



## 2016 FLREDC Progress Report Content Preview

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## Message from the Co-Chairs

We offer our sincere appreciation to Governor Cuomo and the New York State Legislature for this transformative initiative, and for believing in our plan. Our Finger Lakes Forward plan captured our vision, our readiness, and our momentum. With that award and the determination of the community as a whole, we have the opportunity and responsibility to implement key initiatives in a deliberate and measured way. Through a collaborative approach that removes barriers to economic development and growth, we remain poised to accelerate the improvement of our region to the benefit of the full diversity of our community.

A key component of the Upstate Revitalization Initiative Plan was to build in, wherever possible, a clear understanding of how each action, each project will impact poverty. The Finger Lakes region remains acutely aware that systemic poverty limits our shared economic growth and challenges individual economic opportunity. It creates significant, but not insurmountable, barriers to education and employment, and our effort to remove these barriers resulted in the 2015 launch of the Rochester Monroe Anti-Poverty Initiative at United Way (RMAPI). This unprecedented community-wide effort has set an ambitious goal: to reduce poverty in the Rochester and the Monroe County region by 50 percent over the next 15 years. This effort is largely possible because of the commitment of Governor Cuomo and the NY State Legislature to combat poverty across upstate NY. RMAPI relies on the extraordinary engagement and collaboration of community leaders, local and state government, service providers and practitioners, faith-based institutions, volunteers, youth advocates and, importantly, those impacted by poverty.

In its initial work, RMAPI reached out to the community to establish consensus on key themes, and these are being used as guiding principles as we move forward in our FLREDC work: Building and Supporting our Community, Addressing Structural Racism, and Addressing Trauma. The Regional Council, working collaboratively with the RMAPI, has incorporated these principles into the Consolidated Funding Application process. Each organization submitting a CFA is asked to complete a “Poverty Impact Statement” that tells the committee how the proposed project would work to mitigate the impact of poverty and assist in moving individuals onto the pathway to prosperity. This collaboration has further galvanized our regional efforts in building a better economic future for our region.

There are clear signs that show that our work and the state’s investment is making a real difference: our region’s economy is improving. From the decrease in the unemployment rate to hundreds of new hires at Eastman Business Park, from the starts of new businesses through new partnerships with the higher education community, the Finger Lakes Region is growing economically. Thanks to support from New York State and to the continued growth of businesses and jobs that have reestablished it as a hub of activity, our Council can declare success at Eastman Business Park, and we can celebrate the latest developments at the STAMP Business Park including the recent announcement that Empire State Development approved \$46 million for ongoing work in preparation for the first anchor tenant – 1366 Technologies. This investment will grow the economy by offering advanced manufacturing business development and jobs in Genesee County and beyond.

These achievements allow us to think big and be bold: we are positioned to redefine our region’s future thanks to Governor Cuomo’s transformational investment in the Finger Lakes region through the Upstate Revitalization Initiative. We know that this transformation must be grounded in a shared plan and vision. The vision of Finger Lakes Forward is that our path will be informed by the past but will not be defined by it. We must have **One Community Plan**. This One Community Plan identifies the community’s first key initiatives related to the Pathways

to Prosperity investments to move our region forward. The FLREDC is unified in where this bold plan must begin: we must focus on our most important resource, our citizens.

Our first URI investments will fund transformational activities aligned with the efforts of RMAPI and will support initiatives to sustain individuals at all points from cradle to career. Our region's most valuable asset is our people, and we must move individuals and families onto the pathways to prosperity. The funded activities are building blocks that, when linked together, create a skilled workforce pathway to help our region attract and retain businesses in Optics and Photonics, Agriculture and Food Processing, and Next Generation Manufacturing and Technologies. And, significantly, these building blocks will connect our region's citizens to much more than employment—they will help them ladder to opportunity and create the foundation for a stronger community.

Our One Community Plan includes initiatives that address the challenges that prevent individuals from accessing pathways to prosperity at each point in their lives. These range from initiatives focused on providing early childhood supports to families preparing for the birth of a child, to those that link families to community resources to help achieve self-sufficiency. We know that by connecting families to community based resources, we increase their capacity and ours.

As these children grow, we want to connect them to Youth Mentoring programs that build their momentum and scaffold their childhood success. One such program is the Hillside Work-Scholarship Connection, a national model with 29 years of results in helping youth to stay in school, gain employment, graduate, and succeed. The five-year growth plan for Hillside Work-Scholarship that is part of the One Community Plan will allow an additional 2,000 students to enter the program and 500 to gain meaningful employment.

These children and teens need stable homes led by working parents if their own gains are to be sustained. So, the One Community Plan includes investment in expanding access to workforce training and education for those in need of the technical and career-readiness skills that will lead to employment. The Finger Lakes Workforce Development Center at EBP (FWD Center) will provide fast-track training, career and technical education, and apprenticeship programs directly linked to regional workforce needs. All programs are employer-informed and demand-driven, assuring economic relevance, and to assure students will earn for what they learn, the FWD Center will connect them with employers before program completion.

Because technical skills are not enough to persist in employment or in life, our One Community Plan will also connect adults to mentoring. The top recommendation of the Rochester Monroe Anti-Poverty Initiative was the need for adult mentors who could assist those living in poverty. The adult mentors will focus on teaching problem-solving strategies and on increasing the effectiveness of social service networks in removing barriers to economic independence. The RMAPI pilot will support 300 working poor individuals with a goal of moving them from poverty into financial independence.

Each element of the One Community Plan will be assessed, with established baselines and progress reports. The FLREDC and RMAPI, together, will chart the impact of these building blocks in constructing pathways to prosperity. We are committed to the timely roll out of these initiatives, to a data-informed evaluation of what is working and what is not, and to scaling successes in a way that will promote sustained positive momentum for our region.

As co-chairs of the Finger Lakes Regional Economic Development Council, we are especially grateful to Governor Cuomo and Lieutenant Governor Hochul for their bold vision and incredible support. We also want to express our particular gratitude to our Council; Work Groups; the hundreds of individuals whose participation in public forums and feedback have made our efforts remarkably stronger; Empire State Development, and all the agencies that help

facilitate the Council's work. Thank you for believing in our region and our citizens. As one community, we will move the Finger Lakes forward. This is our mission, and we are united in its success.

## Optics, Photonics, and Imaging

### Vision:

The Finger Lakes region will continue to strengthen its position as the global leader in imaging and precision optics, as well as extended this leadership to include the fast growing industries of lasers, displays, and integrated photonics. Optics, photonics, and imaging (OPI) in the Finger Lakes region focuses on developing the shared resources and academic-industry partnerships that maintain and strengthen the region's long history as a global center for leadership and innovation in the optics, photonics, and imaging sectors.

### Mission:

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

### Existing Conditions:

The Finger Lakes region has one of the leading OPI industrial clusters in the world with many assets.

- **120 OPI companies** employing over 15,000 people in the nine county area and another 9,000 people employed at OPI companies in the Southern Tier and Central New York.
- **Over 100 small and medium sized companies operating at all levels of the supply chain**, from raw materials to finished goods. They cover a broad range of markets/technologies such as precision optics, lasers, imaging systems, displays, solid-state lighting, and photovoltaics.
- **Over 50 optics manufacturers in Rochester that specialize in the design, fabrication, and testing of precision optical components** that go into a wide variety of products including semiconductor manufacturing equipment, defense systems, and biomedical equipment.
- **Establishment of AIM Photonics**, the national institute for manufacturing integrated photonics, in Rochester. Integrated photonics is one of the most exciting and transformative photonics technologies currently under development. Integrated photonics is to photonics what integrated electronics is to electronics. But the ability to further reduce the size of electronic components is becoming increasingly expensive and difficult. Using integrated photonics, which uses photons (particles of light) instead of electrons (particles of electricity) to move information, has the potential to extend the increased functionality of a wide range of products including high-speed connections in data centers, mobile devices, and biosensors. Fortunately, Rochester is also the center for the Test, Automation, and Packaging (TAP) effort in AIM. A key mission going forward will be to leverage the work at AIM, particularly the work on TAP, to incubate, grow, and attract OPI companies. Currently, only one small local company, Precision Optical Transceivers, is a member of AIM and is well positioned to commercialize the institute's technology.
- **Leading scientists and engineers in imaging field.** The explosion of imaging is being driven by new image capture and display technologies, mobile devices, and the internet. Rochester has some of the leading scientists and engineers in imaging and more are graduated each year from RIT and the University of Rochester.

### KEY ASSETS:

The global OPI industry is large and growing faster than the overall economy, and the Rochester OPI cluster stands a good chance of gaining market share. This is because the region has a complete industrial cluster with an educated workforce, strong supply chain, and leading academic institutions.

**Companies:** There are approximately 120 OPI companies employing over 15,000 people in the nine county area and another 9,000 people employed at OPI companies in the Southern Tier and Central New York. Anchoring the cluster are seven large companies: Kodak, Xerox, Corning, Carestream, Harris, B&L, and CooperVision. These companies are some of the largest employers in the region. They provide jobs, do business with local supply chain companies, collaborate with universities, hire students, and support local arts and community programs. Complimenting these large companies are over 100 small and medium sized companies operating at all levels of the supply chain, from raw materials to finished goods. They cover a broad range of markets/technologies such as precision optics, lasers, imaging systems, displays, solid-state lighting, photovoltaics. The SMEs are a fundamental part of the OPI cluster. They provide jobs, support the big companies, and are a source of innovation that fuels growth and spawns new businesses. A number of regional small engineering service firms also support the OPI companies with device development and facility designs.

**Academic Institutions:** There are three local academic institutions with OPI programs that help make the Finger Lakes OPI cluster one of the strongest in the world. The University of Rochester is home to the famous Institute of Optics, the oldest and most highly regarded program of its kind in the country.

RIT has multiple programs to support OPI education and research as well. The Chester Carlson Center for Imaging Science is a unique interdisciplinary university research and education center, dedicated to pushing the frontiers of imaging in all its forms and uses. The Unmanned Aerial Imaging Systems initiative, a top CFA priority this year, is leveraging the strength of both institutions.

Rounding out the region's college and university support for OPI is the Optical Systems Technology program at **Monroe Community College**. This program, the first and still one of only a few of its kind in the US, provides two year degrees and certificates for technicians working in OPI companies.

The region's educational support for the OPI industry even extends down to the high school level. East High has an optics education program that includes a complete optics manufacturing facility. Other area high schools are also starting to provide courses in OPI, helping prepare high school students for enrollment at UR, RIT, or MCC.

**Workforce:** The key to the Finger Lakes OPI cluster is well educated and well trained workforce, covering all levels of education from technicians to Ph.D. scientists. Finger Lakes OPI scientists and engineers are highly innovative and are responsible for many of the patents issued to companies in the Finger Lakes.

**Infrastructure:** Rochester has excellent infrastructure to support a large OPI industry. Much of this was created by Eastman Kodak and still exists today at Eastman Business Park. In general, Rochester has a strong infrastructure to support manufacturing including transportation and access to water.

### **OPPORTUNITIES FOR GROWTH:**

**Photovoltaics:** Photovoltaics is an important OPI technology. In July 2013 Governor Cuomo announced SUNY Poly will revitalize a vacant Kodak cleanroom building at Canal Ponds in Rochester by transforming it into a first-of-its-kind CNSE Photovoltaic Manufacturing and Technology Development Facility (CNSE MDF) for crystalline silicon photovoltaics, part of a \$100 million initiative that will attract solar energy jobs and companies to the Greater Rochester Area. This effort also includes the acquisition and relocation to the assets of a solar manufacturing company formerly located in Silicon Valley. The project will create over 100 jobs, it will attract additional investments from companies around the world, and accelerate the development and use of solar energy. The state

is also investing in a PV company called 1366 which is locating in the STAMP development in Batavia. The funding for this is being split between the Finger Lakes region and the Western NY region.

**Canal Ponds facility - the Rochester hub of the NY Power Electronics Manufacturing Consortium:** In addition to investments in photovoltaics and integrated photonics in the Canal Ponds facility, Governor Cuomo announced in 2014 that the state will make the Canal Ponds facility the Rochester hub of the NY Power Electronics Manufacturing Consortium. The State is partnering with over 100 private companies, led by SEMATECH and IBM. The Consortium will invest \$500 million and create thousands of high-skilled, high-paying jobs statewide. At least 500 of those jobs will come to SUNY Poly Canal Ponds facility in Greece, focusing on the development and manufacture of the next generation of materials used on semiconductors.

**AIM Photonics:** One of the most promising opportunities for growth is in integrated photonics; the focus of AIM Photonics. The state has made a commitment of investing \$250 million in AIM Photonics in the Finger Lakes Region. As a result of this investment there are opportunities for incubating new companies, growing some local businesses, and attracting companies in integrated photonics industry. Within the integrated photonics sector, the biggest opportunities for Rochester are in test, assembly, and packaging. AIM Photonics' TAP program is centered in Rochester. There will be tens of millions of dollars in TAP equipment installed at a clean facility in the area. Local companies will be able to participate in AIM projects and companies from outside the area will send scientists and engineers to work at the facility.

**Fusion of imaging technology and data science:** This is an exciting and fast growing technology globally. The combination of new modes of image capture with the ability to extract useful information from large data sets will open up new ways to utilize image data. Applications include precision agriculture, national security, medical diagnostics, and social networking. Two priority projects are focused on imaging and image data analytics: The URI proposal for a Rochester Data Science Consortium and the CFA proposal for a Shortwave Infrared Spectrometer for UAV Remote Sensing.

#### **BARRIERS TO GROWTH:**

- A lack of investment capital available to start and grow local businesses (applies to all OPI sectors and all industries in general).
- Need to ensure that the state's investments in AIM in Rochester are aligned with the opportunities for growth.
- Need to attract more experts in integrated photonics to the region to help grow the industry. This includes academicians and entrepreneurs.

#### **PERFORMANCE INDICATORS:**

- Number of OPI companies
- Total OPI employment
- OPI revenue
- OPI export revenue
- Private investment in OPI startup companies
- Investments in research and infrastructure made by local OPI companies
- Number of OPI patents
- Number of OPI degrees granted

**PROJECTS:**

**Recently completed CFA projects:**

Project	CFA Award	County
Optimax Systems, Inc. upgraded skills training to 65 existing employees	\$48,050	Wayne
Syntec Technologies Inc. plant expansion and machinery purchase	\$300,000	Genesee
Photonics Industry Association of New York infrared interferometer and precision profiler purchase	\$675,000	Monroe
RIT's Electronics Assembly Training Program	\$.1	Monroe

**2015-2016 URI/CFA Projects**

Strategy	Progress	Future Actions
<b>Attract new companies to the region.</b>	<b>AIM Photonics</b> Initial \$96 million URI fund investment announced and process for assessing possible sites for the facility.	Assessment of site location beginning in 2016.
	<b>Photonica</b> Photonica will create and support 400 new jobs in Rochester, including facility operations at the above mentioned Canal Ponds facility and Eastman Business Park, additional supplier companies, and co-located industry partners.	The five year \$735 million project includes purchasing equipment and upgrading infrastructure and cleanroom space at Canal Ponds and Eastman Business Park.
	<b>Avogy</b> Company will scale up production of current technologies with high volume manufacturing in Rochester and will employ nearly 400 workers with an average salary of more than \$80,000 within the first five years, and its suppliers and high tech business partners will generate more than 600 additional support jobs.	Total project investment of \$950 million includes \$40 million by the state for necessary tools and infrastructure upgrades at the same SUNY Poly Canal Ponds and Eastman Business Park to support advanced manufacturing.
<b>Expand existing photonics companies.</b>	<b>Rochester Regional Photonics Cluster (RRPC)</b> Awarded funding to add capability on the precision profiler.	Working with the state to have equipment purchased and installed.
	<b>Project Cataract</b> Project to provide local optics company with capital to expand manufacturing is still under discussion.	Update on progress expected to be provided Q4 2016.
<b>Support innovation at area colleges, universities, and industry.</b>	<b>University of Rochester Laboratory for Laser Energetics</b> Project currently on hold.	On hold pending the matching grant from the Department of Energy.

**Future URI/CFA Projects:**

- Rochester Data Science Consortium**  
 Applicant **UR in collaboration with Xerox/PARC and Harris**  
 Request is for \$52.5M. \$22.5M for completion of the data sciences building. \$30M to Xerox and Harris to develop technologies to apply data science to large amounts of imaging data.

- **Finger Lakes Regional Center for Advanced Optics Manufacturing**  
Applicant **New York Photonics**  
Industry-led center located in the Beechwood community focused on New manufacturing processes, working with new materials, solving technological challenges for precision optics and workforce development and anti-poverty initiatives through “Minor League Optics” with training for disadvantaged and hard-to-place workers.
- **Advanced Manufacturing Facility for Lasers and Defense**  
Applicant **LaserMax**
- **Shortwave Infrared Spectrometer for UAV Remote Sensing in Support of Agriculture**  
Applicant **Rochester Institute of Technology**
- **Photonics Venture Challenge**  
Applicant **High Tech Rochester**
- **Navigation Grade MEMS Gyroscopes/Inertial MEMS**  
Applicant **Smart System Technology & Commercialization Center**, a Division of SUNY Poly

## Agriculture & Food Production

**Vision:** The agriculture and food business is changing rapidly with consumers demanding healthy, high quality, locally grown and sourced food. The Finger Lakes region has a robust food ecosystem with key equipment, research and infrastructure that will meet the rapidly changing needs of consumers. This will afford the Finger Lakes region an opportunity to be a hub in the East for agriculture and food production and with coordination this will lead to leadership and growth in the industry.

**Mission:** The Finger Lakes region will leverage the key assets in the region to grow the food sector. The region will attract new agriculture and food production companies and entrepreneurs, and will help existing food operations grow. The region will connect with Taste NY initiatives and leverage its proximity to major Eastern US populations.

**Existing Conditions:** 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.

### RESEARCH & BUSINESS INCUBATION

The resources of the Finger Lake region's food industries span the entire supply chain beginning with research all the way through retailing and the consumer. These resources form the knowledge-base for an industry sector that is world class. Assets include:

- Cornell University's New York State Agricultural Experiment Station (NYSAES) and Agriculture and Food Technology Park-part of STARTUP-NY program
- Rochester Institute of Technology's Center for Sustainable Packaging, NYS Pollution Prevention Institute, the Food Processing Industry Cluster Initiative, and the Center for Food System Innovation
- Wegmans Food Markets Organic Farm
- Finger Lakes Community College Viticulture and Wine Center

### AGRICULTURE

The Finger Lakes region is the bread basket for NYS and has the highest agriculture output of any upstate region. The regional output is the leader in the Eastern US in milk, apples, and grains. Assets include:

- 1.5 million acres of farmland – 21 % of the total in NYS
- Abundant water and diverse soil resources
- Well established infrastructure to reach 120 million people in the northeast in less than one day
- # 1 apple producing region in Eastern US, # 2 in the US
- # 1 dairy production region in Eastern US, # 4 in the US
- #1 grape producing region in the Eastern US
- #1 wine producing region in the Eastern US

### FOOD PRODUCTION, WHOLESALE & RETAIL

The region is home to many established food and beverage production companies who round out the robust, interconnected food ecosystem across all nine counties. These companies support agriculture, create employment, attract investment and are key private investors in URI and CFA projects in the region. The region produces the highest output in the Eastern US in several specialized food production domains including wine and yogurt.

- Lidestri Foods: 1,000 employees; 700 employees in Finger Lakes

- Wegmans Food Markets: 46,000 employees; 50% in NYS and 600 food production employees in Finger Lakes
- Constellations Brands: 6,000 employees; 700 in Finger Lakes
- North American Breweries: 600 employees in the Finger Lakes
- O-AT-KA: 380 employees in the Finger Lakes
- Bonduelle: 300 employees in the Finger Lakes
- Upstate Milk: 165 employees in the Finger Lakes

### 5 year (2010-2015) Food Production Growth in the Finger Lakes Region *Source: NYSDOL*

#### Opportunities for Growth

1. **Convert conventional farmland to organic farmland:** Customer demand for healthy, high quality, locally sourced food includes a growing preference for organic products, with national sales showing double digit growth. The Finger Lakes region is positioned to capture significant market share due to Yates County currently leading NYS in organic product sales.
2. **Increase the CEA output by leveraging low energy rates, proximity to large population, and new technology:** Closely coupled with organic product initiatives are sustainability initiatives. The biomaterials cluster at Eastman Business Park and Controlled Environment Agriculture will expand in parallel with the regional food industry providing incremental benefits to the Finger Lakes region food ecosystem.
3. **Develop and grow the craft beverage industry:** The Finger lakes region is a national leader in wine, beer, cider, and spirits. The alcoholic beverages industry supports 2,000 regional jobs, and has grown 9% per year over the past 5 years. \* *Economic Modeling Specialists, Inc. Labor Market Data (2015)*

#### Barriers to Growth

1. Lack of venture capital for agriculture and food production industry.
2. Identifying/retaining seasonal farm workers.  
Availability of agricultural produce (ex. cider apples, hops, malting barley) and approximate food production and packaging equipment for craft beverage industry.

#### Agriculture & Food Production Performance Indicators

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

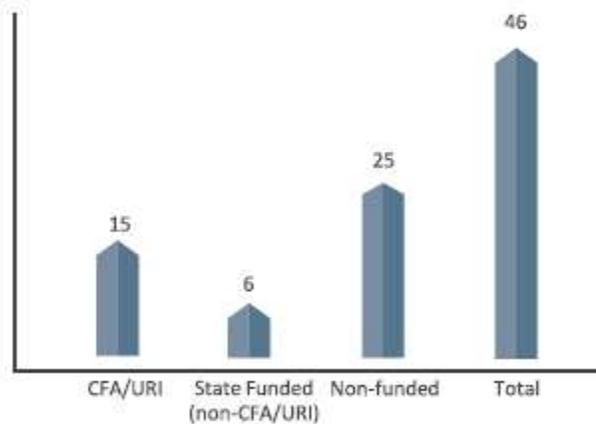
**Agriculture & Food Production Performance Indicators**

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

**Ag & Food Production Project Totals**



**# of Ag & Food Production Project (2014-2015)**



**# of jobs (2014 - 2015)**



**Investments (\$ in millions) (2014-2015)**



**Agriculture & Food Production Projects**

The region is accelerating the Finger Lakes Forward by successfully increasing the connectivity of the food sector within the region. Links between the Finger Lakes region’s food production manufacturing, growers and retailers are developing rapidly. The success stories of LiDestri Foods and others point to the significant benefits of increasing these connections. Maintaining a local value chain, companies are working together to align production, decrease costs, and mitigate risk.

The Finger Lakes region continues to successfully leverage economic support and assistance from local and state agencies to grow the economy and create new opportunities. **Love Beets USA** celebrated its grand opening of the new \$19 million facility in Rochester’s Eastman Business Park. Love Beets currently employs 111 and is expected to increase to 140 full time employees within three years. By sourcing the beets from New York State farmers, local growers are expected to benefit with sharply higher demand of organic beet crops. **O-AT-KA**’s major expansion of the Batavia Milk Cooperative resulted in 24 new jobs and ensures a market for milk produced by more than 400 farms in the region.

**Recently Completed Projects**

Project	# of jobs	Investment in millions	County
Love Beets	170	\$56	Monroe
Growing the Agricultural Industry Now! (GAIN) Fund	150	\$7.5	Region-wide
Pride Pak	220	\$66	Orleans
NY Craft Malt	4	\$.2	Genesee
Cornell Cooperative Extension of Wayne County Increasing Cooling Space for Small Farms	13.5	\$1	Wayne
Alpina Foods	75	\$17.5	Genesee
O-AT-KA Milk	50	\$21	Genesee
Once Again Nut Butter	50	\$15.6	Livingston
LiDestri HPP Project	10	\$10.25	Monroe
Cornell NYSAES HPP project	10	\$1	Ontario
Genesee Valley Agri-business Park	100	\$2	Genesee
Yancey’s Fancy expansion	50	\$23	Genesee

**2015-2016 URI/CFA Projects**

Strategy	Progress	Future Actions
<b>Strengthen and expand the Agriculture, Food and Beverage industry in the region.</b>	North American Brewing Eco – Brewery The \$49 million investment to update facilities, expand the Genesee Brew House, beer education center, and a museum are	Training for the new employees will take place at the new downtown MCC facility.

	in development. The project will help retain 600 jobs and add 128 jobs, including 64 new jobs for people who are impacted by poverty in Rochester.	
	Kreher's Farms Phase I planning has begun to build new hen houses for organic egg production in Genesee and Wayne counties. The expansion will add 60 jobs to the region.	For phase II, Kreher's Farm will build hen houses for free range eggs.
	Yancey's Fancy The expansion is currently in the development phase.	\$6 million expansion is targeted for completion in 2017.
	Intergrow Greenhouses The building of the new greenhouses for hydroponic tomato production is waiting on approvals from the county. The Greenhouses will hire 100 new employees in Monroe County.	Building is set to commence by the end of 2016 once all approvals are obtained.
	Craig Station Creamery Cheese Plant The cooperative to create value-added milk products has started construction on the \$60 million plant.	Facility on schedule to commence production at the end of 2017.
	Marquart Brothers Potato Chip Plant & Starch Recovery System The construction of the new potato chip production and packaging operation at its existing food processing facility in Wyoming County that will supply national brands with chips produced from potatoes sourced from local growers is currently in development.	The \$14 million project is expected to be completed within two years and will create 20-30 full time positions with an additional 10-15 part time positions within the first 3 years of operation. It will also provide area farmers an additional outlet for their crops.
	Growmark Growmark is considering building a new facility at the Genesee Valley Agri-Business Park in Batavia, NY.	New facility decision to be determined in 2017.
	Aquaterren Site for the facility has been selected and the design is complete. Financing is almost in place for the facility and the 100 jobs that will be created.	Building will commence as soon as financing is finalized.
	Project Ziti Expansion	Food manufacturer is determining

	The \$50 Million expansion for a food manufacturer is in development. The company is evaluating the timing of the expansion effort.	the timeframe for the expansion.
	Dairy Discovery Center	
<b>Strengthen and expand (both in terms of capacity and geographic reach) the region’s network of incubation and acceleration facilities as well as business support and networking services.</b>	Cornell Agriculture & Food Technology Park Tech Park currently houses eight incubator companies and one virtual incubator company located in Rochester. Total employment is between 45 and 50. Combined revenues in 2016 will be \$15-20 million for all companies.	Targeting three new companies to join the incubator by end of 2016. Facilitating the move of current occupant, Cheribundi, to new production facility.  Tech Farm submitted a new CFA for 5-year funding of the incubator program that falls under the NYS INNOVATION HOTSPOT BUSINESS INCUBATOR PROGRAM. The grant would cover administrative and support expenses. This is a continuation of a 3-year funding that began 4/1/14 and ends 3/31/17. The amount requested is \$125,000/year for 5 years.
	New York State Agricultural Experiment Station State, college and industry partnerships have resulted in over \$14 million dollars being used for renovation of our Pilot Plant (starting in December 2016), the Hiperbaric Lab (under construction) and establishment of the Institute for Food Safety (2016).	Submit an Upstate revitalization proposal. Prepare brochures on the new equipment and their use. Our project is shovel-ready and capitalizes on existing renovations.
<b>Expand opportunities for the region’s employees and spur the creation of high-skill, high-wage jobs; Strengthen and develop education and training programs needed to provide employees with the skill sets for key growth industries; Address regional workforce</b>	Foodlink Food Commercial Kitchen Expansion Construction on the kitchen commenced in May 2016, and the projected completion date is October 30, 2016.	As construction is progressing, Foodlink is continuing to increase the amount of locally-grown produce that we use in both our meal programs and processing initiative. In addition, we are working with various community partners to create an effective workforce development program.

<b>shortages in healthcare, agriculture, information technology, manufacturing, and other key fields.</b>		
<b>Foster the development of the region's industrial complexes and business parks for commercial or industrial use.</b>	LeRoy Food & Technology Park Construction on the \$2 million project is slated to begin mid-2016.	Site control will be completed in 2016 with infrastructure to begin in 2017.
	Orleans County Agriculture Processing Facility Business Park Designs for the 40,000 square foot facility are completed and the first two tenants for the business park have been lined up.	Construction of the \$2 million facility will begin in 2016 and estimated completion is early 2017.
<b>Expand access to seed, early-stage, venture, and public/private capital.</b>	GAIN! program Applications are in all stages of the loan process- closing, under review and in-the-pipeline for the \$3M Growing the Agriculture Industry Now (GAIN!) program.	G/FLRPC and the 9 local development corporations or counties will continue to make loans to approximately 30 eligible businesses to create approximately 150 direct jobs and 450 indirect jobs.

#### Future URI/CFA Projects

- **NYS Innovation Hotspot and Business Incubator**  
Applicant **Cornell University Agriculture & Food Technology Park**
- **Comprehensive Assessment for Growth of the Regional Food System**  
Applicant **Genesee/Finger Lakes Regional Planning Council**
- **Summit Milk Products Expansion**  
Applicant **Summit Milk Products**
- **Livingston County Brewing Initiative**  
Applicant **Livingston County**
- **Headwater Foods HUB Expansion**  
Applicant **Headwater Foods, Inc.**
- **Trans-loading / Multi-modal Rail Site**  
Applicant **Marquart Dairy LLC**
- **Conversion to Cage-Free and Organic Expansion**  
Applicant **Kreher's Farm**

- **Duncan Family Farms Northeast, LLC Expansion**  
Applicant **Duncan Family Farms**
- **Rochester Institute of Technology Center for Food System Innovation**  
Applicant **Rochester Institute of Technology**

#### **UPDATE ON HIGHLIGHTED 2016 STATE PRIORITIES**

##### **Opportunity Agenda – Pathways to Prosperity**

**The Foodlink Food Hub Production Center** provides a thriving model for coordinating employment efforts with investment in the agriculture and food production industry. Foodlink continues to improve the quality of life and health of the region's underserved residents by facilitating the collection, storage, processing, and distribution of regionally produced food.

The expansion of the Foodlink commercial kitchen into a 28,000 square foot regional food production, processing, and culinary workforce development center is providing a facility for 60–80 hard to place workers to be trained per year in partnership with local colleges and prepared for job placement in the food industry.

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

**The Cornell Agriculture Food Technology Park (Technology Farm)** in Geneva supports entrepreneurs and growers with the business services, expertise, resources, and incubation facilities necessary to foster the creation and growth of food production companies. The Technology Farm currently houses eight incubator companies, plus on virtual incubator company in Rochester, NY. The Technology Farm is supporting 45-50 jobs and anticipates combined 2016 revenues totaling \$15-20 million. The Technology Farm is targeting to house three new incubator companies by the end of 2016.

**Love Beets USA** created 111 new jobs at Eastman Business Park, joining the other 65 manufacturing companies at EBP.

##### **Veterans – Pathways to Prosperity**

Training Veterans: A Call to Farms: Cornell University's Small Farms program in partnership with the NYS Division of Veterans' Affairs' will provide a training program helps Vets leverage their post-deployment allowances for on-farm training in agriculture, an employment-training track that has rarely been used by veterans.

## Next Generation Manufacturing and Technologies

### **VISION**

Advance the manufacturing and technology sectors to:

- Support regional economic development
- Foster growth of existing/emerging firms and related assets
- Strengthen the regional supply chain

Facilitate the creation, expansion, and preservation of regional industrial and technology shovel-ready parks to support private sector growth

Build a geographically diverse, and cluster-focused ecosystem, which will:

- Grow and leverage the power of the new urban environment feeding innovation culture
- Differentiate the region as a leader in collaborative manufacturing to retain and attract quality talent
- Drive down costs by streamlining the communication and implementation pathways of both infrastructure and workforce development commonalities and needs across the ecosystem
- Expedite meaningful job growth for disadvantaged workers

Develop partnerships with academia and private sector intellectual capabilities to:

- Enable companies to meet required talent and R&D needs
- Improve manufacturing processes
- Increase production output
- Accelerate new job creation employment and the regional economy

### **MISSION STATEMENT**

To support the advancement and expansion of our manufacturing and technology assets and ecosystem, creating a competitive advantage for the entire Finger Lakes region.

### **KEY ASSETS**

#### **REGIONALLY**

- Intellectual property (public and private sector)
- Existing advanced manufacturing private sector supply chain in OPI, tooling & machining
- College & University ecosystem - including regional Centers of Excellence, Centers for Advanced Technology; Strong graduate pool
- Skilled existing regional workforce
- Growing Downtown Innovation Zone in Rochester that is supporting other urban centers across the region
- SUNY Polytechnic Institute Colleges of Nanoscale Science and Engineering's Smart System Technology & Commercialization Center of Excellence (STC) is a 130,000 square foot facility located in Canandaigua, NY. The Center itself represents a \$50 million semiconductor manufacturing line, focused on the development, fabrication, and packaging of Micro ElectroMechanical Systems, or MEMS. Furthermore, STC sits on a 57.5-acre campus, that has been pre-approved for construction of up to 800,000 square feet of new facilities focused on research and development and advanced manufacturing operations.

#### **Downtown Innovation Zone**



Downtown Innovation Zone

Rochester's Downtown Innovation Zone (DIZ) is virtually synonymous with the market-recognized geography of downtown. Growing quietly and organically for years, it is now home to 121 innovation companies and creative class enterprises. An incubation district is developing in its core with RIT's Center for Urban Entrepreneurship open, HTR's Business Accelerator Cooperative in development, and proposals for a Photonics Incubator and Downtown Kitchen Incubator under consideration. Downtown includes 110 office buildings with 10.65M square feet of space, 3,717 housing units with 6,542 residents, 48,000 down-

town employees, 6,000 college students, and 5+ million annual visitors. There is currently \$857M in downtown's development pipeline.

A Downtown Kitchen Incubator project is under development in the Downtown Innovation Zone in its core incubation district. Offering five licensed, fully built-out commercial kitchens, the project targets food truck operators, caterers, bakers, pre-startup restaurants, and startup food manufacturers, as well as underground businesses that need to legitimize and accelerate their operations. Food industry feedback has identified this as a significant need, and no project like it exists outside of NYC in New York State. The Downtown Kitchen Incubator would also: (1) increase downtown street vitality; (2) grow jobs in the food sector; (3) offer a new, food- industry support system to lower traditionally high failure rates; (4) provide a pathway to prosperity for lower income and less educated city residents; and, (5) be a catalyst for nascent food entrepreneurs to experiment and test food business ideas in a supportive urban business startup environment.

### **Eastman Business Park**



Eastman Business Park

Eastman Business Park (The Park) is a 1,200-acre industrial park with 16M sq. ft. of manufacturing, lab, warehouse and office space. Formerly called Kodak Park, The Park is now home to operations for 67 companies employing over 6,500 people and generating more than \$4 billion in manufacturing revenue. Companies with major operations in The Park include Harris, Carestream, Ortho Clinical Diagnostics, LiDestri Foods, Columbia Care, DuPont

Danisco, Acquest, ON Semiconductor, Kodak Alaris and Eastman Kodak Company. Located in the New York Finger Lakes region, The Park has its own utilities including a tri-generation power plant; producing electricity, steam and chilled water; access to 50 million gallons of water a day, and 36 million gallons a day of waste water treatment capacity.

In addition, The Park's technical services are extensive. Our Analytical Sciences Group provides a full spectrum of analytical knowledge and capabilities in the areas of chemical and materials characterization, manufacturing problem solving, R&D innovation, product reformulation and analytical testing. In the area of advanced roll to roll manufacturing, The Park has tools and expertise to take your materials from laboratory bench to roll-to-roll manufacturing with a broad range of scale-up and production services. And in fine chemicals, we support companies from "white board" to production, with the flexibility of predictable scale up from pilot to commercial batch manufacturing – from hundreds of kilos to hundreds of tons.

### **Science & Technology Advanced Manufacturing Park (STAMP)**



The STAMP project is a 1,250 acre build ready Megasite campus located in the Town of Alabama in Genesee County, within New York's Finger Lakes region some 5 miles north of the NYS Thruway, Pembroke interchange exit 48A. The site is being developed as a key regional asset to attract advanced manufacturing company investment projects interested in large scale campus type settings offering world class utility infrastructure capacity and capabilities, a low cost operating environment with access to the workforce of New York's 2nd and 3rd largest metro markets with a combined population exceeding 2.4M. The project is now in its 11th year of development with nearly \$50M of funding for site development committed to date.

Governor Cuomo announced in October 2015 the first anchor tenant, 1366 Technologies, a solar wafer development and manufacturing company who has committed to invest in excess of \$725M and to create 1,000 jobs over the next several years as it implements its multi-year, multi-phase plan to build out their North American manufacturing hub at STAMP.

### **OPPORTUNITIES FOR GROWTH**

#### **Downtown Innovation Zone**

- Stronger incubation and support for urban businesses, both startups and existing businesses that want to legitimize and accelerate

- While the array of innovation companies downtown ranges from solar technology to medical diagnostics software to online brand development, the most common tech types to choose a DIZ location tend to be software developers, website designers, graphic design specialists, and telecom companies
- There is a very real potential to spark a significant downtown cluster of video game designers and related creatives
- The Downtown Innovation District is growing and can be both supported and accelerated to attract new innovation enterprises and keep fast-growing tech businesses in the core of the city as a major attractor for Millennial talent -- an essential ingredient for growing tech businesses across the region over the next five to ten years
  - However, downtown's office towers are experiencing the highest vacancy rate (20%) since 1983 when the first downtown office space survey was conducted
  - In addition, significant investments are being made in 18 new downtown housing projects which will add 1,529 more units and 2,650 new residents by 2020, potentially cannibalizing older urban housing developments.

### **Eastman Business Park**

- Utility Users: The Park's utilities are operated on a coop basis, meaning that the higher the consumption, the lower the costs for all users. The power plant produces electricity, steam and chilled water as part of one process – so industries that use all those outputs are the best fit for The Park – especially if they need water and wastewater treatment too. Based on this we are targeting food processing & greenhouse agricultural companies based on their significant utilities consumption.
- Chemical Manufacturing: Kodak & The Park have significant tools and expertise in fine chemical (material science) research, development and manufacturing. These assets are used by Kodak and on a contract basis by multiple pharmaceutical and agrochemical clients.
- Roll to Roll Manufacturing: Kodak's roll to roll manufacturing tools and expertise are being used in a range of new applications. The most developed is energy storage for large-scale battery research, development and production. Batteries are a key component in New York State's initiative to have 50% of the energy on the grid come from renewable sources by 2030. Many other applications for roll to roll manufacturing are emerging, and The Park is working with the Dept of Defense and Dept of Energy to contribute to the advancement of roll to roll manufacturing capacity in this country.

### **STAMP**

- The infrastructure being developed at the campus is designed and focused on facilitating the attraction of advanced manufacturers using advanced technology for production which manifests into energy intensive power requirements as part of their manufacturing processes.
- Sectors targeted include: Semiconductor, Photovoltaic, Flat Panel Display, Energy Storage & Bio-manufacturing.

### **BARRIERS TO GROWTH AND CRITICAL NEEDS**

#### **Regionally**

### Lack of NGMT support resources

- Shortage of trained workforce
- Lack of workforce development resource access for NGMT businesses to address:
  - Absence of specific workforce training funding / programs to support cluster development and expansion in advance of the worker demand ramp
  - Incumbent worker training
  - Retraining for unemployed/under-employed, especially to address worker demand ramp in support of company expansions in the region
  - Retention of recent college/university graduates in area
  - Hard and soft skills gap for individuals living and working at or below the poverty line
- Lack of funding sources and easily navigable pathways for NGMT businesses to:
  - Address inadequacy of access to capital to invest in operations
  - Provide small loans/grants to add technical capabilities for existing regional employers
  - Acquire temporary operating funding (angel/venture capital funds)
  - Attain technology development matching funds
- Difficulty in accessing licensable intellectual property due to high costs and restrictions imposed by local colleges and universities, especially for early-stage tech startups
- Lack of fast-track sites (e.g., shovel ready, with required internal and external infrastructure)
- Prior CFA awardees have struggled to accept terms of awards and have either backed out of the program or have experienced extreme delays in receiving the funding after project completion
- Domestic and foreign interests continue to increase the competitive environment for companies deciding on location/relocation/expansion
- Need for more connected, efficient and productive regional ecosystem to support business development and growth (e.g., tighter supply chains, local business asset marketing, industry cluster development, targeted support systems for urban entrepreneurs)
- NYS funding restrictions are negatively impacting the region's ability to make capacity building investments needed to enhance build ready site infrastructure in advance of the business recruitment/business attraction process; which reduces the region's national and global competitiveness

### **Downtown Innovation Zone**

- Public-private partnership models to manage organic growth of an innovation district without stifling its potential
- Proof points on workable location incentive programs
- More incubation and on-going entrepreneurial support for the development of viable, ground-floor (non-tech) businesses to enliven the downtown street-level experience
- Creation of more spaces and opportunities for both social interaction and creative collisions

### **Eastman Business Park**

- Support for completion of the Energy Storage ecosystem's cell assembly capability which will allow for companies to go from research lab to production at The Park.

- Continued support for East End redevelopment, including the 28-acre parking lot along Lake Avenue, connection to the education & recreation center on Ridge Road via greenway through the Park, and upgrading of the theater for higher use.
- Adoption by New York State of EPA regulations for Definition of Solid Waste (DSW) to exclude the recycling of solvent streams produced by 3rd parties – allowing a significant increase in recycling and a reduction in landfilling – plus producing new jobs in The Park.
- Economic development study for three major sites within The Park to establish highest best use based on market and competitive analysis, economic rationale for developers, local entities and for Kodak.
- Driving awareness of the importance of manufacturing to the Finger Lakes regional economy by partnering with Monroe Community College, RIT's Center for Sustainability, Rochester Technology and Manufacturing Association and the Urban League in hosting a MFRG DAY conference for interested students from fourteen area high schools.

### **STAMP**

- Leadership and collaboration from the regional higher education network (community college network) to engage and develop the workforce training (curriculum and delivery model) ensuring success for 1366's employment ramp to 1,000.
- Funding to support the development and implementation of the workforce training (once defined).
- Funding supporting campus infrastructure capacity expansion [i.e. Track 2 infrastructure] to assure 1366's long term expansion plans along with attracting additional tenants of similar scale.

### **PERFORMANCE INDICATORS**

Having a complete lack of coherent and cohesive methodology in place to track progress and performance through a data-driven and analytics-focused lens makes it challenging to inform what the performance indicators will be. Development of the internal NGMT methodology is under way. Until then, the following will assist in benchmarking progress.

- Strengthen and unify the Next Generation Manufacturing & Technology cluster by developing hands on cluster leadership.
- Make our region attractive and successful in this sector by personally and actively engaging in taking all roadblocks out of the way – for both companies that want to come to the area and ones that are already established here and are thinking of leaving
- Establish and enhance infrastructure to support collaboration by identifying, connecting, and promoting the assets and sites in the area for company attraction
- Enhance technology development and transfer opportunities.
- Track growth of the Downtown Innovation Zone in terms of the number of innovation and creative class enterprises locating there, and the performance of the business incubators open, planned and under development

### **PROJECTS**

- Recently Completed CFA Projects
- 2015-2016 URI Projects
  - Sweetwater Energy

- Greenidge Power Plant
- AIM Photonics Manufacturing Center
- Rochester Regional Fund
  - DIZ Master Plan
  - Light Up Rochester
  - Increasing access to New NY Broadband
- Center for Urban Entrepreneurship
- Project Eagle
- 2015-2016 CFA Projects
  - Pilot Cell Assembly Multi-User Facility @ EBP. This facility will install over \$4M in capital equipment and manufacturing assets at EBP to enable rapid commercialization of battery and ultracapacitor devices. The facility will operate on a toll manufacturing model to produce saleable devices (cylindrical batteries, pouch cell batteries, and ultracapacitors) for a multitude of customers. This capability completes the 'energy ecosystem' that has been growing in the region since 2012 and will be operated alongside the RIT Battery Prototyping Center, Best Test & Commercialization Center and the R2R coating assets at Kodak.
- Future URI/CFA Projects
  - Nanomaterials Commercialization Center
  - Expansion of energy storage innovation companies working in battery production and testing
  - Redeveloping the Inner Loop
  - STC expansion and support
  - Please refer to 2016 PPRF for NGMT

### **PATHWAYS TO PROSPERITY**

- Establishment and growth of the RIT Center for Urban Entrepreneurship which is convening all of the organizations that service urban entrepreneurs and existing businesses. This work is improving the urban ecosystem that supports business growth, primarily in lower income urban neighborhoods within the City of Rochester which has the highest concentration of poverty in the nine-county region. Much work is being done to develop a stronger urban entrepreneurship ecosystem involving the Urban League, Ibero-American Action League, PathStone, and an array of other front line service providers that work with entrepreneurs and business owners in the city.
- A Downtown Kitchen Incubator project is also under development in the Downtown Innovation Zone in its core incubation district. Offering five licensed, fully built-out commercial kitchens, the project targets food truck operators, caterers, bakers, pre-startup restaurants, and startup food manufacturers, as well as underground businesses that need to legitimize and accelerate their operations. The Downtown Kitchen Incubator would also: (1) increase downtown street vitality; (2) grow jobs in the food sector; (3) offer a new, food- industry support system to lower traditionally high failure rates; (4) provide a pathway to prosperity for lower income and less educated city residents; and, (5) be a catalyst for nascent food entrepreneurs to experiment and test food business ideas in a supportive urban business startup environment.

- The NGMT Work Team is collecting information on emerging labor needs and will be sharing that with the Workforce Development Work Team, some of which will relate directly to lower and middle skilled individuals. This, in combination with robust and responsive workforce development programming, will ultimately provide pathways to gainful employment for lower skilled workers.

## **GOALS/STRATEGY**

Our 2016-2017 work will be focused on deep-dive strategy development that will serve as a jumping-off point for the next 4.5 years. It will incorporate inter-, intra-, and extra-NGMT communication, outreach, and marketing strategies; metrics and methods for analyzing performance of NGMT; completion of the Year One initiatives outlined in the URI Final Plan; deepening collaboration between the geographical and tech clusters within NGMT; expansion of NGMT to include STC in Canandaigua, and much more.

- Grow regional companies working in targeted, next-generation manufacturing clusters to increase manufacturing exports
  - Utilization of foreign trade zones/magnet sites
  - Utilization of Export/Import Bank programs
  - Leverage GlobalNY program for regional Trade Missions to key foreign markets and enhanced marketing activities
  - Increase capital investment and production capacity
- Increase capital investment and production capacity
  - Job creation/retention with new companies coming to the area to do both development & manufacturing
  - Support 1366 Technologies project implementation @ STAMP to ensure success
  - Fund infrastructure expansion at key sites to ensure continued success in company attractions and expansions

## **KEY ACTIVITIES**

### **Regionally**

- Notify region & participate in federal/state grant opportunities
- Digital Manufacturing and Design Innovation Institute
- National Network for Manufacturing Innovation
- Apply for new federal grants focused on cluster development
- Form a working team that has deliverables, timing and accomplishes something
- Engage and facilitate unique relationships between DIZ, EBP, and STAMP focused on the strength and growth of the region, to provide benefit for all

### **Downtown Innovation Zone**

- Recognize that the DIZ is developing organically, and should not be molded into a “tops down” model of development

- Prioritize the business/living environment issues and location incentive ideas important to creatives, and communicate this to public officials and real estate developers
- Share information with office building owners and commercial brokers about what drives location decisions by largely Millennial innovation company leadership, and how that process differs from the conventional commercial tenant
- An authentic messaging campaign needs to be developed to market the DIZ experience, and to guarantee streamlined and easy access to incentives, business loans, creative space options, parking, and connecting with potential business partners and suppliers
- Explore ways to provide appealing social interaction opportunities to encourage creative collisions, collaborations, and the vibe necessary to attract and retain innovators

#### **Eastman Business Park**

- Identification of target industries with the best alignment with Finger Lakes Regional Economic Development Council strategies and fit with Eastman Business Park assets.
- Establishment of an Energy Storage ecosystem in The Park to support the development of new technologies and to commercialize those technologies in The Park, generating manufacturing jobs.
- Partnership with LiDestri Food & Drink to attract food processing & greenhouse agricultural companies who are heavy utility users and significant employers to The Park.
- Increased investment in Park infrastructure for functional and aesthetic purposes.
- Increased outreach to community, government, developer and site selection entities to increase awareness and support for vision.
- Initiated an economic development study for three major sites within The Park to establish highest best use based on market and competitive analysis, economic rationale for developers, local entities and for Kodak.
- Driving awareness of the importance of manufacturing to the Finger Lakes regional economy by partnering with Monroe Community College, RIT's Center for Sustainability, Rochester Technology and Manufacturing Association and the Urban League in hosting a MFRG DAY conference for interested students from fourteen area high schools.

#### **STAMP**

- Design and construction of "Track 1" infrastructure (water, sewer, roads, electric, gas, broadband) on the campus supporting 1366 Technologies' Phase 1A production fab.
- Supporting and enabling 1366 Technologies' design and construction of their Phase 1A, 130,000 square foot, 250MW annual output production fab.
- Strategy and planning related to infrastructure capacity expansion [Track 2 and beyond] at the campus in order to enable 1366's ultimate plan for a 3GW North American manufacturing hub which is likely to approach 1.2 to 1.5 million square feet. That same infrastructure will be leveraged and utilized by additional advanced manufacturing projects of similar scale.
- Active business development and sales efforts to attract a second large scale advanced manufacturing project to the site.
- Facilitating workforce development activities to support 1366 Technologies' employment ramp along with future tenants locating on the campus.

## Pathways to Prosperity

**VISION:** As the Finger Lakes region looks to grow and prosper it also recognizes the fact that we need to do this in conjunction with the members of the community most in need. Matching our workforce requirements based on the identified industry sectors for our region; Health Care, Advanced Manufacturing, Culinary, and Information Technology, we are working to link the candidates with the educational institutions to receive the skills training and gain employment leading to a career that offer a living wage.

**MISSION STATEMENT:** The Finger Lakes region will bring available resources together, gain alignment and coordination to best serve the individuals within our community in order to reduce poverty, increase college and career readiness, reduce unemployment, improve High School graduation rates and to employ hard to place workers.

**KEY ASSETS:** The Finger Lakes region offers a wide variety of educational institutions, business organizations and community efforts focused on helping people achieve the skills necessary to gain employment in the local marketplace.

- Monroe Community College (MCC) is a comprehensive SUNY community college that serves over 30,000 learners each year in the Finger Lakes region. With over 100 degree and certificate programs, MCC supports the local economy through a variety of innovative workforce services including strategic grants development, conducting labor market studies and offering a robust catalog of workforce focused credit and non-credit programs that directly align to addressing employer needs within healthcare, advanced manufacturing, information technology, hospitality and the skilled trades.
- Finger Lakes Community College (FLCC) enrolls over 6,761 students, 75% of whom receive financial aid, in 54 degree, certificate and short-term training programs. FLCC's innovative training programs, with a placement rate of 96%, prepare people to build successful careers in a number of in-demand fields including health care and advanced manufacturing.
- Genesee Community College (GCC) In 2015-16, GCC served over 7,600 credit students, offering over 60 credit programs, and awarding 880 degrees for the year. In noncredit, providing training programs to businesses and organizations in topics of LEAN manufacturing, leadership, teambuilding, safety, mechatronics, healthcare and other topics training approximately 2,500 employees for nearly 150 employers in the region.
- Rochester Educational Opportunity Center (REOC) been a leader in quality, tuition-free, short-term College Preparation, Career and Technical training for adults in Rochester for over 45 years with an average enrollment per academic year of 1,350 students across 21 programs.
- Office of Adult & Career Educational Services (OACES) is a workforce preparation organization serving adults in Rochester, currently offering (6) short-term career training programs in "in-demand" occupations which are approved by the NYS Department of Labor (DOL) and Education Department (SED)
- Finger Lakes Advanced Manufacturing Enterprise (FAME) - is an initiative of the Finger Lakes Workforce Investment Board and a collaborative public/private partnership of 68 regional stakeholders. Their focus is assisting advanced manufacturers with workforce development and pipeline building for high tech careers, and they leverage partnerships with regional educators and workforce development organizations to offer internships, student tours and programs promoting careers in advanced manufacturing.
- Rochester Tooling and Machining Association (RTMA) is an advocate for advanced manufacturers with over 80 members employing over 4,200 people and has been in operation since the 1940's
- Unions and Business United in Construction (UNICON) proudly representing in excess of 20,000 workers and over 300 employers, as an independent Labor Management Association devoted to social and economic

development in the Greater Rochester / Finger Lakes Region of Upstate NY. Primarily an advocacy group for the construction industry.

- Rochester Monroe Anti-Poverty Initiative (RMAPI) is a community wide effort that will lead to a 50% reduction of poverty in 15 years
- Adult Career and Continuing Education Services-Vocational Rehabilitation (ACCES-VR) assists individuals with disabilities to achieve and maintain employment and to support independent living through training, education, rehabilitation, and career development. Currently working with over 5 Thousand individuals and in 2015 helped over 1 thousand individuals find competitive employment
- Rochester Rehabilitation Center - Rochester Rehabilitation's Workforce Academy serves individuals with a wide range of disabilities, public assistance recipients, refugees, individuals living at 125% of the poverty level, and those who have failed in other employment programs. Our job placement rate for graduating candidates is currently at 94% thus far. A unique feature of Rochester Rehabilitation's service capacity is that in addition to providing Workforce Academy training we also offer comprehensive mental health services, driver evaluation and rehabilitation training and Benefits Resource and Transition Services.
- Bright Futures Job Fair – Workforce Development efforts initiated the opportunity for Rochester City School District graduating seniors to take part in the 2<sup>nd</sup> annual job fair with over 400 seniors signed up to attend and over 50 employers participating in the event.
- Workforce Development Boards – partner with the FLREDC and are a key source of information on workforce issues. In 2016 the three workforce development boards in the region together submitted an Inventory of Sector-based Workforce Strategies that will help inform the Pathways to Prosperity work team as it plays a part in connecting local residents to meaningful employment and reducing poverty in the region. Importantly, several members from the three workforce development boards - Finger Lakes, GLOW, and Monroe County/Rochester – also sit on FLREDC work teams, including the Pathways to Prosperity work team.

#### **OPPORTUNITIES FOR GROWTH:**

- 1) Unify multiple current resources who are stated to perform the same function as it relates to skill training in order to gain efficiencies and reduce current barriers to success
- 2) Bring to scale currently successful programs that increase the skill level of hard to place workers and connect them to employment with the opportunity of a living wage.
- 3) Establishment of a Community Fund for the Anti-Poverty efforts that will allow the convening agency to administer funds in a timely fashion facilitating an ability to put agreed upon course of action into reality.
- 4) North American Breweries to invest \$42 million to expand Genesee Brewery with additional support from Empire State Development. This investment will create 128 new jobs 64 of which will be set aside for people affected by poverty.

#### **BARRIERS TO GROWTH:**

- Limited number of graduates that are college or career ready
- Transportation to potential employment opportunities
- Current number of daycare providers, limiting parent's opportunity to gain employment
- Early employment opportunities for youth to gain life skills for future career oriented employment

#### **PERFORMANCE INDICATORS:**

1. Poverty Rate Reduction over next 15 years
2. 3<sup>rd</sup> grade reading level (ROC the Future)
3. High School Graduation Rate (RCSD)
4. 2-year college degrees in specific fields of study relevant to our region (MCC/FLCC/GCC)

- 5. Unemployment rate (DOL)
- 6. Level of public assistance programs for our region (in \$) (County)
- 7. Level of Employment (Private, Public, Total) (DOL)
- 8. Program completion for 4 community initiatives (Lead Agencies)
  - o 300 Working Poor
  - o 2,303 completions of MCC workforce training at EBP
  - o 2,180 incremental HW-SC students in the program w/ 500 incremental jobs

Strategy	Progress	Future Actions
	<p><b>Harris RF Communications Project Management Training Program</b></p>	
	<p><b>OACES SNAP Opportunities Program</b></p>	
	<p><b>St. John Fisher College Health Sciences Building</b>                      The building was completed and opened in September 2015. The facility was awarded two CFA grants totaling \$500K.</p>	<p>The facility houses the college’s programs in the natural sciences, pharmacy and nursing.</p>
	<p><b>RIT Electronic Assembly and Soldering Training Program</b>                      \$100K in CFA funding to develop a training program for veterans and displaced workers to provide them with certification to enable them to obtain jobs with area companies. Two four-week sessions were offered this summer to 20 participants, who are currently being interviewed for open positions in this field.</p>	<p>Additional Classes to be offered.</p>
	<p><b>Foodlink Food Hub &amp; Culinary Workforce Development Center</b>                      Currently developing a culinary workforce development program that promotes the mastery of job-related knowledge and skills, leading to employment opportunities within the culinary/food industry, and real living wage careers. The Foodlink Food hub broke ground in May 2016.</p>	<p>Curriculum to be developed prior to first class being offered.</p>
	<p><b>Edison Career &amp; Technology High School Computer Lab Upgrade</b>                      Edison will leverage these and other grant funds to purchase computers,</p>	<p>Offering students in these programs Coop / Internship opportunities at local businesses</p>

	<p>3D printers, and other high-tech equipment for 500-600 students in their Construction/Architecture/Design and Advanced Manufacturing and Engineering Pathways.</p>	
	<p><b>Boys &amp; Girls Club of Rochester Facility Renovation</b>                  Completed in 2016, these renovations include a 10,000 square foot expansion that will allow space for new youth programs. The project was supported by the FLREDC with \$400,000 in funding, including a \$300,000 award through the Upstate Revitalization Initiative in 2015.</p>	<p>Sharing data that supports the success of expanded programs.</p>
	<p><b>University Preparatory Charter School Career &amp; Technology Education Center Renovation</b>                  UPrep received \$150,000 in Upstate Revitalization Initiative funds for acquisition and renovation of a building to house the school’s Career and Technical Education Center. The U-Prep Career &amp; Technical Education Center opened in September 2016 and provides training in culinary arts, information technology, machining, and skilled trades.</p>	<p>Linking student training to additional learning opportunities within the community via coop / internship / apprenticeship / continuing education.</p>
	<p><b>Regional Veterans Service Center</b>                  The Center will be utilized to empower a coordinated network of veteran services in the Upstate region, and equip veterans with the technological and informational resources needed to efficiently and effectively guide service members, veterans, and their families to the most appropriate resources.</p>	<p>To expand the network throughout western and upstate NY. Link to other Veterans Service Centers throughout the country.</p>
	<p><b>Advanced Manufacturing Education Equipment (Area BOCES &amp; Edison)</b>                  The collaboration among all seven of</p>	<p>Continued partnership among all parties to strengthen the pipeline of</p>

	the region's Career and Technical Education Centers and the advanced manufacturing community to strengthen the capacity of the region to produce skilled employees in the advanced manufacturing sector.	future workforce for manufacturing businesses of the region by collaboration on the needs and curriculum.
	<b>Hickey Freeman Sewing Machine Operator Training Program</b> Having received \$100K in CFA funding to train 53 new and existing workers at its factory in Rochester.	Assess potential future need for additional training or growth opportunity for workforce within the facility.
	<b>Finger Lakes Community College Health Care &amp; Manufacturing Training program</b> FLCC was awarded \$98,500 in 2015 CFA funding to provide training to special populations and unemployed workers for positions in the health care and manufacturing sectors, including nurse assistants, home health care and advanced manufacturing machinery and mechatronics.	Evaluation of the program for viability of future training opportunities.
	<b>Wayne Finger Lakes BOCES Nurse Assistant Training Program</b> WFL BOCES received almost \$100k in CFA funding to train 56 long-term unemployed as Certified Nursing Assistants.	Evaluation of the program for viability of future training opportunities.
	<b>Monroe Community College's Workforce Training Center at Eastman Business Park</b> The project will improve space in building 12 at the Eastman Business Park to facilitate an "academic nexus" to the work of Start-Up NY companies located on the EBP campus. The project will serve as an incentive to draw manufacturers to the park.	The proposed center will provide access to both GCC and FLCC to offer and conduct manufacturing and/or other technology courses that MCC doesn't currently offer
	<b>Market Driven Community Cooperatives</b> The development of a worker-	Establishment as a non-profit 501(c)(3) holding company. The

	<p>owned, cooperative business development corporation, whose purpose is to build wealth in low-income communities by developing, promoting, and supporting a diverse portfolio of worker-owned businesses in Rochester.</p>	<p>management and direction of this newly established 501(c)(3) will be vested in a Board of Directors comprised of key representatives from the City, participating anchor institutions, funders, the business community, and residents of the targeted communities.</p>
	<p><b>Finger Lakes Community College CNA/LPN Pathway</b>                  Training for Rochester City School District students in the high demand field of Health Care within the Finger Lakes Region.</p>	<p>TBD</p>

**UPDATE ON HIGHLIGHTED 2016 STATE PRIORITIES**

**PATHWAYS TO PROSPERITY:**

The **Rochester Monroe Anti-Poverty Initiative (RMAPI)** was formed in 2015 in response to publication and widespread acknowledgement of the exceptional poverty rates that persist in the city of Rochester, especially among children. Through the leadership of Governor Cuomo, an Anti-Poverty Task Force was established at state-level. At the same time, an unprecedented public-private partnership grew across the city to begin the important work of poverty reduction.

Over the course of 2015, a dual-generational action plan arose via an extensive community-engagement process, which included the three-tiered strategy of: (1)Adult Mentoring to better connect those impacted by poverty to job opportunities, while concurrently addressing the social barriers that prevent consistent, sustainable employment; (2) Early Childhood Supports that focuses on giving kids and families the best opportunity to succeed; and (3) Systems Integration which includes the design and implementation of more coordinated systems of social support that allow for a more straightforward path to self-sufficiency.

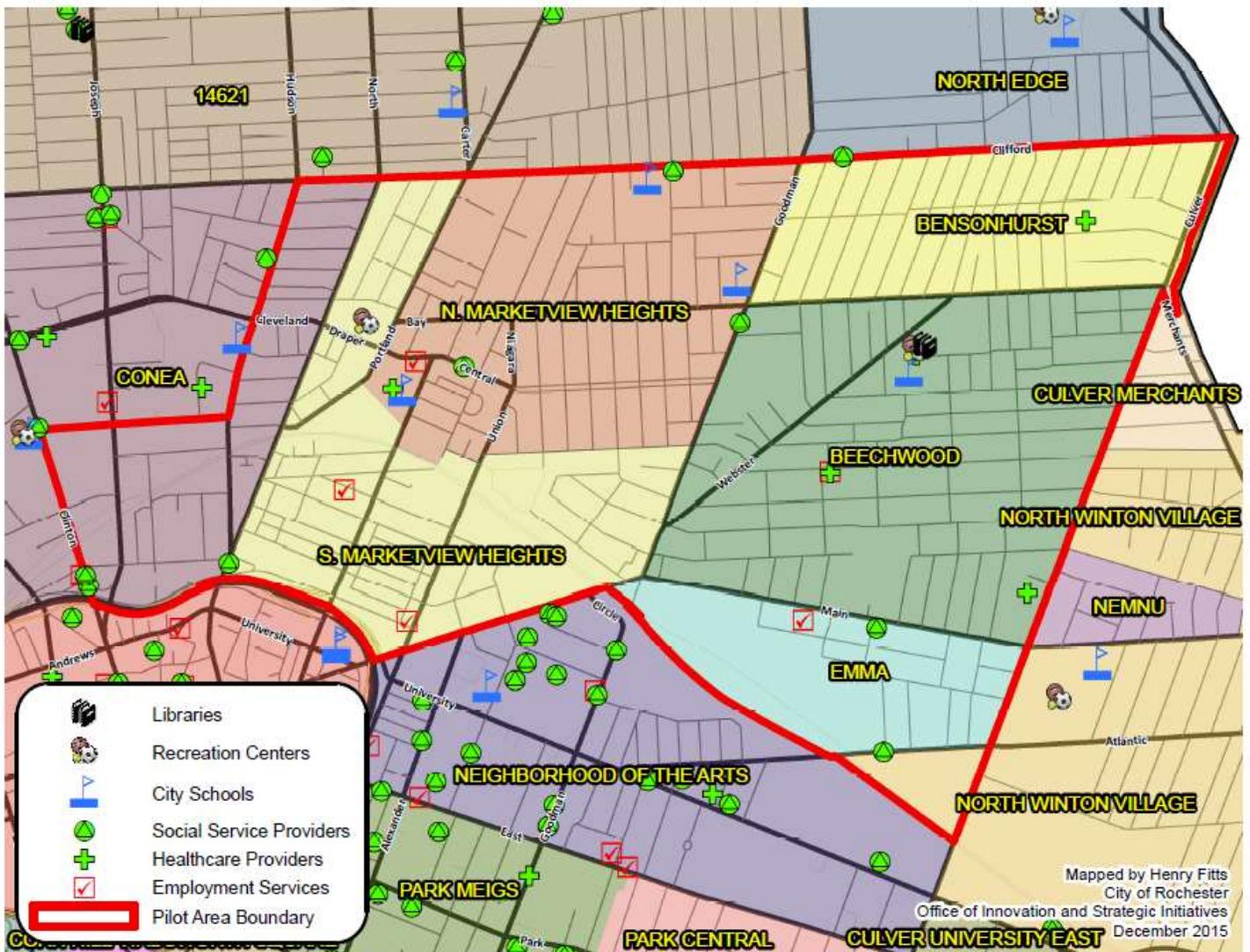
To validate and build upon these recommendations, RMAPI engaged IBM and was awarded an IBM Smarter Cities Challenge grant, which commenced in the fall of 2015. The final recommendations of the IBM engagement reiterated the need for a more coordinated system of social supports, including implementation of processes and systems intended to unlock and measure community potential.

**Key Deliverables: 2016 Year-to-Date**

Neighborhood focus: In an effort to target RMAPI’s implementation strategy and pilot solutions prior to wide-spread investment and implementation, RMAPI decided to initially focus on three contiguous neighborhoods: Marketview Heights, Emma and Beechwood (**see attached map**). This area was selected through a rigorous, data-driven process in partnership with the City of Rochester’s Innovation Team. The target area also includes an emerging

neighborhood-based initiative, Connected Communities, which is modeled after the Purpose Built Communities strategy that has worked successfully in similarly struggling cities across the United States.

Poverty Impact Statement: RMAPI, in conjunction with the Finger Lakes Regional Economic Development Council (FLREDC) crafted and applied a Poverty Impact Statement to be completed throughout the Upstate Revitalization Initiative and complimentary Consolidated Funding Application process. This strategy aimed to raise awareness about the issues that impact people in poverty, and asked applicants to define how their proposed project aligned with the community’s goals around poverty reduction.



Guiding Principles: As RMAPI’s strategy for poverty reduction evolved, particularly through a robust community engagement process, three essential requirements were consistently emphasized by those impacted by poverty: (1) Sources and consequences of Trauma must be addressed; (2) Community-building must be prioritized, particularly through neighborhood-based investment to maintain and support current residents; (3) Community-building

initiatives must address racial inequities, including structural biases that impact people impacted by poverty. These requirements were adopted as the Guiding Principles of the RMAPI engagement.

**ESPRI Award:** New York State has recognized RMAPI's early success in achieving community consensus around a plan to reduce poverty, and will be replicating RMAPI's planning and engagement process in 16 other cities through the Empire State Poverty Reduction Initiative (ESPRI) through 2017. Further, New York State has committed \$2.75 million dollars to support RMAPI's transition from Planning to Implementation. These funds will be targeted towards the work of System Integration, in concert with the implementation of pilot projects around Adult Mentoring and Early Childhood Supports.

**Invest Health Award from Robert Wood Johnson Foundation:** Invest Health is focused on developing more coordinated systems of social supports across traditionally siloed sectors such as healthcare, education and social services, with a particular focus on built environment solutions. This engagement is exemplary of the type Systems Integration work recommended by both the community and the IBM Smarter Cities Team. RMAPI was awarded the Invest Health Grant in partnership with the City of Rochester as the lead. This engagement will continue through 2017.

**Community Advisory Council:** RMAPI, in partnership with other community initiatives, has formed a Community Advisory Council (CAC) populated with residents from both the target neighborhoods as well the community at large. The charge of the CAC is to ensure that both program implementation and RMAPI's strategic direction is responsive to those most impacted by poverty.

**Adult Mentoring Lead Agency:** RMAPI, in conjunction with community partners, selected a lead agency to drive implementation of the Adult Mentoring solution in the pilot area. Key stakeholders have convened throughout the summer of 2016, building a plan for implementation to be launched upon notice of URI award, which is currently scheduled for September 2016.

**Data on "Benefits Cliff":** The RMAPI data team, in coordination with the FLREDC, identified the Benefits Cliff as a potentially significant barrier for people impacted by poverty. In response, a preliminary investigation was initiated, which will be used to inform RMAPI's work around Systems Integration and Program Development going forward.

### **Assisting our Military Veterans**

Since its inception, the Finger Lakes Regional Economic Development Council has made it a priority to assist our region's 80,000 veterans with business and employment opportunities. By promoting job fairs, supporting innovative training programs, and encouraging veteran-owned businesses to apply for CFA funding, the council strives to honor the service of our military veterans. The FLREDC continued its efforts on behalf of veterans in 2016. Highlights include:

#### **Regional Veterans Service Center: NYServes Upstate**

A priority project of the Finger Lakes Regional Economic Development Council, the Regional Veterans Service Center was awarded \$150,000 through the Upstate Revitalization Initiative in 2015. Rochester's Veterans Outreach Center applied for the funding and will host the service center, called NY Serves Upstate, which will create a coordinated network of providers to enhance services to veterans in the areas of employment, housing, health care, and other important services. The NY Serves Upstate network is expected to begin operation in late September 2016.

The Veterans Outreach Center and the Institute for Veterans & Military Families at Syracuse University held a series of strategy sessions in 2016 with veteran-focused service providers to explain the effort, build the network, and decide on geographic reach. While NY Serves will initially focus on the Finger Lakes region, efforts are underway to expand the network throughout Upstate New York.

The state funding was used to purchase a web and software platform through Unite US that will provide the backbone of this coordinated network of veteran services and equip service providers with the technological and informational resources needed to efficiently guide service members, veterans, and their families to the most appropriate services and resources. Veterans Outreach Center will provide the centralized infrastructure and staff the NY Serves Upstate coordination center with trained social workers, allowing network participants to deliver the highest quality of service while tracking referrals and results between agencies.

Dozens of provider organizations have joined the NY Serves Upstate network, with more joining each week. It is anticipated that the network of service providers will grow three-fold in the first two years of operation. Based on data from four similar networks, NYServes Upstate aims to enroll 1,200 unique veterans with 2,000 total requests for services within the first year of operation.

### **Rochester Institute of Technology Surface Mount Assembly Training for Veterans & Dislocated Workers**

Rochester Institute of Technology has completed training 20 veterans and dislocated workers in electronic surface mount assembly, fulfilling its commitment under last year's \$100,000 Department of Labor CFA award.

The four-week course prepares students in the technology of circuit board manufacturing, with students earning 6 certifications during the 20-day program. Veterans learned about microelectronics and soldering, and mastered the fundamentals required for entry-level employment at local advanced manufacturers such as Harris Corporation, which is one of the local companies interviewing program graduates for jobs. As of early September, xx program graduates had been hired thanks to the RIT training program.

There is no entrance exam and students are not charged for the course. Employers assisted in the design of this program, and pledged to give hiring preference to students who completed the training. Employers reported to RIT staff and instructors that the certifications are necessary for employment in local companies. Training takes place at RIT's state-of-the-art Center for Electronics Manufacturing and Assembly.

### **Veterans Job Expo**

The FLREDC supported the Veterans Job Expo in October 2015, where hundreds of veteran job seekers connected with more than 100 employers interested in hiring individuals who served in our nation's military. The next Veterans Job Expo will be held on October 12, 2016.

### **Veterans Business Council Presentation**

As part of the council's ongoing effort to increase veterans' awareness of CFA funding opportunities, the FLREDC made a special presentation to the region's Veterans Business Council. The presentation outlined the Finger Lakes Forward strategic plan and businesses were encouraged to apply for funding through both the CFA process and the Upstate Revitalization Initiative.

### **Foodlink Food Hub & Culinary Workforce Development Center**

Foodlink's Food Hub is currently developing a culinary workforce development program that will include opportunities to train veterans for careers in the culinary and food industry. The Foodlink Food Hub broke ground in May 2016.

## Entrepreneurship & Development

### **VISION:**

Optimize business creation, retention, and expansion. Strengthen and expand the capacity and geographic reach of the region's network of incubators and acceleration facilities as well as business support and networking services.

### **KEY ASSETS:**

- Significant R&D from the colleges/universities in the region. See Higher Education & Research section on page # for a description of the incubator and entrepreneurial assets.
- Growing entrepreneurial ecosystem with increasing number of incubators, training programs, etc.
- Developing stronger collaborations with entities across the Finger Lakes region

### **OPPORTUNITIES FOR GROWTH:**

- Emerging photonics cluster
- Emerging semiconductor cluster
- Potential for better access to capital
- Developing Downtown Innovation Zone

### **BARRIERS TO GROWTH:**

- Determine strategies to close capital gaps
- Lack of sufficient capital at all stages, with critical capital gap at Round A
- Lack of serial entrepreneurs and mentors to help scale companies

### **PERFORMANCE INDICATORS**

- Create or impact 3300 jobs over 5 years  
Status: 2,330 jobs [1,467/Business Enterprises; 863/VC]  
Create 40 new startups per year across the region and the world  
Status: 91+ over last 3 years [ Excell, RIT Venture Creation, HTR only]
- Grow 200 small businesses in the downtown innovation zone (DIZ)  
Status: In progress.
- Expand entrepreneurial programs to 6 events per year  
Status: Completed (RocGrowth Candidats\5; RocGrowth Coffee/2; LaunchPad, PreSeed Workshops, TEN/2, NEXUS, CUE/4)

**PROJECTS:** Recently Completed CFA Projects

Project	Description
Incubators	Six incubators working collaboratively in the region with a common goal to strengthen the entrepreneurial ecosystem by being a resource for all businesses both startup and growing within the City and throughout the Region.
Venture Capital	Excell, RAN, et al looking to solve a chronic problem by creating a capital stack to provide the necessary financial and human capital required by startups from pre-seed to seed to round A.
Minority and Women-owned Business Enterprise/Startups	90+ [22/Business Enterprise, 68/VC] Note: This number is underreported due to lack of tracking in previous years]

**2015-2016 URI/CFA Projects**

Strategy	Progress	Future Actions
<b>Attract world-class talent and new wealth</b> in the form of Foreign Direct Investment (FDI) to the Finger Lakes region building on Global NY and START-UP NY through regional marketing initiatives.	<b>Finger Lakes Business Accelerator</b> the partial move of the Finger Lakes Business Accelerator operations is on-schedule to move into the Sibley Building Fall 2016.	Complete move in Fall 2017.
	<b>Produce Entrepreneurial Programs</b> The Produce Entrepreneurial program currently has seven programs through Q3 2016 with 80-100 in attendance per program.	Goal is 1-2 programs per quarter.
<b>Strengthen and expand (both in terms of capacity and geographic reach) the region's network of incubation and acceleration facilities as well as business support and networking services.</b>	<b>RIT's Center for Urban Entrepreneurship (CUE)</b> RIT's CUE has launched four major programs to date: General Education Program (monthly), Capacity Building Program (2Xs per year), Future Business Leaders and Entrepreneurs (FBLE) (annual program for students 9-12 grade), and Lemonade Day (annual program for students)	RIT'S CUE goal is to identify three cohorts of ten per year.
<b>Expand access to seed, early-stage, venture, and public/private capital.</b>	<b>Finger Lakes Venture Fund</b> Continuing progress of raising \$35M in funds by 2020.	Support 10–12 high potential Series A investments of \$2–3 million and 10–15 seed investments of \$200,000–300,000 per company.

Future URI/CFA Projects

- RIT's Center for Urban Entrepreneurship (CUE)**  
 CUE provides business programs and counseling services to urban businesses either located within the Rochester city limits or doing business within the city limits. This program includes

collaborations with university (RIT), the business community (Banking, SCORE, Pathstone, Urban League, etc.), students and the City of Rochester.

- **Urban Entrepreneurship Initiative**

An outgrowth of the Downtown Innovation Zone, Urban Entrepreneurship Initiative is designed to accelerate small business growth in Center City, Rochester, NY. Although still a work in progress, one program, “Buy Local” is a collaboration to create sales for local urban and MWBE companies.

- **Downtown Kitchen Incubator**

Located in the Downtown Innovation Zone (DIZ), the Downtown Kitchen Incubator will connect food industry mentors and business incubation services. Additionally, the incubator will be a catalyst for nascent food entrepreneurs to prototype and test food ideas in a supportive urban business startup environment.

- **Market Driven Community Cooperative Revolving Loan Fund**

Sponsored by the City of Rochester, this project will provide growth capital for urban businesses by establishing a \$4.5M revolving loan fund to initially finance startup costs of thirteen businesses employing hard to place workers.

## Higher Education and Research

### **VISION**

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.

### **KEY ASSETS:**

- 19 institutions of higher education, enrolling nearly 90,000 students from across the nation and internationally; total economic impact of over \$5 billion annually.
- Rochester Regional Health System employs over 16,000, with an economic impact of \$2.86 billion annually.
- More external research funding than any other Upstate region, \$429 million in the fiscal year ending June 2015.
- The region's two NYS designated Centers for Advanced Technology and three Centers of Excellence are magnets for talent and research funding and a resource to industry for technology transfer.
- **5<sup>th</sup> overall in degrees per capita**
  - 1<sup>st</sup> in Physical Sciences & Mathematics
  - 3<sup>rd</sup> in Biological & Biomedical Sciences
  - 3<sup>rd</sup> in Engineering & Engineering Related Fields
  - 5<sup>th</sup> in Computer & Information Sciences
- Large college student population with skill set highly demanded by industry

### **START-UP NY, BUSINESS INCUBATORS AND OTHER ENTREPRENEURIAL ASSETS**

Several of the region's colleges and universities have made their facilities available to start-ups and other companies under the State's START-UP NY program, including Rochester Institute of Technology (RIT), the University of Rochester, Finger Lakes Community College, the College at Brockport, and Keuka College. RIT currently hosts 3 companies in its START-UP NY space that collectively employs 125 people. The largest of these three companies, Datto, could potentially increase its local workforce more than three-fold by 2018. The University of Rochester has 3 approved START-UP NY companies that currently employ 14 with projection to create 191 new jobs within 5 years. The College at Brockport has one START-UP NY company that has 19 employees with plans to add an additional 10-15 in the next year. Keuka College also has one START-UP company currently.

RIT's Business Incubator, Venture Creations, and UR-sponsored High Tech Rochester have been highly successful in launching new technology start-ups and supporting and nurturing the region's entrepreneurial community. RIT's Venture Creations has graduated 32 companies since 2010 with 439 new jobs created in the region. There are currently an additional 23 tenants in Venture Creations, 3-4 of which are expected to graduate from Venture Creations in October 2016. RIT's Center for Urban Entrepreneurship, located in the heart of the City of Rochester's Downtown Innovation Zone, is focused on providing support and growing opportunities for urban entrepreneurs with an interest in starting service, retail and related businesses. All three incubators collaborate in many ways to

maximize the region's entrepreneurial growth through initiatives such as business plan competitions, Innovation Hot Spot, and regional venture funds.

Initiatives such as START-UP NY enable the higher education sector to optimize one of our most powerful assets, which are our students. Below are just a few examples of how the region's students are making contributions to the progress of our strategic pillars:

- Darkwind Media, graduate of RIT's Venture Creations, was founded by three RIT students
- Datto, RIT's largest START-UP NY company, hired 11 RIT co-op students in 2015.
- University of Rochester's START-UP NY companies hired student summer interns who assisted with web development and marketing (EStork) and Simon School Business students (FillShift) to complete research for the company on the connection between staffing and quality of care in hospitals. PharmAdva worked with 4 undergraduate biomedical engineering students on a research project which led to the development of a Travel-Med extension to the company's core MedaCube product.
- Precision Optical Transceivers, a START-UP NY company sponsored by the College at Brockport has provided a number of internships and nine of its 19 employees are Brockport graduates.

#### **OPPORTUNITIES FOR GROWTH:**

- Investment in growth of higher education sector as an industry, e.g. support for new academic programs, facilities, renowned research faculty.
- Continue to strengthen linkages between and among institutions, employers, government & economic development organizations.
- Continue to foster and support educational entrepreneurship, innovation and business incubation.
- Capitalize on Downtown Innovation Zone to increase retention of college grads upon graduation.
- Support and facilitate new opportunities for underserved populations, e.g. urban entrepreneurship eco-system.

#### **BARRIERS TO GROWTH:**

- Sources of available and timely funding to meet matching/leverage requirements for federal and other grants
- Securing extramural funding in an increasingly competitive environment nationally
- Declining number of NYS high school graduates is a challenge for institutions that draw a high percentage of their students from NYS
- City school district performance and graduation rates

#### **PERFORMANCE INDICATORS:**

- Increase overall market share in enrollment
- Increase funding for research & development
- Ability to meet current & anticipated regional workforce needs
- New business incubation, patents and commercialization of research leading to new jobs and wealth creation

- Leverage START-UP NY, Innovation Hot Spots and other NYS incentive programs to attract new companies and grow existing firms

**Recently Completed CFA Projects**

Project	Investment in millions	County
Hobart & William Smith Colleges' Gearan Center for the Performing Arts	\$31.5	Ontario
St. John Fisher College's Integrated Science & Health Sciences Facility		Monroe
The Science and Nursing Center at Roberts Wesleyan College	\$19	Monroe
RIT's Electronics Assembly Training Program	\$.1	Monroe
Keuka College's Center for Business Analytics & Health Information		Yates

2015-2016 URI/CFA Projects

Strategy	Progress	Future Actions
<b>Expand opportunities for the region's employees and spur the creation of high-skill, high-wage jobs; Strengthen and develop education and training programs needed to provide employees with the skill sets for key growth industries; Address regional workforce shortages in healthcare, agriculture, information technology, manufacturing, and other key fields.</b>	<b>The Smith Hall renovation at Roberts Wesleyan College</b> The \$7M 42,000 square foot facility houses offices & labs to support the college's science & nursing programs is under construction.	Renovation is slated for completion Q4 2016.
	<b>Monroe Community College Applied Technologies Center</b> The center was awarded \$57,000 in 2015 CFA funding toward modernization of the Center facility.  <i>Progress?</i>	<i>STATUS?</i>
	<b>Finger Lakes Community College</b> FLCC was awarded \$98,500 in 2015 CFA funding to provide training to special populations and unemployed workers for positions in the health care and manufacturing sectors, including nurse assistants, home health care and advanced manufacturing machinery and mechatronics.	<i>STATUS?</i>
<b>Develop programs and shared resources that allow closer collaboration between academic and industry scientists.</b>	<b>RIT's MAGIC Center</b> Awarded one of three NYS Gaming Hubs aimed at growing the interactive gaming and media industry in the region.	Construction on the RIT's MAGIC Spell Studios will soon be underway, thanks to \$13.5 million in NYS funding
	<b>RIT's Center for Additive Manufacturing and Functional Printing (AMPrint Center)</b> The center received a CFA Award of \$100K in 2015 to be used toward equipment for the Center, which is a NYS designated Center for Advanced Technology.	Construction on the new lab which will house the equipment will be completed fall 2016.
<b>Broaden and strengthen the region's national and international reputation for tourism and enhance the quality of life of the region's residents.</b>	<b>Eastman School of Music Messinger Hall Renovation</b> The Eastman School of Music will renovate 6,000 sq. ft. of the 4 <sup>th</sup> floor of Messinger Hall, home of the Eastman Community Music School (ECMS). This project will enable the	Upon completion, the project will add new teaching studios, classrooms, and upgrades to the first floor lobby which serves as a waiting area for parents. The project is scheduled to begin in September of 2016 with anticipated completion of December

	School to increase enrollment, better accommodate families who come to ECMS for lessons, and extend outreach in the Rochester community.	2017.
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### **Future URI/CFA Projects**

#### **Develop programs and shared resources that allow closer collaboration between academic and industry scientists.**

- The Goergen Institute for Data Science (IDS) at the University of Rochester
- RIT REMADE Institute, NNMI in Clean Energy Manufacturing
- RIT Shortwave Spectrometer for UAV Remote Sensing
- RIT Center for Food System Innovation
- Center for Laser Material Processing
- RIT AMPrint Center
- St. John Fisher College Institute for Pharmaceutical Innovation

#### **Expand opportunities for the region's employees and spur the creation of high-skill, high-wage jobs; Strengthen and develop education and training programs needed to provide employees with the skill sets for key growth industries; Address regional workforce shortages in healthcare, agriculture, information technology, manufacturing, and other key fields.**

- College at Brockport Access 2 Excellence
- FLCC CNA to LPN Pathway
- FLCC Regional Education Continuum
- GCC Precision Agriculture Degree Program
- GCC Certified Production Technician Program
- Rochester Regional Health System Nursing Pipeline IGH School Expansion
- RIT Electronics Manufacturing Assembly Training
- Finger Lakes Community College – Genesee Community College Workforce Development Project

#### **Invest in Community & Industrial Development & Infrastructure. Reinforce the identify, sense of place and character of the area through downtown redevelopment, adaptive reuse of existing buildings and infrastructure and historic preservation.**

- Keuka College Dahlstrom Student Center Renovation
- Nazareth College Music Performance Center
- Roberts Wesleyan College Technology Infrastructure Initiative
- Rochester Regional Health System Critical Care Pavilion
- St. John Fisher College Skalny Science Center Renovation
- Keuka College Sampson Theatre Renovation

# UPDATE ON HIGHLIGHTED 2016 STATE PRIORITIES

## Opportunity Agenda

### Pathways to Prosperity

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

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

- **Rochester Integrated SUNY Excels (RISE) Network:** Comprised of The College at Brockport, the Rochester Educational Opportunity Center (REOC), and Monroe Community College (MCC), the RISE Network provides a framework to align institutional expertise, programs, and services with the needs of the community to increase access to two- and four-year colleges and facilitate completion for underprepared and at-risk individuals.
- MCC's partnership with the Rochester City School District and local employers on the **Pathways in Technology Early College High School (PTECH)** continues to promote student completion of high school and college degrees. ROC-PTECH, going into its third year, leads the district in attendance, and students have already moved into college coursework. Local industry partners have provided mentors and job shadows for the students, who have even been involved in data analysis conducted by the City of Rochester and IBM as part of the Smarter Cities grant. These students will graduate with free associate degrees in information technology—an area of high demand in our region and our state.
- **REOC Adult Driver Education Pilot:** Developed as an URI initiative in partnership with the Rochester Refugee Resettlement Services, Inc. (RRRS), and The City of Rochester's Operation Transformation Rochester (OTR) the REOC Adult Driver Education Pilot (ADEP) will improve the accessibility of transportation – one of the critical enablers to stable employment as acknowledged by RMAPI. Over a five-year period, ADEP will assist over 1750 individuals in becoming self-sustaining by:
  - Preparing participants for the opportunity to obtain their learner permits and driver's license.
  - Assisting participants annually with license restoration for those having driving infractions.
  - Providing access to workforce related services and programs offered at REOC, OTR and RRRS.
  - Providing funding for driver education–related expenses (i.e., courses, testing fees).
  - Providing financial capability trainings (i.e., obtaining car insurance, car loans, smart car buying).
- **Institute for Poverty Studies and Economic Development (IPSED):** The College at Brockport's Institute for Poverty Studies and Economic Development's (IPSED) has been established to focus college programming related to poverty elimination and better serve the Finger Lake's region through education, research, and community support. IPSED will provide College at Brockport students an academic minor in Poverty Studies as well as studies in the MPA program's emphasis - Poverty Elimination and Economic Development. Students will be provided with opportunities to serve the community through internships and other service opportunities. Ultimately, approximately 80% of these students will enter into the Finger Lakes' workforce capable of leadership addressing poverty. Local businesses, government, and non-profit institutions are able

to access IPSED faculty expertise for research and report writing related to poverty and economic development -- grant writing, program evaluation, demographic analyses, policy development etc.

## Workforce Development

- Monroe Community College's (MCC) newest program will educate and graduate **Clinical Surgical Technologists (CST)**, a workforce in high-need among our regional health care partners. In collaboration with hospital and surgery center partners, MCC developed a new program that will graduate its first class in June 2017; this program will be the first accredited CST program in the Rochester area. Entry level wage in New York, according to the Department of Labor is over \$35,000 and the median wage is \$51,000. Employment growth from 2014-2022 in the Finger Lakes Region is expected to be very favorable with a 18% increase (<http://labor.ny.gov/stats/lspoj.shtm> : NYS DOL Long-Term Occupational Employment Projections, 2012-2022, Finger Lakes)
- MCC is a partner in **Rochester's Health Professions Opportunity Grant (ROC-HPOG)** which involves a community-wide consortium of education partners, service providers and employers. The federally-funded HPOG Program supports education and training programs in health care professions targeted to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals. ROC-HPOG offers pre-training activities for participants who need to improve basic academic skills or English language proficiency before entering training. ROC-HPOG is removing barriers to training and employment and building a support system to improve program completion rates. Employment in health care and social assistance in the Finger Lakes Region is expected to grow by 15% by 2022 (<http://labor.ny.gov/stats/lspoj.shtm> : NYS DOL Regional Long-Term Industry Projections, 2012-2022, Finger Lakes).
- MCC's **Corporate College** is leading the region in connecting residents to industry credentialed and high demand training opportunities. In 2015, Corporate College served 4,668 students and 209 businesses, the majority in advanced manufacturing, professional services, and the skilled trades. With these non-credit training opportunities, MCC provides 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.
- **Department of Labor Training Grants:** Two grants from the NYS Department of Labor in 2016 will focus on the training needs for Unemployed Workers and Special Populations in the Finger Lakes region. Finger Lakes Community College (FLCC) will train dislocated workers who require classroom based training in order to be qualified to be hired through a partnership with businesses; special populations training will focus on unemployed workers like displaced homemakers, low income individuals, Native Americans, individuals with disabilities, older individuals, ex-offenders, homeless individuals or homeless youth and individuals facing substantial cultural barriers.
- **Accelerated Training Program:** FLCC is working with Genesee Community College on a major workforce development initiative to provide training to students and workers in 8 counties (Wayne, Ontario, Yates, Seneca, Genesee, Orleans, Livingston, Wyoming). Both colleges will collaborate to develop accelerated noncredit training programs for non-college bound high school students and hard to place adults, such as veterans, underemployed, and those with low income or low educational attainment.

Eight training programs will be developed over the next 5 years in industry clusters identified by the Finger Lakes REDC as critical to sustained growth in our region. These include Agriculture and Food Processing, and Next Generation Manufacturing and Technology, including Photovoltaics for emerging STAMP industries.

- **Healthcare Pathways Training Program: CNA to LPN Pathway:** FLCC's Professional Development and Continuing Education department is partnering with Rochester Regional Health, Rochester Education

Opportunity Center (REOC) and UR Medical Center to create a pathway for students to earn a certified nursing assistant certificate and progress to a licensed practical nursing degree. The program will recruit high school students from the Rochester City School District and provide support as they complete a CNA credential and move forward with an LPN license.

- **SUNY Workforce Development:** FLCC recently submitted an application for \$60,000 in training funds from SUNY to assist 8 local companies with their training needs. Companies include Advanced Automation, Crosman Corporation, Family Counseling Center of the Finger Lakes, Highlands Living Center, Optimax Systems, Ontario County, Town of Victor, and Weco Manufacturing.
- **New York State Occupational Safety and Health Hazardous Abatement:** FLCC will provide training for local companies in 13 targeted training areas (i.e. Accident Investigation, Spill Awareness, Hazard Assessment) as part of an OSHA Hazardous Abatement grant. Companies include Caldwell Manufacturing, Crosman Corporation, GW Lisk, and Silgan Containers.
- **SUNY Geneseo Expanded Investment and Performance Fund Awards:** SUNY Geneseo received three awards which will support the creation of six new positions and foster the creation of a regional workforce ready for success in our region's increasingly global and data-driven environment.
- **Critical Language Consortium:** In collaboration with SUNY Brockport and Monroe Community College, SUNY Geneseo has received a \$200,000 award to establish a Critical Language Consortium (CLC). The CLC will pilot a course-sharing model for "critical languages"—those for which there is large demand for language professionals, but little supply. Courses in Arabic, Chinese, Japanese and Russian will be offered.
- **Regional Education Continuum (REC):** FLCC is ready to scale up its successful REC program with the goal of improving high school graduation rates and increasing college readiness through collaboration and partnerships between regional high school teachers and college faculty. FLCC has created a program that provides the expertise and opportunity to cultivate shared responsibility for college readiness. Participating high schools include Canandaigua Academy, Marcus Whitman, Midlakes, Naples, Newark, Penn Yan and Victor.
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## Regional Hot Spots and Business Incubators – Entrepreneurship & Development

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

- Precision Optical Transceivers is an industry-leading manufacturer of optical transceivers and related active/passive optical components; providing high quality custom-engineered photonic solutions for building networks. Precision has become a member of Rochester's AIM Photonics consortium, providing expertise in manufacturing optical transceivers and components. To date, the company has created eight new jobs under StartUP-NY. Over the course of the next year, Precision anticipates adding an additional 10 to 15 employees.
- **Finger Lakes Community College:** FLCC is working with three new companies who have applied or are in the process of applying to START UP NY: PICS Telecom/Sandstone Technologies, Ekostinger and Empire Cider, bringing the total number of companies to six (existing companies include **Construction Robotics**, **ClearCove Systems**, and **Idea Boxx**). Another company inquired about the program, but did not meet the requirements.
  - **PICS Telecom/Sandstone Technologies**—focuses on third party markets for transceivers and circuit boards, wires and assembly parts to support telecom companies. Current customers are located in Hungary, Hong Kong and the United Kingdom, as well as the United States. PICS Telecom would partner with FLCC students in Computer Science concentrating on network design, network management/administration, and students who target obtaining industry certifications like A+,

Network+, CCENT, and CCNA. PICS Telecom/Sandstone employees 11 people and is hoping to identify a location near the FLCC Victor Campus for testing and production of its parts. PICS Telecom hopes to hire 9 more people.

- **Empire Cider**—produces hard cider from New York State apples and is currently working out of a small lab space at the Tech Farm in Geneva. Empire Cider is looking for approximately 10,000 SF of production and manufacturing space for its operations, and has hired FLCC grads almost exclusively. The company hopes to create between 50-100 jobs.
- **Ekostinger**—manufactures an aerodynamic device for class 8 semi-trailers, and is a clean tech company that reduces emissions and saves fuel, complying with EPA and global initiatives to reduce greenhouse gas-emissions. Ekostinger is preparing to expand all areas of the company within the STARTUP-NY zone, and will create 10 new jobs, and invest nearly \$2M in building, production machinery and equipment.

### SUNY, CUNY, and Community College Plans

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

- MCC is awaiting funding from a NYSUNY2020 grant and is seeking additional funding through the FLREDC URI to establish the **Finger Lakes Workforce Development Center (FWD Center)**. The FWD Center, with a planned location at Eastman Business Park, is designed to connect low-income residents to accelerated workforce education programs and registered apprenticeships, moving them out of poverty and onto pathways to prosperity. Currently, MCC is piloting the concept in partnership with Eastman Business Park, launching a mechatronics program directly related to the workforce needs of EBP companies. Funding would allow MCC to build out the FWD Center, creating a flexible demand-driven training space that promotes business collaboration.
- **The College at Brockport: Access 2 Excellence (A2E)**: The College anticipates requesting capital funding for the Access 2 Excellence (A2E) initiative in the upcoming round of SUNY 2020 (Round VI). Access 2 Excellence (A2E) aligns the expertise, programs, and services of the College at Brockport addressing the issues of urban poverty in the City of Rochester into a single overarching program. Located in the Rochester Educational Opportunity Center (REOC) at 161 Chestnut St., Rochester, NY, these programs include the SUNY RISE Network, the College's Institute for Poverty Studies and Departments of Public Administration and Social Work. The co-location of College and pre-collegiate programs with those of the REOC, establishes a single point of access to educational, counseling, and support services, and resources for persons affected by poverty. Through the coordinated actions of its elements A2E will achieve programmatic synergies focused on the fundamental shared goal of poverty elimination.
- **Small Business Development Center**: The Small Business Development Center (SBDC) at SUNY Geneseo directly supports Finger Lakes Regional Economic Development Council (FLREDC) goals. The SUNY Geneseo SBDC outreach office has three office locations serving Livingston, Wyoming, and Monroe County. The SBDC serves entrepreneurs, innovators, start-ups, and small businesses located in the central Finger Lakes and surrounding regions, providing free and confidential business counseling, technical assistance, workforce development, and training on a wide variety of business development topics. Funded by the U.S. Small Business Administration (SBA), the State of New York, and SUNY Geneseo as an outreach center of Niagara Community College, the office is staffed by certified business advisers, professors, and private sector

business professionals. Since 2012, it has served over 376 business clients and created and retained 189 new jobs with a total economic impact of over \$5.0 Million.

- With support from the JPMorgan Chase Foundation, MCC created a 10-week **Middle-Skills Bridge Program** to increase the college-readiness of Rochester residents seeking to enter the College's career-oriented college programs. Two student cohorts have completed the Bridge Program in 2016 already, and a third cohort is scheduled to begin in September 2016. Eight students from the first two cohorts have progressed into skill-based programs at MCC, BOCES, and the REOC.
- With investment from local philanthropists and foundations, MCC is launching a comprehensive student support initiative with two centerpieces: **Dreamkeepers and Single Stop**. MCC's Dreamkeepers program provides microgrants to students to meet emergency needs and keep them in college. Rolled out in fall 2015, Dreamkeepers has already provided 66 microgrants, which resulted in a student retention rate among recipients of over 90%. In fall 2016, MCC will begin participation in Single Stop, a nationally recognized organization named one of the country's top social innovators. Single Stop at MCC will provide students with coordinated access to safety net services so they can be successful in college, obtain good jobs, and achieve financial self-sufficiency. Students and their immediate family members are connected to free and low-cost community resources and services, including food benefits, transportation, child care, health care, and tax preparation. All services at MCC are free and provided in a centralized office so students can have fast, personalized, and confidential assistance. Both Dreamkeepers and Single Stop address the social and economic challenges that might otherwise keep MCC students from achieving their educational and career goals.
- **VentureWorks Entrepreneurship Program:** In 2014, Geneseo launched the VentureWorks entrepreneurship program with a generous \$2.5M donation from Mr. Bud VanArsdale. This entrepreneurial training and networking program serves Geneseo students in all majors who are interested in possibly building a high-tech, soft-tech, or low-tech start-up company. It includes an on-campus business incubator located on Geneseo's Main Street where entrepreneurial-minded students can build real companies.

In keeping with Geneseo's rural location, VentureWorks is currently conducting an exploratory study with its partners at the Geneseo SBDC and the Livingston County EDC, Chamber of Commerce, and Cornell Cooperative on the possibility of establishing a phased-growth Food, Ag, Health and Sustainability business accelerator/incubator program that would operate in collaboration with industry partners. This potential specialized "farm-to-fork" incubator would be the first of its kind in the Finger Lakes region.

## **Veterans – Pathways to Prosperity**

**Accelerated Training** Program, highlighted under Workforce Development above, provides accelerated noncredit training programs veterans.

## GLOBAL NY

### VISION

The Finger Lakes Global New York work team's mission is to connect small to mid-sized companies to the resources they need to compete and win in the world economy. These connections are critical in helping businesses gain access to necessary expertise to export their products and services, so they ultimately reap the benefits of their success here in the Finger Lakes region.

### EXISTING CONDITIONS

#### FINGER LAKES INTERNATIONAL BUSINESS LANDSCAPE

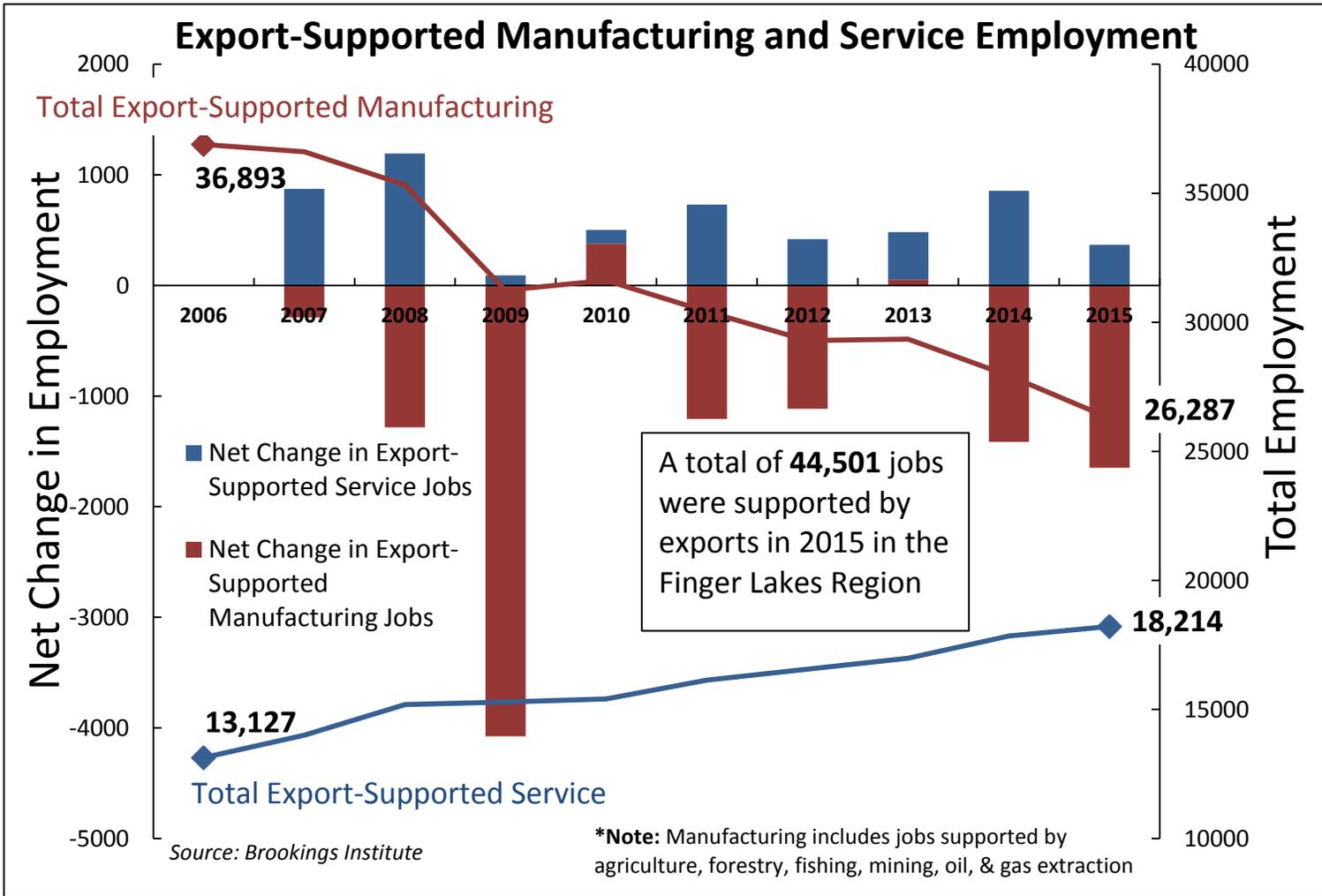
The Finger Lakes region is one of the largest export markets in the United States and is home to some of the most active, robust, and successful exporters.<sup>1</sup> Each year, businesses within our 9-county region export a diverse array of more than \$7.5 billion in: machinery, computer and electronic products, chemicals, communications equipment, precision instruments, royalties, business and educational services, food, beverage and manufactured goods each year. The region accounts for more than 6% of New York State's total exports.

Approximately 95% of the world's customers are located outside U.S. borders, and less than 1 percent of U.S. companies export.<sup>1</sup> More than half of those exporters sell to only one market. Rochester's export strength continues to be powered by a few large companies. If the region is to maintain its leadership position in international business, much work needs to be done to connect the region's approximately 2,300 small to mid-sized manufacturing and service companies to the resources and talent necessary to complete successful international business transactions. Leading regional economists predict the Finger Lakes region's exports share of total GDP growth could see positive gains and be a competitive advantage for the region if international trade initiatives (such as those outlined by the Finger Lakes Global NY work group) are supported and encouraged, particularly in key regional growth sectors including; Optics, Photonics & Imaging, Agriculture & Food Production, and Next Generation Manufacturing & Technology.

International trade is creating direct- and export-supported jobs, providing a valuable boost to regional employment. According to the U.S. Chamber of Commerce, one in four manufacturing jobs depends on exports and one in three acres on American farms is planted for export.<sup>2</sup> In 2015 the Finger Lakes region benefited from 44,501 export-supported jobs, particularly from growing regional industry clusters. Engineering, financial, tech, and support services added 2,442 jobs and, education and healthcare services added 1,947 jobs. These export-related employment opportunities are compensating for the sharp loss of export-related careers in the chemical, transportation, and machinery manufacturing space.<sup>1</sup> Service exports represent a significant growth opportunity for the region. Total jobs supported by service exports have grown by 39% since 2006. Thirty-two percent of Rochester's total exports are comprised of key service sectors including: royalties on information technology, Film/TV, franchising fees, research and development, tourism services associated with attracting international visitors such as accommodation services, financial services, logistics including freight and port services, air transportation services, management and consulting services, medical services, and education. This figure is below the US average of 37.5 %.(See [Chart A](#))<sup>1</sup>

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Chart A



Regional industries ripe for increased export growth include: Educational & Medical Services, Food & Beverage Products, Computer & Electronic Products, Plastics & Rubber Products, Tech Sector Services including telecom, computer, information, R&D services, Financial Services, Management & Legal Services, Fabricated Metal Products, and Travel & Tourism. Support for accelerated export growth in these sectors is critical as chemical exports continue to decline and have a negative impact on total export growth resulting in a seven percent decline since 2010. (See [Chart B](#))

Average Annual Growth in Finger Lakes Region Real Exports by Industry Group—  
2010 to 2015 (Source: Brookings Institution)

[Chart B](#)

	2015 Exports (\$ Millions)	2010-2015 % Change
Primary Metal Manufacturing	\$132	225%
Educational & Medical Services	\$338	76%
Food, Agriculture, Beverage, and Tobacco Products	\$577	59%
Computer & Electronic Products	\$1,025	48%
Plastics & Rubber Products	\$246	39%
Tech Sector	\$239	38%
Finance and Insurance Services	\$510	30%
Management & Legal Services	\$168	29%
Fabricated Metal Products	\$176	27%
Travel and Tourism	\$248	23%
Chemical Manufacturing	\$811	-63%
<b>Total</b>	<b>\$7,503.14</b>	<b>-7%</b>

## KEY ASSETS

### Local Export Service Providers

The Finger Lakes region boasts a diverse set of local export service providers and international business champions. These resources are true assets in helping the region gain worldwide traction in trade. Key export partners include:

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

## **Foreign-Trade Zones (FTZ)**

In addition to working with locally based export service providers, promoting targeted import and export incentives such as Foreign-Trade Zones (FTZ) can assist businesses in various ways. Companies in nearly every county in the Finger Lakes region can capitalize on FTZ benefits which include the reduction and/or elimination of import duties on goods used in manufacturing products.

### **EXISTING BARRIERS AND OPPORTUNITIES FOR GROWTH:**

Barriers to the region's efforts to globalize small to mid-sized companies continue to impede progress. The region must continue to collaborate to turn the real and perceived barriers into opportunities for growth.

#### **1. "Fear" is the number one factor preventing companies from exporting:**

Regional exporters list Government Regulation and Compliance as the most intimidating factor related to conducting international business.

Additional "fear" factors:

- Identifying target international markets and partners
- Financial risk
- Language and cultural barriers
- Tariffs and taxes
- Logistics and transportation

#### **2. Finger Lakes exporters are reactive**

A majority of small to mid-sized companies report engaging in export activity only after they are approached by international buyers.

#### **3. A few well-established companies drive the Finger Lakes Region's export strength:**

The region boasts a diverse set of export industries and is rich with small and mid-sized companies, yet a handful of large established companies continue to drive export strength.

#### **4. Small and medium-sized enterprises (SMEs) report a need for a comprehensive and cohesive export support system.**

The Finger Lakes region boasts a diverse set of public and private service providers to support companies through the exporting process however, the support system is siloed and reactive in nature. Due to the strong legacy of established, successful businesses, the region harbors a large pool of international business expertise. These assets are currently under-utilized and should be channeled in a way to assist SMEs in the early stages of the export process.

### **Strategies & Goals**

The Finger Lakes region aims to continue this work through a set of strategies and goals that support and sustain growth.

#### **1. Build export capacity of small and medium enterprises (SMEs) to create jobs**

- Minimize export barriers by increasing awareness of export opportunities.

- Develop a technical training and capacity-building trade support system that provides best-in-industry training, and connects SMEs to successful, large local exporters with global experience and connections.
- Streamline export services that complement the training of SMEs.

## 2. Catalyze under-exporters by providing targeted export interventions

- Identify under-exporting manufacturers and service providers in key industry sectors.
- Provide market analysis, ongoing case management and peer networking to increase the number of companies exporting and the markets they access.

## 3. Improve the export pipeline for small businesses

- Encourage companies to proactively pursue exports by providing training to economic development professionals.
- Creating a comprehensive, coordinated and centralized system of regional export services to diversify the types of companies exporting.

## 4. Promote the Finger Lakes Region's global advantage

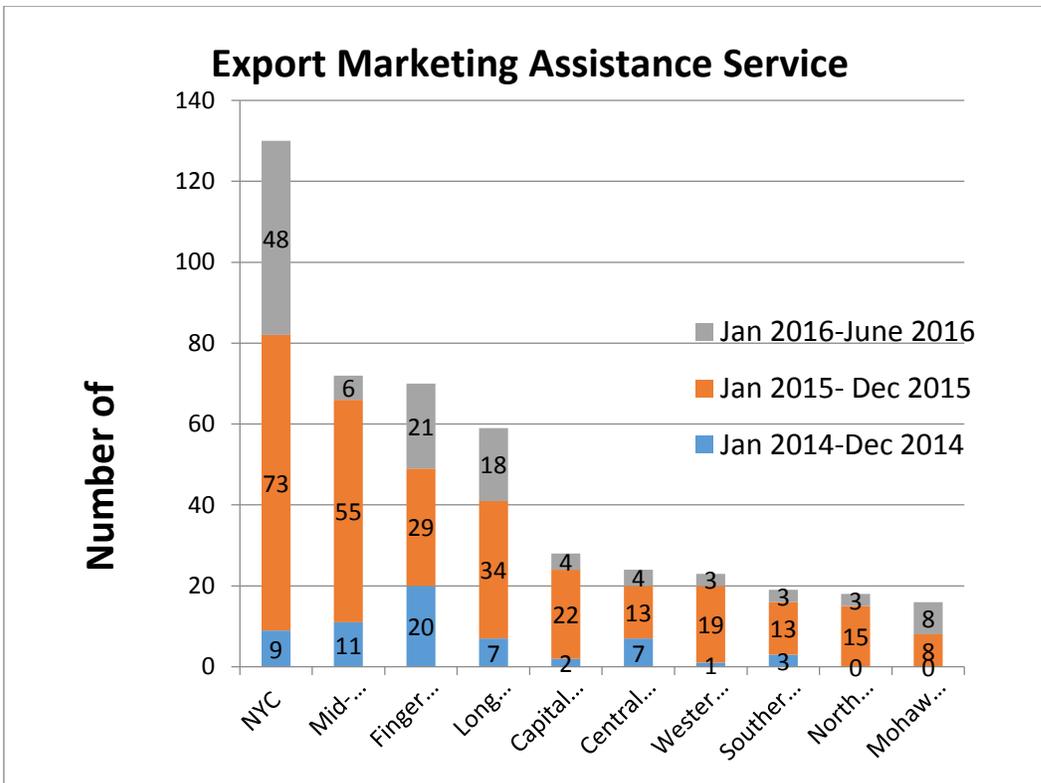
- Strategically market the region's strengths and key industry sectors as solutions for global business challenges to increase and attract international investment.

### **PERFORMANCE INDICATORS:**

- **Promote the region's success in exporting by connect FLREDC priority projects to the Global NY Agenda and the Finger Lakes Global NY work team strategy.**
  - Since the creation of the ESD Global NY Fund program in 2014 and the integration of the Finger Lakes Global New York work team into the FLREDC process, international trade initiatives and export opportunities are parts of the ongoing regional economic development discussion. The Global NY work team reviews NYS CFAs related to Global NY strategies and goals. The work team also informs and advises key regional stakeholders on the status of international business progress, opportunities, and challenges. The work team continues to develop relationships to increase the information flow from ESD to enhance connectivity between the FLREDC and projects that advance Global NY goals. Finger Lakes companies are capitalizing on these opportunities.
  - ESD Global NY led four trade missions during 2016, including trade missions to Israel, the Hannover Messe 2016 show in Germany, the China Import Export show in Kunshan, China, and a multi-sector trade mission to Ottawa, Canada.
  - Exporters in the Finger Lakes region are leading upstate New York regions in taking advantage of ESD Global NY Programs. Local SMEs are also utilizing ESD Global NY programs and achieving success outside of U.S. borders. Liberty Pumps Inc., in Bergen, NY, was recently presented with the 2016 President's "E" Award, the highest recognition any U.S. entity can receive for making a significant contribution to the expansion of U.S. exports. International Sales Manager John DeLuca also represented U.S. manufacturers during a panel discussion at the Hannover Messe trade fair in Germany on April 25, 2016.

**Export Programs Available through ESD Global NY:**

•**The Export Marketing Assistance Service (EMAS) Program:** EMAS assists local businesses by helping them identify sales agents and distributors for international markets by working with our network of foreign offices.



[Chart C](#)

•**The State Trade and Export Promotion (STEP) Program:** STEP, which is offered by the US Small Business Administration through ESD, assists with grant funding for local businesses to support a number of trade- related activities including participating in foreign trade shows/missions, foreign market sales trips, translation services for websites and/or marketing materials, participation in trade education workshops, foreign partner search services provided by the US Department of Commerce, and meeting foreign regulatory product requirements.

[Chart D](#)

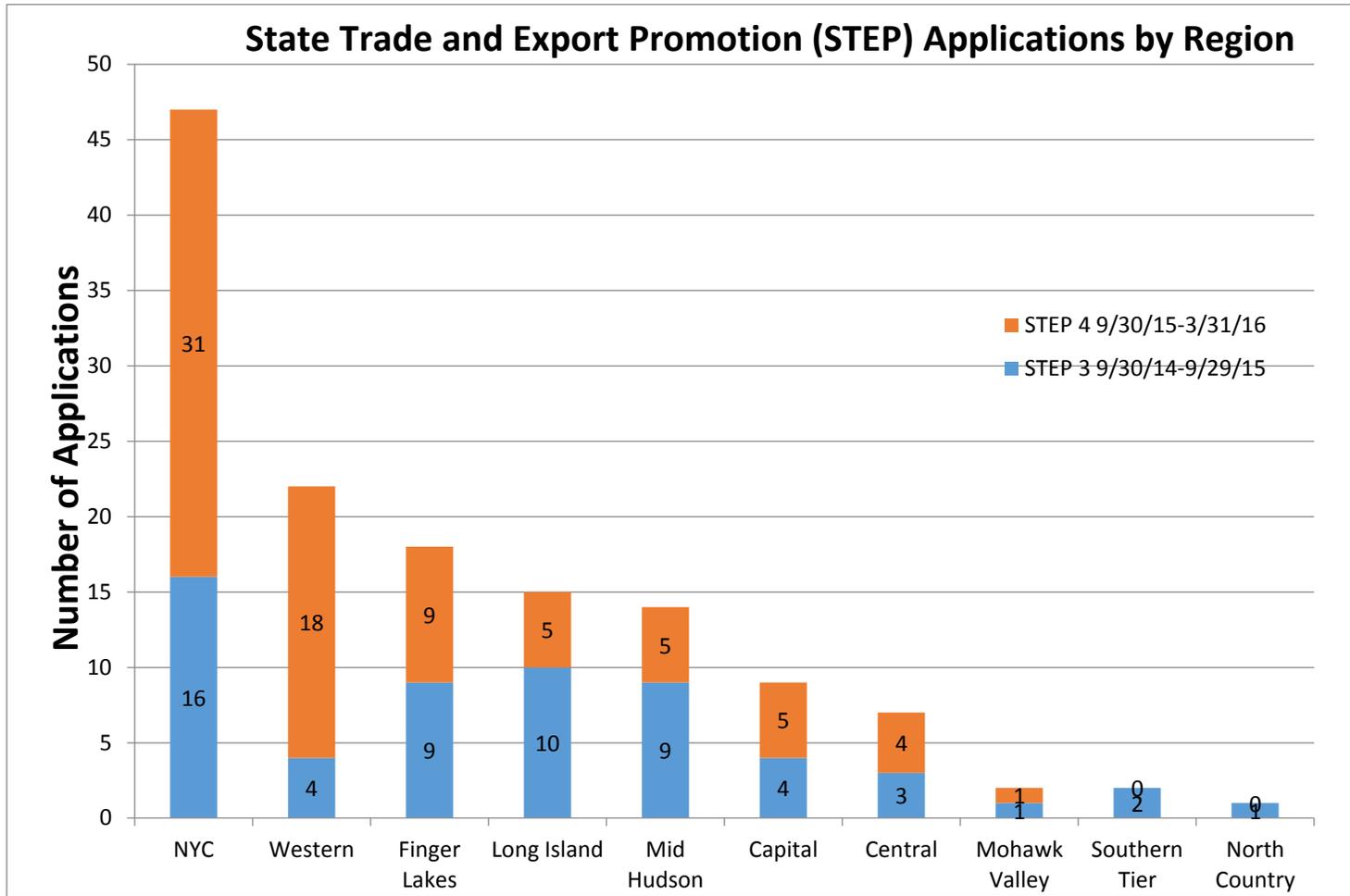
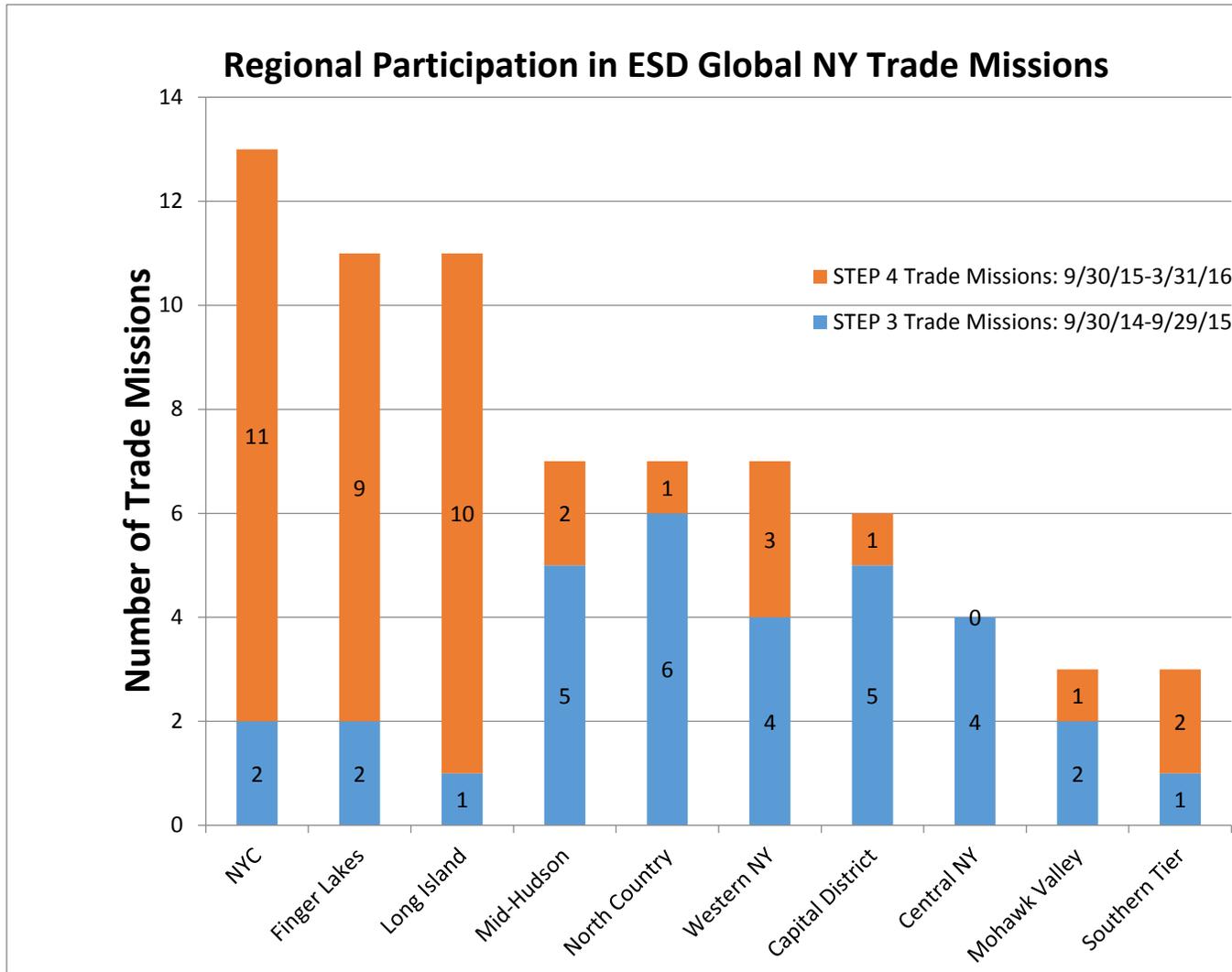
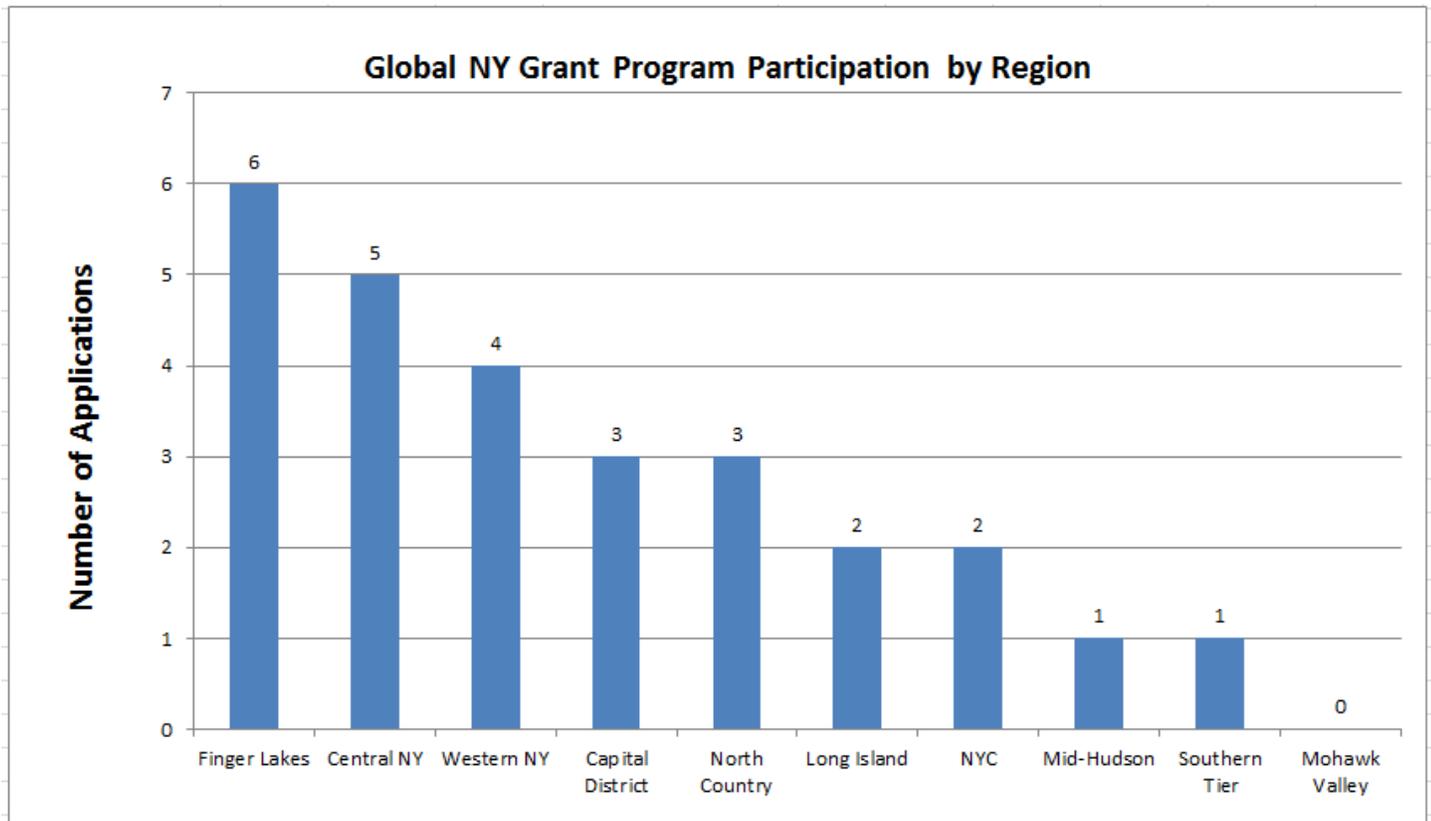


Chart E



- The ESD Global NY Grant Program:** The grant fund provides grant assistance to help companies start exporting or increase their global exports with activities such as market customization, participation in trade shows/missions, export workshops, and product adaptation to meet foreign regulatory requirements.<sup>3</sup>

Chart F



- **Increase collaboration with Western and Central New York REDC Global NY work teams to promote export opportunities to manufacturers and service providers and market the region for increased Foreign Direct Investment (FDI).**
  - Finger Lakes, Central and Western NY REDC Global NY work team co-chairs have increased collaboration and teamed up with private-sector international trade champions to coordinate cross-promotional marketing efforts for more than a dozen international trade workshops, seminars, and programs targeted towards small- to mid-sized exporters in key industry sectors.
  - The FL Global NY work team has hosted several private meetings for key international investment stakeholders, including senior U.S. Department of Commerce staff stationed at U.S. embassies who work closely with the SelectUSA office to encourage foreign investment in the US.

**Participants:** Greater Rochester Enterprise (GRE), Central New York International Business Alliance, ESD Global NY, US Department of Commerce, US Small Business Administration, Upstate NY District Export Council, SBA Buffalo District International Trade Task Force, and World Trade Center Buffalo Niagara.

**Events:** 2016 Upstate NY Trade Conference, The Rochester China Business Exchange, Bureau of Industry and Security (BIS) Export Controls Program, ITAR & EAR Roundtables, and several other events focused on the Trans Pacific Partnership (TPP), Export-Import Bank of the United States (EXIM) resources, and INCOTERMS®.

➤ **Upstate NY Trade Conference**

GRE has hosted the Upstate NY Trade Conference for seven consecutive years with an agenda developed by the GRE Trade Council and the FL Global NY work team. In 2016, 34 speakers and moderators lead educational sessions on topics including: the local impact of globalization, opportunities in emerging markets, state and federal international business support programs, international marketing, Foreign-Trade Zones (FTZ), export compliance, and trade finance. The conference attracted 250 international business executives representing a cross-section of regional manufacturers, international service providers, and government partners.

Trade conference attendees were surveyed at the conclusion of the event:

- 96% of attendees said they are likely to attend the Upstate NY Trade Conference next year and recommend the trade conference to colleagues.
- 72% reported to have met someone, or learned something that will assist them in exporting or increasing current international business activity, including: compliance and legal professionals, supply chain managers, experts in foreign relationship building, contacts for technical classification of products, foreign receivable insurance professionals, and government contacts.

• **Develop and incorporate an export-ready assessment, consulting, and strategic international business component into regional business creation, retention, and expansion efforts.**

- The GRE International Business Council & FL Global NY Work Group created the Export Assistance Program in 2014 as a priority pipeline project. A pilot version of the program was administered by High Tech Rochester (HTR). The program meets criteria identified by the FLREDC in its strategic framework, including: goals, priority pillars, and key enablers. During the pilot phase, the Export Assistance Program resulted in job growth, private company investment, and increased regional wealth. With the FLREDC's support, the tested program would benefit manufacturers in the Optics, Photonics & Imaging, Agriculture & Food Production, and Next Generation Manufacturing & Technology industries. Successful exporting ventures require motivation, an ability to execute, and upfront capital risk.

The Export Assistance Program is a proven program that reduces risk, encourages export activity, supports established regionally based export service providers and creates jobs.

• **Export Assistance "Pilot" Program Results:**

HTR, with the support of expert regional international trade practitioners and government partners involved in GRE's International Business Council & the FL Global NY work team, conducted export-related projects valued at \$239,000 for five companies in the Finger Lakes region during 2014-2015. Regional international trade experts assisted companies with global logistics, international finance, legal, tax, human resources, export compliance, foreign-trade zones, government regulation, market entry, supply chain, and translation. For the pilot phase, HTR utilized existing grant programs that offered a minimum 50% company match to entice companies to participate in the program. These grants were restricted by geography, industry sector, and the size of available funding. HTR with the support of the FL Global NY work team is seeking URI funding to continue the program. Based on previous project successes, it is

estimated that the Export Assistance Program will create three to five jobs per company or approximately 150-250 jobs over five years.

Export Assistance “Pilot” Program Success Stories:

- A. Lumetrics, Inc. introduced a new non-contact metrology instrument to the market and required testing services for its CE Mark technical construction file in order to export the devices to Europe. HTR supported third party testing services through its Advanced Manufacturing Jobs and Innovation Accelerator (AMJIAC) grant supporting the Rochester Regional Photonics Cluster.

"The CE Mark allowed new product sales in the European market and resulted in sales to a number of new customers. One specific market that has grown significantly for Lumetrics due to the CE Mark is Automotive Glass. These manufacturers utilize Lumetrics OptiGauge to measure critical properties of windshields which allows them to improve the quality and performance of their end product. Without the OptiGauge system, they had to use destructive testing on the windshields. With the growing popularity of Heads Up Displays (HUDs) in automobiles it is even more critical that the windshields perform as expected. Lumetrics is also working with the leading suppliers of high performance films used as inner layers for the windshields. These film layers provide increased safety during impact as well as provide protection from harmful UV light to the passengers. Windshield manufacturers and performance film manufacturers across Europe are now using Lumetrics instruments for their product testing." Steve Kelly, VP of Sales and Marketing

**Lumetrics Export Assistance “Pilot” Results:**

- Generated sales of \$1.4 million.
- B. MiJET, a Division of Custom Service Solutions, Inc. developed a new product for the manufacturing industry that received sales inquiries from around the globe. MiJET requested assistance to ensure the proper procedures were in place to export. HTR, GRE, Workforce Development Institute (WDI), U.S. Department of Commerce, and Empire State Development encouraged the company to participate in the Export Assistance “Pilot” Program and learn from experts on how to grow and develop international markets.

**MiJET Export Assistance “Pilot” Results:**

- Export increase of 5% since September 2014
  - Entered new exports markets starting in 2014: Mexico, India, Czech Republic, Canada
  - One full-time position created (retained 6 positions)
  - WDI funded one paid intern position, partnering with Brockport College
    - Student gained hands-on experience during development of trade compliance program
  - Trade compliance program developed as part of Export Assistance Pilot, allows Custom Service Solutions to export with confidence
  - Spike in 4th quarter exporting expected for 2016 due to large international trade show in September
- C. Response Care, Inc. (RCare) took part in the program. “We’ve made some great friends (and) we’ve met some terrific people,” CEO and founder Myron Kowal told the Rochester Business Journal, “It’s cost us money, but we’ve made lots of sales such that in the first quarter our exports to Denmark exceeded our sales in the United States.”<sup>5</sup>

**RCare Export Assistance “Pilot” Results:**

- Increased international sales by 100%, which equated to 5% of its total business in 2016.
- RCare expects that number to double in 2017.

• **Attract world-class talent and new wealth in the form of Foreign Direct Investment (FDI) to the Finger Lakes Region leveraging Global NY through regional marketing initiatives.**

- The Finger Lakes region has attracted significant Foreign Direct Investment (FDI) from companies such as: Seisenbacher Rail Interiors Inc. (Austria), Unither USA (France), Love Beets USA (United Kingdom joint venture), Alpina Foods (Columbia), Barilla (Italy), Bonduelle (France), Intrinsic Materials (United Kingdom), DNV GL (Netherlands), Omni-ID (United Kingdom), ORAFOL (Germany), Quintel Solutions (United Kingdom), and Pride Pak (Canada).
- The Global NY work team will utilize connectivity with the Finger Lakes Business Accelerator Cooperative and Hot Spot Consortium to connect with emerging technology companies throughout the region; support and promote exporting companies locating at Eastman Business Park, the Science and Technology Advanced Manufacturing Park (STAMP) and other sites located throughout the region; and leverage the Empire State EB-5 Regional Center to support companies with international trade and foreign direct investment efforts.

• **Identify and promote greater academic industry partnerships to retain the highly skilled international workforce emerging from the region’s 19 colleges and universities.**

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

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

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

For more than 20 years, the Rochester business community has convened a council of international trade experts, to assist small and medium-sized firms and connect them to regional trade resources. Members of the GRE International Business Council & FL Global NY work team are international trade practitioners whose expertise includes: global logistics, finance, legal, tax, human resources, compliance, government regulation, market entry, supply chain, education, and translation. Government partners represented on the council include: US Commerce, US Customs, FBI, SBA, Empire State Development, IDAs, and City of Rochester, all of which are committed to assisting small and medium-sized companies solve international trade issues and increase revenues.

The Global NY work team will continue to guide the implementation of the Finger Lakes Global NY export strategy and increase collaboration among additional existing regionally based federal, state, and local international service providers.

**SOURCES:**

- 1- Brookings Institution Export Monitor 2015, Counties by NAICS3 and NAICS4
  - 2- U.S. Chamber of Commerce, International Affairs. (2012). Top 10 Overlooked Facts About Trade. [www.uschamber.com](http://www.uschamber.com).
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  - 4- Office of Public Affairs, Department of Commerce. (2016, May 16). U.S. Secretary of Commerce Penny Pritzker Honors U.S. Companies with Presidential Award for Export Achievements. <https://www.commerce.gov>.
  - 5- FELTNER, K. (2016, June 17). RCare's success shows way to global revenue. Rochester Business Journal.
  - 6- EMAS, STEP, Global NY Grant information provided by Global NY Division of Empire State Development
-

## Tourism & Arts

### **Vision:**

Tourism and the Arts continue to contribute to the richness of the Finger Lakes region. Each year, millions of visitors seek out our region to visit world-class attractions, the arts, and cultural assets. These assets help produce jobs, positively impact economic development and enhance quality of life in the region. These assets are grouped into three sectors:

1. Tourism, Sports, Recreation & Entertainment
2. Arts, Culture & History
3. Beverage & Culinary

### **Mission:**

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

### **Key Assets:**

Tourism economic impact remains over \$1 billion in Monroe County in 2014 and \$2.9 billion in the Finger Lakes Region as a whole. Key assets include:

- **Significant and unique arts and cultural destinations** (including historical and architectural assets) – Aligned with trending visitor interests, they represent a key opportunity to promote our region internationally.
- **Sports, recreation and entertainment** – A substantial factor, especially golf and watersports, offering opportunities to display and promote our assets to an international audience. Diverse waterways collectively represent an important resource that should be further leveraged and promoted as a tourism destination.
- **Sophisticated wine, culinary and beverage attractions** – Prevalent throughout the entire region and represents one of the fastest growing sectors.

### **Opportunities for Growth:**

- Continue to invest in, preserve, develop and promote the region's major assets:
  - Arts and cultural destinations (including history and architecture)
  - Tourism, Sports, recreation, waterways and entertainment
  - Wine, culinary, and beverage industry (including agriculture and food micro enterprises)
- Building on our positive destination image by leveraging partnerships and through the promotion of the region's quality assets and high profile events for tourism and business development, and retention.
- Within the region's geographical diversity, there is opportunity to better connect the efforts of all nine counties in a more collaborative manner.

### **Barriers to growth:**

Challenges around the lack of funds available for an integrated Finger Lakes regional advertising campaign continue. The second barrier is the current exchange rate with Canada.

### **Performance Indicators:**

Performance indicators include Tourism Economics, an Oxford Economics Company which reports a \$2.9 Billion economic impact from tourism on the Finger Lakes region as a whole, as well as more than 59,000 jobs. Monroe County accounts for \$1 Billion of that economic impact and more than 19,000 jobs. Additionally, Smith Travel Research is utilized as a performance indicator, reporting positive results in hotel occupancy and hotel rooms sold in Monroe County, compared to all other upstate areas which have reported flat or negative results.

**Recently Completed Projects**

Project	Description
Memorial Art Gallery Inspiring Beauty Exhibit	The Memorial Art Gallery hosted the exhibition Inspiring Beauty: 50 Years of <i>Ebony Fashion Fair</i> from January 31–April 24, 2016. Featuring 40 ensembles by top designers such as Christian Dior, Stephen Burrows, Bob Mackie and Vivienne Westwood, <i>Inspiring Beauty</i> explored the 50-year history of the fashion spectacle that redefined the concepts of beauty, style, and empowerment for African Americans. In conjunction with the exhibition, MAG offered several lectures, a series of gospel brunches, a teen fashion camp, and an outreach initiative that provided free transportation, admission and family membership to 475 visitors of limited financial means. MAG welcomed more than 22,500 visitors to the exhibition, double its average exhibition attendance.
International Tourism Marketing for The Strong	Through the Market New York grant that The Strong received for “National and International Tourism Marketing for The Strong and the Finger Lakes,” they have seen several key program accomplishments to date including: hired a full-time tourism sales position, participated in seven sales missions to grow domestic motor coach and foreign group and independent visitation, including by partnering with regional programs such as Wine, Water, and Wonders and Destinations of New York, developed foreign language web pages (Mandarin, French, Spanish, Portuguese, Japanese, German, and Ukrainian) and a web section specifically for tour operators, participated in advertising programs targeting audiences beyond Western New York—particularly Canadian (Cross Border Showcase, National Travel Association) and I Love New York co-op programs (with NYSTIA, BrandUSA, TripAdvisor), and began booking new group business and individual international travelers through online travel agent Viator and other receptive operators.

**2015-2016 URI/CFA PROJECTS:**

Strategy	Progress	Future Actions
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<p><b>Broaden and strengthen the region’s national and international reputation for tourism and enhance the quality of life of the region’s residents.</b></p>	<p><b>Eastman School of Music Messinger Hall Renovation</b>                  The Eastman School of Music will renovate 6,000 sq. ft. of the 4<sup>th</sup> floor of Messinger Hall, home of the Eastman Community Music School (ECMS). This project will enable the School to increase enrollment, better accommodate families who come to ECMS for lessons, and extend outreach in the Rochester community.</p>	<p>Upon completion, the project will add new teaching studios, classrooms, and upgrades to the first floor lobby which serves as a waiting area for parents. The project is scheduled to begin in September of 2016 with anticipated completion of December 2017.</p>
	<p><b>Seneca Park Zoo Society Master Plan Improvements Phase 1a:</b>                  Phase 1a project is currently in the final stages of the Design Development process. A team from LeChase Construction, Clark Patterson Lee, WDM Architects, Monroe County, the Seneca Park Zoo Society continue to convene bimonthly to finalize architectural and engineering plans and specifications for implementation. Additionally, New York State Environmental Quality Review and Office of Historic Preservation Review are both being finalized and set to be completed by September 2016.</p>	<p>Next steps include construction documents being prepared, along with cost review and bid packaging. A project specific M/WBE Outreach Event will take place in October, with construction set to begin in January 2017. The Board of the Trustees of the Seneca Park Zoo Society has endorsed a capital campaign to raise the funds needed for Phases 1a and 1b of the master plan improvements, and private fundraising has begun.</p>
	<p><b>Bristol Mountain Ski Resort Inn and Lodge:</b> With over 50 years of providing a strong tourism product to the Finger Lakes Region Bristol Mountain Resort looks to transition from a winter based recreation area, to a year round tourist destination. With the partial funding awarded for the Mountainside Inn and Lodging project, Bristol Mountain remains committed to the success of new on-site accommodations. Currently, the initial proposal is under review appropriate adjustments will be made to meet the new project budget.</p>	<p>Bristol Mountain looks forward to completing the planning stages in the fall of 2016 and anticipates construction to begin in the spring of 2017.</p>
	<p><b>A Welcome Surprise! Canadian</b></p>	<p>The second of three major program</p>

	<p><b>Tourist Marketing Campaign</b>                  The Cross Border Showcase/A Welcome Surprise! tourism marketing campaign commenced in February 2016 and will continue through November 2017. The 28 partner program is comprised of eight components including a radio show, guide production and distribution, website, advertising and presence promotion. The program website rotates features, events and points of interest to entice Canadians to engage and to plan travel to New York State.</p>	<p>phases starts in late September with the publishing of a new fall/winter guide. The program in a continuous marketing program with components that are revised weekly. Over half of the hour long radio shows are yet to be produced, 400,000 more printed guides in two editions are yet to be printed and distributed to homes in Ontario, Canada. Advertising will continue and new opportunities for presence promotion are being considered.</p>
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**Future URI/CFA Projects**

- CMAC Improvements, Phase I
- Gateway to Science & Optics Phase II at RMSC
- George Eastman Museum National Historic Landmark Restoration
- Historic Little Theatre Rehabilitation Project
- Livingston County Brewing Initiative (Project SUDS)
- Seneca Park Zoo Master Plan Phase 1a Guest Amenities

**Additional 2016 Priorities**

- Bill Grays Regional Iceplex Revitalization Project
- CONY Campground Owners of NY Marketing Plan
- Finger Lakes Vacation Region Simpleview Website
- Haunted History Trail of New York State
- National & International Tourism Marketing for The Strong & Finger Lakes
- New York City Presence – Making Connections
- New York Wine & Culinary Center Facilities Improvements
- Reengineering & Reimagining Earth & Space Sciences – RMSC
- VoteTilla, National Susan B. Anthony Museum & House
- Wayne County Canal Trail Lock 26 Pedestrian Bridge Redecking

## Infrastructure & Transportation

### **VISION:**

To ensure that regional infrastructure, transportation, and telecommunications assets are distinguishing factors in the retention and attraction of jobs and investment.

### **MISSION STATEMENT:**

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

### **KEY ASSETS:**

#### **Optimized highway and bridge network**

The region is well-served by a highway and bridge network that experiences minimal congestion compared to similar sized metros. Interstates and expressways provide mobility for intraregional and interregional travel and direct access to the region's core – the City of Rochester – and surrounding suburbs. This network includes 27,000 lane miles of roadway and 1,600 bridges.

#### **State-of-the-art RTS Transit Center**

A technology-rich, state-of-the-art RTS Transit Center is located in Downtown Rochester and has transformed the public transit experience for 18-million customers each year. The nationally recognized Transit Center is the backbone of a robust Regional Transit Service system that covers eight counties and more than 11-million miles annually. RTS maintains a commitment to low fares, and safe, reliable on-time service.

#### **Class I Railroads**

While the vast majority of freight (80 percent by tonnage) moves via the highway and bridge network, the region is fortunate to be served by two Class I railroads – CSX Transportation and Norfolk Southern – as well as nearly a dozen Class III (i.e., shortline) ones. The latter provide a competitive advantage to companies that require bulk shipments, which can be accomplished at a lower cost on rail than via truck.

#### **Multi-use trails**

Nearly 350 miles of multi-use trails provide opportunities for both healthy recreation and commuting, serving as safe, convenient expressways for bicyclists. In addition, the City of Rochester is leading the way in on-street bicycling facilities having received the first League of American Bicyclists' "Bicycle Friendly Community" award in Upstate New York.

### **Interregional air travel**

Interregional travel by air is provided mainly through the Greater Rochester International Airport with smaller aircraft utilizing the nearly 20 public-use, general aviation airports in the region. Those wishing to travel by train can utilize Amtrak's Empire, Lakeshore Limited, and Maple Leaf services with a new and modern \$30-million ADA-compliant station currently under construction in Rochester. Scheduled to open in the fall of 2017, it is envisioned that intercity bus service by Greyhound and Trailways will eventually be co-located at this new intermodal passenger station.

### **Abundant water supply**

The Monroe County Water Authority (MCWA) provides 56 million gallons of water per day to approximately 725,000 people in Monroe, Genesee, Livingston, Ontario, Orleans, and Wayne Counties. The MCWA's East Side Water Supply project began operation in 2013, creating a second major source for Lake Ontario water and enhancing reliability by providing needed redundancy to existing operations. The City of Rochester Water Bureau filters water from Hemlock and Canadice Lakes, providing 37 million gallons per day to not only the City but also communities in Livingston County.

### **State-of-the-art broadband networks**

The Finger Lakes Region enjoys state-of-the-art broadband networks from its many cable and telecommunications companies, capable of delivering up to multiple gigabit bandwidth broadband service to enterprise, medium and small businesses customers. The region's predominate cable provider has extensive hybrid fiber and coaxial network serving businesses and residents, and is engaged in an unprecedented rural broadband deployment and broadband speed upgrade. These efforts, along with the Governors \$500 million New NY Broadband initiative, will eventually bring some of the highest widely available broadband download speeds in the nation to the Finger Lakes. Long the home of worldwide innovation companies, the Finger Lakes' already robust broadband infrastructure will be significantly enhanced over the next 4 years providing opportunities for economic growth.

### **OPPORTUNITIES FOR GROWTH:**

While there is sufficient infrastructure capacity overall to accommodate additional growth, localized limitations/bottlenecks exist that hamper future private sector investment. Opportunities to address these limitations/bottlenecks include but are not limited to:

- Improve reliability, reduce delay, and increase safety along key highway corridors that offer the potential to create jobs and leverage private investment.
- Ensure sufficient infrastructure is in place at employment centers consistent with priorities of the URI and FLREDC Strategic Plan.
- Increase connectivity between low-income job seekers and employment and educational opportunities.

- Compile detailed data on sewer and water infrastructure so that more holistic planning of infrastructure can be conducted.
- Expand transportation infrastructure that promotes active transportation and healthy lifestyles.
- Increase multi-modal options for freight to improve efficiency and safety.

**BARRIERS TO GROWTH:**

- Significant portions of our transportation, water, and sewer infrastructure are reaching the end of their useful life and need to be replaced.
- Regional energy generation is far below consumption with investments needed to enhance/modernize the system, and ensure reliability of service co customers.
- Access to broadband internet varies widely within the region including fully unserved areas where economic development and job creation opportunities are strongly limited as a result.

**PERFORMANCE INDICATORS:**

- Number/Percent of Deficient Bridges in the Region: 513 of 1,599 / 32 % (2015 data)
- Clean Watersheds Needs in the Region: \$278,487,572 (2012 data)
- Regional Transit Service Annual Ridership: 17,723,038 (SFY 2015-2016)
- Enplanements at Greater Rochester Int’l Airport: 1,189,502 (CY 2015)
- Number of address points un-served by Broadband\*: 34,543 (2013 data)  
 \* Broadband is defined by NYS Broadband Program Office

**PROJECTS:**

2015-2016 URI/CFA Projects

Strategy	Progress	Future Actions
<p><b>Invest in key projects that will address transportation bottlenecks that are barriers to growth; Strengthen transportation infrastructure through preservation and maintenance of the existing system; Extend broadband internet access to rural and underserved urban areas.</b></p>	<p><b>NYS Route 390/I-490/Lyell Avenue Interchange</b>                      Designated the highest priority transformational transportation project in the Finger Lakes Region. The Governor recently announced funding commitment of \$142M for the entire interchange.</p>	<p>Phase 1 of the project including fabrication of steel for the new Route 31 (Lyell Avenue) bridge over Route 390 and implements improvements to seven bridges within the I-390/I-390/Route 31 interchange is in process.</p>
	<p><b>Portageville Freight Rail Bridge Replacement Project</b>                      Project has been fully funded and is currently under construction.</p>	<p>Projected completion in 2018.</p>

	<p><b>Letchworth State Park in Wyoming County road improvements</b> The project will construct a detour &amp; tourist route to southern Letchworth State Park while the Portageville Railroad Bridge is replaced.</p>	
	<p><b>Inner Loop East Transformation Project</b> Project fully funded and is currently transforming Downtown Rochester by removing a 2/3-mile section of the expressway to reconnect neighborhoods, enhance walkability and bike-friendliness, and creating 6.5 acres of land for mixed-use redevelopment.</p>	<p>Projected completion 2017. Project is currently ahead of the Scheduled November 2017 Completion date. Proposal for Development Parcels have been received and are currently being reviewed.</p>
	<p><b>Rochester Intermodal Station</b> Currently under construction, adding customer amenities and an additional track to reduce delays.</p>	<p>Projected Completion in fall 2017.</p>
	<p><b>STAMP Infrastructure and Transportation Improvements</b> Project is fully funded and transportation improvements to be advanced as build out occurs.</p>	<p>The initial infrastructure to support the first tenant at STAMP (water, sewer, gas, electric, roadways) are currently in full engineering, design and permitting. Anticipating bids for construction going out in late fall/winter, with the majority of construction starting in Spring of 2017. Project will be completed over a 12 to 18-month time frame.</p>
	<p><b>Route 318 Corridor Infrastructure Enhancement</b> Project will enhance wastewater infrastructure along NYS Rt. 318 to encourage further economic and real estate development. Funding for this project has been approved.</p>	<p>Construction set to begin the end of 2016 with completion in 2017.</p>
	<p><b>Fishers Ridge Phase I Infrastructure</b> Project addresses current traffic issues in the Town of Victor on Route 96 through the expansion of an approximately three quarters of a mile of public roadway from Omnitech Parkway to Route 251 from 3 lanes to 5 lanes and installation of a new traffic signal.</p>	<p>Project review is taking additional transportation enhancements into consideration for full projected project build out. Construction is projected to be underway by second quarter of 2017.</p>
	<p><b>Niagara-Orleans Broadband Initiative</b> The two-county inventory of un-served address points has been completed. Potential vendors have been pursued and vetted. A best candidate has been selected.</p>	<p>The project is awaiting the opening of an appropriate funding phase from the New NY Broadband Program or completion of the network by Charter Communications.</p>
	<p><b>Canandaigua Airport sanitary sewer</b></p>	<p>Construction contracts are being</p>

	<p><b>connection</b>                  Project connects the Canandaigua Airport with sanitary sewer service, to enhance airport development opportunities. Design of this project is complete and bids were received at the end of July 2016.</p>	<p>executed, with construction expected to begin the first week of September, with completion by the end of October 2016.</p>
	<p><b>Main Street Rochester Streetscape Enhancement</b>                  Project will reconstruct Main Street in Downtown Rochester from the river east to East Avenue as part of the Downtown revitalization. This project is funded with Federal Highway Administration funds.</p>	<p>Projected completion will be in 2017. Project design is completed and project will be bid in Fall of 2016 with construction beginning in Spring of 2016. Additional funding was recently provided by New York State.</p>

**Future URI/CFA Projects**

- Monroe County Airport Development Site Preparation**  
 The Greater Rochester International Airport has applied for a \$40 million NYS grant through the Upstate Airport Economic Development and Revitalization Competition submitted on July 1, 2016. If awarded the State grant, work on this project would begin and other considerations may be airport development sites.
- Transformative Corridor Design Initiative** these corridors – Mt. Read Boulevard, NYS Route 77, and NYS Route 96 – represent unique opportunities to create permanent high paying jobs and leverage private investment in key sectors of the economy by making transportation improvements that improve reliability, reduce delay, and increase safety for people and freight. A total allocation of \$4-\$5 million is suggested to complete Detailed Design for all three corridors.
- Gateway Road/Park Project** Installation of roadway and infrastructure for the creation of an agri business park. Gateway Park will be a hub for agriculture and food production. To be constructed in 30 months. Total project cost is \$11,850,000, with a request for \$2,370,000 in funding. This project will create over 1150 jobs.
- Inner Loop North URI** The City will conduct a feasibility study for highway removal within the Inner Loop North corridor, from east of the Genesee River to North Union Street, in order to reconnect neighborhoods, create a developable land and open space. The Inner Loop North Transformation Feasibility Study seeks to replicate and build upon the success of the innovative Inner Loop East Transformation Project.
- RTS Campus Improvement Project** is a strongly supported project in 2014, 2015 and 2016 that will construct a new service building for fueling and washing a 250 bus fleet, replacing a 40-year-old building that is well past its useful life. Action on this project is pending funding.
- Fishers Ridge Phase I Infrastructure** Strongly supported since 2014 this project has been partially funded and is currently under review. This project will address current traffic issues in the Town of Victor on Route 96 through the expansion of an approximately three quarters of a mile of public roadway from Omnitech Parkway to Route 251 from 3 lanes to 5 lanes and installation of a new traffic signal. Project review is taking additional transportation enhancements into consideration for full projected project build out. The Final Environmental Impact Statement for project build out is expected to be complete in fall of 2016. Phase I Planning Board resolution is anticipated first quarter of 2017. Construction is projected to be underway by second quarter.
- Fishers Ridge Infrastructure Improvements Phase II** The project will advance the infrastructure improvements necessary to open the first section of Fisher Ridge. This project will provide a substantial investment in community development and infrastructure; creating 280 new jobs. Total project costs \$35,000,000, with a request for \$6,000,000 in funding.

- **Infrastructure Inventory and Assessment** of the Finger Lakes Region to advance economic and community development. Total project costs \$650,000 with a request for \$300,000 in funding.
- 2016 Supported Projects
  - **City of Rochester Vanpool Pilot Project**
  - **East Main Street Enhancements**
  - **East Main Street Reconstruction**
  - **Canalway Trail Extension from Lyons to the Seneca River**
  - **Wayne County Canal Trail Lock 26 Pedestrian Bridge Redecking**
  - **Trans-loading/Multi-modal Rail Site**

### **PATHWAYS TO PROSPERITY**

- **City of Rochester Vanpool Pilot Project** *To pilot a low-cost employment-related vanpool service that connects low income individuals to employment hubs. This project will introduce a transportation option that increases access to employment and reduces the dependency on and expenses of vehicle ownership. The project will retain 60 to 120 jobs. Total project cost is \$75,000 with a request for \$50,000 in funding.*

## Sustainability

### **Vision:**

Throughout the Finger Lakes region, sustainability efforts aim to identify and promote projects and programs that transform our region economically, socially, and in a manner that improves and sustains our natural resources. Advancing the best practices in sustainability continue to guide integrated, sustainable solutions that improve the quality of life in our region.

### **Existing Conditions:**

Existing conditions for regional sustainability have been documented in the 2013 Finger Lakes Regional Sustainability Plan. Conditions include:

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

### **Goals and Strategies:**

1. Recommend Regional Sustainability Plan best practices or goals.
2. Develop strategic concepts/ideas in line with URI opportunities
  - Encourage and promote transformational projects.
3. Assist in improving submittals for projects outside URI/CFA.
4. Provide Priority Project Recommendation for FLREDC

We are working on promoting the following Transformational and Strategic Concepts:

Primary initiatives:

- Visibility – branding as a sustainability region
  - Benchmark region against model communities
- Become a Sustainability Information hub

Secondary, sectors to be promoted:

- Create Smart Transportation Options
- Promote the Food Sector
- Promote Alternative Energy Options
- Promote Smart Development and Building Strategies

## Performance Measures

Projects and programs will be measured through an assessment tool that evaluates outcomes and deliverables. Created by the Sustainability Work Team, the categories considered by the assessment tool include:

### Energy

- Renewable energy created and/or distributed
- Energy efficient resources used
- (Reduction in) Annual energy consumption
- Utilization of renewable energy sources

### Water

- Storm water runoff reduction and/or re-use
- Reduced water demand
- Reduced facility or process water discharge
- Educated public

### Transportation

- (Reduction in) Transportation energy consumption
- (Reduced) Income spent on transportation
- (Reduced) Vehicle miles traveled
- Transportation alternatives provided

### Food Sector

- (Increased) Viability
- (Increased) Accessibility
- Ecological contribution
- (Reduced) Waste
- (Reduction in) External inputs

### Livable Community & Land Use (including Forestry)

- Development within areas of existing infrastructure
- Mixed-Use
- Density
- Access to Services
- Protection of critical open space
- (Increased) Public health

### Economic Prosperity

- Communicates the Region's "Story of Place"
- Incorporates the "Five Capitals" (Human, Social, Natural, Built, Financial)
- Progress indicators/measures of the FLREDC Strategic Plan & URI (Finger Lakes Forward)

### Waste to Worth

- Re-use of materials
- Recovery or recycling of materials
- Reduction in solid waste generation

## 2015-2016 URI/CFA Projects

Strategy	Progress	Future Actions
<b>Identify and promote projects and programs that transform the region economically and socially in a manner that improves and sustains natural resources.</b>	<b>Genesee Biogas LLC Project</b> \$19 million project located in the Genesee Valley Agri-Business Park in Batavia. The plant will convert organic waste streams produced by dairy farms, agricultural, and food processors into renewable energy for use by park tenants and region. Site and process design completed, currently negotiating site purchase and reviewing proposals for major project components.	Equipment purchase and construction pending awaiting completion of project bond financing which is underway.
<b>Develop and preserve the availability of high-quality, affordable housing.</b>	<b>Sibley Tower Redevelopment Project</b> \$200 million redevelopment of a 1.1 million square foot historic department store in downtown Rochester into 94 low income housing units, 92 market rate housing units, new Life Span Senior Center, 57,000 s.f. Class A office space, and 10,000 s.f. of retail.	The project will update an inefficient structure to achieve LEED and Enterprise Green Communities certification. Construction is progressing.
<b>Foster the development of the region's industrial complexes and business parks for commercial or industrial use.</b>	<b>American Fuel Cell</b> Start-up of business operation in the Eastman Business Park intended for the development and manufacture of low cost fuel cell membrane electrode assembly from existing thin film equipment for the fuel cell market.	
<b>Water &amp; waste reduction &amp; management.</b>	<b>I-Square Sustainability Project</b> Creation of a 92,000 s.f. urban style town square in the Town of Irondequoit that will revitalize 2.5 acres of rundown or vacant buildings converting it into a cultural district that includes retail, restaurants, and office space. Phase 1 consisting of roadway, sidewalks, infrastructure and utilities is complete.	Phase 2 consisting of 2 new buildings, outdoor stage and rainwater collection 80% complete, will finish this fall. The Imaginarium building, street lighting, EV charging and associated renewable energy and water waste reduction features will be completed by the Fall of 2017. The last phase of water & waste water reduction and management program is in the design phase. Construction is planned for completion by the end of 2019.

**Current or Future Projects?**

**Downtown Rochester High Falls EcoDistrict – NYSERDA – CGC2 - \$240K:** Friends of the GardenAerial, in partnership with others, will implement a 30-month study and outreach effort to advance the GardenAerial's Eco-District Framework in and around the Brown's Square and JOSANA neighborhoods which encompass the High Falls District.

**Batavia Sustainable Future – NYSERDA – CGC2 \$75k:** To prepare an updated, market-based Comprehensive Plan of the city of Batavia that will provide a framework for sustainable land use, redevelopment, neighborhood development, resiliency, infrastructure and parks/community facilities.

**Town of Mount Morris Comprehensive Plan and Zoning Updates –NYSERDA – CGC2 - \$45K:** Town plans to update the existing Comprehensive Plan with a focus on environmental and sustainability issues, and also perform zoning updates.

**City of Rochester Sustainable Planning and Design Practice Guide– CGC2 Grant - \$56K:** The project will develop an on-line and hard copy Developer Guidance Manual that will be used when designing developer projects in the City of Rochester.

**The Webster Cold Water Project– CGC2 Grant - \$85K:** The study will determine the viability and economic potential of development of chiller water district (CWD) energy system.

#### 2016 Priority Projects

- **Sustainable Food Production Initiative - Rochester Institute of Technology:** The primary objectives of the Initiative are to increase regional food cluster jobs, reduce production costs - strengthening competitiveness, and increase revenue and overall cluster resilience.
- **Finger Lakes – A Hub for Energy Storage and Distributed Generation - The Standard Hydrogen Corporation:** The Standard Hydrogen Corporation (SHC) of New York, working with partners, RocSpot, American Fuel Cell, Eastman Business Park, and others, will deploy a series of four energy storage installations in the greater Rochester region that will help establish the Finger Lakes Region as a national hub for distributed generation and energy storage (DG/ES).
- **N2 Internal SuperGrid - N2 Global Solutions, Inc.:** To manufacture and install N2 technologies in order to create Net Zero and Net Positive quality buildings. Cost: \$35M; create 117 jobs/retain 25 jobs.
- **Renewable Energy and Fuel Cell Commercialization Center - Ahead Energy:** Provide the upstate industrial and academic communities with a Commercialization and Development Center for clean energy. Cost: \$3M; create 40+ jobs.

## COMMUNITY AND LOCAL GOVERNMENT ENGAGEMENT

As the Finger Lakes Regional Economic Development Council continues its work on improving the regional economy, area citizens and community stakeholders have become key contributors to our strategic plan's creation and implementation. It's no accident that the region's Upstate Revitalization Initiative submission, ***Finger Lakes Forward***, is subtitled "United for Success." It speaks to area residents' impressive involvement in the FLREDC's work teams, their input at public meetings, and the vast number of projects and ideas generated by area leaders and residents who are increasingly working together to make the Finger Lakes a better place to start a business, raise a family, and enjoy our tremendous quality of life. (Add Danny Wegman quote on region working together?)

### Work Teams

In 2016, the FLREDC reorganized its existing work groups into work teams that align with the ***Finger Lakes Forward*** strategic plan. The work teams now correspond directly to the plan's three economic pillars (Optics, Photonics, and Imaging; Agriculture & Food Production; and Next Generation Manufacturing & Technology), three economic enablers (Pathways to Prosperity; Entrepreneurship & Development; and Higher Education & Research), and four economic and quality of life foundations (Tourism & Arts; Sustainability; Infrastructure & Transportation; and Global NY). A complete list of the work teams and its members is found on page xx. In addition, work teams were created to implement the Downtown Revitalization Initiative and the New York State Youth Mentoring program, chaired statewide by Matilda Raffa Cuomo.

Work team members assisted the council this year by identifying important projects that meet the FLREDC's strategic goals, identifying sector strategies that align with the council's regional strategies, measuring performance within sectors, and providing input on the drafting of the 2016 Progress Report.

Work teams have provided invaluable support to the council since its inception in 2011. The work teams bring together representatives from business, labor, government, the non-profit community, higher education, and the general public from across the region, demonstrating regional unity and assisting the FLREDC in implementing the Finger Lakes Forward plan.

### Public Meetings

The Finger Lakes Regional Economic Development Council held sixteen public meetings and stakeholder forums in 2016. These included six public meetings of the FLREDC through September 2016, two CFA workshops held in Rochester and Batavia, and eight Finger Lakes Forward presentations. In total, more than 1600 people have attended these meetings.

The Finger Lakes Forward presentations provide details of the FLREDC's new strategic plan to economic development groups, community organizations, and business associations such as area chambers of commerce. These meetings help inform stakeholders and the public on specifics of the region's \$500 million award through Governor Cuomo's Upstate Revitalization Initiative.

The FLREDC will continue holding forums and public meetings to keep stakeholders and the public informed of important council developments and to maintain regional unity as we implement our strategic plan.

### Community Outreach

In addition to public meetings, council members, work team members, and staff continued to maintain close contact with labor and community-based organizations, business leaders, government officials, and members of the public through meetings with area organizations. Dozens of meetings took place throughout the year with groups

including the Greece Chamber of Commerce, Rochester Home Builders Association, the Finger Lakes Workforce Investment Board, Rochester Technology & Manufacturing Association, the Livingston County Chamber of Commerce, and many more. These meetings serve to inform area stakeholders on the Finger Lakes Forward Plan, highlight accomplishments, fill the project pipeline by encouraging CFA and URI proposals, and foster unity around the strategic plan.

The FLREDC also maintains an extensive email database, used to communicate information about important meetings, news, and accomplishments centered on the Finger Lakes Forward strategic plan. The growth and use of the email database has been an incredibly helpful tool in communicating directly with area residents and stakeholders. The FLREDC's email list has grown to more than 2,000 addresses.

In 2015 the region's Opportunity Agenda effort gained new impetus as Governor Cuomo created the Rochester Anti-Poverty Task Force. The FLREDC aligned its Opportunity Agenda with the task force and its partner, the Rochester-Monroe Anti-Poverty Initiative (RMAPI) by including poverty reduction as a main goal in the Finger Lakes Forward plan, and restructuring the Workforce Development Workgroup into the Pathways to Prosperity Work Team. RMAPI has held dozens public meetings, presentations, and community meetings to gather input and inform the public. The feedback gathered through these community dialogues has provided the FLREDC with important information as it creates strategies and recommends projects that fight poverty.

Additionally, in 2016 the council created a unique and innovative device to help guide its decisions on URI project recommendations: the Anti-Poverty Impact Statement. Each URI project applicant is asked to submit this optional form that describes how the proposed project helps the council meet the anti-poverty goals described in the strategic plan. Projects receive additional consideration if they help the council meet these goals.

### **Media**

Sharing information on FLREDC activities through traditional and social media remains an important avenue for maintaining regional unity and a sense of common purpose as the council implements the Finger Lakes Forward strategic plan.

Again this year, council co-chairs and members met with newspaper editorial boards and reporters to keep opinion leaders up to date on council activities and accomplishments. Council members also appeared on radio call-in shows on major radio outlets in the region, including WXXI and WHAM. FLREDC members also encouraged community collaboration on the strategic plan by writing essays that appeared in regional newspapers. The region's news outlets continue to cover the FLREDC, and with the selection of the FLREDC's strategic plan as a URI Best Plan Awardee, media attention has increased over the past year.

As it has in past years, the council makes use of social media to inform the public. The number of "likes" on its Facebook page continues to grow, and the council has begun to use Twitter as a means to alert stakeholders and the public of important council news. In addition, the FLREDC website remains a vital information source of council information. The public can access news on FLREDC accomplishments, learn about priority projects, RSVP for upcoming meetings, and read the strategic plan.

### **Local Government Engagement**

Participation of local government leaders in the FLREDC's strategic planning and priority project identification processes remains a key aspect of the council's success. Twelve local government leaders and two New York State Legislators serve as ex-officio members of the FLREDC, and several others sit on the council's work teams. Since its

inception, the FLREDC has recognized the importance of including local government leaders in the council process by including them on its work teams.

Governor Cuomo's Downtown Revitalization Initiative (DRI) created a unique opportunity for local government engagement in 2016, as the FLREDC was asked to select a community ready for a \$10 million investment in their downtown area. Outreach throughout the region garnered eight strong applications. To review the applications, the council created a work team of area stakeholders possessing a region-wide focus. After a thorough review of the applications, and watching presentations from the four top-rated applicants, the DRI work team recommended the City of Geneva to the FLREDC. After reviewing the selection, the council unanimously confirmed the work team's recommendation. Governor Cuomo visited Geneva in July to announce the Ontario County city as the winner of the Downtown Revitalization Initiative competition.

Council members and staff stay in continual contact with government leaders through phone calls, emails, and meetings with city, county and town economic development staff, community development staff, and elected officials. The council's effort to partner with local government leaders to improve the regional business climate and support government efficiency goals paid off in 2015 with two Department of State Local Government Efficiency grants to Orleans and Wyoming Counties respectively. In 2016, at least seven Local Government Efficiency grant applications have been received as a result of the council's outreach.

In addition to the government efficiency grants, local governments in the region also submitted more than 90 applications for other funding opportunities through the CFA and URI processes in 2016. Finger Lakes cities, counties, and towns have put forth quality proposals for Water Quality Improvement projects, Environmental Protection Fund projects, the NY Main Street program, the New York State Canalways Grant program, the Local Waterfront Revitalization Program, and many other agency grant programs.

The FLREDC will continue its partnership with local government leaders as it implements its Finger Lakes Forward plan in the coming years.

## Interregional Collaboration

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

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

**Science and Technology Advanced Manufacturing Park (STAMP)** is located in Genesee County in the Finger Lakes region but is only a few miles from Erie County in the **Western NY** region and is closer to Buffalo than it is to Rochester. Danny Wegman met with Howard Zemsky, then co-chair of the Western NY regional council, in 2012 to facilitate cooperation on the STAMP project. Both Councils encouraged New York to consider the potential of the STAMP project and that kindled their interest in the project. Through significant support of New York State and Governor Cuomo STAMP will soon become one of the largest manufacturing projects in the Northeast. It will enhance the economic development of both regions and it is expected to become the location for 10,000 new high paying manufacturing jobs. The workers will reside in both regions.

The **American Institute for Manufacturing Integrated Photonics (AIM Photonics)**, is an industry driven public-private partnership that focuses the nation's premiere capabilities and expertise to capture critical global manufacturing leadership in a technology that is both essential to National security and positioned to provide a compelling return-on-investment to the U.S. economy. The Institute's goal is to emulate the dramatic successes experienced by the electronics industry over the past 40 years and transition key lessons, processes, and approaches to the photonic integrated circuit (PIC) industry. AIM Photonics supports Small and Medium Enterprises, providing practical access and technology on-ramps for U.S. industry, government, and academic communities. The initiative will have its headquarters in the Finger Lakes and is one of its biggest projects ever with \$600 Million committed to be spent on it. With its vast reach it will generate substantial economic activity with companies and institutions in the **Capital, Mohawk Valley, New York City, Southern Tier, and Western New York** regions.

The **New York Food and Agriculture Challenge (NYFAC)** proposed in 2016 will be a collaborative, cross-regional economic development initiative between the Finger Lakes, **Southern Tier, and Central NY** regions, all of which have a common focus on agriculture and food production. This competition will attract food entrepreneurs and innovators who will locate their burgeoning businesses in upstate NY. The concept will use the past competitions of 47 West (Southern Tier) and 43 North (Western NY) as examples of successful competitions.

**Cornell University's Agriculture and Food Technology Park** and the **New York State Agricultural Experiment Station** in Geneva are both operated by or affiliated with Cornell University in the **Southern Tier** region. Many of the incubation and business support programs at these sites have been funded at the request of the FLREDC to support farmers and food processors across upstate New York. Funding from New York State along with donations from several private entities allowed for a collaboration that will install a High Pressure Processing machine in Geneva in 2016 to enhance food safety in New York State. Cornell continues to take an active role in these projects.

The **New York Wine and Culinary Center (NYWCC)** and the **New York Wine & Grape Foundation (NYWGF)** are both located in Canandaigua and actively involved in promoting the wine industry for all of New York State. NYWGF has helped develop wine trails in several regions including **Central NY, Southern Tier, Western NY, Mid-Hudson, and Long Island** and started the NY Drinks NY which encourages **NYC** restaurants to offer New York State wines. NYWCC actively promotes Taste NY initiatives which involves products produced in **all of the regions** of New York.

**High Tech Rochester (HTR)** is a business incubator in Rochester. HTR was awarded a five-year, \$6 million New York State Energy Research & Development Authority (NYSERDA) sponsored initiative that aims to accelerate the commercialization of clean energy innovations across Upstate New York. New Energy Xcelerator in Upstate NY (NEXUS-NY) is a clean energy proof-of-concept center that works with several universities, including the University of Rochester, Rochester Institute of Technology, the University at Buffalo in **Western NY**, and Cornell University in **Southern Tier** to provide early-stage support that enables the development and validation of promising clean energy technologies that are, or will become, the platform for start-up companies located in New York State.

The **New York State Pollution Prevention Institute**, housed at and managed by **RIT Golisano Institute for Sustainability**, is a collaboration between RIT, Clarkson University in the **North Country**, RPI in the **Capital District**, and the University at Buffalo in **Western NY**, along with the state's 10 technology development organizations. The institute works with companies and organizations across the state to identify opportunities to become more resource efficient and sustainable in the use of materials and processes.

**Excell Partners**, based in Rochester, manages two state-supported funds – a \$5.1 million Innovate NY funds and \$2 million Minority and Women-owned Business Enterprises Investment Fund – that provide seed- and early-stage support to businesses all across the state. Many applications have been received from startups located in **six different regions** across New York State.

The **Regional Veterans Service Center** fosters inter-regional collaboration through a partnership between Rochester's Veterans Outreach Center, the Institute for Veterans & Military Families at Syracuse University, and several veteran service providers throughout Upstate New York. The project, named **NYServes Upstate**, creates a coordinated network of providers designed to enhance employment, housing, health care, and many other services important to veterans. The NYServes Upstate network is expected to begin operation in late September 2016, with the program expanding outside the Finger Lakes region to serve veterans throughout Upstate New York.

The **Niagara-Orleans Regional Alliance (NORA)** is an inter-regional collaboration between Orleans County and Niagara County in **Western NY**. The Niagara-Orleans Broadband Initiative is NORA's first major collaboration with the goal of extending affordable, high-speed Internet services to rural businesses and residents in the two counties and is in line with Governor Cuomo's efforts to provide broadband to everyone in New York. This initiative will take place after Charter Communications takes over Time Warner Cable.