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Finger Lakes
Regional
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Council

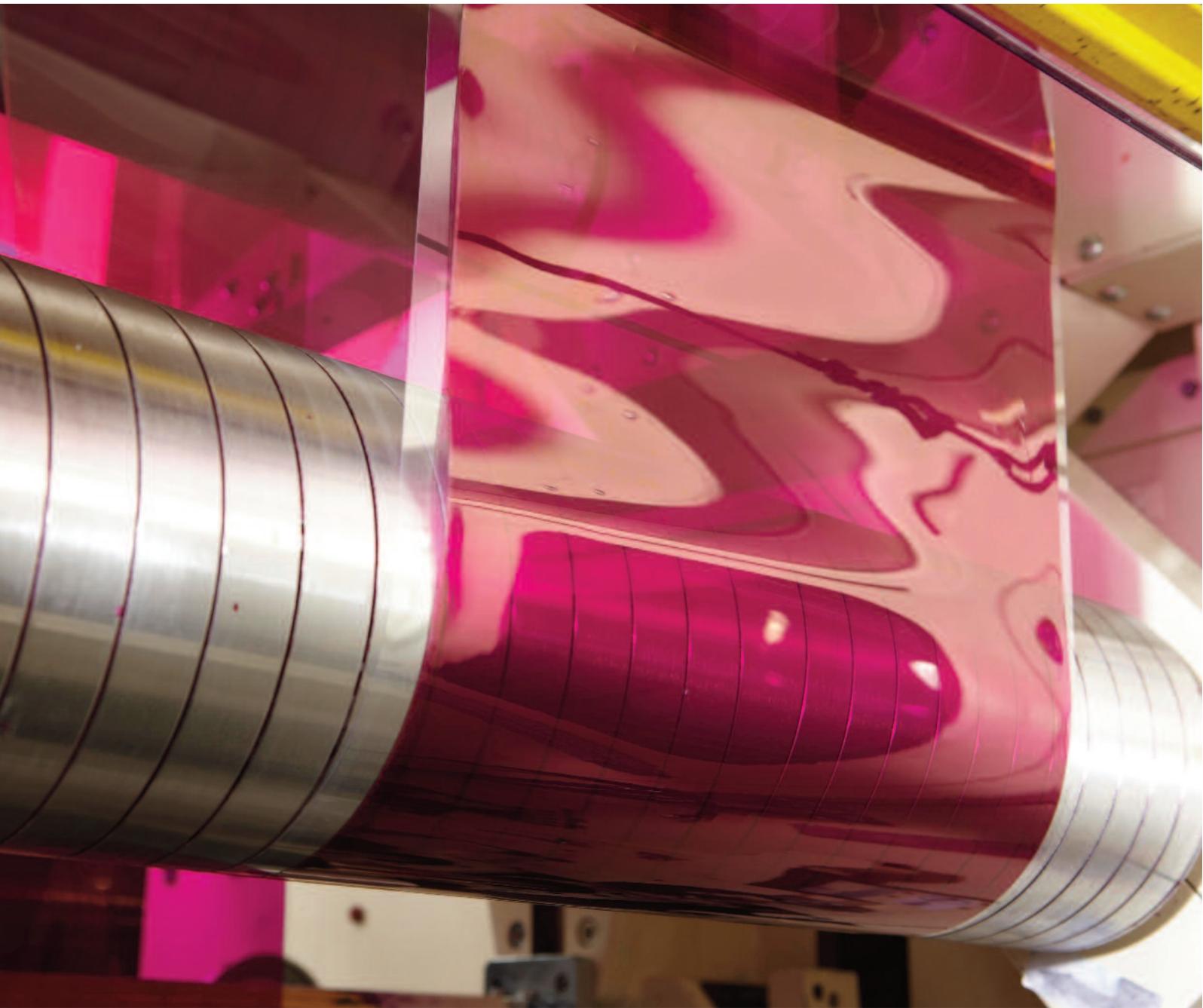


Accelerating Our Transformation: Year 2

PROGRESS REPORT & RECOMMENDED PRIORITY PROJECTS

September 2012

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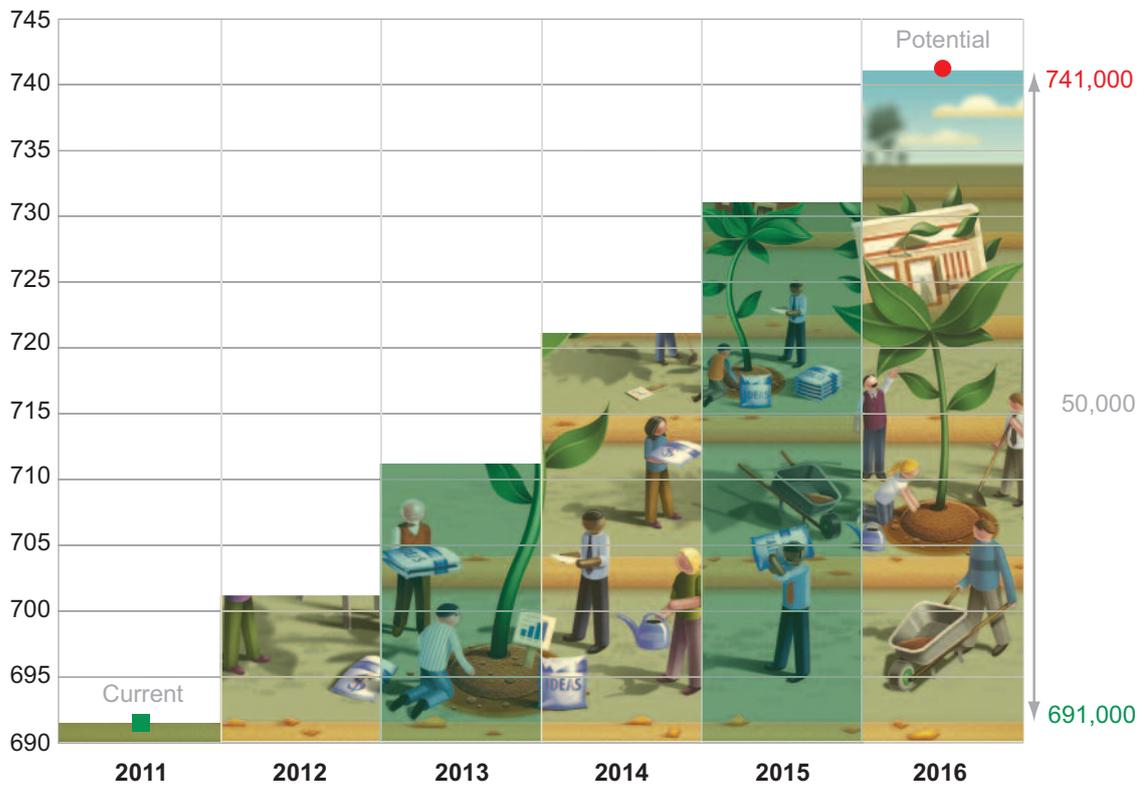
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Finger Lakes Goal: 50,000 new jobs by 2016

(000's)



The Finger Lakes Regional Economic Development Council is confident that our strategic plan, if supported by New York State, will enable the region to continue to outperform the state and the nation in job growth, and lead to the creation of at least 50,000 jobs in the region by the end of 2016, assuming there is no material deterioration in our economy.

Message

from the co-chairs



Last year, Governor Andrew Cuomo created 10 regional economic development councils as part of his plan to transform New York State's economy and build a "new New York" for future generations.

Thanks to his leadership and vision, we have been able to galvanize the nine counties that comprise the Finger Lakes region to successfully develop a shared vision for our economic future. The comprehensive five-year strategic plan adopted last year by the Finger Lakes Regional Economic Development Council creates a strong blueprint for economic growth and addresses key regional needs and opportunities.

Despite significant challenges and uncertainties, our region continues to accelerate its transformation into an increasingly diverse and knowledge-based economy. The Finger Lakes continues to outpace the state and the nation in job creation and ranks as one of the strongest performing economies in the country. Since 2010, the region has added about 20,000 jobs, recovering all jobs lost in the "great recession."

In 2012, our challenge was to strengthen our plan, accelerate progress, and position the region for continued growth. Through an extensive and far-reaching public dialogue and the contribution of our Work Groups, which include over 200 regional stakeholders, we have tried to connect the vision, strategies, and performance measures from the 2011 strategic plan into a seamless framework that evaluates and prioritizes needs, creates consensus around actions and projects, and regularly evaluates progress.

We have focused and prioritized our efforts to more effectively grow jobs, strengthen our economy, and achieve an ever better quality of life. The Council has reviewed each strategy and project request based on specific, measurable performance goals and

required capital investment. The Council recommends that the state continue to invest in several key multi-year projects identified in our 2011 strategic plan, with the preservation and strengthening of Eastman Business Park remaining a top regional priority. The Council has also identified new priority projects that will maximize growth potential and help the region realize its economic development goals.

The Council is confident that our strategic plan, if supported by New York State, will enable the region to continue to outperform the state and the nation in job growth, and lead to the creation of at least 50,000 jobs in the region by the end of 2016, assuming there is no material deterioration in our economy.

As co-chairs of the Finger Lakes Regional Economic Development Council, we want to express our particular gratitude to our Council, its 14 Work Groups, and the hundreds of individuals whose participation in public forums and feedback have made our strategic plan and this report infinitely stronger. We also want to thank Robert McNary, Executive Director, and Vinnie Esposito, Deputy Director, of the Finger Lakes Regional Economic Development Council; Megan Daly, Director, Regional Development Councils; Dave Seeley, Finger Lakes Regional Representative for Governor Cuomo; Joe Hamm, Commissioner's Regional Representative, New York State Department of Labor; and most of all our Governor, Andrew Cuomo, and Lieutenant Governor, Robert Duffy. We would also like to especially thank Mark Michaud, Josh Farrelman, and Bill Strassburg for their contributions to the creation of this report.

Danny Wegman

CEO, Wegmans Food Markets

Joel Seligman

President, University of Rochester

Overview





The Fingers Lakes Regional Economic Council's 2011 Strategic Plan, Accelerating Our Transformation, proposes a comprehensive plan to accelerate the region's transformation to a diverse, knowledge-based economy

by building on strengths that include renewable natural resources, a talented and highly educated workforce, a historic commitment to innovation and philanthropy, leadership as the state's top agricultural region, international achievement as a center for optics and photonics, and national leadership in per capita intellectual property, exports, and degrees in higher education.

While recognizing the region's many strengths and achievements, the Council also acknowledges in the plan that the Finger Lakes faces significant challenges. These include an aging infrastructure, pockets of chronic urban and rural poverty, areas with poorly performing schools, lack of access to capital to create and grow business, and a business climate hindered by taxation and regulation that deters investment.



The plan emphasizes two core concepts to accelerate our progress:

First, the Council recognizes the importance of improving regional connections, achieving greater efficiencies, and lowering costs among Finger Lakes governments, towns, and villages. The Council pledges to work with local elected officials to parallel state efforts initiated by Governor Andrew Cuomo to achieve these goals.

Second, the Council seeks to accelerate job growth and reinforce the region's quality of life by implementing a five-year strategy to strengthen key innovation hubs in our diverse economy, including higher education, agriculture and food processing, targeted fields of advanced manufacturing, life sciences, business services, 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 throughout the nine-county region.

The objective of these efforts is to improve the quality of life for the diverse residents of the Finger Lakes. While many compete effectively in the global economy, 27,000 families and individuals live below the poverty line, 9 percent of all families. For the estimated 52,000 who are unemployed and seeking work, the Council seeks to increase the number of jobs. For both the employed and those seeking work, the Council will work to increase the quality of jobs and the capacity of the labor force to fill them.

Thanks in measurable part to the \$68.8 million award by New York State to the Finger Lakes region last December and the \$100 million committed by Governor Cuomo to the Interstate 390 project last January, this transformation is working.

Over the past year, the Finger Lakes economy has outperformed both the state and nation, adding about 12,000 jobs, a nearly 2 percent increase in the region's workforce. By late 2011, the region had recovered all of the jobs lost during the 2008 recession. Key Finger Lakes clusters performed well between 2010 and 2011. Reversing many years of contraction, the Finger Lakes manufacturing sector added 1,400 jobs, 2 percent of total sector employment. Business Services grew by 6 percent and employment in Advanced Healthcare/Life Sciences grew by 3 percent.

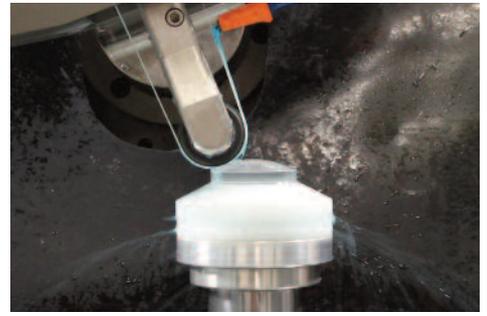
This progress has been reflected in the recognition that the region has gained in recent months. The region's economy has frequently been listed by the Brookings Institution as one of the "Top 20 Strongest Performing Metro Areas" in the country.

Last year, *The Atlantic* magazine listed the region as one of the nation's 35 innovation hubs. In 2012, Brookings Global Metro Monitor placed Rochester among the strongest metro economies in North America based upon growth rates for employment, income, and output of goods and services in 2010–2011. In August, *Business Facilities* magazine ranked Genesee County among the top five regions in the nation for food processing industry growth for the third consecutive year. In January, the website *TheStreet.com* named Rochester one of 10 global cities poised for greatness. And in August, *Fast Company* magazine listed Rochester as one of its "10 Underrated Hotbeds of American Innovation."

The development of the Finger Lakes strategic plan and the subsequent activity of the Council have highlighted the value of collaboration and partnership. By working together, our region continues to strengthen its bonds, articulate a shared vision for the future, galvanize new public and private investment, and generate new ideas to promote growth. Combining a broadly diverse higher education sector, world class business leadership, a competitive workforce, and an outstanding quality of life, the region is fertile ground for private and public investment.

The Council is confident that our strategic plan, if supported by New York State, will enable the region to continue to outperform the state and the nation in job growth, and lead to the creation of at least 50,000 net new jobs in the region by the end of 2016, a compound annual growth rate of 1.4 percent, assuming there is no material deterioration in the economy.

The Council believes that its 2011 strategic plan provides a strong blueprint to build upon the region's stable economic foundation and propel growth over the next several years. At the same time, the Council recognizes that aspects of the plan need to be strengthened and enhanced and that new opportunities for growth will emerge. The Council recommends that the state continue to invest in several key multi-year projects identified in the Finger Lakes' 2011 strategic plan. The Council has also identified new priority projects that will enhance workforce development, advance redevelopment efforts in urban and rural communities, accelerate the creation and revitalization of key industrial development sites, improve the quality and lower the cost of healthcare, and enable companies with growth potential to expand their operations.



The Finger Lakes Regional Economic Development Council recommends the following transformational priority projects for funding if the region is selected by the state to receive \$25 million in competitive capital funds:

- Efforts to preserve and strengthen **Eastman Business Park** remain the region's top priority. The Park is one of the nation's premier industrial development sites and possesses a unique set of assets that make it highly attractive to high tech and manufacturing companies. The Council will continue to work with New York State to resolve issues related to its redevelopment and help the Park meet its goal of creating 1,500 jobs over the next five years.
- The **Health Sciences Center for Computational Innovation** – a partnership between the University of Rochester and IBM – will make the region a leading center for high performance computing, strengthen R&D, and accelerate growth in the region's life sciences sector. The project will create an estimated 900 jobs over the next five years.
- The **Golisano Institute for Sustainability at Rochester Institute of Technology (RIT)** will make RIT an international leader in programs that embody the principles of sustainability in product development. The Institute will catalyze the creation and expansion of related firms in the region that could produce thousands of jobs over the next five years.
- The **PathStone Finger Lakes Enterprise Fund** will provide essential credit to microenterprise and small businesses, particularly in underserved rural and urban communities, accelerating economic growth and community development. The fund will create and retain an estimated 300 jobs over the next five years.
- The adaptive reuse of the **Rochester Midtown Tower** into mixed commercial, office, and residential space is one of the cornerstones of the City of Rochester's Midtown Redevelopment project which will revitalize the City's center. The project will create and retain 345 permanent jobs.
- The **College Town** project is a comprehensive plan to redevelop 16 acres in the City of Rochester into a vibrant neighborhood consisting of mixed-use development that will serve as a gateway to the City and the University of Rochester. The project is the culmination of years of community planning and is expected to create 900 construction jobs and 320 permanent jobs.
- The **Multiple Pathways to Middle Skills Jobs** project represents an innovative approach to workforce development. The project will work in close coordination with a network of private, not-for-profit, and public sector organizations to provide hands-on training to K-12 students and displaced workers. By year five, the project will provide training in healthcare, advanced manufacturing, and skilled trades to an estimated 5,200 individuals per year.
- The **Finger Lakes Business Accelerator Cooperative** will create an interconnected network of business support services and incubation facilities that spans all nine counties of the region. The initiative will support the creation and growth of early-stage companies, stimulating the creation of more than 1,000 jobs over the next five years.
- The **Science Technology and Advanced Manufacturing Park** project will position the Finger Lakes and Western New York regions as a hub for the state's next generation of advanced nano-scale manufacturing companies. The project will create an estimated 1,400 construction and 1,500 direct jobs by year five, with potentially thousands more once the site is fully developed.
- The **Seneca AgBio Green Energy Park** will create a cluster of companies that convert agricultural byproducts and waste into biofuels and biomaterials and accelerate the redevelopment of the former Army depot in Seneca County. The project will create 60 new jobs in this rural community.
- The **Finger Lakes Clinical Quality Improvement Initiative** will build upon the region's history of collaboration to reduce healthcare costs and improve quality by creating an innovative electronic tool that helps healthcare providers identify best practices and eliminate variations in care that inflate costs.
- The **Finger Lakes Small Business Expansion Fund** will enable expansion and sales growth in seven food processing, optics/photonics/imaging, advanced manufacturing, and energy companies located across the region. These companies will collectively create or retain 306 jobs.

STRATEGY OVERVIEW

The Finger Lakes Regional Economic Development Council’s 2011 Strategic Plan creates a framework of regional and sector specific strategies. The Council believes that the strategies adopted last year, as modified by this report, represent a strong blueprint for economic growth and address key regional needs and opportunities. These strategies were developed in consultation with a broad spectrum of regional stakeholders and were reviewed again this year by the Council and Work Groups consisting of more than 200 individuals representing 14 key sectors and projects. A list of Work Group members is included in Appendix A.

In 2012, after a thorough review of the strategic plan and in response to feedback from the state, the Council decided to reorganize its Work Groups to more effectively implement strategies, identify and develop new initiatives, and help 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. An example is included in Appendix B.

Two new Work Groups were created: Workforce Development and Eastman Business Park. While the Council believes that regional and sector strategies developed last year adequately reflect the important issues these new groups seek to address, their creation has given new focus and has generated significant progress in these two areas, including new priority projects recommended in this report. Additionally, the Advanced Healthcare & Life Sciences Work Group was divided into two separate groups, one consisting of providers, payers, and non-profit organizations in the region’s healthcare sector and the other consisting of members of the region’s biotech, pharmaceutical, and medical device industries, and academic research community.

The regional strategic categories developed by the Council are as follows: Optimize Business Creation, Retention, and Expansion;

Strengthen Academic and Industry Partnerships; Align Workforce Development Efforts with Sector Needs; and Invest in Community, Industrial Development & Infrastructure. The Council also developed sector-specific strategies for: Advanced Healthcare; Life Sciences; Energy Innovation; Optics, Imaging, and Photonics; Business Services; Advanced Manufacturing; Agriculture and Food Processing; and Tourism and the Arts.

Within each category, the Council identified a series of detailed strategies. Each Work Group was assigned the responsibility of identifying actions associated with each strategy and detailing progress. These actions consist of specific projects, collaborative efforts, and initiatives that are both under way and in the planning stages.

The actions detailed in the Implementation Agenda section (*see pages 10–34*) represent a comprehensive, region-wide effort to mobilize and coordinate resources to address critical issues and advance projects with the potential for significant economic growth.



PROGRESS OVERVIEW

The Finger Lakes has made significant progress toward its goal of accelerating the region's economic transformation. While many of the projects identified by the Council in 2011 are just now finalizing state contracts and are in the early stages of development, the strategic plan and the state's new approach to economic development have enabled the region to focus and prioritize its effort and galvanize collaboration and innovation.

The region has taken steps to lower barriers to business growth, reduce costs, and strengthen planning through the creation of a sustainability/smart growth plan which will include a digital inventory of assets that can help guide planning and economic development activities. The region is also in the process of developing an innovative, cost-saving approach to government purchasing through a partnership between one of the region's largest private sector employers and its largest county.

Several new initiatives are under way 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 their products and lower costs. These include efforts to consolidate and extend early-stage support services as well as identify companies poised for growth and connect them with the necessary resources and support.

New workforce development initiatives have been launched that will more closely coordinate the needs of employers with training and education programs. An effort to inventory resources and assess specific skills required by the private sector is under way and a new middle skills training initiative – which will initially target three key sectors – has received broad support from the region's education, not-for-profit, and business communities.

The Council has identified two key industrial development sites that will propel significant growth in high tech and advanced manufacturing jobs and is working closely with New York State to strengthen and develop the unique potential of these opportunities. It is also supporting a number of business, housing, and community development projects in the region's cities, towns, and rural communities, along with major infrastructure projects that will remove transportation bottlenecks and enable growth.

The region's Healthcare and Life Sciences sectors have been a key driver of growth in terms of job creation, technological innovation, and lowering the cost of doing business. Key investments in academic biomedical R&D made by the state are already bearing fruit. The region is also building upon its long history of collaboration to undertake new projects that will further lower regional healthcare costs and improve quality.

Investments in the region's Energy sector will enhance academic and private R&D and position the region as a hub for the next generation of energy storage technologies. Eastman Business Park, in particular, possesses unique infrastructure and

technological capabilities to foster growth in this sector. The region is also making progress in efforts to link the Energy and Agriculture sectors for the purpose of biofuel generation.

The region's Optics, Imaging, and Photonics sector – long a source of innovation and global excellence – continues to strengthen its ties to the region's research universities, which serve as sources of both highly skilled employees and new technologies.

The region's Advanced Manufacturing sector continues to thrive and 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 needs and improve manufacturing processes.

The Council has retooled its approach to the Business Services sector and has engaged stakeholders from some of the region's fastest growing and most innovative companies. New initiatives are under development and include efforts to retain the highly skilled graduate students emerging from the region's colleges and universities.

Already the state's leading producer of agricultural products and home to a high concentration of food processing companies – including two new major yogurt manufacturing facilities – the region is poised for substantial growth. New initiatives have been developed that, coupled with the proposals that emerged from Governor Cuomo's recent "Yogurt Summit," will enable the region's farmers to expand operations to meet the growing need for their products.

The region's recreational and cultural institutions are critical contributors to the Finger Lakes' high quality of life and are an important source of jobs and business activity, particularly in the region's rural communities. Several projects are under way in the Tourism and Arts sector that will create new and expand 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.

PERFORMANCE MEASURES

The Finger Lakes' 2011 Strategic Plan established specific performance goals. Achievement against these goals is reported here and future goals are articulated. Although the principal goal is job creation, a dynamic economy is also creating new establishments, seeding the major employers of the next generation.

Jobs: Baseline

Total jobs in the Finger Lakes region stood at 691,000 in 2011. The Finger Lakes Region set a 2011 goal to outperform the national economy, a goal accomplished from 2010–2011. The Council's efforts will support achieving this same goal for 2011–12. The Council has set a five-year goal of creating 50,000 net new jobs assuming continued support from New York State and that the economy does not experience a material deterioration.

Annual growth in women- and minority-owned business establishments and employment

This statistic requires access to the NETS database, which is still pending as part of the Regional Internal Harvesting and Economic Gardening project.

Establishments

Although the region has added new firms consistently, the rate of new firm formation has lagged both the state and the nation. 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.

ANNUAL JOB GROWTH		(000s)			
	2009	2010	2011	2009–2010	2010–2011
Finger Lakes	679.9	683.1	691.1	0.5%	1.2%
New York	10,986.0	11,065.3	11,164.1	0.7%	0.9%
United States	174,030.0	174,322.5	176,057.7	0.2%	1.0%

Source: Economic Modeling Specialist Intl. The Center for Governmental Research estimates that Finger Lakes employment has continued to grow in 2012, reaching about 703,000 by mid-year.

ANNUAL ESTABLISHMENT GROWTH		(000s)			
	2009	2010	2011	2009–2010	2010–2011
Finger Lakes	28.3	28.5	28.7	0.8%	0.8%
New York	571.9	578.1	588.1	1.1%	1.7%
United States	9,003.2	8,993.1	9,081.8	-0.1%	1.0%

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



Strengthen region's quality of life

Net Advocate score

The Net Advocate score is derived from a survey conducted by Wegmans Food Markets in regions where they have stores. 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 2012 was 50. Although this score represents a decrease from 2011, it is still the highest score for all of the New York State regions and the percentage decline in the score was similar across the state.

Share lacking health insurance

The Rochester region has long been a leader in healthcare coverage, a significant contributor to quality of life. The share lacking health insurance in the Finger Lakes counties is 69 percent of the total for the State of New York as a whole. The Census Bureau reports that about 8 percent of Finger Lakes residents lack health insurance, compared to 11 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 5 percent from 2010 to 2011. Attendance data on the larger regional venues is published annually by the *Rochester Business Journal*. From 2010 to 2011, participation fell 12 percent, a trend the region intends to reverse. This is an imperfect measure as the majority of large cultural events with reported attendance take place in Monroe County. Visitation at New York's many state parks in the Finger Lakes is also considerable: 2.09 million in 2010 and 2.07 million in 2011, a slight 1 percent decline.

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. A similar analysis of commercial insurance found Rochester region rates to be about 25 percent less than the national average in 2010. Results for 2011 have not been published.

QUALITY OF LIFE INDICATORS			
	2011 Baseline	2012	Trend
Net Advocate Score (measured by Wegmans)	55	50	Down 5 points
Share Lacking Health Insurance (U.S. Census, American Community Survey 3-year average)	69% of NYS (2007–2009)	69% of NYS (2008–2010)	No change
Estimated Visitor Spending (Tourism Economics)	\$1.40 billion (2010)	\$1.47 billion (2011)	Up 5%
Attendance in NYS Parks, FLREDC counties (NYS Parks, Recreation & Historic Preservation)	2.09 million visitors (2010)	2.07 million visitors (2011)	Down 1%
Participation in Culture/Recreation (<i>Rochester Business Journal</i> Book of Lists)	4.1 m participants (2010)	3.6 m participants (2011)	Down 12%
Age/Sex/Race-Adjusted Medicare Spending per Beneficiary (% of U.S.)	78% (2008)	79% (2009)	No change (within margin of error)
Commercial Insurance Per-Member-Per-Month Outpatient Cost (% of U.S.)	75%	n/a	n/a

PUBLIC ENGAGEMENT

Public forums

To date, the Finger Lakes Regional Economic Development Council has held 12 public meetings in 2012 to gather input on implementation of the Council's strategies, report on the strategic plan's progress, and alert stakeholders to funding opportunities available through the Consolidated Funding Application (CFA) process.

In January, several hundred community leaders gathered at the Rochester Riverside Convention Center to hear a report by Council co-chairs Joel Seligman and Danny Wegman on the strategic planning process and its future implementation. The event, which was moderated by local media, was covered by local print, radio, and television news outlets.

In May, the Council sponsored a series of community forums in Batavia, Brighton, and Geneva to inform the public on the status of the strategic plan, receive input on the plan's implementation, and hear suggestions on changes to the Council's strategies for economic development. Replicating last year's successful formula, participants were divided into small groups for a facilitated discussion that generated significant input. Approximately 200 area residents participated in these sessions.

In May and June, New York State and the Finger Lakes Regional Economic Development Council sponsored four CFA workshops in the region. More than 500 local residents and stakeholders attended these sessions, which provided information on the available funding programs and the application process.

Work Groups

More than 200 area leaders are participating in 14 Work Groups formed by the Council. Participants represent a broad base of Finger Lakes region stakeholders and consist of leaders from business, labor, academic, non-profit, and other organizations from all nine of the region's counties.

Members of the 14 Work Groups formally met in May to review the strategic plan, chart a path for implementation of the regional strategies, and assist in creating a pipeline for priority projects. Several of the Work Groups have been meeting on a regular basis since last year. Their efforts have been pivotal to the progress the Council has made to date.

Regional Council website

The Council's website continues to be the primary source of public information on Council activity. Throughout the year, information on Council meetings, public forums, and funding workshops were posted and promoted. Feedback from the public forums was also posted for viewing. In August, a full draft of the Council's progress report was posted for public comment.

Outreach

The Council also continued its community outreach in 2012 as staff and Council members met with community-based organizations, industry associations, individuals from the labor and business community, elected officials, and others to discuss the plan's progress and solicit input. These presentations and meetings also helped the Council inform the larger community about its work.

Throughout the year, Council staff gathered emails and created a database of individuals interested in Council activity. As key events and milestones occurred, Council staff emailed the database to ensure awareness of Council activity. Additionally, a Finger Lakes Regional Economic Development Council Facebook page was created in 2012 to help raise awareness of Council activity via this popular social media platform.

Media

Local media continue to cover the Council's meetings, public forums, and workshops in depth. Council members wrote editorials and articles that appeared in the *Rochester Democrat & Chronicle* and the *Rochester Business Journal*. Regional media have also covered announcements related to several of the strategic plan's funded projects. In August, Council members appeared on a WXXI call-in radio program to discuss the draft progress report. Several other regional print, TV, and radio news outlets also covered the release of the draft report.

Council meetings

Council meetings continue to be open to the public, drawing interested citizens and stakeholders from the region. Co-chairs, Council members, and staff report out significant Council actions during the wrap-up portion of the meeting. Additionally, in what has become an informal tradition following meetings, Council members continue to meet informally with members of the public in attendance. In June, the Council welcomed new voting members who will help strengthen the spirit of cooperation and collaboration with the New York State Legislature.



Implementation Agenda





REGIONAL STRATEGIES

Optimize business creation, retention, and expansion

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

Finger Lakes Regional Sustainability Plan

The region is preparing a Finger Lakes Regional Sustainability Plan, under Governor Cuomo's Cleaner, Greener Communities Program, to build upon existing and planned sustainability efforts and smart growth plans.

Finger Lakes Procurement Consortium

Wegmans Food Markets is working with Monroe County to create a demonstration project, called the Finger Lakes Procurement Consortium, which will allow municipalities to employ reverse auctions as a way to expedite the procurement process, reduce costs, and promote regional cooperation and efficiency.

PROGRESS

The Finger Lakes application was submitted in April with input and commitment from all nine counties in the region, City of Rochester, and Genesee Transportation Council, and Genesee/Finger Lakes Regional Planning Council. On June 25, the region was awarded \$900,000 to continue its planning efforts.

STATUS: ON SCHEDULE

The proposal requires state legislative approval and draft legislation has been developed by Monroe County and Wegmans.

STATUS: ON SCHEDULE

TIMELINE

The Finger Lakes Project Execution Plan to be completed by the end of September.

Final plan will be submitted April 2013.

County will work with the Finger Lakes state delegation to sponsor and introduce the legislation in the coming months.

ACTION**The Finger Lakes Regional Council Interagency Work Plan**

The Finger Lakes Regional Council Interagency Work Plan was created at the direction of Governor Cuomo to review the Finger Lakes Regional Economic Development Council (FLREDC) 2011 strategic plan and identify areas where agency programs and resources can assist its implementation.

PROGRESS

Several state agencies have been working with regional stakeholders to identify barriers to growth, proactively provide technical assistance to projects identified by the Council, and align state programs with Council priorities.

STATUS: ON SCHEDULE

TIMELINE

A draft plan was reviewed by the FLREDC in June 2012 and a revised plan will be delivered to the Council in September 2012. Plan will be further refined pending NYS approval of 2012 projects.

Digital Infrastructure and Transportation Asset Inventory

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.

The Digital Infrastructure and Transportation Asset Inventory also supports the Council's Invest in Community and Industrial Development and Infrastructure strategies.

This proposal is part of the Regional Sustainability Plan (*see above*).

This proposal is part of the Regional Sustainability Plan (*see above*).

STRATEGY

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**Finger Lakes Business Accelerator Cooperative**

The FLREDC continues to support as a priority project the creation of the Finger Lakes Business Accelerator Cooperative, 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.

The Finger Lakes Business Accelerator Cooperative also supports the Council's Life Sciences, Energy Innovation, and Optics, Imaging, and Photonics strategies.

PROGRESS

High Tech Rochester (HTR) was awarded \$2.5 million during the 2011 CFA process and is in discussions to acquire existing office and lab space that would serve as the project's hub facility and expand the region's incubation capacity. This acquisition would accelerate the implementation of this project. HTR is also in the process of applying for U.S. Economic Development Administration support for construction and renovation of the site.

STATUS: ON SCHEDULE

TIMELINE

Final selection of hub facility in December 2012. Renovate and occupy the facility by the end of 2013.

Establish all ten node sites by early 2013. Install video conferencing equipment in the first four nodes by the end of 2012 and the remaining by June 2013.

ACTION

Venture Creations

RIT's Venture Creations provides incubation facilities, business support services, coaching, and access to low-cost services to early-stage technology companies.

PROGRESS

Venture Creations is currently home to 23 companies. By the end of 2012, these companies are projected to employ more than 325 people.

Recent graduates include Vnomics, Cerion, OptiCool, Sweetwater Energy.

RIT's New York State Energy Research and Development Authority (NYSERDA)-funded Clean Energy Incubator, part of Venture Creations and one of six such incubators statewide, has helped companies raise \$22 million in capital, develop 13 new products, and create and retain 80 jobs.

RIT has recently been recognized as having one of the nation's top student incubators.

STATUS: ONGOING

TIMELINE

Venture Creations expects to "graduate" up to seven of its incubator tenants by the end of 2012.

Venture Creations' goal is to limit its tenants to three years of occupancy in the incubator and to graduate one-third per year.

Rochester BioVenture Center

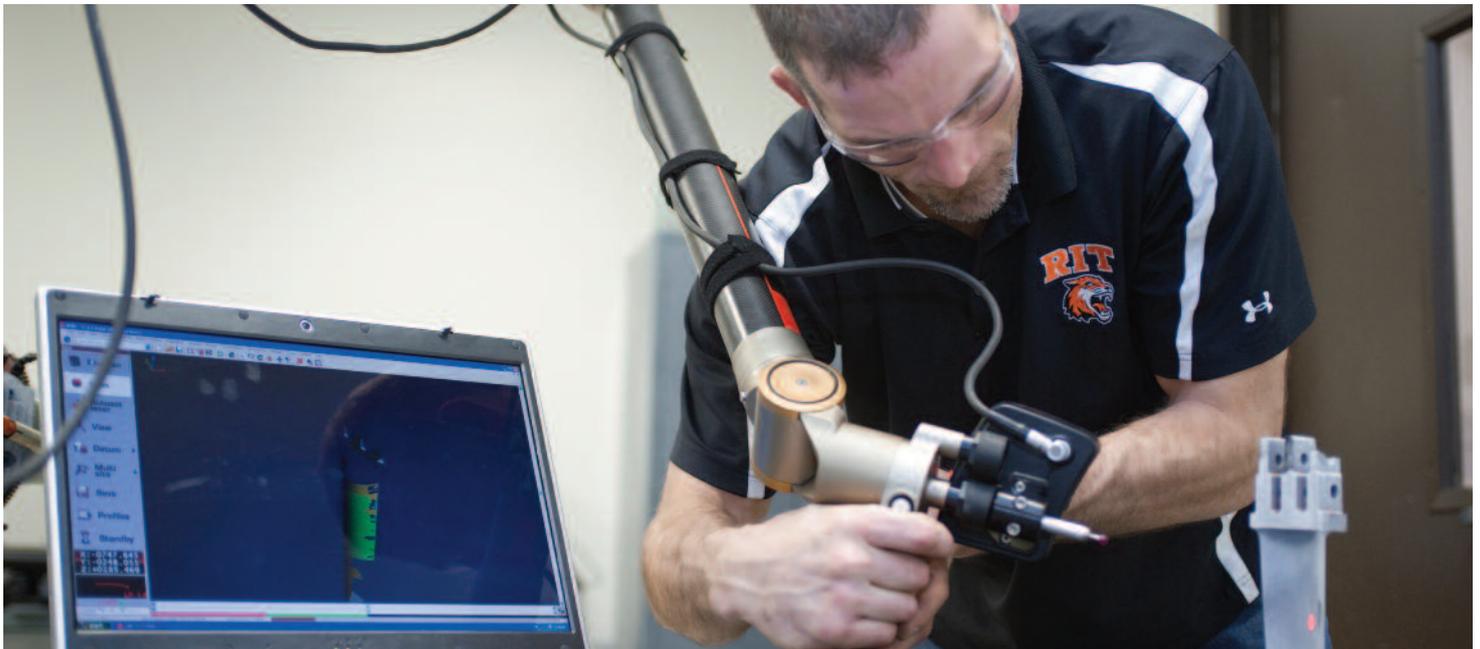
The Rochester BioVenture Center is the region's first and only technology incubator with the wet lab facilities that are required by biotechnology companies.

The Center is currently home to 9 early and seed-stage life science companies consisting of 200 employees.

The Center has been at full occupancy for the past two years, with a waiting list of nine organizations and scientists seeking to develop their technologies at the incubator. The Finger Lakes Business Accelerator Cooperative, as currently conceived, will include wet lab facilities, thereby increasing the region's biotech incubation capacity.

STATUS: ON SCHEDULE

(See Finger Lakes Business Accelerator Cooperative above)



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

ACTION

Finger Lakes Enterprise Fund

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

The Finger Lakes Enterprise Fund also supports the Council's Invest in Community and Industrial Development and Infrastructure, and Tourism and the Arts strategies.

PROGRESS

A CFA has been submitted by PathStone, and the FLREDC has identified the Finger Lakes Enterprise Fund as a transfor- mational regional priority project.

STATUS: NEW PROJECT

TIMELINE

If funded, PathStone will immediately launch a comprehensive outreach and marketing effort to recruit and enroll participants for training sessions, direct assistance, and flexible capital to existing and new micro and small businesses.

Excell Partners

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 April 2012, Excell Partners received \$2.5 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.

These new funds will supplement a \$2 million pilot seed fund Excell Partners received from Empire State Development (ESD) in December 2010. Excell has invested \$745,000 of the pilot seed fund in 3 new deals and 3 follow-on deals. Another \$610,000, representing 4 seed stage deals and 3 pre-seed deals, is pending approval.

STATUS: ON SCHEDULE

Excell is awaiting notification of delivery for the Innovate NY award.

Innovacracy

Innovacracy – 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.

The fund was launched in May 2012 and is currently raising funds for five research projects at its partner institutions.

STATUS: ONGOING

The fund is in discussion with other research universities and plans to develop and announce additional partnerships in 2013.



STRATEGY

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

ACTION

The Finger Lakes region continues to strengthen and better coordinate programs that both train entrepreneurs and connect them with the resources necessary to successfully grow their businesses.

Other existing regional resources for entrepreneurs include programs overseen by The Entrepreneur Network (TEN), High Tech Rochester, and the BioVenture Center, Simone Center for Student Innovation and Entrepreneurship, the Venture Center, RIT's Clean Energy Incubator, and the Center for Entrepreneurship at the University of Rochester, and SCORE Rochester.

PROGRESS

TEN has recently formed a partnership with High Tech Rochester and continues to expand its training programs for the founders, senior executives, and CEOs in early-stage technology companies.

STATUS: ON SCHEDULE

TIMELINE

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

STRATEGY

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

Regional Internal Harvesting and Economic Gardening

The Regional Internal Harvesting and Economic Gardening project is an innovative, region-wide business retention and expansion program that will connect and coordinate all of the region's economic development agencies.

The Council believes that this project is critical to regional economic development. 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. The project's sponsor, Greater Rochester Enterprise (GRE), has secured \$85,000 in additional funding from the Farash Foundation to support operations.

STATUS: ON SCHEDULE

TIMELINE

GRE was awarded \$200,000 during the 2011 CFA process and ESD has approved the contract.

The first 20 companies to participate in this program have been identified. GRE will work with executives from each in the coming months to develop a plan to further accelerate growth.



Strengthen academic and industry partnerships

STRATEGY

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

ACTION

University of Rochester Health Sciences Center for Computational Innovation

FLREDC will continue to support the University of Rochester Health Sciences Center for Computational Innovation (HSCCI) as a priority project, a partnership with IBM that will create one of the world's most advanced computer systems dedicated to health research and position the region as an international center for biomedical innovation and commercialization.

The HSCCI also supports the Council's Life Sciences strategies.

Golisano Insitute for Sustainability at RIT

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. The FLREDC has identified GIS as a priority project.

The GIS also supports the Council's Advanced Manufacturing strategies.

NY-BEST Commercialization Center

The New York - Battery and Energy Storage Consortium (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 80 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.

The NY-BEST Commercialization Center also supports the Council's Energy Innovation strategies.

PROGRESS

Multimillion dollar investments have been committed by the University of Rochester (UR) which has, to date, generated more than \$84 million in external research funding leveraging the HSCCI partnership. In June, UR was one of the first universities in the nation to receive IBM's next generation supercomputer, the Blue Gene/Q.

STATUS: ON SCHEDULE

Construction of a new 84,000 square foot facility at RIT is under way, with anticipated completion in the fall of 2012.

STATUS: ON SCHEDULE

\$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 executed its contract with ESD, but the NYSERDA funding requires the acquisition of further funding and the development of a business case around the viability of a smaller center should the full funding not materialize.

NY-BEST has identified a site in Eastman Business Park for its Commercialization Center and has hired a Center Director to serve as the local Finger Lakes point of contact and overall project manager. The project has developed a phased approach to its development and will reapply for funding in 2013.

NY-BEST is also partnering with Brookhaven National Lab on a five-year, \$120 million proposal to create a U.S. Department of Energy Storage Hub that will support prototyping and testing work that will occur at Eastman Business Park.

STATUS: ON SCHEDULE

TIMELINE

\$5 million was awarded to UR during the 2011 CFA process to the University, which is working with ESD to execute its contract. FLREDC has recommended an additional \$5 million for this project.

UR has moved forward with \$12 million in year 1 project costs, which include renovations to its data center and the acquisition and installation of the Blue Gene/Q – completed in July 2012. Governor Cuomo participated in the August 2012 dedication of the center.

FLREDC is requesting \$5 million in capital funds to enable RIT to equip research labs at GIS with industry-focused test beds.

RIT is also requesting \$1.125 million from NYSERDA for equipment to test battery storage.

NY-BEST is currently raising \$20 million in phase 1 funds from the private sector.

In April 2012, NY-BEST held a Community Workshop Development at Eastman Business Park.

NY-BEST is in the process of developing a detailed implementation plan, which is expected to be finalized in September 2012.

NY-BEST expects to bid and order equipment by November 2012 and complete facility fit-up by March 2013.

ACTION

New York State Pollution Prevention Institute at RIT

The New York State Pollution Prevention Institute 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.

PROGRESS

The Institute has a strong track record and outstanding results. In 2011 alone, it has helped companies reduce more than 425 tons of hazardous waste and reduced water usage by more than 6 million gallons.

STATUS: ONGOING

TIMELINE

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

STRATEGIES

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 Cooperatives

PROGRESS

(See above)

TIMELINE

(See above)

RIT Venture Creation

(See above)

(See above)



Align workforce development efforts with sector needs

STRATEGIES

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

Multiple Pathways to Middle Skills Jobs

FLREDC has identified the Multiple Pathways to Middle Skills Jobs initiative as a priority project for the region. The project is a 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 Multiple Pathways to Middle Skills Jobs proposal also supports the Council's Healthcare and Advanced Manufacturing strategies.

A committee consisting of several key workforce development stakeholders has been convened to: 1) inventory existing short-term and outreach programs to map current efforts to demonstrated sector needs; 2) identify best practices in reaching three core workforce development pipelines (K-12 and dislocated and incumbent workers) through effective marketing and recruitment efforts; and 3) establish more effective regional partnerships with business recruitment and retention organizations to identify and address needs.

Finger Lakes Food Processing Cluster

Leverage the federally-funded Jobs and Innovation Accelerator grant in food and agricultural processing, a partnership among RIT, Monroe and Genesee Community Colleges, and several other organizations, to train and expand the workforce in this field.

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

PROGRESS

A CFA has been submitted by Monroe Community College (MCC) to establish a pilot project to create a consistent, coordinated, and aligned approach to workforce development.

STATUS: NEW PROJECT

The FLREDC Workforce Development Work Group is in the process of updating lists of development/training program inventories, building a catalog of best practices with the goal of ensuring that these efforts focus on targeted groups, and working closely with economic development entities to align programs with the needs of potential employers.

STATUS: ON SCHEDULE

The Finger Lakes Food Processing Cluster Initiative is a coordinated, cluster-based initiative that provides assistance, training, and collaborative partnerships. RIT's Center for Integrated Manufacturing Studies has received a Jobs and Innovation Accelerator grant from the U.S. Economic Development Agency and Small Business Administration and from NYS to support this initiative. Combined funding totals \$1.9 million.

STATUS: ON SCHEDULE

TIMELINE

Pending funding approval, MCC will acquire and equip three mobile training labs. The project has a goal of providing training to 3,000 students and 50 adult participants in the first year of operation with that number growing to 5,200 participants by year five.

These efforts are ongoing and the Work Group will provide a status report to the FLREDC in early 2013.

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

Invest in community, industrial development & infrastructure

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

Rochester Midtown Redevelopment and Tower

The FLREDC continues to support the Rochester Midtown Redevelopment and Tower as a priority project. The 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 redevelopment project.

College Town

The FLREDC recommends College Town as a priority project. This 16-acre, approximately 500,000, sq. ft. mixed-use development 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.

Keuka Waterfront Development

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.

I-Square

The I-Square project will create an urban-style town square in the Town of Irondequoit, converting vacant buildings and housing into a mixed-use cultural district.

PROGRESS

Abatement and partial demolition of the Tower to prepare it for redevelopment is complete. Public infrastructure supporting the Tower and the site will be completed in 2013. Interest for use of the Tower is high and public funding is required to address the complexities of redeveloping the Tower in the context of market rents. A CFA has been submitted to help drive investment in Midtown, beginning with Midtown Tower.

STATUS: ON SCHEDULE

A 2012 CFA has been submitted by the developer and approximately \$1.5 million in predevelopment expenses have been incurred to date. An additional \$17.45 million in public infrastructure improvements are currently underway or planned, and the Rochester City Council has approved and submitted a \$20 million loan application to U.S. Dept. of Housing and Urban Development, with final approval anticipated in fall 2012. In addition, the developer agreement between the UR and College Town Rochester, LLC has been executed and letters of intent will be signed for 75% of the ground floor retail and restaurant space.

STATUS: NEW PROJECT

Final planning, most engineering, and developer proposal design for the project have been completed. Utility enhancements are underway.

STATUS: NEW PROJECT

Final planning, design, and engineering have been completed. Project has received required approvals necessary to complete all phases of redevelopment. Phase 1 demolition has been completed.

STATUS: NEW PROJECT

TIMELINE

If funded, the City's goal is to have the Midtown Tower under construction in 2013. Design and engineering to be completed for permitting in the fall 2012.

State and federal environmental review is under way and final permits anticipated to be received by fall 2012.

Demolition and site work will commence in November 2012 and construction will begin in spring 2013, with an estimated completion in summer 2014.

Permitting, design, and land approvals will be completed in 2013.

Construction will commence in 2013, with expected completion in 2014.

Realignment of Cooper Road and replacement of utilities will begin in fall 2012.

Phased construction will begin fall 2012 and conclude in 2016.

ACTION

The FLREDC will continue to support, monitor, and promote projects that strengthen communities.

PROGRESS

15 community development projects – representing more than \$32 million in total investment – received funding during the 2011 CFA process. *These projects appear on the map on pages 24–25.*

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

ACTION

Eastman Business Park

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

PROGRESS

ESD and the Governor’s office have indicated that Eastman Business Park is a critical economic development asset for the region and the state. Four state agencies are engaged in this project and it is receiving their priority attention. The state has become directly involved in identifying and resolving issues that may be barriers to the Park’s viability and has hired legal, engineering, environmental, and real estate consultants to assist with this project.

STATUS: TOP PRIORITY, ONGOING

TIMELINE

Engineering and option planning will be completed by the fall of 2012.

Science Technology and Advanced Manufacturing Park

The FLREDC has identified Science Technology and Advanced Manufacturing Park (STAMP) as a priority project. The STAMP project would create a shovel-ready 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 fifth year of planning and study. The site has been validated by SEMATECH and a leading global semiconductor engineering firm. New York State included \$2 million its 2011–12 budget for ongoing infrastructure improvements to accommodate the first one million square feet of the physical structures.

A CFA request has been submitted by the Genesee Gateway Local Development Corporation. Both the Western New York and Finger Lakes Regional Economic Development Councils support initial implementation funding to bring the project to shovel-ready status, which will enable land acquisition, engineering and permitting, early stage infrastructure construction and development, and marketing.

STATUS: NEW PROJECT

\$22.7 million in total near-term investment will enable the project to attract an anchor mega-project within 2–3 years, with the goal of commencing production at the site by the end of 2016.



STRATEGY

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

27 senior and affordable housing projects were funded in the Finger Lakes region during the 2011 CFA process. These projects represent more than \$80 million total investment and will create or rehabilitate more than 700 units of housing. *These projects appear on the map on pages 24–25.*

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

336 projects have received funding through NYSEERDA'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.

STRATEGY

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

ACTION

The FLREDC will continue to support, monitor, and promote projects that improve water access and quality. These projects also support the Council's Tourism and the Arts strategies.

A new proposed digital database of infrastructure (see above) will assist the region in prioritizing future projects.

PROGRESS

5 sewer and water treatment projects in the Finger Lakes region with more than \$10 million in total investment received funding during the 2011 CFA process. *These water treatment projects appear on the map on pages 24–25.* 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 42 projects in the region, representing more than \$20 million in total investment. The Council has also identified the Keuka Lake and Canandaigua Waterfront Development projects as priorities.

STRATEGY

Improve access to credit and capital for revitalization and reinvestment.

ACTION

Finger Lakes Small Business Expansion Fund

The Finger Lakes Small Business Expansion Fund will target seven small businesses with significant growth potential. These companies represent key industry sectors identified by the Council and are geographically distributed throughout the region.

PROGRESS

ESD has reviewed these applications and has recommended funding levels for each project. A capital investment pool of \$1.15 million will leverage \$9.2 million in total investment and create or retain 306 jobs.

STATUS: NEW PROJECT

TIMELINE

Expansions and job creation at each of these companies can move forward immediately upon the award of funds.

PathStone Finger Lakes Enterprise Fund

(See above)

(See above)

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.

ACTION

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

PROGRESS

In February, Governor Cuomo announced his support for plans to modernize and rebuild the I-390 Interchange. The Governor included \$26 million in his 2012-2013 Executive Budget to support the first two phases of the project.

A key phase of the project will involve a new ramp from Kendrick Road to I-390 northbound and a new direct access ramp from East River Road to I-390 southbound.

STATUS: ON SCHEDULE

TIMELINE

Final Design Report/Environmental Assessment was approved by the Federal Highway Administration. NYS Department of Transportation has also completed its environmental review.

Stages I and II

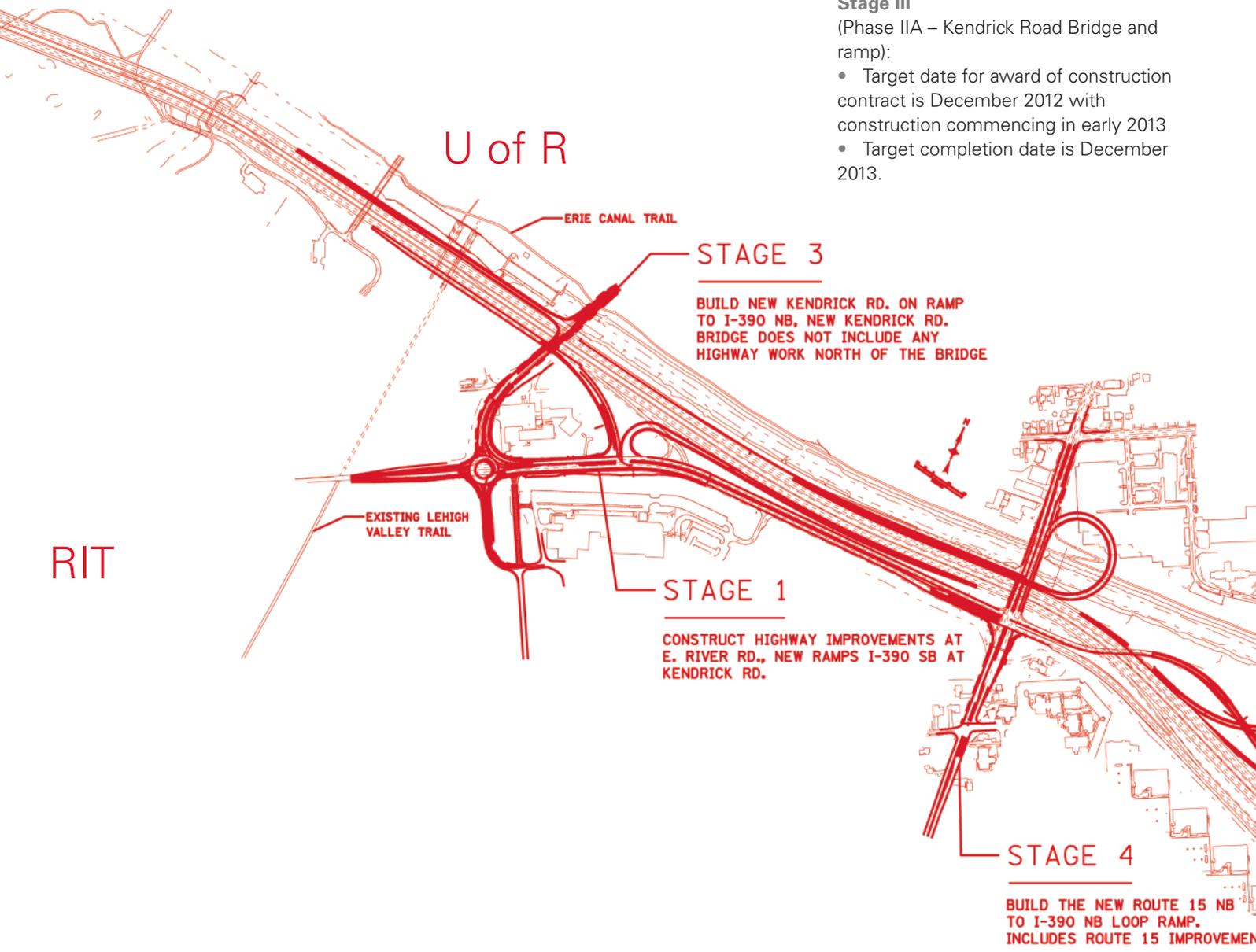
(Phase I – East River Road):

- Designs completed.
- Construction bids will be awarded soon and construction is expected to commence in late September 2012.

Stage III

(Phase IIA – Kendrick Road Bridge and ramp):

- Target date for award of construction contract is December 2012 with construction commencing in early 2013
- Target completion date is December 2013.



RIT

U of R

STAGE 3

BUILD NEW KENDRICK RD. ON RAMP TO I-390 NB, NEW KENDRICK RD. BRIDGE DOES NOT INCLUDE ANY HIGHWAY WORK NORTH OF THE BRIDGE

STAGE 1

CONSTRUCT HIGHWAY IMPROVEMENTS AT E. RIVER RD., NEW RAMPS I-390 SB AT KENDRICK RD.

STAGE 4

BUILD THE NEW ROUTE 15 NB TO I-390 NB LOOP RAMP. INCLUDES ROUTE 15 IMPROVEMENTS

ACTION

Portageville Freight Rail Bridge Replacement Project

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

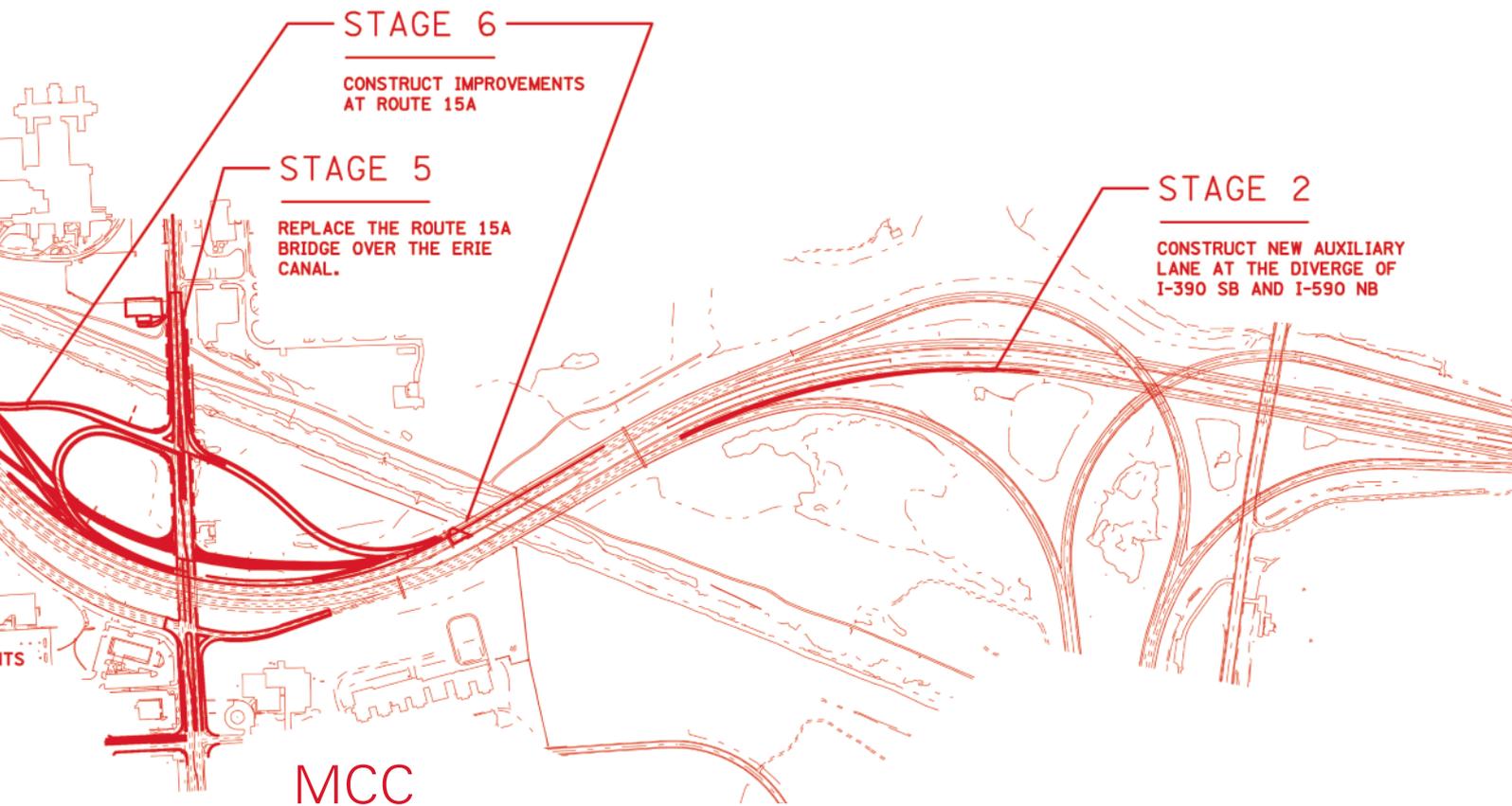
Project received \$2 million in funding during the 2011 CFA process.

FLREDC co-chairs wrote to NYS DOT Commissioner in May 2012 requesting strong consideration as a statewide significant project.

STATUS: ON SCHEDULE

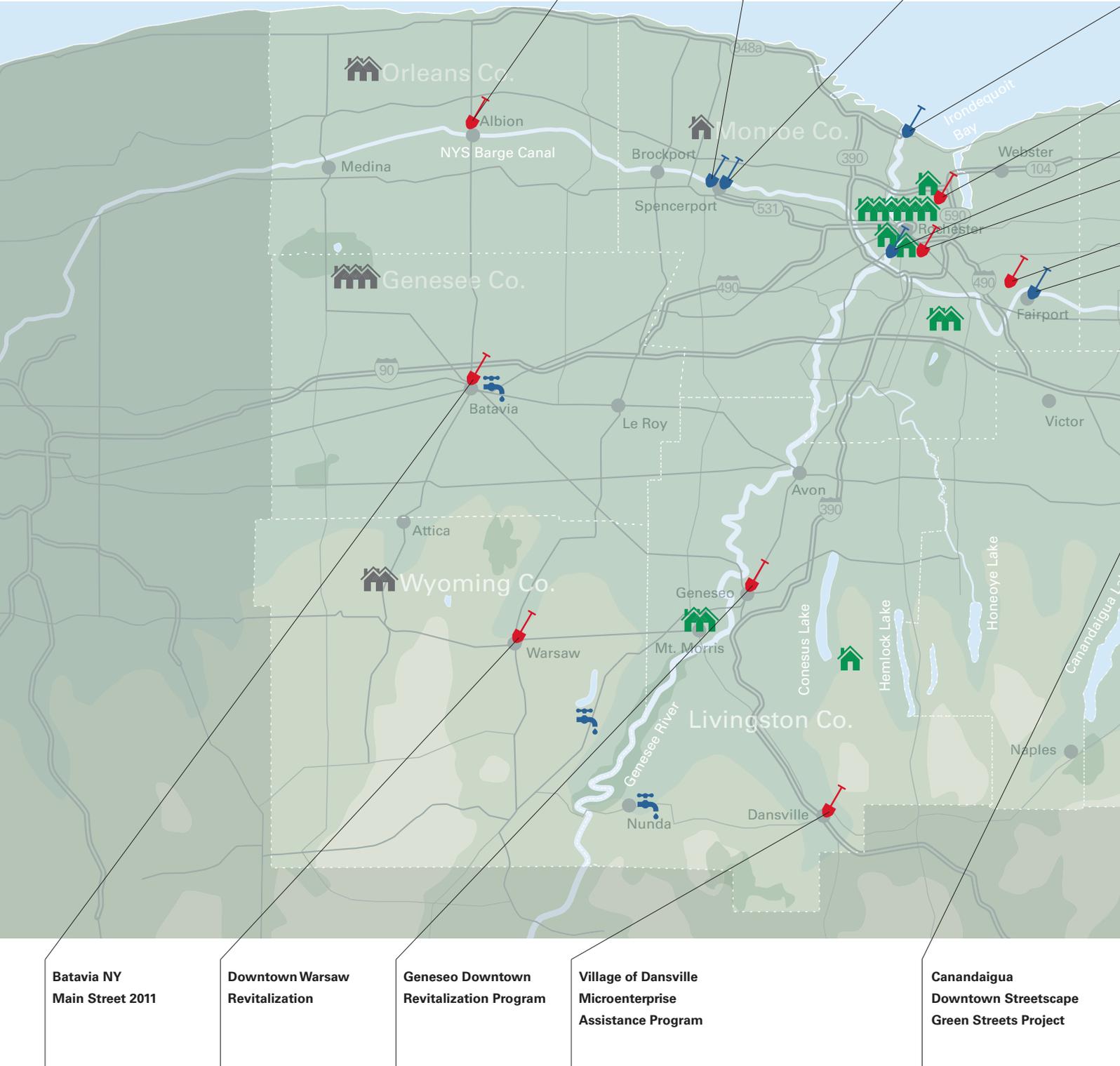
TIMELINE

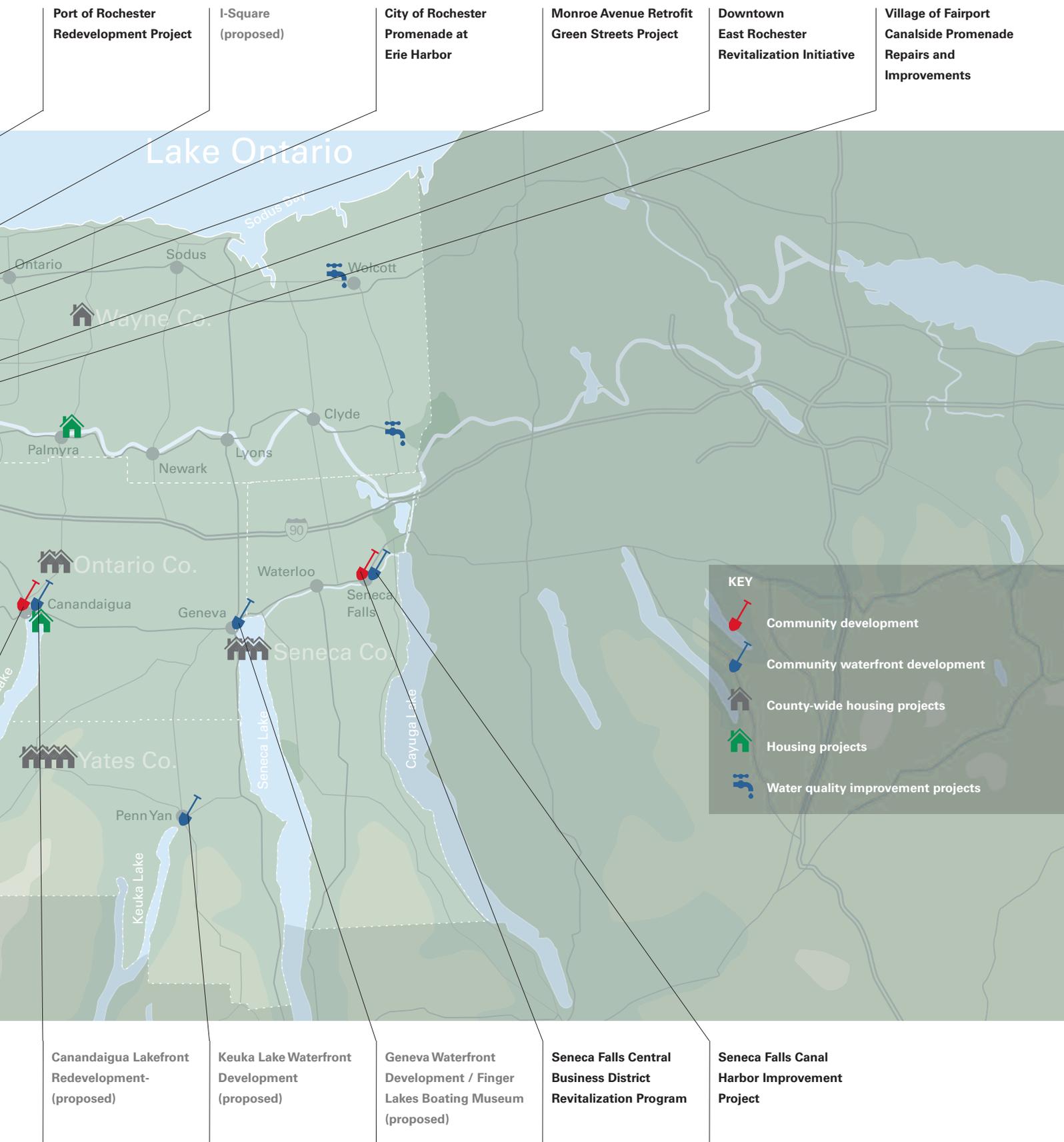
Environmental Impact Statement is expected to be completed by December 2012.



Finger Lakes region

community development,
housing, and water quality
improvement projects
funded & proposed





SECTOR STRATEGIES

Advanced healthcare

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

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 (RHIO)). It is now focusing on a blood pressure initiative that will reduce the number of people with hypertension to 25 percent in five years, potentially saving the region \$8.5 million in medical costs per year.

STATUS: ON SCHEDULE

TIMELINE

The collaborative was awarded \$300,000 during the 2011 CFA process for its blood pressure initiative. The first health "advocates" have been hired and have been placed at family practice/internal medicine practices in the Rochester area. Outreach activities will begin in coming months.

The Finger Lakes Clinical Quality Improvement Initiative

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. Clinician-directed governance will develop and validate clinical guidelines, analytic parameters, quality improvement strategies and reporting infrastructure.

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

STATUS: NEW PROJECT

Mid 2013

Convene governance structure; implement communication strategy to distribute established clinical guidelines and Choosing Wisely recommendations (American Board of Medical Specialties).

End of 2013

Develop small- to mid-scale analyses using currently available claims data to develop and test beta reports.

End of 2015

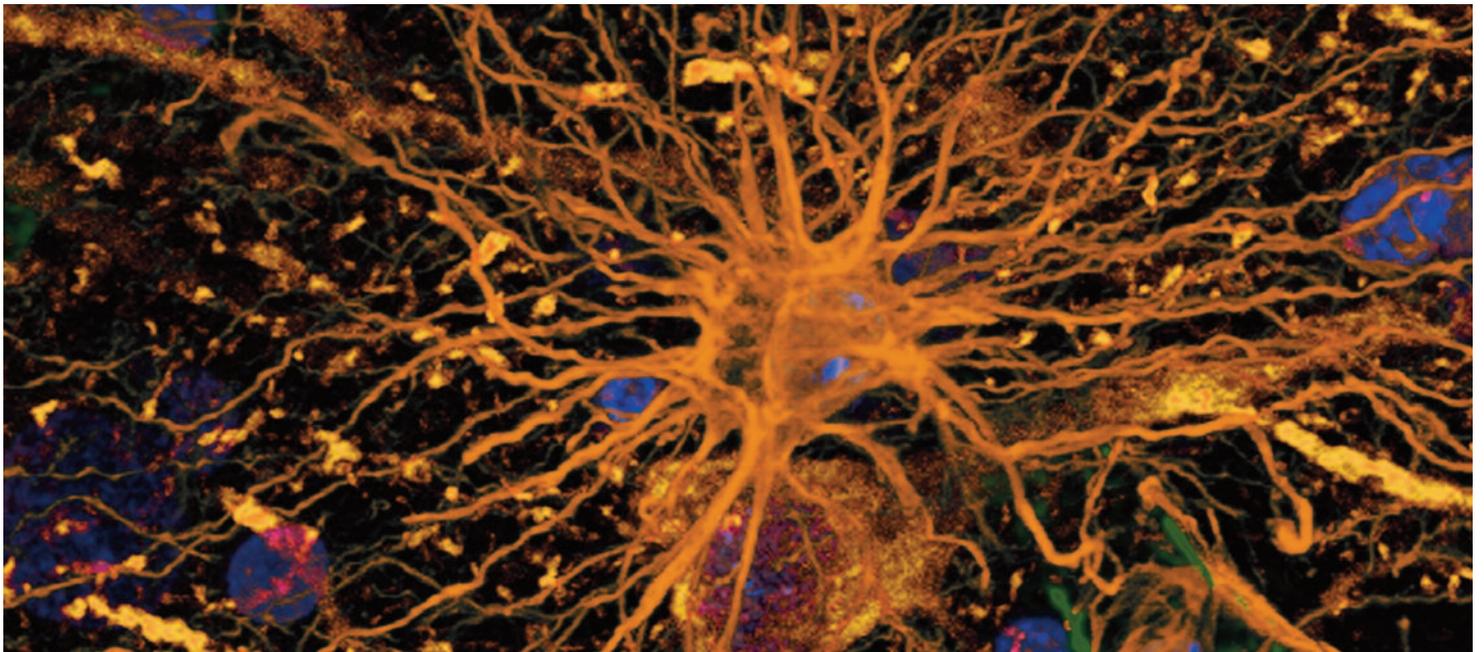
Develop broader-scale analyses with All Payer Database; implement practice improvement infrastructure and strategies.

Life sciences

STRATEGIES

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	<i>(See Regional Strategies above)</i>	<i>(See Regional Strategies above)</i>
Health Sciences Center for Computational Innovation	<i>(See Regional Strategies above)</i>	<i>(See Regional Strategies above)</i>
The Rochester BioVenture Center	<i>(See Regional Strategies above)</i>	<i>(See Regional Strategies above)</i>
<p>Stem Cell Good Manufacturing Practice Lab</p> <p>The University of Rochester Stem Cell Good Manufacturing Practice (GMP) Lab – currently under construction – will be the only regulatory-approved academic facility in up-state 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.</p>	<p>UR was awarded \$3.3 million in support from the Empire State Stem Cell Board in 2010 to construct and equip the facility.</p> <p>Discussions are underway regarding a proposal to expand the facility to accommodate toxicology evaluation – a resource that would benefit the region’s biotech companies.</p> <p>STATUS: ON SCHEDULE</p>	<p>The facility is scheduled to open in October 2012.</p>



Energy innovation

STRATEGIES

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	PROGRESS	TIMELINE
Eastman Business Park	<i>(See Regional Strategies above)</i>	<i>(See Regional Strategies above)</i>
NY-BEST Commercialization Center	<i>(See Regional Strategies above)</i>	<i>(See Regional Strategies above)</i>
STAMP	<i>(See Regional Strategies above)</i>	<i>(See Regional Strategies above)</i>

Seneca AgBio Green Energy Park

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

The Seneca AgBio Green Energy Park also supports the Council's Agriculture and Food Processing strategies.

Sponsor is currently soliciting bank and bond financing assistance to raise necessary \$8 million total financing package to implement project. The FLREDC has identified this as a priority project and is recommending an additional \$950,000 in state support.

Progress over the past 12 months includes facility construction and start-up operations for commercial equipment in grape waste processing, grape seed oil production, and biodiesel production.

The project received \$7 million in bonding authority during the 2011 CFA process and is in the process of raising these funds.

Additional funds will be immediately used to purchase required expansion equipment and construct additional business production space. This activity will be completed within 3 months.

STATUS: Project has been delayed due to difficulty raising capital via NYS bonding authority. New capital investments by NYS will enable this project to immediately move forward.



Optics, imaging and photonics

STRATEGY

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

ACTION

Pathways to Middle Skills Jobs

PROGRESS

(See Regional Strategies above)

TIMELINE

(See Regional Strategies above)

STRATEGY

Strengthen the linkage of industry, government, and academia to encourage closer collaboration.

ACTION

Finger Lakes Regional Center for Advanced Optics Manufacturing

The proposed Finger Lakes Regional Center for Advanced Optics Manufacturing entails the acquisition of two important pieces of equipment used in the development and testing of optical equipment. The equipment would be housed at the Institute of Optics at the University of Rochester and be used by members of the Rochester Regional Photonics Cluster for research, development, and training, and by the University for research and education.

PROGRESS

Project has submitted a 2012 CFA application for funding.

STATUS: NEW PROJECT

TIMELINE

Equipment will be purchased and installed at the University of Rochester as soon as funds are available.

Photo: Communications Bureau, City of Rochester



Business services

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.

ACTION

The FLREDC Workforce Development Work Group is in the process creating an inventory of training programs and is coordinating these efforts with the private sector (including Business Services) to identify needs.

PROGRESS

(See Regional Strategies above)

TIMELINE

(See Regional Strategies above)

The Business Services Work Group (consisting of key regional stakeholders) is in the process of developing a proposal that targets highly qualified graduate students in the region's college and universities and matches them with employers. The goal is 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 2013.

STATUS: ON SCHEDULE

Finalize proposal and present to FLREDC in 2013. Submit CFA application in 2013.

Advanced manufacturing

STRATEGY

Foster public / academic / industry collaboration to meet the R&D, process improvement, workforce, and management needs of manufacturers.

ACTION

Golisano Institute for Sustainability at RIT

The Golisano Institute for Sustainability at RIT will support economic growth in the Finger Lakes region by working with existing manufacturing companies as well as start-ups to develop new technologies, spur innovation, improve manufacturing processes, and create jobs.

PROGRESS

(See Regional Strategies above)

TIMELINE

(See Regional Strategies above)

Agriculture and food processing

STRATEGY

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

ACTION

Finger Lakes Regional Milk Production Growth Incentive Program

The region will seek to address the capital needs of dairy producers seeking to expand their operations through the Finger Lakes Regional Milk Production Growth Incentive Program. This program will strengthen rural communities and help local dairy farmers meet the milk demands of the state's rapidly growing yogurt manufacturing sector – 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, has submitted a 2012 CFA for \$1 million in Agricultural Development funding. Pending funding approval, 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: NEW PROJECT

TIMELINE

The project will start immediately upon award of funds, and farm candidates will be identified and funds awarded within the 18-month duration of the program.

Value Added Direct to Market Grants Program

The Value Added Direct to Market Grants Program will provide funding that enables farms to build new structures, buy equipment, renovate buildings, and access working capital.

The program, which will be run by Farm Credit East, has submitted a 2012 CFA for Agricultural Development funding. Pending funding approval, the project will assist an estimated 40 farms to pursue value-added or direct-to-market strategies.

STATUS: NEW PROJECT

The project will start immediately upon award of funds, and farm candidates will be identified and funds awarded within the 18-month duration of the program.

Seneca AgBio Green Energy Park

(See above)

(See above)

STRATEGY

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

Finger Lakes Regional Sustainable Packaging Project

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

RIT has submitted a 2012 CFA for funding for this program. Project planning has been completed, matching funds have been secured, and half the participant companies have been identified and engaged. Packaging testing and evaluation equipment is located and operating at RIT.

STATUS: NEW PROJECT

TIMELINE

The two-year project is fully ready to execute upon receipt of the award.

Muller Quaker

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

To date, New York State has supported this \$208 million project with more than \$13 million in tax credits. At full build-out, the project will create 800 jobs.

STATUS: ON SCHEDULE

First phase of the project – construction of a 350,000-square foot manufacturing facility – is expected to be completed in 2013.

ACTION

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

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.

Project also supports the Council's Tourism and the Art strategies.

PROGRESS

The NYS 2012–2013 budget included \$3.3 million in capital funds to construct the classroom, laboratory, and teaching winery facility.

STATUS: ON SCHEDULE

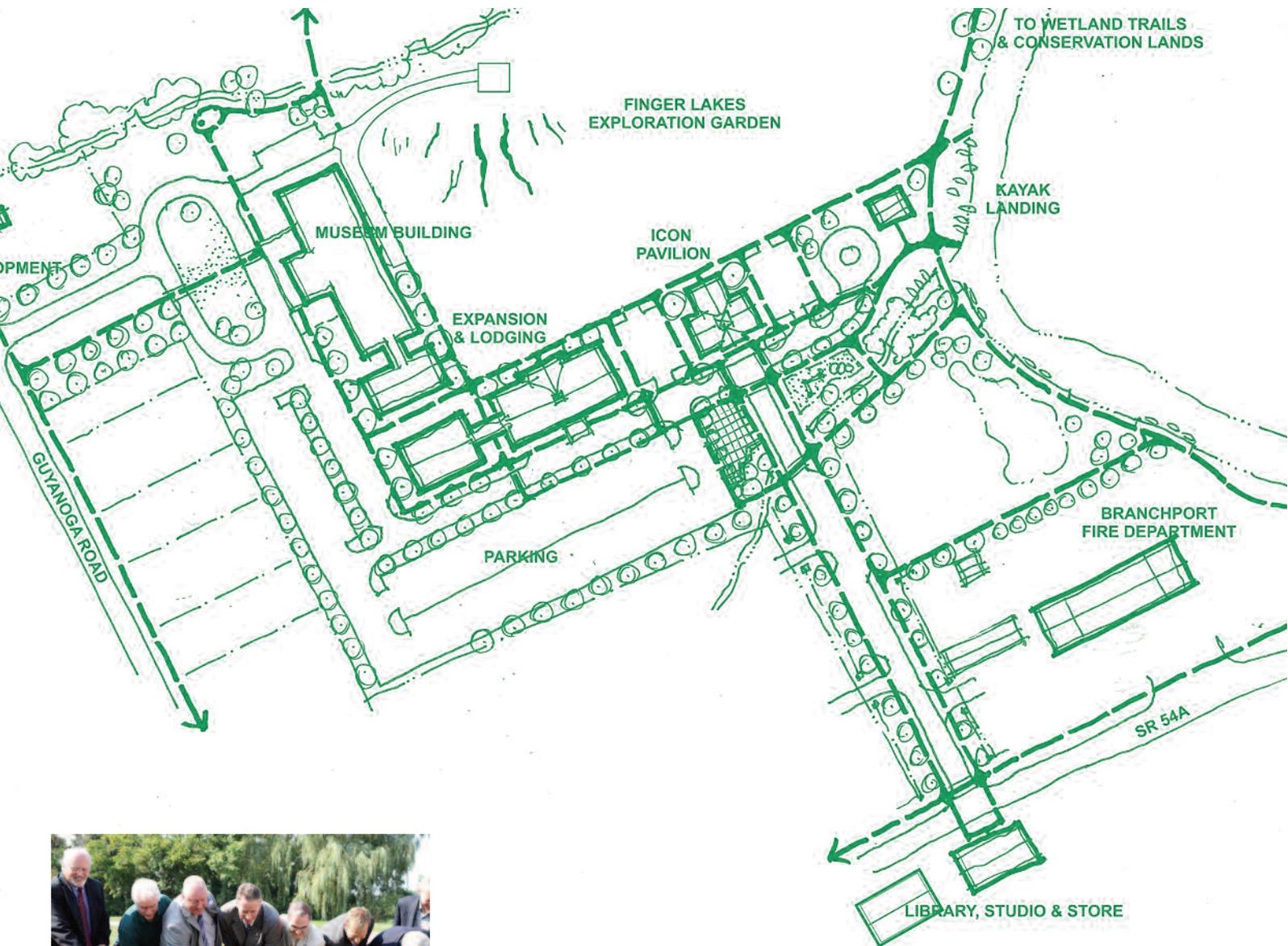
TIMELINE

Construction is underway at FLCC and is expected to be completed in fall 2013.

Finger Lakes Food Processing Cluster Initiative

(See Regional Strategies above)

(See Regional Strategies above)



Tourism and the arts

STRATEGY

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

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

ACTION	PROGRESS
Little Theatre Renovation	Improvements that will preserve the theater as premier venue for the presentation of American independent and foreign films, local artists, and community discussion. STATUS: NEW PROJECT
Geva Theatre	Major capital improvements to preserve, renovate, and promote the historically significant building that serves as the theater's home in Rochester. STATUS: NEW PROJECT
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 are also developing a historical and cultural tourism marketing strategy, which will be eligible for up to \$100,000 in implementation funds. STATUS: NEW NYS INITIATIVE

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

ACTION	PROGRESS
Finger Lakes Museum	Phase 1 of project includes renovation of renovate former elementary school building in Branchport to serve as an education center and administration offices of the Museum. STATUS: ON SCHEDULE
Finger Lakes Boating Museum	Waterfront improvements and design and construction of Museum and Visitors 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. STATUS: ON SCHEDULE
Sonnenberg Gardens & 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

STRATEGY

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

The Council 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, agricultural industries.

ACTION

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

PROGRESS

(See above)

PathStone Finger Lakes Enterprise Fund

(See Regional Strategies above)

STRATEGY

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

Several waterfront and canal projects have received funding and support through the 2011 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, Penn Yan, Geneva, Palmyra, and Rochester.

NEW STRATEGY

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

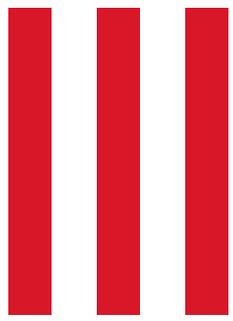
2013 LPGA & PGA Championships

PROGRESS

Marketing and promotions efforts for two major professional women and men's golf tournaments. Events offer an opportunity to showcase region to a global audience.

STATUS: NEW PROJECT





Recommended Priority Projects 2012



TRANSFORMATIVE PRIORITY PROJECTS



The Finger Lakes Regional Economic Development Council has identified 12 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 many cases, require future state and private support for their full implementation.

Eastman Business Park	Rochester Midtown Tower	Science Technology and Advanced Manufacturing Park
University of Rochester Health Sciences Center for Computational Innovation	College Town	Seneca AgBio Green Energy Park
The Golisano Institute for Sustainability at RIT	Multiple Pathways to Middle Skills Jobs	Finger Lakes Clinical Quality Improvement Initiative
PathStone Finger Lakes Enterprise Fund	Finger Lakes Business Accelerator Cooperative	Finger Lakes Small Business Expansion Fund

Eastman Business Park

Eastman Business Park remains the Finger Lakes region's highest priority and is integral to its economic future. The Park is one of the largest and most technically advanced industrial sites in the country. Created in 1890 to serve Kodak's manufacturing and R&D operations, the site contains a unique set of assets – both in terms of infrastructure and highly specialized manufacturing capacity in thin film development, chemical production, coating deposition tools, and nano-scale fabrication – that make it highly attractive for a range of high-tech and manufacturing companies.

The campus encompasses 1,200 acres, with more than 100 buildings, 1.5 million square feet of available 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. The park is currently home to 35 companies with at least 4,500 employees in addition to the 3,000 Kodak employees who work at the site.

The preservation and configuration of the internal utility systems are essential. This will require that a plan for the short-term operation be in place by the end of this year and that a process for a long-term solution be well underway shortly thereafter. There is substantial effort underway under the

leadership of New York State, and this project will likely require an ongoing and significant state role.

The Council will continue to work closely with Park management and the Cuomo Administration to resolve the issues related to the Park's redevelopment, including bringing its 125 MW generating facility into compliance with state and federal regulations. New York State has hired legal, engineering, business service, and environmental consultants to assist in this process. Pending the outcome of these discussions, the Council believes that a combination of public and private investment will enable the Park to meet its goal of creating 1,500 jobs over the next 5 years.

The Council has also identified two technology companies – NOHMS Technologies and Graphene Devices – that intend to relocate or expand their operations in Eastman Business Park and strongly supports their requests for Excelsior Tax Credits.

University of Rochester Health Sciences Center for Computational Innovation

The University of Rochester and IBM have partnered to create the \$100 million Health Sciences Center for Computational Innovation (HSCCI), an initiative dedicated to applying high performance computing solutions to solve the world's most complex health problems.

The goal of this partnership is to create the most advanced computer system dedicated to health research in the world and will bring together two institutions with long histories of innovation, national stature in the fields of medicine and high performance computing, and track records of leveraging strategic public investments into substantial economic activity. The project will also give IBM a significant R&D presence in the region.

Thanks to \$5 million in support from New York State, the University of Rochester is now home to an IBM Blue Gene/Q

supercomputer, placing it among the top five most powerful university-based supercomputing sites in the U.S. The Blue Gene/Q is the pinnacle of high performance computing and 15 times more powerful than its predecessor.

More than 500 scientists at the University of Rochester are employing high performance computing in their research, and the partnership with IBM, which began in 2008, has already helped generate \$84 million in external research funding from the National Institutes of Health, the National Science Foundation, and other federal agencies.

The HSCCI will yield a significant regional economic benefit. It will make Rochester a magnet for research funding, the brightest scientific minds, and academic-private partnerships, and will lead to the creation of new technologies that can form the basis for new companies and jobs. According to the Center for Governmental Research, the HSCCI could create 900 jobs in the community over the next five years and could generate in excess of \$200 million in new research funding.

The Finger Lakes Regional Economic Development Council recommends \$5 million in funding support for the Health Sciences Center for Computational Innovation. This initiative supports the Life Sciences and Strengthen Academic and Industry Partnerships strategies.





Health Sciences Center for Computational Innovation

CFA # 15709

FLREDC Recommendation

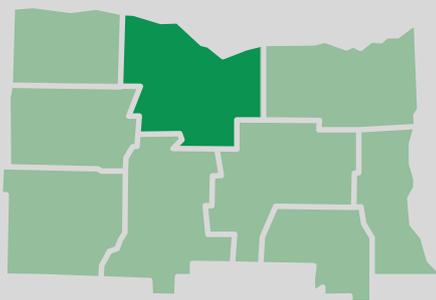
\$ 5,000,000

PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Machinery / Equipment	ESD Capital	\$	2,640,000
	IBM	\$	2,640,000
Construction/Renovations	University of Rochester (UR)	\$	350,000
Data Center Renovations, Start-up Equipment	ESD Capital	\$	1,820,000
Architecture / Engineering	ESD Capital	\$	540,000
Program Support	UR	\$	300,000
	IBM	\$	2,360,000
Faculty Research Support	UR	\$	1,100,000
Operational Support	UR	\$	250,000
Total Cost		\$	12,000,000

Budget Narrative



The University of Rochester (UR) and IBM have a Shared University Research agreement, a signed Memorandum of Understanding, and have made commitments to provide \$66 million in funding toward the \$100 million HSCCI project. UR had requested \$28.4 million in its 2012 CFA application to NYS.

With the \$5 million in funding awarded in the 2011 CFA process, UR and IBM have moved forward with approximately \$12 million in project costs. This includes: \$7.2 million for computer hardware and software; \$550,000 in faculty research support; \$125,000 in operational costs to support computer scientists; \$1.35 million in program support; and \$1.95 million in renovations to the University's data center, capital, and equipment.

With an additional \$5 million in NYS support, UR is proposing approximately \$12 million in Year 2 project costs to acquire additional software, hardware, and equipment; provide program, research, and operational support; and construction and other necessary capital renovations. IBM will commit \$5 million and UR will commit \$2 million toward this phase.

IBM has committed additional researchers and computer scientists to this project. They will join the approximately 500 UR scientists already involved in high performance computing. UR will continue to recruit new research faculty, and IBM has also pledged access to additional resources to support this initiative.

The Golisano Institute for Sustainability at RIT

The Golisano Institute for Sustainability (GIS) at RIT was established to serve as a platform for universities, corporations, and governments around the globe to collaborate in the creation of innovative education and technology development systems related to sustainable design, life-cycle engineering, remanufacturing, and pollution prevention. RIT intends to become the first technological university to provide a full spectrum of programs that embody the principles of sustainability in product development.

A new 84,000 square foot, \$40 million facility that will serve as the Institute's home is currently under construction, with an anticipated completion in October 2012. The total project cost, including start-up through full build-out, is \$107 million. To date, RIT has secured funding commitments for 76 percent of the total project.

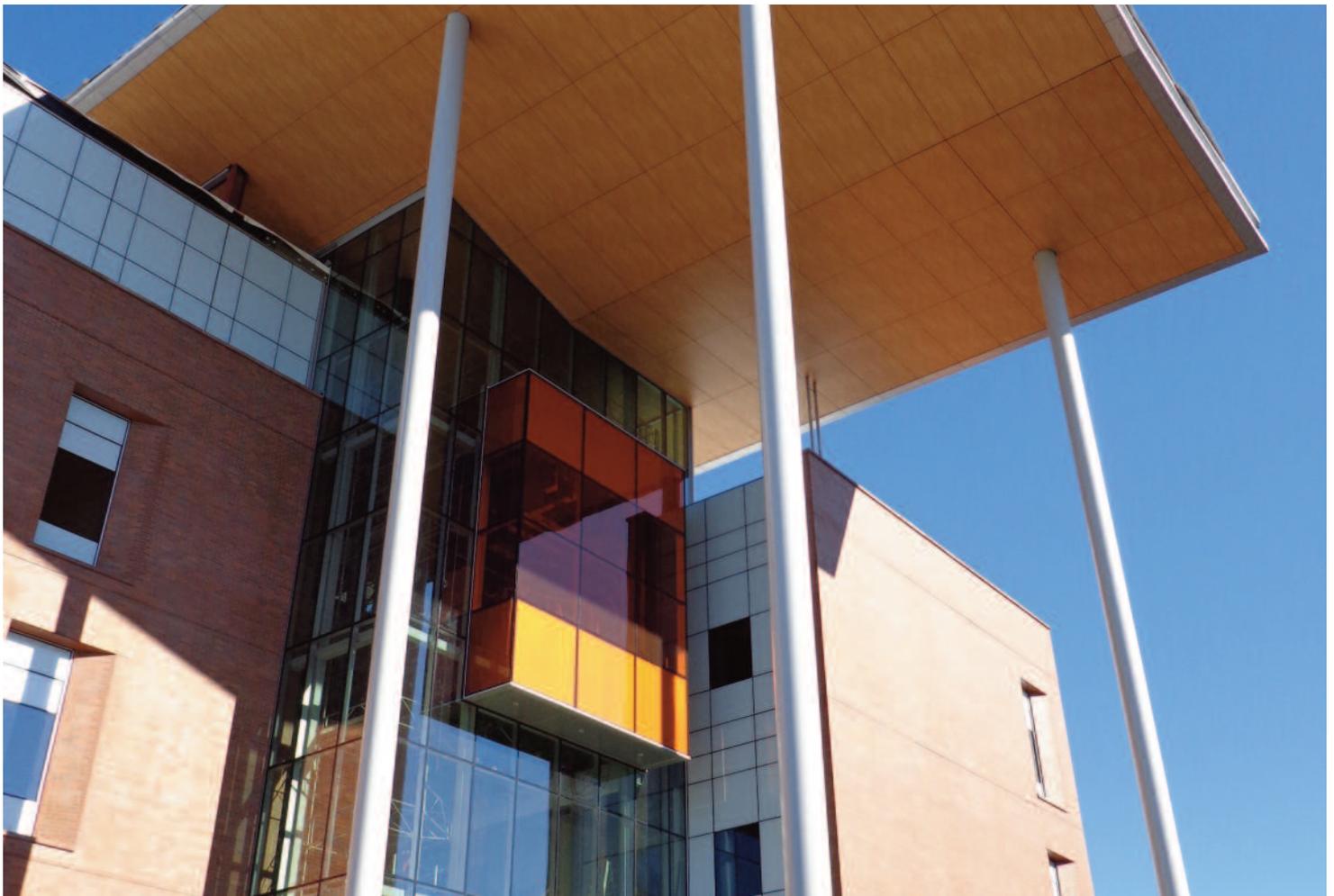
Additional state funding will enable GIS to equip a set of specialized labs and test beds that include technologies such as electric propulsion and a micro-grid that will enable companies to develop new products, explore new materials, and experiment with new manufacturing processes that will make their products more competitive. RIT is also requesting \$1.125 million in support from NYSERDA for analytical and materials processing equipment

to support the testing of new and recycled materials for electrical energy storage systems.

State support will leverage additional funding from corporate partners, several of whom have already made commitments to support the institute's programmatic activities. RIT has a strong track record of success working with small and medium-sized companies to develop prototype products and devices.

The initiative will yield a sustainable and long-term return in jobs and economic growth. The most significant impacts will be off-site and catalytic. According to a report by the Center for Government Research, GIS has the potential to create thousands of jobs and increase earnings by \$650 million after a period of build-up. In addition, approximately 75 new jobs will be created for researchers and staff at the facility.

The Finger Lakes Regional Economic Development Council recommends \$5 million in capital support and \$1.125 million in support from NYSERDA for the Golisano Sustainability Institute at RIT project. This initiative supports the region's Strengthen Academic and Industry Partnerships, Energy Innovation, and Advanced Manufacturing strategies.



Golisano Institute of Sustainability at RIT

CFA # **19604**
19615

FLREDC Recommendation

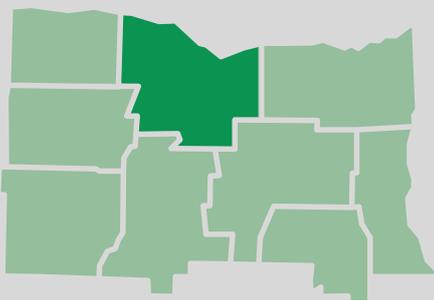
\$ **6,125,000**

PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Construction (Completion of GIS Building)	Private Sources	\$	2,500,000
	RIT	\$	4,000,000
Equipment/Testbeds	ESD Capital (2012 CFA #19604)	\$	5,000,000
	Other Funding Sources	\$	3,500,000
Equipment (Fuel Cell Testbed)	NYSERDA (2012 CFA #19615)	\$	1,125,000
	RIT	\$	375,000
Total Cost		\$	16,500,000

Budget Narrative



This project represents the final phase of construction and equipment acquisition for the GIS building, scheduled to be completed in the last quarter of 2012 and first quarter of 2013.

FLREDC recommends total capital funding of \$6.125 million for equipping GIS through two different CFAs: 19604 (ESD Capital Grant) and 19615 (NYSERDA Regional Economic Development and GHG Reduction Program).

RIT has committed \$4.375 million in private funding for construction and equipment.

Private Sources: RIT has secured \$2.5 million from corporate and foundation sources.

Other Funding Sources: To acquire full capital costs for the entire GIS project (as identified below), the total 2012 CFA request was \$10 million. Therefore an additional \$3.5 million is needed, which RIT will continue to pursue from other public and private funding sources.

The total cost for the GIS project is \$107 million. Total capital costs are \$50 million, which includes funding of approximately \$33 million that has already been spent on construction: \$10 million from Rochester businessman Thomas B. Golisano, \$13.1 million from the National Institute for Standards and Technology (NIST), and \$10 million in previous state funding from the NYS Legislature. NIST funding included an expiration date of September 31, 2012, which required RIT to move forward with construction earlier this year. The balance of the project consists of \$57 million in program operations and implementation costs.

PathStone Finger Lakes Enterprise Fund

The Finger Lakes region proposes to create a revolving loan fund that is designed to address the specific needs of community-based micro and small business ventures. The fund will be operated by PathStone Corporation, a not-for-profit regional community development and human service organization with a successful track record of providing asset building services to small businesses in economically depressed communities throughout New York State.

Locally created and operated microenterprise or small businesses created in urban and rural communities represent a major segment of the local job market. The Finger Lakes Enterprise Fund will offer loans with flexible terms and conditions to individuals and companies with barriers to traditional credit. Loans are anticipated to range from \$25,000 to \$75,000.

The need for this assistance is particularly acute in rural communities too small to sustain larger banks and those with community banks that – while traditionally more receptive to small-business requests within their communities – are constrained by regulatory requirements governing their lending practices.

PathStone will also provide technical assistance and counseling through its Microenterprise Assistance Program, which consists of

a 12-week program to help entrepreneurs and small business owners develop their business skills. This resource will provide the technical assistance that is often absent in economically depressed communities that lack infrastructure to sustain full-time, professional economic development staff.

Under this program, PathStone will invest a total of \$3.3 million over a three-year period and is committed to providing at least 33 percent of total support from the fund to minority- and women-owned businesses. PathStone estimates that this activity will create and retain 284 jobs.

The Finger Lakes Regional Economic Development Council recommends \$2 million in funding support for the PathStone Finger Lakes Enterprise Fund project. This initiative supports the region's Community and Industrial Development and Infrastructure strategy



PathStone Finger Lakes Enterprise Fund

CFA # 18009

FLREDC Recommendation

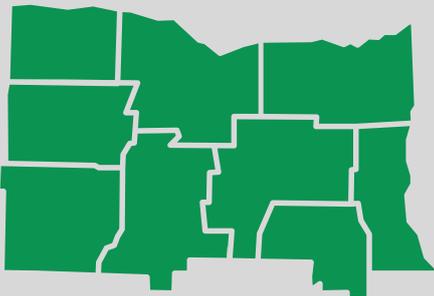
\$ 2,000,000

PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Loan Pool Capitalization	ESD Capital	\$	1,800,000
	PathStone Bank Funds	\$	1,500,000
Loan Loss Reserve	PathStone Cash Equity	\$	495,000
Administration/Operating Capital	ESD Capital	\$	200,000
	CDFI Award	\$	100,000
	PathStone Cash Equity	\$	80,000
Total Cost		\$	4,175,000

Budget Narrative



The loan pool will be capitalized at \$3.3 million, with \$1.8 million coming from the ESD Capital Funds and \$1.5 million from PathStone's private funds (already in place and available, sourced in PathStone cash equity and bank funds, such as the Bank of America). PathStone has pledged available cash equity to pay for a loan loss reserve of \$495,000. Loan pool administration and operating capital will come from \$200,000 of the ESD award, \$100,000 CDFI award (already in place), and existing PathStone cash equity of \$80,000.

Midtown Tower

The redevelopment of the former Midtown Plaza is a transformative project not only for downtown Rochester but for the entire region. To date, New York State has committed nearly \$56 million to prepare the Midtown site for development. The City of Rochester has provided \$50 million for acquisition of the site, infrastructure, and incentives for future development.

The Midtown project has a ten-year development plan that will break the site down into seven parcels by re-establishing an urban street grid. Once completed, the site will accommodate about one million square feet of office, residential, hotel and retail space. The City of Rochester is requesting \$4 million in state support to

renovate a portion of the Midtown Tower to prepare it for occupancy.

The project is key to downtown Rochester's revitalization and will position the city for future growth. The Midtown Tower is a signature component of the planned Midtown revitalization. The project involves the adaptive reuse of the former Midtown Tower into a focal point of commercial, office, and residential space. The project will help transform the site into a mixed-use area designed to attract a critical mass of residents, commercial activity, and amenities that will contribute to a vibrant work-life environment.

The Midtown Tower project will create and retain 345 permanent jobs and 200 construction jobs.

The Finger Lakes Regional Economic Development Council recommends \$4 million in funding support for the Midtown Development and Tower project. This initiative supports the region's Invest in Community and Industrial Development and Infrastructure strategy



Midtown Tower

CFA # 16767

FLREDC Recommendation

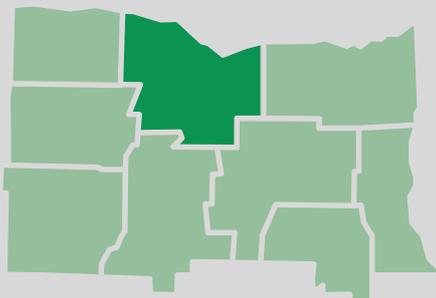
\$ 4,000,000

PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Commercial Construction	ESD Capital	\$	4,000,000
	NYS Blueprint Fund	\$	1,200,000
	Developer Bank Loan	\$	8,700,000
	Developer Equity	\$	1,110,788
Commercial Architecture/Engineering	Developer Equity	\$	464,211
Commercial Utilities	RG&E	\$	275,000
Residential Construction	Developer Bank Loan	\$	25,800,000
	Developer Equity	\$	3,925,000
	CDBG	\$	1,395,158
	City Economic Development Funds	\$	5,700,000
Residential Architecture/Engineering	CDBG	\$	1,604,842
Residential Utilities	RG&E	\$	275,000
Total Cost		\$	54,145,689

Budget Narrative



Applicant reports that the equity amount of \$5.5 million is readily available from the developers. Rochester Gas and Electric (RG&E) has committed \$550,000 to the project. The NYS Blueprint Fund award of \$1.2 million has already been approved by ESD. A bank loan of \$34.5 million is pending and approval is anticipated soon. The City has pledged \$3 million of its CDBG assistance to the project, as well as \$5.7 million of City economic development assistance. The \$4 million of ESD Capital Funds will be used only on the commercial elements of the project.

College Town

College Town is a comprehensive plan to redevelop approximately 16 acres of University of Rochester-owned property in the City of Rochester and transform it into a vibrant neighborhood that will serve as a gateway to the City and the University. At full development, the project will consist of approximately 500,000 square feet of mixed-use development that will create a unique pedestrian-scaled district that brings together restaurants, a grocery store, and boutiques, with office space and residences in the floors above. A percentage of the residential units will be designated as affordable housing. The project will include a Barnes & Noble bookstore and a 150-room hotel and conference center.

This public-private partnership enjoys broad support from the City of Rochester, neighborhood residents, and the local business community. The community has been actively involved in the planning and revitalization of the College Town area since the 1990s and a new zoning district was established by the City in November 2008. More than \$17 million in public infrastructure improvements are currently underway or planned to support the project.

The University of Rochester will serve as an anchor tenant and has executed an agreement with project's two developers. Letters of intent will be signed for at least 75 percent of the ground floor retail and restaurant space. Rochester City Council has approved and submitted a \$20 million federal Housing and Urban Development 108 loan, with final approval anticipated in fall 2012. Groundbreaking for the project is planned for November 2012, with a projected completion date of summer 2014.

The developers' total project cost is \$90 million, and it is expected to create 900 construction jobs and 320 new permanent jobs. The project will generate an estimated annual sales taxes of approximately \$2.5 million, annual state income taxes of \$1.8 million, and \$600,000 in annual hotel taxes.

The Finger Lakes Regional Economic Development Council recommends \$4 million in capital support for the College Town project. This initiative supports the region's Invest in Community and Industrial Development and Infrastructure strategies.





College Town

CFA # 13901

FLREDC Recommendation

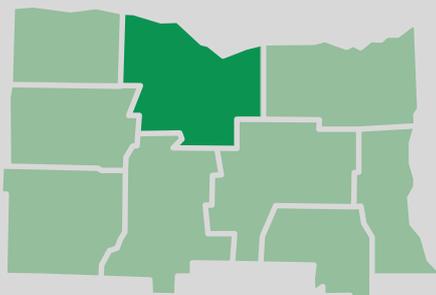
\$ 4,000,000

PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Construction	ESD Capital	\$	4,000,000
	Developer Bank Loan	\$	34,370,479
	HUD 108	\$	10,223,400
	Sales Tax Savings (COMIDA)	\$	3,497,184
Soft Costs (e.g. A&E, Legal, etc)	Developer Bank Loan	\$	1,352,330
	Developer Equity	\$	2,089,670
HUD Section 108 Reserve	HUD 108	\$	900,000
Utilities, Streets, Rights of Way	Developer Bank Loan	\$	1,776,000
	RG&E	\$	650,000
	City Infrastructure Grant	\$	3,450,000
Demolition / Abatement	Brownfield Credits	\$	250,000
	Developer Equity	\$	2,450,000
Parking	HUD 108	\$	8,876,600
	U of R	\$	16,156,400
Total Cost		\$	90,042,063

Budget Narrative



The developer's equity of \$4.54 million is firmly committed and available for the project. The \$37.5 million U.S. Bank mortgage commitment is imminent and has successfully gone through underwriting. HUD Section 108 funds of \$20 million have received all internal approvals from the City; HUD is actively reviewing this application and approval is expected soon. The University of Rochester has committed \$16.16 million in cash equity toward the purchase of parking spaces. The City has approved CIP funds (for infrastructure development) in the amount of \$450,000, as part of this year's Capital Improvement Budget. The remaining \$3 million is recommended by the City administration for approval as part of next year's Capital Improvement Budget. The developer is currently in the process of obtaining a \$650,000 grant from RG&E that will be used to fund utility work. COMIDA tax exemptions (i.e., sales, mortgage recording, and property) will total \$3.5 million, allowing these funds to be put back into the project. An approval is anticipated at the COMIDA board meeting in November 2012. The City has also approved \$250,000 from its Brownfield Clean-Up Revolving Loan Funds.

Multiple Pathways to Middle Skills Jobs

The Finger Lakes region has a critical need to fill middle-skills jobs, both to enhance economic growth in key sectors and enable the region's residents to acquire the skills necessary to fill these positions and join the labor force. Positions described as "middle-skills" typically require something more than a high school diploma but less than a four-year degree. Such jobs account for nearly half of all employment in New York State, and they predominate in the sectors critical to the Finger Lakes regional economy.

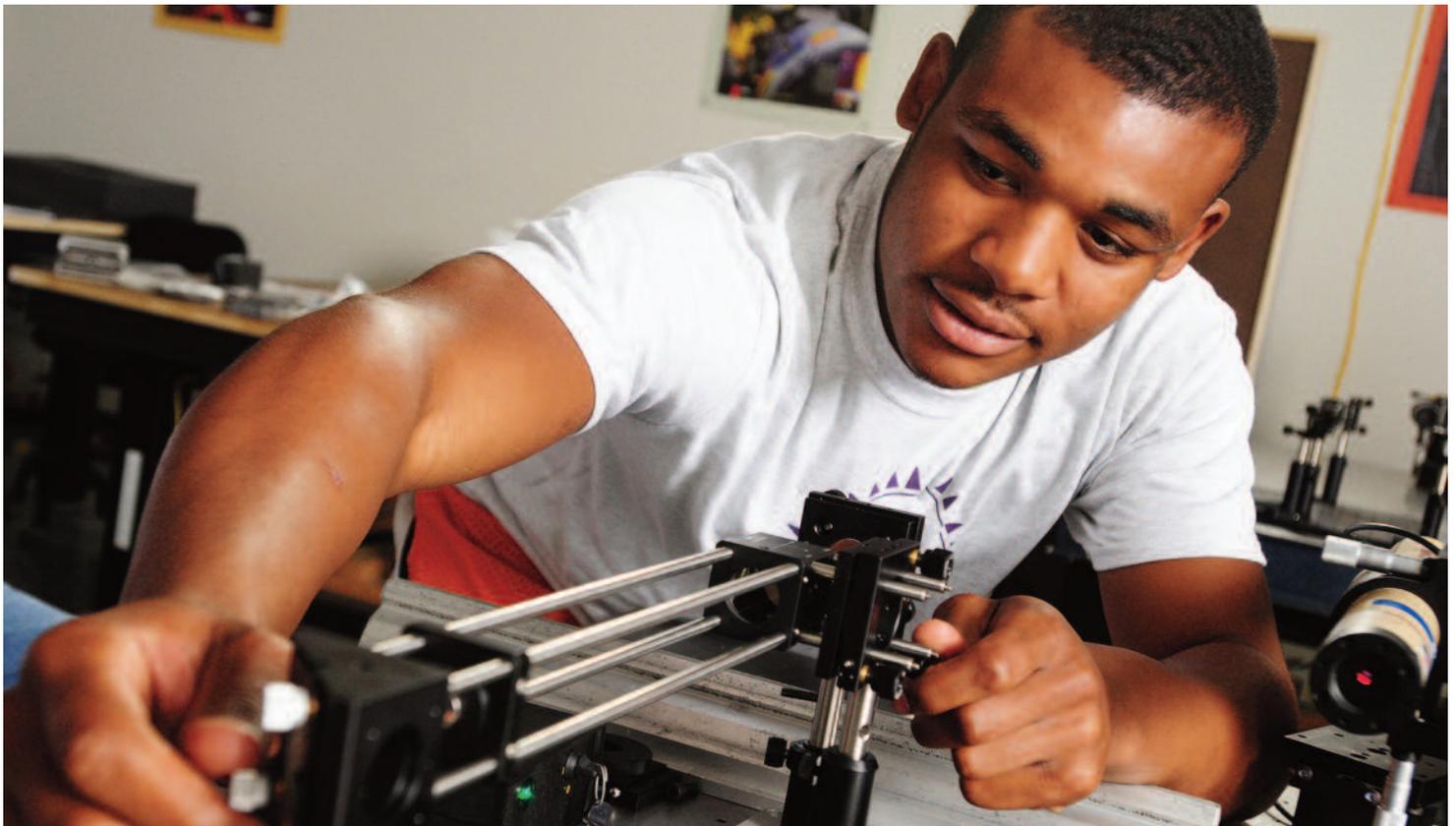
According to the 2012 report from the National Science and Technology Council, 67 percent of employers in the manufacturing sector report a moderate to serious shortages of adequately trained workers. In the Finger Lakes region, an estimated 2,635 openings will need to be filled over the next 5 years in advanced manufacturing. The combination of new jobs and the need to replace the high percentage of skilled workers who will retire in the coming years will also create significant openings in healthcare (9,680 jobs) and skilled trades (3,667) in the region over the next five years.

The Multiple Pathways to Middle Skills Jobs project is a partnership among higher education, public school districts, local Workforce Investment Boards, trade associations, and employers to create seamless career pathways featuring specially designed career exploration experiences. The project will also employ "learn and earn" strategies for secondary education students and post-secondary unemployed workers that target at-risk high school students and provide the support services that promote their

success. The goal of the project is to create a system of pathways that link careers to high school education, community college programs, and on to four-year colleges in applied fields. These career programs can be replicated across the country in all academic programs and industry sectors.

The project, led by Monroe Community College, will initially consist of three mobile simulation labs – one dedicated to each of the targeted sectors (advanced manufacturing, healthcare, and skilled trades). The labs will be equipped with materials and information related to each sector and will simulate a realistic work environment. Working with targeted school districts and employers, the collaborative anticipates that it will provide training to 3,000 students and 50 adult workers in the first year of operation, with the number increasing to 5,200 in future years as the project expands. In addition to the hands-on training provide by the mobile labs, the program also includes job-embedded apprenticeships and internships, and will award post-secondary certificates.

The Finger Lakes Regional Economic Development Council recommends \$600,000 in funding support for the Multiple Pathways to Middle Skills Jobs project. This initiative supports the region's Align Workforce Development Efforts with Sector Needs strategy.





Multiple Pathways to Middle Skills Jobs

CFA # 16922

FLREDC Recommendation

\$ 600,000

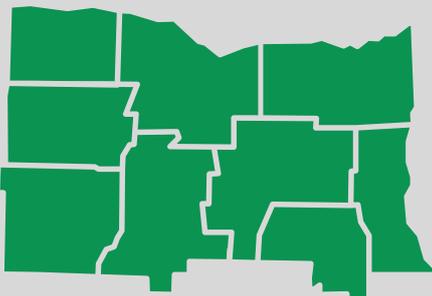
PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Equipment (e.g., Simulation Labs)	ESD Capital	\$	600,000
Marketing, Outreach, Advertising	Private Sources	\$	300,000
Training	Private Sources and Equity	\$	3,600,000
Contracting Services	Private Sources	\$	360,000
Planning/Administration	Private Sources	\$	20,000
Supplies/Materials	Private Sources	\$	22,000
Total Cost		\$	4,902,000

Budget Narrative

The consortium of organizations supporting this project has collectively committed to fund the non-equipment items of this budget (\$4.3 million identified as "Private Sources" above).



Finger Lakes Business Accelerator Cooperative

The Finger Lakes Business Accelerator Cooperative will consist of 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 underrepresented groups, such as minority- and woman-owned businesses and young entrepreneurs.

New York State awarded \$2.5 million to the project during the 2011 CFA process. High Tech Rochester, the project’s sponsor, is currently in discussions to acquire an existing facility that would accelerate the creation of the central hub facility. It is estimated that an additional \$5 million in state support for capital improvements are required to build out the office and incubation space in this location. The hub will eventually connect with satellite

nodes established in each county of the Finger Lakes region where local entrepreneurs can gather and connect via video conference technology with the system’s overall set of coordinated services – including access to capital, mentoring, and low-cost business services.

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 High Tech Rochester, RIT’s Venture Creations, and the region’s Small Business Development Centers and Industrial Development Agencies.

Additional funding for the central hub and the regional nodes will be raised from the sale of the existing High Tech Rochester facility, private sector contributions, and state and federal grants. 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 \$2.5 million in funding support for the Finger Lakes Business Accelerator Cooperative project. This initiative supports the region’s strategy to Foster Entrepreneurship, Innovation, and Business Retention and Expansion.



Finger Lakes Business Accelerator

CFA # 19736

FLREDC Recommendation

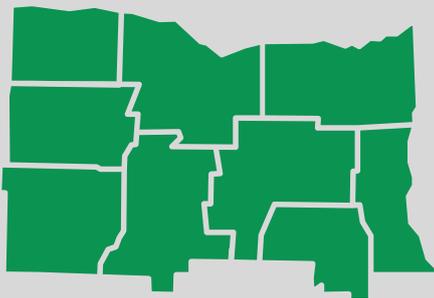
\$ 2,500,000

PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Building Acquisition/Donation (pro-rate value)	Equity	\$	11,000,000
Renovations	ESD Capital	\$	2,500,000
	Cash Equity and/or EDA Grant	\$	4,700,000
Architecture/Engineering	Cash Equity and/or EDA Grant	\$	300,000
Total Cost		\$	18,500,000

Budget Narrative



High Tech Rochester (HTR) is currently in negotiations to receive a building as a donation. This property will serve as the hub location for the Finger Lakes Business Accelerator Cooperative as well as HTR's operations, multiple start-up companies, and other support services. The pro-rated value of this, the second phase of the project's development, is \$11 million. The cash equity for the remainder of the project will come from a future federal EDA Grant and/or revenues provided by HTR from the sale of its existing property.

Science Technology and Advanced Manufacturing Park

An estimated \$13 billion in public and private investment over the last decade has established New York State as a global leader in nano-enabled technologies. However, the state's only shovel ready mega-site at Luther Forest Tech Campus in Saratoga County is experiencing strong growth and will be approaching capacity in the next few years. As a result, there is a pressing need to identify and develop the next mega-site manufacturing campus to maximize employment and further strengthen the state's position in the highly competitive field of nano-technology research, commercialization, and manufacturing.

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

The STAMP site is located approximately 5 miles north of the New York State Thruway with an estimated 2.1 million people living within a 25- to 50-minute commute of the site. The convergence of transportation and industrial infrastructure, including low-cost power, at the site make 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.

The overall project will require significant infrastructure investment over time. As a result, the project's sponsors have developed a phased development plan that requires, in the near term, roughly an 8 percent investment into shovel-ready

infrastructure development, construction, and land acquisition. Planning, environmental review, and re-zoning phases of the project have been largely completed and will be finalized before the end of 2012. Nearly \$3.75 million from New York State, National Grid, and the Genesee County Economic Development Center have been invested to date in the planning, environmental review, and early-stage engineering phases.

With an investment of \$6.7 million in the near term, STAMP will allow the core land parcels, consisting of 733 acres, to be secured 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. Construction trades employment at the STAMP site would likely grow to approximately 1,400 jobs in year 4 (2015). Production at the site would commence by the end of year 5 (2016), creating 1,500 direct jobs. Total regional employment, including supply chain and construction trades, could exceed 5,000 jobs by end of 2016.

It is estimated that the site will be brought to full shovel-ready state over the next 15 years, enabling direct job creation at the STAMP site of up to 9,330 jobs. At full build-out, an estimated 6.1 million square feet of facilities will be constructed. Total regional job creation at full build-out is projected to have a multiplier of at least two indirect jobs for every direct job created. Engineering estimates suggest the STAMP project will require nearly \$250 million in total infrastructure investment over the next 15 years while generating in excess of \$10 billion in private investment.

The Finger Lakes Regional Economic Development Council recommends \$2.5 million in funding support for the STAMP project. This initiative supports the region's Community and Industrial Development and Infrastructure strategy.



STAMP

CFA # 18828

FLREDC Recommendation

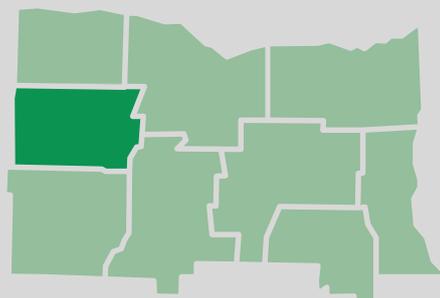
\$ 2,500,000

PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Core Land Acquisition (585 acres, inc. closing costs)	ESD Capital	\$	2,500,000
	Other State Funds (ESD)	\$	282,000
Engineering, Permitting, Project Management	Other State Funds (ESD)	\$	1,350,000
	Non-Profit/Private Funds	\$	250,000
Early-State Infrastructure Construction	Other State Funds (ESD)	\$	368,000
	Non-Profit/Private Funds	\$	70,000
	Other Public Funds	\$	62,000
Sales & Marketing Infrastructure, Sales Process	Non-Profit/Private Funds	\$	250,000
Bridge Financing Costs (interest expense)	Non-Profit/Private Funds	\$	130,000
Secondary Land Acquisition (198 acres)	Other Public Funds	\$	1,438,000
Total Cost		\$	6,700,000

Budget Narrative



Genesee Gateway Local Development Corp (GGLDC) has requested a total of \$10 million in ESD Capital Grant Funds to acquire the entire land parcel and gain site control at a total cost of \$10.1 million, which is the critical next step for the STAMP project, which enables initial phases of site development and marketing. These funds will ultimately leverage long-term private sector investment, which will approach \$10 billion.

The recommended capital funding for this project phase will be used to acquire the majority of the core land parcels (535 acres).

Other State Funds: \$2 million was appropriated in the 2011–2012 NYS Budget and has been approved and funded through ESD.

Non-Profit/Private Funds: \$700,000 includes capital from GGLDC and private funds that will be provided to the applicant for use by a private sector partner.

Other Public Funds: This phase of the STAMP project requires an additional \$1.5 million for full land acquisition, which the sponsors hope to receive from other state sources if possible. If this funding gap is not filled, the land acquisition will be reduced by approximately 200 acres.

Seneca AgBio Green Energy Park

The Seneca AgBio Green Energy Park, located at the former Seneca Army Depot in Romulus, is home to an innovative program for agricultural processing and renewable energy production.

The project will build upon recent enhancements made by the current tenant, Seneca BioEnergy, to the Park's infrastructure – including construction of a 400,000 square foot manufacturing facility and installation of equipment to extract grape seed oils, process soy beans, and produce biodiesel – which will enable three additional companies to relocate to the Park and establish operations.

The companies (listed below) are investing \$8 million for redevelopment of site infrastructure, equipment purchases, pilot scale technology development, agricultural contracts fulfillment, and commercial operations of their green energy and environmental technologies for biodiesel and biomaterials production and biomass processing. This project was awarded tax-exempt bond support in 2011 and is currently soliciting assistance to raise \$7 million in additional funds to help implement the project.

In order to accelerate the acquisition of necessary equipment, which is critical to expand operations and initiate job creation, the Park has requested an additional \$950,000 in capital funds. This amount will be offset by a reduction in the Park's previously approved bonding authority.

Specifically, the project would enable these companies to do the following:

- Seneca BioEnergy will increase its existing biodiesel production capacity at the park from 500,000 to 5 million gallons per year and will expand its grape seed processing operations to produce more than 10,000 gallons per year of local grape seed oil;
- Akron Ag Products will locate and expand its a biomass combustion and food-grade dehydration operations;
- Novera Feeds will locate its commercial production of its patented feed supplement for dairy and beef cattle;
- Upstate Oil Recyclers will expand its waste grease and restaurant oils collection and processing operations to provide biodiesel and feed stocks.

By locating their individual operations within the Seneca AgBio Green Energy Park, the four businesses will take advantage of synergistic opportunities for shared resources and infrastructure and common supply and product contracts. The project will provide 60 new jobs and economic activity to this rural area while at the same time sustaining a positive impact on regional water and air quality by recycling waste oils and processing agricultural byproducts.

The Finger Lakes Regional Economic Development Council recommends \$950,000 in funding support for the Seneca AgBio Green Energy Park project. This initiative supports the region's Energy Innovation, and Agriculture and Food Processing strategies.



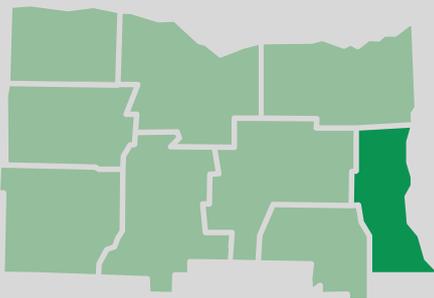


Seneca AgBio Green Energy Park	CFA #	16766
FLREDC Recommendation	\$	950,000

PRIORITY PROJECT BUDGET		<i>(per recommended funding amount)</i>	
Uses of Funds	Sources of Funds	\$	Amount
Equipment/Machinery	ESD Capital Funds	\$	950,000
	NYS Tax Exempt Bond (2011 CFA)	\$	6,000,000
Job Training	NYS DOL (2012 CFA)	\$	50,000
Working Capital	Cash Equity	\$	1,000,000
Total Cost		\$	8,000,000

Budget Narrative

Seneca BioEnergy has agreed to commit \$1 million in equity to this project. Additionally, the company has a tax exempt bond issue of \$6 million pending that will provide a low interest loan for production equipment.



Finger Lakes Clinical Quality Improvement Initiative

The Finger Lakes region's low-cost, high-quality collaborative healthcare environment offers a unique opportunity for cost containment. Experts agree that much of healthcare spending is unnecessary or ineffective and a significant opportunity for cost control exists through matching healthcare practice to clinical outcomes by developing clinical guidelines that "do more with less."

By emphasizing evidence-based standards and guidelines, the region can reduce unnecessary hospitalizations and tests, curtail unproven treatments, and replace high-cost drugs and devices with equally effective, less costly, alternatives, while at the same time improving the quality of care. The Finger Lakes region's healthcare sector is uniquely positioned to achieve these breakthroughs. The region has a well-documented capacity to work collaboratively to achieve community-established healthcare goals. The region's collaborative approach is reflected by the recent \$26.5 million Center for Medicare & Medicaid Innovation award, the largest in the nation.

The Finger Lakes Clinical Quality Improvement Initiative will connect data analysis to clinical practice. Evidence-based clinical guidelines and best practices will inform strategies to reduce unwarranted variation. Combined clinical quality, cost, and patient experience information will provide actionable and meaningful metrics and tools for physicians.

The first phase of the initiative will build upon community-wide clinical guidelines developed by the Monroe County Medical Society. These recommendations will be disseminated to physicians and healthcare consumers. This phase will begin in 2012 and guidelines will be continuously communicated on an ongoing basis. In future phases, a number of specific conditions will be examined through the merging of claims and laboratory data. These potentially include high blood pressure, asthma, coronary artery disease, lower back pain, and other chronic conditions. Clinical outcomes will be integrated with administration and patient experience data, enabling the creation of strategies that tie the outcomes to the cost of care for given disease, treatment

episodes, and the intensity of services provided. Eventual integration with the New York State All Payer Database will improve the breadth of available information. Once fully implemented in the Finger Lakes, this approach can be replicated across New York State.

The project will stimulate a substantial and lasting economic impact on the regional and state economies. The direct project investment of \$11 million will create an estimated 100 jobs and \$8 million in compensation. The real economic significance of this endeavor is in its impact on healthcare system effectiveness. Project partners – the University of Rochester Medical Center, the Rochester General Health System, Unity Health System, Excellus BlueCross BlueShield, the Greater Rochester Regional Health Information Organization, and the Finger Lakes Health System Agency – are already making investments totaling \$140 million in healthcare information technology, particularly through the region-wide adoption of electronic medical records. The regional economy will further benefit as the Finger Lakes strengthens its reputation as a center of clinical practice innovation and as a business location that provides high quality healthcare at lower costs.

The Finger Lakes Regional Economic Development Council recommends \$400,000 in funding support for the Finger Lakes Clinical Quality Improvement Initiative project. This initiative supports the region's Advanced Healthcare and Life Sciences strategies.

This project did not qualify for funding under the 2012 CFA process. However, the Finger Lakes Regional Economic Development Council believes that this effort is critical to maintaining the region's quality of life and competitive advantage. The Council intends to work with the Cuomo Administration to encourage greater flexibility to the state's economic development funding resources so that – as was the case last year – projects of this nature can move forward.



Finger Lakes Small Business Expansion Fund

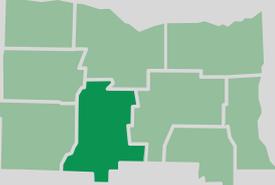
The Finger Lakes Regional Economic Development Council proposes the creation of \$1.15 million capital investment pool that will target seven companies with significant growth potential. These companies represent key industry sectors – food processing, optics/imaging/photonics, advanced manufacturing, and energy – targeted by the Council and are geographically distributed throughout the region. In many instances, these companies are not eligible for Excelsior Tax Credits. Collectively, these projects represent more than \$9.2 million in total investment and will create or retain 306 jobs.

The Finger Lakes Regional Economic Development Council recommends \$1,150,000 in funding support for the Finger Lakes Business Acceleration Fund project. This initiative supports the region's Foster Entrepreneurship, Innovation, and Business Retention and Expansion strategies.

Once Again Nut Butter (Livingston County) Project will enable company to acquire 10 acres of land in downtown Nunda and build a 40,000 square foot, high-speed automated peanut butter processing facility. <i>Project will create and retain 40 jobs.</i>	CFA #	18502
FLREDC Recommendation	\$	300,000

PRIORITY PROJECT BUDGET		(per recommended funding amount)	
Uses of Funds	Sources of Funds	\$	Amount
Land Acquisition	Company/Bank	\$	\$300,000
Site Preparation	Company/Bank	\$	600,000
Soft Costs	Company/Bank	\$	100,000
Building Construction	ESD Capital	\$	300,000
	Company/Bank	\$	700,000
Machinery & Equipment	Company Equity	\$	600,000
	Company/Bank	\$	900,000
Total Cost		\$	3,500,000

Budget Narrative



Balance of funding for project to come from company equity and loans from Five Star Bank. The process is underway and loan approvals are expected within the next two months. The company is also negotiating the land purchase with the Town of Nunda, a process which should also take at least two months.

Finger Lakes Small Business Expansion Fund (continued)

CNG (Compressed Natural Gas) One Source (Genesee County)

CFA # 18799

Project entails land acquisition and construction of multiple buildings to house the company's new operation which involves the conversion of gasoline and diesel vehicles to compressed natural gas.

Project will generate 150 jobs.

FLREDC Recommendation

\$ 300,000

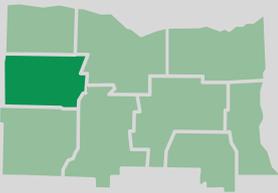
PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Property Acquisition	Company	\$	250,000
Construction / Renovation	ESD Capital	\$	300,000
	Company	\$	450,000
Machinery / Equipment	Company	\$	1,000,000
Total Cost		\$	2,000,000

Budget Narrative

Company will finance this with company and investor equity.



ValTech Holdings (Monroe County)**CFA # 18770**

Project will enable plastic injection molding company – located in an economically stressed section of the City of Rochester – to acquire new machinery and make improvements to its facility to accommodate job growth.

Project will create and retain 38 jobs.

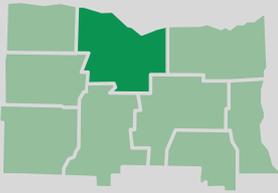
FLREDC Recommendation**\$ 100,000****PRIORITY PROJECT BUDGET**

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Construction / Renovation	Company	\$	50,000
Machinery & Equipment	ESD Capital	\$	100,000
	Company	\$	405,000
Total Cost		\$	555,000

Budget Narrative

Company will fund the balance of the project out of operating cash it currently has reserved for this project.

**Toptica Photonics** (Ontario County)**CFA # 17352**

Project will upgrade company's current facilities in Victor, enabling it to begin manufacturing of photonics components which would otherwise be made outside New York State.

Project will create and retain 13 jobs.

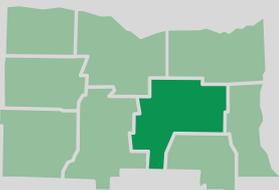
FLREDC Recommendation**\$ 125,000****PRIORITY PROJECT BUDGET**

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Building Construction	ESD Capital	\$	125,000
Machinery/Equipment	Company/Borrowing	\$	390,000
Total Cost		\$	515,000

Budget Narrative

Funding consists of local capital and well as foreign investment from Germany through Toptica's parent corporation.



OptiPro Systems Expansion (Wayne County)

CFA # 18460

Project will enable company to build a computer-controlled optics centering machine for sales demonstration and production purposes. Equipment will allow company to increase sales, competitiveness, and employment.

Project will create and retain 10 jobs

FLREDC Recommendation

\$ 50,000

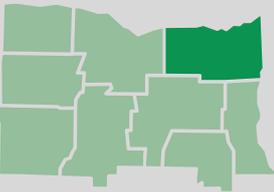
PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Machinery / Equipment	ESD Capital	\$	50,000
	Company	\$	200,000
Total Cost		\$	250,000

Budget Narrative

Funding for the balance of the project consist of equity and an existing, established line of credit.



Drasgow (Wyoming County)

CFA # 19459

Project will enable company to expand production machine shop and office space to accommodate growth in business as a supplier to the automotive industry and enable it to diversify its customer base.

Project will create 10 jobs.

FLREDC Recommendation

\$ 125,000

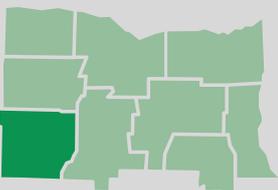
PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Building Construction	Company/Bank	\$	535,000
Machinery/Equipment	ESD Capital	\$	125,000
	Company/Bank	\$	356,000
Total Cost		\$	1,016,000

Budget Narrative

Company is working with the Bank of Castile on project. The application is pending and is expected to be approved by late September 2012.



Quorum Group (Orleans County)

CFA # 14283

Project consists of the relocation and expansion of Takeform, a manufacturer of graphic design products, enabling it to move production from Wisconsin to Medina.

Project will create and retain 45 jobs.

FLREDC Recommendation

\$ 150,000

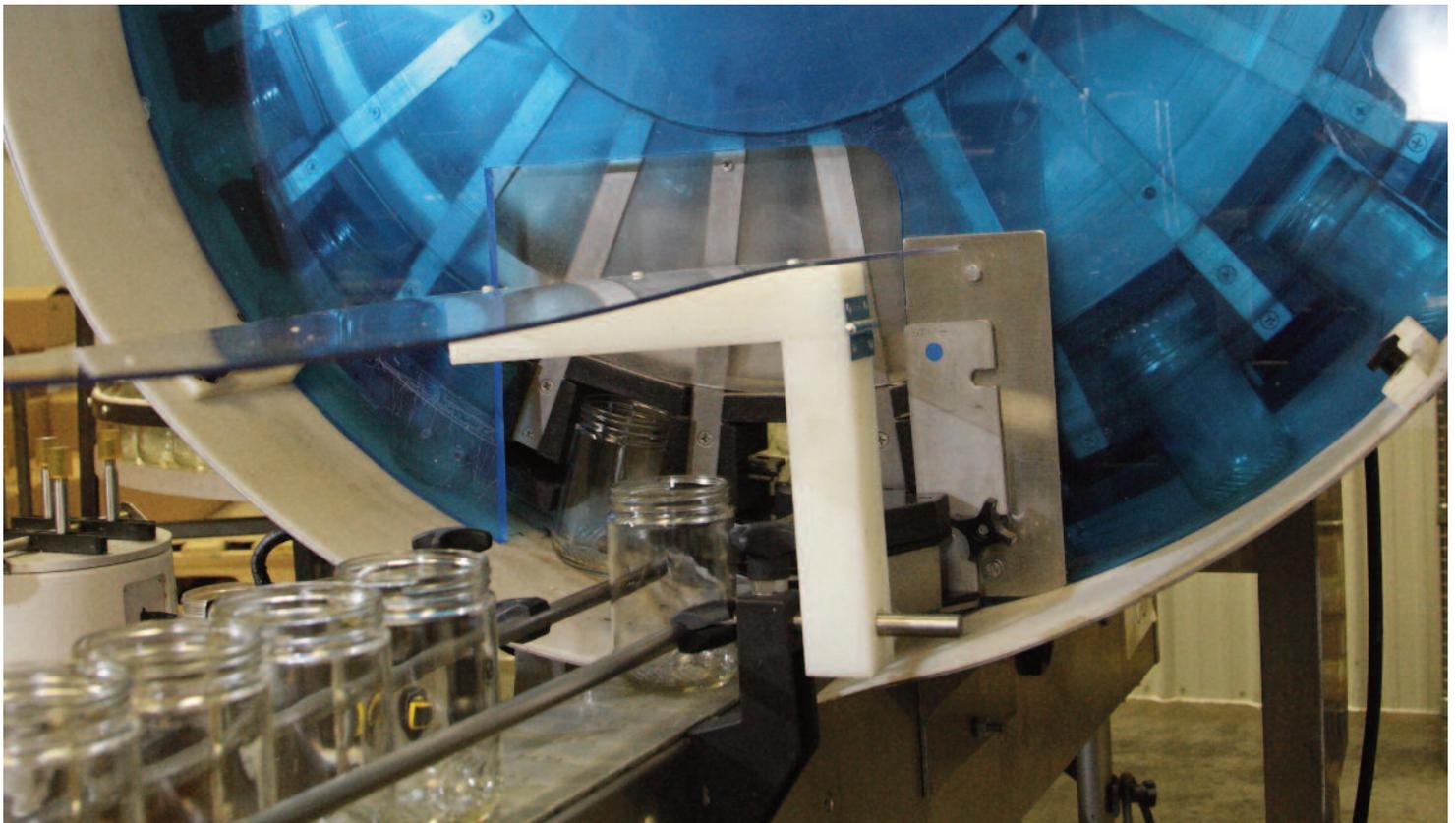
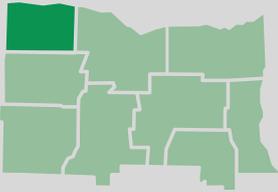
PRIORITY PROJECT BUDGET

(per recommended funding amount)

Uses of Funds	Sources of Funds	\$	Amount
Building Purchase	ESD Capital	\$	150,000
	Company	\$	550,000
Building Renovations	Company	\$	231,000
Utility Upgrades	Company	\$	95,000
Machinery Purchases	Company	\$	143,000
Furniture & Fixtures	Company	\$	223,000
Total Cost		\$	1,392,000

Budget Narrative

The balance of funding for this project would come from an established line of credit with the Bank of Castile.



ADDITIONAL PRIORITY PROJECTS

The Finger Lakes Regional Economic Development Council has identified other priority 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.

NOHMs Technologies

Project will convert unused office, laboratory, and manufacturing space at Eastman Business Park to a state-of-the-art research, development, and advanced manufacturing facility for a start-up company that is developing new energy storage technologies.

RIT Sustainable Packaging Initiative

Project will enable RIT to work with food processors in the region to help them adapt sustainable packaging that reduces environmental impact, spoilage, and weight, and increase fuel efficiency.

Farm Credit East / Finger Lakes Regional Milk Production Growth Incentive Program

This program will strengthen rural communities and help local dairy farmers meet the milk demands of the region's growing yogurt manufacturing sector – two new plants in Genesee County will double the region's milk processing capacity.

Village of Penn Yan / Keuka Lake Waterfront Development

Project includes a mixed-use brownfield redevelopment consisting of retail, office, restaurant, hotel, and residential space on a 14.7 acre site located at the north end of Keuka Lake and adjacent to historic downtown Penn Yan.

Graphene Devices

Project includes the design, purchase of equipment, engineering, and assembly of a full production facility at Eastman Business Park to produce materials used in the production of energy storage devices.

Mill Seat Waste to Energy

The project consists of a proposed expansion of the methane-fueled power plant located at a landfill in the Town of Riga and new infrastructure to connect the plant to 130-acres of Monroe County-owned land suitable for commercial development and provide the site with low cost power.

Farm Credit East / Value Added Direct Marketing

Program will provide funding that enables farms to build new structures, buy equipment, renovate buildings, and access working capital.

2013 LPGA & PGA Championships

Project will allow marketing and promotions efforts that will: 1) enable the community to return the LPGA Championship tournament – one of four major tournaments for the women worldwide – to Locust Hill Country Club in 2013; and 2) support the 2013 PGA Championship, which will be held at Oak Hill Country Club. These events will attract a global audience of visitors and viewers, representing an opportunity to showcase the region.

Town of Seneca Falls / Mr. Bults

Project will entail the construction and operation of a new facility in Seneca Falls that will serve as a regional office and operating base for the nation's largest hauler of solid waste.

American Heritage Homes

The project will expand company's Warsaw manufacturing facility to produce modular homes to supply New York State and other Northeastern states with housing.

Village of Newark / IEC Electronics

Project will enable town to upgrade and renovate an existing facility to enable wire and cable manufacturing company to expand its operations.

Geva Theatre

Project consists of major capital improvements to preserve, renovate, and promote the historically significant building that serves as the home of Rochester's leading stage theater. Improvements will enhance services and facilities for performers and guests and strengthen one of the region's premier cultural assets.

FoodLink Food Hub

Project allows FoodLink to increase the size and capacity of its food storage, processing, and distribution facilities to accommodate increasing demand to supply food to hospitals, schools, corner stores, and the emergency food network in the Finger Lakes region.



Corn Hill Landing Canalway Information & Ticketing Center

Project entails the installation of an information and ticketing center at Corn Hill Landing in Rochester, one of the largest and most active canal harbors/landings in the New York State canal system.

Finger Lakes Museum

Project will enable continued planning, programming, design and environmental review for museum's main campus located in Keuka Lake State Park and the development of education programs at the museum's current location at its Branchport Discovery Campus.

Low Vision Center Renovations

Project consists of renovations to the Association for the Blind & Visually Impaired's offices in the South Wedge section of Rochester and will enable the organization to meet the burgeoning need for vision rehabilitation services in the Finger Lakes region, as well as employment issues faced by working age people who are blind or visually impaired.

Bristol Valley Ski Resort

Project entails the restoration and expansion of facilities and acquisition of equipment necessary to re-open ski resort located in Ontario County.

Finger Lakes Boating Museum

Project consists of a new museum and visitor's center on the north end of Seneca Lake in Geneva that will house the museum's extensive collection of boats, artifacts, and archival material related to Finger Lakes boating history.

Little Theatre Renovation

Project will upgrade theaters to digital cinema exhibition technologies, 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 the presentation of American independent and foreign films, local artists, and community discussion.

I-Square

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



EXCELSIOR JOBS PROGRAM RECOMMENDATIONS

The Finger Lakes Regional Economic Development Councils 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 \$17.9 million in total investment and will create and retain 715 jobs.

NOHMS Technologies (Monroe County)

104 new jobs, \$4.36 million investment

Project will relocate an early-stage energy storage company founded in Ithaca to office, laboratory, and manufacturing space in Eastman Business Park.

Graphene Devices (Monroe County)

50 new jobs and 2 retained jobs, \$635,000 investment

Project includes the design, purchase of equipment, engineering, and assembly of a full production facility at Eastman Business Park to produce materials used in the production of energy storage devices.

DAU Thermal Systems (Wayne County)

55 new jobs, \$2.5 million investment

Project will enable production plant expansion in Macedon that will allow the company to bring manufacturing of custom heat sinks currently being done in Asia and Europe back to New York State.

American Heritage Homes (Wyoming County)

149 new jobs, \$2.23 million investment

The project will expand company's Warsaw manufacturing facility to produce modular homes to supply New York State and other Northeastern states with housing.

Gray Metal Products (Livingston County)

80 new jobs and 80 retained jobs, \$2.5 million investment

The project involves a facilities expansion to increase capacity in the manufacture of steel products – primarily sheet metal ducts and accessories for the HVAC industry – at the company's current location in Avon.

API Technologies (Monroe County)

25 new jobs and 35 retained jobs, \$2.07 million investment

Project involves investment in additional capability and capital equipment for Fairport-based provider of electronic systems, subsystems, radio frequency, and secure systems for defense, aerospace, and commercial applications.

Advantage Metalwork & Finishing (Monroe County)

90 new jobs, \$2.19 million investment

Project entails the acquisition of machining and metalworking equipment to increase productivity at custom metal manufacturer's existing operation in Rochester.



FIVE-YEAR PIPELINE INITIATIVES

The Finger Lakes Regional Economic Development Council has identified several other important projects that represent growth opportunities and the Council supports their future development.

2013 PGA Championship

The 2013 PGA Championship at Oak Hill Country Club represents an opportunity to showcase the region to a global audience of visitors and viewers. The Council supports efforts to promote this event and leverage this exposure to market the region.

Finger Lakes Clinical Quality Improvement Initiative

Project will seek to achieve savings in healthcare costs by addressing unnecessary hospitalizations, redundant tests, unproven treatments, identifying alternatives to high-cost drugs and devices, and improving end-of-life care.

Portageville Freight Rail Bridge Replacement Project

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.

Kodak/Eastman Business Park Digital Pilot Coater Enhancements

Project consists of new equipment and renovation/expansion of the Thin Film Pilot Coating Center at Eastman Business Park. The center's machines are used to conduct development work at a scale from proof-of-concept to commercial manufacturing.

Yates County Open Access Fiber Network

Project consists of the development, implementation, and operation a municipal-based open access fiber optic backbone which will enable technology-led economic development throughout Yates County.

Finger Lakes Regional Center for Advanced Optics Manufacturing

Project entails the acquisition of two important pieces of equipment used in the development and testing of optical equipment. The equipment would be housed at the Institute of Optics at the University of Rochester and used by members of the Rochester Regional Photonics Cluster for research, development, and training and by the University for research and education.

Canandaigua Lakefront Redevelopment

Project will develop 33.5 acres of land adjacent to Kershaw Park on the north end of Canandaigua Lake for mixed use.

Irondequoit Mall Redevelopment

Redevelopment of the former Irondequoit Mall, a property located just north of the City of Rochester, has languished for years despite multiple efforts to revive it. The successful redevelopment of this massive site within the one of the Finger Lakes' most populated areas is a priority for the region.

Rochester Public Market

The City of Rochester has recently completed a master plan for the expansion of its nationally-recognized Public Market. The \$10 million in enhancements will further develop this unique asset as a destination, while strengthening its connections with the region's farmers and small businesses.



IV

CONCLUSION

We have still
only just begun





The transformation of the Finger Lakes economy continues to accelerate, due in great part to the spirit of collaboration fostered by the regional economic planning process, the investment and leadership provided by New York State, and the innovation and inspiration of the region's residents.

Despite significant obstacles to growth, the region continues to outperform much of the state and the nation in job growth. These achievements represent a strong foundation upon which the Finger Lakes can achieve even greater economic growth and job creation.

At the same time, the Finger Lakes Regional Economic Development Council recognizes that many challenges remain to be overcome. The actions recommended in this report build upon the strategic plan created last year, enable key transformational projects to take the next steps in their development, and propose new actions that address gaps in efforts to promote and extend growth and opportunity across the region's nine counties.

The actions and projects in this report will foster the development and commercialization of new technologies, accelerate the creation and expansion of businesses, enable more people to gain the skills necessary to enter the workforce, breathe new life into urban and rural communities, and preserve the region's high quality of life.

The Finger Lakes Regional Economic Development Council is deeply grateful for this opportunity and strongly believes that the state's visionary new approach to economic development will empower the region to create an even brighter economic future.

Appendix A

Work Group Members



Agriculture & Food Processing

Jim Allen	New York Apple Association
Tom Burr	Ag Experimental Station
Ginny Clark	Constellation Brands
Paul D'Amato	NYS Agency – DEC
Karen Dybas	NYS Agency – Ag/Mkts
Gary Hadyk	Seneca Foods
Mary Pat Hancock	Genesee County Legislature
Andy Harlan	Rochester Institute of Technology
Dale Hemminger	Hem-Dale Farms & Farm Bureau
Steve Glenning	Wegmans Food Markets
Dan Johnson	Rochester Institute of Technology
John LiDestri	LiDestri Foods
<i>Tom Macinski</i>	Standing Stone Winery
Peter Martini	Anthony Road Winery
<i>John Noble</i>	Synergy, LLC
Susan Noble	Cornell Agriculture and Food Technology Park
<i>Jim Pierce</i>	Wyoming County Business Center
Ron Rausch	NYS Agency - Ag/Mkts
Nathan Rudgers	Farm Credit East, Batavia, NY

Tourism & the Arts

Rollie Adams	the Strong
John Adamski	Finger Lakes Museum
Brian Dwyer	M & T Bank
Dan Fuller	Bristol Mountain/Roseland Waterpark
Ed Hall	Greater Rochester Visitor's Association, Inc.
Marc Iacona	Jazz Fest
Tim Joseph	NYS Agency – Parks / Historical Preservation
Cynthia Kimble	Finger Lakes Tourism Alliance
<i>Valerie Knoblauch</i>	Finger Lakes Visitor Connection
Sharon Leighton*	NYS Agency – Canal Corp
Sara Lentini	Arts & Cultural Council for Greater Rochester
Susan Lindsay	City of Rochester
Mike Linehan	Yates County Chamber of Commerce
<i>Cynthia Oswald</i>	Livingston County Chamber of Commerce
Rich Parker*	NYS Agency – Parks / Historical Preservation
Jamal Rossi	Eastman School of Music
Jeff Shipley	Seneca County Chamber of Commerce
Greg Smith	Jay Advertising
Mark Thomas*	NYS Agency – Parks / Historical Preservation
Jim Trezise	New York Wine Grape Foundation

Advanced Manufacturing

Mark Bocko	Center for Emerging Innovative Sciences
<i>Charlie Cook</i>	Liberty Pumps
Ronald Golumbeck	ITT Goulds Pumps
John Hurley	Web Seal, Inc.
<i>Steve Hyde</i>	Genesee County IDA
Kevin Kelley	Rochester Tooling and Machining Association
Mark Kowalski	G.W. Lisk Company, Inc.
Jerry Leary	Koike Aronson
<i>Bradley MacDonald</i>	Brunner International
Bob McNary*	NYS Agency – Empire State Development

Dana Mehnert
Nabil Nasr
 John Perrotti
Tyrone Reaves
 Judy Seil
 Paul Tolley
 Robert Trouskie
Kirsten Werner

Harris RF Communications
 Rochester Institute of Technology
 Gleason Works
 TruForm Manufacturing Corp.
 Monroe County Industrial Development Agency
 Smart System Tech. & Comm. Ctr of Excellence
 Workforce Development Institute
 Diamond Packaging Company, Inc.

Optics, Imaging & Photonics

Tom Battley	New York Photonics Industry Association
Don Golini	QED Technologies, retired
John Hart	Lumetrics
William Hurley	Rochester Precision Optics
Mike Mandina	Optimax Systems
<i>Augustin Melendez</i>	Eastman Business Park
Ross Micali	MCC
Duncan Moore	University of Rochester
Mike Richardson	Rochester Institute of Technology
<i>James Sydor</i>	Sydor Optics

Higher Education

Don Bain	St. John Fisher College
Daan Braverman	Nazareth
Chris Dahl	SUNY Geneseo
<i>Bill Destler</i>	RIT
Dr. Jorge Díaz-Herrera	Keuka College
Mark Gearan	Hobart and William Smith Colleges
<i>John Halstead</i>	SUNY Brockport
<i>Dr. Anne Kress</i>	MCC
Dr. John Martin	Roberts Wesleyan College
Wade Norwood	Finger Lakes Health Systems Agency
Dr. Barbara Risser	FLCC
<i>Joel Seligman</i>	University of Rochester
Jim Sunser	GCC

Advanced Healthcare

<i>Dr. Bradford Berk</i>	University of Rochester
Mark Clement	Rochester General Hospital
Linda Farchione	Thompson Health
Warren Hern	Unity Health System
<i>David Klein</i>	Excellus BlueCross BlueShield
<i>Sandy Parker</i>	Rochester Business Alliance
Bruce Popper	1199 SEIU
<i>Paul Speranza</i>	Wegmans Food Markets
Mark Taubman	School of Medicine and Dentistry, URMC
Karen Springmeier	Finger Lakes Workforce Investment Board, Inc.
Ralph Van Houten	NYS Agency – Department of Health
Fran Weisberg	Finger Lakes Health Systems Agency
Mary Zelazny	Finger Lakes Community Health

Life Sciences

<i>Rob Clark</i>	Hajim School of Engineering and Applied Sciences
Richard Doolittle	RIT's College of Health Sciences and Technology

Russ Fuller	Sigma
Jeff Markin	VirtualScopics
Rick Richmond	STS Bio Polymers, SiMPore, Diffinity Genomics
Mark Taubman	School of Medicine and Dentistry, URMC
Mikael Totterman	iCardiac
Maurice Zauderer	Vaccinex, Inc.

Energy Innovation

Mike Alt	Eastman Kodak
Jack Baron	Sweetwater Energy
Bob Bechtold	Harbec Plastics
Wendy Buchholz	Johnson Controls, Inc.
Peg Churchill	Wayne County IDA / EDC
Rob Clark	University of Rochester – Dean of Hajim School
Randy Farnsworth	Randall Farnsworth Auto Group
Matt Fronk	formerly GM Fuel Cell & RIT
Linda Hardie*	NYS Agency – Energy & Research Authority
Brett Hastings	Noble Environmental Power
Andy Naubum(Naukam)	Ultralife
Mark Peterson	Greater Rochester Enterprise
Dr. Ryne Raffaele	RIT
Mick Stadler	Cerion Energy

Business Services

Roxanne Baker	Coast Professionals
Ann Burr	Frontier Communications of Rochester
Don Culeton	Info Directions, Inc.
Rolla Huff	Earthlink
Brian Lloyd	Xerox
Jeff Valentine	Valentinium
Rebecca Valladares	Adecco
Mike Zimmer	Xerox

Community Development

Valerie Bassett	City of Geneva Office of Planning & Development
Maggie Brooks	Monroe County Executive
Peter Brown	Seneca County Planning & Community Dev.
Holly Budd	Farash Corporation
Daniel Buyer*	NYS Agency – Homes & Community Renewal
Bill Clark	Urban League of Rochester, NY
Bret Garwood	City of Rochester
Ryan Hallings	Lyons Bank
Aaron Hilger	Builder's Exchange
Gidget Hopf	ABVI Goodwill
Jennifer Leonard	Rochester Area Community Foundation
Stuart Mitchell*	PathStone
Jason Molino	City of Batavia
Tom Richards	City of Rochester Mayor
Hilda Rosario Escher	Ibero American Action League
Pat Rountree	Livingston County Economic Development/IDA
Kal Wysowkowski	Village of Fairport, Office of Community and Economic Development
Heidi Zimmer-Meyer	Rochester Downtown Development Corp.

Infrastructure & Transportation

Michael Alt	Eastman Business Park
Brian Anderson	National Grid
Bob Aronson	Seneca County IDA (Army Depot)
Ann Burr	Frontier Communications of Rochester
Bill Carpenter	Rochester Genesee Regional Transportation Authority
Dave Collins	Genesee & Wyoming Railroad
David Dworkin	LLD Enterprises
Sergio Esteban	LaBella Associates
Ted Fafinski	Ontario County Board of Supervisors
Michael Giardino	Greater Rochester Regional Airport

Dan Kuntz	Business Manager, Laborers Local 435
Michael Manikowski	Ontario County IDA
Chris Mueller	Time Warner Cable
Rich Perrin	Genesee Transportation Council
John Purcell	Fibertech
Terry Rice	Monroe County Transportation
Joe Rizzo	Rochester Gas and Electric
JC Smith*	NYS Agency – Environmental Facilities Fund
Bob Traver*	NYS Agency – DOT
David Zorn	Genesee Finger Lakes Regional Plan. Council

Entrepreneurship & Innovation

Sherri Arnold*	Corning SBDC
Dick Barth	Genesee Small Business Development Center
Dana Burnett	PathStone, Inc.
John Grabski	ClearMomentum
Steve Griffin	Finger Lakes EDC & Yates County IDA
Patricia Higgins*	Onondaga SBDC
Bill Jones	Venture Creations
Theresa Mazzullo	Excell Partners, Inc.
Duncan Moore	University of Rochester's Simon School
Jan Pisanczyn*	Brockport SBDC
Jim Senall	HTR
Chris Whitman	Complemar

Workforce Development

Lynne Freid	Finger Lakes Community College
Michael Glover	Genesee Valley Educational Partnership
Ron Golunbeck	ITT Goulds Pumps, NYS WIB Member
Mary Lou Hamm	GLOW Workforce Investment Board
Joe Hamm*	NYS Agency – Department of Labor
Jerry Kozlowski	GCC Workforce Development
Dr. Anne Kress	MCC
Roosevelt Mareus	Rochester Educational Opportunity Center
Joe Marianelli	Wayne-Finger Lakes BOCES
Todd Oldham	MCC
Pete Pecor	Rochester Works
Dan Richards	Latta Road Nursing Home, NYS WIB Member
Paul Speranza	Wegmans Food Markets
Karen Springmaier	Finger Lakes Works
Bob Trouskie	Workforce Development Institute Regional Dir.
Bolgan Vargas	Rochester City School District
Ken Warner	UNICON
Dan White	Monroe BOCES 1
Dave Young	IBEW

Eastman Business Park

Kenneth Adams	Empire State Development Corporation
Mike Alt	Eastman Business Park
Joe Chan	Empire State Development Corporation
Bob McNary	Empire State Development Corporation
Mark Peterson	Greater Rochester Enterprise

KEY

Co-Chair

Council Member

* ExOfficio

Appendix B

Example Work Group Dashboard

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 Dartmouth Atlas, Medicare rates are 21% below the national average and 2010 Milliman study shows Commercial insurers costs are 30% below national average.
- 2 57,000 physicians, nurses, employees, and other healthcare professionals
- 3 National recognition for high quality, low cost, healthcare
- 4 Low rate of uninsured adults vs NYS and National average 1
- 5 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 (identify Women or Minority)

- NA for this work group

Capital Invested

- NA for this work group

Frequency of meetings

- Weekly

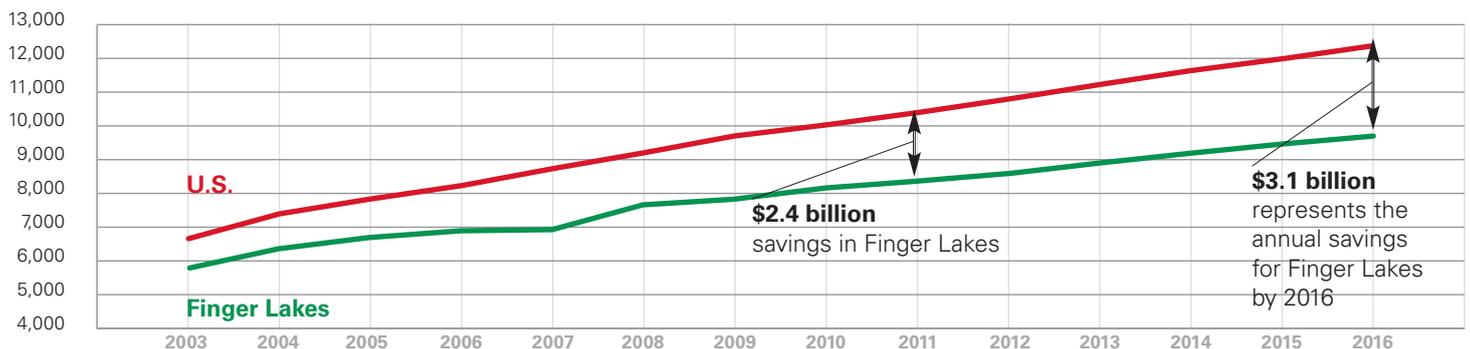
Inclusiveness

- 119 volunteers in 60 organizations

Medicare Reimbursements*

(price, age, sex, race-adjusted)

* Insured residents' rates are 30% lower than National average. The total using blended rates will show larger savings. SOURCE: Dartmouth Atlas of Health Care.



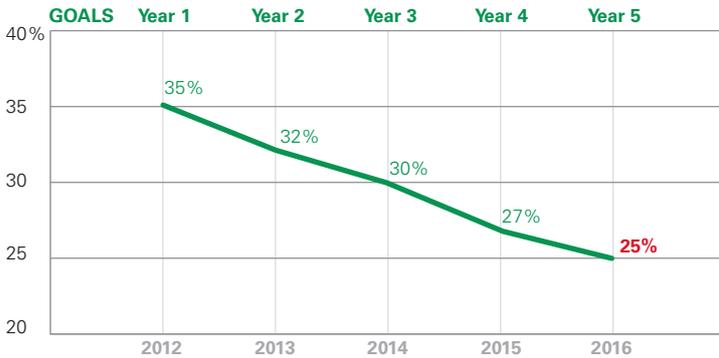
Priority Projects

1

Finger Lakes Health Collaborative, focused on hypertension

Goal To reduce the number of people in the region with hypertension from 37% to 25% in five years.

Hypertension Goals



Priority Project Performance Measure

Economic Benefit

- \$8.5 million in reduced healthcare costs

Jobs Created

- 3 to date (all minority)

Capital Invested

- \$300k

FINANCIAL SUMMARY	\$ Amount	%
Total cost of project	\$ 2,800,000	
CFA Award	\$ 300,000	11%
Funds committed	\$ Amount	%
Wegmans Family Charitable Foundation	\$ 1,400,000	50%
Greater Rochester Health Foundation & other	\$ 1,100,000	39%

2

Clinical Quality Improvement Initiative

Goal Utilize technology to create a data warehouse (clinical, cost, and patient experience) that will provide meaningful and actionable tools that creates opportunities to utilize best practices and drive costs from the system.

Priority Project Performance Measure

Create a fair and effective governance and leadership structure

- By Q1 2013

Raise \$11 Million over 5 years

- Zero to date

Create 100 Jobs over 5 years

- Zero to date



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