our significant challenges, and extend economic opportunity to all of our region's residents. Today, the strategic plan continues to guide the work of the FLREDC and emphasizes the capabilities that make the Finger Lakes unique within New York State. The plan enables the region to compete nationally and globally by facilitating regional collaboration and by playing to our strengths. In industries where the region is entering new fields, URI funding has enabled the Finger Lakes to further develop expertise and establish itself for future growth.

The majority of the URI funding has been apportioned, as \$496 million of the \$500 million has been committed to 102 projects. These commitments have been made within the first three years of the URI – ahead of the five-year schedule outlined in the 2015 FLREDC URI Plan. This reflects our region’s clear understanding that state investment goes hand in hand with job creation, new business attraction and expansion; and the sooner the dollars flow into the region’s communities, the faster the transformation of the region’s economy. The impact of the URI is clearly visible and the progress created through the region is evident. The URI has already retained 6,200 jobs in the project commitments that have been made and is projected to directly create more than 4,000 new jobs. Investments in key projects such as **AIM Photonics** and **ROC the Riverway** will also facilitate an ecosystem of economic development, as well as private-public partnerships that will continue to create job in the future. We thank Governor Cuomo for his sustained commitment to economic development in upstate New York.

A full list of all URI-funded projects is available in the appendix. To provide the most up to date information on the URI progress and the distribution of projects, a new website has been created that allows the public to take a deep dive into the projects funded for each pillar, enabler, and foundation strategies. The website can be found at: <http://fl.he2.us/>



Updated: March 2018

**COMMITTED: \$498,000,000 (of \$500M)**

**Leverage (Direct): \$1,770,000,000+**

**Additional NYS: \$130,000,000+**

**Jobs: 10,150**



Optics, Photonics, & Imaging	Agriculture & Food Production	Next Gen Manufacturing & Technology
Target: \$50M Committed: \$209M Additional NYS: \$44M Leverage: \$347M Jobs Created: 830+ Projects: 7	Target: \$75M Committed: \$23M Additional NYS: \$28M Leverage: \$633M Jobs Created: 2780+ Projects: 14	Target: \$125M Committed: \$107M Additional NYS: \$42M Leverage: \$372M Jobs Created: 5520+ Projects: 38
Pathways to Prosperity	Entrepreneurship & Development	Higher Education & Research
Target: \$100M Committed: \$48M Additional NYS: \$8M Leverage: \$35M Jobs Created: 620+ Projects: 17	Target: \$75M Committed: \$55M Additional NYS: \$10M Leverage: \$51M Projects: 6	Target: \$75M Committed: \$42M Additional NYS: \$2.5M Leverage: \$309M Jobs Created: 225+ Projects: 7
<b>Foundation</b> Committed: \$13M, Additional NYS: \$234K, Leverage: \$26M, Jobs Created: 150+, Projects: 11		

New URI Project Tracking Website: <http://fl.he2.us/>

## **Section III: Implementation Agenda**

### **A. Strategies and Actions Related to State Priorities**

#### **Work with local businesses and communities to identify childcare needs and develop potential solutions**

Quality early childcare and education is widely documented<sup>1</sup> as a social good in itself, enabling children to grow to their fullest potential in life, while also enabling families to work.

But more recently, as several noted economists<sup>2</sup> and state and local governments<sup>3</sup> have recognized, high quality early childcare is also a critical solution for addressing workforce needs and boosting economic growth. As the U.S. Chamber of Commerce Foundation noted in a [2017 report](#), “By laying the crucial groundwork for tomorrow’s workforce and promoting a strong workforce today, high-quality childcare provides a powerful two-generation approach to building the human capital that a prosperous and sustainable America requires. It supports parents: increasing completion of postsecondary education, raising labor force participation, increasing workforce productivity, and helping business attract and retain talent. And it ensures that children have the chance to develop well and begin kindergarten ready to thrive in school, work, and life. For American business, advancing high-quality childcare is a winning proposition. It’s a wise investment in America’s future -- strengthening business today while building the workforce we’ll depend on tomorrow and for decades to come.”<sup>4</sup>

Our region’s early childcare and education sector is itself a key sector of our economy, although a precarious one. A 2005 study of Monroe County showed that it provides \$210 million in annual gross receipts, employs 7,500 people, and creates 1.5 jobs for each new job in the sector.<sup>5</sup> The Committee for Economic Development estimates the total 2016 economic contribution of childcare to New York’s economy as \$8.59 billion, with \$2.27 billion in direct earnings from 133,439 direct jobs in the early care sector.<sup>6</sup> Nationally, the number of childcare establishments and total employment grew by 40% from 1997 - 2012, employing 1.57 million employees, and generating \$41.5 billion total revenue in 2012.<sup>7</sup>

And yet New York’s quality early childcare and education sector is in crisis today; the system itself is not sustainable. The cost of child care in our state is out of reach for most working families, often their largest monthly bill, rivaling the cost of mortgage payments. [Child Care Aware ranks New York among the most expensive states](#) for child care in the nation as [the average cost for full-time center-based infant care is over \\$15,000 per year](#). New York State calculates that demand in the Finger Lakes region for children under 6 exceeds the supply by 32,699 childcare slots.<sup>8</sup> Regional employers surveyed report that parent-employees

---

<sup>1</sup> [Pediatrics, August 2017, VOLUME 140 / ISSUE 2](#)

<sup>2</sup> <https://heckmanequation.org/resource/4-big-benefits-of-investing-in-early-childhood-development/>, <https://www.minneapolisfed.org/publications/special-studies/early-childhood-development>

<sup>3</sup> See for example <https://tcf.org/content/report/child-care-blueprint-states/>

<sup>4</sup> [https://www.uschamberfoundation.org/sites/default/files/Workforce%20of%20Today%2CWorkforce%20of%20Tomorrow%20Report\\_0.pdf](https://www.uschamberfoundation.org/sites/default/files/Workforce%20of%20Today%2CWorkforce%20of%20Tomorrow%20Report_0.pdf), p. 2.

<sup>5</sup> <http://s3.amazonaws.com/mildredwarner.org/attachments/000/000/148/original/report-d5712c2c.pdf>

<sup>6</sup> <https://www.ced.org/childcareimpact>

<sup>7</sup> [https://www.uschamberfoundation.org/sites/default/files/Workforce%20of%20Today%2CWorkforce%20of%20Tomorrow%20Report\\_0.pdf](https://www.uschamberfoundation.org/sites/default/files/Workforce%20of%20Today%2CWorkforce%20of%20Tomorrow%20Report_0.pdf), pp. 21 - 24.

<sup>8</sup> PowerPoint presentation to the Finger Lakes Regional Economic Development Council, May 22, 2019.

with access to dependable childcare show 20-30% fewer absences and reduced turnover by 37-60%.<sup>9</sup> Findings from a 2004 Cornell study found that parents receiving financial assistance for childcare experienced a 17.8% decrease in disciplinary actions on the job. When they lost their subsidy, they reported increases in tardiness and productivity declines of 35%.<sup>10</sup> Finally, many of the pre-school and child care educators caring for New York's youngest are paid wages that leave them living at or near poverty. In New York, [65% of the families](#) of people who care for young children participate in public income support programs at a cost of more than \$192.1 million.

No working family should have to choose between staying employed, getting ahead *versus* doing what's best for their children. Yet despite enormous, nationally precedent-setting commitments New York State has made for early childhood development in establishing [the nation's best Paid Family Leave system](#) and [the steady expansion of pre-K](#) (now an \$800 million annual investment, serving 120,000 three and four-year-old students each year for free), our state child care system has been largely overlooked.

In recognition of these facts, the 2019 NYS Guidebook for Regional Economic Development Councils charged them to "develop strategies to address child care needs in their region. Strategies should identify community needs and examine the gap between these needs and the current resources available. Councils are encouraged to leverage and maximize existing resources, both within and outside the CFA, explore new and creative funding streams to support the childcare infrastructure which address the region's child care needs, and are encouraged to develop innovative child care business development, workforce development techniques, Deliverables can include strategies targeted for implementation beyond Round 9 of the REDC."

We recognize that one-time, single-use funding cannot fix the acute crisis of our childcare infrastructure, and that the lasting boost in economic development we seek from a universal high-quality childcare system fully meeting the needs of all working families depends on a massive investment of a continuous funding stream. The U.S. military and the province of Quebec in Canada have models for how New York can achieve such a system. In the meantime, the FLREDC work group examined 20 catalytic strategies for expanding regional child care infrastructure in six areas:

1. Corporate sponsorship models, where businesses partner with providers for their employees' access to child care;
2. Tax credits and other financial incentives;
3. Direct provider-business supports;
4. Direct child care workforce supports;
5. Reorganizing provider markets; and
6. Administrative & regulatory changes.

Each strategy was in turn assessed on six primary criteria for effectiveness:

- Ease and immediacy of implementation
- Number of employee families helped with child care
- Funding leveraged (by businesses, by employees, by providers, etc.)
- Sustainability of impact over time
- Fills geographical desert areas for care of infants and toddlers and school age children
- Positively rewards existing quality providers

---

<sup>9</sup> Karen Shellenback, Child Care & Parent Productivity (Ithaca: Cornell Cooperative Extension, December 2004). <http://government.cce.cornell.edu/doc/pdf/ChildCareParentProductivity.pdf>

<sup>10</sup> Ibid

Based on the above, the FLREDC makes the following 11 recommendations:

STRATEGY CATEGORY	STRATEGY
Administrative & Regulatory Changes	Ease the process to make applications for subsidies more immediately successful & user-friendly
Direct Provider-Business Supports	Grant program to support child care providers that agree to provide quality care for infants and toddlers
Administrative & Regulatory Changes	Change NYS funding to be based on slots per child rather than hours of care, including reimbursement for absences
Direct Provider-Business Supports	Grant program for providers (both home-based and centers) for needed quality improvements
Administrative & Regulatory Changes	Standardize consistent timing for notice to providers of market rate
Direct Child Care Workforce Supports	To retain existing staff, provide incentive stipends directly to child care workers to rewards gains in education, credentials and experience
Direct Child Care Workforce Supports	Provide financial incentives to encourage new people entering the child care profession
Direct Provider-Business Supports	Grant program to support child care providers that agree to provide quality care during non-traditional hours (before 7am and after 7pm, and weekends)
Tax Credit / Other Financial	Tax credit for new providers entering the market or for existing providers to expand
Corporate Sponsorship Models	Public/private partnerships with IDA's to create new facilities in new or expanding "hubs" (e.g., business parks or malls), and supporting businesses in partnering with existing local child care providers to reserve slots dedicated for their employees
Tax Credit / Other Financial Incentives	Tax credit for businesses establishing a cafeteria plan benefit for child care

## Develop an Economic and Environmental Justice Strategy for the Region

The Finger Lakes Regional Economic Development Council's (FLREDC) Environmental Justice Work Group was charged with developing strategies for supporting economic development projects that would positively impact the quality of life of citizens residing in potential environmental justice areas. The Work Group was tasked with identifying baseline conditions to inform equitable, environmentally responsible economic development and guide investment decision-making in future rounds of funding. The Work Group recommends FLREDC commit resources to a year-long process to develop a more detailed strategy for investing economic development dollars to improve the quality of life for those living in or affected by Environmental Justice areas.

The Environmental Justice Work Group reviewed the potential environmental justice areas as denoted by the New York State Department of Environmental Conservation (NYS DEC) and existing information about distribution of environmental risks and resources within these areas. For example, maps of environmental hazards, adverse health outcomes, and access to urban green space were compiled for both urban and rural

areas. Numerous stakeholders, community leaders, and subject matter experts were consulted regarding existing gaps and barriers to economic development in environmental justice areas. This report summarizes this initial snapshot of our region’s environmental justice concerns, articulates gaps in existing information, and makes recommendations for future strategy for the FLREDC.

As defined by New York State, Environmental Justice (EJ) is the “fair treatment and meaningful involvement of all people regardless of race, color, or income with respect to the development, implementation, and enforcement of environmental laws, regulations and policies.” Environmental Justice recognizes that the adverse effects of industrial growth have disproportionately impacted low income and communities of color, and further, that the people most impacted are traditionally the least able to advocate for themselves and least able to move away from environmental hazards. As a result, people who live in EJ areas bear greater environmental burdens from pollution and other hazards than those living outside EJ areas. Low income and communities of color may also have limited access to health-supporting environmental resources like parks and open spaces.

This definition of Environmental Justice highlights both rural and urban communities that lack equitable access to healthy environments. Without explicit attention to environmental justice, economic development efforts could miss opportunities to reduce – or even exacerbate - these disparities.

Environmental Justice is inextricably linked with equitable economic development: low-income communities are strengthened through improved economic and health outcomes. The Governor’s Environmental Justice goals address environmental disparities, ensure meaningful engagement of affected communities in environmental decision-making, and improve the quality of life of affected communities. It is essential that affected populations participate in decisions about proposed economic development activities that may affect their environment and/or health. Due to time and resource constraints, the Environmental Justice Work Group was not able to gather comprehensive input from environmental justice communities; therefore, this report sets forth strategies based on initial research and limited input, and recommendations for future more extensive engagement processes.

Despite gaps in data and community input, the need for meaningful economic development that improves the quality of life for residents of EJ areas is apparent. This report briefly outlines current conditions, data gaps, and initial recommendations to foster economic development for EJ areas in our region.

## **Current State**

Within the nine county Finger Lakes region, NYS DEC has identified the environmental justice areas encompassing both the urban core in Rochester and in discrete rural areas. The issues facing residents of these areas will differ, but sound economic development strategy must address both urban and rural areas.

[Insert 1: map of Finger Lakes EJ areas]

Using the EPA’s Environmental Justice screening tools (<https://ejscreen.epa.gov/mapper>), it is evident that residents of potential EJ areas, whether urban or rural, live in lower-income households; 80% of the population in these areas reside in a lower-income household. In the urban core, potential EJ area households are more likely to be in the 95th percentile for low-income. They are also far more likely to have less than a high school education than non-EJ area residents, whether rural or urban. In the City of Rochester, residents of EJ areas are also disproportionately minorities and linguistically isolated.

According to the Environmental Protection Agency’s environmental justice indices, low income communities in both urban and rural areas are disproportionately exposed to lead paint, hazardous waste, wastewater

discharges, and other hazards. Within the urban core, residents are also more likely to be exposed to diesel particulates, ozone, and other air toxics that cause respiratory harm. Residents in EJ areas may also lack access to green space, as well as access to affordable, healthy food. For example, refugees are more likely to live in areas where subsistence fishing may also expose them and other urban residents to lead and other contaminants.

[Inserts 2-4: hazardous waste proximity maps for region and close-up urban core; Wastewater discharge indicator map for Finger Lakes region]

Public health experts recognize the important impacts of the environment on lifelong health, noting that “your zip code determines your life expectancy”

(<https://www.rwjf.org/en/library/interatives/whereyouliveaffectshowlongyoulive.html> ). These patterns result from the combination of disparities in access to healthy food, exercise resources, environmental exposure, preventive care, etc. Not surprisingly, health data for our region indicates a lower life expectancy and a much higher prevalence of chronic diseases like asthma among people living in EJ areas (<https://www.commongroundhealth.org/health-disparities>).

[Insert 5: Asthma prevalence for adults map of Monroe County]

### **Economic development and environmental justice**

Economic development investment in the Finger Lakes Region has brought many new jobs and improved our region’s infrastructure. However, there has been limited analysis of the extent to which these projects benefit EJ communities versus non-EJ communities. Economic development has great potential to address environmental injustices in several ways, including:

- Locating projects in EJ areas that directly increase residents’ economic opportunities
- Supporting projects that mitigate environmental hazards or enhance natural resources available to EJ areas
- Increasing EJ area residents’ access to economic opportunities provided through development projects by, for example:
  - Providing transportation for residents of EJ areas to work at economic development project sites
  - Providing workforce development/training opportunities that prepare residents of EJ areas to work at economic development project sites
- Funding projects that build the capacity of community groups, businesses, and individuals living in or directly serving EJ communities.

It is impossible to assess the impact of past FLREDC funding decisions’ on these various strategies with current data and resources; yet future efforts should aim to do so. However, the Work Group was able to analyze the location of funded projects with respect to established EJ areas in our region using existing data.

According to the FLREDC data, 23% of Finger Lakes projects are located in EJ areas throughout the nine county region, with 41% of the projects funded located in Monroe County, 28% to projects in Livingston County, 17% in Wayne County, and 15% in Ontario County. Twenty eight percent (28%) of total funding was awarded to projects located in potential EJ areas.

This analysis is a first step toward understanding how economic development investment has impacted EJ communities. The actual impact of these projects on improving the quality of life of citizens residing in EJ

areas is presently unknown. However, one next step may be to determine how many jobs have been created for which these residents are qualified, or whether workforce development programs have targeted these populations for training for available jobs. This is a crucial step to shed light on effectiveness of previous economic development investment in promoting environmental justice.

The Work Group recommends an evidence-based, collaborative, community-engaged process to develop a comprehensive strategy for promoting EJ through economic development. Rochester's efforts to combat childhood lead poisoning provide a constructive model for such a process. Using the best available information, a collaborative effort of community, city, county, health care, and academic stakeholders developed an innovative and proactive approach to preventing lead poisoning in high-risk housing. Childhood lead poisoning rates were reduced by 90%, 2.4 times faster than in other upstate cities by strengthening housing policies and implementing cost-effective housing inspections and maintenance activities. The approach is now widely recognized as a national model, and has informed the strategies of numerous other economically challenged cities.

### **Barriers and Gaps**

While it may seem clear that more economic development dollars should be invested in areas affected EJ communities, there are obstacles to growing the pipeline of economic development projects in EJ areas. These obstacles must be addressed and ameliorated in order to increase overall economic development activity, including in EJ areas. These challenges may differ between rural and urban EJ areas. Barriers and gaps identified by the Environmental Justice Work Group fall broadly into two categories: barriers that make it difficult to locate a project in an EJ area, and barriers to receiving State funds in support of economic development projects in these areas.

Public, private and nonprofit organizations looking to locate a project in an EJ area may find:

- The costs of remediation and clean up to build or retrofit are often prohibitive; these costs are not an allowable expense for economic development dollars.
- In rural areas, there may be a lack of infrastructure (sewer and water).
- The environmental review process for projects being located in EJ areas requires additional public participation steps, requiring additional time and resources.

Barriers to applying for or receiving funds through the CFA process include:

- A lack of awareness of the available funds, or knowing how to access the funds through the annual CFA process;
- The timeline for applying for and receiving funds is lengthy and inflexible; applications are only accepted once each year and awards are made many months later;
- Grassroots and nonprofit organizations whose work positively impacts the citizens in an EJ area may lack the technical expertise to complete the CFA application;
- The number of jobs created through projects led by grassroots organizations and other nonprofits may not be deemed large enough to justify an investment of economic development dollars, and large-scale projects are more favored under current CFA criteria.

### **Recommendations**

The recommendations below seek to address the identified barriers and gaps that inhibit economic development projects from locating in EJ areas.

## **Education and Engagement**

1. Add an Environmental Justice community leader to the Finger Lakes Regional Economic Development Council to heighten awareness of the issue among Council members.
2. Raise awareness of environmental justice issues through education and understand the implications from the perspective of impacted communities using community partners.
3. Fully examine and assess the impact of previously funded FLREDC projects on EJ communities and toward improving the quality of life of citizens residing in EJ areas.
4. Provide resources for public participation in the environmental review process under the New State Environmental Quality Review Act (SEQR).
5. Create and implement strategies for meaningful community engagement by those affected by new projects, allowing refinement of recommendations by the community, including the creation and uses of an Environmental Impact Fund.

## **Changes to CFA process**

1. Consider adding remediation and clean-up costs as allowable expenses for state funding when locating an economic development project in an EJ area.
2. Develop criteria for CFA applications that will incentivize projects positively impacting quality of life for those residing in EJ areas, whether through workforce development, remediation, or increased access to green space.
3. Generate metrics for evaluating project applications that include impact on affected communities, feasibility, readiness, and public support.

## **Prioritize projects physically located in or directly providing economic opportunities to historically disenfranchised communities**

1. Prioritize infrastructure projects serving rural EJ areas.
2. Prioritize projects adding green space, as they have been shown to aid economic development, improve mental and physical health of residents, and support climate resiliency.
3. Creation of an Environmental Impact Fund (with matching investment from philanthropic institutions in the region) that will allow more flexible funding for economic development projects in EJ areas.

These strategies are initial recommendations that will be amended with more analysis and with needed extensive public participation and engagement by EJ communities. We recommend FLREDC commit resources to a year-long process to develop a more detailed strategy for investing economic development dollars to improve quality of life for our residents in EJ areas.

## **Support Community Investment in Placemaking and Downtown Revitalization**

The Rochester Downtown Development Corporation is currently tracking \$744.3 million in the downtown development pipeline. This includes 19 housing projects that will add 1,379 new housing units. With 7,780 people now calling downtown home, the units now in development will add more than 2,300 new residents yielding a downtown population of more than 10,000 by 2023.

The housing boom downtown has done two important things for economic development in the region: (1) 56 vacant office buildings have been or are being converted to residential use; and, (2) the growth of downtown living has fueled the location of innovation and creative class enterprises downtown, replacing the loss of more traditional office space tenancy.

It is a combination of this unconventional business sector plus massive residential conversions that is absorbing downtown's historically high office vacancy and breathing life into vacant and underutilized buildings.

What is now known as the "Downtown Innovation Zone (DIZ)" has grown organically from 108 innovation and creative class enterprises in January 2016, to 190 by August 2019. This number includes 99 innovation and technology companies, and 91 creative class enterprises. A handful of existing companies are growing rapidly including Datto, CGI Communications, LiveTiles, VisualDx, Brand Networks, and Second Avenue Learning. Other innovation companies that have or will have moved into the DIZ by the end of 2019 include Blackbird.AI, Catalant Technologies, Boundless Connections, Digital Hyve, ITX, Mindex, Sitehub, and Workinman.

In addition, five business incubators are up and running or under development in the DIZ – NextCorps, Luminare, RIT Center for Urban Entrepreneurship (RIT CUE), Roc Game Dev, and The Commissary. Downtown has also seen a rise in coworking spaces, going from two to eight, with a ninth anticipated by the end of 2019. DIZ enterprises occupy a range of spaces including large footprints in conventional office towers, edgy urban lofts, business incubators, and coworking spaces.

It is significant that downtown sits in the middle of one of the poorest cities in the country, and two of the incubators have missions focused on engaging entrepreneurs from disadvantaged zip codes and backgrounds (RIT CUE, The Commissary). It is also notable that many of the housing projects being built downtown are either mixed income or targeting specific underserved populations, in recognition that successful downtowns are diverse places and should feel like they belong to everyone.

In the past year, the digital game industry has focused increasingly on downtown Rochester, and the Digital Game Industry Association of Rochester (DGIA) has been formed. The DGIA is engaging digital game studios, RIT's MAGIC Center, The Strong, Roc Game Dev, RDDC, and the City of Rochester. Its mission is to leverage Rochester's unique talent and institutional assets to grow this sector, one of the fastest growing sub-sectors of tech worldwide. Three of Rochester's primary game development studios are located downtown, along with The Strong, Eastman School of Music's Beale Institute, and Roc Game Dev (the region's first indie game developer coworking and incubation space).

Early stage discussions are underway regarding a proposal for a new regional magnet school downtown (the first of its kind in the area) that would leverage the DIZ companies, the growing digital game industry, the Eastman School of Music, and The Strong. Interest has been expressed by the Superintendents of six districts, including the Rochester City Schools. Early thinking is that it would offer an arts and technology enriched curriculum, host a demographically diverse population of students, and offer an educational alternative for parents working downtown in the DIZ and/or living in one of the City's many neighborhoods. While it is very early days yet, this is an unprecedented conversation in our region.

Infrastructure issues impacting growth in the DIZ such as parking, street vitality and public gathering spaces are also being addressed. ROC2025: A Foundation for Growth, an alliance of private and public sector economic development organizations, has funded the creation of a 21st century parking strategy that embraces the coming trends and shifting downtown market realities, including the continuing privatization of public parking garages, impact of Uber & Lyft, generational shifts in car usage, and the advent of self-driving cars.

In addition, the head of Eastman School of Music's Leadership Institute is leading "Arts in the Loop", a community-based initiative designed to energize downtown by leveraging the arts, entertainment, media and technology sectors to activate a more vibrant street experience in the core of the center city.

ROC the Riverway and City plans to create a new “town center” on the Midtown Block will both create exciting new public gathering spaces. A business improvement district is being considered as a possible mechanism to activate these spaces with an annual program of events and activities that bring the whole community together. ROC the Riverway

The City of Rochester and the State of New York continue to work with the FLREDC to implement Governor Cuomo’s \$50 million investment in the ROC the Riverway initiative, which aims to transform downtown Rochester as well as the city’s entire Genesee River corridor. 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.

The 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. The program will also consolidate more than two dozen transformative projects along the Genesee River under a single concept.

Since Governor Cuomo approved the ROC the Riverway vision plan in August 2018, the City of Rochester and Corn Hill Navigation have been working to implement their respective projects. Some projects, like the Convention Center North Terrace, are in the construction phase, while the others are in various phases of procurement, engineering and design, with most Phase I construction expected to begin in 2020 and be complete by 2024. Corn Hill Navigation is hoping to have a boat in the Genesee River in the near future and is working with the City and State to make that a reality. In addition, the City and State are working with local stakeholders and a consultant to shape the structure of a management entity, which may be in place to oversee many of the ROC the Riverway projects as early as the end of 2019.

These projects came to realization after several dozen community meetings in early 2018, which engaged thousands of community members to create a new community vision plan for our most important and visible URI initiative.



## Revitalize Rochester Fund

The Finger Lakes Region and City of Rochester are on the rise. Many new startups and existing businesses alike are moving to the area, creating a host of new jobs and business opportunities. Many communities, however, are not benefiting from these opportunities, and are lagging in development. To address this issue, the FLREDC worked with Empire State Development and the Rochester Economic Development Corporation (REDCO) to create the Revitalize Rochester Fund (RRF). The Revitalize Rochester Fund is a new funding initiative administered by REDCO with \$10 million in State funding.

The RRF will deliver a data-driven, multi-pronged, and geographically targeted investment strategy aimed at reimagining Rochester's traditional commercial corridors. REDCO has partnered with the City, New York State, local banks, and private philanthropies, and is modeling the RRF on best practices in other cities, including the Better Buffalo Fund. The RRF is composed of a committee that will determine projects to provide creative financing to spur mixed-use, transit-oriented, high-density development as well as investment and other support for neighborhood small businesses. The committee will be composed of members representing the REDCO Board; the Rochester Monroe Anti-Poverty Initiative (RMAPI); Empire State Development; small businesses; and each bank, financial institution, or philanthropic institution providing support to the RRF's activities, with no more than 19 total members.

The primary responsibility of the committee will be to review and recommend loans and grants sought by individuals and businesses that fall within the RRF funding program in the following categories: the Neighborhood Commercial Development Program (including Catalytic Predevelopment Loans and Building Renovation and Streetscape Grants); the Urban Entrepreneurship Ecosystem Program, which will provide Entrepreneurship Ecosystem Enhancement grants; and the Worker Cooperative Business Revolving Loan Program, which will provide Worker Cooperative Business Development loans. The purpose of these specific program is to spur community development and placemaking in areas that have the potential for growth.

## **EASTMAN BUSINESS PARK**

Kodak and the Finger Lakes Regional Economic Development Council have a shared vision for Eastman Business Park as a place to innovate, manufacture, learn and play. The assets of the Park make it ideal for these things, a city in a city where over 6,000 people find meaningful work. Momentum continues to build. Since 2011, the number of companies operating in Eastman Business Park has grown from 28 to 114. And, Kodak is one of the largest operations at Eastman Business Park, manufacturing film, specialty chemicals, inks, toners and employing hundreds of people. Kodak's vision is to make Eastman Business Park into a vibrant community, a place to work, live, learn and play.

### **A place to work:**

- The new AIM Photonics Test, Assembly and Packaging facility located in the former Kodak building now owned by ON Semiconductor is preparing to open. The TAP facility will become the epicenter of a new development leveraging the promise of photons for a wide range of applications.
- On July 22, DuPont opened the world's largest probiotics fermentation unit, located at its facility on Lexington Avenue. The unit helps produce probiotics for the dietary supplement and food and beverage industries. The new operations are a significant user of Eastman Business Park utilities.
- LiDestri Food & Drink and Carestream both announced expansion of their operations at Eastman Business Park.
- Tenants expanding operations at Eastman Business Park include:
  - o Cerion, focused on the development, customization and industrial scale manufacturing of specialty inorganic nano and near-nano materials for industrial products;

- New York Sugars, converter of granulated sugar to liquified sugar;
- Acuity Polymers, the innovation and market leader in specialty lens products;
- Aramco Chemical, a chemical innovator;
- Plug Power, a fuel cell company focused on customer productivity.
- New tenants starting operations at Eastman Business Park include:
  - Farther Farms, developer of platform technologies to expand opportunities throughout the food system;
  - Li-Cycle, a lithium ion battery reclaimer/recycler from Toronto, Canada;
  - Re-Nuble, a food waste recycler;

#### **A place to live:**

- Pathstone Development opened Eastman Reserve, the new 187-unit housing development in Eastman Business Park in 2019.

#### **A place to learn:**

- Junior Achievement is expected to begin construction on its new Discovery Center inside Kodak Center in the middle of 2020.
- Challenger Center, a space travel experience for middle school students is celebrating its opening in September 2019.

#### **A place to play:**

- Under the leadership and guidance of Visit Rochester and Film Rochester, Eastman Business Park attracted the filming of the new Netflix television series, *Hyperdrive*, which debuted on August 21, 2019. A cross between *Fast and Furious* and *American Ninja Warrior*, the series was filmed on location at Eastman Business Park. In addition, production shoots by companies Fish and Crown, Little Productions, Crystal Pix and Mack Trucks were conducted onsite.
- The first *Made in the ROC* road race, a public 5k and 10k event hosted by YellowJacket Racing was held in Eastman Business Park on August 4, 2019 with over 800 runners participating.
- Kodak Center sold over 40,000 tickets for 29 shows in the past 12 months, increasing traffic and vitality in the area.
- Kodak Center features a new Visitor Center and Exhibition Gallery. The Visitor Center contains historical exhibits celebrating Kodak inventions, innovations and awards. This includes the first digital camera and a real Oscar statuette. The Visitor Center also includes a gift shop, an exhibition gallery with rotating shows, and various Camera Club and Film Factory workshops.
- OFC Creations runs youth programs focused on theater at Kodak Center. In the summer of 2019 hundreds of young people participated in a Summer Camp in the Studio Theater.

#### **Recent recognition:**

- In 2019, Eastman Business Park received the first ever 'Economic Engine Award' from the Greece Regional Chamber of Commerce.
- RED-Rochester was awarded the Overall Project of the Year award at Emerson's Power and Water Solutions User's Group Conference in Pittsburgh, PA. RED was also one of the first winners of the Commercial and Industrial Carbon Challenge.

#### **On the horizon:**

- New zoning (Planned Development 12) was approved by City of Rochester, allowing for Master Plan implementation in the east section of Eastman Business Park (near the intersection of Lake Ave & Ridge Rd).
- Kodak supported rebranding for the West Ridge Road Business Association which is promoted on the Kodak Center LED screen, on permanent signs on Eastman Business Park property and soon with light pole banners.

## **Support the Workforce Development Initiative**

### **Workforce Development Summit**

With the upcoming kick-off of the Governor's Workforce Development Initiative in mind, the Finger Lakes Regional Economic Development Council leadership called for a Workforce Summit to develop strategies and actions that could strengthen the region's talent pipeline. Addressing businesses' need for skilled workers is a key priority for the regional council, as it serves the twin purposes of growing the local economy and fighting poverty.

In January, two hundred regional stakeholders gathered at Monroe Community College to hear from business, government, and education leaders as they discussed the area's workforce system and strategized ways to improve it. Attendees rotated through workshops on meeting the need for skilled workers, moving individuals from poverty to sustainable employment, and preparing youth for tomorrow's careers.

Of the actions and strategies that were discussed, several priorities emerged. The top strategies included:

- Creating additional employer-based training models
- Sponsor more opportunities for high school internships and youth employment
- Build life skills, improve job readiness
- Engage students in career opportunity discussions
- Increase public job-training funding for effective programs
- Increase business-K-12 partnerships to communicate career pathways
- Increase the number of employers offering internships, co-ops and pre-apprenticeships
- Invest in apprenticeship opportunities in non-traditional sectors such as IT and health care

The regional council will remain mindful of these outcomes as it encourages new Workforce Development Initiative proposals and reviews applications for funding.

### **WDI Workshop**

In May, the regional council held a special public meeting to promote the Governor's Workforce Development Initiative. More than two hundred stakeholders heard from Madhuri Kommareddi, Director of the Office of Workforce Development, and Karen Coleman, the Governor's Office Advisor on Workforce Policy and Innovation, as they explained specifics of the initiative and answered questions on process and policy. The meeting was vitally important in clarifying the state's approach with this new initiative, and it generated enthusiasm for future funding applications that will result in new training opportunities for individuals, and skilled workers for area businesses.

### **State Agency Action**

As part of the region's State Agency Resource Team, the New York State Department of Labor's Business Services unit began promoting the Workforce Development Initiative as soon as the program launched in May. NYS DOL representatives reached out to hundreds of businesses, explaining the program, answering questions, and encouraging organizations to apply.

- *One page listing a few projects that address previous state priorities we want to highlight:*
  - *Start-up NY, Opportunity Agenda, RMAPI, Taste NY, new CFA projects, datto, tourism highlights, health & life Sciences, etc.*

## **B. Implementation of Key Regional Priorities**

Since the URI's implementation is nearing full commitment of the \$500M, the council sought to analyze the URI's impact to date. This process involved a review the goals and strategic plan to examine how the region can accelerate economic development. The goal was in part to validate and modify regional strategies designed to advance progress (e.g., URI pillars and enablers), and to identify the economic development ecosystem, key activities, and coordination required to advance the region's goals. The outcome of the process resulted in the council establishing five priorities areas based on the strengths and opportunities of the region. The priorities reflect the pathway to moving the Finger Lakes forward and to achieving the public targets associated with our strategic plan. In addition, the visual framework of our strategic plan has been streamlined to better reflect the comprehensive nature of the region's industry strengths:

### **1. Regional Business Support System/Business Retention & Expansion:**

The overwhelming majority of job creation in most communities is attributable to incumbent firms. Approximately 90% of job growth in New York State, and 80% of growth nationally, comes from "homegrown" companies. And small firms drive a disproportionate amount of that growth – especially young firms. Creating a systematized business retention and expansion program to support existing regional businesses is a centerpiece of this strategic focus area.

Expanded business supports and expansions at companies such as **American Packaging Corp.** in Chili, **HP Hood** in Batavia, **Intergrow** in Ontario, and **RealEats** in Geneva demonstrate the opportunities being cultivated by strong collaborations and strategic use of incentives. Support across the region is giving way to coordination that better assists growth through collaborations like **LiDestri Food and Drink** and **Crop's N.V.** of Belgium in Rochester. With support from the State, the successful companies will form a new company that will manufacture ready-to-eat-meals at a new 65,000 square-foot facility at Eastman Business Park. The partnership will result in the creation of 123 new full-time jobs over the next five years, and 900 jobs will be retained at LiDestri's two Finger Lakes region locations. In addition to the construction of the new facility, the \$51.3 million project will also include the addition of manufacturing lines, a rail extension and utility upgrades.

Expanding business supports for existing agricultural and food businesses extends to other projects as well. **Mason Farms** in Williamson, New York will receive \$1.9 million in state support to construct a 9,360 square foot sweet corn processing facility to produce up to 20,000 cases of organic and conventional sweet corn per week. Equipment will be purchased including cutting, cleaning, packaging and handling equipment for the corn, water handling and washing equipment, and a new sweet corn harvester. Phase 2 of this project will include a processing and packaging system for Mason Farms fruit and produce and a cold storage facility. In Genesee County, **Yancey's Fancy**, an artisan cheese company will receive \$2 million to provide capacity for the company to expand cheese production. **KANPAK** dairy beverage manufacturer will add 195,000-square-feet of space to an existing warehouse facility and create up to 15 new jobs. In addition, because of state support, **RealEats**, a business in Ontario County that produces vacuum-packed meal delivery service will grow its

operations, creating up to 400 new jobs over the next five years. RealEats sources, produces and ships fully cooked vacuum-packed meals from the Geneva location, where it currently employs approximately 30 people. This expansion builds on the Finger Lakes' vibrant agriculture and food processing sector.

The support for existing Manufacturing companies in the Finger Lakes region continues to be important and is leading to job creation and retention. Various businesses and companies continue to benefit from the system of supports and collaboration that exists in the Finger Lakes region. **Rochester Insulated Glass** has completed phase one of a two-phase expansion of its headquarters in Ontario County. As part of the expansion, the glass fabrication company will create at least 47 new jobs, and has successfully moved forward in filling 46 new positions. In addition, with assistance from the State, the company agreed to retain 56 at-risk jobs. **Amanda Tool**, a high-tech tool manufacturer and fabricator, is expanding operations in Genesee County. The company plans to create 17 new jobs and 68 jobs will also be retained. **Studco Building Systems** plans to grow its North American operations in Monroe County. The sheet metal manufacturer will double the size of its current facility, adding an additional 56,000 square-feet to its existing structure in an effort to increase production of the company's steel stud framing components in an effort to better meet the needs of its customers. The expansion project will create up to 18 new jobs in the region over the next five years and 62 jobs will be retained. **DYNALEC Corporation**, a communications equipment manufacturer, will expand in Wayne County adding 12,000 square-feet to its existing plant and add at least 8 new jobs. **Z-AXIS**, an electronics design and contract manufacturer will upgrade its Ontario County facility including 20 new jobs. The project will include the installation of upgraded equipment and additional surface mount technology (SMT) lines. As a result of the latest upgrades, the successful high-tech business plans that 80 jobs will be retained. Medical Case Manufacturer and Distributor, **FieldTex**, will expand its operations in Monroe County. The company expects to complete the expansion project in the first quarter of 2020 and is planning to hire up to 51 new employees over the next five years. Two-hundred five jobs will be retained thanks to the state's investment in the successful business. **IEC Electronics Corporation's** new, state-of-the-art facility in Wayne County will allow the electronic manufacturing solutions provider to create up to 362 new jobs and retain 463 positions at the new 150,000-square-foot facility. IEC has already added 175 jobs at its current facility in Newark over the last 18 months. **CBC Manufacturing Company** plans to create and retain over 80 new jobs over the next five years. The company will invest \$4.45 million to build out the manufacturing facility to accommodate for the integration of its regional assets. **Hickey Freeman**, Luxury Men's Apparel Group, has committed to creating up to 80 new jobs over the next three years. By stabilizing operations and improving efficiencies at the historic factory in the City of Rochester, the company will not only create new jobs, but also retain its current 420 positions to further supporting anti-poverty efforts in Monroe County. **Tompkins Metal Finishing Inc.**, a storied industrial plating company is installing state-of-the-art wastewater treatment and recycling system. As part of the industrial plating company's modernization project, it has installed a state-of-the-art wastewater treatment and recycling system - reducing water usage by as much as 80 percent. The facility upgrade will allow the company to add another shift, resulting in the creation of up to 10 new jobs. One hundred jobs will be retained, 30 of which had been at risk. **REDCOM Laboratories Inc.**, will grow its operations in Ontario County. The company, which specializes in the design, manufacturing, and assembly of circuit boards for secure communication solutions for commercial, military and government applications, is updating its facility to meet customer demand. As a result of the company's growth, REDCOM is planning to create up to 21 new jobs at the Victor facility over the next five years; 140 jobs will be retained.

The region's approach to expanding business supports for existing firms includes enhanced program coordination across the Region's economic development partners, investing in more robust and shared data systems (e.g. CRM), assistance in prioritizing businesses to support for growth, and customized support to

firms in areas such as access to capital, management training and connectivity – all focused on helping firms grow and remain in the Finger Lakes Region.

## 2. Proactive and Targeted Business Attraction:

The region has demonstrated success in attracting new businesses that augment industry pillars and regional enablers. Since over 80% of job growth comes from incumbent firms, resources devoted to attraction must be optimized. Site selectors report that the key to attraction success rests in deploying highly differentiated and meaningful value propositions within specific industries; leveraging existing connections (e.g. supply chain, alumni); and appropriately resourcing both analytics and business outreach efforts / relationship building. Developing a bold and powerful new “place brand” and further resourcing our economic development organizations to amplify that message to site selectors and C-level decision makers is a centerpiece of this strategic focus area. Talent, Innovation, strategic location and the low cost of doing business are all factors that have helped the Finger Lakes region attract businesses. While supporting the existing firms and companies in the region remains key to the region’s growth, attracting new businesses that complement the region’s strengths must also be incorporated. The Finger Lakes community has demonstrated success in attracting businesses to the region that compliment and augment the region’s strengths.

Photonics manufacturer **IDEX Health & Science, LLC** recently officially opened its new Optical Center of Excellence in Monroe County. The new center will support the company's life science, semi-conductor, and defense businesses. IDEX Health & Science had considered moving its operations out of New York State however, because of the State’s investment, the company retained 186 jobs and committed to creating at least 34 new full-time jobs. **Orolia USA**, a global positioning, navigation and timing systems manufacturer, will also establish new headquarters in Rochester, bringing 30 new jobs. Cybersecurity and risk management consulting company **Security Risk Advisors** moved its company to the City of Rochester, Monroe County. Because of the support from New York State, the company plans to create up to 67 new jobs in the region over the next five years. **Plug Power Inc.**, a leading provider of alternative energy technology headquartered in Latham, Albany County, is expanding in the Finger Lakes region. The company is investing \$3.7 million to establish a Membrane Electrode Assemblies facility in Rochester's Eastman Business Park, creating more than 80 new jobs. **Rochester Precision Optics** will expand its headquarters in the Town of Henrietta, Monroe County, adding more than 200 new jobs to the region. The company's growth will accommodate two new projects—the relocation of an infrared research and development company from Florida acquired by Rochester Precision Optics in May, as well as the addition of 20,000 square-feet at the facility to increase production across the company's plastics, glass, coating, diamond turning and IT divisions. During the expansion, Rochester Precision Optics will retain the 275 jobs currently held at the John Street site.

Other projects in the FLREDC community contribute to the region’s efforts to attract new businesses, talent and innovations. RIT’s **MAGIC SPELL STUDIOS** is a great example of how partnerships between academia and the public and private sectors are helping New York's innovation economy thrive. This state-of-the-art studio will support the transformation of the Finger Lakes' regional economy as it continues to move forward. MAGIC SPELL STUDIOS is the university's creative approach to the convergence of digital media disciplines, including film and animation and game design and development, and is a first-of-its kind effort in higher education. RIT to bring together the academic programs and high-tech experimental facilities needed for technology development and commercially viable start-up activity. The new facility is also expected to foster entrepreneurial activity for area start-up companies, retain graduates, and create an industry hub with tremendous growth potential to generate new jobs in the region.

The **Greater Rochester International Airport** represent the front door to the Finger Lakes' local communities and is critical to facilitating the region's tourism and business development. Thanks to Governor Cuomo, the region's central airport received \$2.6 million in state funding for airport modernization, operational improvements and safety enhancement projects. Visitors can now interact with a modern and business-friendly airport, that plays a key role in business attraction creates a more vibrant community.

### **3. Business-led talent strategy/Workforce Development Focus:**

The Finger Lakes region is adopting a business-led approach to strengthening our workforce, an approach that focuses on our immediate workforce demand, while aggressively increasing the pipeline of skilled talent for future supply and demand. Effective, business-led talent development strategies are increasingly important as the workforce skills shortage becomes a leading challenge faced by the Finger Lakes region. The need to attract and retain a talented workforce will continue to increase as organizations and skills-needs adapt to the changing economy. A capable, growing and dynamic workforce is the lifeblood of regional economic expansion. In the Finger Lakes Region, like much of the nation, sustainable access to high-quality talent is the most pressing concern for both growing and mature companies. Our region's extremely tight labor market, characterized by an employed workforce near record-high levels and an unemployment rate new record-low levels, has raised the talent premium. This has been reinforced by regional population growth that has lagged the national rate and aging that has exceeded it. Though the Region has experienced an increase in labor force size over the past year, the rate of growth has been outpaced by peers across the U.S. Investments and strategies to build, attract and retain the nation's most innovative, versatile and productive workforce, while establishing line of sight on future supply and demand, are centerpieces of this strategic focus area.

The higher education and research sector in the Finger Lakes region plays a three-fold role in the regional economy: as a major employer, a critical economic driver and resource for other industry sectors, and as an anchor of the region's quality of life. The sector is an unparalleled economic asset that will be the foundation of future economic growth within its own industry cluster as well as an essential contributor to the growth and expansion of other sectors of the regional economy as a resource for new knowledge, technology transfer, and workforce development. The efforts of the FLREDC have facilitated and streamlined coordination between business, education and workforce training systems to create pipelines of talent and sustain economic growth. Such efforts are already underway and the fruits of this strategy are demonstrating the impact that this pillar has on the region. The highly skilled talent pool due in large part to the 19 colleges and universities within the region, is readily available and increasingly in demand. This dynamic is helping drive the relocation and expansion of innovative businesses, who often site this factor as a top reason for the move or growth. Evolve Additive Solutions in Monroe County serves as a center for the additive manufacturer's future materials and electrophotographic development. The company will create up to 60 new jobs and noted the benefits of growing the company's high-tech operation locally, including the highly skilled talent pool that is readily available in the Finger Lakes region.

The strong higher education community in the Finger Lakes region also stimulates the workforce pipeline of the region. Innovative Solutions, a software development company, has officially marked the company's move to its new location in Rochester, repurposing a building at the former Eastman Kodak Marketing Education Center. The facility will service the region's developing collaborative technology companies' industry. Innovative Solutions' new space is home to an innovative lab and a tech startup "launch-pad" that will aid the company in recruiting recent graduates from local universities in the Finger Lakes Region. The expansion will allow the company to create up to 15 new jobs. Of the 10 new employees hired since the first of the year, four were recruited from the Rochester Institute of Technology. In addition, close to 70 jobs were also retained as a result of the move.

The recently announced **Finger Lakes Workforce Development Center** at Monroe Community College will be designed to connect businesses and the community to accelerated workforce education programs and registered apprenticeships. The center will be critical in retaining an innovative, versatile and productive workforce with line of sight on future supply and demand. Funding from New York State is allowing MCC and Monroe County to build out the Center, creating a flexible demand-driven training space that promotes business collaboration. The Center will complement MCC's Corporate College – the region's leading program in connecting residents to industry credentialed and high-demand training opportunities. These assets will allow MCC to provide dislocated and incumbent workers with the skills they need to secure employment and advance in their careers so that regional businesses can grow and remain competitive. Corporate College also serves as a program incubator, allowing MCC to test the feasibility of and market for industry-driven credentials in everything from welding to drone operation to solar installation. Regional efforts around accelerated training programs are also underway in collaboration through Finger Lakes Community College and Genesee Community College, who provide training to students and workers in surrounding counties (Wayne, Ontario, Yates, Seneca, Genesee, Orleans, Livingston, Wyoming).

The region's efforts to attract and retain a workforce are also being witnessed through the agriculture and food pillar. The Finger Lakes region has a robust food ecosystem with key equipment, research and infrastructure that is meeting the rapidly changing needs of consumers. The Finger Lakes region is an interconnected food ecosystem with agricultural assets that spread across nine counties and positions the region to be a global leader in agriculture and food production. Assets such as **Cornell AgriTech** and **Agriculture and Food Technology Park**, Rochester Institute of Technology's **Center for Sustainable Packaging**, **New York State Pollution Prevention Institute**, the **Food Processing Industry Cluster Initiative**, and the **Center for Food System Innovation**, all contribute to attracting and retaining the needed workforce for this industry. The Finger Lakes region attracts talent by bringing experts to the region to witness first-hand all that the Finger Lakes has to offer in this industry. Competitions such as the **Grow-NY Food Innovation and Agriculture Technology Business Challenge** – this year's competition fielded 200 applications from 23 states and 16 countries – showcase the emerging food, beverage and agriculture innovation cluster in the Finger Lakes.

The Finger Lakes region is confident that building a workforce through a business-led talent strategy will: ensure that the region's activities are focused on the correct sectors and which high-scarcity or high-turnover professions to pursue; attract, develop and increase the availability of qualified talent, and facilitate business-led engagement to align education and workforce training systems to close the skills gap and meet industry needs.

#### **4. Unifying messaging/New Regional Branding & Marketing effort:**

For decades, Rochester and the Finger Lakes region has been associated with photographic processing. Given the high prevalence of imaging and [optical science](#) among the region's industries and institutions of higher education, Rochester has been marketed and branded as the world capital of imaging. Innovation and invention by Rochester's imaging companies paved the way for the world we now live in, from medical testing to space exploration, digital capture and transmission, and more. Today, Rochester and the Finger Lakes region remain a region that is central to the imaging industry and it continues to be a focal point of the economy.

Building on a proud history of innovation, manufacturing, challenging the status quo and breaking barriers, the identity of the Finger Lakes Region is giving way to a new narrative. It is a narrative characterized by new technologies, rich culture, exciting startups, foundational discoveries and fresh voices. A narrative

characterized by a larger job base than ever before, a concentration of world-class colleges and universities graduating 19,000 students per year, and one of the nation's leading talent quotients. A narrative characterized by a renowned downtown arts and music scene, rapidly growing wine country, and outdoor assets to satisfy every interest. Our Region requires an audacious new brand identity to match the reality on the ground – a brand identity that presents our essence and emerging identity, and captures the attention of the world in a powerful, engaging and galvanizing way. Investing to develop that brand identity as a foundation for clear, consistent and bold marketing across partner organizations is a centerpiece of this strategic focus area.

Specific actions and strategies towards building our place-brand are already underway. Bringing visionary Optics, Photonics and Imaging (OPI) Companies and Emerging Technologies to the Finger Lakes Region bolsters and markets the Finger Lakes region's reputation as the imaging capital of the world. The innovations and commitments demonstrated through the **Luminate New York Accelerator Competition** further showcases the region as a cornerstone of the OPI industry. Now in its third round, the competition focusses on Augmented and Virtual Reality, Audio and Music, Cinema, Games and Interactive Media, Optics, Photonics and Imaging, Department of Defense. The competition is in partnership with the Rochester Institute of Technology, the University of Rochester, the Greater Rochester Chamber of Commerce, and Greater Rochester Enterprise, and demonstrates how multiple industry sectors work towards unifying our brand message.

Agriculture and food industries are key to unifying the brand messaging of the Finger Lakes region. The Grow-NY Food and Agriculture Business Competition also helps the Finger Lakes region captures the attention of the world in a powerful, engaging and galvanizing way. With 200 applicants from 23 states and 16 countries, The initiative is focused on enhancing the emerging food, beverage and agriculture innovation cluster in the Finger Lakes and attracts a group of diverse, innovative entrepreneurs who are ready to focus on finding new ways to further transform the finger lakes regions world-renowned food and agricultural industry. Efforts such as these shine a spotlight on all of the assets that are available in the Finger Lakes region. They underscore our region's top tier talent, world-class colleges and universities, great location near major markets, low cost of doing business, and affordable quality of life. We believe that consistent and aggressive marketing, will help us achieve our public targets and continue to move the finger lakes forward.

## **5. Invest in a vital urban core/Focus on downtown/urban (re)development and DIZ**

Research confirms a vibrant urban core and quality of life are vital for economic development. This is particularly true for mid-size cities, where quality of life factors explain roughly 50% of regional disparities in economic performance. Emerging businesses cite quality of life as a key component in talent attraction. Further, millennials and other young professionals – a key demographic of the workforce and tomorrow's business and community leaders – are increasingly seeking to locate in and around vital, dense, and culture- and entertainment-rich urban areas.

Downtown Rochester is being rebuilt before our eyes into a new **Downtown Innovation Zone** with over 190 creative-class companies, led by an explosion of software and IT companies like **Datto**, **LiveTiles**, and a more than \$200 million investment to expand the nationally-recognized **Strong Museum of Play** and to **"ROC the Riverway,"** where 13 initial projects will reimagine public access to the Genesee River waterfront.

New companies are also contributing to downtown Rochester's business landscape. Boston-based technology firm **Catalant** Technologies will establish engineering operations in the City of Rochester's Downtown Innovation Zone. The innovative company has committed to creating up to 45 new jobs on site over the next

three years, leasing space from **NextCorps** located in the renovated Sibley Building. The move will support the company's expansion of its software engineering team to drive its agile operating model software. **ITX Corporation**, a software product development firm, plans to move its corporate headquarters to the city of Rochester's Downtown Innovation Zone. Founded and currently based in Pittsford, ITX will relocate to newly remodeled space in The Metropolitan on South Clinton Avenue. In business for more than 20 years locally, the successful software development company had considered growing its operations outside of New York state, but chose to remain thanks to the state investment that encouraged its growth here. ITX plans to create up to 80 new jobs; 62 jobs will be retained.

Building on a number of major downtown investments in recent years, this strategic focus area aims to expand support for growth and innovation in our Region's hub – attracting more commercial activity downtown and amplifying population growth.

### **Lake Ontario Resiliency and Economic Development Initiative**

In 2017, several areas in the Finger Lakes region and around the state experienced severe flooding, which demanded a robust response. In that year, Governor Cuomo provided significant state dollars in aid to residents and businesses impacted by the flooding. In 2019, Lake Ontario and the St. Lawrence River again experienced catastrophic flooding, worse in many areas than what was experienced two years prior.



### **New York State Responds**

In June 2019, Governor Cuomo, noting that funding to individuals and businesses was just a piece of a larger solution strategy, announced the creation of the Lake Ontario Resiliency and Economic Development Initiative (REDI). This commission was divided into five regional committees for the eight counties affected, based on geographic proximity – Niagara & Orleans Counties; Monroe County; Wayne County; Cayuga & Oswego Counties; and Jefferson & St. Lawrence Counties.

The goal of the REDI Commission was to bring together key stakeholders to help develop a plan to protect the infrastructure along both Lake Ontario and the St. Lawrence River, while strengthening local economies and overall health of the lake. The specific objective of the initiative was to develop a new long-term vision for rebuilding and enhancing the Lake Ontario and St. Lawrence River shorelines, including protecting critical infrastructure and enhancing natural features that support coastal resiliency.

Planning teams, chaired by New York State commissioners and directors, empowered REDI communities to bring hundreds of project ideas forward, to potentially be funded at a total of up to \$300 million. Each region held at least four stakeholder planning meetings over the course of summer 2019 to identify the best projects in each region. Facilitated by the state's technical experts, communities examined the resiliency and economic

benefit of their proposed projects, with the end goal of producing the highest quality submissions to the REDI Commission.

In addition to larger resiliency projects, the REDI commission earmarked approximately \$20 million of the \$300 million for an expansion of the state's Department of Housing and Community Renewal Residential Home Repair Program, estimating awards of approximately up to \$15 million total for qualifying projects per county and additional funding of up to \$160 million in total for regionally significant large-scale economic development and resiliency projects.



\*11

In addition to the REDI efforts, the state has undertaken significant tourism enhancement activities including LOVE NY advertising, free fishing licenses on Lake Ontario and reduced park and camping fees to encourage visitors and residents alike to continue using the communities affected by flooding.

#### **IV. Projects [waiting for content]**

**A. Priority Project Descriptions.**

**B. Crosswalk Chart.**

**C. Map of Proposed Priority Projects.**

**D. Crosswalk Chart of Other Projects Relating to State Priorities.**

#### **V. Participation**

**A. Work Groups:**

The work teams of the FLREDC have been a consistent driving force behind the many projects throughout our region. Without question, the success of the region can be attributed to the dynamic group of elected representatives, government officials, business and labor leaders, private sector experts, non-profit executives, higher education leaders, and members of the public who have displayed unparalleled collaboration to identify and execute on projects.

In 2016, the FLREDC reorganized its 20 work groups into 10 work teams to better align them with our region's Upstate Revitalization Initiative plan. Recognizing that this year, our strategic framework has been modified, we have updated our work groups to better reflect our region's collaborative efforts. While we are reducing the overall number of work teams, input from all corners of the region will continue to be vital to the implementation of our plan. All sectors will be represented and involved in regional collaboration even

---

<sup>11</sup> Pictures provided from Governor Cuomo's Flickr Account

though, there may no longer be a work group titled to solely address a particular industry. The work groups will continue to work closely together in defining and proposing projects albeit streamlined now to better align with our goals and priorities.

[Insert List of work groups/team members]

## **B. Public Outreach and Engagement.**

Throughout 2019, the Finger Lakes Regional Economic Development Council continued its tradition of robust community involvement through public meetings, workshops, media outreach, and stakeholder engagement. If you attend a Finger Lakes regional council meeting, you see the results of this outreach firsthand -- it is not uncommon for these events to draw two or three hundred interested stakeholders and members of the public. These high attendance numbers are an example of the interest sparked by the council process and the effort put forth to engage people throughout the region.

The council held five public meetings this year, with a special focus on the important issue of workforce development. With area businesses struggling to find skilled workers and with implementation of Governor Cuomo's groundbreaking Workforce Development Initiative kicking off in 2019, the Finger Lakes Regional Economic Development Council devoted two meetings to these important topics. In January, the council sponsored a daylong Workforce Summit entitled "Help Wanted: Strengthening the Region's Talent Pipeline." The summit drew 200 business, education, labor, and non-profit leaders to discuss and strategize how to bridge the skills gap in our region and help local businesses find the workers they need. In June, the council held a special council meeting on the governor's Workforce Development Initiative featuring Madhuri Kommareddi, director of the governor's new Office of Workforce Development. The presentations walked potential applicants through the details of this new funding initiative, while offering insights into the types of workforce development-related projects and strategies that New York State seeks to support.

In addition to these meetings, the council once again held two workshops in support of the Round 9 Consolidated Funding Application (CFA) process. State government representatives presented on their agency's funding programs and answered questions from stakeholders during these well-attended events. Council members and staff also promoted the MWBE Town Hall in April, an event designed to assist minority and women-owned businesses in doing business with New York State, becoming MWBE certified, and learning more about the CFA and regional economic development council process.

Media interest in the Finger Lakes Regional Economic Development remains high, and council members and staff routinely speak with print, radio, and television reporters on council activities to keep both the public and opinion leaders up to date on important economic development projects. This year, for example, our regional council co-chairs and executive director discussed council activities and regional economic development on the popular Connections program on WXXI radio. Outreach isn't limited to tradition media forms, as staff and council members take to social media outlets such as Twitter and Facebook to spread the word about the positive impact the council has on the region's economy.

While media contact and large public meetings are important tools in public engagement, the council continues to place a high value on meeting our stakeholders through dozens of events and meetings throughout the year. Councilmembers and staff met with area chambers of commerce, veterans organizations, workforce development boards, and other organizations to discuss the latest news on regional council projects and activities. Additionally, the council celebrated their successes at a number of events and ribbon cuttings this year, including the announcement of the Round II winners of the Luminate NY accelerator competition held in the main tent at the CGI Rochester International Jazz Festival in June.

## **VI. Downtown revitalization Plan Round Four**

### **Round 3 Update: Penn Yan**

The Village of Penn Yan and its partners in Yates County have taken the next big step in Downtown Penn Yan's revitalization journey with New York's State's Downtown Revitalization Initiative (DRI). New York State's DRI investment of \$10 million will provide the Village of Penn Yan with year-round opportunities that will realize a long-term revitalization of its historic downtown situated on Keuka Lake in the center of a productive rural agricultural region.

A 16 member DRI Local Planning Committee (LPC) representing a broad cross section of the Penn Yan region community helped develop the plan and select a slate of 15 transformative priority projects that will realize almost \$25 million in public and private investments. The LPC developed a vision for downtown supported by four goals and 17 strategies that focus on leveraging the area's natural assets; capitalizing on the area's craft food and beverage industry; celebrating local culture and arts; and providing access for all residents, businesses and visitors to participate in Penn Yan's resurgence.

DRI Funding from Round 3 of Governor Cuomo's Downtown Revitalization Initiative has further invigorated investment in Penn Yan. With over 90 storefronts in its downtown core, currently just 4 are fully vacant with the rest either occupied or in development. More retailers now call downtown home than have in many decades and multiple restaurants and mixed-income upper floor housing are currently in development.

#### ***A Community Supported Plan:***

Penn Yan was a very engaged DRI community. Attendance at each public meeting exceeded 175 people and each local planning committee meeting was attended by close to 100 people. A downtown survey conducted for the DRI generated nearly 600 responses. Stakeholders including local government staff, organizations, and businesses were also interviewed. Notices and presentations for the DRI were posted on the Finger Lakes Economic Development Center website and the Yates County Chamber website. In total the community engagement strategy touched an estimated 1,500 people in a Village with a population of just under 5,000 people.

#### ***Strategic Investments:***

The plan put forth by the Penn Yan was built off of the vision that the revitalization of Downtown Penn Yan will propel long-term regional prosperity and provide year-round opportunities for all residents and visitors to enjoy the area's natural assets, local foods and beverages, arts, and creative economy in an attractive and accessible destination. The selected projects included:

**Revive the Sampson Theatre:** Stabilize and expand the Sampson Theater for year-round use as a cultural destination to draw larger audiences to downtown on weeknights and weekends. The project includes interior renovations, exterior rehabilitation, and sprinkler system updates to the 1910 theater.

**The New Knapp on Main:** Convert the vacant historic Knapp Hotel into a mixed-used anchor and gateway to downtown, creating a vibrant mix of commercial spaces and 11 residential units and bringing new jobs and residents to Main Street. The project will include historic restoration of facades and cupola; demolition of a dilapidated addition; the installation of a new roof, HVAC, lighting, electrical and plumbing systems, and

energy-code-level insulation; installation of historically appropriate windows; and addition of an elevator and rear stair tower

**Restore Struble’s Arcade:** Conversion of 19,200 square feet of long vacant space to a vibrant mixed-use anchor at the northern gateway to downtown including six commercial units and seven residential units.



**Expand Penn Yan’s Parks and Trails Network:** Enhance the Indian Pines Park as a waterfront destination drawing residents and visitors to the lake. Install trail extensions along the Keuka Outlet Trail to connect downtown Penn Yan to lakefront attractions. The improvements would create a cultural event venue, waterfront seating, public boat docks near downtown businesses, updated playground facilities, overlooks with interpretive signage, and greater connectivity between the village’s natural and commercial assets.



**Install Streetscape Improvements Facilitating Downtown Circulation:** Undertake streetscape enhancements along Water and Wagener Streets to improve walkability, provide additional on-street parking, ensure historically appropriate street lighting, and, ultimately, extend Main Street’s character and charm along these

corridors for an improved pedestrian experience. Additionally, the project will include enhancements to the existing Wagener Street parking lot.



**Enhance the Pedestrian Experience of Maiden Lane and Main Street:** Redevelop and repurpose part of Maiden Lane as a pedestrian promenade offering outdoor event space and increased walkability. Install streetscape improvements on Main Street to improve the public's experience of downtown Penn Yan. Examples of streetscape improvements include overhead decorative string lighting, resurfaced pavements, planters, and public art installations.

**Transform Vacant Lot into Water Street Townhomes:** Transform a vacant lot into 18 townhome condominiums with on-site parking and facades incorporating historic design elements to create additional housing options for both seniors and young professionals

**Rehabilitate the Belknap:** Convert the vacant Belknap building into three residential units and one commercial space to provide new opportunities for downtown housing and employment that serve as catalysts for future development and bring vitality to the core of Penn Yan. The project is expected to attract 12 new jobs and six new residential tenants to a vital Main Street block and includes facade restoration and interior renovations.

**Renovate the Historic Laurentide Inn:** Renovate the 1820 Laurentide Inn to accommodate drinking, dining, and event venues that cater to and cultivate visitor interest while celebrating the history and culture of Penn Yan. The project will include repurposing the existing carriage house and stables into a microbrewery and tasting room, creating a first-floor lounge, enhancing the site to accommodate outdoor events, and transforming the driveway into a pedestrian walkway for inn visitors and brewery guests.



**Elevate Milly's Pantry:** Install an elevator and implement interior renovations at Milly's Pantry, a not-for-profit serving Yates County's child, enabling the organization to expand its services, programming, and accessibility including easier access to its second-floor commercial kitchen. Modifications to an existing staircase will provide safe egress from each floor.

**Convert Vacant Office Space into Upper-Story Apartments at 126 Main Street:** Convert vacant second floor office space at 126 Main Street into three rental apartments, contributing to Penn Yan's downtown housing stock and tourist lodging options. The renovation will include the demolition of non-load bearing walls; installation of new insulation, dry wall, electrical, plumbing, HVAC, and appliances; and implementation of thermal window replacements



**Enhance Birkett Landing's Commercial Capacity:** Install amenities and infrastructure improvements to Birkett Landing, a four-story, mixed-use property including apartments, a wine bar, and 4,500 square feet of undeveloped space, to increase the facility's appeal to potential patrons and draw commercial activity to the DRI area. The project will include finishing the interior of ground-floor commercial space, creating an outdoor patio for restaurant use, constructing restrooms, adding infrastructure improvements, and installing a bar.

**Buildout the Little Elm Restaurant:** Transform an empty storefront on Elm Street into a farm-to-table restaurant and cocktail bar, Little Elm, to bolster the region's wine and lake tourism industry and support local farmers and beverage manufacturers. The project will include general construction; mechanical, electrical, plumbing, and fire protection work; and furniture, fixtures, and equipment for restaurant use.

**The Village Bakery:** Attract a successful regional bakery by transforming the underutilized space at The Landing's. The Village Bakery will use local grains to produce artisan breads for restaurants and the general public, contribute to the cluster of food-related businesses downtown, and integrate agritourism into Penn Yan's appeal. Improvements include finishing the space's interior walls and ceilings, installing plumbing and HVAC infrastructure, and constructing an ADA accessible bathroom.



**Building Improvement Fund:** Establish a building improvement fund supporting interior and exterior enhancements to buildings within the DRI area to improve downtown aesthetics, attract and retain small businesses, preserve historic structures, and, ultimately, create an improved quality of life and visitor experience in Penn Yan.

## **Round 2 Update: Batavia**

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.

Local fundraising and financing options for the project have been met with tremendous community support. The YMCA will bid out, and hire an architect of record, in the fall/winter of 2019. The YMCA has secured quotes for building demolition and the YMCA anticipates the demolition of Cary Hall will begin in 2020.

- **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.

The Batavia Players selected Lynn Fritzlen Architects through a public request for proposals process. Lynn Fritzlen Architects will design and provide drawings for the performing arts theater, provide cost estimates for construction and provide construction management services on behalf of the Batavia Players.

- **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. After an extensive process that yielded 26 applications from building owners, Batavia Development Corporation (BDC) has selected eight projects to receive grant funds. The projects were scored based on their contribution to the key pillars of Batavia's DRI Investment Strategy (arts, culture and entertainment, healthy living, and prosperity for all), the City of Batavia's Comprehensive Plan recommendations, fostering downtown upper floor apartments and eliminating blight. The eight-projects selected will generate \$1 million dollars in investment in the downtown core.

InSite Architecture was selected after a public RFP process to assist with administration and compliance with the grant criteria. Project leaders continue to work closely with the New York State Homes and Community Renewal (HRC) moving these projects closer to ground breaking.

- **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.

The City has approved a construction contract with Grove Roofing to re-construct the roof of the City Centre above the concourse as their match to the DRI funding. The contract was awarded for \$664,080 and construction is slated to begin this fall 2019. The DRI funding will assist the City of Batavia to make interior improvements to the space including flooring, lighting and entrances with the goal of revitalizing the concourse as a community gathering space. Further study of the facility utility infrastructure through a feasibility study grant from Empire State Development, and matching funds from National Grid will help shape final planning for the long-term facility re-design and use concepts.

- **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, 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.

The project owner is working with Schenne & Associates, Service-Disabled Veteran-Owned Small Business, on construction drawings and finalizing the layout. Urban Vantage, an Urban Planning & Economic Development Consulting firm continues to lead the project on behalf of the building owner. Pre-lease conversations and final investment strategy conversations are ongoing.

- **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.

Design documents for the project are complete and the developer anticipates moving the project into site plan approval phase with the City of Batavia Planning and Development Committee review in the fall/winter of 2019.

## **Round 1 Update: Geneva**

### 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.

Design development is complete with the draft design currently under review at the Department of Transportation. Pending final comments, the design will be finalized and is expected to be sent out for contractor bidding in October with construction beginning in the spring.

### 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. Final design, environmental assessment and

permitting for the marina is underway. The City anticipates putting this project out to bid in the fall of 2020 with construction taking place in 2021.

#### 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 as well as the growing food and beverage industry. This project is anticipated to move forward in 2020.

#### 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. The draft design has been completed. Consultants continue to work with the City's Public Art Committee to infuse the City's core values into a uniquely urban experience. The project will be finalized in October and the City will seek contract bidding at that time with construction being coordinated with the Rtes. 5 & 20 Enhancement Project.

#### Seneca Lake Solar Village:

Construction of the Village is underway with home construction humming at the new factory located within the City limits. 20 units have been sold, four buildings constructed and two buildings occupied.

The remainder of the buildings are under construction in the factory and will be placed when completed. The public sidewalk that runs through the development and connects downtown to the lakefront is completed and being used by bicyclists and pedestrians.

#### Brewery and Education Center:

A long-vacant, historic theater in the heart of downtown Geneva has been beautifully preserved and repurposed into Twisted Rail Brewery as their central brewing hub, tasting room, and brewery education center.

The project is very near completion with an anticipated opening date in early October, 2019.

#### 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. Now a showcase for downtown, the project has been completed with two storefronts and 11 apartments. One storefront is occupied and the apartments are all currently rented.

#### 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. The design/build team continues to develop the full scope of work for this project. The environmental assessment of the project has been completed and selective demolition has begun. The City anticipates this project will be completed by Spring of 2020.

#### 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. The Smith Opera House renovations have been completed.

#### Fund for Adaptive Reuse:

Historic preservation and adaptive reuse can be challenging and expensive; elements that contributed to sprawl and downtown abandonment for decades. Eight buildings in Downtown Geneva are benefitting from rehabilitation with two previously-vacant buildings to house new businesses which were supported with Microenterprise Assistance Program grant funds. Two projects in the Adaptive Reuse Program have been completed with an additional six projects in various stages of construction. All projects are scheduled to be completed by the end of 2019.

## VII. Appendix with list of all funded CFA projects

### Upstate Revitalization Initiative Project List:

CFA Number	Project Status	County	Applicant	Project Title	Agency & Program Name	Total Project Cost	URI Committed
89290	On Schedule	Monroe	Zweigle's	Factory Expansion	Upstate Revitalization Initiative (ESD)	\$18,757,500	\$250,000
89444	On Schedule	Monroe	United Way of Greater Rochester	Early Childhood Pilot (Phase 2 Extension)	Upstate Revitalization Initiative (OTDA)	\$2,000,000	\$2,000,000
85325	On Schedule	Monroe	City of Rochester	High Falls Overlook Study (ROC River)	Upstate Revitalization Initiative (ESD)	\$150,000	\$150,000
85316	On Schedule	Monroe	City of Rochester	Brewery Line Trail (ROC River)	Upstate Revitalization Initiative (DOT)	\$1,075,000	\$500,000
85318	On Schedule	Monroe	City of Rochester	St. Paul Underpass (ROC River)	Upstate Revitalization Initiative (DOT)	\$350,000	\$350,000
85600	On Schedule	Monroe	City of Rochester	Downtown Management Entity (ROC River)	Upstate Revitalization Initiative (ESD)	\$10,000,000	\$3,000,000
85308	On Schedule	Monroe	City of Rochester	Pont de Rennes Bridge (ROC River)	Upstate Revitalization Initiative (DOT)	\$8,475,000	\$4,000,000
85311	On Schedule	Monroe	City of Rochester	Genesee Gateway Park (ROC River)	Upstate Revitalization Initiative (DOS)	\$3,900,000	\$2,000,000
85015	On Schedule	Monroe	City of Rochester	ROC City Skatepark (ROC River)	Upstate Revitalization Initiative (DOT)	\$1,500,000	\$1,000,000
85369	Slow	Monroe	City of Rochester	Riverway Main-to-Andrews East (ROC River)	Upstate Revitalization Initiative (DOS)	\$6,000,000	\$4,000,000
85340	On Schedule	Monroe	City of Rochester	Riverway Main-to-Andrews West (ROC River)	Upstate Revitalization Initiative (DOS)	\$21,650,000	\$16,000,000

85390	On Schedule	Monroe	City of Rochester	Riverside Convention Center Renovation (ROC River)	Upstate Revitalization Initiative (ESD)	\$14,740,000	\$5,000,000
85389	On Schedule	Monroe	City of Rochester	Blue Cross Arena (ROC River)	Upstate Revitalization Initiative (ESD)	\$15,079,000	\$6,000,000
85336	On Schedule	Monroe	City of Rochester	Rundel Library North Terrace (ROC River)	Upstate Revitalization Initiative (ESD)	\$8,100,000	\$1,500,000
85327	On Schedule	Monroe	City of Rochester	Aqueduct Reimagined (ROC River)	Upstate Revitalization Initiative (DOT)	\$6,000,000	\$4,500,000
85303	On Schedule	Monroe	City of Rochester	Running Track Bridge (ROC River)	Upstate Revitalization Initiative (DOT)	\$500,000	\$500,000
85251	On Schedule	Monroe	City of Rochester	Front Street Promenade (ROC River)	Upstate Revitalization Initiative (DOS)	\$1,250,000	\$1,250,000
85005	On Schedule	Monroe	Corn Hill Navigation	Downtown Tour Boat (ROC River)	Upstate Revitalization Initiative (Canals)	\$500,000	\$250,000
	On Schedule	Monroe	Hickey Freeman	Working Capital Loan	Upstate Revitalization Initiative (ESD)	\$8,200,000	\$4,000,000
85419	Completed	Regional	Greater Rochester Chamber of Commerce	Regional Economic Development Action Plan	Upstate Revitalization Initiative (ESD)	\$1,300,000	\$100,000
85244	On Schedule	Genesee	Genesee County Economic Development Center	STAMP Phase II	Upstate Revitalization Initiative (ESD)	\$13,000,000	\$8,000,000
	On Schedule	Monroe	Rochester Precision Optics	Henrietta Expansion	Upstate Revitalization Initiative (ESD)	\$20,407,500	\$1,000,000
	On Schedule	Ontario	Real Eats	Geneva Expansion	Upstate Revitalization Initiative (ESD)	\$1,877,000	\$500,000
85023	On Schedule	Monroe	City of Rochester (REDCO)	Revitalize Rochester Fund	Upstate Revitalization Initiative (ESD)	\$17,000,000	\$10,000,000
80696	On Schedule	Monroe	United Way of Greater Rochester	Systems Integration Project (RMAPI)	Upstate Revitalization Initiative (ESD)	\$18,700,000	\$15,000,000
83218	On Schedule	Monroe	NextCorps	Luminate NY Round 2	Upstate Revitalization Initiative (ESD)	\$15,000,000	\$15,000,000

81865	Completed	Wayne	Optimax Systems Inc.	Optimax Expansion	Upstate Revitalization Initiative (ESD)	\$21,700,000	\$700,000
74157	On Schedule	FL, CNY, ST	Cornell	Grow-NY Ag & Food Challenge	Upstate Revitalization Initiative (ESD)	\$15,000,000	\$5,000,000
	On Schedule	Monroe	LiveTiles	Project Mosaic	Upstate Revitalization Initiative (ESD)	\$17,000,000	\$3,500,000
	On Schedule	Monroe	LiDestri-Crop's	Project Who at EBP	Upstate Revitalization Initiative (ESD)	\$51,000,000	\$4,000,000
85102	On Schedule	Monroe	AIM Photonics	AIM Operating Support (Yrs 3-5)	Upstate Revitalization Initiative (ESD)	\$30,000,000	\$30,000,000
N/A	On Schedule	Regional	AIM Photonics	Photonics Attraction Fund	Upstate Revitalization Initiative (ESD)	TBD	\$30,000,000
61239	On Schedule	Regional	Excell Partners	FLX Venture Fund	Upstate Revitalization Initiative (ESD)	\$35,000,000	\$25,000,000
62943	On Schedule	Monroe	The Strong Museum	Neighborhood of Play Expansion	Upstate Revitalization Initiative (ESD)	\$117,000,000	\$20,000,000
	On Schedule	Wayne	IEC Electronics	IEC Electronics Corp. Expansion	Upstate Revitalization Initiative (ESD)	\$7,500,000	\$2,000,000
	On Schedule	Ontario	Intergrow	Greenhouse Expansion (Relocated)	Upstate Revitalization Initiative (ESD)	\$55,000,000	\$1,500,000
77624	On Schedule	Monroe	Paychex	Paychex Rochester Expansion	Upstate Revitalization Initiative (ESD)	\$58,400,000	\$2,500,000
67058	Completed	Monroe	ON Semiconductor	EBP Expansion	Upstate Revitalization Initiative (ESD)	\$6,676,722	\$4,300,000
77335	On Schedule	Genesee	HP Hood	Batavia Agri-Biz Park Expansion	Upstate Revitalization Initiative (ESD)	\$206,662,500	\$2,000,000
74626	On Schedule	Monroe	Conduent	Conduent Rochester Expansion	Upstate Revitalization Initiative (ESD)	\$7,362,000	\$2,000,000
70781	Completed	Monroe	United Way	Early Childhood Pilot	Upstate Revitalization Initiative (ESD)	\$3,500,000	\$1,750,000
*70781	Slow	Monroe	Monroe County	Child Care Expansion	Upstate Revitalization Initiative (ESD)	\$4,000,000	\$1,000,000
74308	Completed	Monroe	Kodak Alaris	Alaris Rochester Relocation	Upstate Revitalization Initiative (ESD)	\$4,700,000	\$1,256,050

70749	Concerns	Monroe	OFD Foods, LLC	Henrietta Expansion	Upstate Revitalization Initiative (ESD)	\$25,070,000	\$400,000
	Completed	Monroe	AIM Photonics	TAP Facility Phase II	Upstate Revitalization Initiative (ESD)	\$81,000,000	\$51,000,000
70348	Completed	Monroe	High Tech Rochester	Luminate NY Photonics Venture Challenge	Upstate Revitalization Initiative (ESD)	\$10,000,000	\$10,000,000
71066	Completed	Monroe	DuPont	Danisco EBP Expansion	Upstate Revitalization Initiative (ESD)	\$89,015,000	\$1,500,000
71009	Completed	Monroe	Datto	Downtown Rochester Expansion	Upstate Revitalization Initiative (ESD)	\$5,250,000	\$2,100,000
68744	On Schedule	Monroe	RIT	REMADE Clean Energy NNMI	Upstate Revitalization Initiative (ESD)	\$40,000,000	\$20,000,000
	Slow	Monroe	Clearwater Organic Farms	EBP Hydroponic Greenhouse	Upstate Revitalization Initiative (ESD)	\$50,600,000	\$4,000,000
70745	Completed	Monroe	American Packaging Corp	Flexible Packaging Facility	Upstate Revitalization Initiative (ESD)	\$192,118,000	\$7,700,000
68751	Completed	Monroe	AIM Photonics	TAP Facility	Upstate Revitalization Initiative (ESD)	\$106,000,000	\$96,000,000
62699	Completed	Monroe	Eastman Kodak	NY-BEST Battery Cell Assembly Pilot Plant	Upstate Revitalization Initiative (ESD)	\$5,900,000	\$1,200,000
69070	Completed	Monroe	Catholic Family Center	Mentors for Success Pilot	Upstate Revitalization Initiative (ESD)	\$2,956,386	\$1,500,000
61031	Terminated	Monroe	Hillside	Work-Scholarship Connection	Upstate Revitalization Initiative (ESD)	\$6,000,000	\$540,000
69000	On Schedule	Monroe	Monroe Community College	Finger Lakes Workforce Development (FWD) Center	Upstate Revitalization Initiative (ESD)	\$12,000,000	\$5,400,000
71058	On Schedule	Monroe	University of Rochester & Harris Corp	Data Science Consortium	Upstate Revitalization Initiative (ESD)	\$181,100,000	\$7,500,000
71059	On Schedule	Monroe	University of Rochester	Goergen Institute for Data Science	Upstate Revitalization Initiative (ESD)	\$50,000,000	\$12,500,000
78173	Completed	Livingston	WNY Cheese Enterprise	Cheese Plant	Upstate Revitalization Initiative (ESD)	\$49,700,000	\$1,300,000

54472	On Schedule	Monroe	North American Breweries	Genesee Brewery Eco-District	Upstate Revitalization Initiative (ESD)	\$49,100,000	\$1,000,000
68086	Terminated	Genesee	1366 Technologies	Solar Wafer Plant at STAMP	Upstate Revitalization Initiative (ESD)	\$700,000,000	\$0