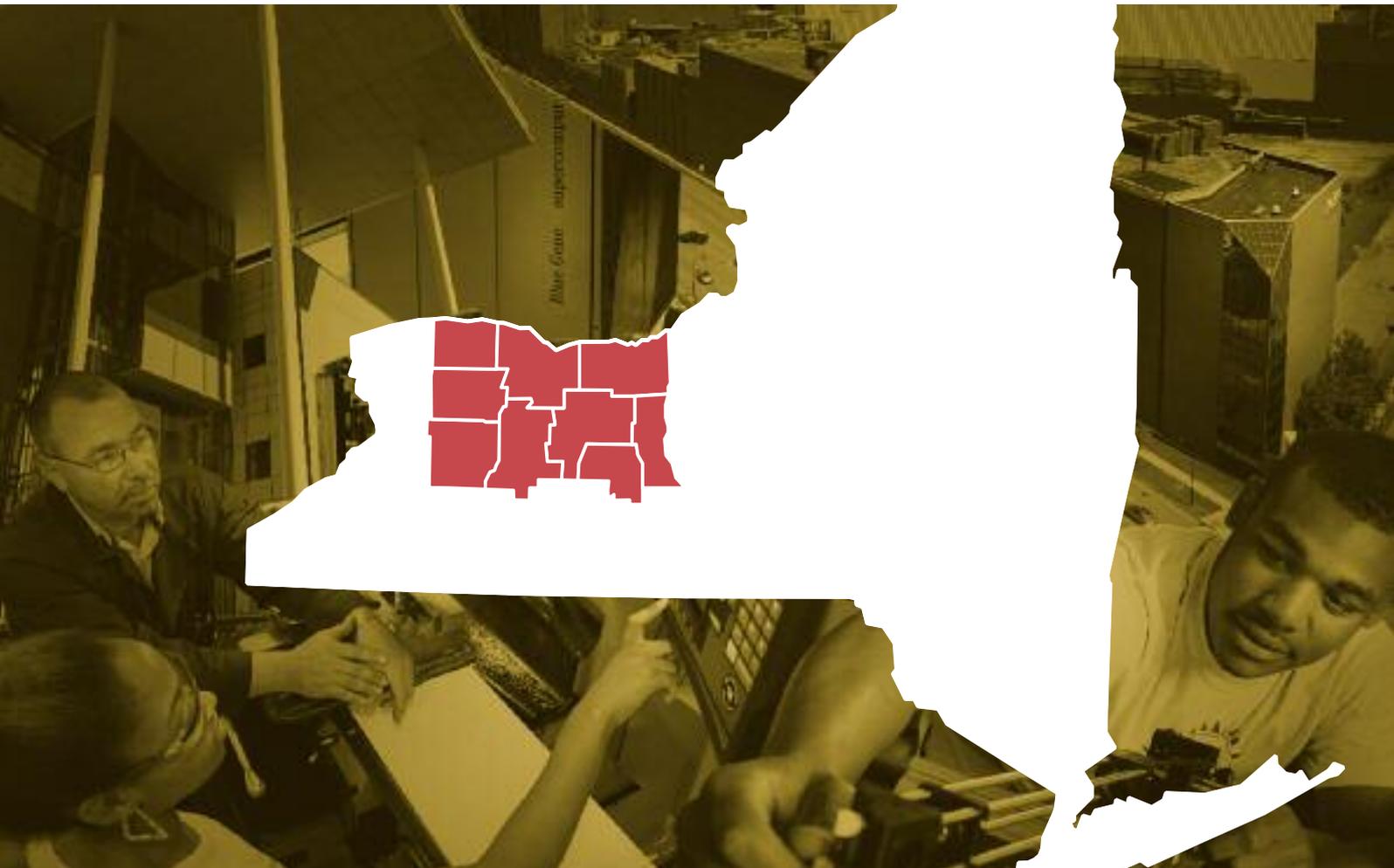




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**Finger Lakes**  
Regional  
Economic  
Development  
Council



Accelerating Our Transformation – Year 3

PROGRESS REPORT & RECOMMENDED PRIORITY PROJECTS

September 2013

# Table of Contents



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**1 OVERVIEW**

3 IMPLEMENTATION OVERVIEW

4 A RECORD OF PROGRESS

6 PERFORMANCE MEASURES

8 OVERVIEW OF JOB CREATION AND INVESTMENT

9 PUBLIC ENGAGEMENT

---

**12 IMPLEMENTATION**

13 REGIONAL STRATEGIES

28 MAP: Finger Lakes region community development, housing, and water quality projects

30 SECTOR STRATEGIES

---

**50 OPPORTUNITY AGENDA**

---

**54 RECOMMENDED 2013 PRIORITY PROJECTS**

55 TRANSFORMATIVE PRIORITY PROJECTS

56 Eastman Business Park

60 Technology Commercialization and Business Creation

66 Agriculture and Food Processing

72 Community Development

78 Healthcare

80 Higher Education and Workforce Development

88 Industrial Development

90 Research and Development

94 Sustainability

96 Tourism and the Arts

104 FINGER LAKES SMALL BUSINESS EXPANSION FUND

106 EXCELSIOR JOBS PROGRAM

108 ADDITIONAL PRIORITY PROJECTS and REGIONALLY SIGNIFICANT PROJECTS

113 FIVE-YEAR PIPELINE INITIATIVES

114 INTER-REGIONAL COLLABORATION

---

**116 CONCLUSION: ACCELERATING THE TRANSFORMATION**

---

**APPENDIX**

118 A – WORK GROUP MEMBERS

120 B – WORK GROUP DASHBOARDS

142 C – FINGER LAKES REGIONAL MARKETING PLAN

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# Message

from the co-chairs



**Our vision is clear. Our strategy is working. Our progress is real.**

**Governor Andrew Cuomo has transformed economic development in our state and has galvanized our region to develop and execute a shared economic framework for our future.**

Over the last three years during some of the most difficult economic conditions in generations, the Finger Lakes economy grew by nearly two percent – more than twice the rate of upstate New York overall. We have added 10,000 jobs since the Finger Lakes Regional Economic Development Council's inception and are responsible for 40 percent of all upstate job gains. The Rochester metro area leads the nation in housing recovery and continues to have among the lowest healthcare costs in the country.

Our progress is due, in great part, to the Governor's leadership, more than \$265 million committed by New York State to the Finger Lakes region over the last two years, including designation as a "Best Plan Awardee" in 2012, and support for Eastman Business Park. In recognizing Eastman Business Park's critical importance to the region's and state's economy, the state has provided a path that resolves key issues that threatened its viability. With the state's continued partnership, the Council is confident the Park will become one of the nation's preeminent industrial development sites.

While the most challenging part of our economic transformation has begun, our region remains acutely aware of embedded impediments to economic growth and the limitations some of our residents face in participating in the region's workforce. Through the Governor's Opportunity Agenda, Innovation Hot Spot, and START-UP NY initiatives, we have developed specific strategies and projects that strengthen our region's quality of life, support inter-regional collaborations, revitalize chronically distressed communities, and accelerate job growth.

A key to our continued success is the strength and engagement of our Work Groups. Thanks to the participation and efforts of more than 300 civic and industry leaders, we have united

behind a comprehensive framework to advance our plan, identify barriers, develop and execute economic strategies that maximize our potential, monitor and measure progress, and support investments necessary to catalyze future growth.

The Council recommends that the state continue to invest in several key multi-year projects identified in our 2011 Strategic Plan, with the maintenance and expansion of Eastman Business Park our top regional priority. The Finger Lakes Regional Economic Development Council has also identified new priority projects that will enhance workforce development, advance redevelopment efforts in urban and rural communities, enable farms and food processors to expand to meet a growing demand for their products, strengthen academic and industry partnerships, and accelerate the creation and revitalization of key industrial development sites. These efforts and the state's investment and continued support will enable us to meet our goal of creating 50,000 jobs over the next five years.

As co-chairs, we are especially grateful to the Governor and Lieutenant Governor Duffy for their support. We also want to express our gratitude to the 35 members of our Council; our tireless Executive and Scoring Committees; our 16 Work Groups; the more than 1,000 public participants in this year's process; and the dedicated professionals in the Executive Chamber, Empire State Development, and all the state agencies that help facilitate the Council's work. We also want to recognize and thank Mark Michaud again for his help in once again preparing this document, as well as Bill Strassburg, Mitch Christensen, and Josh Farrelman for their contributions and the countless others who work so hard on the region's future.

**Danny Wegman**

CEO, Wegmans Food Markets

**Joel Seligman**

President, University of Rochester

# Overview

## Thanks in measurable part to the \$165 million awarded

by New York State to the Finger Lakes region over the last two years, the \$100 million committed by Governor Andrew Cuomo to the Interstate 390 project in 2012, and the leadership shown by the Governor to resolve issues related to Eastman Business Park, the transformation of the region is well under way and the progress made to date is real and substantial.



The Governor's Economic Development Council initiative has forged an unprecedented level of regional collaboration and partnership. The process of developing a Strategic Plan required the engagement and commitment of leaders and stakeholders from all nine counties and across all industry sectors. This effort has resulted in the creation of both a shared vision and renewed enthusiasm for the region's economic future and the desire to strengthen the institutions and communities that make the Finger Lakes an exceptional place to live, work, and play.

The Council is proud of the significant progress made to date. However, as recent bankruptcies, closures, and layoffs involving Kodak, Bausch + Lomb, and General Motors illustrate, the region remains in the throes of an ongoing evolution from an economy that was once dominated by a few large employers to one consisting of a significant number of smaller companies. This realignment and the accompanying disruption in the labor market pose challenges as the region maintains the momentum of its recent economic success and seeks to reabsorb displaced workers.

The Council understands that quality of life is a competitive necessity to attracting and retaining a skilled workforce in today's highly mobile society. This year's report recommends several new investments in the region's cultural institutions and recreational destinations and in development projects that in conjunction with projects identified in previous years will spur economic activity. The Council recognizes the critical role that agriculture plays in our region's rural communities and has identified projects that will enable farmers and food processors to benefit from the recent growth in the yogurt, organic, wine, and beer industries.

The Council is further focused on the significant barriers that concentrated generational poverty and poorly performing schools represent to many of the region's residents who are struggling to enter the workforce. The Council is committed to building upon efforts to create a coordinated network of employers, schools, higher education, non-profits, and workforce training organizations to reach out to underserved and at-risk populations and ensure that they have the skills necessary to take part in the region's economy, particularly in rapidly growing fields such as healthcare, business services, and technology-driven manufacturing. These efforts will be strengthened by the region's participation in the Governor's Opportunity Agenda initiative.

This year's Progress Report highlights two important objectives. The Council has diligently focused on measuring the headway that has been made toward the goals it established in 2011 and tracking the progress of the 177 individual projects that have already received state support. The 2013 Progress Report also identifies new projects that will accelerate progress in several key areas.

To accomplish this, the Council has relied upon a Work Group structure consisting of more than 300 individual stakeholders from across the region representing 16 sectors and special projects. These Work Groups have been essential to the Council's efforts to develop strategies, monitor and measure progress, screen and identify new projects, and create the dialogue and collaborative environment necessary to build consensus on regional priorities.

A full list of Work Group members is included in Appendix A.

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## The Council's 2013 Progress Report particularly emphasizes the following core elements:

- The revitalization of Eastman Business Park remains the Council's top priority. Significant progress has been made in resolving the obstacles to the Park's future growth. In the past few months, Kodak and the state have agreed to a global settlement to address environmental legacy issues at the site, the Park's utility systems have been acquired, ensuring stability for the Park's tenants, and Kodak has emerged from bankruptcy and will maintain significant operations and jobs at the site. The Council believes that the Park has turned a corner and that the time is now right for the region and the state to make new catalytic investments and leverage economic development tools to spur the next phase of growth at the site and create one of the nation's preeminent industrial parks for technological innovation.
- Harnessing the scientific discoveries and expertise of the region's research universities and institutions of higher education is essential to creating the next generation of innovative products and companies and providing existing companies with the R&D and technical support necessary to spur growth. The Finger Lakes region leads much of the state in both external research funding and the productivity of its incubation and business support infrastructure. The Council's plan recommends continued and new investments in programs, including the Governor's Innovation Hot Spot initiative that will foster the creation and growth of early stage companies and promote greater academic-industry partnerships.
- The Council continues to support investment in workforce development efforts that maintain the region's competitive advantage as being home to one of the nation's most highly-skilled workforces, trains workers in the skills necessary to fill the growing number of positions in healthcare and science and engineering-related sectors, and extends training and support to more of the region's at-risk and displaced workers.
- The Council will accelerate job growth and reinforce the region's quality of life by continuing implementation of its five-year strategy to strengthen key innovation hubs, including higher education, agriculture and food processing, targeted fields of advanced manufacturing, life sciences, business services, optics/photonics/ imaging, energy innovation, and tourism and the arts. The plan's priority projects were chosen, in part, because they leverage significant private investment and address critical economic development needs in these strategic sectors throughout the nine-county region.

The Council is confident that our Strategic Plan, with the continued support of New York State, will enable the region to meet its goal to create at least 50,000 net new jobs by the end of 2016, a compound annual growth rate of 1.8 percent, assuming there is no material deterioration in the economy. One fifth of this goal was achieved in 2012. The pace of expansion will increase as initiatives supported by the Council – particularly the continued restructuring of Eastman Business Park – move forward.

## New State Economic Development Initiatives

The Council has put forth proposals that respond to the Governor's new initiatives to accelerate technology commercialization, confront poverty, and attract and grow small business:

- The **Finger Lakes Innovation Hot Spot Consortium** will unite the region's incubation and business support organizations into a coordinated infrastructure that accelerates technology transfer and fosters the creation and growth of early stage companies.
- The **Finger Lakes Opportunity Agenda** proposal will target the El Camino neighborhood in the City of Rochester with a comprehensive and coordinated array of training and job placement programs that create seamless pathways to educational achievement and employment. The model will also provide a proof of concept that can be replicated in other urban areas.
- The Council also looks forward to working closely with the Cuomo Administration to successfully implement its **START-UP NY** tax-free initiative and views this program as a critical tool to attract and grow new companies in the region.
- Three new projects will foster business creation and help the region's farmers and food industry entrepreneurs develop new markets for their products, expand operations, and improve access to fresh and healthy produce for the region's low-income residents. These include the **Foodlink Food Hub**, the **Cornell Agriculture and Food Technology Park Finger Lakes Food Innovation Center**, and the **Wyoming County Agricultural Business Center of Excellence**.
- Several new Tourism and Arts projects will strengthen the region's quality of life, draw more visitors to Finger Lakes cultural and recreational attractions, and expand local business activity. These include **The Strong and Toy Industry National Halls of Fame**, the **Hobart and William Smith Colleges Performing Arts Center**, the **Geva Theatre Renovation**, and the **Bristol Mountain Winter Resort Aerial Adventure Park**.
- New higher education expansion projects will create new capacity and opportunity to meet growing workforce needs, maintain the region's national leadership in the fields of healthcare, engineering, and science, and extend training to underserved communities. These include the **Nazareth College Wellness Rehabilitation Institute**, the **St. John Fisher College Integrated Science and Health Sciences Building**, the **Roberts Wesleyan College Science and Nursing Center**, **Monroe Community College Accelerated Precision Tooling Certificate Program**, and the **Hillside Work-Scholarship Connection Job Creation in Middle Skills and Beyond** program.

## 2013 Transformational Projects

The Finger Lakes Regional Economic Development Council recommends the following transformational priority projects for funding:

- The **Eastman Business Park Fermentation Center** will enhance the Park's unique capabilities and support existing and attract new companies by adding equipment and infrastructure necessary to manufacture a wide range of biofuels and biomaterials.
  - Several new projects will create mixed-use developments, restore historic structures, improve quality of life, and create focal points of investment, housing, business, and tourism-related activity. These include the **Canandaigua Lakefront Redevelopment** project, the renovation and expansion of the **Rochester Public Market**, and the **Sibley Building Redevelopment** project.
  - New initiatives, coupled with the region's Innovation Hot Spot proposal, will expand the capacity and the reach – both geographically and to underserved areas – of the region's network of incubation, entrepreneurship, and business support activities. These include the **RIT Center for Urban Entrepreneurship** and the **Finger Lakes Business Accelerator Cooperative's** new hub facility.
  - New investments in research and development will enable the region to maintain its national leadership in biomedical and optics, photonics, and imaging research and enable companies to innovate and more effectively compete for contracts. These include new equipment for the **University of Rochester's Health Sciences Center for Computational Innovation and Upstate Stem Cell cGMP Lab** and the **Rochester Regional Photonics Cluster Industry Lab**.
  - The **Science Technology and Advanced Manufacturing Park** project will create an industrial mega-site in Genesee County that will attract the next generation of nano-scale, bio-manufacturing, and advanced manufacturing companies to New York State.
  - The **Finger Lakes Health Collaborative Blood Pressure Advocate Program** will continue a priority project with proven success to further enhance the region's national leadership in providing low cost, high quality healthcare.
  - The **Pollution Prevention Institute Food Processing Sustainable Manufacturing Project**, will work with food processing companies in three upstate regions to implement sustainable practices that will help create and retain jobs.
- The Council is again recommending the creation of a **Finger Lakes Small Business Expansion Fund** and the allocation of **Excelsior Tax Credits** to support the growth of several small businesses, as well as create a fund in Wayne County that targets farms and food processors.
- The Council has identified a number of other projects that have applied for funding from various state agencies that it believes will advance important workforce training, community development, tourism, and small business expansion objectives. The Council has also listed "pipeline" projects that it believes should be considered for state capital funding in future years.

# IMPLEMENTATION OVERVIEW

The Finger Lakes Regional Economic Development Council continues to rely on the framework of regional and sector-specific strategies established in its 2011 Strategic Plan. The Council responded to feedback from the state’s review of its plan by reorganizing its Work Group structure so that it could: more effectively respond to industry sector needs; address key challenges in workforce development and extend opportunity to underserved communities; effectively review and identify new projects; more closely track progress on ongoing projects and sector/project goals; and guide the Council’s decision-making.

 The Council has asked each Work Group to establish a “dashboard” to summarize goals and track progress on projects and actions. These dashboards, which were reviewed by the full Council at two separate public meetings in 2013, are included in Appendix B.

This year, the Council created a new Task Force and a Work Group to address strategies and projects arising from the state’s Opportunity Agenda and Cleaner, Greener Communities initiatives. The new Opportunity Agenda Task Force was led by Monroe Community College, the City of Rochester, and the Ibero-American Action League and included members from throughout the region. The focus of the Task Force was to harness and build upon efforts already under way in Workforce Development and Community Development Work Groups.

Upon completion of the Finger Lakes Sustainability Plan under the guidance of the New York State Energy Research and Development Authority (NYSERDA), the Council created a new Sustainability Work Group. Membership includes individuals of the municipal consortium that developed the plan as well as individuals from higher education, business, and other non-profit organizations. The Work Group’s charge was to oversee the implementation of the Sustainability Plan, which will be funded through Phase 2 of the NYSERDA Cleaner, Greener Communities program, as well as offer strategic direction to the Council that will further instill sustainable principals to regional economic initiatives.

The regional strategic categories developed by the Council are as follows: Optimize Business Creation, Retention, and Expansion; Strengthen Academic and Industry Partnerships; and Align Workforce Development Efforts with Sector Needs. The Council also developed sector-specific strategies for: Advanced Healthcare; Advanced Manufacturing; Agriculture and Food Processing; Business Services; Energy Innovation; Life Sciences; Optics, Photonics, and Imaging; and Tourism and the Arts.

Within each category, the Council has articulated a series of detailed strategies. Actions consisting of specific projects, collaborative efforts, and initiatives that are both underway and in the planning stages and their current status have been associated with each strategy. Collectively, the Council believes that these actions represent region-wide and inter-regional efforts to mobilize and coordinate resources to address critical issues and advance projects with the potential for significant economic growth.



# A RECORD OF PROGRESS

**The Finger Lakes has made significant strides towards its goal of accelerating the region's economic transformation. Projects funded by the state through the first two rounds of the Consolidated Funding Application (CFA) process are under way and the progress on these and other important regional initiatives and actions are detailed in the Implementation section. (See pages 12–49)**

2013 was a pivotal year for the Council's top priority – the stabilization and redevelopment of **Eastman Business Park**. With new investments, the Park is now poised to be transformed into one of the nation's leading industrial development sites and a source of significant regional economic growth.

The Council understands that many of the challenges and opportunities facing upstate New York's economy transcend regional boundaries. The Council has identified several projects that, while originating in the Finger Lakes, have a broader **inter-regional impact**. These include the Science Technology and Advanced Manufacturing Park in Batavia that will create significant economic activity in the Western New York region, the Portageville Rail Bridge project that resolves a transportation bottleneck for rail freight headed from Buffalo to New York City and New Jersey, Excell Partners' effort to provide seed funding to companies from Buffalo to Albany, SUNY College of Nanoscale Science and Engineering's collaboration with the Smart System Technology Commercialization Center and Solar Rochester, and several tourism and agricultural programs that impact multiple upstate regions.

The region continues to take steps to identify and **lower barriers to business growth**, reduce costs, and strengthen planning. The Finger Lakes has completed a comprehensive Sustainability Plan involving all nine counties, the City of Rochester, and the region's transportation and planning councils. This document will help guide the future planning activities of the Council, the region's municipalities, and economic development agencies.

Several new and ongoing initiatives are underway that will **foster the creation of new companies**, help existing companies to grow, expand access to capital, and **strengthen partnerships between the region's academic and private sector institutions** to accelerate the creation of new technologies and help companies improve products and lower costs. Most notably, the Council has identified several initiatives, including the Innovation Hot Spot proposal, which will serve to expand capacity, consolidate and coordinate services, and strengthen and extend support for early-stage companies to underserved sectors and communities.

The Council has given particular emphasis to support **workforce development** efforts. Several regional initiatives have been undertaken to more closely coordinate the needs of employers with training and education programs. A comprehensive inventory of the specific skills required by the private sector has been completed and this document will help the region target workforce development resources. A new middle skills initiative was launched last year that will focus on at-risk students and displaced workers with training in three key sectors. This project is being sponsored by a broad coalition of the region's education, not-for-profit, and business communities. The Council's Opportunity Agenda proposal builds upon this effort. The Council has also recommended several new projects that will enable the region to meet the growing demand for highly skilled workers. Furthermore, the Workforce Development Work Group has been expanded and reorganized to more actively engage employers and education and training institutions.

The Council has identified several key **industrial development sites** that will propel growth in high tech and advanced manufacturing jobs. The Council has been working closely with New York State to develop the unique potential of these opportunities and, in the case of Eastman Business Park, resolve barriers to progress. The Council also recommends continued state investment in the STAMP site in Genesee County and the former Seneca Army Depot in Seneca County. It also continues to support a number of business, housing, community development, and water quality improvement projects in the region's cities, towns, and rural communities, as well as major infrastructure projects that will eliminate transportation bottlenecks that have been barriers to growth and extend broadband internet access.

The Finger Lakes is the state's leading producer of **agricultural products** and home to a high concentration of **food processing** companies, including major new yogurt manufacturing facilities in Batavia. Ongoing and new initiatives – coupled with Governor Cuomo's efforts to support and market the state's dairy, organic, wine, and beer industries – are underway to provide the region's farmers and food processors with the capital, expertise, and workers necessary to expand their operations and meet the growing demand for their products.



Photo by Ron Buccì

The region's **Advanced Manufacturing** sector continues to grow, and the Council will continue to support these companies through the creation and preservation of industrial development sites and partnerships with academia to help companies meet their R&D and workforce needs and improve manufacturing processes.

The region's **Business Services** sector is comprised of some of the nation's fastest growing and most innovative companies. Support from the state has enabled local companies to expand back office support operations, in many cases bringing back jobs from call centers overseas. New initiatives are under development and include efforts to retain the highly skilled workers emerging from the region's colleges and universities.

Technological innovation and synergy with the region's Agricultural sector continue to propel growth in the **Energy** sector. Investments by the state in academic-private R&D have already positioned the region as a national hub for the next generation of energy storage, biofuel, and solar technologies. Eastman Business Park in particular possesses unique infrastructure, technological capabilities, and a cluster of clean energy companies necessary to foster growth in this sector.

The region's **Optics, Photonics, and Imaging** sector has long been a source of innovation and global excellence. This leadership is being further strengthened through a combination of academic and industry R&D partnerships, support from the federal level, a steady supply of highly skilled engineers from the region's colleges and universities, and a growing concentration of innovative companies. New partnerships and investments will enable more efficient technology transfer and allow companies to compete effectively in the rapidly growing fields of infrared imaging and free form optics.

The region's **Healthcare** and **Life Sciences** sectors remain a key driver of growth in terms of job creation, technological innovation, and lowering the cost of doing business. Investments in biomedical R&D made by the state have yielded significant growth in research funding from federal and private sources, enabling the sector to exceed its five year goals ahead of schedule. New investments by the state in high performance computing and stem cell research will continue this trend. The region continues to leverage its long history of collaboration and innovation to undertake new projects that will further control healthcare costs – already among the lowest in the nation – and improve the quality of care and health of the region's residents. The Finger Lakes was recently cited by Governor Cuomo as a statewide model for healthcare cost containment.

The region's recreational, cultural, and historic institutions are critical contributors to the Finger Lakes' high quality of life and are an important source of jobs and business activity and, in many cases, represent the economic lifeblood of rural communities. Several projects are underway in the **Tourism and Arts** sector that will create new and enhance existing institutions in the region as well as promote and strengthen the Finger Lakes as one of the nation's premier tourist and culinary destinations. Additionally, the Council's Tourism and Arts Work Group, in partnership with the nine county-based Tourism Promotion Agencies, has developed a new regional marketing plan to help guide resources and decision-making. A copy of the Finger Lakes Regional Tourism Marketing Plan is included in Appendix C.

# PERFORMANCE MEASURES

The Finger Lakes 2011 Strategic Plan established specific performance goals. Achievement against these goals is reported here and future goals are articulated.

EMPLOYMENT	Total Employment (1000s)				Employment change		
	2009	2010	2011	2012	2009–2010	2010–2011	2011–2012
<b>Finger Lakes</b>	580	580	584	590	-0.1%	0.7%	1.0%
<b>New York</b>	8,556	8,567	8,689	8,800	0.1%	1.4%	1.3%
<b>United States</b>	130,876	129,917	131,497	133,739	-0.7%	1.2%	1.7%

Source: Economic Modeling Specialist Intl.

ESTABLISHMENTS	Total Establishments (1000s)				Establishment change		
	2009	2010	2011	2012	2009–2010	2010–2011	2011–2012
<b>Finger Lakes</b>	29	29	29	29	0.4%	0.4%	0.8%
<b>New York</b>	581	585	592	601	0.7%	1.2%	1.6%
<b>United States</b>	9,003	8,993	9,073	9,137	-0.1%	0.9%	0.7%

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages

## Jobs: Baseline

Total jobs in the Finger Lakes region stood at 584,000 in 2011. The Finger Lakes Region set a 2011 goal to outperform the national economy, a goal accomplished from 2010–2011. The Finger Lakes region grew nearly 2 percent from 2009 through 2012, more than twice the rate of upstate overall. From 2010 to 2012, the region has posted a net increase of 10,000 jobs, during a period when Kodak, Bausch + Lomb, and General Motors have lost a significant number of jobs.

## Establishments

Although the region has added new firms consistently, the rate of new firm formation lagged the state from 2011 to 2012, although it outpaced the nation slightly. The region's emphasis on entrepreneurship and innovation will help the region achieve rates of firm formation equal to or greater than that of the state and nation.



# Strengthen Region's Quality of Life

QUALITY OF LIFE INDICATORS				
	2011 Baseline	2012	2013	Trend
<b>Net Advocate Score</b> (measured by Wegmans)	55	50	63	up 26%
<b>Share Lacking Health Insurance</b> (U.S. Census, American Community Survey 3-year average)	RMSA 7.9% NYS 11.4% (2007–2009)	RMSA 7.6% NYS 11.5% (2008–2010)	RMSA 7.9% NYS 11.6% (2009–2011)	up 0.3%
<b>Estimated Visitor Spending</b> (Tourism Economics)	\$1.4 billion (2010)	\$1.47 billion (2011)	\$1.49 billion (2012)	up 1.0%
<b>Attendance in NYS Parks, FLREDC counties</b> (NYS Parks, Recreation & Historic Preservation)	2.09 million (visitors 2010)	2.07 million (visitors 2011)	2.13 million (visitors 2012)	up 3.0%
<b>Participation in Culture/Recreation</b> (Rochester Business Journal Book of Lists)	3.87 million (2010)	3.33 million (2011)	3.33 million (2012)	pending
<b>Age/Sex/Race-Adjusted Medicare Spending per Beneficiary</b> (% of U.S.)	22% lower (2008)	21% lower (2009)	24% lower (2010)	saving 3% more vs. U.S.
<b>Commercial Insurance Per-Member-Per-Month Outpatient Cost</b> (% of U.S.)	75%	n/a	n/a	

## Net Advocate Score

The Net Advocate score is derived from a survey conducted by Wegmans Food Markets. Respondents are asked: "How likely are you to recommend the following region(s) to a family, friend or acquaintance?" The score is calculated by subtracting the share of respondents who are "promoters" from the share who are "detractors." The Net Advocate Score for the Finger Lakes region for 2013 was 63, an increase of 26 percent over the prior year.

## Share Lacking Health Insurance

The Rochester region has long been a leader in healthcare coverage, a significant contributor to quality of life. The Census Bureau reports that about 8 percent of Finger Lakes residents lack health insurance, compared to 12 percent statewide and 15 percent nationally.

## Visitor Spending, State Park Attendance, and Participation in Culture/Recreation

Quality of life is also strongly influenced by recreational opportunities and a region's cultural life. Tourism Economics estimates tourism spending for every county in New York State. Figures for the Finger Lakes region indicate that spending rose 1 percent from 2011 to 2012. Attendance data on the larger regional venues is published annually by the *Rochester Business Journal*. This is an imperfect measure as the majority of large cultural events with reported attendance take place in Monroe County. The Tourism and the Arts Work Group is developing metrics that will more accurately reflect tourism activity in the region. Visitation at New York's many state parks in the Finger Lakes is also considerable: 2.13 million in 2012, an increase of 3 percent over the previous year.

## Age/Sex/Race-Adjusted Medicare Spending per Beneficiary & Commercial Insurance Per-Member-Per-Month Outpatient Cost

The *Dartmouth Atlas of Health Care* publishes an annual summary of Medicare spending by hospital referral region. Cost per beneficiary in the Rochester region was about 20 percent lower than the nation in both 2010 and 2011 and roughly 25 percent lower in 2012. According to an August 2013 report by the Institute of Medicine, the Rochester region has the lowest Medicare costs in the nation. A similar analysis of commercial insurance found the Rochester region rates to be about 25 percent less than the national average in 2010. Results for 2011 have not yet been published. Health insurance premiums in Rochester will be the lowest in the state when the New York State Health Insurance Marketplace – created under the federal Affordable Care Act – opens for business in 2014. Preliminary rates show the average for the Rochester metro area to be about 15 percent lower than the average for other state metros, excluding New York City.

# OVERVIEW OF JOB CREATION AND INVESTMENT

The Finger Lakes 2011 Strategic Plan established specific performance goals. Achievement against these goals is reported here and future goals are articulated.

## Direct Job Creation & Investment

From 2010 to 2012, the nine-county Finger Lakes region added approximately 10,000 jobs. The Council remains committed to its 50,000 jobs target and believes that job creation will accelerate as regional economic development efforts take hold.

Several clusters have performed quite well during the period. Business Services added 5,400 jobs, or about 9 percent; Higher Education added 1,300, or about 4 percent; and Healthcare/Life Sciences added 2,500, or about 3 percent. These are the traditional growth sectors of the Finger Lakes region and – with the support of Council-sponsored initiatives – have continued to play this role in recent years.

Moreover, the Finger Lakes region has outperformed upstate New York since 2009, adding 1.9 percent to total employment vs. 0.7 percent for the entire upstate region. In doing so, the Finger Lakes region has been responsible for 40 percent of all upstate job gains.

## Direct Impact: Council Supported Job Creation & Investment

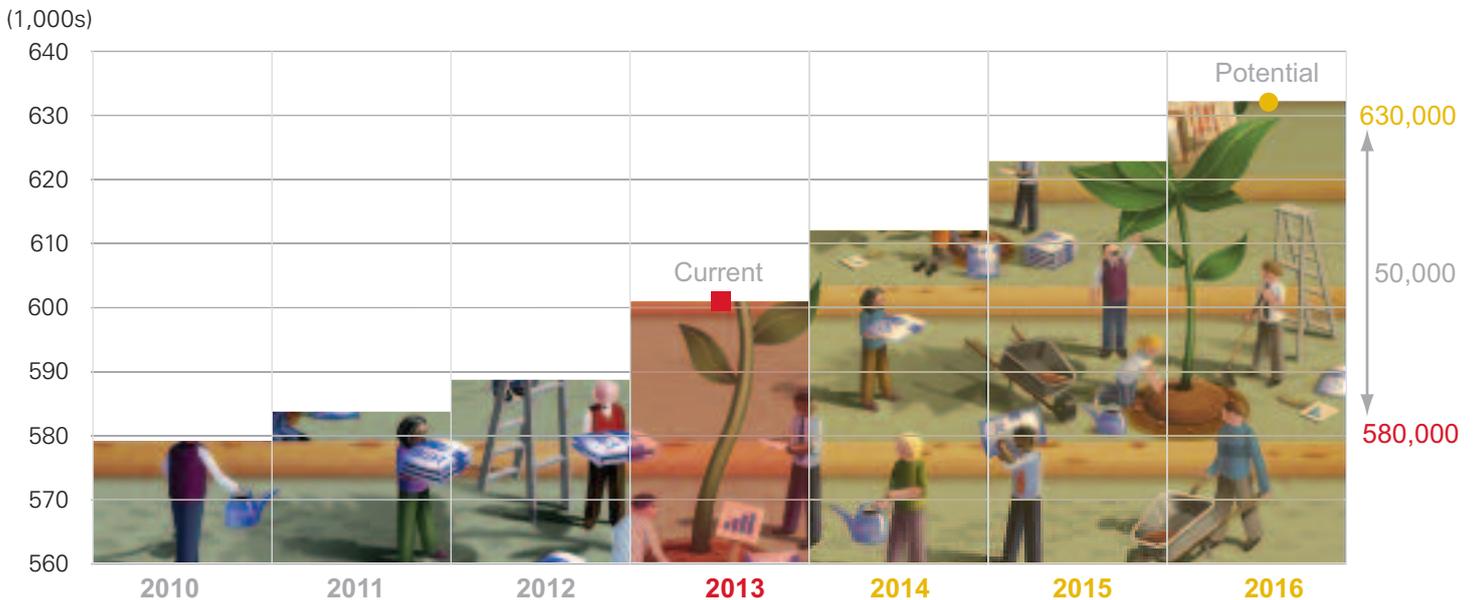
To date, the Finger Lakes region has been awarded over \$165 million for 177 projects in the first two rounds of the CFA process. Combining the job creation and investment estimates provided by these initiatives, total employment impact is projected to create nearly 4,100 new jobs and retain over 5,000 jobs, and total investment is expected to reach more than \$911 million over the next five years – leveraging nearly \$750 million in additional private and public investment.

## Technical Note on Database Conversion

The Finger Lakes has benefited from the strong support of Empire State Development's (ESD) Research and Statistics division. Since the establishment of the Council, ESD has provided detailed employment and payroll estimates from the proprietary dataset developed by Economic Modeling Specialists, Inc. (EMSI). These employment and payroll estimates have allowed the Council to develop the detailed cluster-based Work Groups upon which regional strategies have been formed. Not only is the EMSI data particularly detailed, but it also includes job counts from firms that do not have employees, and thus do not report through the unemployment insurance program. These firms – often called "mom and pop" businesses – are still significant contributors to the region's economic well-being but are excluded from monthly reporting from the state Department of Labor and the federal Bureau of Labor Statistics.

In 2012, EMSI refined its approach to reporting these "non-employer" statistics and was able to exclude those firms whose activities were not creating full time employment. In consultation with ESD, the Center for Governmental Research revised the data accordingly on the Council's behalf. Consequently, the 2010 baseline employment for the Finger Lakes fell from 683,110 to 579,640. Although the baseline job count declined, the Council continues to target employment growth of 50,000 jobs by 2016, a now even more ambitious target. All figures in the 2013 Progress Report reflect the revised EMSI job total.

## Finger Lakes Forecasted Jobs Goal: 50,000 new jobs by 2016



# PUBLIC ENGAGEMENT

## Public Meetings

The Finger Lakes Regional Economic Development Council held 10 public meetings in 2013, attended by more than 1,000 people. The Council reported on the Strategic Plan's progress, discussed priority projects, and alerted stakeholders to funding opportunities available through the CFA process.

In February, Council co-chairs Joel Seligman and Danny Wegman presented a "Report to the Community" at the Rochester Riverside Convention Center. With several hundred area leaders in attendance, the co-chairs reviewed the 2012 Progress Report and looked ahead to continued implementation of the Strategic Plan in 2013.

In May, the Council's Work Groups presented their dashboards, which detailed the metrics used to measure success in their sector or issue area, and provided the public an update on priority projects. In June, the Council sponsored a series of workshops in Batavia, Rochester, Geneseo, and Geneva on funding opportunities available through the CFA process. The four workshops were one more than what was required by the state. In August, the Work Groups presented recommendations for this year's priority projects. Throughout the year, Council meetings were open to the public.





### **Work Groups**

In 2013, the Council increased stakeholder participation by increasing the number of Work Groups and adding more members. Specifically, the Council added an Opportunity Agenda Task Force and a Sustainability Work Group in response to the Governor's call to focus on areas of poverty and advance regional Cleaner, Greener Communities sustainability planning efforts. In 2013, 114 new Work Group members were added, an increase of more than 50 percent. Currently, 313 stakeholders and members of the public from throughout the region participate in 16 Work Groups, significantly expanding the expertise and skills available to the Finger Lakes Regional Economic Development Council.

Work Groups were active throughout the year, with most meeting every month, continuing the momentum achieved by the Council's successful 2012 effort. The reinvigorated Work Groups are a key pipeline for identifying priority projects in the region, employing networks to distinguish high impact ventures that will enhance the Finger Lakes economy. In the beginning of the year, the Council also charged the Work Groups with the task of monitoring and reporting progress on projects and overall sector goals. These findings were presented to the Council on two separate occasions at public meetings dedicated to Work Group presentations.

Additionally, the Work Groups served as an avenue for area leaders to meet, share information, and develop partnerships that will benefit the region beyond the formal Council process.

### **Internet Outreach**

The Council revamped and updated its online presence in 2013 to present a growing amount of information in a clearer, more easily accessible manner. Information on meetings, workshops, and important documents were posted to the site. In September, a full draft of the Council's 2013 Progress Report was posted for public access. In addition, the Council continued to drive awareness by increasing use of its very active Facebook page.

### **Community Outreach**

Staff and Council members continued to meet with community-based organizations, industry associations, elected officials, labor and business leaders, and others to inform the community of the Regional Economic Development Council process, promote opportunities to participate in Work Groups, and assist the Council. Groups such as the Rochester Rotary Club, UNICON, the Rochester Builders Exchange, the Genesee/Finger Lakes Regional Planning Council, and the Arts and Cultural Council for Greater Rochester were among the many groups that received presentations from Council representatives.

The Council also grew its email database significantly throughout the year in order to directly inform individuals interested in Council activity. The Council now emails more than 600 individuals on a regular basis to alert the community of key events, meetings, and milestones.

### **Media**

Media continues to play an important role in public engagement, as regional print, television, and radio news outlets extensively covered Council activity. Media reported on meetings, project groundbreakings, workshops, and news related to the Strategic Plan's key initiatives, most notably Eastman Business Park. In September, Council members will discuss the 2013 Progress Report on WXXI Radio's 1370 Connection broadcast.

### **Local Government Engagement**

Since its formation, the Council has engaged local government officials and relied upon their assistance and guidance as it worked to reshape the regional business climate. Government officials who serve on the Council have played a key role in developing regional and sector strategies and continue to assist in the implementation of the Strategic Plan in meaningful ways. These include:

- Finger Lakes Sustainability Plan: Economic development officials from across the region were instrumental in the creation of the region's Sustainability Plan and will continue to oversee its implementation in coming years.
- Opportunity Agenda: Rochester Mayor Thomas Richards co-chaired the Council's Opportunity Agenda Task Force, working with area leaders to create a plan to address barriers to progress in distressed communities.
- Work Groups: The Council's Work Groups are populated with both elected and administrative officials.
- Project Funding and Assistance: Local industrial/economic development agencies have endorsed the Council's priority projects and provided local assistance to efforts such as the STAMP project and the Penn Yan waterfront redevelopment.
- Outreach: Council members and staff continue to meet with local officials and organizations, such as the Monroe County Council of Governments, and other groups to provide updates on Council activities.



PALACE

PROFESSIONAL  
OFFICE  
CENTER

Yates School of Music

GILLY'S  
SALOON

RESTAURANT

WYND



# Implementation

 Sustainable

 Inter-regional

 New project

 In progress

 On schedule

 Completed





## Optimize business creation, retention, and expansion



### Project Profile

**The Regional Economic Gardening Program** – overseen by Greater Rochester Enterprise – targets small to medium-sized companies with high growth potential and provides them with market research and marketing support. The program, which received state support in 2011, targeted 20 second-stage companies in the advanced manufacturing, chemical manufacturing, optics and photonics, food processing, information technology and business services, medical device manufacturing, and clean energy fields. The companies that participated in the program, which has been completed, report success with all having hired new employees and two reporting full company acquisitions due to market research. Many have also launched redesigned websites and new digital marketing strategies.

### REGIONAL STRATEGY

Address local and statewide barriers to growth and competitiveness, including exploring ways to reduce the cost of doing business by strengthening regional planning efforts, developing cooperative agreements, and streamlining services.

#### ACTION

 The **Finger Lakes Regional Sustainability Plan**, created under Governor Cuomo's Cleaner, Greener Communities (CGC) Program, will build upon existing and planned sustainability efforts and smart growth plans.

The plan was created with the input of all nine counties in the region, the City of Rochester, the Genesee Transportation Council, and the Genesee/Finger Lakes Regional Planning Council.

#### PROGRESS

 The final Finger Lakes Sustainability Plan was unanimously approved by the FLREDC in May 2013.

Subsequently, the FLREDC created a new Sustainability Work Group that includes many of the governmental members of the consortium that wrote the Sustainability Plan as well as members from higher education, private business, and other non-profit organizations.

**Status: On Schedule**

#### TIMELINE

Phase 2 of the NYSERDA CGC program consists of a 3-year funding commitment by NYS to leverage investment in projects that help meet the goals of CGC as identified in the regional Sustainability Plans – primarily to reduce greenhouse gas emissions. The FLREDC Sustainability Work Group will help oversee implementation of Phase 2 funding and help instill sustainable practices during the overall implementation of the FLREDC Strategic Plan.

 The Genesee Transportation Council has recommended the creation of a **Digital Infrastructure and Transportation Asset Inventory** which will enable regional governments, businesses, and economic development agencies to more effectively plan and prioritize transportation projects and site selection for business relocation and expansion.

 This proposal is part of the Finger Lakes Regional Sustainability Plan (see above). Some initial baseline data was collected as part of the development of the Sustainability Plan. A lead agency for the creation and maintenance of the inventory is in the process of being identified.

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.

ACTION	PROGRESS	TIMELINE
<p>The <b>Finger Lakes Innovation Hot Spot Consortium</b> is a partnership between the University of Rochester's High Tech Rochester (HTR), RIT's Venture Creations and Center for Urban Entrepreneurship, the Upstate MedTech Centre in Batavia, the Cornell Agricultural Food Technology Park in Geneva, and the Rochester BioVenture Center to increase capacity and coordinate and extend business support and incubation services throughout the nine-county Finger Lakes region.</p>	<p> The project will expand HTR's existing Entrepreneurship-In-Residence (EIR) program by hiring 5 local business executives with start-up experience to advise and mentor companies.</p> <p>New EIR positions will be based at HTR, Venture Creations, and the Center for Urban Entrepreneurship and will also be assigned to counties without incubators and colleges without technology commercialization offices.</p> <p><b>Status: New priority project</b></p>	<p>Hiring of new EIRs and commencement of programs will begin immediately upon the receipt of state support.</p>
<p>The <b>Finger Lakes Business Accelerator Cooperative</b> project, sponsored by HTR, will create an interconnected hub and node business support infrastructure that will provide needed incubation facilities and extend support services throughout the nine-county Finger Lakes region.</p> <p>HTR is partnering with RIT's Venture Creations on the Finger Lakes Innovation Hot Spot Consortium proposal.</p>	<p>  HTR was awarded a total of \$5 million during the 2011 &amp; 2012 CFA process.</p> <p>HTR has established 5 out of 9 satellite nodes across the region and is in the process of acquiring and installing video conferencing equipment.</p> <p>A location for the hub facility has been identified and HTR has a letter of intent from Buckingham Properties for the construction of a 100,000 square foot building at Alexander Park in Rochester that will consolidate staff, resources, and incubation facilities in one location. HTR is also in the process of applying for U.S. Economic Development Administration (EDA) support for the project and has launched a \$5 million capital campaign.</p> <p><b>Status: On schedule, new priority project</b></p>	<p>Groundbreaking for the first phase of construction of the new hub facility is expected to take place by the end of 2013.</p> <p>HTR has submitted a 2013 CFA application to support the construction of its new hub facility, which is expected to be completed by June 2015.</p>
<p>RIT's <b>Venture Creations</b> provides incubation facilities, business support services, coaching, and access to low-cost services for early stage technology companies.</p> <p>Venture Creations is partnering with HTR on the Finger Lakes Innovation Hot Spot Consortium proposal.</p>	<p> Venture Creations is currently home to 22 companies. Seven companies have graduated since 2012. These companies – both incubation and graduates – employ more than 325 people.</p> <p>Recent graduates include Vnomics, Cerion, OptiCool, and Sweetwater Energy.</p> <p>RIT's NYSERDA-funded Clean Energy Incubator, part of Venture Creations and one of six such incubators statewide, has helped companies raise \$30 million in capital, develop 18 new products and create and retain 119 jobs. NYSERDA has renewed and extended funding for an additional 4 years.</p> <p><b>Status: Ongoing</b></p>	<p>Venture Creations' goal is to limit its tenants to 3 years of occupancy in the incubator and to graduate one-third of its tenants per year.</p>

## ACTION

The **RIT Center for Urban Entrepreneurship** will be located in the historic former home of the Rochester Savings Bank in downtown Rochester. The Center will stimulate economic activity, build wealth, and serve as a hub for entrepreneurial programs that support job creation in underserved urban communities.

## PROGRESS

 Building renovation will create business incubator and accelerator space, inventor labs, meeting and events rooms, and modular work centers.  
**Status: New priority project**

## TIMELINE

RIT plans to open the Center in 2014 with full construction completed in 2015.

The **Rochester BioVenture Center** is the region's first and only technology incubator with the wet lab facilities that are required by biotechnology companies. The Center is a part of the University of Rochester and operated by HTR.

 The Center is currently home to 7 early and seed-stage life science companies representing over 200 employees.  
The Center has been operating at full occupancy for the past 2 years, with a waiting list of scientists and entrepreneurs seeking to develop their technologies at the incubator.  
**Status: Ongoing**

The Center may eventually become part of the new Finger Lakes Business Accelerator Cooperative hub facility (see above).

## REGIONAL STRATEGY (Optimize business creation, retention, and expansion)

Expand access to seed, early-stage, venture, and public/private capital.

## ACTION

PathStone has created a **Finger Lakes Enterprise Fund** to offer loans with flexible terms and conditions to microenterprise and small businesses. Priority effort will be made to support businesses located in main street corridors in both urban and rural communities, women- and minority-owned businesses (MWBE), and value-added agriculture.

## PROGRESS

 Pathstone was awarded \$2 million in funding from NYS in 2012. Pathstone is in the final stages of approval for state funding and has already begun to vet potential loan applicants.  
**Status: On schedule**

## TIMELINE

First loans under the program are expected to be made by the end of 2013.

 The FLREDC recognizes the critical role that **Excell Partners** plays in fostering the growth of early stage technology companies primarily through seed-stage investments and will continue to support its efforts to secure additional funding to carry out its operations.

 In December 2012, Excell Partners received \$5.1 million from the Innovate NY program which provides seed-stage equity to support innovation, job creation, and high growth entrepreneurship throughout the state. The application was actively supported by the FLREDC. To date, Excell has invested 25 percent of its Innovate NY funding in 6 companies.  
These new funds will supplement a \$4.5 million seed fund Excell Partners received from ESD in previous years. In total, Excell has more than \$9 million under management in 32 companies.  
**Status: Ongoing**

Excell is leading a new initiative to raise a regional \$25–50 million venture capital fund.

**Innovocracy** – created in partnership with the University of Rochester, RIT, Cornell University, and Clarkson University – is an innovative crowd-source funding model to support early stage technology development and commercialization.

 Innovocracy has successfully raised funds for autism and stroke-related projects. The latter resulted in the formation of a start-up company.  
**Status: Ongoing**

The fund is continuing to identify additional projects among its partner institutions.

**REGIONAL STRATEGY** (Optimize business creation, retention, and expansion)

Increase the number of entrepreneurs through education/training programs and recruitment, particularly those with domain experience in key sectors.

**ACTION**

The Finger Lakes region possesses a rich array of resources and programs designed to cultivate entrepreneurship. These include The Entrepreneur Network, High Tech Rochester, the BioVenture Center, the Simone Center for Student Innovation and Entrepreneurship, RIT's Venture Center and Clean Energy Incubator, the Center for Entrepreneurship at the University of Rochester, and SCORE Rochester.

FLREDC will continue to work to strengthen and better coordinate programs that both train entrepreneurs and connect them with the resources necessary to successfully grow their businesses.

**PROGRESS**



The Finger Lakes Business Accelerator Cooperative and Finger Lakes Innovation Hot Spot Consortium (see above) will continue to consolidate and extend the reach of entrepreneurship-focused training and support across the region.

In 2013, HTR launched the RocGrowth website ([rocgrowth.com](http://rocgrowth.com)) which serves as an online resource guide for entrepreneurs.

Status: On schedule

**TIMELINE**

(See Finger Lakes Business Accelerator Cooperative and Finger Lakes Innovation Hot Spot Consortium above.)

**REGIONAL STRATEGY** (Optimize business creation, retention, and expansion)

Develop systems that monitor and identify firms and sectors with high growth potential and proactively engage with these companies to connect them with the resources that will accelerate product development, access to new markets, and scale business models.

**ACTION**

The **Regional Economic Gardening** project is an innovative, region-wide business retention and expansion program that connects and coordinates all of the region's economic development agencies. The project is sponsored by Greater Rochester Enterprise (GRE).

The FLREDC believes that this project is critical to regional economic development and could serve as a statewide model. However, the ability to continue to support this project is limited by available CFA funding.

**PROGRESS**



Initiative was identified as a priority project by FLREDC in 2011 and awarded \$200,000. Twenty second-stage companies were identified by GRE to participate in the program in April 2012. All of these companies have received strategic consulting services provided by the Edward Lowe Foundation and continue to receive ongoing support from GRE and regional economic development organizations.

Status: Completed

**TIMELINE**

NYS support for the project has expired, but private funding from the Farash Foundation will enable the project to continue in a more limited format.

FLREDC encourages NYS to include working capital funding for projects like this in future CFA rounds.

The Finger Lakes is home to several organizations that support the marketing, product development, and expansion needs of small and mid-sized businesses. These include the RIT Golisano Institute for Sustainability, the Center for Emerging and Innovative Science, the New York State Pollution Prevention Institute at RIT, and others.

FLREDC will continue to work with these organizations to ensure that they have the resources necessary to support business growth.

# Strengthen Academic and Industry Partnerships



## Project Profile

The **New York Battery and Energy Storage Technology (NY-BEST) Commercialization Center** is a consortium of more than 100 manufacturers, academic institutions, utilities, technology and materials developers, start-ups, government entities, and engineering firms. The consortium's new battery and energy storage testing and commercialization center will be located at Building #308 in Eastman Business Park. NY-BEST recently announced a \$16 million partnership with DNV KEMA Energy and Sustainability to operate the facility, which will consist of the R&D infrastructure necessary to develop the next generation of energy storage technologies and enable the state to maintain its international leadership in this field. The new venture will be named the Best Test Commercialization Center.

## REGIONAL STRATEGY

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

### ACTION

The **University of Rochester Health Sciences Center for Computational Innovation (HSCCI)** is a partnership with IBM that will create one of the nation's most advanced computer systems dedicated to health research and position the region as an international center for biomedical innovation and commercialization.

### PROGRESS

  Multimillion dollar investments have been committed by the UR which has, to date, generated more than \$200 million in external research funding leveraging the HSCCI partnership. The \$12 million Phase 1 of the project has been completed and was supported with a \$5 million 2011 CFA award. In June 2012, UR was one of the first universities in the nation to receive IBM's next generation supercomputer, the Blue Gene/Q. An additional \$5 million was awarded during the 2012 CFA process for Phase 2 of the HSCCI project, which entails an additional \$12 investment in: software, hardware, and equipment; program, research, and operational support; and construction and other necessary capital renovations.

Status: On schedule, New priority project

### TIMELINE

Initial hardware for Phase 2 was installed in March 2013 and planned completion is July 2014. UR has submitted a 2013 CFA to support the activities of both the HSCCI and its Upstate Stem Cell cGMP facility (see Life Sciences below) by adding clinical genomics and diagnostic capabilities that will leverage more funding and private partnerships and advance research.

 The **Golisano Insitute for Sustainability (GIS)** at RIT will make Rochester an international leader in programs that embody the principles of sustainability in product development.

 GIS was awarded \$5 million in 2012 to support equipment acquisition for labs and test beds. A new facility that will serve as GIS's home opened in the spring of 2012 on RIT's campus. Equipment acquisition is ongoing – specifications for much of the highly specialized equipment have been developed and orders placed.

Status: On schedule

Equipment acquisition and installation will be completed by December 2014

## ACTION



### The **NY-BEST Commercialization Center**

represents a critical bridge between academic research in the fields of energy storage and the development and commercialization of these technologies. The Center is supported by a consortia comprised of more than 100 energy companies and research universities, addresses a critical gap in the state's current R&D infrastructure, and will facilitate the creation and deployment of the next generation of energy storage technologies.

## PROGRESS



\$3.5 million was awarded to NY-BEST during the 2011 CFA process (\$1 million from ESD and \$2.5 million from NYSERDA).

NY-BEST has hired a center director/project manager and is currently finalizing the lease with Kodak for the Center's operations in Building #308 in Eastman Business Park.

DNV KEMA Energy and Sustainability, a global consultancy with extensive expertise in testing and validation, was selected by NY-BEST to partner on the project and has committed to invest up to \$16 million into the operations of the Center, including the re-location of DNV KEMA's existing energy storage testing facility from Pennsylvania to New York.

NY-BEST is also working with RIT to establish a second shared-use facility, which will consist of a prototyping "dry room" lab on the RIT campus. The project has support from ESD and NYSERDA.

Status: On Schedule

## TIMELINE

Final lease for Building #308 of Eastman Business Park was completed August 2013.

Complete facility fit-up is expected to be completed by December 2013.

Agreement with RIT on the new production facility is expected by fall 2013 and has already lined NOHMS Technologies as an initial user.



### The **New York State Pollution Prevention Institute (NYSP2I)**

at RIT is a critical resource and enables companies to reduce toxic chemical use, increase the efficient use of raw materials, energy, and water, and reduce emissions and waste generation.



NYSP2I recently completed its fifth year of operation. To date, the Institute has achieved environmental savings of more than 2.7 million kilowatt hours in electricity use, eliminated 3.2 million pounds of hazardous waste, and resulted in a cost savings totaling more than \$1.5 million.

NYSP2I has assisted more than 150 companies and trained more than 2,300 people.

FLREDC has identified the NYSP2I/Food Processing Sustainability Project as its number one Cleaner, Greener Communities priority.

Status: Ongoing, New priority project

The Institute is funded via an annual contract with the NYS Department of Environmental Conservation.



### The **Smart System Technology and Commercialization Center of Excellence (STC)**

was created in 2010 through a merger of NYS Center of Excellence Infotonics Technology Center in Canandaigua with the SUNY College of Nanoscale Science and Engineering (CNSE).



The 120,000 square foot, state-of-the-art facility consists of clean room space and micro-electrical-mechanical systems (MEMS) foundry services, including design to fabrication, packaging, and testing. The facility is designed to provide high quality production of prototype to mid-volume MEMS solutions.

Status: Ongoing

This project is ongoing and there are plans to construct additional buildings on the STC site.

**ACTION**

CNSE's **Photovoltaic Manufacturing and Technology Development Facility (aka Solar Rochester)** is the centerpiece of a \$100 million initiative that will create more than 100 high-tech jobs and attract solar energy companies to the Greater Rochester Area.

**PROGRESS**

In July 2013, NYS and CNSE announced that it would locate the facility in a 57,000 square foot former Kodak building in the Canal Ponds Business Park in Greece, on the border with the City of Rochester and near Eastman Business Park. More than \$19 million in cutting-edge tools and equipment formerly utilized by SVTC, a Silicon Valley-based solar energy company, will be installed at the site. NYSERDA is investing \$4.8 million in this project.  
**Status: On Schedule**

**TIMELINE**

Renovation of the building is underway and expected to be completed by fall 2013.



The **Center for Emerging and Innovative Sciences (CEIS)**, located at the University of Rochester, is a NYS Center for Advanced Technology that supports university-industry collaboration and tech transfer in the fields of biotechnology, nanotechnology, and microelectronics.

The CEIS has leveraged the \$1 million in annual funding it receives from NYS into more than \$400 million in economic activity over the last 5 years.



In 2009, CEIS received a \$1.88 million grant from a group of 5 federal agencies to support the growth of small and medium sized optics, photonics, and imaging companies in the region. The grant was part of the President's Advanced Manufacturing Jobs and Innovation Acceleration Challenge and one of only 12 awards in the nation. Support from NYS and partnering organizations brought total funding for the program to \$2.6 million.  
**Status: Ongoing**

CEIS has applied for funding under the US EDAs Investing in Manufacturing Communities Partnership to support the region's optics, photonics, and imaging sector. Awards will be made in 2014.

**RIT's Chester F. Carlson Center for Imaging Sciences** is a comprehensive R&D and education program in the field of optics, imaging and photonics.

The Center is home to the Digital Imaging and Remote Sensing Laboratory and the Imaging Products Laboratory for Emergency Response which conducts research in partnership with the public and private sectors.



The Center currently has over \$13 million in funded research activity and has recently submitted several major proposals to federal agencies for multi-year funding.  
**Status: Ongoing**

This project is ongoing.

**REGIONAL STRATEGY (Strengthen Academic and Industry Partnerships)**

Streamline and accelerate the maturation, transfer, and commercialization of university-based intellectual property; Build a regional ecosystem that more effectively harnesses university-based innovation, with a particular focus on fostering the creation and growth of early-stage companies.

**ACTION**

Finger Lakes Business Accelerator Cooperative

**PROGRESS**

(See above)

**TIMELINE**

Finger Lakes Innovation Hot Spot Consortium

(See above)

RIT Venture Creations

(See above)

Rochester BioVenture Center

(See above)

# Align Workforce Development Efforts with Sector Needs

## Project Profile



**Multiple Pathways to Middle Skills Jobs** – A unique partnership between higher education, public school districts, local Workforce Investment Boards, trade associations, and employers has come together to create a program of seamless career pathways for at-risk students and displaced workers. The initiative targets middle skills jobs in the healthcare, advanced manufacturing, and skilled trade sectors in which an estimated 16,000 positions will need to be filled in the coming years due to growth and retirement. In addition to degree, apprenticeship, and internship programs, the project – led by Monroe Community College – will also deploy three mobile simulation labs that will provide participants with a realistic training environment, reaching an estimated 3,000 people per year. The program was recognized by Governor Cuomo during his 2013 State of the State Address.

## REGIONAL STRATEGY

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.

### ACTION

The **Multiple Pathways to Middle Skills Jobs initiative** is an innovative partnership among higher education, public school districts, Workforce Investment Boards, trade associations, and employers to create seamless career pathways for secondary education students and post-secondary unemployed workers. The overarching goal of the proposed project is to design and offer job training and career education programs that can be replicated across the country in all academic programs and industry sectors.

The project will provide training to more than 3,000 students and adult workers in its first year of operation.

Monroe Community College (MCC), the Center for Governmental Research, and the *Rochester Business Journal* have partnered to conduct a skills gap survey of area businesses to identify vacant positions and the skills required to fill them.

The survey data will direct education and training efforts designed to meet the specific needs of employers and provide the pipeline of trained workers necessary for growth.

The **MCC Precision Tooling Certificate Program** is a partnership between MCC and the Rochester Technology and Manufacturing Association (RTMA) to help meet the need for skilled workers in Advanced Manufacturing.

### PROGRESS



Specifications for mobile simulation labs for each of the three targeted career pathways (advanced manufacturing, healthcare, skilled trades) have been completed.

Status: On Schedule



The survey was completed and has been published in a **Rochester Area Skill Needs Assessment and Business Climate Survey** report which was released in September 2013.

Status: Completed



The project – which is one of the centerpieces of the FLREDC Opportunity Agenda – will give emphasis to enrolling students from distressed, inner-city Rochester neighborhoods.

Status: New priority project

### TIMELINE

Outfitting of base platform with specialty software and equipment for each of the three targeted career pathways, creation of the necessary curricula to support programming, and scheduling of mobile simulation labs is expected to be completed in January 2014.

Deployment of the three mobile simulation labs is expected to commence in March 2014.

Survey has been completed and will be updated as needed.

Program will commence upon receipt of state support.

**ACTION****The Finger Lakes Food Processing Cluster Initiative**

is a coordinated, cluster-based initiative that provides assistance, training, and collaborative partnerships.

**PROGRESS**

Since its inception, the initiative has trained 213 individuals, developed job skills curriculum, and worked with more than 90 food processing companies.

RIT's Center for Integrated Manufacturing Studies has grants from the US EDA, the US Small Business Administration, and NYS to support this initiative. Combined funding totals \$1.9 million.

Status: On Schedule

**TIMELINE**

This multi-year project, which is being led by RIT, is ongoing.

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

partnership is a new state initiative that will prepare more than 6,000 NYS high school students for high-skill jobs in technology, manufacturing, and healthcare.



Two Finger Lakes partnerships/projects have been included in the NYS P-TECH program:

Genesee Community College/Genesee Valley Educational Partnership/Genesee County Economic Development Center – Agribusiness and Advanced Manufacturing.

Monroe Community College/Rochester City Schools/Wegmans Food Markets – Computer Systems Technology and Computer Information Systems.

Status: On Schedule

NYS P-TECH awards were announced in August 2013 and these projects are under way.

**The Nazareth College Wellness**

**Rehabilitation Institute** will enable the College to help meet the region's growing demand for skilled healthcare workers.



\$18 million facility will consist of a combination of renovation and new construction and allow the College to expand enrollment in its healthcare related education programs by 30 percent.

Status: New priority project

Planning and permitting for new construction is expected to be completed by early 2014.

**The St. John Fisher College Integrated Science and Health Sciences Building**

will house academic programs that will help the region maintain a robust science and healthcare workforce.



\$13.4 million project will expand laboratory and classroom capacity to meet future enrollment growth and keep pace with industry standards.

Status: New priority project

Construction is expected to begin in 2014.

The **Roberts Wesleyan College Science and Nursing Center** will enable the region to meet the growing demand for highly educated workers with degrees in healthcare, science, engineering, and math.



\$19 million project will add new state-of-the-art research and education space to the College's Science Center to expand science and nursing program enrollment by over 50 percent.

Status: New priority project

Construction is expected to begin in early 2014 and be completed by July 2015.

**Hillside Work-Scholarship Connection (HW-SC)**

is a nationally recognized comprehensive youth development program that prepares low-income, at-risk youth to enter college or the workplace, post high school graduation.

FLREDC supports the HW-SC project; however, the current CFA structure does not enable projects that require support for "human capital" to obtain funding.



The HW-SC **Job Creation in Middle Skills and Beyond** program will educate and train participants in the skills necessary to fill positions in five regionally important economic sectors – healthcare, advanced manufacturing, skilled trades, culinary, and information technology.

Status: Ongoing

HW-SC and the Council will continue to work with the state to identify/develop a funding stream for this project.

21 workforce development projects received funding during the 2011 and 2012 CFA process. The FLREDC will continue to support these and similar projects and monitor their progress.

# Invest in Community and Industrial Development & Infrastructure

## Project Profile



**Rochester Midtown Rising Project** – The \$148 million project will transform the nine-acre site of the former Midtown Plaza into a mixed-use district designed to attract a critical mass of residents, workers, retail, restaurants, and entertainment. The project – which consists of substantial public and private investment and infrastructure development – will transform Rochester’s downtown core. In September 2013, Windstream officially celebrated the opening of its new office facility at the former Seneca Building at the site. The Pike Company invested \$19 million to redevelop the building, which will house 335 Windstream employees. New York State has provided \$55 million to the Midtown project for the asbestos remediation and demolition of six buildings at the site. Construction on the underground parking garage, new streets, and utility infrastructure are ongoing and work on the Midtown tower is expected to be under way by January 2014.

## REGIONAL STRATEGY

Reinforce the identity, sense of place, and character of the area through downtown redevelopment, adaptive reuse of existing buildings and infrastructure, and historic preservation.

### ACTION

The **Rochester Midtown Tower** will create a focal point of commercial/retail, office, and residential activity and is one of the centerpieces of the \$160 million Midtown Rising redevelopment project. The project will create 345 permanent jobs and 200 construction jobs.

### PROGRESS



Project received \$4 million in support during the 2012 CFA process. Final design and permits have been completed. The City of Rochester has: selected Buckingham Properties and Morgan Management to redevelop the Tower; approved \$6.7 million in funding for the project; and secured approval for \$18.6 million in incentives and property tax abatements through the County of Monroe Industrial Development Agency.

Status: On Schedule

### TIMELINE

Construction on the project will commence in the first quarter of 2014 and will be completed by the third quarter of 2015.



**College Town** is a 16-acre, 500,000 square foot mixed-use development that will create a gateway to the City and the University of Rochester campus. It will strengthen surrounding neighborhoods, increase tax revenues, and create jobs while establishing a vibrant environment that will become a regional magnet for those who live, work, shop, visit, and study nearby.



\$90 million project has secured full funding, including a \$4 million 2012 CFA award and a \$20 million federal Housing and Urban Development loan. Infrastructure improvements supporting the project have also been made and committed by the City of Rochester and the Rochester Regional Transportation Authority.

The project is expected to create 320 new permanent and 900 construction jobs.

A groundbreaking for the project was held in May 2012 and demolition work is under way.

Status: On Schedule

The College Town project is expected to be completed in October 2014.



The **Keuka Waterfront Development** project consists of the mixed-use redevelopment of a 14.7-acre Brownfield site located at the north end of Keuka Lake and adjacent to historic downtown Penn Yan.



Yates County is in final contract negotiations with developer for property. Adjacent land has been acquired by developer for a planned 77-unit hotel.

Status: On Schedule

Construction of hotel at the site expected to commence in spring 2014.

A related waterfront project, the \$6 million conversion of former warehouses to housing, has been completed.

ACTION	PROGRESS	TIMELINE
<p> The <b>I-Square</b> project will create an 92,000 square foot urban style town square in the Town of Irondequoit, converting vacant buildings and housing into a mixed-use cultural district.</p>	<p> Project received support during the 2012 CFA process for the construction of green storm water systems and is requesting additional support in 2013. <b>Status: On Schedule</b></p>	<p>Construction is under way on Phase 1 (the first building and a new roadway) and is expected to be completed by spring 2014.</p>
<p> The \$117 million <b>Canandaigua Lakefront Redevelopment</b> project will transform a 21-acre Brownfield site on the north shore of the lake into a vibrant, mixed-use neighborhood.</p>	<p> Phase 1 of the project involves the creation of 140 residential units and commercial, retail, and non-profit space. The project will also create a critical mass of visitor attractions that will increase tourism-related business activity. <b>Status: New priority project</b></p>	<p>State and federal approvals are expected to be in place by early 2014 with construction commencing shortly thereafter.</p>
<p> The City of Rochester will make improvements to its historic <b>Rochester Public Market</b>, which supports hundreds of jobs and entrepreneurial activity for farmers, food processors, and retailers, and provides residents of all income levels access to fresh, local produce.</p>	<p> Phase 1 of the redevelopment will create new and renovate existing structures to expand capacity by 20 percent and generate an additional \$8 million per year in sales. <b>Status: New priority project</b></p>	<p>Phase 1 construction will commence in the second quarter of 2015 and be completed by the third quarter of 2016.</p>
<p> The historic <b>Sibley Building</b> in downtown Rochester is in the midst of a comprehensive \$200 million restoration that will convert it into a mix of apartments, retail, office and public space. At 1.1 million square feet, the building is the largest structure in Monroe County and a critical component of the City's downtown revitalization efforts.</p>	<p> The \$57.6 million Phase 2 of the project will redevelop 6 floors of space in the building. <b>Status: New priority project</b></p>	<p>Phase 2 construction is expected to commence in the third quarter of 2014 and completed in the third quarter of 2016.</p>

Community development projects representing more than \$489.8 million in total investment received funding during the 2011 & 2012 CFA process. The FLREDC will continue to support these and similar projects and monitor their progress. These projects appear on the map on pages 28–29.

**2011 Projects:** Downtown Warsaw Revitalization Program, Seneca Falls Central Business District Revitalization Program, Seneca Falls Canal Harbor Improvement Project, Albion NY Main Street 2011, Canandaigua Downtown Streetscape Green Streets Project, Downtown East Rochester Revitalization Initiative, Village of Spencerport Heritage Trail and Park, Village of Fairport Canalside Promenade Repairs and Improvements, Town of Ogden Heritage Trail and Park, Monroe Avenue Retrofit Green Streets Project, City of Rochester Promenade at Erie Harbor, Port of Rochester Redevelopment Project, Geneseo Downtown Revitalization Program, Village of Dansville Microenterprise Assistance Program, Batavia NY Main Street 2011

**2012 Projects:** Avon Downtown Revitalization Project, Groveland/Ambuscade Park Development Project, Village of Mount Morris/Provo Small Business Project, Nunda Downtown Revitalization Program, Rochester/High Falls & Genesee River Public Access Study, Rochester/Hilton Garden Inn, Rochester/Goodwill to Work (South Wedge), East Rochester/Eyer Building Development Project, Downtown Victor Revitalization Project, Village of Holley/Public Square Revitalization Program, Attica's Market Main Exchange Program

Foster the development of the region's industrial complexes and business parks for commercial or industrial use.

**ACTION**

Efforts to preserve and strengthen **Eastman Business Park** remain the top priority of the FLREDC.

**PROGRESS**

 ESD has provided \$7.1 million in incentives to Recycled Energy Development (RED) to acquire and operate the Park's 125 MW power generating facilities.

Kodak and NYS have agreed upon a \$49 million environmental trust fund that will be used to remediate the site and protect tenants against liability.

Kodak's emergence from bankruptcy in September 2013 ensures that the company will retain a substantial operation and employment base at that location.

Several company expansions at the Park were funded by NYS in 2012, including; Natcore, NOHMs Technologies, and Graphene Devices. This is in addition to several other companies that received support in 2010-2011.

Status: Top Priority, Ongoing

**TIMELINE**

Eastman Business Park is working with several private sector partners and has identified three technology clusters (energy storage, biomaterials advanced manufacturing, and functional films and printing) that will enable it to attract new companies and propel future growth at the site.

FLREDC is recommending state funding for the Eastman Business Park Fermentation Center (see Energy Innovation below)

Development of businesses interested in expanding in or locating to the Park EBP is ongoing.

 The **Science Technology and Advanced Manufacturing Park (STAMP)** will create a shovel-ready, 1,250-acre mega site in Genesee County that will enable the state to strengthen its global position in the highly competitive field of nano-scale manufacturing.

  The STAMP project is in its eighth year of planning and study. NYS included \$2 million in its 2011-12 budget for ongoing infrastructure improvements to accommodate the first one million square feet of physical structures.

The project, which enjoys the support of both the Western New York and Finger Lakes Regional Economic Development Councils, has received \$5.1 million in funding commitments from NYS towards \$38.1 million of real estate, engineering, construction, and marketing activities necessary for the site to achieve "shovel-ready lite" status.

Status: On schedule, New priority project

852 acres at the site will have been acquired by the end of 2013 with full ownership of the site (pending funding) by the end of 2014.

FLREDC is recommending additional state support in 2013 to secure the remaining core land at the site.

Construction of necessary infrastructure improvements will precede pending funding commitments.

The **Rochester Technology Park** is a multi-use complex with 4 million square feet of office, research, distribution, industrial, and manufacturing space. The Park is currently home to 28 companies.

 Only 60 percent of the Park is utilized and has 3.3 million square feet of available space, making it an ideal location to relocate and build new high-tech business ventures.

Status: Ongoing

Development and business attraction efforts at the site are ongoing.

 The **Former Seneca Army Depot** occupies 10,587 acres between Seneca and Cayuga Lakes in Seneca County. The site's infrastructure of road, rail, and utilities make it an attractive site for industrial development.

 The Seneca County IDA leads several redevelopment projects for the site.

The FLREDC continues to support the Seneca BioEnergy project which will create a cluster of biofuel and biomaterials companies at the site.

\$600,000 of NYS funding was repurposed in 2013 to help NYSEG complete \$1.5 million in electrical upgrades to bring new capacity to a key section of the site.

Status: Ongoing

Development and business attraction efforts at the site are ongoing.

## ACTION

 The **Genesee Agri-Business Park** is a shovel ready, 211-acre industrial park located in Batavia.

## PROGRESS

 The site is currently home to two major yogurt manufacturing facilities – Alpina Foods and Quaker Müller. NYS provided significant financial support to attract the companies to this site. Both companies intend to expand operations in the near future.

Status: Ongoing

## TIMELINE

Development and business attraction efforts at the site are ongoing.

## REGIONAL STRATEGY (Invest in Community and Industrial Development and Infrastructure)

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.

## ACTION

**I-390/Kendrick Road Interchange Project** will remove a bottleneck in the current transportation network and stimulate significant future economic growth. The interchanges along I-390 serve the University of Rochester, RIT, and Monroe Community College – three rapidly growing institutions – and several major private developments planned for the area.

The Center for Governmental Research estimates that this project will enable institutional growth and business development that could add more than 20,000 jobs to the region over the next 20 years. The project will create 850 construction jobs and \$42 million in labor income

## PROGRESS

 In February 2012, Governor Cuomo traveled to the region to commit support for the \$100 million project and announce his inclusion of \$26 million in the 2012-13 NYS budget.

In May 2013, Governor Cuomo announced the start of work on two phases of the project totaling \$23 million. Both contracts are part of the New York Works program and are expected to create more than 100 jobs.

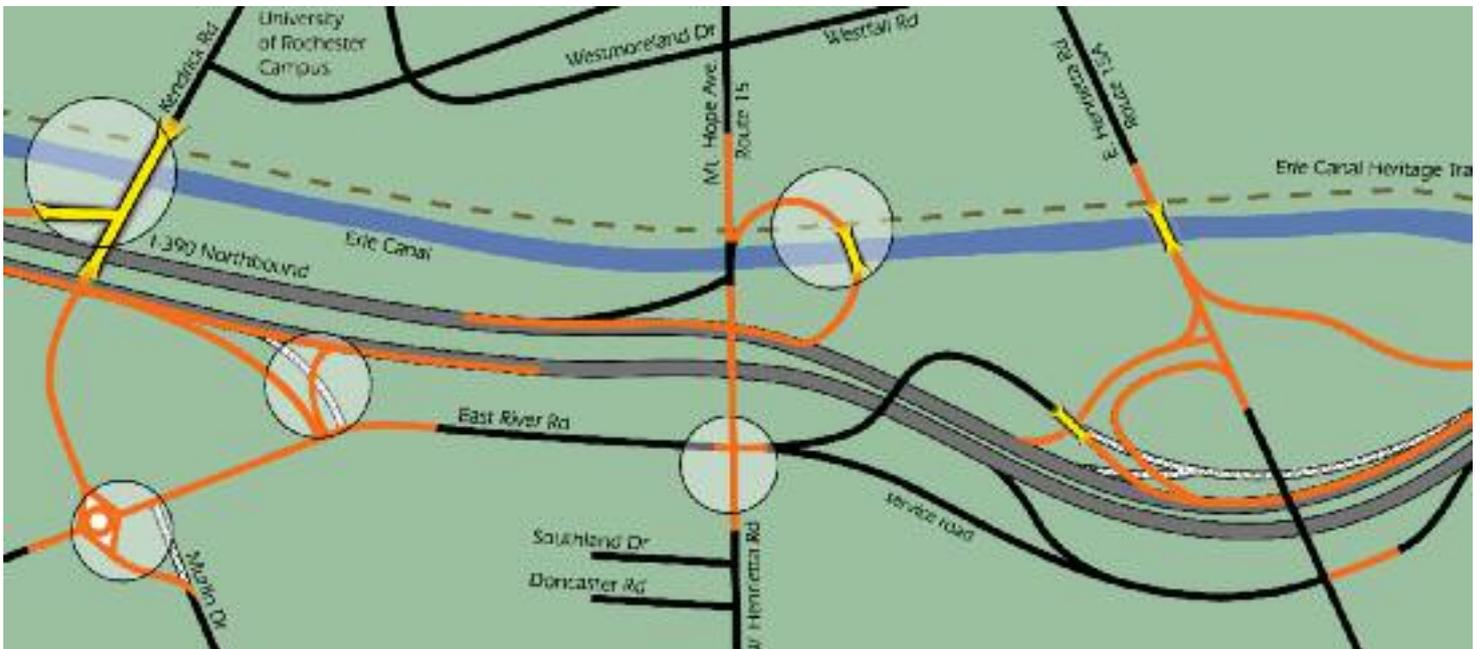
Construction on Phase I & II A are under way.

Status: On schedule

## TIMELINE

Phase I is expected to be complete by the winter of 2013-14. Phase IIA will be completed by late 2014.

Phases IIB and C will go to bid in the fall of 2013 and early 2014, respectively.



## ACTION

 The **Portageville Freight Rail Bridge Replacement Project** will address a significant bottleneck in the state's freight rail transportation network by rebuilding the bridge over the Genesee River to accommodate greater rail car weights and speeds. \$51 million in private sector funds have been committed to the \$68.5 million project.

## PROGRESS

 Project received \$2 million in funding during the 2011 CFA process. FLREDC co-chairs wrote to NYS DOT Commissioner in May 2012 requesting strong consideration as a statewide significant project.

A total of \$12.5 million in NYS and federal funds have been secured and design and permitting has been completed.

Status: On schedule

## TIMELINE

Sponsors are in the process of securing full funding for the project and remaining environmental approvals. Once completed, project will commence.

The **Connect NY** program has awarded more than \$56 million in funds to expand high-speed Internet access to upstate rural and underserved urban communities. This is the largest commitment of its kind in the nation.

 Two broadband projects in the Finger Lakes received funding under Connect NY in 2013: the Ovid and Romulus Broadband Project (Seneca County) and the Yates County Open Access Fiber Network.

Status: On schedule

Installation of broadband equipment for both projects is under way.

The **Inner Loop East Transformation Project** will eliminate a 2/3 mile segment of the Inner Loop and replace it with a surface boulevard. Project will improve traffic safety, reconnect downtown with thriving east side neighborhoods, and create 9 acres of land for mixed-use redevelopment.

 In August 2013, the City of Rochester was awarded a \$17.7 million US Department of Transportation grant for the project. The City is providing an additional \$5.9 million toward the total project cost of \$23.6 million.

Status: On schedule

Engineering and design are under way. Funding is being sought from NYS to remove several state-maintained bridges. Construction is expected to begin in fall 2014.

 The **Rochester Intermodal Station** is a \$30 million project that will replace the current station with a new 12,000 square foot facility enhanced amenities and connectivity along the Empire Corridor.

The station will include space for bus operations, which could be expanded in the future as needed.

 In August 2013, the US Department of Transportation awarded a \$15 million grant to NYS DOT.

NYS DOT is contributing \$7.5 million to the project and the City of Rochester is contributing \$500,000.

In September 2013, the Governor announced that state will use a Project Labor Agreement (PLA).

Status: On schedule

Contract for design and construction to be awarded in the fall of 2013.

Construction is expected to begin in spring 2014 and be completed in August 2016.

## REGIONAL STRATEGY (Invest in Community and Industrial Development and Infrastructure)

Enrich living environments by increasing access to affordable housing and mixed-income units, and promoting energy efficiency.

## ACTION

The FLREDC will continue to support, monitor, and promote projects that improve access to affordable and senior housing.

## PROGRESS

 38 senior and affordable housing projects were funded in the Finger Lakes region during the 2011 & 2012 CFA process. These projects represent more than \$102 million in total investment and will create or rehabilitate more than 760 units of housing. These projects appear on the map on pages 28–29.

**2012 projects:** Nunda, Holley, Victor, Rochester, Avon, Attica, Brighton, Monroe County, Keuka

## TIMELINE

 The FLREDC will continue to support, monitor, and promote projects that improve energy efficiency.

 722 projects representing \$19.8 million in investment received funding through **NYSERDA's Commercial and Industrial Program**, which enables businesses to improve energy efficiency and save money through design, new construction, renovation, and process improvements to commercial and industrial buildings.

**REGIONAL STRATEGY** (Invest in Community and Industrial Development and Infrastructure)

Seek to invest in water resource-related projects that enhance water access, retain water quality, and increase water safety.

ACTION	PROGRESS	TIMELINE
<p>The FLREDC will continue to support, monitor, and promote projects that improve water access and quality.</p> <p>A new proposed digital database of infrastructure (see above) will assist the region in prioritizing future projects.</p>	<p> 19 sewer and water treatment projects in the Finger Lakes region with more than \$13.7 million in total investment received funding during the 2011 &amp; 2012 CFA process. These projects appear on the map on pages 28–29. Several waterfront and canal improvement projects (see above) also received state support and the state’s Environmental Protection Fund Local Waterfront Revitalization Program is assisting 10 projects in the region, representing more than \$28.6 million in total investment.</p> <p><b>2012 projects:</b> Canandaigua (2 projects), Village of Naples, Town of Wayne, Village of Clyde, Village of Macedon, Wayne County, Village of Arcade, Village of Perry, Town of Jerusalem</p>	
<p>The <b>Port of Rochester Marina Project</b> will enhance the recreational nature of the Port and create new residential, commercial and retail space.</p>	<p> The \$20 million first phase of the project entails the construction of a deep-draft marina basin that can accommodate 85 boat slips, infrastructure improvements, and the extension of the Genesee Riverway Trail to connect with Ontario Beach Park.</p> <p>Status: On schedule</p>	<p>Bids were received in September 2013 for the construction of the marina, utility, and roadway and construction is expected to start in fall 2013.</p>
<p>The <b>Seneca Falls Canal Improvement</b> project was one of three projects along the Erie Canal in the Finger Lakes region that received 2011 CFA funding from the Canal Corporation.</p>	<p> Project enhanced pedestrian waterside access from the historic downtown business district, and added a new boat launch and docking facilities.</p> <p>Status: Completed</p>	<p>Project was completed in March of 2013.</p>
<p>Canandaigua Lakefront Redevelopment</p>	<p>(See above)</p>	
<p>Keuka Waterfront Redevelopment</p>	<p>(See above)</p>	

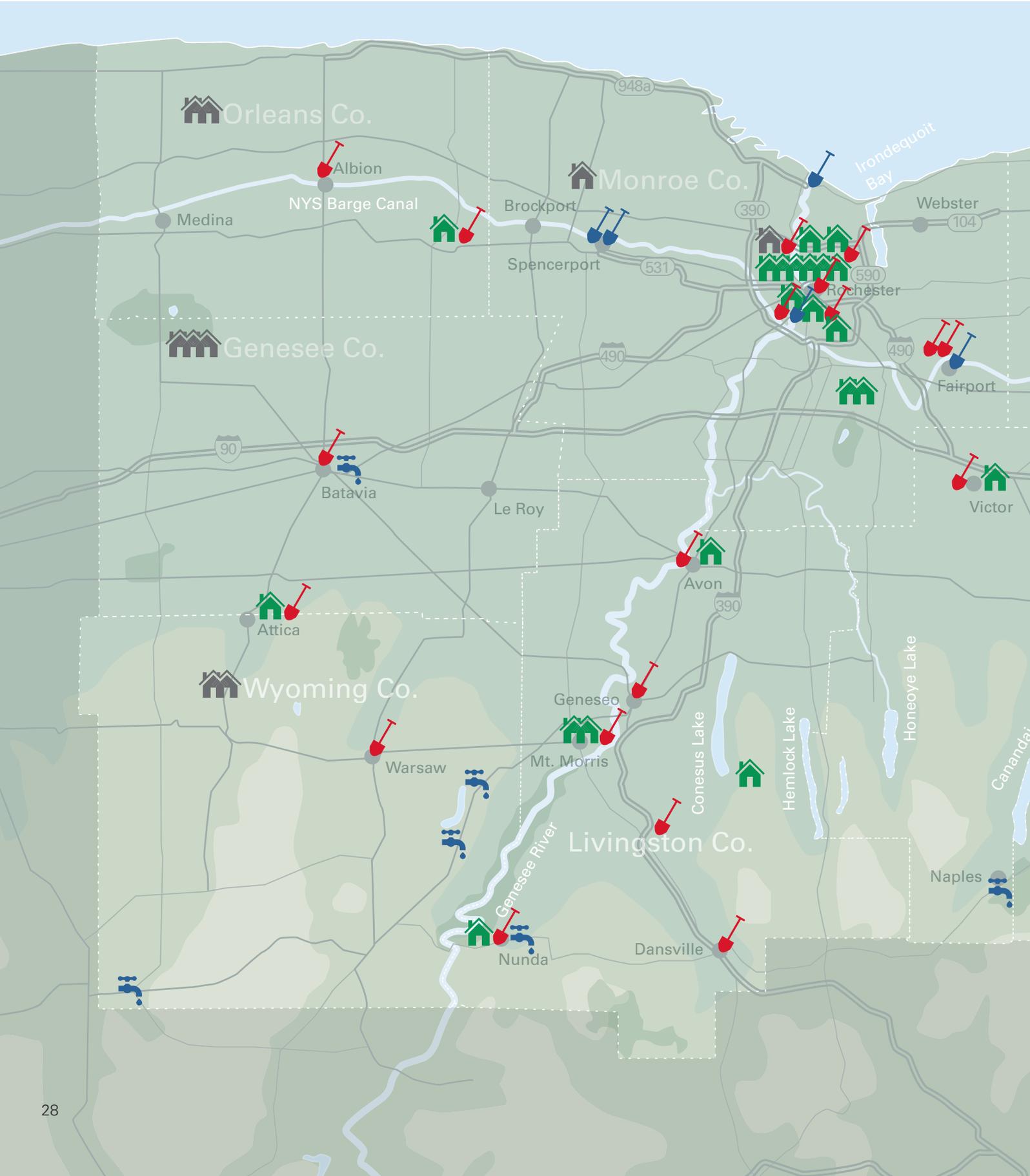
**REGIONAL STRATEGY** (Invest in Community and Industrial Development and Infrastructure)

Improve access to credit and capital for revitalization and reinvestment.

ACTION	PROGRESS	TIMELINE
<p>Using a model it developed in 2012, the Council is supporting a <b>Finger Lakes Small Business Expansion Fund</b> and <b>Excelsior Tax Credits</b> that will target small businesses with significant growth potential. These companies represent key industry sectors identified by the Council and are geographically distributed throughout the region.</p>	<p> FLREDC is recommending the creation of a \$719,000 capital investment pool to support Weldrite Closures, The Paper Battery Company, and a Wayne County-based fund that will support several agricultural and food processing companies.</p> <p>FLREDC is also recommending Excelsior Tax Credits for Arnold Magnetics Technologies, Red Jacket Orchards, Syntec Optics, and Second Avenue Software.</p> <p>Status: New priority project</p>	<p>These projects will proceed pending state approval.</p>
<p>Pathstone Finger Lakes Enterprise Fund</p>	<p>(See above)</p>	

# Finger Lakes region

community development,  
housing, and water quality  
improvement projects



Eighty-three community and waterfront development, senior and affordable housing, and water quality and sewer improvement projects located in the Finger Lakes region received state support during the 2011 and 2012 CFA process. These projects – the location of which are indicated on the map below – represent more than \$605 million in total investment.





Photo by Ken Huth

## Advanced Healthcare



### Project Profile

**Finger Lakes Health Collaborative** – With commercial rates up to 25 percent lower than the national average and the lowest per capita Medicare costs in the nation, the Finger Lake region is a national leader in providing low cost, high quality health care. The region’s long history of collaboration and innovation has been one of the significant factors in the region’s success in holding down healthcare costs. The Finger Lakes Health Collaborative, a broad coalition of providers, organizations, local government, and business, has been one of the main drivers of this trend, leading a generic drugs initiative that has saved the region \$490 million over five years, helping create one of the most advanced regional health information exchanges in the state, and overseeing a community-wide effort to control high blood pressure.

### SECTOR STRATEGY

Leverage history of collaboration to implement community-wide initiatives that strengthen the region’s high quality, low-cost health system.

#### ACTION

**Finger Lakes Health Collaborative** – which consists of more than 100 leaders from the region’s health providers, payers, and business, labor, non-profit, and public sectors – was created to collaborate on region-wide initiatives that address important public health issues.

#### PROGRESS

  The Collaborative has already successfully implemented a generic drugs initiative (increased generic fill rates by 20 percentage points and saved more than \$490 million over five years) and one of the nation’s most successful electronic health information exchange organizations (Greater Rochester Regional Health Information Organization).

The Collaborative was also instrumental in a \$26 million award from the Center for Medicare and Medicaid Innovation in 2012 to reduce hospitalizations and emergency room visits.

The collaborative is now focusing on a blood pressure initiative that will increase the number of people with their blood pressure under control to 85 percent in eight years, potentially saving the region \$8.5 million in medical costs per year.

Status: Completed, New priority project

#### TIMELINE

The Collaborative was awarded \$300,000 during the 2011 CFA process for its high blood pressure project.

Health “advocates” have been hired and have been placed at family practice/internal medicine practices in the Rochester area. Outreach activities are ongoing.

FLREDC is recommending state support for a proposal to expand this program into several other counties in the region.

### The Finger Lakes Clinical Quality Improvement Initiative

will seek to achieve savings in healthcare costs by addressing unwarranted clinical variation, redundant tests, unproven treatments, and identifying alternatives to high cost drugs and devices.

 Regional stakeholders have recommended the creation of a database that will link existing data sources at Finger Lakes Health Systems Agency, insurers, and the Greater Rochester RHIO and ultimately the NYS DOH All Payer Database. The group is exploring several funding sources.

Status: Ongoing

Planning and discussions for this project are ongoing. Sponsors are exploring several potential funding sources.

# Advanced Manufacturing



## Project Profile

**Intrinsic Materials, Quintel Technology, and Omni-D** – In 2011, three British companies – Intrinsic Materials, Quintel Technology, and Omni-D – relocated operations from the UK to Eastman Business Park. The companies are being managed by the Pittsford-based private equity firm Trillium International. The move was made possible by state capital and R&D support that have totaled \$3 million to date. The companies were attracted to Rochester by the region’s low cost of living and the pool of highly skilled technicians, engineers, and scientists necessary for high-tech start-up operations. Two focus on wireless technologies. Quintel manufactures antennas for the cell phone industry that increase signal range and Omni-D makes radio frequency ID tags that can be used to track inventory. Intrinsic manufactures nano-particles that can be formulated into “inks” for printable electronics and other products. The three companies plan to expand their workforce from the current 65 to 250 in the next few years.

## SECTOR STRATEGY

Foster public/academic/industry collaboration to meet the R&D, process improvement, workforce, and management needs of manufacturers; Provide businesses with resources necessary to expand operations.

### ACTION

The Golisano Institute for Sustainability at RIT, the Center for Emerging and Innovative Sciences, NY-BEST, New York State Pollution Prevention Institute at RIT, and the Smart Systems Technology Commercialization Center of Excellence all support economic growth in the Finger Lakes region by working with existing manufacturers as well as start-ups to develop new technologies, spur innovation, improve manufacturing processes, and create jobs.

### PROGRESS

(See above)

### TIMELINE

#### The Brinkman Lab/Functional Printing Center at RIT

is a leading center in the research, development, and production of conductive inks, printed sensors, and related technologies.



A \$599,390 grant from the National Science Foundation has enabled the Center to establish a “Partnership for Innovation in Printed Devices and Material” program which includes Intrinsic (based in Eastman Business Park) and other national companies. The project will include academic-private R&D and student training.

The Center is also working with Cerion Energy, which is also located in the Park.

Status: Ongoing

This project is ongoing.

**ITT Excelis** is a global aerospace, defense, information, and services company. The company’s Geospatial Systems division is based in Rochester.



In 2012, Excelis completed a \$13.2 million project that ensured the operations of the then-ITT Space Systems would remain in Monroe County at the Rochester Tech Park and Eastman Business Park.

The project retained 500 jobs with the assistance of a \$1.54 million capital grant from ESD.

In 2013, the company announced that it would relocate 50 employees from a Massachusetts-based division to Rochester. ESD has offered \$500,000 in Excelsior Tax Credits to support this \$1.65 million expansion.

Status: On schedule

The transfer of employment from MA to Rochester is ongoing and expected to be completed by the end of 2013, with the new jobs in place by mid-2014.

## ACTION

**ITT Gould Pumps** is a leading global producer of equipment for the oil and gas, mining, power generation, chemical, pulp and paper, and general industry markets.

## PROGRESS



In 2012, the company committed to construct 75,000 square feet of additional production space, invest \$22.3 million, and create 50 jobs over the next year at its facility in Seneca County.

ESD has offered a \$100,000 training grant and \$1.5 million in Excelsior Tax Credits for this project.

Status: On schedule

## TIMELINE

Expansion expected to be completed by the end of 2013 and new jobs filled by the end of 2014.

**Xerox** is expanding its emulsion aggregation toner manufacturing plant located on its Webster campus.



Company began the \$35.3 million expansion project in September 2013. NYS and Monroe County have provided \$500,000 in capital support and IDA benefits for the project.

The project will create 50,000 square feet of new manufacturing space and create 25 new jobs.

Status: On schedule

Project is expected to be completed by the first quarter of 2015.

In 2011, 3 high-tech manufacturing start-up companies – operated by **Trillium International** – moved to Eastman Business Park with incentives from NYS. Significant progress has been made in the establishment of these three firms at the Park over the past year.

**Quintel** manufactures products for the wireless industry. The company has added more than \$3 million in equipment in the past 2 years and now employs 20 people.

**Omni-D** manufactures radio frequency identification devices. The company has added more than \$1.6 million in new equipment in the past two years and now employs 26 people.

**Intrinsiq** is developing nano-scale materials employed in printed electronics. Company is on schedule to meet its investment and employment benchmarks by the middle of 2014.



# Agriculture and Food Processing

## Project Profile



### Finger Lakes Community College Viticulture and Wine Technology Facility

With each passing year, the Finger Lakes wine industry garners more international acclaim and the region's vineyards have become a key driver of tourism. This success has created a dearth of the skilled workers necessary to operate the 100-plus vineyards that line Canandaigua, Keuka, Seneca, and Cayuga Lakes. To meet this growing demand, Finger Lakes Community College is in the process of constructing a new 8,150 square foot training facility consisting of a wine-making laboratory, crush pad for grape processing, classroom space, and a teaching laboratory. The \$3.7 million project – which will be located at the Cornell Agriculture and Food Technology Park in Geneva – is being supported with \$3.3 million in state funding through the state Department of Agriculture and Markets.

## SECTOR STRATEGY

Increase the value, diversity of agricultural products, and exports.

### ACTION

 The region will address the capital needs of dairy producers seeking to expand their operations through the **Growing the New York Dairy Industry** program. This project will strengthen rural communities and help local dairy farmers meet the milk demands of the state's rapidly growing yogurt manufacturers – two new plants in Genesee County alone will double the region's milk processing capacity.

### PROGRESS

 The program, which will be run by Farm Credit East, was awarded \$500,000 through the 2012 CFA process. The project will support an estimated 20 dairy farm projects, leveraging an additional \$3 million of Farm Credit East investment and \$1 million in farm owner investment.  
**Status: On schedule**

### TIMELINE

Project expected to be completed by March 2014.

The **Cornell Cooperative Extension of Wayne County Increasing Cooling Space for Small Farms** project will provide capital to farms to increase cooling capacity in order to decrease farm waste, expand product shelf-life, improve product quality, and food safety, and increase profitability.

 Project received support during the 2012 CFA process to create a mini-grant program that will allow NYS growers to apply for up to \$3,000 in matching funds to improve or develop cooling equipment.  
**Status: On schedule**

Project expected to be completed by March 2014.

Wyoming County is an agricultural leader in NYS with the highest milk production and second highest sale of agricultural commodities. A partnership among several agricultural, business, and economic development organizations will create the **Wyoming County Agricultural Business Center of Excellence** to capitalize on these strengths and bring all of the training, financial, marketing, and conservation services necessary to support the county's farmers under one roof.

  The \$1.5 million project received support during the 2012 CFA process to renovate 15,000 square feet of office space in the Village of Warsaw to house the Center. The applicant has filed a 2013 CFA request for additional funds needed to complete the project.  
**Status: On schedule, New priority project**

Project will move forward immediately upon award of funding.

 **New York Craft Malt** is a new venture that will grow, harvest, and produce artisan malt grains that will be sold to craft and microbreweries statewide.

 The Genesee County IDA received a 2012 CFA award to support the company's efforts to renovate an existing 2,400 square foot building in Batavia to serve as a malting facility.  
**Status: On schedule**

Project expected to be completed by March 2014.

**ACTION**

The **Foodlink Food Hub** project will increase the organization's ability to provide fresh, healthy, local produce to its partners – many of whom serve low-income residents – and give small and mid-size local farms access to food processing facilities and Foodlink's extensive distribution network.

**PROGRESS**

 Project will create a commercial kitchen/food processing facility able to process more than 3.5 million pounds of produce per year. Foodlink will also use the facility to train 200 individuals per year for jobs in the food industry.  
**Status: New priority project**

**TIMELINE**

Construction of the new food processing space, which will be located in Foodlink's new distribution center in Rochester, is expected to be completed by June 2014.

Seneca AgBio Green Energy Park

(See above)

**SECTOR STRATEGY** (Agriculture and Food Processing)

Support the creation and expansion of food processing companies in the region through incentives and academic-private partnerships to gain manufacturing efficiencies and access to new markets.

**ACTION**

 **RIT's Finger Lakes Regional Sustainable Packaging Project** will establish the region as an innovator and leader in the rapidly growing field of sustainable packaging. This project will open up new markets for the food processors in the region.

**PROGRESS**

 Between 2012 and 2013, the Center completed 122 projects with 48 companies – 14 of which were food-related companies with operations in NYS. The Center has several applied research programs under way including work in flexible, food, and distribution packaging technologies.  
 This project has received significant support from Wegmans and the American Packaging Corporation.  
**Status: Ongoing**

**TIMELINE**

This project is ongoing.

**Müller Quaker** is a joint venture between PepsiCo and the Theo Müller Group to create one of the country's largest yogurt manufacturing plants in Genesee County.

 NYS has supported this \$208 million project with more than \$13 million in tax credits. At full build-out, the project will create 200 jobs.  
**Status: On schedule**

First phase of the project – construction of a 350,000 square foot manufacturing facility – was completed in June 2013.

**The Finger Lakes Community College (FLCC) Viticulture and Wine Technology Facility** will help meet the urgent and growing demands for skilled workers by the region's vineyards.

 The NYS 2012-2013 budget included \$3.3 million in capital funds to construct an 8,150 square foot classroom, laboratory, and teaching winery facility on the Cornell Agriculture and Food Technology Park campus.  
**Status: On schedule**

Construction is expected to be completed in early 2014.

 The **Finger Lakes Food Innovation Center** will consist of a new building located on the campus of the **Cornell Agriculture and Food Technology Park** in Geneva. The project will provide food industry entrepreneurs access to the facilities and the expertise necessary to grow their businesses.

 The new 12,000 square foot facility will include a commercial kitchen, freezer, and cold and dry storage space. Facility will foster development of early stage food industry companies who will help convert the region's raw agricultural products into more lucrative value-added items.  
**Status: New priority project**

Construction of facility is expected to commence in 2014.

## ACTION

**Alpina Foods** is a South American food processing company that specializes in yogurt. In 2012, after a national site search, the company opened its first North American manufacturing facility in Batavia.

## PROGRESS



In 2012, Alpina began operations in a 40,000 square foot, \$20 million facility in the Genesee Valley Agri-Business Park. The project received support from the NYS Excelsior Jobs Program.

In July 2013, Alpina purchased 10 acres of adjacent land to accommodate future expansion plans.

Status: On schedule

## TIMELINE

The company is working with the Genesee County Economic Development Center and NYS to develop its expansion plans.

**LiDestri Foods and Beverage** is a national food processing company based in Rochester with local manufacturing and packaging facilities in Fairport and at Eastman Business Park.



The company – which has doubled its staff in the last 4 years – is in the midst of a \$70 million expansion at its Eastman Business Park location.

The company has received support from NYS on several occasions for expansions over the last 15 years.

Status: On schedule

Expansion of the Eastman Business Park facility is expected to be completed by the end of 2013.



Cornell University's College of Agriculture and Life Sciences and Wegmans Food Markets have created the **NYS Cheese Production Partnership** program to support the growth of artisanal cheese manufacturers in NYS.



Wegmans is providing \$360,000 in funding for a three-year pilot program at Cornell to create a training curriculum to serve both entrepreneurs as well as the state's larger cheese producers.

Wegmans is also building an \$8.1 million, 12,000 square foot state of the art affinage facility in Chili that will enable numerous NYS artisanal cheese producers to properly ripen their products.

Status: On schedule

Project is under way.



**Once Again Nut Butter** is an employee-owned food processing company that manufactures fair trade, organic nut butter, and other products for consumers (private label and contract manufacturing for major national brands) and as food ingredients.



Company received a CFA award in 2013 towards the construction of a new 40,000 square foot peanut butter manufacturing facility in Nunda (Livingston County).

Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal.

Status: On schedule

Company has hired 13 new employees. New facility is expected to be completed in December 2013.

In 2012, the French food processing company **Bonduelle** purchased 3 food processing plants at risk of closure in the Finger Lakes region. Bonduelle has 47 plants around the world and sells its products in 100 countries.



The company intends to invest \$20 million in plants in Bergen and Oakfield in Genesee County and Brockport in Monroe County and another in Wisconsin over the next few years, preserving 800 jobs.

The preservation and expansion of the plants ensures that the region's farmers have buyers for their produce.

Status: Ongoing

This project is ongoing.

Finger Lakes Food Processing Cluster Initiative

(See above)

# Business Services



## Project Profile

**Sutherland Global Services** – The global outsourcing industry is expected to exceed \$300 billion in 2013. While in the past much of this growth has occurred overseas, many market leaders are expanding their operations in the U.S. Headquartered in Rochester, Sutherland Global Services is one of the world's largest independent business process outsourcing companies, employing more than 30,000 professionals in operation centers in North America, South America, Asia, Africa, and Europe. The company received support from New York State in 2011 to expand its call center operations at four Monroe County locations and has already exceeded its goal of hiring 400 new full-time employees at these sites.

## SECTOR STRATEGY

Foster closer cooperation among the region's companies and institutions of higher education to accelerate technology transfer and align workforce training programs with the skill sets required by the sector;  
Provide businesses with resources necessary to expand operations.

### ACTION

The FLREDC Workforce Development Work Group has completed a skills gap inventory of training programs in coordination with the private sector (including Business Services) to identify needs.

### PROGRESS

(See above)

### TIMELINE

The Business Services Work Group (consisting of key regional stakeholders) is in the process of developing a proposal that targets highly qualified students in the region's college and universities and matches them with employers. The goal is to retain more of the region's recent graduates in business, marketing, IT, and technology and help place them in positions in local companies.



The Work Group is working with the region's business and higher education communities to further develop this proposal, will report to the FLREDC, and will potentially develop and submit a CFA application in 2014.

Status: Ongoing

Finalize proposal and present to FLREDC in 2014. Submit CFA application, if required, in 2014.



## ACTION

**Sutherland Global Services** is a Rochester-based global provider of business process and technology management services with operations in 14 countries.

In 2012, **Xerox** continued its expansion into the business services sector with the creation of a call center located on its Webster campus.

**Coast Professional** is a contingency-based collection agency that specializes in higher education accounts in addition to a variety of other collection services.

**Claims Recovery Financial Services (CRFS)** is a leading provider of claims processing management solutions for lenders, mortgage service companies, and other financial institutions throughout the US. The company is based in Albion (Orleans County).

## PROGRESS



Company received a \$1.6 million Excelsior award in 2012 to help expand its call center operations at four Monroe County locations. Over time, the project will create 800 new jobs.

Status: On schedule



Xerox completed the \$4.3 million renovation of a 20,000 square foot facility in November 2012. NYS provided \$6 million in tax credits and capital support for the project.

Xerox anticipates that the center will create 500 new jobs over the next 2 years.

Status: Completed



The Louisiana-based company received a \$90,000 ESD capital grant to expand its facility in Geneseo (Livingston County) and \$500,000 in Excelsior Tax Credits to furnish and equip a new call center in Henrietta (Monroe County).

The company plans to create 47 jobs in Geneseo and 105 in Henrietta.

Status: On schedule



CRFS received \$400,000 in capital support from ESD in March 2013. The company is renovating and has partially relocated to new facilities in Albion to accommodate their rapidly growing business.

The company has retained 357 jobs, hired 185 new employees, and is actively recruiting for 135 open positions.

Status: On schedule

## TIMELINE

Project is moving forward with more than 400 hired to date.

Project completed. 500 jobs were filled by the end of 2012.

Geneseo expansion in progress and occupancy is anticipated in October 2013. Henrietta project is completed and hiring has commenced.

81 new jobs have been created to date.

The company's relocation is in process and a ribbon cutting for their facility is anticipated in late September 2013.

Anticipated new hires are expected to reach 380 by end of 2013.

# Energy Innovation



## Project Profile

**NOHMS Technology** is developing a new battery technology based on lithium-sulfur chemistry utilizing materials that were developed at Cornell University. The technology is capable of producing batteries that are lighter and longer lasting and can be used in a wide range of industries, including automotive, aerospace, medical devices, and mobile computing. In September 2013, the company, with the support of ESD and NYSERDA, relocated its operations from Ithaca to Eastman Business Park. The company's decision to move to the Park was due in large part to its research and development collaboration with NY-BEST. The \$4.3 million investment by the company will create 104 jobs.

## SECTOR STRATEGY

Encourage energy companies to expand and relocate to the region through the development of shovel-ready sites and other incentives; create the resources and infrastructure that will accelerate R&D and commercialization of new energy technologies.

### ACTION

 **Eastman Business Park** possesses the infrastructural assets and unique state-of-the-art technical capabilities that make it an ideal site to attract new and grow existing clean energy companies – particularly in the fields of biofuels/ bio-chemicals, energy storage, and solar energy.

### PROGRESS

 The Park is already home to a cluster of energy-related companies. A new FLREDC priority project will create a **Fermentation Center** at the Park that will address an important manufacturing step in the conversion of biomass into biofuels and biochemicals.

The Council has also identified the Park's Functional Film Commercialization Center – which is critical to the development of a wide range of energy-related technologies – as an important future pipeline project.

**Status: New priority project**

### TIMELINE

Pending state funding, operations at the Fermentation Center are expected to commence by the end of 2015.

NY-BEST Commercialization Center

(See above)

STAMP

(See above)

 The **Seneca AgBio Green Energy Park** – located at the former Seneca Army Depot – has developed an innovative program for agricultural and renewable energy production. Project will enable the Park to make the investments necessary to enable four companies to locate manufacturing operations on the site.

 Project has received \$6 million in bonding authority and \$100,000 in capital during the 2011 and 2012 CFA rounds.

Progress over the past 2 years includes facility construction and start-up operations for commercial equipment in grape waste processing, grape seed oil production, and biodiesel production.

**Status: On schedule**

Construction is anticipated to be completed and operations under way by December 2013.

FLREDC is supporting a 2013 CFA application that will improve the rail infrastructure at the site.



## ACTION



**NOHMs Technologies** is developing and commercializing a lithium-sulfur battery technology for transportation markets that can deliver 3x higher energy density at a 3x lower cost.



**Graphene Devices** is developing advanced nano-materials that can be employed in energy storage, printable electronics, and novel composites.



The **University of Rochester Laboratory for Laser Energetics (LLE)** is a unique national resource and a vital component of the nation's energy research infrastructure. LLE is home to the OMEGA laser, the second most powerful ultraviolet fusion laser in the world, which is used for national security and nuclear fusion research.



HTR's **Clean Energy Proof of Concept Center** will accelerate the creation of clean energy start-ups.

Photovoltaic Manufacturing and Technology Development Facility

## PROGRESS



Company received a 2012 CFA award to expand a manufacturing line at Eastman Business Park. The \$4.3 million project will create 104 jobs.

Funding from ESD and NYSERDA will enable the company to move to the Park and create a new, shared production "dry room" facility for NY-BEST at RIT that will be utilized by NOHMs and other energy start-up companies.

Status: On schedule



Company received a 2012 CFA award to construct a \$1.9 million facility at Eastman Business Park to manufacture materials used in next generation energy storage devices. The project will create 50 jobs with the help of \$400,000 in Excelsior Tax Credits.

Status: On schedule



The approximately \$700,000 in annual support that the LLE receives from NYS enables it to leverage a further \$60-70 million in federal funding per year from the US Department of Energy.

Since its inception the LLE has attracted more than \$2 billion in research funding, which supports more than 1,000 jobs and has led to the creation of several new companies, including Sydor Instruments, QED Technologies, and Lucid.

In August 2013, LLE invested \$2 million in new equipment for Exelis Geospatial Systems that will enable the company to supply optical components for laser fusion R&D.

Status: Ongoing



In January 2013, HTR was one of only 3 organizations awarded \$5 million to create a center to serve upstate New York. HTR's partners include: RIT, Alfred University, University at Buffalo, Clarkson University, Cornell University, and the SUNY Research Foundation.

Status: Ongoing

(See above)

## TIMELINE

Company completed move to Eastman Business Park in September 2013. NY-BEST and RIT anticipate an agreement for the construction and operation of the new production facility by early fall 2013.

Company signed the ESD Incentive Proposal in April 2013 and is operating at Eastman Business Park.

Research activities at LLE are ongoing. FY 2014 funding for LLE is pending at the federal level.

\$1 million awarded annually to HTR from NYSERDA.

# Life Sciences



## Project Profile

**PharmaSmart International** – A rapidly aging population and high rates of obesity, coupled with government and community-wide initiatives to manage chronic conditions such as hypertension, are driving significant growth in the market for blood pressure monitors. PharmaSmart is a global leader in the design, production, and distribution of innovative blood pressure screening systems. Their products and services are used by pharmacies, worksites, and medical clinics across North America. The company's kiosks allow individuals to track their blood pressure and share this information directly with their physicians. PharmaSmart has received support from the Regional Economic Gardening Program – a state funded project – to conduct market research and overhaul its website. The company is rapidly outgrowing its headquarters in Henrietta and is in the process of moving operations to a larger facility in Rochester.

## SECTOR STRATEGY

Invest in academic/private R&D projects that optimize external research funding and attract new companies and investment; Accelerate the translation of scientific discoveries into new commercial opportunities by increasing the region's capacity to support and fund new start-up companies.

ACTION	PROGRESS	TIMELINE
Finger Lakes Business Accelerator Cooperatives	(See above)	
Health Sciences Center for Computational Innovation	(See above)	
The Rochester BioVenture Center	(See above)	

 The **Upstate Stem Cell cGMP Facility (USCGF)** – located in the University of Rochester Medical Center – is the only regulatory-approved academic facility in upstate New York specifically designed to create stem cell lines suitable for testing in humans. This capability is essential to translating research in this field into new therapies. The facility also supports 260 scientists at UR and more than \$100 million in active stem cell research projects.

 The USCGF – which received \$3.3 million in support from NYSTEM – was completed and began operations in December 2012.

UR has submitted a 2013 CFA to support the activities of both the HSCCI and USCGF facility by adding clinical genomics and diagnostic capabilities that will leverage more funding and private partnerships and advance research.

The USCGF has already attracted 3 major new research projects with \$26 million in total funding.

**Status: New priority project**

Project will be completed by December 2014, pending state funding.

**PharmaSmart International** is a world leader in the design, production, and distribution of innovative blood pressure screening systems to assist in the detection and management of hypertension.

 Company received support from the Regional Economic Gardening Program and is in process of expanding operations to a new 53,000 square foot state-of-the-art manufacturing facility.

Company has added 5 employees, increased revenue by 6 percent since 2012, and added several new customers, including Kinney Drugs, Sav-Mor Pharmacy, Bartell Drugs, and many independent pharmacies.

**Status: Completed**

Company completed construction and relocation to the new facility in March 2013.

# Optics, Imaging and Photonics



## Project Profile

**OptiPro Systems**, located in Wayne County, is a global leader in the design and construction of computer-controlled precision grinding, polishing, and measuring optics equipment for the military, medical, transportation, and aerospace industries. OptiPro's clients include industry leaders such as Lockheed Martin, Boeing, and Raytheon and the company's systems were even used to fabricate the optics systems on the NASA Mars rover Curiosity. The company has added 21 jobs since 2010 and is receiving support from New York State to construct new demonstration and production equipment that will increase sales and competitiveness.

## SECTOR STRATEGY

Ensure that the region's education and workforce training programs continue to provide optics/photonics/imaging companies with technical, scientific, and managerial talent.

### ACTION

Several existing programs at UR, RIT, and MCC, and proposed regional initiatives, including the Pathways to Middle Skills Jobs, the MCC Precision Tooling Certificate Program, the St. John Fisher College Integrated Science and Health Building, and the Roberts Wesleyan College Science and Nursing Center, and East High School's unique Optics Manufacturing program in the City of Rochester will train individuals in the skills necessary to support the workforce needs of optics, photonics, and imaging companies

### PROGRESS

(See above)

### TIMELINE



Strengthen the linkage of industry, government, and academia to encourage closer collaboration;  
Provide businesses with the resources necessary to expand their operations.

ACTION	PROGRESS	TIMELINE
<p>The proposed <b>Finger Lakes Regional Photonics Cluster Industry Lab</b> project entails the acquisition of new equipment used in the development and testing of optical components. The equipment will be housed in a user facility at either the Institute of Optics at UR or a member company.</p>	<p> Two new pieces of equipment will enable optics, photonics, and imaging companies to innovate and more effectively compete in the rapidly growing fields of freeform optics and infrared imaging. <b>Status: New priority project</b></p>	<p>Planning for project is completed. Equipment will arrive immediately, pending state funding.</p>
<p>The <b>Center for Freeform Optics (CeFO)</b> is an academic/industry research collaboration that includes the University of Rochester, UNC Charlotte, and industry partners to develop and commercialize a new generation of products in the field of freeform optics for applications in several consumer and industry sectors.</p>	<p> UR has received a five-year grant from the National Science Foundation that will support industry/university research partnerships. CeFO has secured matching support from nine companies/organizations: AFRL, Ball Aerospace and Technologies Corp., NASA Goddard, OptiPro Systems, PolymerPlus, Rochester Precision Optics, Sandia National Laboratories, SCHOTT North America, and ZYGO Corporation. The director of the CeFO has also received support from the ESD Division of Science, Technology &amp; Innovation. <b>Status: Ongoing</b></p>	<p>CeFO has received a total of \$4 million in federal grants and private matching funds to date. This project is ongoing.</p>
<p> The <b>NanoPower Research Labs (NPRL) at RIT</b> consist of a specialized set of labs within the Golisano Institute for Sustainability that are dedicated to the development of new materials and devices for power generation and storage for micro-electrical and MEMS systems.</p>	<p> NPRL has grown to more than 6,000 square feet of research space and receives more than \$1 million per year in federal research funding. <b>Status: Ongoing</b></p>	<p>This project is ongoing.</p>
<p><b>OptiPro Systems</b> is a leader in the manufacture of advanced optical grinding, polishing, and measuring equipment.</p>	<p> The company received a CFA award in 2012 for the construction of demonstration/production equipment. Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. <b>Status: On schedule</b></p>	<p>Acquisition and installation of equipment is under way.</p>
<p><b>Toptica Photonics</b>, an industry leader in the field of photonics, develops and sells ultrafast lasers for scientific and industrial applications.</p>	<p> The company received a CFA award in 2012 to invest in new production equipment. Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. <b>Status: On schedule</b></p>	<p>Project is under way and is estimated to be 50 percent complete.</p>
<p><b>Optimax</b> is an optics manufacturer in Ontario (Wayne County) that focuses on specialty lenses.</p>	<p> Optimax received a \$250,000 award from HCR in 2011 to purchase new machinery and upgrade their processes. This project has invested \$3.2 million in total, retained 160 jobs, and will ultimately create 30 new jobs. <b>Status: Completed</b></p>	<p>Project completed.</p>

# Tourism and the Arts



## Project Profile

**2013 PGA Championship Taste NY** – In 2013, the Greater Rochester area became the first community in the country to host two major golf tournaments in one season: the PGA Championship at Oak Hill Country Club in August and the Wegmans LPGA Championship at Locust Hill Country Club in June. The events exposed the region to an international television audience, drew 350,000 attendees, and had a combined economic impact of over \$100 million. New York State was a major sponsor of the PGA Championship and used the event to showcase the iconic I LOVE NY brand and unveil Governor Cuomo’s newest initiative – Taste NY – to promote and sell the myriad of high-quality products made in the state. Taste NY was a major success and offered free samples of wines, beers, spirits, ciders, cheeses, yogurts, produce, maple, and other Empire State products – to the tournament’s 220,000 spectators and the more than 1,000 members of the media who covered the event. The PGA of America declared the effort as the new standard for host states and a big factor in the recent announcement that the 2019 PGA Championship and 2024 Ryder Cup will be played at Bethpage State Park on Long Island.

## SECTOR STRATEGY

Invest in the development, promotion, and preservation of cultural, artistic, and historic assets.

### ACTION

### PROGRESS

### TIMELINE

The FLREDC has identified and supports new projects that will further strengthen the region’s cultural, artistic, recreational, and historic assets

Regional Marketing Plan for the Finger Lakes

A subcommittee of the Tourism and Arts Work Group representing all nine counties has developed a Regional Marketing Plan for the Finger Lakes. The plan will develop a region-wide approach for marketing the diverse assets of the Finger Lakes with the goal of gaining national and international recognition as a tourist destination.  
**Status: New initiative**

The Strong and Toy Industry National Halls of Fame

**+** Project will create a major regional tourism destination by combining the newly acquired collections from the Toy Industry Association with The Strong’s existing National Toy Hall of Fame.  
**Status: New priority project**

Hobart and William Smith Colleges Performing Arts Center

**+** New performing arts center will attract new students and faculty, create a regional performance and exhibition venue, and attract more visitors to the area.  
**Status: New priority project**

Bristol Mountain Winter Resort Aerial Adventure Park

**+** New park will make resort a year-round attraction, create a family-friendly outdoor destination, and support local tourism-related businesses.  
**Status: New priority project**



Photos courtesy of the Democrat & Chronicle

## ACTION

## PROGRESS

## TIMELINE

Several tourism and arts projects received funding during the 2011 and 2012 CFA process. The FLREDC will continue to support these and similar projects and monitor their progress.

## Little Theatre Renovation



Improvements will preserve as the theater as premier venue for the presentation of American independent and foreign films, local artists, and community discussion.

Status: On schedule

## Geva Theatre



Major capital improvements will preserve, renovate, and promote the historically significant building that serves as the theater's home in Rochester.

Status: On schedule

## Path Through History Initiative



This initiative – conceived by Governor Cuomo – is an effort to increase cultural and historical tourism throughout NYS. Participants from the Finger Lakes have identified priority historic sites that will be included in the initial signage program along NYS interstates. Regional members also developed a historical and cultural tourism marketing strategy and were awarded \$100,000 in implementation funds in the Summer of 2013.

Status: On schedule

## Mobile Experience for Tourism Project



Collaboration between RIT and VisitRochester to design a mobile device application that will personalize visits to the region.

Status: On schedule

## African American Landmarks Project



New initiative of The Landmark Society of Western NY that will identify and market landmarks of significance in the rich African-American history of Rochester.

Status: On schedule

## Finger Lakes Museum



Phase 1 of project includes renovation of former elementary school building in Branchport to serve as an education center and administration offices of the Museum.

Status: On schedule

## Geneva Welcome and Convention Center



Waterfront improvements, design, and construction of visitors and convention center on Seneca Lake in Geneva.

Status: On schedule

## Genesee Country Village and Museum



Training for employees in finance, construction and maintenance, and IT.

Status: On schedule

## Seneca Park Zoo



Construction of two-unit education complex in separate areas of the Zoo.

Status: On schedule

## Seneca Arts and Cultural Center at Ganondagan State Historic Site



Construction of a 15,654 square-foot, year-round Arts and Cultural Center. A groundbreaking was conducted with Parks Commissioner Harvey in September 2013.

Status: On schedule

## Sonnenberg Gardens &amp; Mansion State Historic Park



Renovation of Roman Bath located in gardens at historic site.

Status: On schedule

## Letchworth State Park



New interpretive signage along the Clan Trail at the Council Grounds in Park.

Status: On schedule

**SECTOR STRATEGY** (Tourism and the Arts)

Develop, network, and promote the region's growing wine, culinary, agricultural, and food micro-enterprises.

**ACTION**

**PROGRESS**

**TIMELINE**

The Council also supports several tourism projects that have requested funding under the Regional Tourism Marketing Grant Initiative. These projects support the Council's commitment to promoting the region's growing wine, culinary, and agricultural industries.

Finger Lakes Food Revolution



Marketing initiative designed to unite and recognize the producers, promoters, and lovers of locally-produced foods and wines from the Finger Lakes region.

Status: On schedule



Governor's Cup Wine Tour

In August 2013, Governor Cuomo launched a marketing campaign to promote the state's award-winning wines as part of the Taste NY initiative following a day-long tour with media and NYC-based restaurateurs along the Seneca Lake Wine Trail. The 2012 Riesling from Keuka Spring Vineyards in the Finger Lakes was selected as the first winner of the Governor's Cup for Best in Show among 800 entrants.

Finger Lakes Community College Viticulture and Wine Technology Facility

(See above)

PathStone Finger Lakes Enterprise Fund

(See above)

Wyoming County Agricultural Business Center of Excellence

(See above)

**SECTOR STRATEGY** (Tourism and the Arts)

Strengthen and support the development of the Finger Lakes' diverse water resources and recreational tourism opportunities, allowing greater access and promoting year-round use.

**ACTION**

**PROGRESS**

**TIMELINE**

Several waterfront and canal projects have received funding and support through the 2011 and 2012 CFA process and the state's Environmental Protection Fund Local Waterfront Revitalization Program (see above). The Council continues to support these and proposed development projects in Canandaigua and elsewhere.

**SECTOR STRATEGY** (Tourism and the Arts)

Build on a positive destination image by leveraging partnerships and promotions of the region's high profile events, and healthcare and educational assets for business development, expansion, and retention.

**ACTION**

**PROGRESS**

**TIMELINE**

2013 PGA & LPGA Championships



2013 PGA Championship at Oak Hill and LPGA Championship at Locust Hill were attended by 350,000 golf fans drawn to the events from across the U.S. and the world. The tournaments – which were held in the same city for the first time in history – had an estimated regional economic impact of more than \$100 million and exposed the Finger Lakes to an international TV audience of millions of viewers.

The PGA Championship served as an important venue to promote NYS tourism, businesses, and food and beverages. In partnership with the PGA of America, the state showcased and sold made-in-New York products during the tournament through its Taste NY Experience, which showcased and sold NYS products and promoted NYS travel destinations.

Status: Completed

# Supporting Business Expansion



Several additional companies have received CFA awards and other incentives such as Excelsior Tax Credits from New York State – with the encouragement and approval of the Finger Lakes Regional Economic Development Council – to support expansion and job creation plans. Some of these businesses are listed here.

ACTION	PROGRESS	TIMELINE
<p><b>Qualitrol</b> is a manufacturer of monitoring systems for the energy sector.</p>	<p> Company received a 2012 CFA award to construct and equip a 15,000 square foot addition to its current Fairport operations as well as renovate a portion of the existing facility. Project will create 37 new jobs by mid-2016.  <b>Status: Completed</b></p>	<p>Building expansion completed in early 2013.</p>
<p><b>AJL Manufacturing</b> is a contract precision sheet metal fabrication and electromechanical manufacturer for high-tech industries.</p>	<p> Company received Excelsior Tax Credits in 2011 towards a \$2 million project that will increase capacity and manufacturing capabilities and create 30 jobs.  <b>Status: On schedule</b></p>	<p>Machinery purchases and expansion are under way. Expected to be completed by December 2013.</p>
<p><b>Kingsbury Corporation / Optimization Technology</b> provides engineering, automation, construction and maintenance services to manufacturing companies in the chemical, life sciences, energy, glass, utilities, automotive, and aerospace sectors.</p>	<p> Optimization Technology, a Rochester-based equipment manufacturer located in Eastman Business Park, acquired Kingsbury in 2013. A new \$6.6 million investment in operations has created 137 new jobs. This project was supported by \$800,000 in Excelsior tax credits.  <b>Status: Completed</b></p>	<p>Project completed.</p>
<p><b>Semrock</b> manufactures optical filters for microscopy, spectroscopy, and laser systems.</p>	<p> Company has invested \$3.8 million to expand its facility in Gates. ESD supported this project – which will create 21 new jobs – with a \$400,000 Excelsior Incentive Proposal.  <b>Status: Completed</b></p>	<p>Project completed.</p>
<p><b>Advantage Metalwork Finishing</b> is a machining, sheet metal, finishing and assembly company based in Rochester that serves industrial, medical, laboratory, military and commercial clients.</p>	<p> Company received Excelsior Tax Credits in 2012 to acquire machining and metalwork equipment which will increase capacity. The \$1.9 million project will create 90 jobs.            Company postponed project until 2014. A new ESD Incentive Proposal that reflects the new timing of the project has been delivered to company.  <b>Status: On schedule</b></p>	<p>After an initial delay this project is now moving forward. Investments and hiring will begin early 2014 and be completed within 18 months.</p>
<p><b>Gray Metal Products</b> is a manufacturer of heating and air conditioning products for wholesale distributors and hardware chains.</p>	<p> Company received an \$800,000 Excelsior Incentive Proposal in 2012 to expand its manufacturing operations and create 80 new jobs in Avon, Livingston County.  <b>Status: On schedule</b></p>	<p>Expansion is under way and expected to be completed by January 2014.</p>

ACTION	PROGRESS	TIMELINE
<p><b>Val Tech</b> is a plastic injection molding company which supplies products to clients in the medical, aerospace, military, telecommunications, energy, and automotive sectors.</p>	<p> Company was awarded a \$100,000 ESD grant in 2012 to purchase machinery and expand a parking lot at its Rochester facility. Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. <b>Status: Completed</b></p>	<p>Project completed.</p>
<p><b>API Technologies</b> is a leading provider of RF/microwave, microelectronics, and security technologies employed in the aerospace, defense, industrial, medical, energy, and communications industries.</p>	<p> Company received \$525,000 Excelsior Incentive Proposal in 2012 to expand its Fairport manufacturing facility. The \$2 million project will create 25 jobs. <b>Status: On schedule</b></p>	<p>Investment in machinery is under way. Project expected to be completed April 2014.</p>
<p><b>Takeform</b> is a manufacturer of graphic design products including signage. Company is relocating its operations to Medina from Wisconsin.</p>	<p> Company was awarded \$150,000 in ESD grant funding in 2012 to acquire and renovate a facility for its manufacturing operations. The \$1.6 million project will create 33 jobs. Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. <b>Status: On schedule</b></p>	<p>New facility has been acquired, renovations are under way, and company anticipates relocation to be completed by September 2013.</p>
<p><b>Mr. Bults</b>, the nation's largest provider of long-haul waste, is constructing a new vehicle maintenance facility in Seneca County.</p>	<p> Town of Seneca Falls was awarded \$750,000 in HCR funds in 2012 to assist in creation of a new 20,000 square foot facility. Company intends to invest \$4 million in the project, which will create 70 jobs. <b>Status: On schedule</b></p>	<p>Construction expected to begin by the end of 2013.</p>
<p><b>DAU Thermal Solutions NA</b> is an international manufacturer of custom heat sinks. The company is seeking to expand its operations in Macedon and bring back manufacturing currently being done in Asia and Europe.</p>	<p> Company was awarded \$475,000 in ESD grant funding in 2012 to expand and equip its current manufacturing facility by an additional 20,000 square feet. The project will retain 15 jobs and create 40 new jobs. <b>Status: Completed</b></p>	<p>Company has completed expansion projects and has hired 17 new employees.</p>
<p><b>IEC Electronics</b> is a premier provider of electronic manufacturing services to advanced technology companies in the military, aerospace, medical, and industrial sectors.</p>	<p> The company received a \$350,000 capital grant to support a \$5 million renovation project at its Newark facility (Wayne County). The project will retain 590 jobs and create 60 new jobs. <b>Status: On schedule</b></p>	<p>Renovations are under way and the company's workforce has been consolidated at the Newark location.</p>
<p><b>Dragow</b> is a production machine shop and global supplier of parts for automotive, trucking, energy, and other industries.</p>	<p> Company was awarded \$125,000 in ESD grant funding in 2012 to expand operations and invest in new equipment at its Gainesville facility in Wyoming County. Project was part of the FLREDC's 2012 Small Business Expansion Fund proposal. <b>Status: Completed</b></p>	<p>Project completed.</p>

## ACTION

**The Outdoor Group** is a manufacturer of high end archery equipment with a facility in Henrietta (Monroe County).

## PROGRESS



NYS provided the company with \$990,000 in Excelsior Tax Credits to support a \$5 million project that will retain 44 jobs and create 45 new jobs. Without NYS assistance, jobs would have been lost to Kentucky.

Status: On schedule

## TIMELINE

Construction on the new facility is scheduled to start in October 2013.

**Freeze-Dry Foods** is a Canadian company with a manufacturing facility in Albion (Orleans County).



Through the direct intervention of the FLREDC, NYS was able to offer Freeze-Dry a \$75,000 capital grant that enabled them to renovate its Albion facility, preventing a planned consolidation back to Canada, which saved 45 jobs locally and will create 9 more jobs in the next 2 years.

Status: On schedule

Project to be completed by end of 2013.

### Advanced Bio Marketing (ABM)

is an Ohio-based agri-business company with an R&D facility at the Technology Farm in Geneva (Ontario County).



ABM recently "graduated" from the Technology Farm's incubator program and is ready to expand its production capabilities to boost agricultural land productivity.

NYS offered the company \$200,000 in Excelsior Jobs Tax Credits to keep its operations at a new facility in Geneva and expand local employment from 3 to 17 jobs.

Status: On schedule

ABM is expected to break ground on its new Geneva facility in September 2013.

**Syncrolite** is a Texas-based manufacturer of large-format lighting systems.



In 2013, the company completed the purchase of the former Applied Coatings Group's (ACG) optical film manufacturing facility in Rochester and hired 23 employees.

State assistance in the form of a \$250,000 capital grant was key to ensuring that manufacturing continued at this facility, which was in danger of closing when AGC filed for bankruptcy.

Status: Completed

Project completed.

**Brand Networks** is a Boston-based designer of cutting-edge social media software.



With assistance from the Excelsior Jobs program, Brand Networks moved to a new, larger location in downtown Rochester, retaining 46 jobs. The company now has room to meet its plans to add 75 more jobs in the coming years.

Status: Completed

The company moved into its new office in the High Falls District in August 2013.

**CRC Polymer Systems** is a plastics manufacturer with a sales office in Rochester.



With help from NYS (via ESD and HCR), CRC acquired a new production facility in Sodus (Wayne County) to consolidate its out-of-state manufacturing operations into one location.

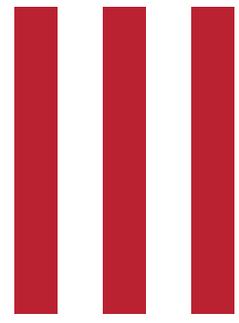
Operations at the new facility began in September 2013 and the company has created 4 jobs and is scheduled for initial product delivery in September 2013.

Status: Completed

Final closing for purchase of the facility is scheduled for October 2013.

The company will ultimately create 27 jobs at this location.





# Opportunity Agenda



**Governor's Cuomo's Opportunity Agenda initiative is a vehicle by which the Council can build upon existing and forge new efforts to help poor communities overcome the challenges that prevent them from fully participating in the region's economic revitalization.**

In order to maximize the impact of community redevelopment and establish an evidence-based proof of concept for future efforts, the Finger Lakes Regional Economic Development Council has selected a single high poverty area within the City of Rochester for its Opportunity Agenda proposal. The El Camino neighborhood consists of approximately 35 blocks within northeast Rochester with a population of 5,652. A distressed community in need of transformation, El Camino faces a number of challenges: chronic urban poverty; a transitory population subjected to substandard housing; a significant and impactful lack of educational attainment; and high unemployment. The Council's Opportunity Agenda proposal for El Camino directly addresses the link between education and employment, with a fundamental belief that creating access to jobs will help rebuild and revitalize this and other urban neighborhoods.

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## Statement of Opportunity

The El Camino neighborhood lies within an area known as Rochester's "Crescent of Poverty." Historically, this area was a magnet for immigrants to the city, seeking mobility into the country's growing middle class. Today, this area represents Rochester's highest proportion of African-American, Latino, and recent immigrant residents, who comprise almost 80 percent of the area's population.

More than half the households in the area have incomes of less than \$25,000, and almost three quarters of residents have annual household income levels of less than \$35,000. The neighborhood has a poverty rate of 48 percent, with 38 percent of residents receiving public assistance. This limited economic means is reflected in the composition of the area's housing; close to 80 percent of residents in the 14605 zip code live in rental housing.

Almost a third of the households in the area are led by single females with children and only 10 percent of the homes with children are classified "two parent." These data, along with household income, explain why Rochester ranks seventh in the nation in child poverty. The rate of childhood poverty in El Camino is 63 percent.

One source of this poverty is the lack of economic opportunity driven by poor education. Of those 25 and over living within the Crescent, 48 percent have not completed high school and another 41 percent hold only a high school diploma as their highest academic credential. Only 12 percent have attained any college credential. Whereas postsecondary credentials are essential to participation in the region's growing knowledge-based economy, many El Camino residents find themselves locked out of opportunity. Consequently, the unemployment rate in the neighborhood is 27 percent, more than double the Rochester rate as a whole (11 percent).

These challenges and conditions are present in too many other urban neighborhoods in Rochester. The Opportunity Agenda offers the Council an opportunity to rethink community development, using the Governor's innovative initiative to create a community collaboration designed to maximize the collective impact of multiple projects. The El Camino neighborhood has multiple existing assets that can be leveraged to support the Opportunity Agenda. These include:

- Neighborhood affinity groups: the Los Flamboyanes Tenant Association, the North Clinton Avenue Business Association, Huntington Park Neighborhood Watch, and the Rochester Hispanic Youth Baseball League.
- Community-based service providers: Clinton Family Health Center, the Ibero-American Action League and Development Corporation, Project HOPE, and local schools and city facilities.
- Emerging community revitalization efforts: the El Camino Butterhole-Seneca Park Trail and the El Camino Estates housing development.

The missing element in this list of assets is a clear pathway to meaningful employment for El Camino residents. Consequently, the Council proposes an Opportunity Agenda that provides access to education and training directly linked to employment in the high demand sector of advanced manufacturing. By highlighting education and employment, the Council's proposal creates a pathway to the economic stability that will chart a better future for the historically disadvantaged residents of El Camino and establish a blueprint for similar projects in other challenged neighborhoods.

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# Opportunity Agenda Strategies

The Council proposes to design a roadmap to opportunity for El Camino that leads directly through workforce training linked to entry level, living-wage employment in high-demand advanced manufacturing settings. In so doing, this agenda supports the Council's strategy to Align Workforce Development Efforts with Sector Needs.

The central Opportunity Agenda program is **Monroe Community College's Accelerated Precision Tooling Certificate Program**. Based on a successful public-private partnership between Monroe Community College (MCC) and the Rochester Technology and Manufacturing Association (RTMA), this innovative certificate program links workforce training to high demand occupations within the growing advanced manufacturing cluster. Participants complete a full certificate program within six months – as opposed to one year – and are offered employment placement assistance through RTMA. Significantly, the certificate provides graduates with credits equivalent to one half of an associate's degree, building a clear pathway not just to a job but to a college degree. The accelerated timeline of this training program and the direct placement assistance will translate opportunity into real employment for program participants in less than a year.

Complementing this program is a supportive set of public-private partnerships that address other fundamental needs of the participants, both in the El Camino neighborhood and other areas of the City's "Crescent." These partnerships help to eliminate risk factors for attrition in job training programs, including a lack of access to affordable housing, creating a community safety net that will help move these students and their neighborhood forward. Additional support programs designated by the Council for inclusion in the Opportunity Agenda include:

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## Access to Affordable Housing

- Sibley Downtown Affordable Housing Project: Project will provide affordable housing for approximately 135 seniors and 300 jobs in adult care, building management, and residential operations.
- Urban League of Rochester Affordable Housing Project: M&M Rochester will create 59 affordable, energy efficient rental units through adaptive reuse of a historic structure, resulting in 20 construction jobs and two permanent management jobs.
- Sector 4 CDC Main Street: The Thurston Road project will renovate and restore eight buildings, creating 15 units of affordable housing, and 25 construction and 10 permanent jobs.

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## Access to Healthy, Nutritious Food

- Foodlink Food Hub: The Food Hub will build and equip a processing center that will make healthy, nutritious, local food available out-of-season to low-income residents. It will also create an anticipated 43 construction jobs, 32 food industry jobs, and train 200 residents in food production.
- Rochester Public Market: Project increases the Market's capacity by 20 percent, and greatly enhances the availability of fresh produce and healthy, local food products to the urban core of Rochester.

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## Access to Quality Health Care and Health Education

- Finger Lakes Health Collaborative High Blood Pressure Advocate Program: Project includes education and outreach to address a key urban health issue – high blood pressure.
- Bivona Child Advocacy Center: Center will relocate to a new location on Mount Hope Ave, enabling it to triple its space and expand existing and create new programs for children who have been sexually or physically abused.

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## Access to Immediate and Sustained Employment

- RIT Center for Urban Entrepreneurship: The Center will create a hub for entrepreneurial programs and business creation, adding jobs and creating new companies in Rochester's urban core.
- Sibley Affordable Historic Redevelopment Project and Sibley Mixed-Use Downtown Redevelopment Project: Project will create 312 construction jobs and has the potential to create 422 permanent jobs.
- Weldrite Closures: Company's expansion project will create greater opportunity for employment at the Rochester Tech Park.
- 265 North Clinton Improvements: Urban League of Rochester will renovate and improve its headquarters in a historic building, adding construction jobs and ensuring that the organization can continue its community development programs.

A unique aspect of the Council's Opportunity Agenda is its focus on building and strengthening access to career pathways at the secondary education level. This approach promotes greater linkages between learning and earning within the El Camino neighborhood. The Council proposes a three-pronged approach:

- 1 Recruit El Camino youth for the newly created NYS P-TECH high school in Rochester;
- 2 Leverage the Middle Skills Mobile Learning Labs funded by New York State last year; and
- 3 Seek state support for the Hillside Work-Scholarship Connection Job Creation in Middle Skills & Beyond program.



- MCC, the Rochester Central School District, and Wegmans Food Markets are co-leaders for the recently funded **P-TECH High School**. Planning for this school is underway with initial enrollment expected in fall 2014. Students will complete their studies with a high school diploma, an Associate of Applied Science in Information Technology (at no cost), and a strong connection to local employers. Focusing on the Business Services sector, the Rochester P-TECH will provide a concrete, regional career pathway. A priority will be placed on recruiting students from the El Camino neighborhood.
- The **Multiple Pathways to Middle Skills Jobs** project creates three mobile learning labs devoted to closing the significant regional “skills gap” in the healthcare, advanced manufacturing, and skilled trades fields. MCC will partner with the Ibero-American Action League to host these labs in the El Camino neighborhood, where they will function as recruitment, initial intake, and early training centers. From this initial engagement, El Camino residents will be provided with a pathway to the appropriate educational and personal resources needed to improve their employability.
- The **Hillside Work-Scholarship Connection (HW-SC) Job Creation in Middle Skills & Beyond** project will connect at-risk youth with supportive and meaningful employment during high school, engaged school-based advocates, and foundational employment training. Through this comprehensive approach, HWSC will dramatically improve the likelihood that these students graduate from high school and move on to post-secondary education. HW-SC will place a priority on serving El Camino youth in the Job Creation program.

## Performance Measures

The Council will base the quantified performance measures directly on the metrics associated with the central Opportunity Agenda project: **MCC’s Accelerated Precision Tooling Certificate Program**. Metrics include:

- Enrollment of 18 students in the 22-week certificate program;
- Enrollment demographics will include at least 75 percent low-income students, and at least 50 percent El Camino residents;
- Placement of all qualifying students completing the program in related positions within six months of completion.

The Council will also closely track the supportive, wrap-around programs identified above (pending funding by the state) to ensure they are serving El Camino neighborhood residents.

The Council will also establish baseline educational attainment data on the El Camino neighborhood with a goal of increasing high school/GED attainment and access to post-secondary education or training through the Rochester P-TECH, Multiple Pathways to Middle Skills Jobs, and Hillside Work-Scholarship Connection Job Creation in Middle Skills & Beyond programs.

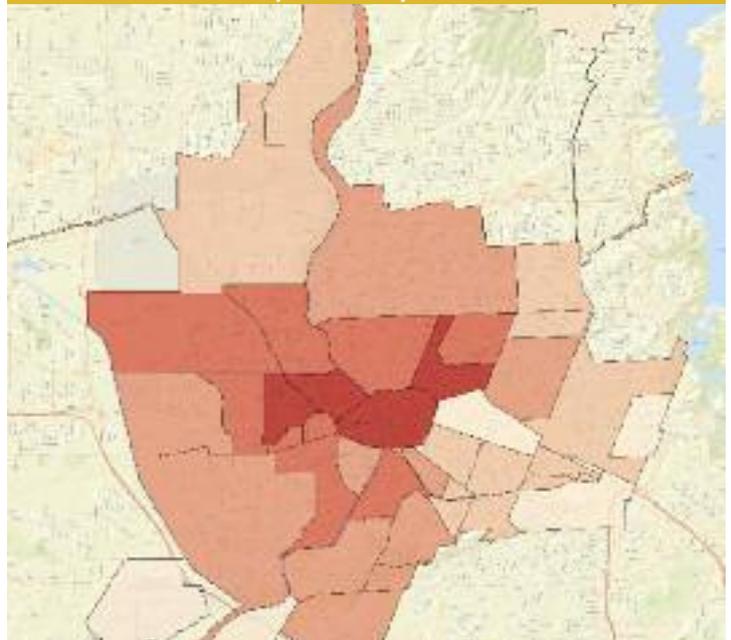
## Implementation Plan 2013–14

The central Opportunity Agenda project, **MCC’s Accelerated Precision Tooling Certificate Program**, is based on an existing curriculum and partnership. This enables it to be implemented in a rapid manner as soon as funding is received, ideally within the 2013–2014 cycle.

The wrap-around programs have been submitted by a number of different organizations, and their inclusion was recommended by a Task Force comprised of 15 key community stakeholders led by leaders of MCC, the City of Rochester, and the Ibero-American Action League. This group will continue to meet bi-monthly to ensure the Opportunity Agenda’s central and supporting projects are meeting appropriate implementation milestones.

In addition, the Task Force will create a dashboard that will enable it to track key metrics related to the region’s efforts to close the economic and social mobility gaps in the El Camino neighborhood. These include unemployment and poverty rates and educational attainment, among others.

Concentrated Poverty in the City of Rochester



# IV

## 2013 Recommended Priority Projects



# TRANSFORMATIVE PRIORITY PROJECTS

The Finger Lakes Regional Economic Development Council has identified 24 transformative priority projects that it is recommending for immediate state support. Each of these projects will be catalyzed by investments by the state and would, in some instances, require future state and private support for their full implementation.

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## Highest Priority Project

- Eastman Business Park
- Eastman Business Park Fermentation Center

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## Technology Commercialization and Business Creation

The Council is recommending state support for three projects that will greatly expand the region's ability to harness academic and private sector technological innovation, foster the creation of new companies, accelerate the growth of established companies, grow the pool of regional entrepreneurs, and extend business support services and incubation capacity to underserved communities.

- Finger Lakes Innovation Hot Spot Consortium
- Finger Lakes Business Accelerator Cooperative
- RIT Center for Urban Entrepreneurship

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## Agriculture and Food Processing

The Council recommends state support for new projects that will foster business creation and help the region's farmers and food industry entrepreneurs develop new markets for their products, expand operations, and improve access to fresh and healthy produce for the region's low-income residents.

- Finger Lakes Food Innovation Center
- Foodlink Food Hub
- Wyoming County Agricultural Business Center of Excellence

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## Community Development

The Council is recommending state support for several projects that will create mixed-use developments, restore historic structures, improve quality of life, and create focal points of investment, housing, business, tourism-related activity.

- Canandaigua Lakefront Redevelopment
- Rochester Public Market
- Sibley Building Redevelopment

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## Healthcare

The region's high-quality, low-cost healthcare system is essential to its economic success. The Council recommends continued investment in the region's collaborative and innovative approaches to controlling cost through the better management of chronic diseases.

- Finger Lake Health Collaborative

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## Higher Education and Workforce Development

The Council is recommending state support that will enable the region's institutions of higher education and non-profits to expand enrollment and create new programs to ensure that the region meets growing industry demand, maintains its competitive advantage as being home to one of the nation's most highly educated workforces, and extends opportunity to underserved populations.

- Nazareth College Wellness Rehabilitation Institute
- Roberts Wesleyan College Science and Nursing Center
- St. John Fisher College Integrated Science and Health Sciences Building
- Hillside Work-Scholarship Connection Job Creation in Middle Skills and Beyond
- Monroe Community College Precision Tooling Certificate Program

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## Industrial Development

The Council is recommending continued state support for a project that has the potential to generate significant economic activity, propel growth in several high-technology fields, and strengthen the state's leadership in nano-scale manufacturing.

- Science Technology and Advanced Manufacturing Park

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## Research and Development

The Council recommends state support for two projects that will build upon the region's leadership in the field of biomedical and optics, photonics, and imaging research and development. These new investments will propel growth in research funding and help companies more effectively innovate and compete for contracts.

- Regenerative Medicine and Data Science Initiative Phase 3
- Rochester Regional Photonics Cluster Industry Lab

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## Sustainability

The Council is recommending state support under the Cleaner, Greener Communities initiative for a project that will assist food processing companies located in the Finger Lakes, Central New York, and Western New York regions.

- Pollution Prevention Institute Food Processing Sustainable Manufacturing Project

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## Tourism and the Arts

The Council recommends state support for several new projects that will create new and strengthen existing cultural institutions and recreational destinations. These projects will enhance the quality of life of the region's residents, draw more visitors to the Finger Lakes, and stimulate tourism-related business activity.

- Bristol Mountain Winter Resort Aerial Adventure Park
- Geva Theatre Renovation
- Hobart and William Smith Colleges Performing Arts Center
- The Strong and Toy Industry National Halls of Fame

# Eastman Business Park



The preservation and revitalization of Eastman Business Park remains the Finger Lakes Regional Economic Development Council's highest priority. The Park's assets, infrastructure, and future expansion plans are critical assets in the region's plans to grow, retain, and attract companies in fields such as clean energy, life sciences, optics/imaging/photronics, and food processing.

This 1,200-acre "city within a city" consists of more than 100 buildings, 16 million square feet of laboratory, manufacturing, warehouse, and office space, 30 miles of roads, 17 miles of railroad track, and dedicated power generation, water processing, and wastewater treatment facilities. This infrastructure combined with several unique technological capabilities make Eastman Business Park one of the most attractive and largest sites of its kind in the nation for a wide range of high tech and manufacturing companies.

Thanks to the leadership provided by Governor Cuomo and Lt. Governor Duffy in partnership with the City of Rochester and Kodak, substantial progress has been made in the last year toward resolving barriers to future growth. Specifically, the state has provided \$7.1 million in incentives to Recycled Energy Development (RED) to acquire and operate the Park's utilities, including its 125 MW power generating facilities. RED will convert the coal-fired plant to natural gas in the coming years. Kodak and the State of New York have agreed upon a \$49 million environmental trust fund that will be used to remediate the site and protect Kodak and tenants against future liability. Additionally, New York State has pledged additional contingency funds should cleanup costs exceed the amount set aside for the trust fund. Furthermore, Kodak's emergence from bankruptcy in September 2013 provides stability and predictability to the Park by ensuring that the company will retain a substantial operation and employment base at the site.

The state has also played a direct role – through grants and Excelsior Tax Credits – in enabling companies to expand and relocate to Eastman Business Park. These include NOHMS Technologies, Graphene Devices, the Paper Battery Company, Kingsbury/Optimization Corporation, LiDestri Foods, Natcore, Intrinsic, OmniID, Quintel, and Unipixel. The Park is also partnering with numerous regional organizations representing technology transfer, workforce development, economic development, and industry associations on multiple grant applications for federal funding that will enhance Park development and attract new tenants.

## Next Phase of Development: A Priority Pipeline

Resolution of these issues now enables the Council to turn its attention to the Eastman Business Park's next phase of development – creating an ecosystem that will fuel innovation and job creation.

The Park's management has identified three technology clusters (energy storage, biomaterials advanced manufacturing, and functional films and printing) that will enable it to attract new companies, propel future growth, and help meet the goal of creating 1,800 jobs over the next five years at the site. These new clusters and other growth opportunities could result in a total of \$1.5 billion in public-private capital investments in the Park over the next five years.

Significant progress has already been made in each of these fields, as evidenced by the project expansions already under way and the dozens of companies currently looking to expand or locate at Eastman Business Park. NY-BEST will soon begin operations, making Eastman Business Park one of the nation's premier sites for the testing and commercialization of next-generation energy storage technologies. Several companies have located or are in the process of moving their operations to Eastman Business Park in order to take advantage of NY-BEST's resources and the Park's infrastructure and technological resources.

The Council is also supporting the Park's request for state funding to create a Fermentation Center that will enable participating companies to manufacture the materials necessary to create new biofuel and biomaterial products. (See below.)

The state-of-the-art roll to roll and deposition equipment and expertise developed by Kodak represent a unique technological capability with a potentially wide range of applications from energy generation to consumer electronics. Two new companies are on site at the Park using this technology to produce next-generation touch panel sensors, bringing back manufacturing that has been almost exclusively conducted in Asia. New investments in these technologies and a closer alignment with academic and industry R&D and private sector manufacturing needs will propel the development of new technologies.

## Economic Development Tools to Accelerate Growth

In order to further accelerate development at the Park, the Finger Lakes Regional Economic Development Council will continue to work with New York State to explore the creation of economic development tools that will attract new companies to the site and enable existing companies to grow.

First and foremost, the state must continue to work with Kodak, local leaders, and the Council to attract a new owner-operator for the Park's real estate, a role that Kodak is no longer able to or interested in performing. The new owner must have experience in redeveloping large industrial sites and the interest and capacity to invest in and operate Eastman Business Park as a high-tech, advanced manufacturing site. Potential future initiatives that should be explored include the Park's inclusion in the START-UP NY program (or a similar tax-free zone designation) and the creation of an investment fund dedicated to supporting companies located at the site.



# Eastman Business Park Fermentation Center



Eastman Business Park in collaboration with private sector partners will design and construct a biomass fermentation cluster at its Lake Avenue industrial and technology park location.

This project will address an important manufacturing step in the chemical process that converts biomass from non-food plant materials and agricultural by-products such as corn stover, switchgrass, and wood waste into biofuels and biochemicals.

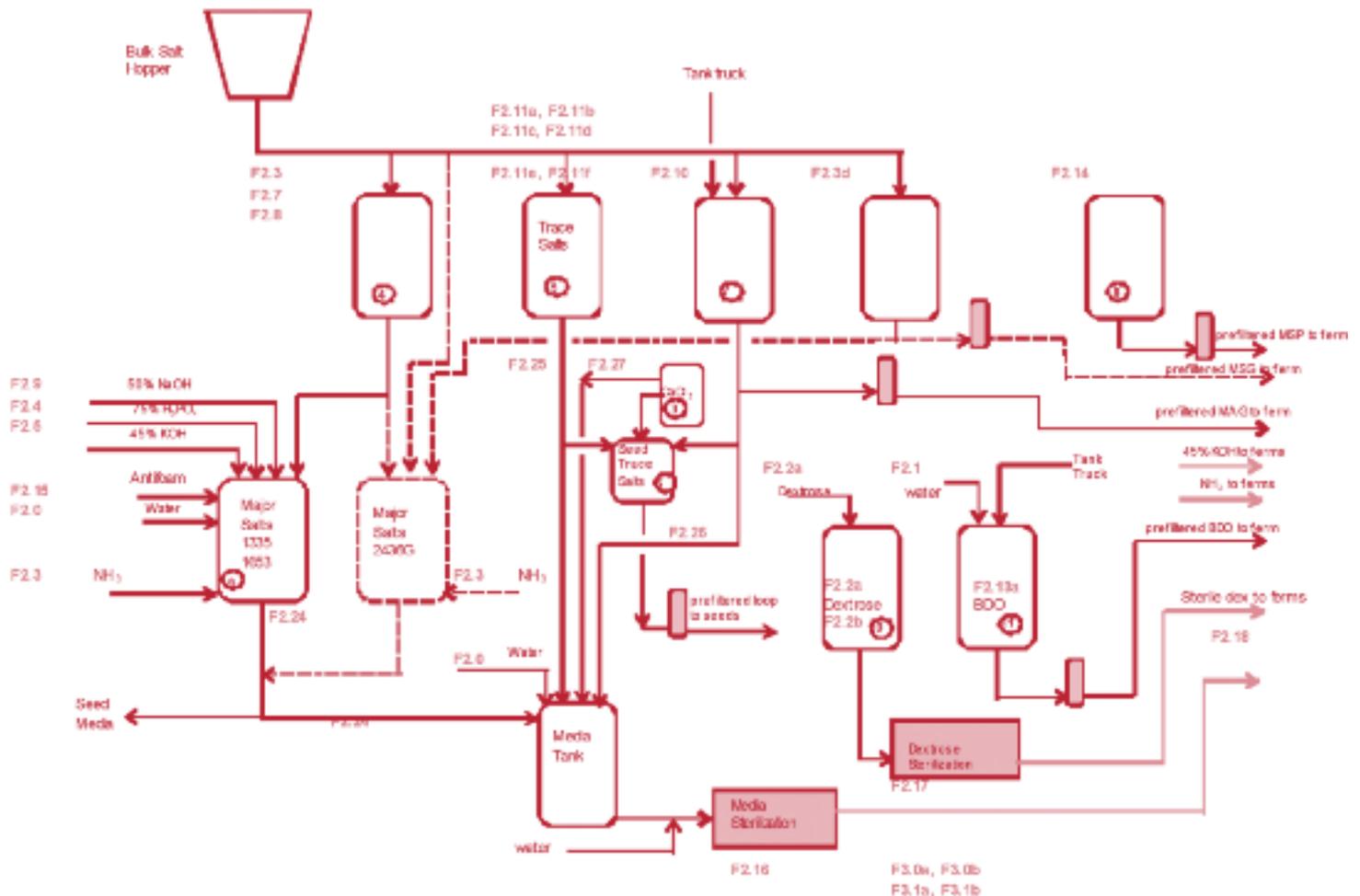
The project will consist of transportation infrastructure improvements and the production, fermentation, and storage equipment necessary to convert feedstock into C5 and C6 sugars. These sugars can then be employed in the manufacture of a wide range of green chemicals, biodegradable plastics, and biofuels. Once operational, the Center will be capable of processing up to 30,000 tons of sugars annually.

Several companies, including Metabolix, Midori Renewables, Sweetwater Energy, Segetis, Gevo, Green Biologics, and Naturally Scientific, have indicated interest in using the Center and intend either to expand or locate operations at Eastman Business Park as a result.

The project represents not only an opportunity for the region to gain a competitive advantage in this emerging field (no other such fermentation cluster exists in the U.S.), but the center will also increase demand for the region's agricultural feedstock.

The \$25.8 million project will create an estimated 600 jobs in the next five years. Operations at the Center are expected to commence by the end of 2015.

The Finger Lakes Regional Economic Development Council recommends \$3 million in ESD grant funds to support this project.





**Eastman Business Park Fermentation Center**

**CFA # 30372**

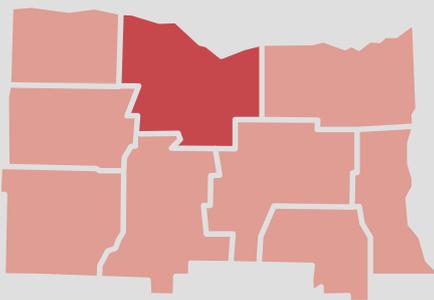
**FLREDC Recommendation**

**\$ 3,000,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

<b>Uses of Funds</b>	<b>\$</b>	<b>Amount</b>
Site Preparation	\$	5,200,000
Soft Costs	\$	2,200,000
Construction Costs	\$	11,000,000
Machinery Purchases	\$	7,400,000
<b>Total Cost</b>	<b>\$</b>	<b>25,800,000</b>

**County Benefited**



**BUDGET NARRATIVE**

This industrial facility will be owned and operated by a consortium of partner companies, several of which are from outside the US and will relocate to Eastman Business Park. An expected 4–6 partner companies will provide the majority of funding (approximately \$20 million). The \$3 million in ESD grants recommended by the FLREDC will allow this project to commence in a phased approach.

# Finger Lakes Innovation Hot Spot Consortium



The Finger Lakes is upstate New York's premier hub for technological innovation. The region possesses a broad foundation of university-based research, strong clusters of industry-leading and innovative companies, and a coordinated and robust ecosystem of incubation facilities, business support services, entrepreneurial training programs, and early stage funding.

Strengthening academic and industry partnerships and accelerating technology transfer is one of the cornerstones of the Finger Lakes Regional Economic Development Council's Strategic Plan. The region's Innovation Hot Spot proposal builds upon the region's long track record of achievement in this field by increasing capacity and extending the services, expertise, and resources necessary to foster the development of early stage companies throughout the region with a particular focus on underserved rural and inner-city communities.

Governor Cuomo's Innovation Hot Spot program is built upon the fundamental premise that that state's research universities are an essential source of the technological innovation that will fuel future economic growth. Over the last five years, the University of Rochester and RIT have received more than \$2.2 billion in external research funding. Rochester is the destination of more awards from the National Institutes of Health – the largest source of federal research funding – than Buffalo, Syracuse, and Albany combined.

The region is also home to Excell Partners, one of the most active seed funds in the nation according to a recent survey by Pitchbook Data. Excell has more than \$9 million under management invested in 32 companies. Excell is now leading a new initiative to raise a \$25–50 million regional venture capital fund.

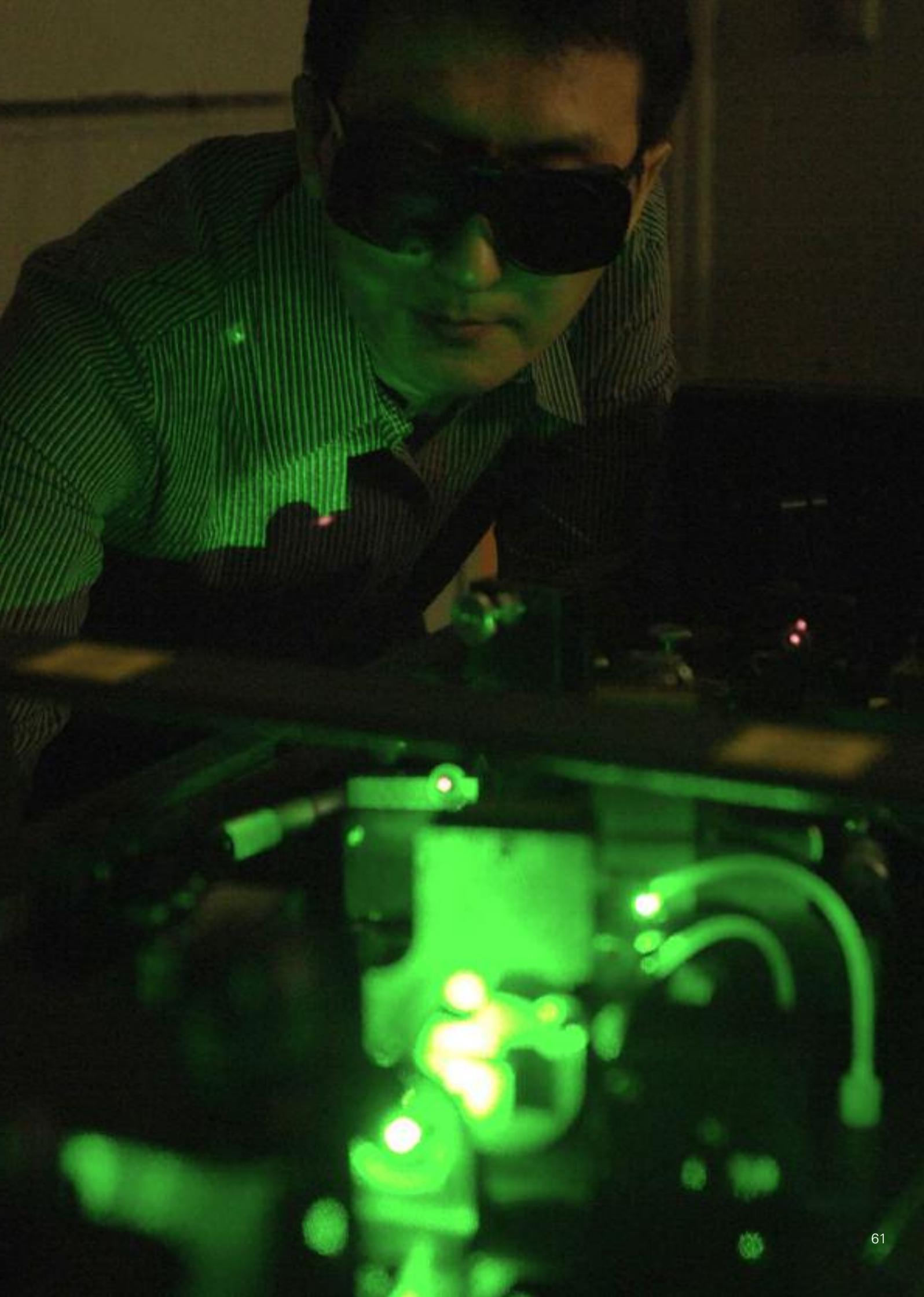
The Finger Lakes Innovation Hot Spot proposal will be supported by a consortium of institutions that represent the region's incubation and business support infrastructure, including High Tech Rochester (HTR), RIT's Venture Creations and Center for Urban Entrepreneurship, the Upstate MedTech Centre in Batavia, the Cornell Agriculture and Food Technology Park in Geneva, and the Rochester BioVenture Center.

The Consortium will be jointly led by HTR, an affiliate of the University of Rochester, and RIT's Venture Creations. Since their inception, the two incubators have graduated 60 companies with an additional 50 under development and have a record of graduation and retention rates that are among the highest in the state. High Tech Rochester's new 100,000 square foot facility in Alexander Park in Rochester will serve as the hub for the new programs and services.

The Finger Lakes Innovation Hot Spot program will expand HTR's existing Entrepreneurship-In-Residence (EIR) program by hiring five local business executives with start-up experience to advise and mentor companies. EIRs will be based at HTR, Venture Creations, and the Center for Urban Entrepreneurship and each will be assigned to counties without an incubator and to colleges without commercialization programs. The program will also provide the professional services necessary to support early stage businesses, such as bookkeeping and intellectual property legal services.

This consolidation and coordination of services and the expansion of support to underserved communities will enable the consortia to reach its goal of doubling the annual regional output of companies that graduate from incubators from 10 to 20 within three years.

The Finger Lakes Regional Economic Development Council recommends this project as its submission for the Innovation Hot Spot competition and recommends a total of \$375,000 in funding from the ESD Business Incubator and Innovation Hot Spot Support Program.



# Finger Lakes Business Accelerator Cooperative Phase 3



The Finger Lakes Business Accelerator Cooperative will create an interconnected “hub and node” system to support entrepreneurship and innovation and drive regional economic growth across all industry sectors. The Cooperative will bring streamlined programs and services to entrepreneurs and small businesses throughout the region, with outreach to under-represented groups, such as minority- and woman-owned businesses and young entrepreneurs.

New York State awarded \$5 million to the project during the 2011 and 2012 CFA process. The overall project consists of three main components: the creation of a new hub facility in the City of Rochester that will consolidate the currently fragmented network of support services; the establishment of a region-wide video conferencing system that will better connect the region’s entrepreneurs with necessary resources; and the creation of an online entrepreneurial resource center.

To date, High Tech Rochester (HTR), the project’s sponsor and an affiliate of the University of Rochester, has established five node locations outside Monroe County and is in the process of acquiring and installing video conference equipment at these sites. In 2013, HTR launched the RocGrowth website ([rocgrowth.com](http://rocgrowth.com)), which serves as an online resource portal for entrepreneurs.

In August 2013, HTR signed a letter of intent with Buckingham Properties for the construction of a 100,000 square foot hub facility located in Alexander Park in the City of Rochester. This \$9.5 million facility will also function as the headquarters for the Finger Lakes Innovation Hot Spot Consortium. The new facility will serve as the centerpiece of a larger 8-acre mixed-use redevelopment project at Alexander Park that will include office, retail, and housing.

The Finger Lakes Business Accelerator Cooperative will serve a broad range of businesses from small service enterprises to technology-based start-ups across all industry clusters with the goal of accelerating the growth of local small businesses by moving clients through the formation, incubation, and accelerated phase of growth. It will leverage the solid infrastructure and programs that have been developed by HTR, RIT’s Venture Creations, and the region’s Small Business Development Centers and Industrial Development Agencies.

It is estimated that this initiative will create more than 1,000 new jobs – in the form of start-up creation and business expansion – in the first five years of operation.

**The Finger Lakes Regional Economic Development Council recommends \$3 million in ESD grant funds to support this project.**



## HTR Business Accelerator Project (Phase 3)

CFA # 32057

### FLREDC Recommendation

\$ 3,000,000

### PRIORITY PROJECT BUDGET (per recommended funding amount)

#### Uses of Funds

\$ Amount

Building Construction

\$ 9,000,000

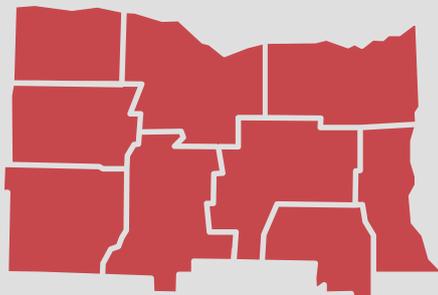
Soft Costs

\$ 500,000

#### Total Cost

\$ 9,500,000

### Region Benefited



### BUDGET NARRATIVE

Phase 3 of the project will allow for the complete build-out of the new hub facility at Alexander Park in downtown Rochester. In addition to the FLREDC-recommended ESD grant for this phase, capital funding is being sought through a \$3 million US EDA grant and a \$3 million philanthropic fundraising campaign, which is being organized by the chair of the FLREDC Entrepreneurship & Innovation Work Group.

Phase 1 of this project included the installation of a hub and node video conferencing system and was supported with a 2011 CFA award.

Phase 2 of this project will allow for the acquisition and initial build-out of the hub facility and was supported with funds from both the 2011 and 2012 CFA awards.

# RIT Center for Urban Entrepreneurship



The new RIT Center for Urban Entrepreneurship (CUE) will stimulate economic activity, build wealth, and serve as a hub for entrepreneurial programs and research that lead to business and job creation in underserved urban communities in Rochester.

The CUE will be located in a 1927 building listed on the U.S. National Register of Historic Places in downtown Rochester that was originally constructed for the Rochester Savings Bank. The project will restore the historic building and renovate 25,000 square feet of space to serve the programmatic and incubation needs of the CUE and its clients. The building is adjacent to major redevelopment projects, including the Midtown site and Sibley Building, and will contribute to the ongoing revitalization of downtown Rochester.

Renovation will create business incubator and accelerator space, inventor labs for prototype development, "smart" classrooms and conference rooms, event space, and modular work centers. The Center will offer a wide range of services designed to foster the creation of new ventures, with a focus on the region's underserved urban communities. These include: training for

displaced executives and traditionally disadvantaged groups in Applied Entrepreneurship; access to incubation services and resources for start-up ventures and accelerator and capacity building services for high potential companies; and new youth programs designed to promote entrepreneurship.

The CUE has partnered with several local community-based organizations, including such neighborhood associations as Action for a Better Community, and the Urban League of Rochester, Pathstone Corporation, and other groups that share its goal of creating sustainable new businesses and social ventures that impact the community.

RIT has secured \$4.1 million toward the \$6.7 million first phase of the project. RIT plans to open the space in 2014 with full construction completed in 2015. The project will create 5 new direct jobs and indirectly create an estimated 70 to 80 jobs per year through its business support and incubation services.

**The Finger Lakes Regional Economic Development Council recommends \$2.6 million in ESD grants funds to support this project.**



RIT Center for Urban Entrepreneurship

CFA # 29462

**FLREDC Recommendation**

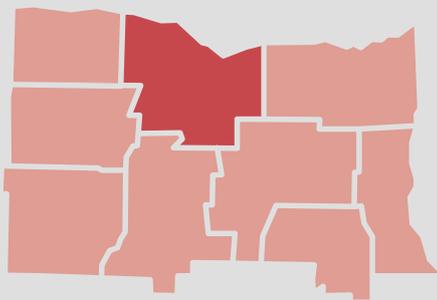
**\$ 2,600,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

Uses of Funds	\$	Amount
Building Renovation	\$	6,000,000
Environmental Remediation	\$	300,000
Furniture Fixtures & Equipment	\$	300,000
Soft Costs	\$	100,000
<b>Total Cost</b>	<b>\$</b>	<b>6,700,000</b>

County Affected

**BUDGET NARRATIVE**



RIT has secured \$4.1 million toward the \$6.7 million initial phase for this project from a \$1.5 million US EDA grant and a \$2.6 million commitment from RIT. FLREDC recommends the balance of the initial phase for building renovations.

# Finger Lakes Food Innovation Center



The Cornell Agriculture and Food Technology Park (Technology Farm) Finger Lakes Food Innovation Center will leverage the growing interest in and demand for local foods to create jobs and new businesses in the food industry, increase the profitability of farms, capture the economic potential of agricultural by-products, and bring new products to market.

The new 12,000 square foot addition to the Technology Farm's current facility in Geneva will help food entrepreneurs overcome barriers to building their businesses, such as lack of access to food processing and storage facilities and a single point of access for mentoring and business support. Technology Farm success stories include Cheribundi, whose juice products have increased local demand for tart cherries, and Stony Brook Wholehearted Foods, which uses seeds left over from the processing of squash to create gourmet culinary oils.

The new Finger Lakes Food Innovation Center will include a shared use kitchen/small scale processing space as well as a chiller, freezer, cold and dry storage space, a loading dock, and access to other training and support services, and expert advice on food processing. It will provide a place for early stage companies to process food and convert the region's raw agricultural products into more lucrative value-added items

The \$3.75 million project will create 42 construction and 33 permanent jobs in its first year of operation. In addition to direct jobs, the growth of food processing companies will create business opportunities for ancillary packaging, distribution, and marketing companies. Construction is expected to start in 2014.

**The Finger Lakes Regional Economic Development Council recommends \$750,000 in ESD grant funds and \$125,000 in ESD Business Incubator funds to support this project.**



Finger Lakes Food Innovation Center

CFA # 26433

**FLREDC Recommendation**

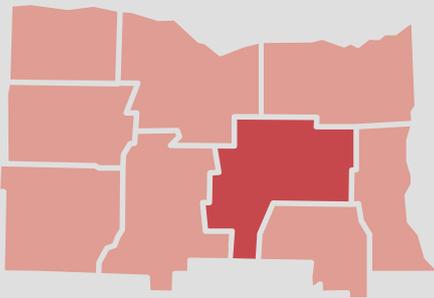
**\$ 875,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

Uses of Funds	\$	Amount
Building Construction	\$	2,000,000
Machinery Purchases	\$	1,000,000
Soft Costs	\$	75,000
<b>Total Cost</b>	<b>\$</b>	<b>3,750,000</b>

County Benefited

**BUDGET NARRATIVE**



FLREDC recommends a total of \$875,000 in support from NYS in ESD capital and Business Incubator funding. In addition, the Technology Farm is seeking funding from the following sources: \$675,000 from US EDA and/or US Department of Agriculture, \$75,000 from NYSEG, \$1.6 million in private business support, and \$380,000 from other local agencies.

# Foodlink Food Hub



Foodlink is a non-profit organization based in Rochester whose mission is to end hunger, eliminate the root causes of hunger, and improve health and economic development. Foodlink currently distributes 16 million pounds of food per year to a network of more than 500 community-based organizations, agencies, and programs in 10 counties. These organizations serve more than 200,000 individuals each year, 36 percent of whom are children.

Foodlink's Food Hub project will leverage the Finger Lakes' robust agricultural sector, promote economic development, and 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.

Foodlink completed the first phase of the \$4 million project – the relocation and expansion of its regional distribution facility – in January 2012. The new project entails the creation of an 11,000 square foot commercial kitchen and food processing facility.

This new facility will increase Foodlink's capacity to provide its partners and programs with fresh, locally grown produce. It will also provide food processing services and access to distribution networks at a scale that is currently out of reach for most small and mid-sized farms. Every year millions of pounds of produce go un-harvested for lack of access to processing facilities. Working with Foodlink, farmers will be able to wash, freeze, bag, and label produce so that it can be sold year round. This capacity will also increase revenue for crop "seconds" – perfectly good produce that have cosmetic issues that prevent it from being sold retail. Access to these processing resources and the buying power of Foodlink's network of partners will also provide the security necessary for farmers to scale up their operations. The goal of the project is to distribute more than 3.5 million pounds of produce per year.

The Food Hub project will create 32 food industry jobs and 43 construction jobs. Additionally, 200 individuals per year will be trained at the facility in partnership with local colleges and prepared for job placement in the food industry. Construction of the new food processing facility is expected to be completed by June 2014.

The Finger Lakes Regional Economic Development Council recommends \$935,000 in ESD grant funds to support this project.





**Foodlink Food Hub**

**CFA # 30524**

**FLREDC Recommendation**

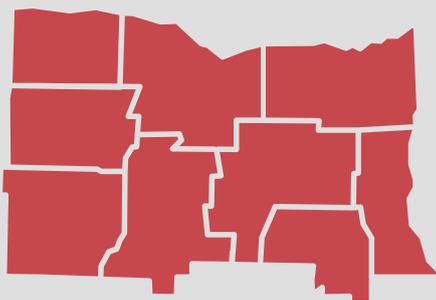
**\$ 935,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

<b>Uses of Funds</b>	<b>\$</b>	<b>Amount</b>
Building Renovations	\$	3,000,000
Machinery Purchases	\$	1,064,784
Furniture & Fixtures	\$	63,876
Soft Costs	\$	127,000
<b>Total Cost</b>	<b>\$</b>	<b>4,235,650</b>

**Region Affected**

**BUDGET NARRATIVE**



Approximately \$2.8 million will come from private fundraising. Approximately \$500,000 in direct equity will come from future revenue as a result of savings from the relocation phase of the project. FLREDC recommends funding for the balance of the project.

# Wyoming County Agricultural and Business Center of Excellence



The Wyoming County Agricultural Business Center of Excellence will grow the dairy industry and related agribusiness in Wyoming County and enable farms to respond to the increase in demand for milk created by the state's booming yogurt industry. Wyoming County is one of New York State's leading milk producers.

The project involves the conversion of the vacant historic Brown Knitting Mill building, which sits on a 4.3-acre plot in the Village of Warsaw, into a 32,000 square foot, one-stop resource for farmers that will promote the efficiency, inter-agency cooperation, and synergy necessary to stimulate the expansion of the dairy industry.

The project will bring together several organizations that provide support and services to the county's dairy producers under one roof. The Center will offer education and training, agricultural business retention and expansion services and financing, economic development assistance, entrepreneurship support, and environmental conservation assistance.

Participating organizations include the Cornell Cooperative Extension of Wayne County, the Wyoming County Soil and Water Conservation District, the U.S. Department of Agriculture's Farm Service Agency and Natural Resource Conservation Service, Cornell University's Milk Production Services, the Wyoming County Business Center, the Wyoming County Business Education Council, the Wyoming County Chamber of Commerce and Tourism, the Wyoming Industrial Development Agency, Wyoming County Planning and Development, Wyoming County Building and Codes, and the Wyoming County Water Resource Agency.

The \$4.57 million project will create 40 construction jobs and improve and enhance the Village by rehabilitating a vacant structure and stimulating local business activity. Planning and approvals for the project are expected to be in place by November 2013.

**The Finger Lakes Regional Economic Development Council recommends \$500,000 in ESD grant funds to support this project.**





**Wyoming County Agricultural and Business Center of Excellence**

**CFA # 31160**

**FLREDC Recommendation**

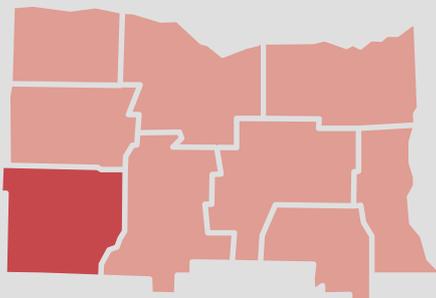
**\$ 500,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

Uses of Funds	\$	Amount
Building Construction/Renovation	\$	4,525,000
Soft Costs	\$	50,000
<b>Total Cost</b>	<b>\$</b>	<b>4,575,000</b>

**County Benefited**

**BUDGET NARRATIVE**



Center Street Business Center LLC will be providing \$320,000 of capital; \$50,000 of CFA ESD grant funds were previously awarded to advance the project in 2012. A \$200,000 NYSERDA grant, \$160,000 SHPO grant and 50% share of the tax credits on the historic building totaling \$228,750 will be applied towards the project. The remaining balance of the project will be financed through a local bank. The Village of Warsaw is also applying for a \$67,500 Main Street Grant to assist with exterior facade and streetscape improvements.

# Canandaigua Lakefront Redevelopment Phase 1



The Canandaigua Lakefront Redevelopment Project will transform a 21-acre Brownfield site on the north shore of Canandaigua Lake into a vibrant, mixed-use neighborhood that will spur private investment, improve the water quality of the lake, generate significant business activity, and create a critical mass of visitor attractions.

The \$117 million project will fulfill a long standing vision for the waterfront by integrating a now blighted and largely vacant part of the city into a development that reintegrates the City with the lake's north shore, adjoining parks, and recreation facilities, creating a new hub of economic activity.

Phase 1 of the project – titled North Shore Canandaigua – involves the development of 4.2 acres to include 140 residential units and 36,000 square feet of commercial, public/non-profit use, retail space, and a “village square.” The total project – including future phases – will include 457 residential units and 77,500 square feet of commercial and retail space.

The project will enable the City to leverage nearby visitor attractions such as the New York State Wine and Culinary Center, the City Pier, Lagoon Park, Kershaw Park, the Steamboat Landing Hotel and Conference Center, the Constellation Brands – Marvin Sands Performing Arts Center, and a new satellite branch of the Finger Lakes Museum and create a hub for tourism activity.

The development will embody environmentally responsible and smart growth principles by incorporating several sustainability measures, including energy-efficient building design, access to public transportation, a compact and walkable mixed-use “community,” and green infrastructure improvements. Brownfield remediation and new water and sewer systems will reduce runoff and improve the water quality of Canandaigua Lake.

The City has selected a development team – Morgan Management and LeChase Construction – for the project and the final site plan and funding commitments are expected to be in place by the end of 2013. State and federal approvals – including the Brownfield remediation plan – are expected to be secured by early 2014, with construction commencing shortly thereafter.

The \$46 million Phase 1 of the project will involve \$30 million of private investment and will create 69 permanent and 256 construction jobs.

**The Finger Lakes Regional Economic Development Council recommends \$3 million in ESD grant funds to support this project.**





**City of Canandaigua Lakefront Project (Phase 1)**

**CFA # 28157**

**FLREDC Recommendation**

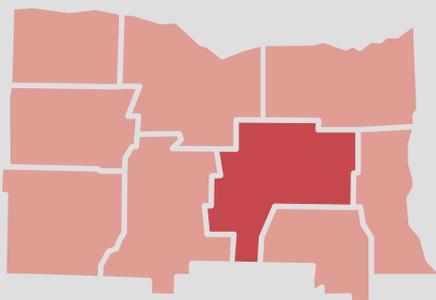
**\$ 3,000,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

<b>Uses of Funds</b>	<b>\$</b>	<b>Amount</b>
Land Acquisition	\$	8,600,000
Soft Costs	\$	5,559,814
Environmental Remediation	\$	5,000,000
Construction	\$	9,581,491
Furniture, Fixtures & Machinery	\$	580,000
<b>Total Cost</b>	<b>\$</b>	<b>29,321,305</b>

**County Benefited**

**BUDGET NARRATIVE**



In total, this is a \$117 million, multi-phase, multi-year project. The first phase will total approximately \$46 million, of which \$30 million will be funded through private investment. Conventional financing will be obtained for building construction and project owners are seeking a PILOT Incremental Financing (PIF) package for infrastructure uses. The \$3 million recommended by the FLREDC will cover road, sewer, and utility infrastructure cost/improvements necessary to allow the project to begin in spring 2013.

# City of Rochester Public Market



The 108-year-old Rochester Public Market attracts 2.7 million visitors each year and provides hundreds of jobs and entrepreneurial opportunities for New York State farmers, food producers, and retailers. The Market serves residents of all income levels and backgrounds by providing access to a variety of healthy foods and locally grown fresh produce. The Market also boasts the nation's largest farmers' market supplemental nutritional assistance program with nearly \$800,000 in assistance redeemed this year alone.

Consumer research shows that the Market attracts many tourists, particularly since American Farmland Trust bestowed the title of "America's Best Farmers' Market" on the Market in 2010.

More than \$5 million in public investment has already been made at the Market to expand parking and improve access, stabilize aging infrastructure, and add gateway features and additional vending locations. These improvements have been a catalyst for more than \$10 million in private commercial and residential investment in the surrounding district.

The City of Rochester has recently completed an award-winning, phased master plan. Phase 1 will expand the number of vendor stalls by nearly 20 percent through the construction of a new farmer's market shed, reconstruction of a year-round indoor "Wintershed," and construction of a new, privately funded storefront building. Phase 2 will include facilities for events and education.

When completed, the project will increase patronage at the Market throughout the year, leading to an estimated \$8 million increase in annual sales, more entrepreneurial opportunities for farmers and suppliers of fresh food, the creation of 55 construction and 291 permanent jobs, and \$177 million in economic impact over 10 years. Phase 1 construction will commence in the second quarter of 2015 and be completed by the third quarter of 2016.

**The Finger Lakes Regional Economic Development Council recommends \$2 million in ESD grant funds to support this project.**

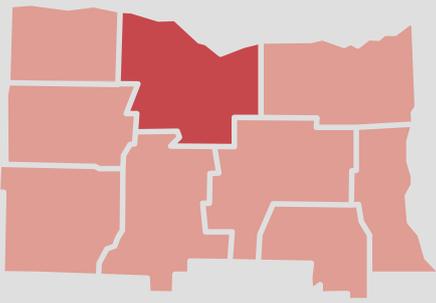




<b>City of Rochester Public Market</b>	<b>CFA #</b>	<b>30079</b>
<b>FLREDC Recommendation</b>	<b>\$</b>	<b>2,000,000</b>

<b>PRIORITY PROJECT BUDGET</b> (per recommended funding amount)		
<b>Uses of Funds</b>	<b>\$</b>	<b>Amount</b>
Construction	\$	8,570,000
Soft Costs	\$	1,470,000
<b>Total Cost</b>	<b>\$</b>	<b>10,040,000</b>

<b>County Benefited</b>	<b>BUDGET NARRATIVE</b>
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The City of Rochester has committed more than \$6 million in cash equity towards this project. FLREDC is recommending an amount that will allow completion of two of the three planned phases for this project.

# Sibley Building Redevelopment Phase 2



The 1.1 million square foot historic former Sibley Department Store in downtown Rochester is in the midst of a \$200 million comprehensive restoration. The project will transform the largest building in Monroe County into a mix of apartments, office and retail space, an outdoor roof terrace, an urban farmers market, and underground parking.

The current poor state of the building's aging mechanical systems and infrastructure are a deterrent to tenants and make the building expensive to operate. As a result, the building is currently 80 percent unoccupied and in need massive capital improvements.

The project is a critical component of Rochester's downtown revitalization and will attract residents, employment, and investment back to the City's center. The building is within a 15-minute walk of the entire downtown core and the thriving East End district, and it is directly adjacent to the region's new transit center.

The building will also complement RIT's new Center for Urban Entrepreneurship – located directly across the street – by serving as a resource for office and retail space for the entrepreneurs and new ventures that emerge from the Center. The University of Rochester Medical Center's Eastman Dental Clinic and Lifespan, two organizations that cater to low-income families, will also benefit from the improvements.

The \$57.6 million first two phases of the project will create more than 900 jobs in the heart of downtown Rochester. Construction on the project will begin in the third quarter of 2014, and the first two phases are expected to be completed by the third quarter of 2016.

The Finger Lakes Regional Economic Development Council recommends \$500,000 in ESD grant funds, \$500,000 in Office of Parks, Recreation and Historic Preservation (OPRHP) funds and \$4.055 million in NYSERDA Cleaner, Greener Communities funds to support this project.





**Sibley Building Redevelopment (Phase 2)**

**CFA # 27234**

**FLREDC Recommendation**

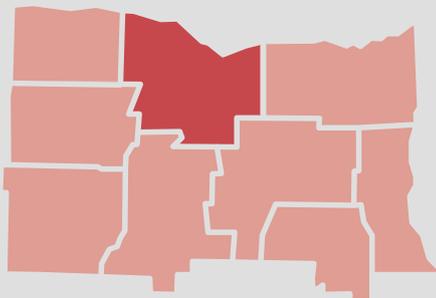
**\$ 5,055,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

Uses of Funds	\$	Amount
Building Construction/Renovation	\$	48,382,990
Soft Costs	\$	5,700,346
<b>Total Cost</b>	<b>\$</b>	<b>54,083,336</b>

**County Benefited**

**BUDGET NARRATIVE**



\$22.6 million for the project is being provided in tax credit equity, \$1.6 million in federal CDBG funds, \$19.5 million in debt, \$5.7 million in private funding,

\$130,000 in incentives from NYSERDA's New Construction program, and an anticipated \$3.04 million in CGC funds. Project is also requesting funding support from the Office of Parks, Recreation and Historic Preservation and NYSERDA's Cleaner, Greener Communities initiative.

# Finger Lake Health Collaborative



The product of a long history of collaboration, the Finger Lakes region is uniquely positioned to develop the type of innovative healthcare programs that control costs, improve health, and extend care to underserved populations. By many measures, the region is already leading the way. Recent surveys have shown the region to have the lowest Medicare spending rates in the nation and commercial rates 25 percent below the national average.

In 2011, the state provided support to the Blood Pressure Advocate Program, an initiative overseen by the Finger Lakes Health Services Agency and co-sponsored by a partnership of more than 100 leaders representing the region's healthcare providers, health systems, insurers, businesses, and non-profit organizations.

The goal of the initiative is to increase the number of people who have their blood pressure under control to 85 percent within eight years, thereby decreasing rates of strokes, heart attacks, and kidney and heart disease and potentially saving the region an estimated \$8.5 million.

State support enabled the project's sponsors to hire health "advocates" that have been placed in family and internal medicine practices in Monroe County and provide outreach to at-risk individuals. New state support will enable the program to double the number of advocates to more than 10 and undertake a pilot program to extend the initiative to four additional counties (Livingston, Seneca, Wayne, and Yates).

The Finger Lakes Regional Economic Development Council recommends \$200,000 in DOL training assistance to support this project.



# Nazareth College Wellness Rehabilitation Institute



The Nazareth College Wellness and Rehabilitation Institute will enable the College to significantly expand enrollment and help the region meet the high and growing demand for skilled workers in the healthcare field.

A combination of renovation and new construction will create a 60,000 square foot facility at the College's Pittsford campus. The new space will build upon the College's strength as one of the only institutions in the area to offer a wide array of healthcare training programs that include nursing, nurse educator, physical, occupational, and speech therapy, communication sciences and disorders, social work, music and arts therapies, and pre-medical and dental degrees.

The new building will enable the College to increase enrollment in healthcare programs by 30 percent (200 students). This is on top of the 54 percent increase in enrollment that the College has experienced over the last 10 years. The vast majority of these students will remain in the Finger Lakes – regional retention rates for graduates of the College's School of Health and Human Services approaches 90 percent.

These graduates will meet an immediate and growing demand for healthcare workers. A 2012 survey found that 63 percent of hospitals in the Rochester region reported that it was very difficult to recruit experienced nurses and occupational therapists and 75 percent reported difficulty in recruiting physical therapists. Future trends will only increase this demand. The use of ambulatory health services, nursing and residential care facilities, and social assistance is expected to increase by 25 percent over the next 5 years as the population ages.

The College also provides important care to the underserved. Its healthcare training programs include campus clinics that annually provide care to 500 children and adults at no cost. Partnerships with 20 community organizations provide services to an additional 3,000 people per year.

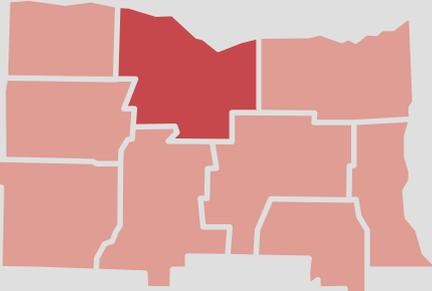
\$12 million of the total project cost of \$18 million has been secured to date. The project will create more than 200 construction jobs and 18 permanent faculty and clinical supervisor positions. Full funding is expected to be secured by December 2013, and planning and permitting is expected to be completed by early 2014.

**The Finger Lakes Regional Economic Development Council recommends \$1.5 million in ESD grant funds to support this project.**



Nazareth College Wellness Rehabilitation Institute	CFA #	30173
<b>FLREDC Recommendation</b>	<b>\$</b>	<b>1,500,000</b>

PRIORITY PROJECT BUDGET (per recommended funding amount)		
Uses of Funds	\$	Amount
Building Construction/Renovation	\$	18,000,000
<b>Total Cost</b>	<b>\$</b>	<b>18,000,000</b>

County Benefited	BUDGET NARRATIVE
	<p>Approximately \$12 million of the total project cost has been secured to date from private donors and gifts. Nazareth College will commit up to \$4 million in reserve funds for equity requirements and the balance of construction costs.</p>

# Roberts Wesleyan College Science and Nursing Center



The Roberts Wesleyan College Science and Nursing Center will enable the Finger Lakes region to meet the rapidly growing demand for highly educated workers with degrees in healthcare and science, engineering, and math. The project will also strengthen the College's nationally recognized nursing program, enabling it to attract more students.

The project consists of a new 43,617 square foot addition to the College's Science Center. The new facility will include state-of-the-art research and education space and a nursing skills and high-fidelity simulation lab. The facility will be one of the only of its kind in upstate New York, providing training and simulation in emergency, trauma, and disaster response.

The PEW Charitable Trusts recently reported that significant expansion of nursing scope of practice will be necessary to help meet future shifts in the healthcare system precipitated by implementation of the Affordable Care Act (ACA) and an aging population. The College's Science and Nursing Center helps create the regional infrastructure necessary to properly training the nursing workforce the area's healthcare system requires to meet the demand of the ACA.

Over the past decade, the College's nursing programs have tripled in size, necessitating the new space. The new Center will allow the College to increase science and nursing enrollment by over 50 percent (250 additional students). Over 70 percent of Roberts graduates remain in the Monroe County and New York State region. Over the next five years, the College will help fill more than 600 regional nursing positions.

The \$19 million project will create 34 construction jobs along with 40 new faculty and maintenance positions. \$16.5 million of the total project cost has already been secured. Construction is expected to begin in early 2014 and be completed by July 2015.

**The Finger Lakes Regional Economic Development Council recommends \$1 million in ESD grant funds to support this project.**





**Roberts Wesleyan College Science and Nursing Center**

**CFA # 28155**

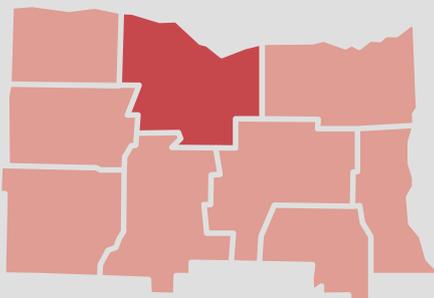
**FLREDC Recommendation**

**\$ 1,000,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

Uses of Funds	\$	Amount
Soft Costs	\$	5,162,146
Site Preparation	\$	200,000
Building Construction/Renovation	\$	12,093,592
Machinery Purchases	\$	985,842
Furniture Fixtures & Equipment	\$	558,430
<b>Total Cost</b>	<b>\$</b>	<b>19,000,000</b>

**County Benefited**



**BUDGET NARRATIVE**

More than \$9 million has been secured for program support and donations from private sources to date, with the expectation to meet a \$16.5 million goal for total private support of in the near future.

# St. John Fisher College ISHS Building



The new St. John Fisher College Integrated Science and Health Sciences (ISHS) Building will house academic programs that will help the region maintain a robust science and healthcare workforce.

The 36,000 square foot facility will expand the College's laboratory and classroom capacity, enabling it to meet current student needs and future growth and keep pace with industry standards. In the past seven years, the number of nursing, biology, and chemistry majors has doubled and the College has hired 15 new undergraduate science faculty members. The new space will also strengthen academic research and foster new partnerships with industry.

This project will help the state and region meet anticipated job growth in healthcare, science, technology, engineering, and math-related fields. According to the SUNY Albany Center for Workforce Studies, the Finger Lakes region in particular is experiencing a significant shortage in clinical laboratory technicians, pharmacists, and registered nurses.

St. John Fisher College currently produces approximately 265 math, science, and technology graduates, as well as 138 nurses and 63 pharmacists, per year. Approximately 77 percent of College graduates in science and nursing end up working in the region and New York State.

The project will also remove barriers to education that will enable more area residents to enjoy careers in these growing fields. Almost 40 percent of St. John Fisher College students are Pell grant eligible, and 25 percent are the first members of their families to attend college.

The \$13.4 million project will create 60 construction jobs and serve 1,246 science, nursing, and pharmacy students. Construction on the project is expected to begin in 2014.

**The Finger Lakes Regional Economic Development Council recommends \$1 million in ESD grant funds to support this project.**



**St. John Fisher College ISHS Building**

**CFA # 31823**

**FLREDC Recommendation**

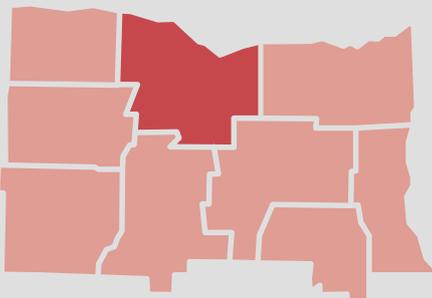
**\$ 1,000,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

<b>Uses of Funds</b>	<b>\$</b>	<b>Amount</b>
Building Construction/Renovation	\$	10,634,000
Furniture Fixtures & Equipment	\$	1,556,000
Demolition/Environmental Remediation	\$	120,000
Soft Costs	\$	1,098,000
<b>Total Cost</b>	<b>\$</b>	<b>13,408,000</b>

**County Benefited**

**BUDGET NARRATIVE**



The College has embarked upon a capital campaign to raise up to \$12.4 million in private donations and will use reserve funds as equity to provide the balance of construction costs.

# Hillside Work-Scholarship Connection Job Creation in Middle Skills and Beyond



Hillside Work-Scholarship Connection (HW-SC) is a nationally-recognized youth development program that prepares low-income, at-risk youth to enter college or the workplace, after high school graduation. The program provides long-term advocacy, academic resources, life skills development, and job training, resulting in self-sufficient young adults ready to contribute to the community. The program's partners include the Rochester City School District and several local employers.

Students enroll in the program in seventh through ninth grade, and HW-SC continues to support participants for up to two years after high school graduation. School-based youth advocates provide comprehensive support to help students develop good habits, acquire essential skills, and achieve their potential to become contributing, responsible young people at home, in school, and at work.

Hillside's new initiative, the Job Creation in Middle Skills and Beyond project, was formed in response to employer-identified industry needs. The program will educate and train participants in the skills necessary to fill positions in five regionally important economic sectors – healthcare, advanced manufacturing, skilled trades, culinary, and information technology. Over the next five years, more than 16,000 middle-skill jobs will become available through job creation and the retirement of current workers in these and other sectors in the Finger Lakes region.

In doing so, the HW-SC Job Creation in Middle Skills and Beyond project will increase school graduation rates and create student access to the job market with relevant job skills, enabling families to break the cycle of poverty. The new initiative will enable the program to serve 250 students from socio-economically disadvantaged areas of the City of Rochester.

The Finger Lake Regional Economic Development Council believes that the Hillside Work-Scholarship Connection project would serve a vital role in expanding economic opportunity to underserved individuals. However, the current structure of the state's CFA process does not enable projects that require support for "human capital" to obtain funding. The Council will continue to work with New York State to identify and develop funding streams for important projects such as this.



# Monroe Community College Precision Tooling Certificate Program



The Accelerated Precision Tool Certificate Program is a strategic workforce development partnership between Monroe Community College (MCC) and the Rochester Technology and Manufacturing Association (RTMA). This program is one of the centerpieces of the region's Opportunity Agenda proposal.

The project seeks to meet the immediate need for skilled workers in advanced manufacturing by providing the training necessary to fill these positions with low-income displaced workers and military veterans. According to recent Finger Lakes workforce surveys, a combination of vacancies and pending retirements mean that there will be 2,637 positions to fill over the next five years in this sector.

The training will take place at MCC's Applied Technology Center, a state-of-the-art facility for technical education and industry-based training. Upon completion of the 22-week program – which includes coursework and hands-on skills development in computer controlled machining operation and production – each student will receive a Precision Tooling Certificate and job placement assistance from RTMA. This shortened training period will enable the program to reach more people – both in terms of geography and by income level – and enable them to enter the workforce more quickly.

As indicated in the Council's Opportunity Agenda proposal, a particular emphasis will be given to enrolling students from distressed, inner-city Rochester neighborhoods. Support from the state will enable the program to expand to serve a total of 18 students per session.

The Finger Lakes Regional Economic Development Council recommends \$96,200 in funding from the ESD Technical Assistance and Training Grants (Opportunity Agenda) program to support this project.

# Science Technology and Advanced Manufacturing Park



The Science Technology and Advanced Manufacturing Park (STAMP) project is a 1,243-acre site in Genesee County that will attract the next generation of nano-technology (semiconductor and solar), bio-manufacturing, and advanced manufacturing companies to the state, create a high-tech corridor spanning upstate, and drive significant economic growth in both the Finger Lakes and Western New York regions.

The STAMP site is located at the convergence of transportation and industrial infrastructure, including low-cost power, making it a very cost-competitive location for a project of this scale and magnitude. The site is in close proximity to the high-capacity electric transmission lines of both the New York Power Authority and National Grid, is traversed by a large-scale, high-pressure gas transmission line owned by Natural Fuel Gas, and is located within the New York Power Authority's Niagara Hydropower low-cost electric zone, which provides electrical rates up to a 75 to 80 percent market discount.

Near-term investments are required to secure core land so that the first phase of this project can be implemented. State support will demonstrate a commitment to develop the site and enable the project to attract an anchor mega-project (approximately 1 million square feet) within 2 to 3 years.

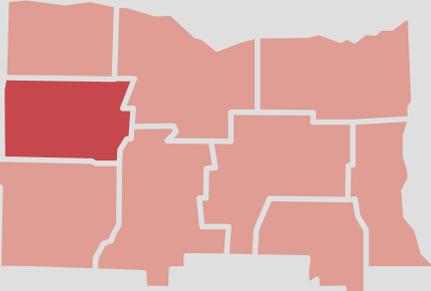
\$5.9 million is required to purchasing the remaining 396 acres and 13 homes that sit within the site's footprint and allow construction to commence at the site. The project will create an estimated 1,400 construction jobs by 2015 with 1,500 permanent manufacturing jobs at the site by year 2016. At full build-out, the site could support upwards of 10,000 jobs.

**The Finger Lakes Regional Economic Development Council recommends \$500,000 in ESD grant funds to support this project.**



<b>STAMP</b>	<b>CFA #</b>	<b>30211</b>
<b>FLREDC Recommendation</b>	<b>\$</b>	<b>500,000</b>

<b>PRIORITY PROJECT BUDGET</b> (per recommended funding amount)		
<b>Uses of Funds</b>	<b>\$</b>	<b>Amount</b>
Purchase of Land	\$	5,900,000
<b>Total Cost</b>	<b>\$</b>	<b>5,900,000</b>

<b>County Benefited</b>	<b>BUDGET NARRATIVE</b>
	<p>This project request would continue financial support from NYS to complete property acquisition and infrastructure improvements that will enable STAMP to meet the “shovel-ready lite” status. The FLREDC recommends continued support for STAMP from NYS through the CFA process, NY Works funding, and/or other infrastructure funding sources.</p>

# University of Rochester Regenerative Medicine and Data Science Initiative Phase 3



The University of Rochester is upstate's leading academic medical center and receives more funding from the National Institutes of Health than institutions in Buffalo, Syracuse, and Albany combined. Building upon two unique and leading research initiatives – the Health Sciences Center for Computational Innovation (HSCCI) and the Upstate Stem Cell cGMP Facility (USCGF) – the University will invest in new equipment that will enable it to attract more research funding, improve patient care, and accelerate the translation of discoveries into new treatments.

HSCCI is a partnership between IBM and the University of Rochester to create the nation's most advanced high performance computing health research center. With support from New York State, the University is now home to a Blue Gene/Q, IBM's fastest and most advanced supercomputer. This initiative has already enabled University scientists to attract more than \$200 million in research funding.

The USCGF is upstate's only university-based stem cell manufacturing facility that meets the strict regulatory requirements necessary to conduct clinical studies. cGMP stands for "current good manufacturing practices," a term that indicates that the facility was built and is operated in a manner that conforms with federal Food and Drug Administration guidelines. The facility – which was created with \$3.5 million in support from NYSTEM – addresses a critical gap in the region's biomedical R&D infrastructure, is available to academic and private-sector researchers, and supports more than \$260 million of ongoing stem cell research at the University of Rochester.

The new equipment will consist of three genetic sequencing and analysis systems. The equipment will be clinically certified, meaning it can be used for patient care and clinical trials. The new systems will enable physicians to collect and – using high performance computing – rapidly analyze an individual patient's genetic information and tailor treatments for his or her condition. This personalized medicine capability is essential in the treatment of certain forms of cancer and could have applications in a range of other conditions with genetic variations, including auto-immune disorders, diabetes, and neurodegenerative diseases.

The new systems will also enable stem cell researchers to more quickly and effectively manufacture cell lines and ensure their quality and purity. This capability will speed up the research process and enable the Medical Center to attract private sector research partners.

The project will significantly enhance the more than \$60 million in investments that the University, IBM, and the state have invested in and committed to the HSCCI and USCGF over the next several years. The associated increases in research funding, intellectual property creation, and continued growth in academic-private research activity will generate significant regional job growth. The new equipment will be installed at the University and become operational by December 2014.

**The Finger Lakes Regional Economic Development Council recommends \$1 million in ESD grant funds to support this project.**



Photo by Ken Huth

**University of Rochester Regenerative Medicine & Data Science Initiative**

**CFA # 32162**

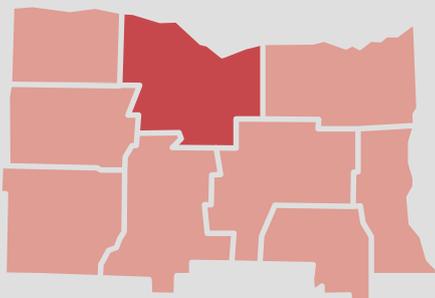
**FLREDC Recommendation**

**\$ 1,000,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

<b>Uses of Funds</b>	<b>\$</b>	<b>Amount</b>
Machinery Purchases	\$	1,000,000
Hardware/Software	\$	197,469
Salary & Benefits	\$	1,178,435
Facilities & Space	\$	242,726
Other Equipment	\$	67,763
Other Costs (Program, Supply Expenses, etc.)	\$	787,288
<b>Total Cost</b>	<b>\$</b>	<b>3,473,681</b>

**County Benefited**



**BUDGET NARRATIVE**

The \$1 million in requested support represents less than 6.5% of the committed future costs of the HSCCI and cGMP projects (a combined total of \$15.5 million over 10 years).

Total projects costs for the USCGF include \$5 million in previously committed construction costs, as well as an additional \$3 million in committed future project costs from the UR over the next 10 years as well as additional personnel, salary and supply costs directly linked to future activities within the USCGF, which account for an additional \$4 million over the next 4 years.

Total project costs for the HSCCI is approximately \$40 million in previously committed investments from both the University of Rochester, IBM and New York State, as well as an additional \$8.5 million in future committed project costs (\$2.4 million of which is hardware/software and capital) from the University over the next 10 years.

# Rochester Regional Photonics Cluster Industry Lab



The Finger Lakes region has a long history as a global center for leadership and innovation in the fields of optics, photonics, and imaging. The Rochester Regional Photonics Cluster – an organization consisting of 50 member companies located in the region – will establish a user facility with precision optical testing equipment that will enable member companies and academic researchers to innovate and more effectively compete, particularly in the rapidly growing field of infrared imaging and freeform optics.

These technologies are critical to the creation of a new generation of products in the fields such as mobile displays, LED lighting, remote sensing devices, and aerospace instrumentation. However, many companies in the region are barred from bidding on government and commercial contracts for infrared and freeform optical components and systems because they lack the sophisticated test equipment needed to confirm their products meet requirements.

The Rochester Regional Photonics Cluster will acquire and operate two new pieces of equipment: an infrared interferometer and a high precision 5-axis measurement tool. These state-of-the-art instruments will enable member companies to test and validate the specification of their infrared and free-form optics and imaging products. This equipment will enable companies to develop new and innovative products, increase revenues, and support business expansion.

Total cost of the equipment is \$995,000, which will be matched by an anticipated \$22 million in R&D funds and \$157,000 in support costs from member institutions. Participating companies anticipate that growth in the infrared imaging and freeform optics markets could result in the creation of 500 jobs in the region over the next five years.

*The Finger Lakes Regional Economic Development Council recommends \$995,000 in ESD grant funds to support this project.*

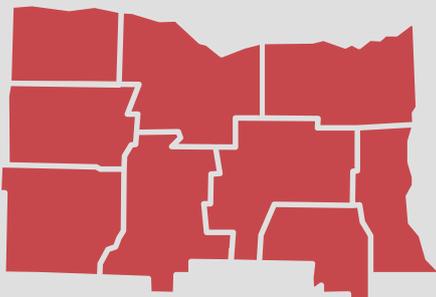




Rochester Regional Photonics Cluster Industry Lab	CFA #	31991
<b>FLREDC Recommendation</b>	<b>\$</b>	<b>995,000</b>

PRIORITY PROJECT BUDGET (per recommended funding amount)		
Uses of Funds	\$	Amount
Machinery Purchases	\$	995,000
<b>Total Cost</b>	<b>\$</b>	<b>995,000</b>

**Region Benefited**      **BUDGET NARRATIVE**



Project budget accounts for the equipment portion of a much larger public-private partnership that will include an initial investment of \$4.6 million from partner companies for R&D. Industry estimates indicate this project could leverage up to an additional \$18 million in R&D and product engineering investments over the next five years.

# Pollution Prevention Institute Food Processing Sustainable Manufacturing Project



The food processing industry is a vital component of the upstate New York economy. Implementing sustainable practices at these companies will not only help create and retain jobs. These measures will also improve the environment through a reduction in water use, wastewater discharge, solid waste generation, energy use, and greenhouse gas emissions.

The more efficient use of resources will also enable these companies to expand operations by helping them overcome regulatory barriers to growth. Many companies are willing to make investments that improved sustainability, but lack the technical and financial assistance necessary to make these changes.

The RIT New York State Pollution Prevention Institute (NYSP2I) will partner with the Regional Technology Development Centers in the Finger Lakes, Central New York, and Western New York regions to help food processing companies implement sustainable manufacturing practices and environmental stewardship. NYSP2I will also develop and distribute a NYS Food Processor Sustainable Manufacturing Best Practices Guide.

The project is an extension of the work that NYSP2I has conducted on behalf of the Finger Lakes Food Processing Cluster, a federal- and state-funded partnership with RIT's Center for Integrated Manufacturing Studies.

The partnership will initially target 24 companies for the development or implementation of sustainability assessments, create 10 jobs, save participating companies more than \$2 million, and generate significant reductions in electrical/natural gas and water use and the generation of solid waste.

**The Finger Lakes Regional Economic Development Council recommends \$1,106,000 in NYSEDA Cleaner, Greener Community funds to support this project.**





# Bristol Mountain Winter Resort Aerial Park Project



Bristol Mountain Winter Resort is the largest vertical ski resort from the Rockies to the Adirondacks, and its snow sports activities draw day and destination visitors from neighboring states and Canada. However, once the winter season ends, the resort is relatively dormant.

The proposed Aerial Adventure Park will make the resort a year-round attraction, support local tourism-related businesses such as hotels, restaurants, and shops, and create a much-needed family friendly outdoor destination that will complement the area's other attractions – namely its vineyards – and enhance the visitor experience. Aerial parks at other resorts have been highly successful in attracting destination visitors and, while very common in Europe, there are comparatively few such parks in the U.S.

The Park will consist of a welcome center/base camp and several “courses” consisting of various obstacles and challenges – such as tightrope walks, zip lines, rope bridges, and tire swings – that are suspended above ground between platforms secured to trees. The Park will be built in the forest canopy and use sustainable methods of construction and operation.

The \$750,000 project will create 6-8 jobs. Construction is expected to commence in April 2014 and be completed by May of the same year.

*The Finger Lakes Regional Economic Development Council recommends \$150,000 in ESD grant funds or Market NY funds to support this project.*



**Bristol Mountain Winter Resort Aerial Park Project**

**CFA # 19736**

**FLREDC Recommendation**

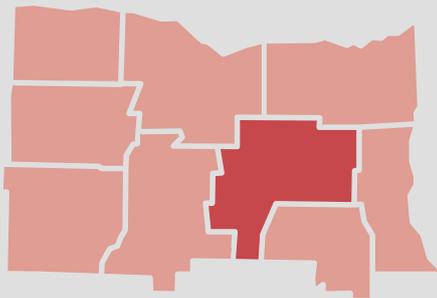
**\$ 150,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

<b>Uses of Funds</b>	<b>\$</b>	<b>Amount</b>
Construction	\$	655,000
Furniture Fixtures & Equipment	\$	75,000
Soft Costs	\$	20,000
<b>Total Cost</b>	<b>\$</b>	<b>750,000</b>

**County Benefited**

**BUDGET NARRATIVE**



The project sponsor has committed \$100,000 in cash equity and secured a \$500,000 loan from Canandaigua National Bank. FLREDC recommends funding the remaining \$150,000 either through an ESD capital grant or Market NY funding.

# Geva Theatre Renovation



The Geva Theatre Center, which occupies the historic former New York State Naval Arsenal and Rochester Convention Center, is undergoing major capital improvements that will transform the building into a dynamic, world-class cultural asset that serves a national audience, provides exceptional arts, cultural, and, education programs, and contributes to the region's quality of life and economic vitality.

The comprehensive renovation of the 49,457 square foot building will: transform the lobby into a restaurant showcasing Finger Lakes agricultural and food products and wine; upgrade performance, dressing, and rehearsal spaces to attract and retain the county's top talent; create new entertainment, meeting, and education space; and improve the building's energy efficiency and handicap accessibility.

The new investment is necessary in order for Geva to become a 21st century performing arts center, attract visitors and increase ticket sales, and remain a leader in the upstate New York cultural community.

Geva has been a presence in Rochester for more than 40 years, attracting more than 4 million people to its two theatre complex, and – along with The Strong and the Eastman Theater – is one of cultural jewels of the City's downtown. With more than 10,000 season ticket holds, Geva has a large and loyal following.

The \$3 million renovation will create 5 new jobs and 86 construction jobs. Construction is expected to begin during the spring/summer of 2014 and be completed by September 2014.

The Finger Lakes Regional Economic Development Council recommends \$500,000 in ESD grant funds, \$475,000 in OPRHP funds, \$100,000 in Canalway funds, and \$50,000 in Market NY funds to support this project.





**Geva Theatre Renovation**

**CFA # 29303**

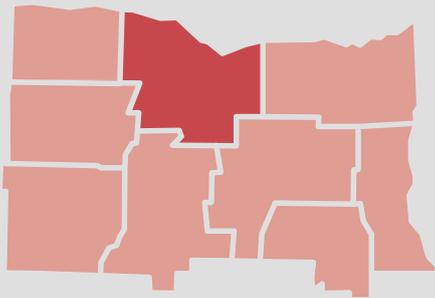
**FLREDC Recommendation**

**\$ 1,125,000**

**PRIORITY PROJECT BUDGET (per recommended funding amount)**

Uses of Funds	\$	Amount
Building Renovations	\$	1,224,000
Furniture Fixtures & Equipment	\$	1,550,000
Soft Costs	\$	200,000
<b>Total Cost</b>	<b>\$</b>	<b>2,974,000</b>

**County Benefited**



**BUDGET NARRATIVE**

Of the \$3.1 million total project cost, \$1.5 million is being raised through a private capital campaign. To date, nearly \$1.1 million has been committed. FLREDC recommends a total of \$1.125 million in NYS funding from a combination of ESD capital, Market NY, Canal and Parks funding.



# Hobart and William Smith Colleges Performing Arts Center



The new Performing Arts Center at Hobart and William Smith Colleges will enhance the Colleges' ability to attract and retain faculty and students interested in the arts, create a performance and exhibit venue that will strengthen the institution's ties with the City of Geneva and the surrounding communities, and attract more visitors to the region.

The 55,000 square foot Performing Arts Center, located on campus, will include performing arts spaces, a film screening room, practice and rehearsal rooms, workshops, lecture rooms, a small art gallery, faculty offices, and the back-office capacity necessary to organize, promote, and host multiple events.

The Center will significantly enhance the arts and cultural resources of the greater Geneva community. Performances and exhibits will be open to the public and, through a partnership with local organizations including the Smith Center for the Arts, the Geneva Theatre Guild, and Geneva Concerts, the Center will host an array of arts events in the summer months when College facilities are underutilized but tourism activity is at its peak.

The Center will be the only facility in the area capable of mounting first-rate arts events that will enhance local quality of life and serve a growing tourism industry that is fueled by visitors drawn to the region's vineyards, recreational opportunities, and the natural beauty of Seneca Lake. Activity at the Center – which has received broad community support – will also stimulate substantial business activity for local restaurants, retails, and hotels.

\$25 million has already been committed by private sources toward the \$31 million project which will create 104 construction jobs. Construction is expected to start in June 2014 with completion by January 2016.

**The Finger Lakes Regional Economic Development Council recommends \$1 million in ESD grant funds to support this project.**



Hobart and William Smith Colleges Performing Arts Center

CFA # 30266

**FLREDC Recommendation**

**\$ 1,000,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

**Uses of Funds**

**\$ Amount**

Building Construction/Renovation

\$ 21,998,000

Soft Costs/FF&E

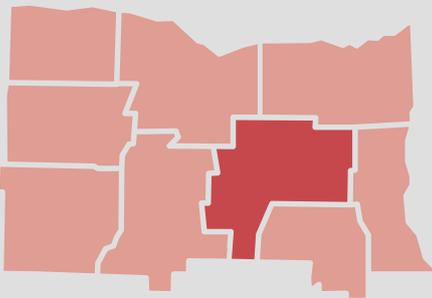
\$ 9,502,000

**Total Cost**

**\$ 31,500,000**

County Benefited

**BUDGET NARRATIVE**



As of September 2013, \$24.7 million has been raised for this project from private donations and commitments.

# The Strong and Toy Industry National Halls of Fame



In June 2013, the Toy Industry Association (TIA) selected the Finger Lakes and The Strong as the new home for its TIA Hall of Fame. The collection will be installed alongside the museum's existing National Toy Hall of Fame, strengthening what is already the world's largest and most comprehensive collection of dolls, toys, games, electronic games, and other objects of play, and create a major tourism attraction in the region.

The TIA – a private association consisting of 600 national and international corporations – selected The Strong over institutions in Boston, Chicago, Indianapolis, and other cities to be the future home of its collection honoring the world's most influential toy makers, including Walt Disney, Jim Henson, Milton Bradley, Frederick August Otto Schwarz, and George Lucas.

The combined halls will be housed in a renovated 5,000 square foot state-of-the-art gallery that combines interactive technologies and hands-on and interpretive displays. The Strong already draws 565,000 visitors per year – more than the baseball and football halls of fame combined. The addition of the TIA Hall of Fame is expected to increase annual visitors by 40,000. This growth in activity will enhance efforts to revitalize downtown Rochester.

\$3 million of the \$4 million project has been pledged by the TIA. The project is shovel ready and will commence immediately upon securing full funding and will retain 250 jobs and create 10 new jobs.

The Finger Lakes Regional Economic Development Council recommends \$400,000 in ESD Capital Grant funds and \$400,000 Market NY funds to support this project.





The Strong and Toy Industry National Halls of Fame

CFA # 28791

**FLREDC Recommendation**

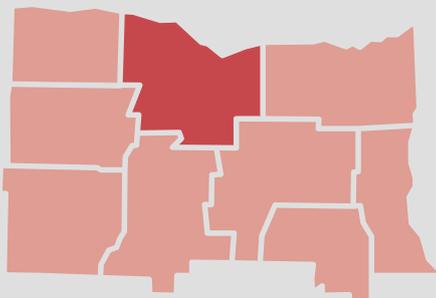
**\$ 800,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

Uses of Funds	\$	Amount
Building Renovation	\$	900,000
Furniture Fixtures & Equipment	\$	3,100,000
<b>Total Cost</b>	<b>\$</b>	<b>4,000,000</b>

County Benefited

**BUDGET NARRATIVE**



\$3 million of the \$4 million project has been pledged by the TIA. FLREDC recommends \$400,000 in ESD grants and \$400,000 in Market NY funds to support this project.



# FINGER LAKES SMALL BUSINESS EXPANSION FUND

The Finger Lakes Regional Economic Development Council proposes the creation of a capital investment pool that will target companies with significant growth potential. These companies represent key industry sectors – advanced manufacturing, energy, agriculture, optics/photonics/imaging, business services, and food processing – targeted by the Council and are geographically distributed throughout the region.

Collectively, these projects represent more than \$4 million in total investment and will create 49 jobs.



## Wayne County Rural Enterprise Agriculture Loan (Wayne County)

**CFA # 26999**

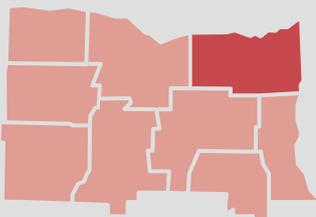
Wayne Economic Development Corporation has created a \$600,000 pool to allow 5–10 agriculture and food processing-related businesses to expand. Participating companies include a juice and cider producer, a vodka distiller, a food equipment manufacturer, an apple packaging facility, two farm wineries, and a farm market. *These companies have signed letters of intent to invest \$1.9 million and create 23 jobs.*

**FLREDC Recommendation \$ 500,000**

### PRIORITY PROJECT BUDGET (per recommended funding amount)

Uses of Funds	\$	Amount
Revolving Loan Fund	\$	600,000
<b>Total Cost</b>	<b>\$</b>	<b>600,000</b>

County Benefited



**Paper Battery Company @ NYBEST** (Monroe County)

**CFA # 31504**

The Paper Battery Company will establish a laboratory facility at the Eastman Business Park that will allow the company to work with NY-BEST. The new lab will enable the company to rapidly scale up the manufacture of its innovative high power, energy storage products and begin to market and sell these products by the end of 2014.

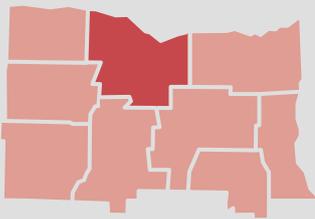
The \$347,000 project will enable the company to create 20 new jobs over the next five years.

**FLREDC Recommendation \$ 70,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

Uses of Funds	\$	Amount
Machinery Purchases	\$	175,000
<b>Total Cost</b>	<b>\$</b>	<b>175,000</b>

County Benefited



**Weldrite Closures** (Monroe County)

**CFA # 31315**

Weldrite Closures is a welding and machining company that produces large steel air and water-tight doors, primarily for U.S. military clients. The company is planning a 25,000 square foot expansion and equipment acquisition project at its facility at the Rochester Tech Park. Project will enable the company to diversify its product line and return production work currently outsourced to other states back to New York.

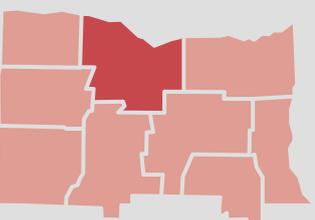
The \$2 million project will be completed by December 2014 and will create 6 jobs.

**FLREDC Recommendation \$ 100,000**

**PRIORITY PROJECT BUDGET** (per recommended funding amount)

Uses of Funds	\$	Amount
Building Renovations	\$	277,000
Furniture Fixtures & Equipment	\$	13,500
Machinery Purchases (over 5 years)	\$	1,778,442
<b>Total Cost</b>	<b>\$</b>	<b>2,068,942</b>

County Benefited



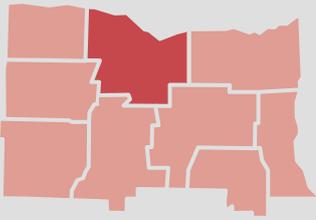
# EXCELSIOR JOBS PROGRAM

The Finger Lakes Regional Economic Development Council recognizes that tax credits are an important economic development tool, providing companies with the financial leverage needed to expand and hire new employees.

The Council recommends the following projects which represent more than \$21 million in total investment and will create 180 jobs.

## Arnold Magnetics Technologies (Monroe County)

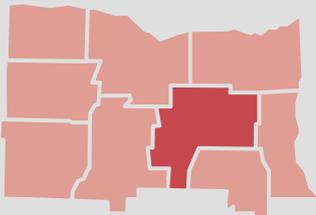
140 new jobs, \$19 million investment



Arnold Magnetic Technologies is a more than 100-year-old, Rochester-based manufacturing company that provides precision magnetic rotor assemblies and thin gauge electrical steels to the aerospace, energy exploration, motor sports, and general industries. The company will acquire new equipment that will enable it to expand its motor/generator business through prototype and eventually commercial production. These advanced electric motors will enable the automobile industry to produce the high performance, high mileage automobiles necessary to meet new pending federal mileage requirements.

## Red Jacket Orchards (Ontario County)

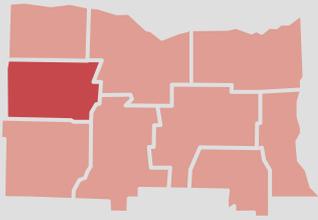
25 new jobs, \$750,000 investment



Red Jacket Orchards – located on 550 acres in Geneva – manufactures and markets over 24 different 100 percent fresh juice products bottled primarily from fruits grown on the premises and from sources throughout the Finger Lakes. The company is experiencing significant growth, propelled by a newly constructed juice processing expansion and the entry of its products into several national food market chain stores. The company will invest in new production equipment to increase the efficiency of its Geneva plant. In addition to direct job creation, the project will stimulate a significant growth in local agricultural production, requiring an additional 40 million pounds of apples from Finger Lakes and state growers per year.

## Syntec Optics (Genesee County)

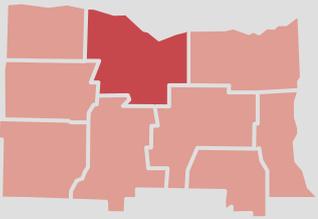
15 new jobs, \$1.5 million investment



Syntec Optics is the largest independent custom manufacturer of polymer optics in the U.S. and serves a worldwide customer base in the healthcare, military, and biometrics industries. The company will acquire the equipment necessary to create a coating division and expand warehouse space at its manufacturing facility in Pavilion.

## Second Avenue Software (Monroe County)

10 new jobs



Second Avenue Software is a women-owned company based in Rochester that specializes in custom interactive education software development, learning management systems, training services, and content development for major textbook publishers. Software development requires a significant investment in salaries and wages, and state support will enable the company to accelerate growth, increase productivity and jobs, and bring projects to market more quickly.



# ADDITIONAL PRIORITY PROJECTS and REGIONALLY SIGNIFICANT PROJECTS

The Finger Lakes Regional Economic Development Council has identified other “priority” and “regionally significant” projects and actions consistent with our strategic goals. These projects have requested state support from several different agencies and programs through the CFA process and the Council supports their applications.

## Agriculture and Food Processing

### **Finger Lakes Wine Alliance Branding and Marketing Program**

The Finger Lakes Wine Alliance will launch a comprehensive marketing effort designed to increase the visibility and awareness of Finger Lakes wines in key markets such as New York City, Boston, Washington, and Chicago.

### **New York Wines and Foods: The New American Classics**

Project will promote New York wines from all regions along with craft beers, spirits, ciders, and local foods with the goal of making the Finger Lakes America’s leading wine and culinary destinations. The program will be centered at the New York Wine and Culinary Center and will include famous chefs, food authors, sommeliers, and events showcasing the region’s culinary assets for both visitors and the media.

## Business Expansion Support

### **Integrated Medical Technologies**

Integrated Medical Technologies (IMT) is acquiring CPAC Equipment, whose parent company has filed for bankruptcy. Acquisition will preserve jobs at the company’s Leicester (Livingston County) plant and complement IMT’s medical sterilization manufacturing business. Support from Recharge NY will enable IMT to lower operating expenses.

### **Caledonia Diesel**

Recharge NY support will reduce electrical consumption at Caledonia Diesel, a truck and construction equipment sales, service, and rental company that serves local farmers, construction companies, and international clients.

### **Star Headlight Lantern**

Recharge NY support will enable this company to retain its plastic molding operations in Avon rather than outsource the work to a vendor in Illinois, where manufacturing is less expensive due to lower energy costs.

### **D.B. Webb**

Recharge NY support will enable Livingston County-based custom manufacturer of wood, plastic, and metal products to reduce its electrical consumption and demand. Three years ago the company doubled manufacturing space and efficiency will enable it to add more employees.



Photo by Ron Buccci



Photo by Matt Wittmeyer

## Community Development

### Village of Penn Yan Comprehensive Development Plan

The Yates County IDA and Finger Lakes Economic Development Center will assist the Village of Penn Yan's efforts to develop a comprehensive plan to better accommodate for current and future development. The Village expects continued growth in the coming years to meet the demands of both a growing seasonal population and expanding tourism industry.

### **Sibley Downtown Affordable Housing**

Project is part of Phase 1 of a comprehensive \$200 million redevelopment of the historic Sibley Building in downtown Rochester. Winn Development, in partnership with Pathstone Development Corporation, will create 91 units of senior affordable housing and a 6,500 square foot adult care facility.

### I-Square

Project entails the creation of a 92,000 square foot urban style town square in the Town of Irondequoit that will revitalize 2.5 acres of empty storefronts, vacant buildings, and rundown housing, converting it into a cultural district that includes retail, restaurants, and office space.

### **Geneva Downtown Revitalization Program/Hotel Geneva (2 projects)**

City of Geneva will renovate five downtown buildings, including 25 commercial units and 17 residential units. A separate project will renovate a historic anchor building in the heart of the downtown district and convert it into the Hotel Geneva.

### **Bent's Opera House Sustainability Project**

Project entails the restoration of Bent's Hall, located in Medina and designated by the Preservation League of New York as one of the "Seven to Save" most threatened historic resources within the Empire State.

### **Pathstone Niagara Place Project**

Project consists of exterior repairs to eight buildings in the Marketview Heights Neighborhood in the City of Rochester. The buildings are adjacent to the Rochester Public Market and the improvements will address safety issues and extend the life of 15 affordable housing units.

### City of Rochester Sustainability Plan

Project will create a City of Rochester Climate Action Plan that will update the City's comprehensive plan and address sustainable issues such as energy savings, increased use of renewable energy, and the reduction of greenhouse gas emissions.

### **Village of Warsaw Streetscape Improvements**

Project entails streetscape improvements that will support the creation of the Wyoming County Agricultural Business Center of Excellence project.

### **St. Francis Project**

Project consists of the acquisition and \$1.6 million conversion of the vacant St. Francis Elementary School in Geneva into 14 units of affordable rental housing for seniors and disabled tenants.

### **Middlesex Water System Improvements**

Project consists of the upgrade and expansion of the water system in the Town of Middlesex.

### **Rochester Brewery Line Trail**

Project will convert a former rail corridor located north of downtown on the east bank of the Genesee River into a recreational trail that will connect with the Genesee Riverway Trail system and expand local access to the trail and the existing scenic overlook of the High Falls. This project was funded in September 2013 with a grant from the NYS Senate.

### Dewey Driving Park Intersection Realignment

This project entails the realignment of the intersection at Dewey Avenue and Driving Park Avenue in northwest Rochester. Improvements will reduce traffic congestion, improve vehicular, bicycle, and pedestrian safety, and create new green space in the heart of an economically-distressed neighborhood's business district.

### Green Genesee Smart Genesee

Project consists of a sustainability planning effort supported by a public-private partnership that will produce a sustainable growth strategy for the Towns of Batavia, Oakfield, and Alabama and the Village of Oakfield.

### **Promenade at Erie Harbor**

Project involves the construction of a promenade and pedestrian bridge, and renovations, historic preservation, and interpretation at the site of the Johnson Seymour Mill Race and historic Lehigh Valley Railroad Passenger Station along the Genesee River in downtown Rochester.

### **Habitat for Humanity of Genesee County**

Habitat for Humanity of Genesee County will acquire and rehabilitate three blighted properties in the City of Batavia to provide housing for low-income individuals.

### **Village of Brockport Main Street Revitalization**

Project includes facade improvements, building renovations, and streetscape improvements within a three-block target area on the northern end of Main Street. Project will improve the attractiveness of the Village's downtown business district, creating an environment that will appeal to long-term tenants, attract new businesses and investors, and entice visitors.

### **Village of Dundee Water System Improvement**

Project will upgrade and expand the water system in the Village of Dundee.

### **Village of Avon Wastewater Engineering Planning Project**

Village will undertake a planning study of the potential need to upgrade the existing Village of Avon wastewater treatment plant. Additional capacity will enable growth and development at the adjacent Livingston Industrial Park as well as other potential developments in the surrounding area.



### **Village of Waterloo Comprehensive Planning Project**

Project will create a comprehensive plan for the Village of Waterloo that will guide future decision-making while encouraging sustainable development and an awareness of valuable environmental assets.

### **Town of Batavia Sanitary Sewer Capacity Upgrade**

Town will evaluate the condition and capacity of the existing sanitary collection system infrastructure to develop an appropriate long-term solution to accommodate existing and future needs created by ongoing development.

### **Village of Bergen Trail Project**

Village of Bergen, in cooperation with the New York State Office of Parks, Recreation, and Historic Preservation, will construct a community-wide trail that will connect its five parks and promote the Village's historic walking tour.

### **Christ Church Restoration**

Project is the third phase of the restoration of Christ Church, a Gothic revival style building in the city center of Rochester. Restoration will allow the church's continued contribution to the cultural, social, musical, and recreational life of downtown Rochester.

### **M&M Rochester**

The Urban League of Rochester Economic Development Council will renovate two underutilized commercial buildings and create 59 low-income apartments in the El Camino neighborhood of Rochester.



### **Shoreline to Summit Public Access on Canandaigua Lake**

Finger Lakes Land Trust is developing a park on the shores of Canandaigua Lake in Middlesex, Yates County. Project will connect a Land Trust preserve along the waterfront with adjacent woodlands creating a corridor of protected lands from the shoreline to the summit of Bare Hill.

### **Garlock Sealing Technologies**

Garlock Sealing Technologies – a Palmyra-based manufacturer of rubber gaskets – will undertake a storm water sustainability project that reduces run off.

### **Route 318 Corridor Sewer Study**

The Route 318 corridor in the Towns of Junius and Tyre (Seneca County) has been identified as a prime candidate for economic development due to its accessibility to the NYS Thruway and proximity to the Waterloo Premium Outlets. Project involves the construction of a sanitary sewer collection system and upgrades that will enable future growth.

### **Bivona Child Advocacy Center / 1 Mount Hope Ave**

Bivona Child Advocacy Center – which provides support for children who have been sexually or physically abused – will renovate and move its operations to a historic building located on Mount Hope Ave in Rochester. The new building will triple the Center's available space enabling the expansion of programs and services.



## Energy

**Genesee Biogas**  
Company will design, build and operate a biogas plant to support 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 regional industry.

**Sweetwater Energy**  
Company will acquire a key piece of equipment in a planned facility to supply carbon in the form of cellulosic sugar to a brand new chemical producer, Naturally Scientific, in Eastman Business Park.

**Seneca BioEnergy**  
Company will purchase equipment and expand the rail infrastructure at the former Seneca Army Depot to serve the transportation needs of several companies located at the site that convert agricultural by-products into biofuels, biomaterials, and food products.

**Sustainable BioVolt**  
Company will construct an anaerobic digestion facility in Riga to create renewable energy. The system will process food waste and bio-solids from regional sources to generate renewable electricity and produce beneficial products such as liquid fertilizer.

## Optic, Photonics and Imaging

**Coopervision**  
Project will provide training to workers at the contact lens manufacturer's Scottsville and West Henrietta facilities. Training will enable the company to bring new technologies to the region that will generate manufacturing and job growth.



Photo by Ron Bucci

## Tourism and the Arts

**Wegmans LPGA Championship / Children's Success Fund**  
The 2014 Wegman LPGA Championship will be held at Monroe Golf Club. In addition to exposing the region to an international audience of attendees and TV viewers and generating \$15 million in economic activity, net proceeds from the event go to support programs that help at-risk students in Rochester graduate from high school.

**Finger Lakes Beer Trail**  
The project will capitalize upon recent growth in beer tourism by promoting an increased awareness of the region's craft brewing industry. The Finger Lakes Beer Trail will consist of a robust tourism marketing platform aimed at increasing tourism throughout a 15 county area that includes the Finger Lakes, Central New York, and the Southern Tier.

**Bassmasters Tournament**  
The Finger Lakes Tourism Alliance supports hosting a Bassmasters elite fishing tournament in the Finger Lakes region. The four-day event will draw 20,000 visitors, generate more than \$1 million in economic activity, and expose the region to a national TV audience. In August 2013, Governor Cuomo announced the Governor's Challenge fishing competition will be held next fall in the Finger Lakes. Bassmasters will undertake a promotional campaign that will feature this event, the return of a Bassmasters Elite Series event to the North Country, as well as the many fishing destinations across New York State.

**FORE NY Golf Program**  
Fore! Fairways, a non-profit, will develop a web-based, social media, and print marketing plan that will increase traffic to the state's golf courses by visitors from Canada and other states.

**RIT Mobile Experiences for Arts and Heritage Education Project**  
Genesee Country Village and Museum, Allendale Columbia School, RIT, and a designated public school will develop mobile technologies and embedded hardware to create opportunities for unique learning experiences for school children at the region's historic locations.

**VisitRochester Canadian Visitation Project**  
VisitRochester will undertake a marketing campaign designed to promote and raise awareness of Finger Lakes tourism destinations in Canadian markets. The goal is to increase Canadian visitation to the region by 40,000 people per year.

**New York Golf Trail Market Golf Project**  
The New York Golf Trail consists of 35 public golf courses located in six different regions of the state. The project will consist of a marketing effort designed to increase attendance at participating golf courses.

### **George Eastman House Survey and Restoration (2 projects)**

The George Eastman House is one of only two National Historic Landmarks in the City of Rochester. The first project consists of a conditions survey that will assess the current state of the historic house and prioritize areas that require restoration/repair. A second project will make structural and exterior repairs in areas of the house in need of immediate restoration/repair.

### **Seneca Park Zoo**

Project will update one of the Seneca Park Zoo's most popular attractions – the Rocky Coasts Exhibit which is home to the Zoo's polar bears, sea lions, and penguins and other species – with new state-of-the-art structures, displays, multimedia components, and signage.

### **Rochester Fringe Festival**

The 2014 Rochester Fringe Festival will be held for 10 days in September and consist of more than 350 performances at 28 venues in downtown Rochester. The inaugural Festival – held in 2012 – was one of the most successful Fringe Festivals in the nation.

### **VisitRochester Family Travel with Kids Project**

VisitRochester will develop a year-round Empire State Kids Trail that promotes and markets upstate New York destinations that are oriented to children or are kid-friendly and provides visitors with the resources necessary to plan their trips.

### **RPO Everywhere Project**

The Rochester Philharmonic Orchestra – the only professional orchestra in the Finger Lakes region – will expand its regional presence by partnering with existing and identifying new venues that will increase access to the arts for suburban and rural residents who might be otherwise unable to attend an RPO event.

### **Little Theatre Renovation**

Project will upgrade theatres to digital cinema exhibition technologies and make capital improvements, allowing continued operation of one of the region's longest-standing cultural institutions and enabling it to continue to fulfill its mission as a premier venue for American independent and foreign films, local artists, and community discussion.

### **Rochester Museum and Science Center**

The Rochester Museum and Science Center will retrofit existing structures and create new features which incorporate green infrastructure practices and create complementary educational opportunities for commercial developers and individual homeowners.

### **Finger Lakes Museum**

Project will finalize the planning, programming, design, and environmental review for the Finger Lakes Museum's new Keuka Lake campus and enable initial infrastructural improvements to be made at the state park where the campus will be located.

### **Letchworth State Park (2 projects)**

Two projects will strengthen Letchworth State Park's role as one of the region's premier tourism destinations. The first consists of design work for a state-of-the-art Nature Center to be located within the Park that will enhance the public's understanding of the Park's scenic and natural resources. The second project will repair two Civilian Conservation Corps-built structures in the Park and install new signage.

### **Hochstein School of Music and Dance**

Project entails the renovation of the Hochstein School of Music and Dance Performance Hall located in downtown Rochester. Performance Hall and programs at the School provide a critical community service for Rochester's citizens and over 20 other organizations.

### **Genesee Country Village and Museum**

Project will enable the Museum to store and preserve its collection of art and historical objects by completing a state-of-the-art museum-quality storage facility that will be part of its newly renovated Museum Gallery.

### **Memorial Art Gallery**

Project will bring together an American Federation of Arts-sponsored touring exhibition, "Matisse as Printmaker," with a Gallery-organized show of new ceramics by the master's great-grandson.

### **Sonnenberg Gardens and Mansion**

Project involves the adaptive reuse of the Northeast corner of the historic site which was previously the location of an aviary complex developed between 1902 and 1923 into a major feature of the property.

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## **Workforce Development**

### **Wayne-Finger Lakes BOCES Certified Nursing Assistant Training Program**

Wayne-Finger Lakes BOCES will create a continuing education program that trains 56 Certified Nursing Assistants (CNA). The program is being coordinated with six health care organizations which have a need for CNAs and have committed to interviewing graduates.



Photo by Richard Baker

# FIVE-YEAR PIPELINE INITIATIVES



The Finger Lakes Regional Economic Development Council has identified several other important projects that require capital support and represent growth opportunities. The Council supports their future development.

## **Eastman Business Park Functional Film Commercialization Center**

This project entails upgrading the pilot coating equipment located at Eastman Business Park to allow the facilities to keep pace with developments in materials science technology and become a viable facility for the commercial manufacturing of several new product technologies.

## **Rochester Tooling and Machining Association (RTMA) Loan/Grant Fund**

RTMA will create a \$5 million dollar loan/grant program to provide small and medium-sized manufacturers in the Finger Lakes region with the financial support necessary to acquire machinery and expand facilities.

## **RIT Functional Printing Innovation Center**

The RIT Functional Printing Innovation Center will address critical needs in the region's growing functional print/films industry. The Center will be a state-of-the-art facility where industry partners develop printable nano-materials, innovative printed microelectronic devices, and next generation functional printing technologies.

## **RIT Metalorganic Chemical Vapor Deposition (MOCVD) Project**

RIT will acquire a MOCVD system that will be used by regional academic and industry partners to study a range of new materials designed to enable advances in multiple nanotechnology applications.

## **EOS Battery Storage**

Project entails the product development and pilot manufacturing of the company's novel industrial scale battery technology that will be used to integrate renewable energy, reduce costs, and improve the efficiency, reliability, and resiliency of the electricity grid.

## **Keuka College Community Initiative**

The Keuka College Center for Business Analytics and Health Informatics will assist one of the state's most economically challenged regions – Yates County – by providing the support necessary for new high-tech industry development and informatics training for healthcare workers.

## **Garden Aerial and Greentopia Festival**

The Friends of the Garden Aerial is a non-profit dedicated to redeveloping the Genesee River Gorge/High Falls area in downtown Rochester. The Garden Aerial project will revitalize this historic area through a sustainable and innovative approach that enhances the unique site through a series of restoration projects around the gorge. The organization will also produce the annual Greentopia Festival, a six-day festival at High Falls that focuses on themes of sustainability and urban renewal.

## **Fishers Ridge Development**

Fishers Ridge is a new private development project in the Town of Victor at the intersection of Route 96 and the NYS Thruway that will consist of 1.4 million square feet of retail, restaurant, high-tech office, hotel, and multi-family residential space. The project will correct existing traffic problems, improve infrastructure, and significantly enhance the quality of life in rapidly growing northwest Ontario County.

## **TECSMART West STAMP**

Project will create an Education and Training Center at the STAMP site to help develop and educate the highly trained workers needed to attract a large scale semiconductor and related nanotechnology manufacturing project to site.

## **Alexander Park Garage**

Project will create a parking garage to support development at Alexander Park in Rochester – a 12-acre site that will consist of 200 residential apartment units and 200,000 square feet of commercial and retail space.

## **NYS Route 390/I-490/Lyell Avenue Interchange**

Project will reconstruct the interchange of NYS Route 390/I-490/NYS Route 31 and adjacent roads and bridges to accommodate the future expansion of Eastman Business Park and Rochester Technology Park and address safety and congestion issues. Approximately 200,000 vehicles use the interchange daily – equivalent to the traffic carried by the Brooklyn Bridge and Manhattan Bridge combined. Design and environmental assessment of the \$160 million project are being finalized with Federal Highway Administration and approval is expected by the end of 2013. An application for this project has been submitted to the state Department of Transportation through its Strategic Transportation Enhancements Program.

# INTER-REGIONAL COLLABORATION

The Finger Lakes Regional Economic Development Council understands that many of the challenges and opportunities facing the upstate New York economy transcend regional boundaries and, therefore, require inter-regional solutions. Last year, the Council's leadership raised this issue directly with the Governor and pointed out that the competitive structure of the Regional Economic Development Council process could unintentionally dissuade cooperation on projects that, while located in one region, may be beneficial to others. The Council is encouraged that the state is now placing greater emphasis on inter-regional collaboration. Examples of Council-supported projects with an inter-regional impact include:

The **STAMP project** – located in Genesee County – has the potential to generate significant economic activity in both the Finger Lakes and Western New York regions. In fact, the STAMP site is closer to downtown Buffalo than it is to Rochester. STAMP is a Finger Lakes Regional Economic Development Council priority project for the second year. Members of the Western New York Regional Economic Development Council have expressed their support for the project, including a formal letter of support from Buffalo Niagara Enterprise.

**SUNY Albany's CNSE** is involved in two projects in the Finger Lakes region that leverage ongoing university and private sector R&D to create new nano-scale technologies – the **Smart System Technology and Commercialization Center** in Canandaigua and the new **Solar Rochester** facility in Greece.

In the Agriculture and Food Processing sectors, the **Food Processing Cluster** initiative led by RIT is partnering with the Regional Technology Development Centers in the Central New York and Western New York regions to help food processing companies develop sustainable practices. The new major yogurt manufacturing facilities in Batavia – **Alpina Foods** and **Quaker Müller** – have received substantial support and backing from both the Finger Lakes and Western New York regions. Programs at the Geneva-based **Cornell Agriculture and Food Technology Park** – including the proposed **Finger Lakes Food Innovation Center** – support farmers and food processors throughout upstate New York. The Council's highest rated sustainability project is a multi-region initiative to fund a food processing center that will be run by NYS21 at RIT.

**Excell Partners** – which provides seed-stage funding to technology start-up companies – has provided support to entrepreneurs from Albany to Buffalo in partnership with the University of Rochester, RIT, University at Buffalo, Syracuse University, Cornell University, and venture capital and business support organizations from across upstate.

One of the Council's highest transportation priorities – the **Portageville Rail Freight Bridge** – addresses a key transportation bottleneck for rail traffic travelling between Buffalo and New York City and New Jersey.

The Council recognizes that many of the people that are drawn to the Finger Lakes because of its cultural, historical, recreational, and culinary attractions will also patronize destinations and businesses in other regions. In fact, marketing efforts are often strengthened when the collective tourism assets of multiple regions are promoted together. Consequently, several Council-supported tourism projects also have an inter-regional scope. Additional new projects will promote tourism activity in multiple regions. These include the **Finger Lakes Beer Trail**, **New York Golf Trail**, and the **Family Travel with Kids Project**, all of which promote "destinations" beyond the Finger Lakes region.

In the coming years, the Council will continue to work with other regions to identify, develop, and support projects that support economic development across the state.



# V

CONCLUSION

# Accelerating the Transformation





The economy of the Finger Lakes region is a powerful example of the regenerative power of transformation. The companies that have risen in the place of the region's once dominant employers reflect a new, dynamic, diverse, and technology-driven economy. Our transformation is being further accelerated by an alliance of innovative businesses, highly skilled workers, entrepreneurs, and world-class research universities and institutions of higher education that are working together to forge a new economic foundation for the region.

These efforts have been given new impetus by the Governor's creation of the Finger Lakes Regional Economic Development Council, which has fostered an heretofore unprecedented level of collaboration and channeled the creative energy of hundreds of regional stakeholders on the task of developing the partnerships, resources, and expertise necessary to overcome challenges and accelerate growth. The state has also provided critical investments and leadership in resolving regional barriers to growth, notably its efforts to support the revitalization of Eastman Business Park.

The Council's 2013 Progress Report represents the breadth and scope of these efforts and the substantial achievement that has already been accomplished to date thanks in large measure to catalytic investments by the state. These projects represent \$911 million in total investment and more than 9,000 jobs that will be created or retained in the coming years.

Our progress will be further strengthened by the new priority projects identified by the Council that will enhance the core strategic areas of technology commercialization and business creation, higher education and workforce development, community and industrial development, agriculture and food processing, tourism and the arts, healthcare, and extending opportunity to underserved populations. Collectively, these efforts will propel economic growth throughout the nine-county Finger Lakes region.

The Finger Lakes Regional Economic Development Council is deeply grateful for this opportunity provided by the state to create a brighter future and accelerate our transformation.

# Appendix A

## Work Group Members

### KEY

Co-Chair  
Council Member

#### Advanced Manufacturing

Paul Ballentine  
Mark Bocko  
**Charlie Cook**  
Ronald Golumbeck  
John Hurley  
Kevin Kelley  
Mark Kowalski  
Jerry Leary  
Dana Mehnert  
**Andrew Moreau**  
**Nabil Nasr**  
Robert Pearson  
John Perrotti  
Bill Pollack  
**Tyrone Reaves**  
Judy Seil  
Jim Senall  
Meredith Smith  
Paul Tolley  
Robert Trousie

UR Center for Emerging & Innovative Sciences  
Center for Emerging Innovative Sciences  
**Liberty Pumps**  
ITT Goulds Pumps  
Web Seal, Inc.  
Rochester Tooling and Machining Association  
G.W. Lisk Company, Inc.  
Koike Aronson  
Harris RF Communications  
**Precision Packaging Products**  
**Rochester Institute of Technology**  
RIT Microelectronic Engineering Program  
Gleason Works  
Optimization  
**TruForm Manufacturing Corp.**  
Monroe County Industrial Development Agency  
High Tech Rochester  
RIT Government & Community Relations  
Smart System Tech. & Comm. Ctr of Excellence  
Workforce Development Institute

#### Agriculture & Food Processing

Jim Allen  
**Doug (AD) Berwanger**  
Robert Brown  
Tom Burr  
Elizabeth Claypoole  
**Matt Cole**  
Paul D'Amato  
Steve Glenning  
Hector Gonzalez  
Gary Hadyk  
Mary Pat Hancock  
Andy Harlan  
Dale Hemminger  
Kevin Hurley  
Dan Johnson  
John LiDestri  
**Tom Macinski**  
Peter Martini  
**John Noble**  
Susan Noble  
Sarah Noble-Moag  
Julie Pacatte  
**Jim Pierce**  
Ora Rothfuss  
Nathan Rudgers  
Marc Smith  
Bill Strassburg

New York Apple Association, Fishers, NY  
**Wyoming County Board of Supervisor**  
Brown's Berry Patch  
Ag Experimental Station  
Cornell Coop. Extension Wayne County  
**Commodity Resource Corp**  
NYS DEC  
Wegmans Food Markets  
NYS Ag & Mkts  
Seneca Foods  
Genesee County Legislature  
Rochester Institute of Technology  
Hem-Dale Farms & Farm Bureau  
Empire State Development  
Rochester Institute of Technology  
LiDestri Foods  
**Standing Stone Winery**  
Anthony Road Winery  
**Synergy, LLC**  
Cornell Agriculture and Food Technology Park  
Linwood Management  
Batavia Development Corporation  
**Wyoming County Business Center**  
Wayne County  
Farm Credit East, Batavia, NY  
NYS Ag Experiment Station  
Wegmans Food Markets

#### Business Services

Jason Aymerich  
Kathy Cronin  
Andre Godfrey  
**Pamela Heald**  
**Ken Kaisen**  
Luis Martinez  
Todd Oldham  
Kevin Pickhardt  
Jeff Valentine  
James Van Thoth  
Laurie Zaucha  
**Mike Zimmer**

Complemar  
Earthlink  
Entre Computer Services  
**Reliant Community FCU**  
**Sales Congo**  
Human Capital Strategy Partners  
MCC  
Pharos Systems  
Valentinium  
iVidex  
Paychex  
**Xerox**

#### Community Development

Alma Balonon-Rosen  
Chris Bauer  
Jim Bertolone  
**Maggie Brooks**  
Peter Brown  
Holly Budd  
Bill Clark  
Tim Fournier  
**Bret Garwood**  
Sage Gerling  
Ryan Hallings  
Joe Hamm  
Aaron Hilger  
Gidget Hopf  
Roxanne Kise  
Jennifer Leonard  
Jean Lowe  
Eugenio Marlin  
Julie Marshall  
Bob McNary

Enterprise Community Partners  
NYS Dept of State  
Rochester Genesee Labor Federation AFL-CIO  
**Monroe County Executive**  
Seneca County Planning & Community Dev.  
Farash Foundation  
Urban League of Rochester, NY  
Conifer  
**City of Rochester**  
City of Geneva  
Lyons Bank  
NYS Dept of Labor  
Builder's Exchange  
ABVI Goodwill  
Western Erie Canal Main Street Program  
Rochester Area Community Foundation  
Greater Rochester Housing Partnership  
IBERO Investors  
Livingston County IDA  
Wayne County



**Stuart Mitchell**  
**Jan Molino**  
Joan Roby-Davison  
**Hilda Rosario Escher**  
Judy Seil  
Leonard Skrill  
Delmonize Smith  
Hubert Van Tol  
Kal Wysowkowski

Heidi Zimmer-Meyer

#### PathStone

**City of Batavia**  
Sector 4 Community Development Corp  
**Ibero American Action League**  
Monroe County Planning & Development  
NYS Homes & Community Renewal  
RIT Saunders College of Business  
PathStone  
Village of Fairport, Office of Community and Economic Development  
Rochester Downtown Development Corp.

#### Eastman Business Park

**Mike Alt**  
Merideth Bahr-Andreucci  
Paul Ballentine  
Joe Chan  
Arunas Chesonis  
Vincent Esposito  
Sean Hart  
John LiDestri  
Kelly Mandarano  
**Mark Peterson**  
Bill Strassburg  
Nick Weatherbee

#### Eastman Business Park

Empire State Development  
UR Center for Emerging & Innovative Sciences  
Empire State Development  
Sweetwater Energy  
Empire State Development  
Lt. Governor Duffy  
LiDestri Foods  
Eastman Kodak  
**Greater Rochester Enterprise**  
Wegmans Food Markets  
Office of General Services

#### Energy Innovation

Jack Baron  
Bob Bechtold  
Wendy Buchholz  
Peg Churchill  
Rob Clark  
Randy Farnsworth  
**Matt Fronk**  
Linda Hardie  
Brett Hastings  
Dr. Brian Johnston  
**Andy Naukam**  
**Mark Peterson**  
Dr. Ryne Raffaele  
Courtney Reich  
Mick Stadler

Sweetwater Energy  
Harbec Plastics  
Johnson Controls, Inc.  
Wayne County IDA / EDC  
University of Rochester - Dean of Hajim School  
Randall Farnsworth Auto Group  
**NY-BEST**  
NYS Energy & Research Authority  
Noble Environmental Power  
Technology Consultant  
**Ultralife**  
**Greater Rochester Enterprise**  
RIT  
NY-BEST  
Cerion Energy

#### Entrepreneurship & Innovation

Jack Baron  
Terran Birrell  
Dr. dt olgilvy  
Richard Glaser  
Don Golini  
**Steve Griffin**  
Bill Jones  
Doug Maybaum  
**Theresa Mazzullo**  
Duncan Moore  
Paul Morrell  
Jan Pisanczyn  
Peter Robinson  
Jim Senall  
**Chris Whitman**  
Alex Zapsochny

Sweetwater Energy  
NextPlex  
RIT  
Merrill Lynch  
Rochester Angel Network  
**Finger Lakes EDC & Yates County IDA**  
Venture Creations  
SCORE  
**Excell Partners, Inc.**  
University of Rochester's Simon School  
Genesee SBDC  
Brockport SBDC  
URMC  
High Tech Rochester  
**Complemar**  
I-Cardiac

#### Healthcare

Larry Becker  
Howard Beckman, MD  
Nana Bennett, MD  
**Dr. Bradford Berk**  
Tami Best  
John Bisognano, MD  
**Chris Booth**  
Dawn Borgeest  
Al Bradley  
Reneee Brownstein  
John Carlo  
Mark Clement  
Patty Corvaia  
David Crosby  
George Dascoulias  
Colleen DiMartino  
Paul Eisenstat  
Dan Ferrara  
Jake Flaitz  
Theresa Green  
Warren Hern  
Michele Hill  
Phyllis Jackson  
Sharon Legette-Sobers

Xerox Corporation  
Finger Lakes Health Systems Agency  
University of Rochester Medical Center  
**University of Rochester**  
Finger Lakes Health Systems Agency  
University of Rochester Medical Center  
**Excellus BlueCross BlueShield**  
United Way of Greater Rochester  
Finger Lakes Health Systems Agency  
Rochester Institute of Technology  
Wegmans Food Markets  
Rochester General Hospital  
Finger Lakes Health Systems Agency  
MVP Health Care  
Eastman Kodak Company  
Rochester Business Alliance  
Excellus  
Wegmans Food Markets  
Paychex Inc.  
University of Rochester Medical Center  
Unity Health System  
University of Rochester  
Finger Lakes Health Systems Agency  
Greater Rochester Health Foundation

Becky Lyons  
Tom Mahoney, MD  
Mike Nazar, MD  
Wade Norwood  
Daniel Ornt, MD  
*Sandy Parker*  
Cindy Reddeck-LiDestri, MD  
**Paul Speranza**  
Bill Strassburg  
Jim Sutton, RPA-C  
John Urban  
Ralph Van Houten  
Mike Waters  
Fran Weisberg  
Chris Wiest

Wegmans Food Markets  
Finger Lakes Health Systems Agency  
Unity Health System  
Finger Lakes Health Systems Agency  
Rochester Institute of Technology  
*Rochester Business Alliance*  
LiDestri Food & Beverage  
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Rochester General Medical Group  
Greater Rochester Health Foundation  
NYS Department of Health  
Rochester Business Alliance Consultant  
Finger Lakes Health Systems Agency  
Rochester Business Alliance

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St. John Fisher College  
Nazareth  
SUNY Geneseo  
**Rochester Institute of Technology**  
Keuka College  
University of Rochester  
Hobart and William Smith Colleges  
**SUNY Brockport**  
*Monroe Community College*  
Roberts Wesleyan College  
Finger Lakes Health Systems Agency  
Finger Lakes Community College  
*University of Rochester*  
Rochester Institute of Technology  
Genesee Community College

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Chris Mueller  
Rich Perrin  
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Terry Rice  
Joe Rizzo  
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Bob Traver  
EVEN Tupis  
David Zorn

Eastman Business Park  
National Grid  
Seneca County IDA (Army Depot)  
Frontier Communications of Rochester  
**Rochester Genesee Regional Transportation Authority**  
Genesee & Wyoming Railroad  
LLD Enterprises  
**LaBella Associates**  
Greater Rochester Regional Airport  
Finger Lakes Technology Group  
Business Manager, Laborers Local 435  
Ontario County IDA  
Ontario County Board of Supervisors Chair  
Time Warner Cable  
Genesee Transportation Council  
Fibertech  
Monroe County Transportation  
Rochester Gas and Electric  
NYS Environmental Facilities Corp  
NYS DOT  
Niagara-Orleans Rural Broadband Initiative  
Genesee Finger Lakes Regional Planning Council

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Rick Richmond  
Mark Taubman  
**Mikael Totterman**  
**Maurice Zauderer**

**UR's Hajim School of Engineering and Applied Sciences**  
RIT's College of Health Sciences and Technology  
University of Rochester  
Sigma  
VirtualScopics  
STS Bio Polymers, SiMPore, Diffinity Genomics  
UR's School of Medicine and Dentistry  
**iCardiac**  
**Vaccinex, Inc.**

### Opportunity Agenda Taskforce

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Joe Wesley

University of Rochester  
City of Rochester  
Western Erie Canal Regional Coordinator  
**Monroe Community College**  
Rochester Area Community Foundation  
*Hillside Work-Scholarship Connection*  
*NYS Assembly Majority Leader*  
NYS Senate  
**City of Rochester**  
Sector 4 Community Development Corp  
**Ibero-American Action League**  
Rochester Institute of Technology  
Wegmans Food Markets  
Wegmans Food Markets  
**Wegmans Food Markets**  
Wegmans Food Markets

### Optics, Photonics & Imaging

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Damon Diehl  
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Mike Richardson  
**James Sydor**  
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Xi-Cheng Zhang

UR Center for Emerging & Innovative Sciences  
New York Photonics Industry Association  
JML Optical  
MCC  
**Lucid**  
QED Technologies, retired  
Lumetrics  
Rochester Precision Optics  
Optimax Systems  
University of Rochester  
Rochester Institute of Technology  
**Sydor Optics**  
Eastman Kodak (retired)  
UR Institute of Optics

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Vic Salerno  
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David Zorn

Seneca County Planning and Community Development  
Wyoming County Planner  
Bausch and Lomb  
Livingston County Planning Department  
Monroe County Director of Environmental Services  
Ontario County Planning Department  
NY Green and Conservation Connects  
Wayne County Planning & Economic Development  
**Bergmann Assoc**  
**Rochester Institute of Technology**  
Village of Spencerport  
Xerox, VP EH&S  
Genesee County Planning Department  
Genesee Transportation Council  
Greater Rochester Enterprise  
O'Connell Electric  
Larsen Engineering - President  
City of Rochester  
University of Rochester  
Wegmans Food Markets  
Rochester Computer Recycling and Recovery - President  
P2I Rochester Institute of Technology  
Genesee/Finger Lakes Regional Planning Council

### Tourism & Arts

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Ginny Clark  
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Tom Parrish  
Kyle Polite  
Kelly Rapone  
Jamal Rossi  
Jeff Shipley  
Norm Silverstein  
Greg Smith  
Meghan Stearns  
Bill Strassburg  
Rachael Tabelski  
Mark Thomas  
Jim Trezise  
Christine Worth  
Claire Wysowkowski

The Strong  
Finger Lakes Museum  
Campground Owners of New York  
Livingston County Chamber of Commerce  
Wegmans Food Markets  
Constellation Brands  
NYS Canal, Palmyra Rep  
Bristol Mountain/Roseland Waterpark  
Orleans County Planning and Tourism  
Memorial Art Gallery  
Jazz Fest  
Dixon Schwabl  
**Visit Rochester**  
Genesee-Orleans Regional Arts Council  
Finger Lakes Tourism Alliance  
Finger Lakes Visitor Connection  
Darien Lake Theme Park  
NYS Canal Corp  
**Arts & Cultural Council for Greater Rochester**  
City of Rochester  
Yates County Chamber of Commerce  
Three Brothers Winery & Estates  
NYS Parks & Historical Preservation  
Geva Theatre  
Rochester Philharmonic Orchestra  
Genesee County  
Eastman School of Music  
Seneca County Chamber of Commerce  
WXXI  
Jay Advertising  
Wyoming County Chamber  
Wegmans Food Markets  
Genesee County Econ Dev Agency  
NYS Parks & Historical Preservation  
New York Wine Grape Foundation  
Wayne County Tourism  
Visit Rochester

### Workforce Development

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Joe Hamm  
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Aaron Hilger  
Kevin Kelley  
**Dr. Anne Kress**  
Ellen Lynch  
Patti Malgieri  
Michael P. Mandina  
Roosevelt Mareus  
Joe Marianelli  
Pat McCue  
**Augustin Melendez**  
Shaun Nelms  
Mike Nolan  
Wade Norwood  
Todd Oldham  
Pete Pecor  
Dr. Suzanne Piotrowski  
Dan Richardson  
Bill Rotenberg  
Janine Schue  
Reid Smalley  
**Paul Speranza**  
Karen Springmeier  
Kevin Stickle  
Bob Trouskie  
Bolgan Vargas  
Ken Warner  
Joe Wesley  
Dan White  
Dave Young

Wegmans Food Markets  
Wegmans Food Markets  
Earthlink  
Finger Lakes Community College  
Hillside Work-Scholarship Connection  
GLOW Workforce Investment Board  
NYS Department of Labor  
Rochester Teachers Association  
Builders Exchange  
Rochester Tooling and Machining Association  
**Monroe Community College**  
Wegmans Food Markets  
Rochester City School District  
Optimax Systems  
Rochester Educational Opportunity Center  
Wayne-Finger Lakes BOCES  
Irondequoit High School  
**Hillside Work Scholarship**  
Greece Central School District  
SPEX Precision Machine Technologies  
New York State Board of Regents  
Monroe Community College  
Rochester Works  
University of Rochester Medical Center  
Latta Road Nursing Home, NYS WIB Member  
Finger Lakes WIB  
Rochester General Hospital  
Genesee Community College  
**Wegmans Food Markets**  
Finger Lakes Works  
Wegmans Food Markets  
Workforce Development Institute  
Rochester City School District  
UNICON  
Wegmans Food Markets  
Monroe BOCES 1  
IBEW

# Appendix B Work Group dashboards



# Advanced Healthcare

## Vision / Strategy

Leverage history of collaboration to implement community-wide initiatives that strengthen the region's high quality, low-cost health systems toward the goal of making our region the healthiest in America.

## Existing Conditions

- 1 According to the *Dartmouth Atlas*, Medicare rates are 21% below the national average and 2010 Milliman study shows Commercial insurers costs are 25% below national average.
- 2 A July 2013 report from the Institute of Medicine showed that the Rochester region's continues to have the lowest Medicare costs in the nation.
- 3 57,000 physicians, nurses, employees, and other healthcare professionals
- 4 National recognition for high quality, low-cost, healthcare

- 5 Low rate of uninsured adults vs NYS and national average<sup>1</sup>
- 6 Numerous other major advantages:
  - Higher than average primary care physicians per capita
  - High preventative screening rates
  - Appropriate use of hospice

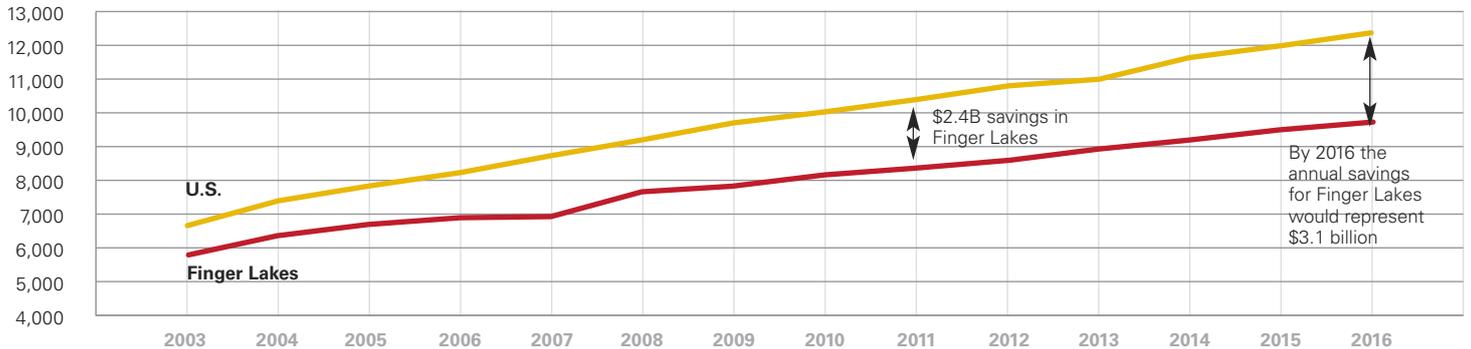
## Performance Measures

Economic Benefit	Savings in healthcare costs in the region will grow to \$3.1 billion by 2016
Jobs Created	NA for this work group
Capital Invested	NA for this work group
Freq. of meetings	Weekly
Inclusiveness	160 volunteers in 60 organizations

<sup>1</sup> Insured residents rates are 30% lower than National average. The total using blended rates will show larger savings.

### Medicare Reimbursements\* (price, age, sex, race-adjusted)

Source: Dartmouth Atlas of Health Care



\* Insured residents rates are 30% lower than national average. The total using blended rates will show larger savings.

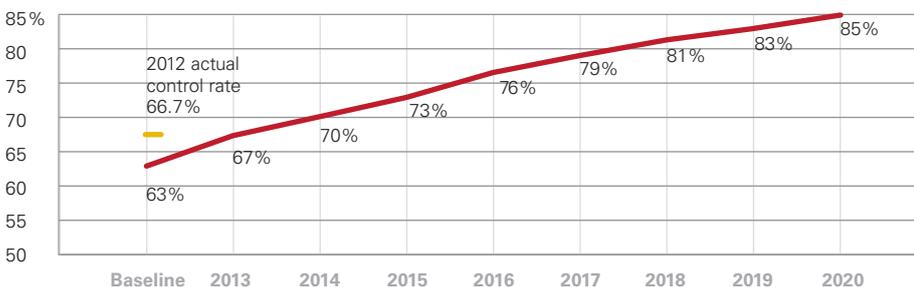
## Priority Projects

- 1 **Finger Lakes Health Collaborative, focused on Hypertension**  
**Goal** To increase the percentage of adults in Monroe County with hypertension who have their blood pressure under control to 85% by 2020.

## Priority Project Performance Measure

Economic Benefit	\$8.5 million in reduced healthcare costs (projected)
Jobs Created	5 to date (all women, 5 are minorities)
Capital Invested	\$300k

### Control Rate Goal



### Financial Summary

<b>Total project cost</b>	<b>\$ 2,800,000</b>
<b>CFA Award</b>	<b>\$ 300,000 11%</b>

### Funds committed

Wegmans Family Charitable Foundation	\$ 1,400,000	50%
Greater Rochester Health Foundation & other	\$ 1,100,000	39%



# Advanced Manufacturing

## Vision / Strategy

To support the region's Advanced Manufacturing sector through the creation and preservation of industrial development and partnerships with academia to help companies meet their R&D needs and improve manufacturing processes and increase their production output and employment.

## Performance Measures

- Increase overall market share in targeted manufacturing clusters
- Increase manufacturing exports
- Increase capital investment and production capacity
- Job creation/retention
- Investment in R&D
- Investment in training and workforce development
- Business incubation and company spinoffs

## 2012 Funded Priority Projects

### **Golisano Institute for Sustainability, \$5 million**

Incentive proposal received & returned to ESD  
Building opened and dedicated on April 12  
Equipment acquisition in process \$12 million research funding in 2012 and \$11 million in new contracts

### **Science & Technology Advanced Manufacturing Park (STAMP), \$0.5 million**

Project funding of \$0.5 million for STAMP leveraged an added \$1.2 million in funding from the Governor's office and local sources to support land acquisition – total NYS funding of \$5.1 million committed since late 2012 will enable the acquisition of 853 acres by year end 2013.

## Priority Projects

Top Priority / Transformational Project

- Manufacturing Revolving Loan Fund

Strongly Supported and Recommended

- Functional Printing Innovation Center
- STAMP (land acquisition)

Supported Projects

- Rochester Regional Photonics Cluster Industry Lab

Pipeline Projects for Future Consideration

- Manufacturing Collaborative

## Manufacturing Revolving Loan Fund

- Creation of a \$5 million loan grant program directed at small- and medium-size companies
- Coverage in the nine-county Finger Lakes Region
- Goal is to provide financial resources to assist manufacturers expeditiously acquire machinery, and/or facilities
- Requirement is to create jobs





# Agriculture & Food Processing

## Vision / Strategy

- 1 Diversify and increase the value of agriculture and food products
- 2 Gain access to new markets
- 3 Provide incentives and resources for the creation and expansion of the region's food supply chain (Farm to Fork)
- 4 Develop academic and other private partnerships to increase production and manufacturing efficiencies
- 5 Invest in projects that create synergy between the region's agriculture and green energy sectors

## Existing Conditions

- 1 The Finger Lakes region leads New York State in sales of milk, fruit and nut, corn, and organic products.
- 2 The region leads the state in sales of all crops, harvesting one-third of the state total by value, and in sales of all animal products.
- 3 The region is a leading grower of apples, helping to make New York State second in the nation in apple production.
- 4 The Finger Lakes grape and wine industry produces 41,403 tons of grapes annually. The region's 90 wineries and 9,124 acres of vineyards account for 85 percent of the state's wine production.
- 5 The agricultural and food processing cluster represents a crucial part of the region's economy, employing nearly 21,000 with a payroll of \$761 million.
- 6 The region has an abundance of fresh water.
- 7 The region has easy access to a major North American market, more than one third of the combined population of the U.S. and Canada live within 500 miles of the region.

8 Regional resources that support the agriculture and food processing cluster includes:

- Uncork New York, the New York Wine and Culinary Center.
- Cornell Cooperative Extension (CCE) in each county for programs such as North Western New York Dairy, Livestock and Field Crops Team, the Lake Ontario Fruit Program, and the Cornell Vegetable Program.
- Cornell University's New York State Agricultural Experiment Station
- Agriculture & Food Technology Park in Geneva, Finger Lakes Culinary Bounty, Finger Lakes Sustainable Farming Center, the New York Farm Bureau, Finger Lakes Grape Program and the Wine & Grape Foundation
- Genesee Valley Regional Market Authority
- RIT's Center for Integrated Manufacturing Studies and Finger Lakes Food Processing Cluster Initiative.

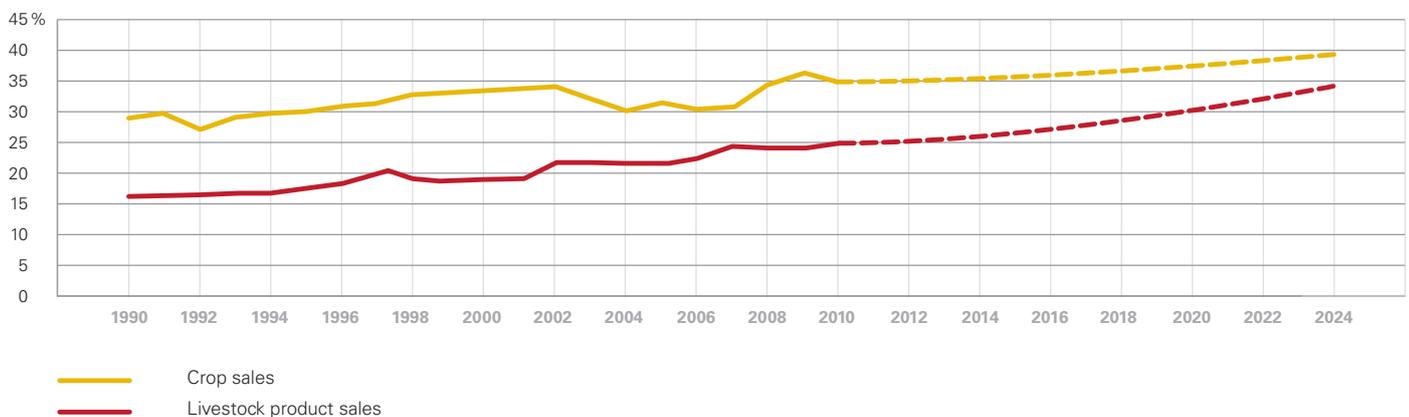
## Performance Measures

Advance the priority projects for the industry sector and measure the productivity, job creation, new businesses started, businesses expanded, sales growth and private capital investment leveraged.

## Goals/Strategy

- 1 Continue to build collaboration and networks between local producers and local processors.
- 2 Support and encourage priority projects for the agriculture and food processing industry sector.

Finger Lakes region market share of crop and livestock product sales as a % of total NYS sales



## 2013 Round III Priority Project Recommendations

### Top Priorities

High priorities and/or potential “transformational” projects for ESD competitive capital funding

Project	Sponsor Org.	Description / Notes
<b>Kitchen/Small Scale Processing</b>	Cornell Technology Farm	Shared use kitchen for developing small scale entrepreneurial agriculture opportunities

### Other Priorities

Projects strongly supported and recommended for maximum 20-point score from the FLREDC

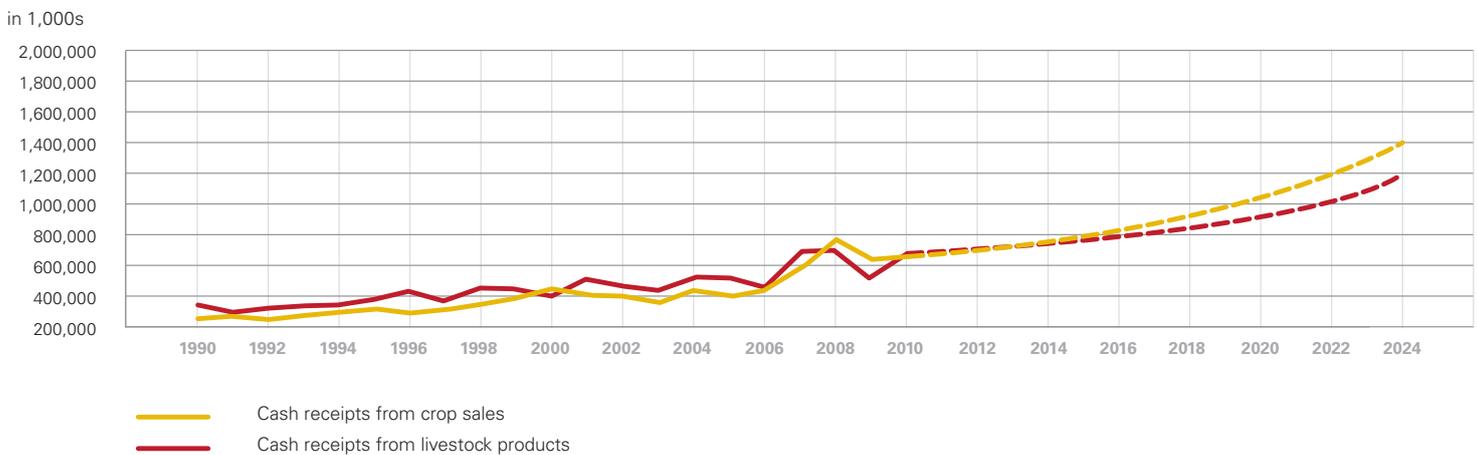
Project	Sponsor Org.	Description / Notes
<b>Rural Enterprise &amp; Agricultural Loan+</b>	Wayne County IDA	Pool of funds to incent ag and food processing businesses to expand in Wayne County.
<b>Sustainability in Food Processing</b>	NYSP2I – RIT	Advancing the Food Processing Industry through Sustainability in 3 NYS Regions
<b>Red Jacket Orchards Growth Project</b>	Red Jacket Orchards	Increase production and market reach for this premier Seneca County Fruit business
<b>Food Hub Project</b>	Foodlink	Equipment addition to allow locally grown foods more year round availability to underserved markets

### Supported Projects

Projects with Work Group support and recommended for 15-point FLREDC score

Project	Sponsor Org.	Description / Notes
<b>Storm Water Runoff</b>	NYS Wine and Grape Foundation	Demonstration system for controlling runoff from farm wineries.
<b>Winery Waste Water Treatment project</b>	NY Wine and Grape Foundation	Demonstration system for processing waste water from wine and grape processing

## Cash Receipts: Crop sales and livestock products in Finger Lakes region





# Business Services

## Vision / Strategy

The Business Services Work Group vision is to capitalize on the recent success of this sector and add 5,000 incremental jobs to the region over the next 3 years.

## Existing Conditions

The Finger Lakes region is home to one of the strongest embedded concentrations of business services, software and technical expertise in the country, trumping the national growth rate and nearly doubling that of New York State (as seen below).

Much of the cluster's "intellectual infrastructure" is expertise spun off as large corporations transformed, downsized, and outsourced their front and back office work. Fortunately our regionally-rooted talent remained in the community, creating an experienced, business services infrastructure — a testament to our region's exceptional assets and high quality of life.

Among the four subsectors in the business services categories, Back Office & Outsourcing leads the way and is projected to grow 31% thru the end of 2013.

## Performance Measures

The business services sector's job count is at an all-time high exceeding 65,000 jobs. 2011 and 2012 data shows the Work Group is on track to deliver its goal of 5,000 incremental jobs.

Business Service Sector	2009	2013	4 yr growth	
			New jobs	%
Front office & producer services	32,479	34,244	1,765	5%
Back office & outsourcing	11,569	15,149	3,580	31%
Communications, software & media	9,335	7,955	-1,380	-15%
Information technology services	5,885	6,325	440	7%

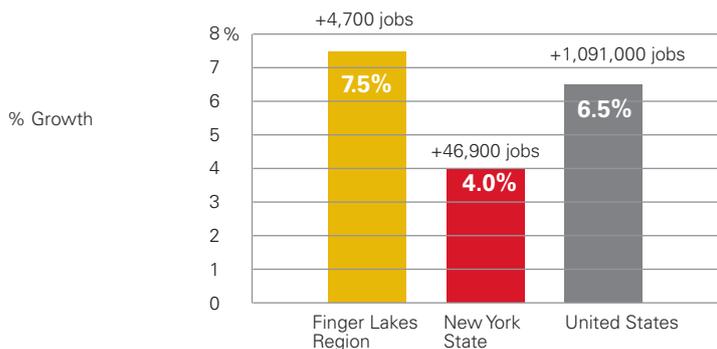
## CFA Projects Implemented

Project	Description / Notes
<b>Sutherland Global Services</b>	Received \$900,000 in Excelsior Jobs Tax Credits for their expansion at Rochester Technology Park. They have more than fulfilled their CFA obligation by hiring in excess of 360 people in 2012 while continuing to hire into 2013.

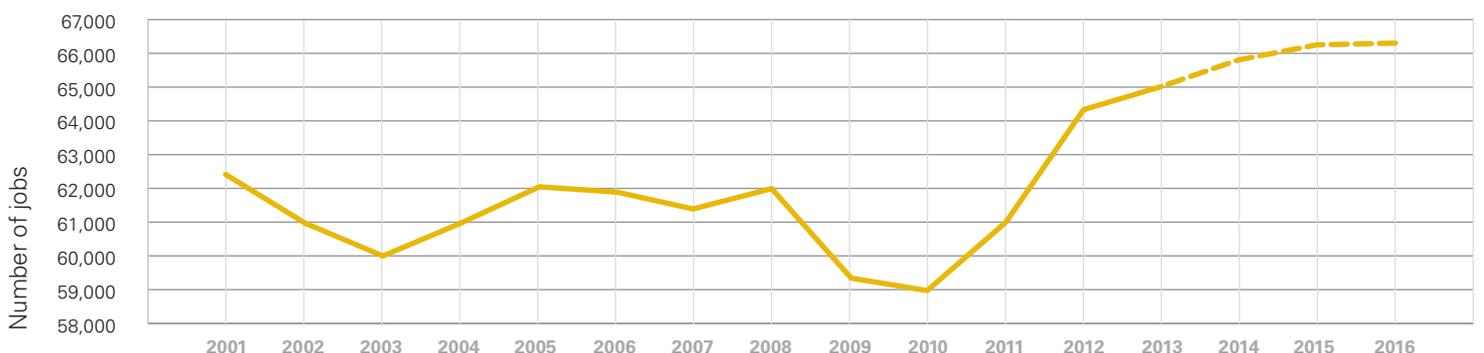
## Non CFA Projects Implemented

Project	Description / Notes
<b>Xerox</b>	Established a call center in Webster, creating 400 new jobs over the past year and is still expanding the site.
<b>Paychex</b>	Continues to grow, creating 174 new jobs over that past 18 months.
<b>Coast Professional</b>	Collection services has recently created a number of new jobs and is in the process of adding more than 100 new positions in the region.
<b>Maximus Federal Services</b>	Will invest nearly \$1.7 million to expand its Medicare Appeals back office operation in Pittsford, retaining 159 at-risk jobs and creating 308 new jobs.

**Business Services (Jobs and Percent of growth 2001–2016)**



**Employment in Business Services (Finger Lakes region 2001–2016)**





# Community Development

## Vision / Strategy

Invest in community development, industrial development and infrastructure to improve the quality of life; address poverty, affordable housing, graduation rates, and unemployment; and increase access to opportunities.

## Existing Conditions

Issues of concentrated poverty, disinvestment, vacancy and foreclosure prevent some areas of the region to be successful and participate in the economic vitality available in the region. There are direct costs to these conditions and economic opportunity costs as well.

- **Poverty:** While NYS poverty rate dropped from 15% to 14%, poverty in the Finger Lakes region increased in every county, and Rochester is now ranked 7th in the nation for child poverty.
- **Unemployment:** While the unemployment for the Finger Lakes region as a whole is lower than the statewide average, very high unemployment rates exist within urban and rural areas.
- **Graduation Rates:** While the graduation rate for the Finger Lakes region as a whole is lower than the statewide average, unacceptably low graduation rates exist within urban and rural areas.
- **Affordable Housing:** A high percentage of households pay more than 30% of the income for housing expenses. The foreclosure rate in some areas is high. There are areas of very low homeownership rates.

## Performance Measures

The Community Development Work Group seeks to track indicators of general community health as well as the direct impact of projects funded through the Regional Council process. Below are the measurements utilized to track community development conditions for urban and rural areas in the region:

- **Poverty Rate:** City of Rochester poverty rate was 26% in 2000 and increased to 31% in 2011. The average poverty rate for rural counties (outside of Monroe County) was 9% in 2000 and increased to 11% in 2011.
- **Unemployment Rate:** City of Rochester unemployment rate was 10.8% in June 2010 and decreased to 9.4% in June 2013. The average unemployment rate for rural counties (outside of Monroe County) was 7.9% in June 2010 and decreased to 6.8% in June 2013.
- **Graduation Rate:** City of Rochester graduation rate was 46% in 2010 and decreased to 45% in 2011. The graduation rate for rural counties (outside of Monroe County) was 82% in 2010 and increased to 83% in 2011.
- **Housing Affordability:** In 2000 68.8% of housing units were owner occupied and 31.2% were renter occupied. At that time the Finger Lakes region had 42.8% renters paying more than 30% of income for housing. According to the 2006 American Community Survey this increased to 51.5% of renters paying more than 30% of income for housing.

Four community development priority projects have been funded to date, including Port of Rochester, College Town, Midtown Tower, and the Penn Yan Waterfront. For funded projects, the following performance measures will be utilized:

- Total Investment—\$190 million.
- Leverage (State funds to total investment)—13 to 1.
- Job Creation—1,671 construction jobs / 521 new FTEs.
- Housing Units—300.

## Goals/Strategy

Community development efforts will spur long-term economic development in these areas by:

- Ensuring sustainable home ownership opportunities;
- Targeting community and economic development initiatives and programs for the redevelopment of distressed urban neighborhoods and rural communities;
- Providing opportunities for entrepreneurship, training and technical assistance, affordable and appropriate financing for small and micro businesses.



# Eastman Business Park

## Vision / Strategy

Eastman Business Park (EBP) will become New York State's premier center for the commercialization of new technology in the areas of renewable energy materials, functional films and energy storage. Key growth projects at Eastman Business Park will build on the Finger Lakes region's deep manufacturing competence and EBP's unique capacities. This facility is particularly well suited to bridging the gap between new ideas and their commercial application, thereby supporting the innovators, entrepreneurs and employers. Our Innovation and Materials Science Institute will serve as the catalyst for rapid commercialization of new technologies.

For start-up companies — especially those requiring thin films and/or chemical development — Eastman Business Park will provide a portfolio of development tools that will enable early stage companies to preserve cash while navigating the commercialization "valley of death." This suite of tools includes analytical, validation, prototyping, environmental conditioning and pilot manufacturing capabilities. These tools, coupled with our expert scientists will create a manufacturing ecosystem at EBP that will be best-in-class at accelerating deployment of technologies in the energy, clean tech, and functional printing sectors.

Established companies locating at Eastman Business Park will experience significant savings in operational cost due to the availability of on-site, below market rate utilities.

## Existing Conditions

Eastman Business Park is one of the largest and most technically diverse industrial sites in the country. Founded in 1890, it remains Kodak's largest manufacturing facility, producing both legacy photographic products plus new digital media materials such as consumer inks, digital plate chemistry, and color toners for Kodak digital presses and copiers.

A vertically integrated 'city within a city,' EBP houses more than 40 tenants employing 3,500 on-site along with 3,000 Kodak employees. Currently 7 of the tenants focus on clean/renewable energy technologies.

- The campus extends over 1,250 acres and includes over 15 million square feet of manufacturing, laboratory, office and warehouse space
- Self-contained utilities provide
  - Electricity from a 125 MW generating facility, that enables provision of steam, chilled water, compressed air, nitrogen, ultra-high purity water, and demineralized water;
  - Water from a 50 million gallon per day, Kodak water supply plant;
  - Wastewater treatment from 40 million gallon per day industrial waste water treatment facility.
- The site has full rail capability including 17 miles of track and the ability to store 250 railcars on internal sidings.

- More than a century of Kodak innovation is reflected in pilot scale capabilities to develop new and novel chemicals, thin films, deposition technologies and nano-particles.
- On-site specialty services and technical knowledge support manufacturing and commercialization activities.

Eastman Business Park has a well established connection to researchers at the region's universities, including the Rochester Institute of Technology's Golisano Institute of Sustainability and the University of Rochester's Energy Research Initiative, and Center for Emerging and Innovative Sciences. In addition, EBP is connected with Monroe Community College to access the next generation of industrial technicians.

## Recommended strategies and actions for 2013–2014

During the next 12 –18 months, EBP will expand on its established foundation biomaterials advanced manufacturing, functional films and energy storage. Already selected as the site of the NY-BEST Commercialization Center, EBP will benefit from its ongoing relationship with NYS Energy Research and Development Authority (NYSERDA) and New York's many established and emerging players in clean energy R&D.

## Specific Strategies

### Energy Storage

- Continue to support the creation of NY-BEST Commercial Center at Building #308.
- Provide funding assistance to key emerging companies in energy storage, such as NOHMs Technologies.
- Connect university researchers and incubator companies with NY-BEST to drive innovation.
- Support federal government's interest in improving technology commercialization tool set; create a manufacturing development center as a national model, through agencies such as DOE and NIST.

### Biomaterials Advanced Manufacturing

- Support business process planning for proposed fermentation cluster, building on established biofuel and biochemical companies both regionally and nationally.
- Support preliminary engineering for promising biomaterial startups.
- Support DOE/USDA's interest in development work at the small scale level for biofuels from cellulosic materials, biochemicals from sugars, and biojet fuel from algae.
- Market EBP at state and national conferences to attract the best and most promising biofuels companies.

### Functional Films

- Support regional interest in creating a National Network of Manufacturing Innovation in the areas of functional printing, in collaboration with the Optics, Imaging, and Photonics Work Group
- Drive new technology in functional printing that will allow manufacturing of new products at EBP such as touch panel sensor, fuel cell membranes, and flexible displays.
- Enhance the roll-to-roll development tools as a state-of-the-art facility for commercial scale acceleration.

### Process Indicators

The following indicators will measure other important aspects of the Work Group's progress:

- Number of Work Group meetings: 7
- Inclusiveness (e.g. has the Work Group reached out the partners throughout the Finger Lakes region and representing a range of demographics?): The Eastman Business Park Work Group is narrowly focused on securing this indispensable industrial site for the future of the region and New York State. Work Group includes significant participation from local business leaders, local public agencies and state public agencies.

### Priority projects

- 1 NY-BEST Commercialization Center - Underway
- 2 Creation of an EBP Fermentation Cluster
- 3 Upgrade of Thin Film Development Tools Capability
- 4 Assistance to recruit and support promising new technology firms
  - a. Support expansion of Natcore's capacity to manufacturing photovoltaic anti-reflective coatings
  - b. Establish pilot manufacturing facility to support Cornell-spinout NOHMs – Underway
  - c. Recruit OH-Energy to relocate HQ from California to EBP
- 5 Support Fulcrum Bioenergy's ambitious plan to divert municipal waste from landfills to energy production.
- 6 Support Sweetwater's plans to create a next generation sugar manufacturing facility and biochemical development project at EBP.
- 7 Support establishment of first functional film product manufacturing at EBP, which will be touch panel sensors, UniPixel and/or Display 1.0

Performance Measure	Baseline: 2012	5 Year Goal
Number of jobs on site	6,533	7,887
Jobs retained	future	6000
New jobs, both from existing NYS firms and from firms new to NYS	future	1887
Total payroll of all employed on site	\$542M	\$613M
Estimated payroll of positions retained	future	\$500M
Estimated payroll of new positions, both from existing NYS firms and from firms new to NYS	future	\$113M
Number of firms on site	32	70
Firms with a pre-existing NYS presence	future	50
Firms new to NYS	future	20
Private investment in plant & equipment	future	\$650M
New energy ventures		
Firms	2	15
Employment	14	985
Payroll	\$1M	\$73M
Capital investment	future	\$600M



# Eastman Business Park

## Eastman Business Park priority projects

Project & Description	Funding request	Jobs	Investment	CFA
<p><b>Fermentation Cluster Facility</b></p> <p>This transformational project will create a fermentation facility at EBP that will complete the compendium of technologies to take biomass feedstocks and convert them into biochemicals, biofuels and bioplastics. Sugar suppliers (upstream) and biochemical manufactures (downstream) have lined up in support of this project. Fermentation compliments EBP's existing Specialty Chemicals Manufacturing, and Biorefineries. This compilation of capabilities will provide a very unique Biomaterials Advanced Manufacturing cluster that is likely to be a one-of-a-kind in the United States. We expect this to contribute ~600 new jobs by 2017.</p>	\$5.0 M	50	\$25 M	2013
<p><b>Function Films Commercialization Center</b></p> <p>This critical project will enhance the capabilities of the current EBP pilot tool set to maintain a state-of-the-art center. It will support development of custom thin films, applicable to next generation solar panels, fuel cells and battery membranes, displays, and flexible electronics. EBP is well established as a technological leader with its engineering expertise and current coating, drying, web conveyance, converting &amp; formulation technologies. Investment is required to continue providing the comprehensive suite of services required for the advanced development of the future tenants of EBP and Finger Lakes region. Funding is requested to facilitate enhancing EBP's current capabilities, including UV curing, lamination, and encasing machine in a clean room.</p>	\$4.4 M	25	\$9.4 M	2013
<p><b>NOHMS battery innovation</b></p> <p>The addition of NOHMS to the EBP campus will underscore EBP's position as being a center for energy storage innovation by bringing to life next-generation battery materials and technologies. Focusing on development of light, high-energy, high-density components for integration into applications for the mobile devices, electric vehicles and utilities markets, NOHMS, in combination with the capabilities of the NY-BEST Commercialization Center, will drive to market the next generation of advancements in inexpensive and highly efficient battery energy.</p>	\$2.5 M	--	--	2012
<p><b>Status</b> CFA approved, NOHM's moving into EBP August 2013.</p>				
<p><b>Facilities development for supporting next generation of touch panel sensor</b></p> <p>Two new projects are being proposed to create manufacturing of touch panel sensors (TPS) in two buildings at EBP. These processes will produce TPS of different resolution and sizes, and are considered complimentary to one another.</p>	None	50-100	\$25 - \$50 M	2013
<p><b>Status</b> UniPixel has started their Phase 1 \$25M construction at EBP, Bldg 326, to produce touch panel sensors, in partnership with Kodak. A second project, Kingsbury, will be underway in September, to produce an alternative generation of touch panel sensor for about \$10M. Both projects will be operational in 1st half of 2014.</p>				



# Energy Innovation

## Vision / Strategy

Encourage “Energy” Companies to expand and relocate to the region thru the development of shovel ready sites and other incentives.

Create the resources and infrastructure that will accelerate R&D and commercialization of new energy technologies.

## Existing Conditions

- The region’s energy innovation sector, which encompasses wind, solar, fuel cell, biofuel, and other technologies, has about 8,100 jobs and around 65 firms and institutions involved with a combined payroll of about \$813 million.
- By leveraging New York’s world-class intellectual and manufacturing capabilities and market leadership continues, the energy innovation sector is positioning the Finger Lakes to play a critical role in the clean tech economy. The region’s growing clean tech industry benefits from the region’s impressive infrastructure, our capacity for growth, our historic strength and expertise in advanced manufacturing, and our highly skilled workforce bolstered by our region’s research institutions.
- With the Governor’s NY-Sun initiative, we are making the critical investments needed to position the US and New York at the forefront of solar energy research and development and the worldwide race to build a solar manufacturing industry.
  - In June 2013, Intrinsic Materials Inc. was awarded funding from NYSERDA to expand their operation at Eastman Business Park to develop and commercialize an innovative method of using copper in solar power cells.
  - In July 2013, Governor Cuomo and SUNY’s College of Nanoscale Science and Engineering announced a \$100 million Photovoltaic Manufacturing and Technology Development Facility at Canal Ponds. This project will enable creation of more than 100 high-tech jobs while also attracting additional solar energy jobs and companies to the Greater Rochester Area.
- With New York Battery and Energy Storage Technology (NY-BEST) Consortium and significant support from Governor Cuomo, we are positioning New York State as a global leader in energy storage technology, including applications in transportation, grid storage, and power electronics.
- An economic impact study commissioned by NY-BEST estimated that the energy storage sector currently employs approximately 3,000 people in New York State and is responsible for more than \$600 million in annual global sales. The study found that the sector could grow more than 11,400 new jobs in New York State by 2020 and 43,000 new jobs by 2030.
- Recent local challenges in the sector include General Motors. October 2012 announcement to move its fuel cell research operation from Honeoye Falls, NY to Pontiac, Michigan that displaced 220 employees.
- Despite this loss, the Finger Lakes region continues to be a hub for the battery storage industry with industry leaders like Delphi having established their R&D center here and with the recent

announcement that NY-BEST has partnered with DNV KEMA Energy & Sustainability, a global energy consultancy company, to relocate an existing energy storage testing operation from DNV KEMA’s laboratory facility in Pennsylvania to a new \$23 million Battery and Energy Storage Technology Testing and Commercialization Center at Eastman Business Park.

## Performance Measures

- Frequency of Meetings: Work Group has met four times in 2013.
- Inclusiveness: Nine members representing a broad cross-section of the sector.

## Priority Projects

### New York Battery and Energy Storage Technology Consortium (NY-BEST) Commercialization Center

**Goal** Create a facility that will accelerate the commercialization process from research and development to deploy the next generation of energy storage technologies and position New York State as a global leader in energy storage technology.

- In July 2013, Governor Cuomo announced that Eastman Business Park will host a new \$23 million Battery and Energy Storage Technology Testing and Commercialization Center. DNV KEMA Energy & Sustainability, a global energy consultancy company, which specializes in energy testing, inspection and certification, is partnering with NY-BEST to relocate from Pennsylvania to Rochester.
- Will move into EBP Bldg #308
- \$3.5M of FLREDC leverages \$16 million from DNV KEMA. NY-BEST received an additional \$3.4 million in State grant funds for the Center from NYSERDA.

### NOHMs Technologies, Inc.

**Goal** To commercialize lithium-sulfur battery technology that will revolutionize vehicle markets — from spacecraft to electric automobiles.

- In December 2012, was awarded a Phase I SBIR project for development of a novel sulfur cathode material for a silicon anode / sulfur cathode lithium ion battery. This was NOHMs’ third Phase I SBIR award from the NSF.
- In April 2013, awarded a \$500,000 Phase II SBIR Award from NSF to scale a novel low-cost manufacturing process for long-life sulfur cathode composite materials. Lithium sulfur batteries are higher energy and lower-cost than lithium ion batteries, and the company’s innovations overcome the problems of poor cycle life and poor volumetric energy density that have plagued lithium sulfur batteries to date.
- Moved into EBP Bldg #320 began on 8/12/2013 from Ithaca – program underway
- \$2.0 million award from FLREDC in 2012



# Energy Innovation

## Seneca BioEnergy

**Goal** To support Finger Lakes agriculture by processing local crops and agricultural waste, selling commodity products, and enhance the region's agribusinesses.

- Operates a pilot-scale biodiesel plant – Underway in 2013 for production capacity of 1,000 gallons per day with supported plans for expansion.
- Finger Lakes Grape Seed Oil – SBE operates commercial wineries waste pomace processing and grape seed oil production – Underway in 2013.
- Akron Ag Products – Operating waste paper pulp drying and processing operations and producing the region's first alternative dairy bedding materials.
- \$7 million tax exempt bond financing package from FLREDC.

## New Projects (2013 CFA Submissions)

### Arnold Magnetics (NY-BEST)

Business expansion of high technology commercial magnetics into auto sector from its aerospace, energy exploration, motorsports, and general industrial commercial products. Manufacturing focused. EBP prime location due to low cost power.

### Seneca BioEnergy

Rail Expansion within Depot supporting site revitalization.

### The Paper Battery Company (NY-BEST)

Scale-up and Manufacturing of advanced energy storage at EBP with test support from NY-BEST Center.

### EoS Energy Storage (NY-BEST)

Product development and manufacturing scale-up for grid support energy storage technology with test support from NY-BEST Center.

## Metrics for future

- Number of companies in the region involved in energy innovation as it relates to manufacturing of products in the energy storage and generation spaces.
- Number of employees in these related businesses.
- Growth in sector from:
  - Current companies expanding manufacturing
  - New companies coming to the area/starting up in the area

## 2013 CFA Submissions

### Priority Projects

- Arnold Magnetics (NY-BEST) – Business expansion of high technology commercial magnetics into auto sector from its aerospace, energy exploration, motorsports, and general industrial commercial products. Manufacturing focused. EBP prime location due to low cost power.
- Seneca Bio Fuels – Rail Expansion within Depot supporting site revitalization.

### Strongly Supported Projects

- The Paper Battery Company (NY-BEST) – Scale-up and Manufacturing of advanced energy storage at EBP with test support from NY-BEST Center.
- EoS Energy Storage (NY-BEST) – Product Development and manufacturing scale-up for grid support energy storage technology with test support from NY-BEST Center.

### Pipeline Projects (2014+)

- NY-BEST Product Commercialization Expansion to support certification and abuse testing.



# Entrepreneurship & Innovation

## Vision / Strategy

To optimize business creation, retention and expansion.

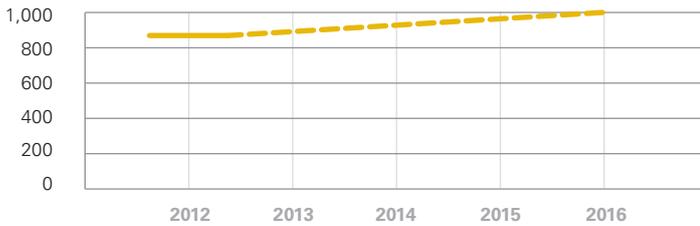
Strategic Focus: To strengthen and expand (both in terms of capacity and geographic reach) the region's network of incubators and acceleration facilities as well as business support and networking services.

Goal: To create 1,000 new jobs in the form of start-up creation and business expansion within the first five years of operation.

Performance Measures:

- Time Period: 2012
- Jobs Created or saved: 857
- Frequency of meetings: Monthly
- Inclusiveness: 7 entities covering 9 counties

### Job growth over 5 years (Goal: 1,000 jobs over 5 years)



## Transformative Priority Project

### Finger Lakes Business Accelerator Cooperative

This network will consist of an interconnected "hub and node" system to support entrepreneurship and innovation and drive regional economic growth across all industry sectors. It will also streamline programs and services to entrepreneurs and small businesses throughout the region.

## Projects 2013

### Project

### Status Q2 2013

- |  |  |             |
|--|--|-------------|
| 1 Identify Facility for Finger Lakes Business Accelerator.                 |  | On schedule |
| 2 Design and install a region wide video conferencing system.              |  | In progress |
| 3 Create a comprehensive entrepreneur's resource guide and routing system. |  | Completed   |

## 2013 Top Priority Recommended "Transformational" Capital Projects

### 1 Finger Lakes Business Accelerator Cooperative

Hub interconnecting to nodes around the 9 county region to maximize access to spectrum of technology and small business entrepreneur support services.

**Status** \$3.5 million CFA request for final build out of project.

### 2 RIT's Center for Urban Entrepreneurship

Key node focused on urban small business entrepreneurship and small business development with emphasis on underserved populations.

**Status** \$2.6 million for build out of 40 Franklin Street.

## Strongly Supported Project

### Finger Lakes Innovation Hotspot Consortium

Collaboration between High Tech Rochester, RIT's Venture Creations, RIT's Center for Urban Entrepreneurship, Cornell Agriculture and Food Technology Park, Upstate Medtech Centre, and the Rochester BioVenture Center.



# Higher Education

## Existing Conditions

- Higher Education in the Finger Lakes region contributes to a "Triple Bottom Line" as:
  - Major employer;
  - Engine of research, innovation, and economic development;
  - Anchor of the region's overall quality of life.
- Number of Employees/Payroll
  - Jobs: 34,882
  - Payroll: \$1.9 billion
- Total Economic Impact, more than \$5 billion.
- 90,000 students from all 50 states and beyond our borders.
- Ranked 3rd in degrees per capita (one of the most productive regions in the nation).
- 1st in degrees in the physical sciences and mathematics.
- 2nd in the biological and life sciences fields.
- 3rd in engineering and engineering-related fields.
- 6th in computing and information sciences.

## Performance Measures

- Funding for research and development: In 2011, the higher education institutions in the Finger Lakes region had a total of almost \$470 million in total research and development expenditures, an increase of almost \$13 million from the previous year.
- Frequency of Meetings: Work Group has met two times in 2013
- Inclusiveness: 13 members representing most of the higher education institutions and one New York State Education Department Board of Regents member.

## 2011/2012 Funded Priority Projects

### Golisano Institute for Sustainability at the Rochester Institute of Technology

**Goal** To become the first technological university to provide the full spectrum of programs that embody the principles of sustainability in product development.

- \$5 million CFA awarded in 2012.
- Incentive contract with ESD signed.
- Building opened and dedicated on April 12.
- Equipment acquisition in process.

### Priority Project Performance Measures:

- External funding secured and leveraged: External funding from January, when building opened to August 2013 = \$8.7 million
- Number of companies assisted (with technology development and technology transfer efforts).
- Number of jobs created/retained at companies assisted (companies asked to report actual jobs impact upon project completion).
- Infrastructure development and readiness (equipment purchasing ongoing, to be completed by December 2014).

## NYS Higher Education Institutions Ranked by 2011 R&D Expenditures (\$million)

Institution	2007	2008	2009	2010	2011	TOTAL
University of Rochester	\$ 377.0	\$ 378.4	\$ 398.2	\$ 414.7	\$ 429.0	\$ 1,997.3
Rochester Institute of Technology	\$ 24.1	\$ 27.0	\$ 33.4	\$ 38.7	\$ 34.9	\$ 158.1
College at Geneseo (SUNY)	\$ 1.8	\$ 2.4	\$ 2.3	\$ 1.4	\$ 2.7	\$ 10.6
Hobart and William Smith Colleges	\$ 0.8	\$ 1.5	\$ 1.6	\$ 1.4	\$ 1.6	\$ 6.9
College at Brockport (SUNY)	\$ 1.0	\$ 0.7	\$ 0.7	\$ 0.8	\$ 1.2	\$ 4.5
NY Chiropractic College	NE	NE	NE	NE	\$ 0.4	\$ 0.4
<b>TOTAL</b>	<b>\$ 404.8</b>	<b>\$ 410.0</b>	<b>\$ 436.1</b>	<b>\$ 457.0</b>	<b>\$ 469.8</b>	<b>\$ 2,177.6</b>

### Health Sciences Center for Computational Innovation

**Goal** To create the most advanced computer system dedicated to health research in the world.

- \$10 million CFA awarded in 2011 & 2012.
- Incentive contract with ESD signed.
- Building opened and dedicated with Governor Cuomo in August 2012.
- Equipment acquisition in process.

#### Priority Project Performance Measures:

- External Research Funding Leveraged  
**Goal** Leverage \$205 million in external research funding in 10 years.  
**Progress** \$200 million leveraged, 2009–2013
- Researchers associated with HSCCI  
**Goal** Continue to increase users  
**Progress** To date, more than 100 faculty and 650 scientists and staff have used high performance computing in the course of their research.

### New Priority Projects

#### Wellness & Rehabilitation Center (Nazareth College):

- \$3 million
- Total cost \$18 million

**Goal** To support enrollment growth in high-demand program areas, address projected workforce shortages in key healthcare and allied health professions, allow the College to significantly expand care for uninsured and under-insured people in the Finger Lakes area, and help reduce the number of patients who must return to the hospitals for care, thereby reducing overall costs to the healthcare system.

#### RIT's Center for Urban Entrepreneurship:

- \$2.6 million
- Total cost \$7.5 million

**Goal** To create a multidisciplinary hub for urban entrepreneurial programs and research in the City of Rochester that can leverage existing regional resources and promote economic development and business creation.

### Other Priorities

- Pathway to Employment, Food Processing Technology, GCC, \$193K (Total cost: \$356K)
- Functional Printing Innovation Center, RIT, \$413,000 (Total Cost: \$1.2 million)
- Integrated Health & Science Building, St. John Fisher College, \$1 million (Total cost: \$14 million)

### Other Supported Projects\*

- Center for Business Analytics and Health Informatics, Keuka College, \$2 million
- Next Gen Health & Sciences Initiative, Roberts Wesleyan College, \$2.5 million (Total Cost: \$19 million)
- Performing Arts Center, Hobart and William Smith Colleges, \$5 million (Total cost: \$30.5 million)

\* All ESD Capital funding requests, except for GCC project, which is Workforce Development

### Higher Education Work Group Proposals Criteria

- Regional and Programmatic Diversity
- Alignment with Strategic Plan
- Jobs and Leverage Potential



# Infrastructure & Transportation

## Vision / Strategy

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

## Existing Conditions

- Sufficient capacity overall to accommodate additional growth, but localized limitations/bottlenecks exist.
- Inadequate resources limit ability to maintain existing assets (many of which are reaching end of their useful life) and pursue transformational projects.
- One-third of bridges are Structurally Deficient or Functionally Obsolete (2013).
- EPA Official Water Quality Facility/Project Needs total \$420 million (2008, data for 2012 forthcoming).
- Regional energy generation is far below consumption. Significant investments are being made to enhance the system, ensure reliability, and serve new customers.
- Availability of access to broadband varies within region. Progress made through Connect NY grants awarded in Seneca and Yates Counties.

## Performance Measures

- Regional Energy Generation Per Capita: 19.6 Million British Thermal Units (2010)
- Total Water Demand Per Capita: 0.866 Million Gallons/Day (2010)
- Regional Transit Service Annual Ridership: 18,082,000 (State Fiscal Year 2012-2013)
- Enplanements at Greater Rochester Int'l Airport: 1,217,974 (2012)
- Tons of Freight Originating in the Region: 34,392,000 (2010)
- Percent of Households Served by Broadband\*: 91% for region / 83% outside of Monroe County (2012)

\* As defined by NYS Broadband Program Office based on minimum FCC Download Speed

## Highest Priority Transformational Project

### Interstate 390 / Kendrick Road Interchange

- New off-ramp at East River Rd. and roundabout at East River Rd./Kendrick Rd. completed August 2013 with new on-ramp at East River Rd. under construction
- New on-ramp at Kendrick Rd. and widening of Kendrick Rd. Bridge over I-390 begun June 2013 with completion anticipated late-2014
- New on-ramp at West Henrietta Rd., rehabilitation of West Henrietta Rd. bridge over I-390 fully funded and expected to begin spring 2014
- Funding for new East Henrietta Rd. bridge over Erie Canal and reconfiguration of I-390/East Henrietta Rd. interchange announced January 2012 by Governor Cuomo, latest affirmation of commitment to fund by NYSDOT in June 2013

### Interstate 390 / Kendrick Road Interchange



## High Priority Transformational Projects

### Inner Loop East Transformation Project

- Engineering and design underway with funding for construction being sought from NYSDOT and USDOT.

### Monroe County Sustainable Agricultural Park

- CFA for comprehensive plan to create 40-acre renewable greenhouse using energy from Mill Seat Landfill submitted in 2013.

### STAMP Infrastructure and Transportation Improvements

- CFA for site acquisition activities submitted in 2013.
- Traffic study completed with funding for design and construction sought from NYSDOT.
- Future CFAs anticipated for additional work.

### Portageville Freight Rail Bridge Replacement

- \$2 million awarded in 2011 CFA and \$51 million in private funds committed; additional funds being sought by Norfolk Southern.

### NYS Route 390/I-490/Lyell Avenue Interchange

- Reconstruct interchange and adjacent roads and bridges to ensure viability of Eastman Business Park and address identified safety and congestion issues.

## Other Priority/Strongly-Supported Projects

- Seneca County Route 318 Corridor Sewer Project
- Batavia, Lakeville, and Perry Wastewater Planning Studies
- Crossroads Garage/Charles Carroll Plaza Rehabilitation (City of Rochester)
- Dansville & Mount Morris Railroad Rehabilitation (Livingston County)
- Dewey Avenue/Driving Park Intersection Realignment (City of Rochester)
- Dundee Water System Improvement Project
- Genesee County Airport Terminal Building and Maintenance Hangar Design and Construction
- High Falls/Brewery Line Trail (City of Rochester)
- Montezuma Street Waterline Replacement (Village of Lyons)
- Promenade at Erie Harbor (City of Rochester)
- Vacuum Oil Site – Flint Street Gateway (City of Rochester)





# Life Sciences

## Vision / Strategy

Continue to build the region's reputation as a national hub for biomedical research and commercialization by investing in academic and private R&D, accelerating the translation of scientific discoveries into commercial opportunities through increased capacity and support for start-up companies, growing regional capabilities in biotechnology and pharmaceutical manufacturing, and expanding the region's life sciences incubation and acceleration facilities.

## Existing Conditions

- Growing number of life sciences companies ranging from large, established firms to small start-ups
- Sector employs more than 10,000 individuals in the region
- Recent challenges in the local market including the acquisition of Bausch + Lomb by Valeant Pharmaceutical and the sale of UCB's Rochester-based manufacturing plant to Unither.
- Highly educated workforce with robust life science-related education and training programs
- Strong foundation of university-based life science research and successful academic-industry collaboration
- Other major advantages include:
  - University of Rochester's Center for Medical Technology and Innovation (CMTI)
  - Upstate Stem Cell Current Good Manufacturing Practices (cGMP) Facility
  - Strong research and technology commercialization programs at UR and RIT, as well as early stage capital seed fund Excell Partners, Inc.

## Performance Measures

- Patents Awarded: In 2011, the Rochester Metropolitan Statistical Area (MSA) received a total of 1,287 patents, an increase of 14 from the previous year.
- Frequency of Meetings: Work Group has met four times in 2013
- Inclusiveness: Nine members representing a broad cross-section of the sector

## Priority Projects

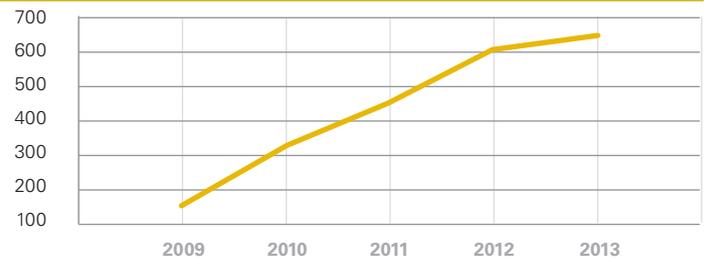
### Health Sciences Center for Computational Innovation (HSCCI)

**Goal** To create the most advanced computer system dedicated to health research in the nation.

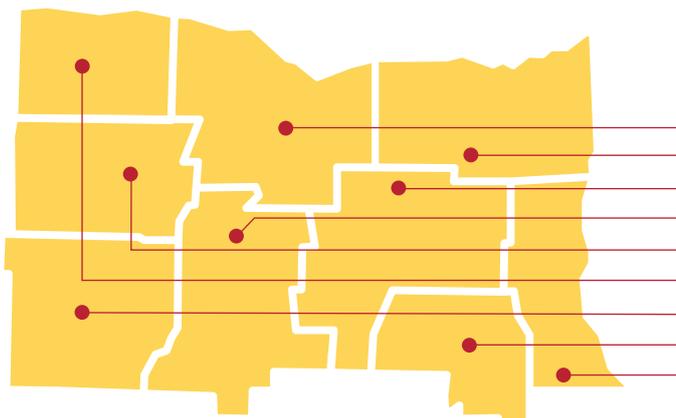
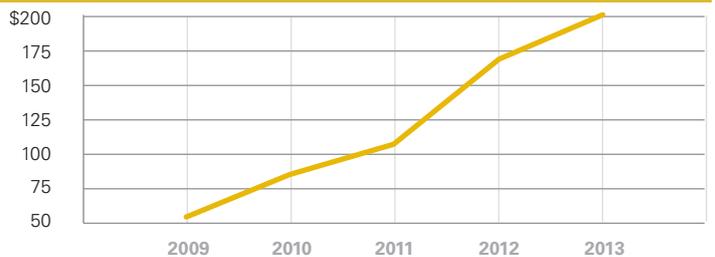
### Priority Project Performance Measures

- External Research Funding Leveraged
  - Goal** Leverage \$205 million in external research funding in 10 years
  - Progress** \$200 million leveraged, 2009–2013
- Researchers associated with HSCCI
  - Goal** Continue to increase users
  - Progress** To date, more than 100 faculty and 650 scientists and staff have used high performance computing in the course of their research.

### HSCCI Users



### Funding (\$ in millions)



## Sector Performance Measure: Patents Awarded

County	2009	2010	2011
Monroe	802	1,110	1,117
Wayne	57	79	81
Ontario	32	54	57
Livingston	19	20	24
Genesee	3	12	10
Orleans	6	10	8
Wyoming	2	3	3
Yates	3	5	1
Seneca	3	1	1
<b>Total</b>	<b>927</b>	<b>1,294</b>	<b>1,302</b>

### Finger Lakes Business Accelerator Cooperative

**Goal** Create an interconnected hub and node business support infrastructure to provide needed incubation facilities and support services throughout the region.

#### Priority Project Performance Measures:

(include performance measures as determined by other Work Groups)

### New Priority Project

#### Regenerative Medicine and Data Science Initiative

**Goal** Expand the capabilities and capacity of HSCCI and the Upstate Stem Cell cGMP facility in clinical genomics and high throughput screening and accelerate clinical trials and commercialization of new stem cell products. The acquisition of an IonTorrent DNA sequencer, a QuantStudio digital PCR machine, and a ThermoFisher ArrayScan XTI High Content Analysis Reader will improve cell production processes and further strengthen cGMP facility collaborations with SUNY Upstate Medical Center, the University at Buffalo, Roswell Park Cancer Institute, and Albany Medical Center.

#### Performance Measures

- External Research Funding Leveraged
- Job Creation

**Goal** Create up to 10 jobs over 5 years

#### 2013 CFA Request

\$1 million through ESD for capital equipment

### Related Project

#### Upstate Stem Cell cGMP Facility (USCGF)

**Goal** Develop the only regulatory-approved academic facility in upstate New York designed to create stem cell lines suitable for testing in humans.

#### Progress

3,600 sq. ft. facility opened Fall 2012

#### Timeline

- Constructed with \$3.3 million Empire State Stem Cell Board Shared Facilities Grant (2010)
- Two NYSTEM Consortium Grants awarded totaling nearly \$23 million (2013)

#### Performance Measures

- External Funding Leveraged: More than \$26 million to date
- **Users** Collaborations with SUNY Upstate Medical Center, the University at Buffalo, Albany Regenerative Research Foundation, Roswell Park Cancer Institute

### Pipeline Projects

#### cGMP Toxicology Center

##### Goals

- Advance R&D in the field of preclinical toxicology
- Capitalize on investment in university-based technology and life science companies.
- Develop efficient, cost-effective drug safety evaluation methods prior to human testing.
- Accelerate growth in regional biopharmaceutical industry by facilitating translation of scientific discoveries into new commercial opportunities.

##### Funding Request

To be determined



Photo by Ken Huth



# Optics, Imaging & Photonics

## Vision / Strategy

The field of optics, imaging and photonics (“OIP”) in the Finger Lakes Region historically has grown from Rochester’s “Big Three” – Kodak, Xerox and Bausch & Lomb. Today the region is home to 50+ small and -size companies operating in the OIP marketplace, providing approximately 14,000 jobs in the region. The vision of the Optics, Imaging and Photonics Work Group is to keep the Finger Lakes region’s OIP industry at the leading edge of employment, productivity and technology as compared to other similar technology regions in the U.S.

## Existing Conditions

- 1 The small and mid-size OIP companies in the region, which have become the mainstay of the region’s OIP growth, added 1,500 direct jobs to the economy between 2011 and 2012, ending 2012 with a combined total of approximately 14,000 jobs. In comparison, during this same time frame the Big Three continued to downsize.
- 2 Worldwide the OIP is growing a \$500 billion annual market for which the Finger Lakes region has about a 1% market share. The \$500 billion OIP market is larger than both the semiconductor market (~ \$304 billion) and the revenues of the Big Three U.S. automakers (~ \$300 billion). The Finger Lakes region currently holds only a 1% share of the OIP market, so there is ample opportunity for our small- and mid-size OIP companies to grow.
- 3 The Finger Lakes region has unmatched educational resources in OIP technology with introductory programs beginning established at local high schools, the nation’s leading program in OIP technicians at Monroe Community College and programs in imaging, photonics and optics at Rochester Institute of Technology and the University of Rochester’s Institute of Optics, the oldest and most prestigious program of its type in the US.
- 4 A National Photonics Initiative has been launched at the federal level and a major informational meeting for that initiative was sponsored by the Rochester Regional Photonics Cluster, the Optical Society of America and SPIE, the International Society for Optics and Photonics, and drew over 200 attendees. The success of this meeting positions the Finger Lakes region for a key leadership position in the National Photonics Initiative.

## Strategy

The region has an enormous opportunity to grow jobs by supporting its small- and mid-size OIP companies. This requires an intense focus on workforce education in order to meet the needs of the Region’s OIP companies, support for equipment acquisitions that will allow OIP companies to expand their business into new markets and finally, continuing efforts to attract OIP companies of all sizes to the region, based on the region’s human and educational resources, existing physical assets and the commercial ecosystem and quality of life.

## Performance Measures

- **Jobs** The OIP Work Group is tracking jobs at the “Big Three” and at the region’s small- and mid-size OIP companies.
- **Education** The OIP Work Group intends to develop metrics for OIP educational programs in the region at the high school, community college and university level.

Performance Measures	2011	2012
<b>Jobs</b>		
Big Three – number of direct jobs	15,400	12,900
Small- and mid-size OIP companies (number of direct jobs)	12,200	13,800
<b>Education</b>		
TBD	TBD	TBD

*Jobs data provided by the Center for Governmental Research*

## Goals and Actions

- 1 Pursue federal grants to assist in projects to leverage the region’s OIP industry:
  - a. U.S. Economic Development Administration Investing in Manufacturing Communities Partnership program – Proposal submitted by CEIS at the University of Rochester, awaiting award announcements by the EDA (decision anticipated in September 2013).
  - b. U.S. NIST AMTech program – A proposal for an OIP strategic roadmapping consortium is in process and will be submitted by the CEIS to NIST by October 21, 2013.
  - c. The region will be well represented at National Photonics Initiative meetings with Congressional staff to be held in Washington D.C. on September 19th.
  - d. The Photonics Association of New York submitted a CFA proposal to New York State for two state-of-the-art optical test tools to aid small- and mid-size companies pursue new commercial and government contracts for which they are currently unable to compete.
- 2 **Priority Projects** – The CFA for the Rochester Regional Photonics Cluster Industry Lab is the OIP Work Group’s number one priority. The OIP Work Group also supports RIT’s CFA for a MOCVD tool for its semiconductor microfabrication facility, which will bring it to the state-of-of the art for infrared sources and sensors is the second priority.



# Tourism & the Arts

## Vision / Strategy

The Finger Lakes region has world-class tourism, arts and culture assets. These assets help produce jobs, positively impact economic development and enhance our quality of life in the region. We grouped these assets into four sectors: 1. Lakes, rivers and canals; 2. Sports, recreation, and entertainment; 3. Arts, culture and history; and 4. Culinary, wine and beverage. Our goal will be to broaden and strengthen our national and international reputation for tourism and arts using collaborative marketing and promotion to more fully realize our potential.

## Existing Conditions

- 1 Significant and unique arts and culture destinations (including historical and architectural assets), aligned with trending visitor interests, represent a key opportunity to promote our region internationally.
- 2 Diverse water assets collectively represent a significant resource that should be further leveraged and promoted as a tourism destination.
- 3 Sports, recreation, and entertainment represent a significant factor in tourism, especially golf and water sports. Pro sporting events, such as the PGA Championship, LPGA, NASCAR and nationally recognized festivals, offer opportunities to display and promote our region to an international audience.
- 4 Sophisticated wine, culinary, and beverage attractions are prevalent throughout the entire region and represent one of the fastest growing sectors.
- 5 Within the region's geographical diversity, there is opportunity to better connect the efforts of all nine counties in a more collaborative manner.

## Performance Measures

- **Jobs and Payroll:** EMSI proprietary employment & payroll database, obtained through Empire State Development
- **Traveler Spending:** Tourism Economics analysis for the Finger Lakes counties, as reported to NYS (ESD contract through NYS tourism)
- Occupancy Tax

## Goals/Strategy

- 1 Continue to invest in, preserve, develop, and promote the region's major assets:
  - a. Arts and culture destinations (including history and architecture)
  - b. Lakes, rivers, and canals
  - c. Sports, recreation, and entertainment
  - d. Wine, culinary, and beverage industry (including agricultural and food micro enterprises)
- 2 Build on a positive destination image by leveraging partnerships and promotions of the region's quality assets and high profile events for tourism and business development, expansion and retention.

Performance Measures	2011	2012
Jobs (Number of direct jobs)	21,100	20,900
Payroll	\$568,000,000	\$498,000,000
Traveler Spending	\$1,460,000,000	\$1,490,000,000
Occupancy Tax	\$9,120,000	\$9,360,000

Data provided by EMSI (jobs & payroll) and Tourism Economics, both via Empire State Development. County Tourism Promotion Agencies provided occupancy tax information. Compiled by Center for Governmental Research.



# Workforce Development

## Vision / Strategy

To strengthen the availability of high quality skilled workers in Advanced Manufacturing, Culinary, Healthcare, Information Technology, and Skilled Trades in the Finger Lakes region through the collaborative efforts of education, area nonprofits, government, and business stakeholders with a clear focus on education, employment, and career pathways for members of our diverse communities and overall regional prosperity.

## Existing Conditions

- 1 Low graduation rates and student performance leave them unprepared for college or vocational careers limiting the number of available candidates to fill positions.
- 2 The limited number of students prepared for the workforce and adults in need of retraining creates the current gap in unfilled jobs within the Finger Lakes region.
- 3 Growing partnerships between business, education and community organizations within the region offer opportunities to improve the outlook for developing a strong workforce.

## Performance Measures

- Economic Benefit
  - Additional earning within community is estimated to be \$1.5 million annually
- Jobs Created (identify Women or Minority)
  - 50 internships/apprenticeships x 5 industries = 250 per year
- Capital Invested
  - NA for this work group
- Frequency of meetings
  - Weekly

## Goals

The Workforce Development Work Group has four main goals referred to as the 4 “C”s, they are:

### Candidates

Recruitment of students and adults for the program.

### Curriculum

Working with school districts, BOCES, and community colleges to advise and develop relevant curriculum and training for the candidates.

### Careers

Finding meaningful internships and jobs with the business partners through Hillside and other sources within the region.

### Communication

Convince students, parents, teachers, counselors, administrators and adults that need retraining, of the high-value job opportunities that are available in the region.

## Priority Projects

### Implementation of Multiple Pathways to High Paying Available (HPA) Jobs through the Mobile Simulation Labs

**Goal** To expose 2,000 students and adults to middle skill jobs in Healthcare, Advanced Manufacturing and Skilled Trades on an annual basis.

#### Priority Project Performance Measure

Economic Benefit	TBD
Jobs Created	TBD
Capital Invested	\$600k

### Hillside Work-Scholarship Connection Job Creation in High Paying Available Jobs and Beyond

**Goal** Due to the demand for high paying jobs within the region, HS-WS is creating a program with their Jobs Institute – creating an additional 500 jobs over the next two years.

#### Priority Project Performance Measure

Economic Benefit	Economic benefit to the community based on salary and time in position
Jobs Created	500 over 2 years
Capital Invested	TBD

### NYS Pathways in Technology Early College High School

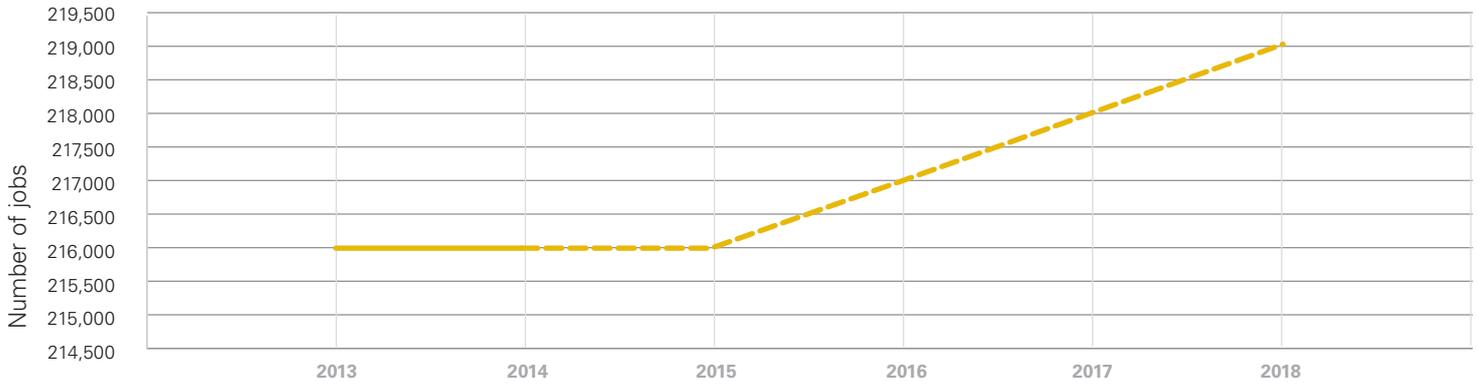
**(NYS P-TECH)** with a focus on Computer Systems Technology & Computer Information Systems. This is a combined effort by Monroe Community College, Wegmans Food Markets, and the Rochester City School District.

**Goal** To provide nearly 100 students with a high school diploma, college degree and a pathway to a job. Note: First opening will be upon completion of program in 2020.

#### Priority Project Performance Measure:

Economic Benefit	TBD
Jobs Created	Potentially 100+ a year starting in 2020
Capital Invested	TBD

### Annual Middle Skills Jobs in the Finger Lakes region



### Total Middle Skill jobs withing the Finger Lakes region

Net Change	3,300
Total Openings	34,000
Annual Openings	6,800

Source: OCEW Employees, Non-OCEW Employees & Self-Employed – EMSI 2013.3 Class of Worker



# Appendix C

## Finger Lakes regional marketing plan

### Brand: Finger Lakes — It's a lifestyle!

The goals of the Regional Tourism Cooperative Marketing Program are to:

- 1 Create a network of advocates for the Finger Lakes (quality of Lifestyle – which when showcased will result in long term economic growth of the Finger Lakes region.
- 2 Leverage the resources we have through the network to position the Finger Lakes as an ideal place to live, work, play.
- 3 To ensure a quality product exists about which raving fans will share their experiences and become advocates for the Finger Lakes lifestyle.

#### Key Assets

The Finger Lakes region Tourism Promotion Agencies (TPAs) have a list of thousands of tourism and cultural assets across the region. What are the key assets? We have such a great diversity. Our natural environment is not to be taken for granted; the Finger Lakes is a unique geological place. We also have great manmade assets and cultural offerings.

For some, the key assets are the big things – the more attendance the better. For others, the key assets are those small hidden treasures that are of special interest to “me ... the consumer.”

This marketing program allows for both to be highlighted (big and small) – because both are equally important to the lifestyle of the Finger Lakes region. Consumers buy by interests – and that's what this plan will focus on ... thematic interests which promote the plethora of assets in the Finger Lakes region.

The larger goals of the Tourism and the Arts Work Group remains to promote business growth and increased visitation and promote the Finger Lakes lifestyle it is necessary to:

- 1 Invest in the development, promotion and preservation of the cultural, artistic, and historic assets of the region
- 2 Develop, network and promote the region's growing wine, culinary, agricultural, and food micro-enterprises
- 3 Strengthen and support the development of the Finger Lakes' diverse water resources and recreational tourism opportunities allowing greater access and promoting year round use
- 4 Build on a positive destination image by leveraging partnerships and promotions of the region's high profile events, wellness, and educational assets for business development expansion and retention

#### People Resources

The Tourism and the Arts Work Group is representative of the diversity of the industry itself. The group consists of advertising agency representatives, winery tourism owners, the arts and cultural community, canal promoters, parks representative and more. Sarah Lentini and Don Jefferies are the chairs of the group. There are nearly 40 people on this Work Group. Additionally, each county is represented by its officially designated Tourism Promotion Agency. (TPA)

This TPA group has 147 years of collective experience as destination marketers. Individually, these tourism professionals

work daily to market and develop the tourism assets of their county to enhance visitation and foster economic return for their county. Cooperatively, they market thematically to niche interest markets. They promote everything from the arts to wine. It was a natural when the workgroup wanted to produce a marketing plan that the group of TPAs be activated to lead the development of a plan which enhances our individual efforts and supports a larger economic development message.

As part of the Tourism Marketing subcommittee, led by Greg Smith of Jay Advertising, the TPAs (Kelly Rapone, Genesee County; Valerie Knoblauch, Ontario County; Lisa Burns, Livingston County; Jeff Shipley, Seneca County; Greg Marshall, Monroe County; Meghan Stearns, Wyoming County; Wayne Hale, Orleans County; and Christine Worth, Wayne County) are pleased to present this marketing platform for Brand: Finger Lakes – It's a Lifestyle. This plan promotes the quality of life features that make the Finger Lakes a great place to live, work and play.

#### The Market

It's a new world out there – in terms of marketing. We tourism promoters can't just SHOUT OUT what our assets are any more and have people accept them for what we are saying. The consumer has taken control of the messaging. We need to give them the ideas – and the experiences that will cause them to be our tribe of fans.

Whether “the consumer” is a person looking to locate their business here, to travel here, or they already live here – their impressions are critical. Product development and investment is integral to the success of this kind of campaign. Expectations are high and so are the stakes. For the modern consumer, travel is a big deal. Authentic travel creates new connections and new friends. Travel refreshes existing relationships and sets the groundwork for personal development.

The Finger Lakes region is larger than the state of Delaware – and has as much shoreline as the Jersey coast. There is no doubt that managing a brand promise of “LIFESTYLE” and ensuring excellence in every visitor experience is a complicated challenge. The core impulse behind this idea is that if we can profile the lifestyle, engage the visitor in the lifestyle and keep them as our focus – then their experiences will take us the rest of the way.

#### Background

In this world of distraction, focus is a luxury. It is challenging to maintain alignment in communication, messaging and marketing within the busy day to day of running a business. A core strength however, is that each county has an officially designated TPA. Each of these professionals is focused daily on marketing the assets of their county and their region for the purposes of economic development.

The impulse to make connections has always been a part of the TPA approach to marketing travel in NYS and the Finger Lakes. These TPAs work with private sector partners at the county level – invest in partnerships which weave their assets into larger

cooperatives aimed at special niche interests. (See Regional Cooperative Tourism Marketing Plans) All of these when bundled together are aimed at why people would want to visit here. There is an extensive Public Relations campaign for the Finger Lakes Vacationland. The 2012 campaign resulted in 550,343,734 total impressions on the Finger Lakes Region tourism assets.

The natural extension of this is why people would want to live and work here in the Finger Lakes. We work both cooperatively and competitively (coop-etition) to grow our product. Our “coop-etition model” starts with connections between local, regional, and statewide destination marketing resources – like the New York Wine and Grape Foundation, etc. Next there are connections with industry partners like hotels, restaurants, and travel professionals, etc. Then there are connections with key state and federal agencies. Now, a wide range of small businesses from historic museums to breweries are joining us at the planning table. We are connecting with foodies and chefs, farmers, and manufacturers. Who isn’t a stakeholder in our success?

One key connection still needs to be made in the Finger Lakes region. That connection is between the Tourism Promotion Agencies and “non-tourism” businesses. Why? Because the “Creative Class” has created its own rules for its work environment. These new “rules” have reshaped the value that the workforce is placing on its expectations of how and where people want to work and live. As Richard Florida points out in his book, “the creative class ... which makes up more than 30% of American’s work force, (has) among their highest values travel and the experiences with exploring new places.”

Business and tourism are essentially merged under a common goal of bringing people here for the positive lifestyle experiences. We must react to that by forming new partnerships which can carry forward a single message of why it’s great to both visit here – and to live here – and to move your business here. This is not a marketing plan designed to play defense against economic woes. In fact, the region is quite strong economically. It is a plan designed to create alignment and invite a wide range of private and public partners to contribute and benefit from the economic engine of tourism.

## Position Statement

**Brand: Finger Lakes ... It’s a Lifestyle**  
**Live it / Taste it / Feel it / Touch it – It’s a lifestyle!**

### Audiences

- 1 Visitors and residents – come here to enjoy it, get out and experience it.
- 2 Corporations – Bring your company (and your employees) here for the Lifestyle.

### Marketing Concept Overview

**The Foundation:** A Finger Lakes Television show series which highlights in “feature format” the various amenities that we have. Each show could focus on a particular niche feature. A 52 week series could focus on the niches including, but not limited to: golf, performing arts, parks, architecture, wine, farm stands, pop culture references to the Finger Lakes.

This show would be repurposed through all other electronic media including, but not limited to YouTube, Netflix, Hulu, etc. Additionally these resources can be leveraged through the growing

Brand USA portals. E-Marketer indicates that online media consumption is continuing to evolve. A complete report on Mashable.com allows us to segment usage by market target market and focus on the “place the consumer is at” [www.gfkmri.com/ConsumerInsights/MediaHabits.aspx](http://www.gfkmri.com/ConsumerInsights/MediaHabits.aspx)

**The Consumer:** Earlier, we talked about the importance of recognizing the consumer voice. Our intent would be to leverage that voice, building upon the TV shows by ensuring:

**Engagement and Support:** Interacting and connecting with potential travelers and fans on multiple platforms. Help travelers plan and organize their trips through FingerLakesTrails.com as the portal to other sites.

**Storytelling:** Content distribution and development must be broad and engaging.

**Boosting:** We need to amplify the voices of the Finger Lakes advocates – giving them platforms from which to speak. Using real travel stories, real business stories as content.

### The Pillars:

**In-Region promotion and adoption.** Hotel channels, employee lunch rooms, colleges.

**Tradeshaw** brand and materials used across sectors – manufacturing and traditional tourism. Additionally, this branding should extend to our gateways – the ROC airport, train stations, canalway corridor and road signage.

**PR and Promotion:** Have a gimmick to reward people for participation in finding/displaying the Finger Lakes Lifestyle.

**B2B:** Promote cross selling and promotion.

**Service:** Programming must be built to help service and train the frontliners of our industry – as well as those that don’t know they are frontliners – such as agri-tourism businesses, street vendors, etc.

**Key:** This “Finger Lakes Lifestyle show” would capitalize on the Governor’s messaging as to why people should travel from downstate to upstate.

**Key:** The consumer must be at the center of everything we do. These consumers, through the new social media – places such as trip advisor, etc. influence others perceptions of what we are – who we are. We must engage them and have them tell the story on our behalf.

### References/Resources:

TPA Marketing Plans: 2012; Finger Lakes Region Public Relations Campaign  
Mashable.com  
Oxford Economics: 2010 – 2012  
Richard Florida: The Creative Class  
Brand USA marketing proposals  
US Travel: Travel Effects (Talks about wellness and lifestyle as an important driver of tourism and business productivity)

# Regional cooperative programs\*

\* Note: This cooperative campaign list is not exhaustive, but is based around promotions in which the partners mutually meet, determine the goals, the plan of action, and levels of funding.

Program/Target	Overview	Partners
<b>Cross Regional Collaborative Public Relations Program</b>	Public relations efforts are sponsored through the traditional vacationland Genesee, Orleans, Wyoming, plus Buffalo/Niagara	Lead: Genesee County Plus 5 counties
<b>Team FLX: Finger Lakes Public Relations Campaign</b>	Public Relations through Quinn and Co., NYC has been a very successful cooperative campaign focused on the essentials of PR: promotional offerings, media deskside visits, on-going pitching of ideas and products, and familiarization tours for media. Provision of B-roll and cooperation with the I Love NY media company – Finn and Co. are also hallmarks of this program	Lead: Onondaga County (previously Ontario) Administrator is Nicole Mahoney, Break the Ice Media. Plus 13 partners
<b>Canandaigua Wine Trail; Keuka Lake Wine Trail; Lake Ontario Wine Trail; Little Lakes Wine Path; Seneca Lake Wine Trail; Cayuga Lake Wine Trail</b>	The TPAs which are touched by these wine trails have some management, fulfillment and promotional responsibilities related to the trail. Special events are key to development	Lead: Wine Trail Specific Keuka – Yates Canandaigua – Ontario Lake Ontario – Wayne Little Lakes – Livingston Seneca Lake and Cayuga Lake Wine Trail
<b>Canadian</b>	A Welcome Surprise is targeted at bringing Canadian Visitors to Rochester and the Finger Lakes in the off season. It consists of advertising, trade show participation sales blitzes, and print materials	Lead: Monroe Plus 8 partners
<b>Oprah Magazine</b>	This is New York! Reaching woman centric audiences. 4-page spread in Oprah Magazine (Spring/Fall) – northeast edition (700,000 circ.)	Lead: Genesee Plus 26 partners across NYS
<b>Drive Rt. 5 and 20</b>	90%+ of our visitors drive to and through the area, this program is dubbed, the Authentic American Road. It highlights in a thematic way – experiences along the Route from Darien to Skaneateles. Website, print materials, and a PR campaign as its primary marketing tools. An innovative Z-map has been popularized through TV advertising.	Lead: Ontario Plus 6 partners
<b>Finger Lakes Fresh Air; Finger Lakes Vacationland TPAs</b>	13 counties of the traditional Finger Lakes vacation land will be capitalizing on a CFA from 2012. This will result in a printed publication (featuring stories of the Finger Lakes experiences) mailed out in response to a television campaign.	Lead: Tioga County. Administrator is Nicole Mahoney, Break the Ice Media. Plus 12 partners
<b>FingerLakes Trails.com</b>	Coming from the Wegmans Menu Magazine promotion, this site highlights the variety of trails across the Finger Lakes, including the wine trails, cheese and beer trail – and then innovatively themed trails, such as “chasing the color purple”. Website driven. Portal based.	Lead: Ontario County Plus: All
<b>Path Through History</b>	All TPA partners are participating in the Path through History program. This will be an interactive technologically driving program as well as inclusion on the NYS efforts – signage, website, printed materials and special events.	Lead: Livingston County Plus: All

Progra/Target	Overview	Partners
<b>Canal Promotions</b>	An organization that promotes economic and business development along the entire New York State Canal System Corridor. Plus a variety of federal and state agencies.	Lead: Canal NY Marketing & Business Alliance, Inc. Plus: Monroe, Wayne, Seneca, Orleans
<b>Great Lakes Seaway Trail</b>	10 county initiative to promote the attractions along the 454-mile scenic route paralleling Lake Erie, the Niagara River, Lake Ontario and the St. Lawrence River.	Lead: Seaway Trail, Orleans, Monroe, Wayne Plus 10 Counties
<b>Greater Niagara Country Byways</b>	A cooperative aimed at the motorcoach segment of the industry. Print, web, trade shows.	Lead: Genesee County Plus Orleans, Wyoming, Livingston
<b>Haunted History Trail</b>	This program is under development, but is being positioned as a statewide opportunity to reach out during the offseason to generate an interest from a very specialized audience. This will support PR efforts at the state level ... and will be tied in with FingerLakesTrails.com	Lead: Genesee County Plus Niagara, Buffalo, Livingston, Wayne, Ontario
<b>Finger Lakes Cheese Trail</b>	Cooperative promotion of the Finger Lakes Cheese Trail	Lead: Seneca County Plus Yates, Tompkins
<b>Book Direct and Lead Generation Programs</b>	Finger Lakes Tourism Alliance Vacation for Fun program generates leads for follow-up.	Lead: FLTA
<b>TripCentral.CA</b>	Targeting Canadian Leisure market traveler through Canadian traveler	Lead: Niagara County/Wyoming Plus 3 partners
<b>Finger Lakes Food Revolution</b>	This is an evolution of the Slice, Dice and Spice Program ties in the chefs, foods, agricultural products of the Finger Lakes. A promotional stunt fortified by social media, printed materials, and a heavy PR emphasis.	Lead: Ontario County Plus 14 partners
<b>Finger Lakes Beer Trail</b>	This is a new CFA from last year. It promotes the Beer Trail across the Finger Lakes region. Print, web based and advertising as its key tools.	Lead: Tompkins County Plus 8 partners
<b>Lake Ontario Sportsfishing Promotion Council (LOSPC)</b>	7 county initiative to promote Lake Ontario and New York State as a premier fishing and traveling destination.	Lead: Orleans, Wayne, Monroe Plus 4 more partners
<b>Golf Cooperative</b>	In response to the golf opportunities for this year, a flexible buy-in program has been developed. This program includes trade show participation, printed materials, media outreach, familiarization tours.	Lead: Monroe Plus 5 partners
<b>Wine, Wonder and Waters</b>	This program involves a cooperative of Niagara Falls, Corning in the Finger Lakes and Rochester. It is aimed at the international market	Lead: Niagara and FLTA Plus Monroe County
<b>FLX Hiking and Biking</b>	Biking trails, hiking trails and kayaking trails are highlighted on this series of cards on a caribeaner.	Lead: FLTPAs/FLTA Plus: 14 counties
<b>War of 1812 Peace Garden Trail</b>	18 gardens commemorate the events of the War of 1812 and the peace that has existed between the US and Canada for over 200 years. From Niagara Falls to the Adirondacks. Marketing to motorcoach and leisure.	Lead: Monroe Plus 8 counties/4 regions
<b>Finger Lakes Wine Country</b>	Southern Tier counties, plus Yates County promoting travel to wine country. Social media, web, PR and media visits. Longwoods Research, print/radio/TV advertising campaign in key market areas.	Lead: FLWC Plus: Yates, Steuben, Chemung, Schuyler

# Brand: Finger Lakes ... For the Lifestyle!

<b>Audience</b>	Corporations, prospective residents, residents
<b>Strategic Belief</b>	The better “people” understand the quality of life that we enjoy in the Finger Lakes, the more likely they are to want to join that experience – bringing along their businesses with them.
<b>Goals</b>	Foster development, expansion and relocation of businesses and their employees to the Finger Lakes region Promote a lifestyle which retains the college educated brain-trust to this region.

Category	Strategy
Target Markets	The Creative Class* Richard Florida – If your job includes developing ideas, then you are part of the creative class who highly value travel and the experiences associated with exploring new places.
Positioning Statement	Brand: Finger Lakes – Live it/Taste it/Hear it/Feel it
Offering to customers	Bring your business here for the lifestyle benefits. We have diversity for your employees. Access to recreational, cultural, artistic assets, and locally grown products. A healthy lifestyle results in a great ROI on your business and your employees.*
Promotion Strategy	Participation in the Finger Lakes Television Show Repurpose assets for site selector events, etc.
Distribution	Capitalize on the Brand Finger Lakes placements
Sales Strategy	Engage TPAs as lifestyle experts at the table to show-off how to “live” the Finger Lakes lifestyle. Leverage partnerships with enterprises like GRE; Offices of Economic Development;
Service Strategy	Ensure that the product – i.e. diverse water resources, events venues, historic and cultural facilities, lodging options, and transportation systems are first-class (authentic) and competitive.
Partners Strategy	Leverage private/public partnerships.
Marketing Research	Governor’s tourism summit conclusions Richard Florida – The Creative Class
Measures of Success	NYS Department of Health names Livingston County, Finger Lakes region, healthiest county in the state of New York Retention, Expansion, and Creation of Businesses (#) CEO and Human Resources impression of Finger Lakes Lifestyle Occupancy Tax Collections *County Government College student retention studies Campaign: Number of Impressions/Extensiveness of partnerships/Increase in awareness index.

# Brand: Finger Lakes ... It's a Lifestyle!

<b>Audience</b>	Visitors, potential visitors, residents
<b>Strategic Belief</b>	Our best advocates for visiting are those that have been here or live here and can "boast about it."
<b>Goals</b>	Generate visitation, participation, and sales across the Finger Lakes Region (particularly in the off season)

Category	Strategy
Target Markets	Upscale households with incomes between \$65,000 and \$500,000 with an emphasis on female decision makers between the ages of 40 and 58; in region visitors, residents and corporations. Big markets that we can't "buy" individually. Also, mirror I Love NY; Governor's office initiatives (Port Authority, Times Square) to build awareness of upstate to the downstate guests and residents.
Positioning Statement	Brand: Finger Lakes – It's a Lifestyle! Live it / Taste it / Hear it / Feel it
Offering to customers	Come here for what interests you! Diversity – and the pursuit of your special interests can be "had" when coming to the Finger Lakes.
Promotion Strategy	\$4 million dollar "Finger Lakes Television Show" to drive awareness of the Finger Lakes assets. 20 minute show can cover all thematic assets in a focused series format. Supporting events and materials – as outlined above.
Distribution	WXXI, local cable, in-hotel TV, employee lunch rooms. Ancillary benefits: DVD's, b'roll to support existing TPA PR campaign and I Love NY visitor information centers, kiosks. Partner showings, distributions. Netflix, Hulu, YouTube.
Sales Strategy	Utilize guests hosts – who are "famous" in an interest area. i.e. Michael Park, daytime television; Danny Wegman; Mangione; others .... Intersperse these with regular people who are lesser known. Show "real customer" involvement.
Service Strategy	Hospitality service training is imperative to deliver consistent messages, outstanding experiences, and efficient use of resources
Partners Strategy	Leverage private/public partnerships. Develop show interest area and find partners to support it. A local yogurt company would support a segment on Finger Lakes countrysides; a boat manufacturer — a charter fishing series.
Marketing Research	Create customer audit and identify new market opportunities
Measures of Success	Tourism Spending *Oxford Economics Participation Index *TPA Benchmark Sample Occupancy Tax Collections *County Government Campaign: Number of Impressions/Extensiveness of partnerships/Increase in awareness index.

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